North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cabinet

A Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers**, **Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 29 October 2019** at **14:30** to consider the undernoted business.

1 Declarations of Interest
Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2 Minutes
The accuracy of the Minutes of the meeting of the Cabinet held on 24 September 2019 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 Scottish Attainment Challenge in North Ayrshire – Progress Report
Submit report by the Executive Director (Communities) on the impact of the Scottish Attainment Challenge on improved outcomes for learners in North Ayrshire (copy enclosed).

EDUCATION ITEMS FOR DECISION

4 South West Educational Improvement Collaborative (SWEIC) Annual Plan 2019
Submit report by the Executive Director (Communities) on the priorities and content of the South West Educational Improvement Collaborative (SWEIC) Annual Plan 2019 (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

5 Religious Representation on Cabinet
Submit report by the Head of Service (Democratic Services) on the resignation of the current Church of Scotland religious representative on Cabinet and the appointment of a replacement (copy enclosed).

Reports by the Executive Director (Place)

6 Asset Management Plans
Submit report by the Executive Director (Place) on the updated Property Asset Management Plan, Housing Asset Management Plan, Open Space Asset Management Plan, Fleet Asset Management Plan and Roads Asset Management Plan (copy enclosed).

7 Strategic Housing Investment Plan 2020-2025
Submit report by the Executive Director (Place) on the proposed Strategic Housing Investment Plan 2020-2025 (copy enclosed).

8 Allocation of North Ayrshire Council Supported Accommodation
Submit report by the Executive Director (Place) on the North Ayrshire Council Supported Accommodation developments and the criteria and process that will be used to allocate the accommodation (copy enclosed).

9 Roads Winter Service and Weather Emergencies Plan 2019/20
Submit report by the Executive Director (Place) on the Roads Winter Service and Weather Emergencies Plan 2019/20 (copy enclosed).

Reports by the Executive Director (Communities)

10 Community Investment Fund (CIF) Update
Submit report by the Executive Director (Communities) on the progress in relation to the Community Investment Fund (copy enclosed).

11 Proposals for Community Investment Fund (CIF) Expenditure
Submit report by the Executive Director (Communities) on applications by Locality Partnerships to allocate CIF funding to proposed projects (copy enclosed).

12 Community Asset Transfer of Ground adjacent to Irvine Sports Club
Submit report by the Executive Director (Communities) on the transfer of ownership of ground adjacent to that occupied by Irvine Sports Club to the Scottish Charitable Incorporated Organisation, “Irvine Sports Club” (copy enclosed).

CONTRACTS

13 Award of Framework Agreement – Supply of Smoke, Heat and Carbon Monoxide Detection Materials

Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Supply of Smoke, Heat and Carbon Monoxide Detection Materials Framework Agreement (copy enclosed).

14 Urgent Items

Any other items which the Chair considers to be urgent.

Webcasting

Please note: this meeting may be filmed for live and subsequent broadcast via the Council's internet site. At the start of the meeting, the Chair will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act 1998. Data collected during the webcast will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

Generally, the press and public seating areas will not be filmed. However, by entering the Council Chambers and using the press or public seating area, you are consenting to being filmed and consenting to the use and storage of those images and sound recordings and any information pertaining to you contained in them for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact committeeservices@north-ayrshire.gov.uk.

Cabinet Sederunt

Elected Members Joe Cullinane (Chair) John Bell (Vice-Chair) Robert Foster Alex Gallagher Louise McPhater Jim Montgomerie **Church Representatives** Mr Ian Haining Ms Babs Mowat Vacancy **Teaching Representative** Vacancy **Youth Council Representatives**	Chair: Apologies: Attending:

Cabinet
24 September 2019

IRVINE, 24 September 2019 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present
John Bell, Robert Foster and Alex Gallagher.

In Attendance
L. Friel, Executive Director, F. Walker, Head of Service (People and Transformation), D. Forbes, Senior Manager (Financial Management), and Anne Lyndon, Senior Manager (Procurement) (Finance and Corporate Support); R. McCutcheon, Executive Director, D Hammond, Head of Service (Interim) (Commercial), and M. Ritchie, Manager (Regeneration) (Place); A. Sutton, Executive Director (Interim) (Communities), and R. Arthur, Head of Service (Interim) (Connected Communities) (Communities); C. Whyte, Head of Service (HSCP Finance and Transformation) (Health and Social Care Partnership); and A. Craig, Senior Manager (Legal Services), B. Tudhope, Manager (Corporate Policy, Performance and Elections) M. Sugden, Communications Officer, E. Gray, A. Little, and D. McCaw, Committee Services Officers (Democratic Services).

Chair
John Bell in the Chair.

Apologies
Joe Cullinane, Louise McPhater and Jim Montgomerie.

1. Chair's Remarks

The Chair welcomed those present to the meeting and announced that the Cabinet meeting would be webcast,

2. 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 accuracy of the Minutes of the meeting of the Cabinet held on 27 August 2019 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Regulation of Investigatory Powers (Scotland) Act 2000

Submitted a report by the Head of Democratic Services on the Council's use of the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA).

The Cabinet agreed to note (i) the measures in place to secure compliance with RIPSA; and (ii) the use the Council has made of the Act in the last year.

4. Public Performance Reporting 2018/19

Submitted a report by the Head of Democratic Services on 2018/19 public performance reporting and the draft Annual Public Performance Report 2018/19. The Council's performance indicators were set out at Appendices 1 and 2 and the draft Annual Public Performance Report 2018/19 set out at Appendix 3 to the report.

Members queried the way trends are presented in the Annual Public Performance Report and requested that this be amended in future to better plot the performance trends over recent years.

The Cabinet agreed to (a) note the status of the Council's performance indicators as set out at Appendices 1 and 2 to the report; (b) approve the draft Annual Public Performance Report 2018/19 as set out at Appendix 3 to the report; and (c) note that this report would also be referred to the Audit and Scrutiny Committee for further consideration.

5. Revenue Budget 2019/20: Financial Performance to 31 July 2019

Submitted a report by the Executive Director (Finance and Corporate Support) on the financial performance for the Council at 31 July 2019. Budgetary control and financial performance information for Democratic Services, Communities, Finance and Corporate Support and Place was set out at Appendices 1 - 4a of the report; information on other corporate items and miscellaneous items was set out at Appendices 5 and 6; information on the Housing Revenue Account was set out at Appendices 7 and 7a; Virement/Budget Adjustment Requests were set out at Appendix 8; and the HSCP financial monitoring report was set out at Appendix 9.

Members asked questions and were provided with further information in relation to the financial performance of the Health and Social Care Partnership, the reason for the current overspend and the plans in place to reduce it.

That Cabinet agreed to (a) note (i) the information and financial projections outlined in the report; and (ii) the current financial projection for the Health and Social Care Partnership at 2.7; and (b) approve the virements detailed in Appendix 8 to the report.

6. Capital Programme Performance to 31 July 2019

Submitted a report by the Executive Director (Finance and Corporate Support) on the Capital Investment Programme as at 31 July 2019. The North Ayrshire Council Capital Statement 2019/20 was set out at Appendix 1 and the Housing Revenue Account Capital Statement was set out at Appendix 2 to the report.

Members asked questions and were provided with further information in relation to the development of the Community Care facility at Trindlemoss, Irvine

That Cabinet agreed to (a) approve the revisions to budgets outlined in the report; (b) note (i) the General Services and HRA revised budgets at 31 July 2019; and (ii) the forecast expenditure to 31 March 2020; and (c) request that an update on Trindlemoss be provided at a future meeting.

7. VE Day 75 Commemorations

Submitted a report by the Executive Director (Finance and Corporate Support) on the UK and Scottish Government's decision to change the date of the May public holiday to mark the 75th anniversary of VE day.

The Cabinet agreed to approve the proposal that Friday 8 May (VE Day) be recognised as a public holiday, and that the May Day (Monday 4 May) be provided as an additional annual leave day for 2020 only.

8. Road Asset Safety Inspections

Submitted report by the Executive Director (Place) on the proposed new Road Asset Safety Inspection Policy. The proposed Road Asset Safety Inspection Policy was set out at Appendix 1 to the report.

Members asked questions and were provided with further information in relation to the proposal to increase the response time target for Category 3 defects from 30 days to 60 days and the expected impact this would have on roads in North Ayrshire.

The Cabinet agreed to approve the new Road Asset Safety Inspection Policy as set out at Appendix 1 to the report.

9. Community Asset Transfer – Millport Town Hall

Submitted a report by the Executive Director (Communities) on the transfer of ownership of Millport Town Hall and its grounds to the Scottish Charitable Incorporated Organisation Millport Town Hall.

The Cabinet (a) agreed in principle to the asset transfer of Millport Town Hall and its grounds from the Millport Common Good to the Scottish Charitable Incorporated Organisation, "Millport Town Hall"; and (b) authorised officers to conclude the authority, associated legal and community asset transfer process, subject to (i) the granting of court authority, successful alienation from the Millport Common Good; and (ii) the successful assembly of the full proposed funding package.

10. Award of Dalrymple Court Re-development (Construction of 24 Sheltered Housing Units & 9 Bungalows)

Submitted a report by the Executive Director (Finance and Corporate Support) on the tendering exercise for the Dalrymple Court Re-development (Construction of 24 Sheltered Housing Units (SHU) & 9 Bungalows).

The Cabinet agreed to approve the award of the Contract to McTaggart Construction Ltd.

11. Exclusion of the Public

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 item of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

12. Lease of Gateway Building, i3, Irvine Enterprise Area

Submitted report by the Executive Director (Place) on the lease of Gateway Building, i3, Irvine Enterprise Area.

The Cabinet agreed to approve the recommendation as detailed in the report.

The Meeting ended at 3.05 p.m.

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Scottish Attainment Challenge in North Ayrshire – Progress Report**
Purpose:	To inform Cabinet about the impact of the Scottish Attainment Challenge on improved outcomes for learners in North Ayrshire.
Recommendation:	It is recommended that Cabinet: (i) Notes the progress being made to date; and (ii) Agrees to receive a further progress report in one year

1. Executive Summary

1.1 Following the fourth year of working as a Challenge Authority, North Ayrshire Council is making very good progress towards improving learning, raising attainment and closing the poverty-related attainment gap. Improvements can be seen across a range of overarching indicators for literacy, numeracy and health and wellbeing. These improvements also compare well when benchmarked nationally.

1.2 The individual workstreams of the Attainment Challenge in North Ayrshire continue to make strong progress and are reaching a wider range of learners across the local authority. This increased activity is making a stronger contribution towards the overall success of the Attainment Challenge.

1.3 Self-evaluation and sustainability of impact beyond the life of the programme are key features of approaches to planning for the future.

2. Background

2.1 In February 2015, the Scottish First Minister launched the Scottish Attainment Challenge and the £750m Attainment Scotland Fund. This initiative aims to provide targeted support to increase the educational attainment and outcomes of children in Scotland's highest concentrated areas of deprivation.

2.2 North Ayrshire is one of nine Challenge Authorities, identified as facing the most challenges as a result of deprivation. The other Challenge Authorities are Glasgow, Dundee, Inverclyde, West Dunbartonshire, Clackmannanshire, North Lanarkshire, East Ayrshire and Renfrewshire. The Fund targets improvements in literacy, numeracy and health and wellbeing.

2.3 The work of the Attainment Challenge in North Ayrshire is governed by the Attainment Challenge Programme Board (ACPB), which is chaired by the Head of Service (Education) and which reports to the Children's Services Strategic Partnership Board (CSSP).

2.4 The workstreams established to deliver improvements and reduce the poverty-related attainment gaps were:

- Improving learning and teaching through the establishment of a Professional Learning Academy;
- Creating nurturing schools;
- Developing and maintaining good mental health and emotional wellbeing;
- Supporting enhanced family learning;
- Developing and embedding quality leadership at all levels; and
- Developing data literacy skills in our staff to support targeted improvements.

2.5 **Overall progress to date:** The Education Scotland inspection in 2018 concluded that North Ayrshire is making very good progress in improving learning, raising attainment and closing the poverty-related attainment gap. A summary of overarching progress towards closing the gap in literacy, numeracy and health & wellbeing is provided in paragraphs 2.6-2.10 below

2.6 Literacy:

- Overall literacy attainment levels for all learners have increased year on year since 2015.
- Good progress has been made in reducing the early years milestone literacy attainment gap.
- The primary attainment gap in literacy has remained fairly consistent overall since 2015, although there are notable improvements in the areas of reading and in listening and talking (key focus areas of the attainment challenge targeted interventions).
- Since the attainment challenge commenced the local authority has seen a significant reduction in the secondary literacy attainment gap of 16 percentage points.

Performance Measure (Literacy)	2015-16	2016-17	2017-18	2018-19	Showing Improvement since 2015
Percentage point difference (pp) of children achieving the NAC early years developmental milestones before P1 (literacy component). **Gap between SIMD 1&2 and SIMD 3-10.**	N/A	3*	11	6	✓
Percentage point difference (pp) of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing, talking and listening) **Gap between SIMD 1&2 and SIMD 3-10.**	12	13	12	12	⚠
Percentage point difference (pp) of S3 pupils achieving third level or better in literacy (based on reading, writing, talking and listening) **Gap between SIMD 1&2 and SIMD 3-10.**	22	8	2	6	✓

* NB early years developmental milestones dataset was changed after 2016-17, making direct comparison before 2017-18 invalid.

Key	
Very good or good progress in reducing the gap	✓
Some progress in reducing the gap	⚠
Limited or no progress in reducing the gap as yet	⊘

2.7 National comparator statistics are available for 2017-18. In literacy, 66% of North Ayrshire's primary school learners living in the most deprived areas (SIMD 1&2 – as determined by the Scottish Index of Multiple Deprivation (SIMD)) achieved the expected levels of literacy. This compares favourably with the national figure of 62% for the same measure. Furthermore, the **gap** in primary literacy attainment **between the most and least deprived** was **3 percentage points lower** in North Ayrshire than it was across Scotland as a whole. In secondary schools, 91% of S3 learners living in the most deprived areas (SIMD 1&2) achieved the expected level or better in literacy. Again, this is above the national figure of 81% for the same measure.

2.8 Numeracy:

- There has been a positive trend in improved attainment levels for all in numeracy since 2015.
- Good progress is being made to reduce the gap in numeracy attainment before Primary 1.
- Some progress is being made to reduce the attainment gap in numeracy at all primary stages (with particularly strong progress at P4).
- There has been a significant reduction in the secondary numeracy attainment gap since 2015.

Performance Measure (Numeracy)	2015-16	2016-17	2017-18	2018-19	Showing Improvement since 2015
Percentage point difference (pp) of children achieving the NAC early years developmental milestones before P1 (numeracy component). **Gap between SIMD 1&2 and SIMD 3-10.**	N/A	3*	9	6	✓
Percentage point difference (pp) of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy. **Gap between SIMD 1&2 and SIMD 3-10.**	11	9	9	10	⚠
Percentage point difference (pp) of S3 pupils achieving third level or better in numeracy. **Gap between SIMD 1&2 and SIMD 3-10.**	18	12	1	6	✓

* NB early years developmental milestones dataset was changed after 2016-17, making direct comparison before 2017-18 invalid.

2.9 In comparison to the national performance (2017-18), a greater proportion of North Ayrshire's most deprived primary school learners (75%) achieved the expected levels of numeracy than nationally (71%). Again, the **gap** in primary numeracy attainment **between the most and least deprived** was **3 percentage points lower** in North

Ayrshire than it was across Scotland as a whole. In secondary schools, 92% of S3 learners living in the most deprived areas (SIMD 1&2) achieved the expected level or better in numeracy. Again, this is above the national figure of 82% for the same measure.

2.10 Health and Well-being

Using the Pupil Attitudes to Self and School (PASS) survey as a benchmark, the local authority has continued to make progress in reducing the gap between the responses of the most and least deprived learners in relation to their views on health & wellbeing. Due to introduction of the national health and wellbeing census, the local authority will discontinue the PASS performance measure for health & wellbeing from future Scottish Attainment Challenge reporting.

Performance Measure (Health & Wellbeing)	2015-16	2016-17	2017-18	2018-19	Showing Improvement since 2015
Percentage point difference (pp) of children achieving the NAC early years developmental milestones before P1 (health & wellbeing component). **Gap between SIMD 1&2 and SIMD 3-10.**	n/a	n/a	5	3	✓
Percentage point difference (pp) of P1-P3 children in satisfaction with school across all factors of the PASS** survey. **Gap between SIMD 1&2 and SIMD 3-10.**	n/a	n/a	1	0.2	✓
Percentage point difference (pp) of P4-P7 children in satisfaction with school across all factors of the PASS** survey. **Gap between SIMD 1&2 and SIMD 3-10.**	n/a	n/a	6	6	⊘
Percentage point difference (pp) of S1-S6 pupils in satisfaction with school across all factors of the PASS** survey. **Gap between SIMD 1&2 and SIMD 3-10.**	n/a	n/a	8	9	⊘

** PASS Survey = Pupil Attitudes to Self and School survey (electronic questionnaire), commenced in 2017-18.

2.11 **Progress made within individual workstreams:** a summary of key operational activity and progress made in each of the key workstream areas is provided below at 2.12-2.17. The individual workstreams are a significant part of our targeted interventions, which together have contributed to the overarching indicators of progress already described above.

2.12 **Professional Learning Academy:**

- Over the course of 2018-19 the Professional Learning Academy worked with all primary schools in the authority. This meant direct impact upon 400 practitioners and 3,580 learners who were involved in a range of training and interventions which took place within their establishments. In addition to this, 1,389 practitioners attended twilight training events. Over the course of 2018-19 15 interventions were offered which took place in establishments over 8 – 14 weeks depending on the nature of the support.

- Twilight training events were very positively received with almost all participants either agreeing or strongly agreeing that courses were professionally relevant and of a very high standard. There were 47 different literacy events (756 participants), 23 focused on numeracy (481 participants) and 8 with a pedagogical focus (152 participants). Literacy events were very positively received with 100% of attendees across all courses strongly agreeing that the courses were very professionally relevant, increased their knowledge of the subject matter and provided them with opportunities for professional dialogue as well as practical ideas.
- The impact of interventions on improving the quality of learning and teaching, as well as impacting on progress in literacy and numeracy has been positive. A data impact summary is attached at Appendix 1.

2.13 **Nurture:**

- Nurture and restorative approaches have continued to be embedded and developed across all education establishments in North Ayrshire in the 2018/19 academic session. Evidence collected in the last academic session indicates significant shifts at early years, primary and secondary levels, which strongly suggests that nurture group interventions are both necessary and impactful at different stages of education.
- 7 early years nurture provisions operated in 2018/19 academic year and 70 children (62% male, 38% female) have now completed this intervention with 63% of these children in SIMD 1 and 2.
- 25 primary nurture groups operated in the 2018/19 academic year. This included 5 new additional nurture groups. To date, 234 young people (60% Male, 40% Female) have received the primary morning nurture intervention with 71% of these children in SIMD 1 and 2.
- Across North Ayrshire, there are 8 secondary nurture groups that are being funded through the Scottish Attainment Challenge. Following the academic session of 2018/19, 196 young people (54% Male, 46% Female) have received the secondary nurture intervention. From this cohort of young people, 63% who have completed secondary nurture have been in SIMD 1 and 2.

2.14 **Family Learning:**

- In the 2018/19 academic year there were 606 family learning programmes with 532 in primary schools & 74 in secondary schools. This resulted in over 3000 families participating in family learning programmes. The impact of these was an improvement in the extent to which families have increased knowledge, confidence and understanding in how to support their children's learning at home and in school.

2.15 **Mental Health and Well-being:**

- The workstream identified and implemented a wide range of strategies and resources in order to improve the access that children and young people have to supports for their emotional wellbeing in the 2018/19 academic year.
- Counselling services have continued to be delivered in primary and secondary schools in this reporting period. Place2be's primary school counselling service operates in six primary schools & pupils in all secondary schools are provided with access to a school counsellor. Since June 2017 the secondary counselling service has been accessed by 659 young people.

2.16 **Data Analysis:**

- There has been an increase in the number of class teachers taking on the role of data coach within our primary establishments. Where the data coach is a class teacher, establishments report that this is having a positive impact on data literacy across the school. Qualitative data from quality improvement visits show that in some schools there is an increased confidence amongst staff when analysing their own data. Data is being used more effectively to help plan support strategies for our children and young people. Leadership teams report that class teachers feel more confident when preparing for tracking meetings. Discussions at tracking meetings are therefore more robust and have a clear focus on how data is being used to help with the planning process.
- From the secondary data confidence questionnaire 80% of respondents said that they are confident in analysing their own data and that 88% reported that they use a variety of data sources to improve outcomes for their learners.

2.17 **Leadership:**

- A number of leadership opportunities were funded through the Scottish Attainment Challenge in the 2018/19 academic year including the Head Teacher Leadership Academy, Middle Leadership Programme, Coaching & Mentoring and a Parental Empowerment Programme.
- Following participating in the Head Teacher Leadership Academy programme:
  - 3 participants have now secured Head Teacher posts (permanent or acting).
  - 1 applicant has progressed from Depute Head Teacher to leading the Leadership Development Framework within North Ayrshire Council as a Senior Manager (Education)
  - 3 participants have successfully applied to undertake Into Headship in academic session 2019/2020 and are progressing well with this Masters level study.
  - All participants have sought further professional learning opportunities to develop their leadership capacity and/or develop the leadership capacity of others.

2.18 In its inspection report of July 2018, Education Scotland highlighted the following strengths in North Ayrshire's approach to improving learning, raising attainment and narrowing the poverty-related attainment gap:

- The central officer team's drive, vision and capacity for continuous improvement, supported by strong governance structures, provide opportunities for innovation within an appropriate framework of accountability at all levels.
- There are shared values and common purpose where school staff feel valued and very well supported.
- Very strong leadership is driving improved outcomes for children and young people.
- Partnership working within the Scottish Attainment Challenge thematic workstreams is leading to improved outcomes for children, young people and their families living in the highest areas of deprivation.
- Very effective self-evaluation is leading to improved learning, raised attainment and a narrowing of the poverty-related attainment gap.
- Very strong approaches to staff development are evident across the whole authority led by the work undertaken by the PLA. The development of leadership at all levels is building leadership capacity across the authority.

2.19 Our progress as a local authority has been benchmarked against the other eight challenge authorities and through Education Scotland's inspection process. North Ayrshire is one of five local authorities to receive an evaluation of Very Good or better through inspection and a range of our approaches are highlighted as good practice in the recently published summary of inspections of all nine Challenge Authorities.

2.20 Self-evaluation is an important part of the overall approach of the Attainment Challenge Programme Board (ACPB). As such there is an ongoing programme of self-evaluation activity to ensure that our focused work is targeting the correct areas and the correct groups of learners to maximise the impact of the funding on learner outcomes.

2.21 In June 2018, the ACPB created sustainability principles for the work of the Attainment Challenge in North Ayrshire beyond the end of the funding. These principles are:

- Use quality assurance and measuring impact as the basis for decision-making;
- Consider workforce planning implications;
- Consult with schools and strengthen links between SAC & PEF;
- Develop sustainable, in-house expertise and resources; and
- Explore partnership funding.

A consultation session was held with Head Teachers in November 2018. Feedback was sought on the approaches which were having the greatest impact, what is working well and what could be improved. This feedback was used to inform next steps and to shape our thinking about sustainability.

2.22 A summary of key planned activity for 2019-20 is provided at Appendix 2.

3. Proposals

3.1 It is proposed that Cabinet:

(i) notes the progress being made and commends the work of staff and partners across North Ayrshire in the ongoing delivery of improved outcomes for our learners and a reduction in the poverty-related attainment gap.

(ii) agrees to receive a further progress report in one year.

4. Implications/Socio-economic Duty

Financial

4.1 The Attainment Challenge commitments within current financial resources and funded by Scottish Government.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 The focus of the work of the Attainment Challenge is to reduce the impact of poverty on outcomes for our young people.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 Council Plan Priority:
"Children experience the best start in life."

Community Wealth Building

4.7 The continued reduction of the poverty related attainment gap ensures wider access to local economic and employment opportunities.

5. Consultation

5.1 Attainment Challenge consultation has been documented in individual workstream plans when deemed appropriate in relation to the development of new initiatives, interventions and programmes. Regular consultation and evaluation from those engaged in Attainment Challenge programmes as participants, practitioners, partners and school leaders is collected and evaluated on an on-going basis to support future programme improvements and development.

Audrey Sutton
Executive Director, Communities (Interim)

For further information please contact **Andrew McClelland, Head of Service (Education),** on **01294 324413**.

Background Papers

1. Scottish Attainment Challenge in North Ayrshire (Cabinet Report 29/9/17)
2. Inspection of Local Authorities: How well is North Ayrshire Council improving learning, raising attainment and closing the poverty-related attainment gap (July 2018)
3. How well are the Scottish Attainment Challenge Authorities improving learning, raising attainment and closing the poverty-related attainment gap? Summary Report (June 2019)

Data & Impact Overview

2018-2019

Training, Interventions & Twilight Programmes

Training and Interventions:

ESTABLISHMENT ENGAGEMENTS	133 *-almost all establishments involved in more than 1 intervention-*	STAFF	400	LEARNERS	3,580

Title - Team - Lead	Establishments - Staff - Learners		High Level Impacts
SHORS **Strathclyde Higher Order Reading Skills** Literacy	E S L	6 36 840	**12 week intervention** ⇨ Learners who were assessed (205) demonstrated that SHORS had an effect size of up to 1.68. This is very significant. An effect size of 0.4 is above average for educational research. An effect size of 1.0 is typically associated with advancing learners' achievement by 1 year or improving the rate of learning by 50% ⇨ Teacher confidence in explicitly teaching comprehension strategies increased by 90%: only 10% of practitioners reported feeling knowledgeable and confident in this pre-intervention. This had risen to 100% post-intervention.
SHORS: **Literacy Across the Curriculum** *-Secondary Focus-*	E S L	2 24 448	**8 week intervention – this is the mid-point data** ⇨ As a baseline, very few learners could explain strategies such as questioning (12%) and inferring (15%) ⇨ In the assessment, learners struggled to create an accurate summary (20%) and only 4% of learners correctly answered the more challenging question involving use of inference ⇨ In the pre-intervention questionnaire 61% of practitioners rated their knowledge of how to use comprehension strategies within their subject as 'low' or 'medium'
Reading Recovery Literacy *-Primary 2-*	E S L	11 11 88	**20 week intervention – this is the final data for COHORT 1 & some of COHORT 2, 32 learners in the 2nd cohort will continue after the summer break** ⇨ The average improvement within 18 weeks (or less) is 12 PM book levels. ⇨ All 57 pupils are now able to read familiar text without support and have made significant progress in writing. ⇨ 3 months after completing the programme almost all learners (96%) continued to make improvements in reading and writing
Phonological Awareness: **0.2 Leadership of Literacy** Literacy *-Early Years & Primary 1-*	E S L	16 22 170	**24 week training for practitioners – extended from 12 weeks at request of practitioners and following mid-point evaluation data** ⇨ Only 17% of participants rated their understanding of the developmental stages of phonological awareness as high. This increased to 83% mid-intervention and reached 100% by the end of the programme. An increase of 83%. ⇨ Only 23% of participants were able to describe what is meant by 'phonological awareness' prior to the training. This rose to 82% by mid-session and then to 100% by the end. An increase of 77%. ⇨ 100% of participants felt confident in putting the learning into practice and leading on policy development within their own establishments.
Talk Boost 1 & 2 Literacy (S & L) *Early, 1st & 2nd*	E S L	7 29 59	**8-10 week intervention (practitioners & classroom assistants)** ⇨ ALL pupils involved made significant gains in their spoken language and narrative. ⇨ 75 percentage point increase in pupils achieving their expected level in understanding & using vocabulary, sentences & asking questions (TB1) ⇨ In TB2, most significant gains were made in 'listening carefully' (57% increase in children achieving expected level) and 'telling stories' (48% increase). ⇨ ALL practitioners involved increased their understanding of how to support children with language delay by 100%. Prior to the interventions, all had rated their knowledge and skills in this area as 0.
Attention & Listening Literacy (S & L)	E S L	7 33 411	**6 week intervention** ⇨ Pre and post practitioner confidence ratings across all 3 cohorts showed an average increase of 94% in understanding of the developmental stages of developing attention and listening skills ⇨ Post-intervention 94% of participants rated their knowledge of how to develop attention and listening skills in children as 'high'. ⇨ The number of children with 'severe' attention and listening difficulties decreased from 33% to 3% post-intervention (this data was taken from JAN-MAY groups as the intervention assessment was revised in December 2018.
Talk for Writing **(Pilot)** Literacy	E S L	3 5 18	**20 week intervention and training** ⇨ Pupils were assessed using the Ros Wilson Scottish Criterion scale. All learners increased their attainment by five of more sub-divisions ⇨ Learners' reported that their confidence in independent writing increased by on average 27%
Story Grammar Literacy *-Early Level-*	E S L	5 37 75	**8 week intervention** ⇨ Amongst P.1 learners, the largest average increases amongst learners were in sequencing a story (46% increase) and in retelling a story (37% increase). ⇨ In early years, the largest average increases were in imitating different characters using voice, emotion and action (48% increase) and anticipating and completing lines from a familiar story/rhyme (47% increase).
Maths Through Coding STEM *-Primaries 6 & 7-*	E S L	3 10 169	**8 week training & intervention** ⇨ Overall post-intervention assessment showed an average increase in young people's knowledge of coding of 54% ⇨ Post-intervention 100% of practitioners rated their confidence in teaching maths through coding had risen from none to high. ⇨ Skills and understanding in 'loops' and 'sequencing' increased by 51% and 41% respectively.

Data & Impact Overview

2018-2019

Training, Interventions & Twilight Programmes

A Coaching Approach to Maths Mathematics	E S L	10 52 558	**27 week training & coaching** ⇨ Introducing the Vygotskian approach to solving problems in mathematics using Galina Dolya's Key to Learning and supporting staff to plan, implement and assess children's learning experiences. Progress was measured using an assessment designed around the Benchmarks. ⇨ Average increase in scores post-intervention was 28%
Cooperative Learning: Maths into Science STEM	E S L	4 7 127	**8 week training & intervention** ⇨ The average increase in scores post intervention was 40% point increase in learners' knowledge and skills in cooperative learning, line graphs, bar graphs, ratios and mathematics. ⇨ Pre-intervention only 43% of practitioners felt confident in planning and delivering these experiences. Post intervention this had risen to 100%.
Visual Literacy Rich Science STEM	E S L	6 12 207	**8 week training & intervention** ⇨ Across P.7, S.1 and S.2 learners, the average increase in the understanding of visual literacy skills was 67%. ⇨ Learners understanding of how these skills could be applied, rose by an average of 52% ⇨ Pre-intervention only 16% of practitioners felt confident in planning and delivering these experiences. This rose to 100% post intervention.
Visible Learning STRAND 1: Visible Learners Pedagogy	E S L	6 sec. + 21 pri. 52 N/A	**11 week training on STRAND 1: VISIBLE LEARNERS** ⇨ Post-training, 68% of participants felt that their learners had a better understanding of what they were learning in each lesson. This compares to 42% pre-intervention. ⇨ Post-training, participants felt that pupils were more confident in articulating their lack of understanding: this had risen from 48% to 81%. ⇨ Readiness for implementation and school commitment are essential ingredients and a revised approach will need to be considered for next year
Visible Learning STRAND 3: Inspired & passionate teachers STRAND 4: Feedback Pedagogy	E S L	4 sec. + 16 pri. 40 N/A	**10 week programme on STRAND 3: Inspired & passionate teachers & STRAND 4: Feedback** ⇨ Post-training, 50% of participants felt that all learners were being appropriately challenged. This compares to 20% pre-training. ⇨ The level of teacher collaboration had also increased post-training, again from 20% to 50%. ⇨ Following a change to the approach for the STRANDS 3 & 4, 100% of participants found the coaching sessions excellent or very good.
Loose Parts Play Early Years	E S L	6 30 410	**12 week training** ⇨ An average increase of 28% in children's level of engagement which will impact positively on their cognitive development and deep level learning. ⇨ The Radar Graph evaluation showed a 26% average overall increase in learners' confidence across the 5 areas assessed – curiosity, applying creativity, open mindedness problem solving and imagination.

Twilight & In-service Training:

EVENTS	78	ATTENDEES	1,389	EVALUATIONS	1,378

Team & Lead		Events - Attendees - Evaluations	High Level Impact
LITERACY *Gillian Seaman PT* *Julie Auld PT*	E A Ev	47 756 749	⇨ 100% of attendees across all courses strongly agreed that the courses were very professionally relevant, increased their knowledge of the subject matter and provided them with opportunities for professional dialogue as well as practical ideas ⇨ Reading continues to be a strong focus for twilights and demand continues to be very high
NUMERACY & STEM *Kirsty Stephen PT*	E A Ev	23 481 481	⇨ 100% of attendees rated the courses as excellent ⇨ The practical activities and advice for the use of concrete materials were seen as powerful elements of all courses
PEDAGOGY *Dolina Rumbold PT*	E A Ev	8 152 148	⇨ Differentiation training events were most popular ⇨ 100% of attendees rated the course aims and objectives as very relevant or relevant ⇨ 100% of attendees of the Advanced Approach to Differentiation course found it to be of immediate professional relevance ⇨ Professional dialogue, ideas and resources were seen as the most beneficial aspects to these sessions

Summary of Scottish Attainment Challenge workstream key actions for 2019/20 academic year.

PROFESSIONAL LEARNING ACADEMY

- Continue to offer a range of targeted programmes & twilight training opportunities for practitioners with a focus on Literacy, numeracy, pedagogy, STEM and Creativity.
- Develop a range of programmes & twilight opportunities for practitioners within the ASN sector.
- Enhance partnership working with other education authorities in the South West Education Improvement Collaborative in relation to professional learning.

NURTURE

- Further embed Nurture across early years, primary and secondary establishments through targeted nurture groups & whole school training.
- Enhance the workstreams focus on sustainability of Nurture to ensure impact is sustained when Scottish Attainment Challenge funding ceases.

MENTAL HEALTH & WELLBEING

- Continue to offer a range of targeted counselling support to primary and secondary schools across the authority.
- Continue to deliver a range of initiatives, interventions and programmes to education establishments to support learners mental health & wellbeing within universal services.

DATA ANALYSIS

- Provide an enhanced role for school data coaches to drive use of data in classroom-based improvement planning.
- Roll out of Power BI to digital school data pack to all establishments to enable primary and secondary schools to have greater access to data in school improvement planning.

LEADERSHIP

- Launch of a new leadership development framework which provides a range of leadership development opportunities to primary and secondary school practitioners to enhance their leadership capacity.
- Use of facilitation in secondary school leadership teams, in identified areas of school improvement, to devise improvement project outcomes that can be shared across the local authority.

FAMILY LEARNING

- Continue to deliver a range of family learning programmes, interventions and development opportunities across North Ayrshire and areas of highest deprivation.
- Launch of a new approach to measurement of family learning programme outcomes, which has a great focus on strengthening links to school improvement plan outcomes.

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**South West Educational Improvement Collaborative (SWEIC) Annual Plan 2019**
Purpose:	To seek approval from Cabinet to support the priorities and content of the South West Educational Improvement Collaborative (SWEIC) Annual Plan 2019.
Recommendation:	Agree the SWEIC Annual Plan 2019 and note progress to date.

1. Executive Summary

1.1 The SWEIC Annual Plan 2019 is predicated on building capacity to lead learning at all levels and investing trust in the professional autonomy of Head Teachers and teachers. The plan is a summary of ambitions and actions for the Regional Improvement Collaborative (RIC). The plan aligns with the ambitions of the National Improvement Framework priorities and will focus work in three areas:

- Broad General Education;
- Closing the poverty-related attainment gap; and
- Enhancing leadership capacity and collaboration.

1.2 These areas of collaborative focus will enhance existing work and will not replicate existing individual Local Authority plans.

1.3 The 2019 plan takes account of progress to date in each of the workstream areas and sets out our updated priorities for the year ahead. Good progress has been made in almost all areas. As a result of evaluation, a decision has been taken to reduce the number of focus areas for collaboration from four to three for 2019-20, with the Early Years workstream being incorporated into the remaining workstreams.

2. Background

2.1 The initial draft improvement plan for the SWEIC was submitted in January 2018, with a subsequent update in September 2018. The original plan focused on four key areas, namely:

- Early Years;
- Broad General Education;
- Closing the poverty-related attainment gap; and
- Enhancing leadership capacity and collaboration.

2.2 A summary of progress to date towards the existing plan for 2018-19 is outlined in paragraphs 2.3-2.6 below:

2.3 Early Years: Professional learning to support the evaluation of high-quality early learning provision was undertaken by a small group of early years managers and senior officers across the four authorities (North, South and East Ayrshire and Dumfries and Galloway in February 2019). A multi-agency good practice sharing event took place in March 2019, focusing on early years literacy and communication. Feedback from this event was positive. Following evaluation of this workstream, strategic officers agreed that early years priorities would be incorporated into the three remaining workstream areas in 2019-20.

2.4 Broad General Education: All four local authorities have agreed on criteria for four stages of assessment within a Curriculum for Excellence level to ensure consistency of expectations when moderating standards across the SWEIC. Following a successful pilot in 2018-29, this will be fully implemented by the end of 2020. Curricular frameworks have been developed and are in implemented across local authorities. Quality Assurance Moderation Support Officers (QAMSOs) and subject specialists took part in professional learning in November 2018 to share good practice and approaches to moderation. A strategic approach to moderation across the region was agreed and a bespoke regional programme has been developed to support improvement in consistency in teacher professional judgements. A sub-group focusing on improving numeracy was created and delivered training to over one hundred practitioners from across the region.

2.5 Closing the Attainment Gap: Sixty head teachers of rural schools met to share good practice and address particular challenges associated with rural schools and shared headships. A regional event in March 2019 in partnership with Scottish Government provided an opportunity for school leaders to collaborate on approaches to reducing the poverty-related attainment gap and develop next steps. The creation of 22 families of comparator schools across the region has enabled primary schools to share key data, discuss thematic areas for development and take forward common improvement priorities in collaboration. In June 2019, an event for middle leaders to share the impact of interventions as a result of PEF took place and this has led to plans for further opportunities for middle leaders to work together.

2.6 Enhancing Leadership Capacity in Collaboration: Newly appointed secondary head teachers have been matched with experienced head teacher mentors from across the collaborative and beyond. A number of secondary schools across the SWEIC have worked together on commonly identified aspects for improvement. A mindset champions programme was delivered to support the development of growth mindset in children to improve learning. Following an evaluation of this workstream, a refreshed plan has been produced for 2019-20 in collaboration with a range of stakeholders across the regional area.

2.7 Additional groups are beginning to add to collaborative capacity across the South West and support the workstreams where applicable. The groups include staff focused on Additional Support Needs, Psychological Services, ICT, Early Years, staffing and Community Learning and Development. The groups represent growth in the willingness to work collaboratively across the South West and will increasingly focus on better outcomes for children and young people.

2.8 Funding was provided to the SWEIC by Scottish Government. This has facilitated the secondments of experienced senior staff to support the progress of the workstreams. The funding has created additional capacity which added significantly to the pace of progress.

2.9 Seconded officers have carried out audit visits, surveys and meetings with staff at all levels and some pupils to identify priorities for the workstreams. Every opportunity is taken at collaborative events to consult with practitioners on the work of SWEIC.

2.10 In April 2019, a new Senior Regional Advisor was appointed following a restructure of staff within Education Scotland. The Senior Regional Advisor will lead the Regional Improvement Team and work closely with the SWEIC. The Senior Regional Advisor has made a very positive start, engaging well with the RIC Lead and Chief Officers in each of the SWEIC local authorities.

3. Proposals

3.1 Proposed next steps for each of the workstreams are reflected in the attached annual plan at Appendix 1.

4. Implications/Socio-economic Duty

Financial

4.1 It is anticipated that costs associated with the RIC will be covered by additional funding from Scottish Government or from within existing education budgets.

Human Resources

4.2 Proposed staffing implications through the appointment of development officers will be agreed across the collaborative and will be managed through temporary secondments from within the constituent authorities.

Legal

4.3 None.

Equality/Socio-economic

4.4 The work of the collaborative will enhance existing efforts to reduce the poverty related attainment gap and improve the quality of outcomes for children and young people.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 Council Priorities:

- Children and young people experience the best start in life.

Community Wealth Building

4.7 None.

5. Consultation

5.1 Details of the RIC approach to consultation are outlined in the refreshed plan at Appendix 1.

Dr Audrey Sutton
Executive Director (Interim)

For further information please contact **Andrew McClelland, Head of Service (Education),** on **01294 324413**.

Background Papers
None.

South West

Educational Improvement Collaborative

Regional Improvement Plan

September 2019

Excellence through collaboration

1

Introduction and Rationale

Since the initial South West Educational Improvement Collaborative (SWEIC) plan was published on 31st January 2018, a significant amount of work has gone into progressing the four main work streams at the heart of the plan. The four main work streams in the initial plan were:

1. **Early Years: maintaining high quality experiences for children while delivering 1140 hours provision.**
2. **Broad general education: improving pace and challenge for learners through consistency in teacher professional judgements.**
3. **Closing the gap: sharing effective practice on the use of Pupil Equity Fund**
4. **Secondary: building leadership capacity to improve the learner journey.**

The South West Educational Improvement Collaborative remains committed to ensuring these work streams are the vehicle for building collaborative capacity across the south west. Our aim is to improve outcomes for learners by offering and facilitating peer to peer, school to school and authority to authority professional learning that is built upon collaboration without borders.

The South West Educational Improvement Collaborative approach is based on building capacity to lead learning at all levels and investing trust in the professional autonomy of head teachers and teachers. Our four local authorities have high expectations and high aspirations for all learners and staff and we aim to give all our children and young people an equal chance to make the most of their potential. This plan is a summary of ambitions and actions for the regional collaborative, where we aim to add value by continuing to work together over the next year, building on the work undertaken since January 2018.

We believe in the benefits of working in partnerships within a culture of collaboration. We believe that the most important decisions are made in the classroom and we expect professional excellence in our staff. We support this by building confidence and capacity in school leadership at all levels, by listening to parents, children and young people by empowering head teachers to make local decisions and by trusting professional judgements. This has been the basis for our approach as four local authorities to delivering Curriculum for Excellence, GIRFEC and Developing the Young Workforce (DYW) and will continue as the South West collaborative. By working together, challenging each other and sharing what works, we will strengthen the 'middle' of our system. The interventions at regional level will aim to accelerate this agenda and therefore support the best chance of success in terms of outcomes for young people with a focus on closing the poverty related attainment gap and helping to achieve excellence and equity for all learners.

We recognise that the accountability for improvement remains with the local authorities and with the regional collaborative and our duties to secure better outcomes for our poorest and most vulnerable children remain our focus. To add value best to what we do, we will use our collected and extended evidence to challenge ourselves and each other while maintaining local flexibility on planning and quality assurance.

In 2015 the OECD published a review of schools in Scotland with one of the conclusions being that in order to take Curriculum for Excellence forward and build on what has already been accomplished, there was a need to strengthen professional leadership of Curriculum for Excellence and the "middle":

> "Having implemented CfE at the system level, the centre of gravity needs to shift towards schools, communities, networks of schools, and local authorities in a framework of professional leadership and collective responsibility. . . . .
> We believe in reinforcing the "middle" through fostering the mutual support and learning across local authorities, together with schools and networks of schools." (OECD, 2015, p.21).

The Scottish Government's response to the OECD review included a review of governance and the proposal to create regional improvement collaboratives. The proposals were set out in the Next Steps document and following negotiation between local and national government, agreement was reached which was set out in the Report of the Joint Steering Group published on 21st September 2017. The report of the Joint Steering Group set out guiding principles for all improvement collaboratives which the South West Educational Improvement Collaborative (SWEIC) endorses and is committed to achieving.

[1] OECD (2015) Improving Schools in Scotland: An OECD Perspective

The current plan sets out what we intend to achieve but recognises the full ambition of the collaborative will only be achieved over time. SWEIC take the view that the intention is to adopt a way of working that is based upon the OECD call for "a curriculum that is to be built by teachers, schools and communities, alongside a strengthened "middle" and clear system leadership" (OECD, p.16). By definition, collaboration cannot be imposed but needs to be nurtured and developed.

Our regional improvement collaborative will focus on the culture of learning, evidence from enquiry embedded into practice and the benefits of a common language. These are factors recognised as necessary to generate whole system change (Quinn and Fullan, 2017) . We also recognise that for this to be successful, teachers and leaders must be ready for change and be working within a culture of confidence and freedom to innovate.

The aim of our collaboration in the South West remains to deliver on the purpose of Curriculum for Excellence which is to ensure that all young people leave school education as successful learners, confident individuals, responsible citizens and effective contributors. At present however, the educational system is not consistently strong enough to mitigate the impact of deprivation and ensure that all young people achieve what they are capable of regardless of their background or circumstances. As a result, a consistent focus of SWEIC will be to raise the attainment of children and young people living in the most deprived circumstances.

We will monitor the progress we make on our priorities and commitments to make sure we are meeting what we set out to do. Our authorities have all published Standards and Quality reports which set out what we know about education in the South West and the context in which our children and young people learn. Our standards and quality reporting tells us what we are doing well individually, and where we should look to improve collectively. This plan now sets out the actions we will take during the coming year and the performance measures which tell us how we know we are making a difference as an improvement collaborative.

Collaboration and Advantages in Scale

Our overall approach is rooted in our belief in the value of collaboration to improve outcomes which is supported by research evidence. Fullan and Hargreaves state:

> "Campbell and her colleagues make very clear that professional collaboration is one of the best investments a system can make, provided it is well-led, well-supported, and includes quality content. OECD countries that have higher rates of and stronger support for professional collaboration get stronger results. Collective efficacy – the shared belief among teachers that they can make a positive difference for all their students together – has one of the largest effect sizes of any improvement strategy and intervention."

Our longer term aim is to develop system leaders and embed a system leadership approach across the South West collaborative:

> "System leaders…understand that collective wisdom cannot be manufactured or built into a plan created in advance. And it is not likely to come from leaders who seek to "drive" their predetermined change agenda. Instead, system leaders work to create the space where people living with the problem can come together to tell the truth, think more deeply about what is really happening, explore options beyond popular thinking, and search for higher leverage changes through progressive cycles of action

[2] http://www.gov.scot/Resource/0052/00521038.pdf
[3] https://www.glasgow.gov.uk/councillorsandcommittees/viewSelectedDocument.asp?c=P62AFQDNDNNT812UZL
[4] Fullan, M. and Quinn, J. (2018) Coherence Making: Whole System Change Strategy in H.J. Malone, S. Rincon-Gallardo, & K. Kew, (eds) Future Directions in Educational Change. Social Justice, Professional Capital and Systems Change, London, Routledge.

and reflection and learning over time. Knowing that there are no easy answers to truly complex problems, system leaders cultivate the conditions wherein collective wisdom emerges over time through a ripening process that gradually brings about new ways of thinking, acting, and being." (Senge et al, 2015).

One major advantage of our regional collaborative arrangement relates to scale and the opportunities afforded through the significant breadth of our learning environments including rural schools. We intend to capitalise fully on the scale of the collaborative through working across local authority boundaries to facilitate:

- **peer to peer collaboration**
- **school to school collaboration**
- **region wide events including sharing of information and best practice**
- **developing region wide quality assurance activities.**

We aim to do this in partnership with the profession, including unions and professional associations. It is our aim to reduce unnecessary bureaucracy and in a context which respects the working time agreement.

National Priorities

As a regional improvement collaborative, we aim to deliver improvement through collaboration focused on delivering the National Improvement Framework priorities of:

1. **Raising attainment, especially in literacy and numeracy.**
2. **Closing the poverty related attainment gap**
3. **Improving children's and young people's health and wellbeing**
4. **Improving post-school destinations.**

The following single page represents a summary of South West Educational Improvement Collaborative Local Priorities and Outcomes.

[5] https://learningforward.org/docs/default-source/pdf/BringingProfessionFullanHargreaves2016.pdf
[6] Senge,P., Hamilton,H., & Kania, J. (2015) The Dawn of System Leadership, Stanford Social Innovation Review, Winter 2015, p.27-33.

Priority Focus	Priority Outcome 1	Why is This An Issue?	What Will We Do	Our Targets Are
Teacher Professionalism (NIF)	Improve attainment in the broad general education for all learners.	Teacher professional judgment data across the Broad General Education across the South West shows inconsistency	**Priority Workstream 1** Improve pace and challenge for learners by improving processes for planning learning, teaching and assessment in the BGE and by developing consistency in teacher professional judgements.	Improve the validity and robustness of attainment data for all cohorts assessed by achievement of Curriculum for Excellence levels.
Priority Focus	**Priority Outcome 2**	**Why is This An Issue?**	**What Will We Do**	**Our Targets Are**
Teacher Professionalism & Closing the Gap (NIF)	Improve attainment more quickly for children and young people who are most disadvantaged.	Almost all measures of attainment and engagement show a significant gap in outcomes between the most and least deprived children and young people.	**Priority Workstream 2** Share effective practice on the use of Pupil Equity Fund and strategies for closing the poverty related attainment gap (with a focus on rural poverty), further develop systems for tracking and monitoring pupil progress and measuring the impact of PEF.	Improve attainment, attendance, leaver destinations and reduce exclusions for the most deprived children and young people.
Priority Focus	**Priority Outcome 3**	**Why is This An Issue?**	**What Will We Do?**	**Our Targets Are**
Leadership (NIF)	To develop leadership capacity at all levels by inspiring and empowering educational leaders to improve outcomes for learners.	All education leaders should ensure the highest possible standards and expectations are shared across a school to achieve excellence and equity for all. By developing leadership capacity across the South West, we will be able to focus on where leadership action is delivering excellent outcomes for all learners.	**Priority Workstream 3** Build leadership capacity through opportunities for engagement, collaboration and reflection.	Raise attainment and engagement for all learners.

TARBOLTON
Primary

2

Strategic Approach and Priorities

As stated in the introduction, it is our aim to empower schools to lead improvement through investing in school leadership and through collaboration within and across local authority boundaries. As a result, this plan sets out our priorities as an improvement collaborative. The challenge will be both in practice and approach, the challenge from evidence to shape practice and a challenge to let go and allow head teachers and practitioners to take forward improvements as they meet local needs.

The National Improvement Framework sets out **six key drivers** for improvement which provide a focus and structure when we plan for improvement. School improvement; school leadership; teacher professionalism; assessing children's progress; parental engagement and performance information; are all factors that contribute to the quality of our education system. The links across these key areas are essential to enable continuous improvement.

It is our belief that head teachers and teachers are best placed to lead on school improvement, learner progress and parental engagement.

The initial major focus of our improvement collaborative therefore will be based on the following priorities:

1. **School Leadership**
2. **Teacher Professionalism.**

In addition, we will adopt the benefits of shared expertise and scale in data to maximise the impact of the effective use of performance information. Leading to our third priority:

3. **Collaborative Scale.**

School Leadership

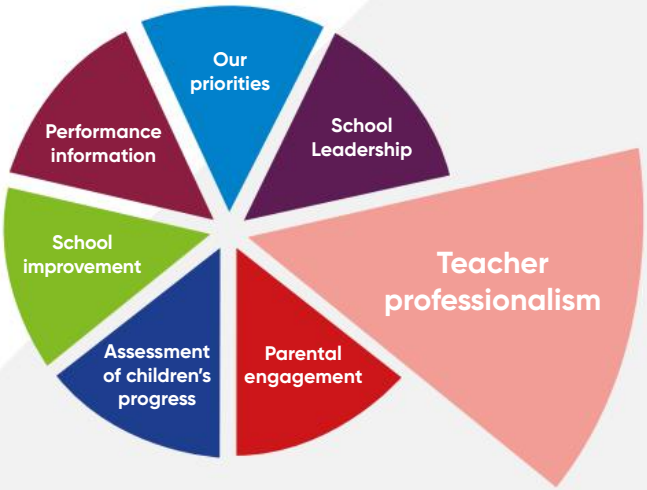
The quality and impact of leadership within schools - at all levels and roles.

Leadership is recognised as one of the most important aspects of success in any school. Leaders at all levels who are empowered, and who empower others to take ownership of their own learning, have a strong track record of ensuring the highest quality of learning and teaching. In turn, this helps to ensure that all children and young people achieve the best possible outcomes. Our aim is to develop greater collaborative leadership at system level across the South West by providing opportunities for leaders at different levels to work jointly on common problems and issues.

How will this help to achieve excellence and equity for all learners?

Highly effective leadership is central to ensuring the highest possible standards and expectations are shared across a school to achieve excellence and equity for all. Through developing leadership capacity at system level across the South West and, crucially, leadership of change, we will be able to focus on where leadership action is delivering excellent outcomes for all learners and closing the attainment gap through targeted interventions. We will also have evidence on the extent to which professional skills and competences of headteachers are being maintained and developed.

Teacher Professionalism



Teacher professionalism demonstrates the overall quality of the teaching workforce in Scotland and the impact of their professional learning on learners' progress and achievement.

The quality of teaching is a key factor in improving learning and outcomes. In Scotland we have a highly professional, graduate teaching workforce with high professional standards which are set by the General Teaching Council for Scotland (GTCS). We want to continue improving the professionalism of our teachers and the quality and impact of their professional learning. The focus is on teacher professionalism, but we recognise that many other professionals and partners contribute to children's and young people's learning and development, not least their parents and carers

How will this help to achieve excellence and equity for all children?

A strong link exists between teachers' professional skills and competences and the quality of learning experiences. Ensuring the highest professional standards for all teachers in the regional collaborative will help to ensure the highest standards and expectations for all children and young people. Consistent, well-moderated teacher professional judgement on achievement of Curriculum for Excellence levels in literacy and numeracy will help us to focus accurately on the difference in attainment between the most and least disadvantaged and take further action as a result. We want all teachers to develop as enquiring professionals who are highly confident in the responsibilities of all relating to literacy, numeracy and health and wellbeing, using technology and data effectively to enhance learning and teaching, and ensuring equity. This is critical to ensuring the strongest possible progression in learning for all our children and young people.

Associated Collaborative Activities/Workstreams

To support these two priorities and the advantage of collaborative scale we have agreed four collaborative priority work streams in the first year of SWEIC which we intend to carry forward into the Phase 2 plan.

The areas of focused joint work are consistent with the National Improvement Framework priorities. It is our view that we should not simply replicate what each local authority is already doing. As previously indicated we are also of the view that, while these are the areas of priority focus, there will be additional areas where collaboration will take place. Additional collaborative work is likely to cluster around the four main work streams.

The senior officers leading each area have established task groups with representation from each of the local authorities in the SWEIC. The teams will also involve strategic partners as appropriate. The teams will contribute to the more detailed performance framework for the plan which will be developed by December 2018. Summary reports will also be prepared by the officers leading the work streams which will be reported to the Strategic Officers Group on a regular basis.

3

Workstream Progress

September 2018 – August 2019
High Level Action Plans

SWEIC Priority focus	Priority work streams	Progress: August 2018 – August 2019
Collaborative Scale	1. Early years: maintaining high quality experiences for children while delivering 1140 hours provision.	• An Early Years Literacy and Communication Conference was held in March, for all involved with early literacy, speech and language and communication, to share good practice in 'Understanding evidence based interventions in relation to early communication'. • In May, Strategic Officers agreed to incorporate the Early Years outcomes within the remaining three workstream plans.
Teacher Professionalism	2. Broad general education: improving pace and challenge for learners through consistency in teacher professional judgements (moderation of assessment).	• Having agreed on criteria for 4 stages of assessment within a level last session, all authorities piloted the use of the new levels during 2018/19. The 4 stages have now been reviewed and amendments have been agreed. • Head Teachers attended an Education Scotland/SWEIC event on Assessment and Moderation which articulated the national messages and shared good practice. • A QAMSO subject specialist moderation event was held in November 2018. • QAMSOs across the region have been consulted about a more strategic approach to moderation across the region and a bespoke programme will be developed. • Maths – over 100 numeracy leaders from across the SWEIC participated in a day of inspirational maths delivered by Mike Askew. Feedback was very positive and the event provided a successful launch for regional collaboration in maths. A SWEIC maths group has been formed to plan and deliver Bar Modelling CLPL across the 4 authorities. The SWEIC maths lead has met with colleagues from UWS to discuss collaboration in delivering maths input in ITE and NQT training.
Teacher Professionalism & Closing the Gap	3. Closing the gap: sharing effective practice on the use of Pupil Equity Fund and mitigating the impact of rural poverty.	• A primary rural schools event was held in November 2018, bringing together Head Teachers from across the region to share good practice in raising attainment and addressing particular challenges affecting rural schools, including the impact of rural poverty. • Planning, tracking and monitoring processes in the use of PEF have been shared by all authorities and work will continue to develop more consistent and robust processes to evaluate progress and measure and evaluate the impact of PEF . • SWEIC and the Scottish Government held a regional event focusing on 'A whole system approach to closing the attainment gap' in March. Over 200 participants including head teachers, local authority staff and partners heard keynote talks, attended presentations from schools and were consulted about the Phase 2 plan. • SWEIC's data analyst has created 22 'families' of schools using criteria from the Broad General Education Toolkit. Rural, small town and urban classification were used to create groups then refined by Free Meal Registration and Scottish Index of Multiple Deprivation. Primary Head Teachers met in May to collaborate with colleagues in their families of schools, focussing on data, improvement priorities and use of Pupil Equity Fund. • A primary Principal Teacher PEF event was held in June to facilitate collaboration within families of schools, develop analysis of data and share good practice in the use of PEF to close the gap.
Leadership	4. Building leadership capacity through opportunities for engagement, collaboration and reflection	• 54 Teachers across the region are taking part in Mindset • Champion training offered by the Winning Foundation. • Newly appointed secondary Head Teachers in South Ayrshire have been matched with experienced Head Teachers across the region and a coaching and mentoring programme is being developed to support this. • Head Teachers from denominational schools held a conference in March collaborating on national professional learning, Developing in Faith and exploring equalities and inclusion in the context of a Catholic school. • Several Professional Learning opportunities have been offered by secondary schools across the SWEIC covering a range of priorities previously identified by Head Teachers. • Primary Head Teachers have identified a range of priorities that they wish to collaborate on with colleagues across the SWEIC.

Additional Related Work	
Literacy	**A Balanced Approach to Primary One Literacy Pedagogy: – A Collaboration Between East Ayrshire and North Ayrshire Councils** This initiative aims to support Primary 1 practitioners across both local authorities to provide a high-quality literacy curriculum for all learners and ensures that foundation literacy skills are embedded. Early level pedagogy in P1 is currently experiencing a wealth of different advice around play-based learning; how practitioners can merge high-quality literacy and play will be a focus. Senior Managers; Literacy Managers, Principal Teachers from the North Ayrshire Council Professional Learning Academy, Scottish Attainment Challenge literacy teachers from both authorities, Early Years Head Teachers, Speech and Language Therapists and P1 practitioners have developed the programme of learning over a series of sessions during February to June 2019. 30 P1 teachers have signed up and have been matched in groups of 3 or 4 according to the profile of their schools. Following the launch day in September there will be 10 training days across session 2019-20. These training sessions will be followed up by the Delivery Team who can offer support including modelling, professional dialogue, team teaching.
Staffing	The Staffing group have met several times this session. The group have agreed protocol for SWEIC secondments and have supported secondments and temporary promoted posts being advertised across the region.
ASN	ASfL lead officers from each authority meet regularly to share good practice and expertise across the collaborative. The focus of meetings over the course of 2019-20 will be to share learning opportunities between services, in particular sharing interventions and strategies with all ASfL staff supporting learners.
ICT	The ICT Coordinators from all 4 authorities continue to work collaboratively to support each other. They regularly meet to share experiences and work together to develop & enhance the digital learning and teaching opportunities offered to support educators across the South West collaborative. In order to support the professional development of staff in STEM, and in particular Technology and Digital Learning, the Regional Digital Group submitted two STEM grant funding bids. One bid will support the creation of a practitioner network across the SWEIC. The network will raise awareness of careers requiring digital skills and support the upskilling of staff in digital skills through professional learning. The other bid will support the creation of a working group of practitioners across the regional improvement collaborative that will examine the Computing Science outcomes and experiences and develop 'what the learning will look like' guidance and a suggested resources list that will be shared with all practitioners in the South West. The group are currently liaising with partners such as XMA, Apple, Education Scotland and SMARTSTEM to facilitate both learner and educator events across the collaborative. These events will promote the use of digital learning across the curriculum, provide professional learning opportunities for staff and give our pupil digital leaders access to a range of technologies.
Psychological Services	A practice sharing event for all Psychologists across the collaborative was undertaken in January 2019. Areas of shared practice and opportunities for joint working were further explored. Opportunities to share and build on existing good practice will further be developed.
Community Learning and Development	Local Authority lead officers representing CLD have been meeting regularly as part of the CLD South West Network to share best practice; increase joint workforce development opportunities and help build relationships and joint understanding within the South West and evidence CLD Sector impact on key priority areas such as closing the poverty related attainment gap. A major success this year has been the inaugural workforce development event where 80 practitioners from local authority areas including some national bodies were able to connect around key priority areas including a specific session on developing a coaching approach. The next steps include involving wider CLD Partners within the network; helping to identify and facilitate practitioner workforce priorities and secure the role of CLD within the SWEIC.

Theme	Immediate Outcome We will know we are making good steps along the way WHEN.....	Our Contribution So we need to.....	Critical Activities By.....
BGE: Assessment and Moderation	All practitioners are confident about making professional assessment judgements and there is improved validity and reliability of assessment data in the BGE	• Develop partnerships and relationships that support and underpin our vision for high quality learning, teaching and assessment in the SWEIC • Provide opportunities to share, review and consider processes for planning learning, teaching and assessment in the BGE • Develop stage / subject specialist collaboration and expertise in pedagogy and assessment across the SWEIC • Create opportunities for teachers to take part in SWEIC moderation activities across stages and curricular areas • Develop high quality systems at school and authority level for tracking and monitoring progress focused on raising attainment and closing the poverty related attainment gap 3 to 18 • Develop CLPL opportunities to meet the identified needs across the SWEIC.	• Identify partners within and beyond the region to develop a shared strategic vision for learning, teaching and assessment in the BGE • Involve all teachers / staff (and also learners, parents and other partners) in self-evaluation activities which identify strengths and development needs across the region • Develop a range of CLPL building skills, capacity and knowledge to provide bespoke support and training for practitioners maximising opportunities for collaborative learning and working across the region • Create regional subject teams that will collaborate across stages and curricular areas to develop practice, support planning for progression and reduce workload for others • Consult on criteria for planning of learning, teaching and assessment as well as moderation with lead learners • Identify dedicated time for this work in 35 hour working time agreements • Seek opportunities to review and improve the impact of tracking and monitoring in the BGE.
	Well planned high quality learning, teaching and assessment improve the pace and challenge in learning in the BGE for all learners		
	CRITICAL INDICATORS 1. Attainment data and engagement for all cohorts including equity groups 2. Progress of cohorts across the BGE 3. Evaluations of QI 2.3 in Education Scotland inspections, self-improvement visits and school self-evaluation 4. Evaluations of planning, learning, teaching and assessment via moderation feedback 5. Evaluations of the impact of CLPL on practice.	• Measure performance at SWEIC, authority and school level • Ensure data is used effectively at all levels to drive improvement.	• Develop baseline measurements, key performance measures and targets over a three year period.

Theme	Immediate Outcome We will know we are making good steps along the way WHEN.....	Our Contribution So we need to.....	Critical Activities By.....
Improvement in raising attainment while narrowing the poverty related attainment gap in literacy, numeracy and health and wellbeing, including mitigating the impact of rural poverty.	Children and young people living in the highest levels of deprivation are making strong progress in relation to attainment in literacy, numeracy and health and well-being.	Improve approaches to self-evaluation and continuous improvement in all early years centres and schools. Increase opportunities for sharing of good practice (PEF and closing the gap) across the local authorities, schools and early years centres, ensuring full account is taken of context eg rural settings. Develop high quality systems at school and authority level for tracking and monitoring progress focused on raising attainment and closing the poverty related attainment gap 3 to 18. Improve the quality of learning, teaching and assessment 3 to 18 through a range of strategic approaches to improving pedagogy. Identify issues related to rural poverty and work across the collaborative to identify supports and interventions eg improving opportunities for wider achievement.	Devising a programme of regional collaboration with a clear focus on improving outcomes for children and young people. Identifying best practice in narrowing the attainment gap and by sharing it across the regional collaborative to maximise opportunities for collaborative learning and working, to increase collective teacher efficacy and to generate measurable impact on children's learning. Creating school 'families' across the regional collaborative to support a systematic and rigorous approach to securing improvement through self-evaluation. Identifying expertise across the regional collaborative and targeting it to improve learning and teaching, raise attainment and narrow the poverty related attainment gap. Providing a range of high quality professional learning activities to support narrowing the poverty related attainment gap. Working with families and wider partnerships to improve outcomes for children and young people affected by poverty. Creating innovative solutions to address issues relating to rural poverty by considering options becoming available eg Ayrshire Growth Deal, Borderlands Planning and in particular Connected Classrooms.
	Across the regional collaborative, staff analyse and use evidence very well to ensure a clear focus on those priorities which have the greatest impact on improving learning, raising attainment and narrowing the poverty related attainment gap.		
	The regional collaborative can show clear evidence of improvements based on actions taken as a result of self-evaluation.		
	Family learning programmes provide opportunities for parents and carers to build capacity in supporting their children.		
	CRITICAL INDICATORS Attainment data (developmental milestones, CfE, SNSA, SQA), attendance, exclusion and leaver destinations with a focus on key equity groups. Evaluations of school performance through school self-evaluation, local authority and regional self-improvement visits and Education Scotland inspections. Evaluations of the impact of CLPL on teacher professionalism.	1. Measure performance at regional, local authority and early years/school levels using key equity data. 2. Use data effectively to target, select and evaluate the impact of initiatives.	1. Develop baseline measurements, key performance measures and targets. 2. Take action to address underperformance by targeting support at regional, local authority and school levels. 3. Ensure all staff have a shared understanding of the poverty related attainment gap, are engaged in analysing attainment data and are using this to inform planning..

Theme	Immediate Outcome We will know we are making good steps along the way WHEN.....	Our Contribution So we need to.....	Critical Activities By.....
Enhance Leadership Capacity and Collaboration	All headteachers feel empowered to take forward key aspects of improvement and curriculum in their centres, and grant the necessary agency to staff to take forward identified aspects across the collaborative.	• To support Head Teachers to lead transformation in the culture of their schools and learning communities, through reflection on their leadership style and ability to effect change • To build leadership capacity through opportunities for sharing practice and collaboration • To build leadership capacity within our subject specific middle leaders across the SWEIC through a bespoke programme of leadership development with a specific curricular focus • To build leadership capacity within our pastoral leaders across the SWEIC through a bespoke programme of leadership development with a specific focus on personal and social education • To deepen and develop staff confidence and capability to apply non-directive coaching to support leadership.	• Identify partners within and beyond the Region to collaborate with in order to build leadership capacity with a focus on leadership of change, coaching and mentoring, curricular support and pastoral teams • Involve staff, learners, parents and partners in self-evaluation activities which identify strengths and develop needs across the region by facilitating consultation across the collaborative in a meaningful way • Identify common themes across school priorities and establish examples of excellent practice wich can be shared through a calendar of professional learning opportunities • Develop a range of leadership focused CLPL activities within a curricular and pastoral context which supports leaders at all levels to build leadership capacity through collaborative learning across the region focused on identifying, managing and evaluating strategic change • Develop complimentary quality assurance processes which involve leaders across the collaborative.
	All headteachers have developed and are sustaining meaningful collaborative relationships within, across and beyond their families of schools or thematic partner schools in a variety of contexts, and levels of leadership.		
	CRITICAL INDICATORS 1. Attainment data and engagement for all cohorts including equity groups. 2. Evaluations of QI 1.3, 3.1, 3.2 and commentary on QI 2.2 in Education Scotland inspections, self-improvement visits and school self-evaluation. 3. Evaluations of the impact of CLPL events and facilitated collaboration at all levels of school leadership	• Measure performance at regional, authority and school level • Ensure data is used effectively at all levels to drive improvement.	• Develop baseline measurements, key performance measures and targets over a three year period.

ICE
VALLEY

4

Workforce Planning 2019/20

Douglas Hutchison
RIC Lead

Fiona McDougall
Quality Improvement Manager**

Gwyneth Fairbairn
Data Analyst/Project Manager**

Marjorie Ross
Engagement Officer**

Closing the Gap Workstream

Graham McGinn (EAC) Lead

Leona Waugh (D&G)

Scott Mulholland (SAC)

Angela Cassells (NAC)

Fiona McAvoy

(SWEIC seconded officer)**

BGE Assessment & Moderation

Sheelagh Rusby (D&G) Lead

Fiona Hopkins (NAC)

Robert McCallum (EAC)

Gail Elder (EAC)

Gavin Pitt

(SWEIC seconded officer)**

Leadership Workstream

Julie Hope (EAC) Lead

Alan Macdougall (NAC) Lead

John Thin (D&G)

Kate McDonald(SAC)

Helen Cassidy (EAC)

Liz Candlish (SWEIC Early Years seconded officer supporting all workstreams) **

Additional Groups

Staffing: JohnThin (D&G); Carol Devoy (NAC); David Strang (SAC); Kenneth McNamara (EAC)

ASN: Scott Mulholland (SAC); Philip Gosnay (NAC); Julie Muir (EAC); Hew Smith (D&G)

Psychological Service : Carole Campbell (SAC); Nicola Stewart (EAC); Sam March (NAC); Linda Biggar (D&G)

ICT: Lynn Robertson (SAC); Gary Neilson (EAC); Rosslyn Lee (NAC); Anne Harkness (D&G)

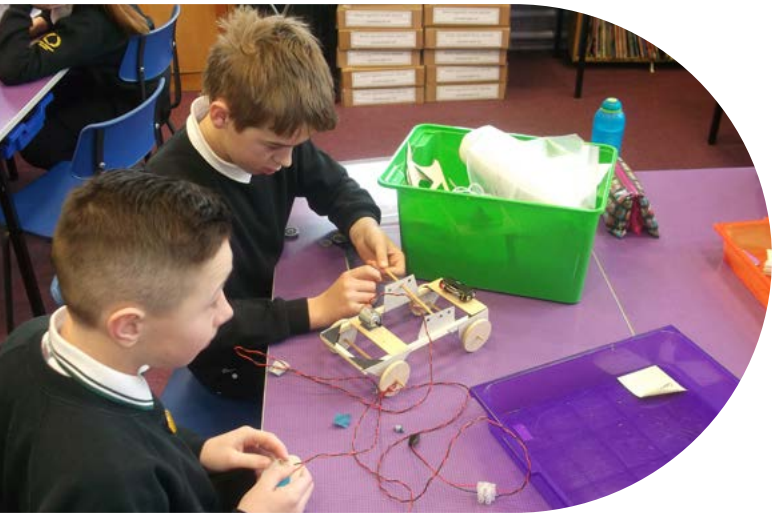
CLD: Stephen Jack (D&G): Dot Grieve (EAC); Jamie Tait (SAC); Angela Morrell (NAC)

Early Years: Sarah Pye (SAC); Dorothy McAvoy (EAC); Rosie Smith (D&G); Yvonne Gallacher (NAC)

** Additional Funding requested for posts.

5

Governance Arrangements



Chief Executive Officers: The regional lead officer (RLO) will report monthly to the Chief Executives at their regular monthly meeting. Chief Executives will take responsibility for political reporting arrangements and sign off of the plan in their own local authorities. The regional lead officer is line managed by the Chief Executive in whose authority the RLO works. The Chief Inspector of Education Scotland will be involved in signing off the annual plan and be updated on progress through the Education Scotland Senior Regional Advisor who is part of the Strategic Officers group. The Chief Inspector of Education Scotland may participate in the monthly Chief Executives' meeting.

The SWEIC plan focuses on educational provision. Local authorities and the Chief Executives will continue their oversight of the wider services for children and young people planning and delivery.

Annual accountability review: In addition to routine and regular oversight by the Chief Executives, an annual accountability review will take place involving relevant elected members from the constituent local authorities. The review will normally take place at the point where the plan is being evaluated and a revised plan submitted for the SWEIC.

Regional Lead Officer & Strategic Lead Officers Group: The regional lead officer will convene and chair a monthly meeting of the Strategic Lead Officers. The Strategic Lead Officers are ex officio the senior officer with responsibility for education in each of the four local authorities and the Education Scotland Senior Regional Advisor. The SWEIC Quality Improvement Manager will attend these meetings and report on progress. Other senior officers will be invited or nominated to attend by the relevant Strategic Lead Officer in the local authority as appropriate.

Task Groups: Officers with lead responsibility for specific aspects of the SWEIC plan will form task groups with appropriate membership from all four local authorities as well as relevant staff from Education Scotland and other strategic partners. Each task group will be supported by a seconded officer who will progress the activities as outlined in the plan.

Involvement by other bodies and individuals: The SWEIC Data Analyst will support collaborative approaches to improvement by providing and reporting on baseline performance data and analysis of data as required by the task groups. The SWEIC Engagement officer is responsible for engaging with young people, in particular those experiencing poverty in rural areas; engaging with partners including parents, young people, college and businesses as relevant to the task groups. The ex officio members of the Strategic Officers Group will ensure appropriate consultation within their local authority on the content of the SWEIC Plan. The relevant senior officer from each local authority will take responsibility for consultation, as appropriate, with the Local Negotiating Committee for Teachers and the Joint Consultative Committee. The RLO will consult with trade union representatives on a regular basis. Where the SWEIC is approached on matters not contained in the plan or outwith the stated priorities, these will be referred back to the constituent local authorities for action and will not be the responsibility of the SWEIC as a collaborative.

6

Appendices

Appendix 1: Profile of the South West and Performance Information

The SWEIC is made of four local authority areas, North, South and East Ayrshire and Dumfries and Galloway. Between them they cover an area of around 3,603 square miles in the South West of Scotland. The four authorities between them have a total population of around 520,000 representing approximately 10% of the population of Scotland. In addition to the main towns in each authority, there is a considerable rural area comprising smaller towns and villages which are served by a large number of smaller schools. The pupil population is just under 67,000 across 283 schools with a further 9,000 children in early learning centres. The pupil teacher ratio across the South West is 13:1 with 5,112 teachers in schools and a further 82 in early learning centres.

The distribution of relative deprivation varies widely between the four authorities as indicated by the Scottish Index of Multiple Deprivation. North Ayrshire has around 44% of pupils in deciles 1 and 2 of the SIMD while Dumfries and Galloway has around 10% in deciles 1 and 2. While East, North and South Ayrshire have a majority of pupils in Deciles 1-5 (68%, 71% &60% respectively), Dumfries and Galloway has 50%.

The following table shows the percentage of pupils distributed by SIMD decile in each of the SWEIC authorities.

Table 1: Percentage of pupils (primary, secondary and specialist sectors) by SIMD Decile 2018/19

	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10
D&G	5.5	4.2	8.5	17.7	14.5	24.0	9.6	6.3	4.0	5.6
East	12.9	21.5	10.9	12.6	9.7	5.9	6.0	8.1	8.5	3.8
North	16.9	26.8	11.8	9.9	5.9	6.6	6.9	5.7	7.8	1.8
South	8.6	10.3	9.8	16.6	14.8	9.1	3.0	9.5	9.8	8.6

Source: Scottish Government, Pupil Census Supplementary Tables 2018/19

Table 2: 27-30 Month Child Health Checks 2017/18

	Percent Reviewed	Percent No Concerns	Percent Any Concerns
D&G	94.4	81.4	16.2
East	94.1	72.0	20.5
North	95.8	74.3	18.7
South	93.0	74.5	16.8

Source: ISD (27m_Tables_Apr19) Table 2.2: Summary of development by Local Authority

Table 3: Attainment across the BGE (December 2018)

	P1	P4	P7	P1,4,7 Combined	S3(L3+)	S3(L4+)
D&G						
Reading	79	78	79	79	91	43
Writing	79	70	71	73	91	40
Listening and Talking	88	85	84	86	91	45
Literacy	73	67	68	69	88	34
Numeracy	85	74	74	77	88	55
East						
Reading	74	62	68	68	87	47
Writing	74	57	61	64	85	41
Listening and Talking	83	70	73	76	90	47
Literacy	67	53	56	59	83	37
Numeracy	82	59	63	68	90	60
North						
Reading	81	78	80	79	92	56
Writing	79	72	73	74	92	54
Listening and Talking	87	86	86	86	93	59
Literacy	77	70	71	72	91	47
Numeracy	85	77	77	80	92	57
South						
Reading	83	78	80	80	95	63
Writing	84	79	78	80	90	55
Listening and Talking	93	87	88	89	91	56
Literacy	81	77	76	78	89	51
Numeracy	93	83	81	85	91	48
Scotland						
Reading	81	77	79	79	90	53
Writing	78	72	73	74	89	51
Listening and Talking	87	85	84	85	91	55
Literacy	75	69	70	71	87	46
Numeracy	85	76	75	78	89	56

Source: Scottish Government published tables - Achievement of Curriculum for Excellence (CfE) Levels 2017/18 (Tables 10.1-10.5)

Table 4: Quantifying the gap – Percentage point difference between Quintile 1 and Quintile 5 achieving expected CfE levels

	P1	P4	P7	P1,4,7 Combined	S3(L3+)	S3(L4+)
D&G						
Reading	10	14	11	12	17	38
Writing	10	22	13	15	12	35
Listening and Talking	11	17	16	15	13	31
Literacy	10	23	14	15	19	29
Numeracy	16	19	14	16	13	33
East						
Reading	24	33	25	26	14	37
Writing	16	32	30	25	14	33
Listening and Talking	17	26	32	24	11	31
Literacy	26	33	32	30	16	32
Numeracy	14	27	29	22	11*	35
North						
Reading	16	16	14	15	5*	20
Writing	19	10	21	16	4*	22
Listening and Talking	11	21	13	13	3*	15
Literacy	20	16	21	18	5*	21
Numeracy	13	22	19	14	4*	28
South						
Reading	18*	16	11	15	16*	39
Writing	20	18	18	18	16	37
Listening and Talking	8*	9	10	9	15*	32
Literacy	25	19	19	21	20	34
Numeracy	8*	15	15	11	13	44

Source: Scottish Government published tables - Achievement of Curriculum for Excellence (CfE) Levels 2017/18 (Table 11)
* Shows where data has been published in bands due to small numbers, therefore are approximate value

The values in the table above represent the difference between the percentage of pupils in Quintile 1 and Quintile 5 achieving expected levels shown as percentage points. In this area a smaller value is better. The greatest gaps are shown to be for S3 pupils achieving Fourth Level.

Table 5: Percentage achieving Literacy and Numeracy at Level 4&5 (All Leavers) 2018

	Lit L4	Lit L5	Num L4	Num L5	L&N L4	L&N L5
D&G	94	76	90	66	89	63
East	94	79	91	70	90	68
North	96	84	88	70	88	69
South	96	85	93	73	92	72

Source: Insight Leaver Data

Table 6: Average (Total) Tariff Points by SIMD Quintile (All Leavers) 2017

	Quintile 1	Quintile 2	Quintile 3	Quintile 4	Quintile 5	Gap (most and least deprived)*
D&G	582	696	910	968	1083	+86%
East	602	770	919	1164	1221	+103%
North	701	853	976	1105	1251	+79%
South	865	804	996	1107	1229	+42%

Source: Insight Leaver Data

Table 6b: Average (Complimentary) Tariff Points by SIMD Quintile (All Leavers) 2018

	Quintile 1	Quintile 2	Quintile 3	Quintile 4	Quintile 5	Gap (most and least deprived)*
D&G	445	532	672	703	792	+78%
East	452	576	668	839	879	+95%
North	521	616	710	805	911	+75%
South	473	582	711	808	884	+87%

Source: Insight Leaver Data

*The gap is calculated here by subtracting Q1 from Q5 and calculating the difference as a percentage of the total for Q1. Therefore, for example, young people in Quintile 5 in D&G, on average, achieved 78% greater tariff points than those at Quintile 1.

Total Tariff Points are shown which gives an average of all of the best attainment for pupils. Complimentary Tariff points are also shown as they are based on the densest 120 SCQF Credit Points allowing a better comparison between cohorts undertaking different numbers of qualifications.

Education Scotland Inspections 2016-2019

	1.3 Good or better	2.3 Good or better	3.1 Good or better	3. 2 Good or better
ELC	18/29 (62%)	19/32 (59%)	19/29 (66%)	21/33 (64%)
Primary	16/28 (57%)	21/35 (60%)	17/28 (61%)	26/43 (61%)
Secondary	4/5 (80%)	5/7 (71%)	3/5 (60%)	7/8 (88%)

From August 2016 until June 2019, 33 ELCC settings, 48 primary schools and 8 secondary schools have been inspected in the SWEIC. Analysis shows that in ELCC settings and in primary schools the highest evaluated quality indicator was 3.1. In secondary schools the highest evaluated quality indicator was 3.2. The lowest evaluated quality indicator in ELCC was 2.3 and in primary, 1.3. Based on the analysis of key strengths and areas for improvement in the Summarised Inspection Findings published by Education Scotland, schools across the SWEIC would from a focus on assessment and moderation through the broad general education.

Appendix 2:
Summary of Current Local Authority Planning

Table 7: Current Priorities Identified in Local Authority Improvement Planning

Dumfries and Galloway	
Raising Attainment	• Excellence and Equity groups to continue to identify key themes to raise attainment in literacy and numeracy • Support high quality professional learning for staff at all levels with a particular focus on literacy and numeracy • Continue to provide bespoke support in relation to 'Closing the gap : Literacy and Numeracy' • Continue to work in partnership with speech & language therapy to support the Talking, Listening and Questioning (TLQ) programme • As part of literacy further progress the Education Authority's language 1+2 implementation • Support establishments to become more data literate to include further support and development around use of INSIGHT , the BGE Benchmarking Toolkit and using SNSA as a diagnostic tool for improvement • Continue to work with stakeholders to embed the Dumfries and Galloway Raising Attainment Strategy • Support and improve approaches to assessment and moderation and in particular place a greater emphasis on planning • Further develop progress and achievement module in line with the SWEIC BGE workstream and broaden the range of schools using it on SEEMIS • Continue to develop early years education to ensure strong foundations in literacy and numeracy
Closing the Gap	• Continue to work with stakeholders to embed the Dumfries and Galloway Raising Attainment Strategy • Excellence and Equity groups to continue to identify key themes to support closing the gap work in relation to literacy ,numeracy and health and wellbeing • Support high quality professional learning for staff at all levels with a particular focus on literacy and numeracy • Continue to provide bespoke support in relation to 'Closing the gap : Literacy and Numeracy' • Support establishments to become more data literate particularly around analysis, identify gaps and measure the impact of interventions • Expand early years provision in line with 1140 hrs implementation plan / further promote access to ELCC for eligible 2yr olds / implement PEEP programme to support parental engagement in areas of deprivation • Implement LAC raising attainment plan • Proportionately support and challenge schools in using PEF to improve outcomes for disadvantaged learners • Implement parental involvement and engagement strategies • Further build capacity of staff to create strong outcomes and measure intervention impact • Further develop training programme for ELCC staff • Develop a model for tracking, monitoring and profiling children's progress through early learning • Restructure and realign central supporting learners' resource to prioritise the needs of the most vulnerable children. • Progression pathways in senior phase to ensure equity and opportunity for all • Roll out Better Relationships Better Learning programmes

Health and Wellbeing	• Excellence and Equity HWB group to continue to research strategies to increase mental wellbeing and promote nurture • Develop emotionally based nonattendance protocols in partnership with CAMHS to support young people • Development of a digital health intervention – roll out • Increase the numbers of ELC practitioners trained in the Solihull approach • Extend active schools programme delivery to include nutrition and health • Undertake the national HWB census • Working with Respect Me and parent councils develop parents understanding and knowledge of positive behaviours. • Multi agency project with NHS to share 27- 30month assessment data / streamline personal plans • Development of individual school anti bullying policies • Develop Police Youth Engagement Officer partnership / replicate with the Fire and Rescue Service • Develop a bereavement support framework • Launch Multi agency 'incidents involving weapons' Schools guidance
Positive Destinations (Curriculum)	• Develop understanding and knowledge of SCQF framework • Implement Dumfries and Galloway Senior Phase strategy • Support high quality professional learning of all staff with a focus on embedding employability skills within the curriculum • Improve use of data to evaluate the effectiveness of post school pathways • Review specific data around looked after young people, care experienced and ASN to access suitable training and learning opportunities • Support high quality professional learning in STEM for staff • Continue to develop D and G STEM partnership work and provide bespoke support to schools and practitioners • Further develop and support schools with regards wider curricular opportunities for personal achievement • Support schools to ensure a focus on skills as a key element of learning and teaching • Support schools embed career education standard 3 – 18 • Work collaboratively with a wide range of partners to audit and improve senior phase provision.
Leadership	• Further use of self-evaluation to measure the impact of participation in the range of leadership development opportunities • Ensure an integrated and consistent approach to teachers' professional learning and leadership development • Implement an authority approach to coaching and mentoring to build capacity amongst leaders at all levels • Improve communication with leaders at all levels in relation to leadership development opportunities locally and nationally
Improvement	• Strengthen strategic leadership to support and challenge continuous improvement through a self-improving system of collaborative reviews • Continue to support school use of improvement methodology to plan, carry out and measure impact of interventions • Develop and support use of BGE Benchmarking Toolkit • Continue to support use of Insight Senior Phase benchmarking tool • Support schools in delivering digital literacy • Support schools to begin implementing relational approaches such as Nurture, Restorative, Solution Focused approaches and the compassionate and connected classroom • Review and implement volunteer policy • Build staff capacity to more effectively engage with HGIOS? 4 and HGELCC ? • Develop and implement Better Relationships Better Learning • Work with national parent organisations to identify opportunities for effective and meaningful collaboration for improvement

East Ayrshire Council	
Raising Attainment	• All centres will have a continued focus on literacy and numeracy outcomes for all young people using effective pedagogy. • Work within the SWEIC to provide CLPL opportunities to develop teacher professionalism and understanding of effective formative assessment strategies to support centres to work with the moderation framework to ensure a consistent approach to high quality learning, teaching and assessment. • Ensure centres interrogate a wide range of data, including the SNSA, to make reliable and consistent judgements about learners' progress and achievement, to affect interventions and progression • Ensure all young people have the opportunity to gain certification with literacy and numeracy qualifications linked to the SCQF at the point of leaving school at a level commensurate with ability. • Support centres to continue to develop approaches to DFS whilst encouraging centres to work towards the next level of accreditation. • Provide CLPL to ELCC practitioners to further develop skills and expertise • Work with ELCCPs and Primary 1 teachers to further develop consistent high quality approaches to delivering literacy and numeracy experiences reflecting the latest research in early years pedagogy and play to support the early level.
Closing the Gap	• All centres will be supported in the implementation of the Scottish Attainment Challenge plan • Continued focus on developing and embedding strategies to support the development of speech, language and communication skills in young children • Ensure that PEF is effectively targeted to improve outcomes for learners • Monitor the progress of spend and evaluate the impact of PEF spend and share practice accordingly. • Provide a strategic approach to parental and learner engagement to ensure that are empowered to support their children to achieve their potential • Staff supported to interrogate and analyse their data to identify progress and areas for early intervention • Provide CLPL opportunities to ELC practitioners to further develop skills and expertise in the workforce during the expansion programme.
Health and Wellbeing	• Implement the HWB policy and Mental Wellbeing Framework • Support centres to develop awareness and usage of locality health information to inform HWB curriculum in all sectors • Embed the Relationships Framework across education groups and centres • Improve practices to support Young Carers • All centres to implement actions aligned to SG Child Poverty Plan "Every Child, Every Chance". • Facilitate arrangements for the free provision of sanitary items within and outwith school term • Increase number of centres accredited for SportScotland Awards • Develop digital learning and intelligence to support safer practices online • Audit community engagement activities and seek to increase opportunities as appropriate • Promote more effective working relationships between and within centres and also across partnership services towards creating wellbeing hubs. • Begin review against Vision 2030+ • Embed regular, progressive, curriculum-led outdoor learning for all learners • Provide strategic direction and guidance in respect of the forthcoming HWB national surveys for SG for first use in Aug 2019 • Ensure that all staff are trained to identify signs of neglect and act upon these timeously • All centres recognised at Bronze level for Rights Respecting Schools Award.

Positive Destinations (Curriculum)	• Provide all learners with opportunities to develop digital skills to meet current and future skills gaps in emerging technologies • Support centres to register for the Digital Schools Award. • In partnership with employers, Ayrshire College and SDS, raise awareness of Foundation Apprenticeships and the wider apprenticeship family for teachers, learners and parents/carers and increase the number of young people undertaking these pathways. • Across all stages increase the range and number of vocational programmes, opportunities for wider achievement and work placements in line with the work placement standard, illustrating learner journeys from primary school to college to include growth sectors such as the expansion to 1140 hours within Early Years • Continue to implement and embed the Career Education Standard. • Increase the number and range of council services directly engaging with centres and providing work-based learning opportunities that develop the employability skills of young people. • All centres will work with stakeholders to develop or refresh their curriculum rationale to ensure that there is a clear focus on SLLW and that the curriculum offer is relevant to the context of the centre and its community.
Leadership	• Develop staff wellbeing via planned programme of educationally-accessible events and ensure all staff are inducted effectively into our centres via production of a corporate welcome and learning pack • All centres and education service to improve levels of communication to enable increased staff awareness of strategic direction.
Improvement	• Senior leaders and education centre staff will be actively engaged in a programme of Learning Visits to support centres with their self-evaluation against national standards outlined in HGIOS4/HGIOELC/HGIOS(YP) • All centres will continue to ensure that high quality learning and teaching is a priority area of focus by implementing EAC Teaching and Learning Policy and other national programmes, practitioner enquiry and academic research.

North Ayrshire Council	
Raising Attainment	• Launch revised learning and teaching strategy along with frameworks and initiatives to support numeracy and literacy learning across all establishments. • Continue to support practitioners from all sectors through the work of the Professional Learning Academy in literacy, numeracy and pedagogical practice. • Develop high quality, evidence-based approaches to support the attainment of learners within our ASN schools • Establish a North Ayrshire BGE STEM Strategy Team through which our work on the national RAISE programme will be incorporated and a North Ayrshire STEM framework will be devised. Opportunities for a network of practitioners to forge strong, working partnerships across schools, neighbouring authorities, businesses, Universities and organisations will be promoted. • Provide CLPL support for teachers and Early Years Practitioners in the effective delivery of the 1+2 national agenda. • By October 2019 we will be delivering the 1140 expanded hours in 15 local authority establishments and are on course to meet the requirements in all of our establishments by August 2020. • Utilise the NAC Standard Design Brief (2018) to continue to create high quality learning environments encompassing indoor and outdoor learning and nurturing spaces. • Develop an Outdoor Play Strategy to support Early Years Practitioners in providing excellent learning and development opportunities. • Deliver continuous professional development in Early Years to ensure excellent learning and development experiences for toddlers and young children using the indoor and outdoor environments.

Closing the Gap	• Contribute to the SWEIC Closing the Gap Workstream to promote effective collaboration across schools and educational authorities to ensure our focusing on the poverty related attainment gap is at the centre of our work. • Through the use of Scottish Attainment Challenge (SAC) and Pupil Equity Funding (PEF) resources, we will provide a targeted approach to professional learning programmes which have a specific focus on strengthening practitioner approaches to reducing the poverty related attainment gap in education establishments. • Work with identified partners to provide increased opportunities for care experienced young people & other identified learners who are experiencing significant barriers to learning to achieve and attain to their full potential. • Work collaboratively with school staff and parents at all stages to develop and implement a new Parental Engagement Strategy, which reflects the NIF priorities and Scottish Government's Learning Together Goals. • Continue to deliver and extend the range of family learning opportunities available using our Programmes of Intervention menus. • Establish a Family Learning Network within the authority to share good practice, build capacity and ensure sustainability with a variety of partners • The Family Learning Team will establish strong links and relationships with schools, families, communities, parent / family volunteers and relevant partners to enhance the provision of family learning
Health and Wellbeing	• Develop and implement a coherent mental health strategy and intervention framework • Embed and extend nurturing approaches to advance inclusion.
Positive Destinations (Curriculum)	• Support schools to ensure that all secondary classroom teachers understand all routes to employment and that each of those routes is valued equally. • Work in partnership with DYW regional group to ensure that employers are willing to offer placements and/or employment to young people with ASN. • Support schools to use the national standards in Career Education, Work placement and 3.3(HGIOS4) to self-evaluate their practice & identify next steps
Leadership	• Implement a revised leadership development framework to increase opportunities and support for practitioners at all levels to develop leadership skills. • Establish a network of coaches & appropriate training opportunities to facilitate capacity building and establish a coaching culture. • Provide a range of opportunities to support practitioners at all levels to develop skills in identifying, facilitating, managing & evaluating strategic change.
Improvement	• School and parents will work collaboratively to set improvement priorities through a variety of approaches including parent focus groups. • Conduct a full review of Devolved School Management (DSM) scheme. • Implement a fully revised Quality Improvement Framework which enhances school empowerment. • Further enhance participatory budgeting approaches in education establishments.

South Ayrshire Council	
Raising Attainment	• Introduce target setting with children and young people at Broad General Education (BGE) • Continue to create opportunities for staff to moderate their professional judgement of achievement of a Curriculum for Excellence Level • Introduce the SEEMiS tracking/reporting module and review the number of stages of progress within a level and the criteria associated with each. • Implement the literacy strategy to raise attainment • Implement the numeracy strategy to raise attainment • Continue to embed the Making Thinking Visible strategies to improve pace and challenge in learning • Develop use of a range of assessments, including Scottish National Standardised Assessments to support learning and teaching and teacher judgements in CFE • Increase the availability of evidence based parenting support and family learning • Continue to expand early learning services in line with legislation and Scottish Government Policy to provide high quality early learning and childcare age 2-5 years • Develop and implement a Digital Learning Strategy to support learning and teaching in schools
Health and Wellbeing	• Promote regular physical activity • Develop guidance for schools to support the monitoring and tracking of children and young people's health and wellbeing • Continue to revise planning and assessment processes in Personal Social Education/ Health and Wellbeing within the Broad General Education in schools • Develop Senior Phase Personal Social Education/Health and Wellbeing • improve the recording and reporting of bullying incidents in school • Work towards gaining the LGBT Education Services charter • Implement our Children's Mental Health and Wellbeing action plan • Further develop enhanced nurture provision • Increase awareness of staff knowledge and understanding of Adverse Childhood Experiences (ACE) • Develop staff knowledge and understanding of attachment theory • Continue to support schools to progress Rights Respecting Schools accreditation
Closing the Gap	• Improve planning for interventions and tracking and monitoring of targeted groups (including those in deciles 1-2, care experienced) through the Pupil Equity Fund • Develop the role of virtual school Head Teacher to support improved outcomes for care experienced children and young people • Monitor and evaluate the impact of unified senior phase to increase personalisation, relevance and choice for the lowest achieving young people • Continue to improve early intervention approaches to support the development of children under 5 years • Continue the action research project in partnership with the Centre for Excellence in Scotland (CELCIS) to improve outcomes for care experienced children and young people • Pilot the assessment and intervention framework for looked after children and evaluate impact • In partnership with the Champions' Board, develop a Schools' Champions' Board to give care experienced children and young people a voice in the decisions that affect them • Develop additional support for learning CLPL hubs to support inclusion • Identify and fulfil statutory duty to Young Carers through Team Around the Child • Identify good practice and develop guidance in relation to transition within the attainment challenge schools to ensure young people experience a seamless transition.

Positive Destinations (Curriculum)	• Continue to develop practitioners' knowledge and understanding of the Careers Education Standard (CES) and embed in the learning experiences of children and young people in all establishments • Promote effective employer engagement • Develop and implement Early Years Apprenticeship Programme • Continue to develop South Ayrshire Skills Academy to broaden the range and scope of flexible curriculum opportunities to ensure positive destinations for young people • Develop enhanced support for Care Experienced Young People through the transition from school and into post-school support • Continue to develop partnerships that increase the number and range of opportunities for young people to develop a variety of skills and vocational based learning • Increase the opportunities for young people such as modern apprenticeships, foundation apprenticeships and work placements through the development of our Developing the Young Workforce Activity
Leadership	• Implement refreshed PDR for staff • Continue to develop leadership capacity at all levels
Improvement	• Develop and implement CLPL Strategy to include improvements to professional update and approaches to enquiry based learning.

Appendix 3:
Summary of consultation responses and engagement in developing the regional improvement plan

We are committed to ensuring that stakeholders from across the South West are consulted and have the opportunity to engage with the work of the collaborative. As the workstreams progress, the task groups will continue the process of engagement and consultation with relevant partners and stakeholders who are likely to be involved in the focused activity of the groups.

Consultations/engagement of stakeholders September 2018- August 2019

- November 2018 QAMSO and subject specialist moderation event.*
- November 2018 Professional learning - Visible Learning, Stewarton Academy
- November 2018 Rural Schools Primary Head Teacher Event *
- January 2019 Psychological Services Event
- March 2019 Catholic Schools Head Teacher Event
- March 2019 SWEIC Regional Conference *
- March 2019 Early Years Language and Communication Practitioners event *
- April 2019 Mike Askew Inspirational Maths Event.
- May 2019 Families of Schools Head Teachers Event
- May 2019 Professional Learning Day, Dumfries Academy
- June 2109 Professional Learning – Parental Engagement, Loudoun Academy
- June 2019 Primary Principal Teacher PEF Event *
- June 2019 QAMSO Strategic Planning Day
- June 2019 SWEIC Officers and Workstream Strategic Planning and Review Day
- June 2019 SWEIC Newsletter Consultation
- April-July 2019 SWEIC Engagement Officer's focus groups – Rural schools; EYC visits, Family Learning and summer clubs *

*Evidence from these engagement events follows.

Engagement event:
3rd and 4th level QAMSO and Subject Specialist Assessment and Moderation Event 1st November 2018

3rd and 4th level QAMSOs worked alongside subject specialists from across the SWEIC, sharing existing good practice and approaches to moderation. Elizabeth McGuire, Education Scotland, provided an overview of the national QAMSO programme, the Moderation Cycle, the Moderation Hub and looked at holistic assessments. QAMSOs from each authority presented workshops on 'Making Robust Judgements', 'Evaluating Assessment Evidence of Literacy and Numeracy from Other Areas of the Curriculum', 'Embedding Literacy and Numeracy Across Learning' and 'Moderation of Achievement of a Level in Literacy and Numeracy'.

	Evaluation of the Event	Agree	Disagree
1	I have valued and benefitted from the opportunity to take part in professional dialogue with colleagues in other schools/authorities today about learning, teaching and assessment	100%	
2	I have a better understanding of why we need to plan learning, teaching and assessment at the same time in a holistic way.	86%	14%
3	I have a better understanding of how to use the concept of breadth when deciding if a pupil has achieved a Level	72%	28%
4	I have a better understanding of how to use the concept of challenge when deciding if a pupil has achieved a Level	74%	26%
5	I have a better understanding of how to use the concept of application when deciding if a pupil has achieved a Level	78%	22%
6	I now have a better understanding of what is involved in effective moderation	88%	12%

Comments:

- A very worthwhile event which I hope will be the first of many. It would be very useful to have subject specific day with a representative from each school. This would be beneficial as we have many one person departments.
- I feel that discussion with other subject specialists has provided strategies which best meet the assessment and moderation criteria.
- I have a much better understanding of holistic moderation and will now take that back to improve moderation in all areas within my dept.
- Good to see different approaches/methods from the authority partners/collaborative.
- Excellent event with plenty of great examples of numeracy and literacy used in different authorities.

Having reflected on the activities and workshops today, what are you going to do next to ensure that today has an impact on your practice and that of your department?

- Literacy and numeracy coordinators creating opportunities to work with others in different subjects to share effective practice in relation to the responsibilities of all.
- Use DM time to feedback to my own faculty. Use planning documents to review current BGE. Use position of subject leader to lead moderation activities across the authority.
- Request time for networking. Go back to my planning/LI/SC and work forward from there, planning the process leading to assessment.
- I will e-mail several PTs about their moderation, as well as the QAMSO's. I am looking to implement more robust moderation procedures in the Faculty - especially as I have more than one subject. I also need more ideas to promote literacy across the school and have gained several ideas.
- Ensure that I continue to take advantage of collaborative events. Ensure that staff in school are still aware of the support I can provide.
- Encourage departmental staff to actively seek out roles and opportunities within the school and authority.
- Look at the planning of moderation within my own faculty. I have made link with some staff from other authorities - share examples of good practice. Adopt/Evaluate my current courses to include opportunities for greater moderation

Engagement event:

Rural Schools Primary Head Teachers Event, 22nd November 2018.

60 head teachers from all categories of rural schools across the South West gathered at Dumfries House to share good practice and address particular challenges associated with rural schools and shared headships.

Feedback and next steps from the event included:

Evaluation of the rural school event		
	Agree	**Disagree**
I have valued and benefitted from the opportunity to take part in professional dialogue with colleagues in other schools/authorities today.	100%	0%
The group discussions helped to identify common issues facing rural schools and possible solutions.	100%	0%
The keynote speakers covered topics relevant to my context.	100%	0%
The workshops were informative and relevant to my context.	97%	3%

Selection of Comments

- Today was a balance between learning new things, reflecting on current/past practice and feeling reassured that we have a good direction of travel.
- Worthwhile and valuable time spent sharing views and ideas.
- Good to hear initiatives/drivers of other authorities.
- The smaller group with generally similar/shared experiences was really valuable.
- A well planned and worthwhile event. More please!
- Particularly enjoyed shared headship workshop.
- Good to gain an understanding of the variance in terms of rural school settings by talking to colleagues.
- I think the most beneficial aspect of today is the networking aspect, meeting with like-minded people.

Having reflected on the activities and workshops today, what might you do next to ensure that today has an impact on your practice and that of your school?

- I have noted comments and questions to take to my staff team, but noted how confidently some schools talk/know their strengths – we need to get better at this too.
- Read more on sustainability.
- Providing a time to get together again but allow more time for professional dialogue which I think was extremely beneficial.
- Build relations with schools in other authorities and in different geographical areas.
- Be more innovative with funding application.
- Dedicated strategic time.
- Look at parental involvement again.
- More collegiate working with all staff across cluster, families, etc. including team based planning.
- Further opportunities to meet and discuss solutions to some of the challenges we face.
- Making links with other schools in similar circumstances has been invaluable – future meetings organised already!

How can we further promote collaboration between rural schools?

- Would really like my teaching staff to get opportunities to collaborate across rural schools. Could schools link for shared events? Could pupils make links – using technology to communicate?
- Similar events – interactive and practical.
- Glow – sharing good practice.
- Future events for PTs etc.
- Set up networks. More opportunities to work in small groups with comparative schools. Especially larger (200 and above) rural schools.
- Would like to see commitment to 3/4 similar focussed events each year and collaborative families.
- Themed events focusing on one or two challenges.
- More networking/sharing good practice events.
- Very difficult, but this time away from school has clearly been of benefit to all in attendance.

Engagement event:

SWEIC and the Scottish Government held a regional event focussing on 'A whole system approach to closing the attainment gap' on the 8th March.

During the day Head Teachers and partners in attendance were consulted on next steps for collaborative working. A summary of feedback follows:

Workstream Priority - Improve attainment more quickly for children and young people who are most disadvantaged.
What collaborative thinking, planning and activities will help us to achieve our outcomes?
• Work in families of schools across the RIC • Ensure collaboration at all levels, HT/DHT/PT/CT/EYP/SA and provide opportunities to meet and visit other establishments • Share knowledge, evidence based practice, issues and solutions • Share Professional Learning opportunities across the RIC eg pedagogy, subject areas, supporting ASN. • Use of technology to share and communicate • Have a consistent approach to data gathering and provide support to schools to analyse data • Share family learning.

Workstream Priority – Ensure children benefit from the highest quality of early learning and child care.
What collaborative thinking, planning and activities will help us to achieve our outcomes?
• Cross sector working across the RIC – early intervention is the key • Sharing good practice on transition • Focus on the poverty related gap/ vocabulary gap • Professional Learning for Early Years leaders.

Workstream Priority - To develop leadership capacity at all levels.
What collaborative thinking, planning and activities will help us to achieve our outcomes?
• Share good practice across the RIC • Remove HTs from teaching complement, allow opportunities to work outwith school to allow quality development work without operational distractions, planned time for strategic thinking • Ensure a culture of collaboration is developed at school, local authority and regional level • Create collaborative reviews across local authorities involving HTs and other staff • Thematic groups to work together • Professional Learning opportunities – share inservice days, share resources on Glow, organise a SWEIC Learning Festival • Build in SWEIC Family HT meetings into the annual calendar.

Workstream Priority - Improve attainment in literacy and numeracy through the BGE for all learners.
What collaborative thinking, planning and activities will help us to achieve our outcomes?
• Concern over quality of new entrants to the profession and numbers being trained. • Concern over rural areas accessing Professional Learning (distance/time); sustainability when trained staff move on, capacity to train new staff • Focus on learning, teaching and assessment • Continue moderation across the RIC. QAMSOs should meet across the RIC • Share good practice/learning together – build capacity. Arrange events for all staff – HT/DHT/AMF/QAMSO. Professional Learning Academy accessed across RIC. • Focus on transitions

Engagement event:

'Understanding Evidence based interventions in relation to early communication', 18th March 2019.

An Early Years Literacy and Communication event was held for staff involved with early literacy, speech and language and communication to share good practice in delivering interventions to support early communication. Participants included staff from education, health and psychological services.
Feedback included the following comments:

- The market place was a very worthwhile opportunity to see lots of great work in progress. I would love to get out to see nurture at NAC and "Get wee people talking" at EAC in practice
- There is a lot of practical support offered to families in each authority
- I enjoyed the opportunity to find out about how other services/areas are approaching the same issues that we are facing
- It was good to make connections
- It is interesting that we are all working on the same or similar aims. There is definitely scope to collaborate across LA's more
- People are using data better to focus and evaluate improvements
- There was lots of passion and dedication in the room
- It was very good to hear the national perspective from Speech and Language Therapy
- There are lots of high quality interventions at a local level
- It would be good to find a way to communicate information better with early years centres regarding 27-30 month assessment.

Engagement event:

Families of Primary Schools Head Teachers Event, 8th May

Primary Head Teachers collaborated with colleagues within their families of schools, analysing school data, identifying common improvement priorities and sharing their use of Pupil Equity Fund (PEF). Head Teachers made arrangements to visit each other's schools, share good practice and work collaboratively on shared priorities.

Evaluation of the Event:

Do you feel that schools at your table are appropriate comparator schools for your context?	Strongly Agreed	Agreed	Disagree	Strongly Disagreed
"Similar size, contexts and data" "Some more so than others" "Mostly rural"	29%	61%	10%	0%
How useful did you find the keynote talk on QI 3.2 Raising Attainment and Achievement?	I learned a lot	I learned more than expected	I learned a little	I learned nothing new
"It was reassuring that cognisance is taken of the difficulty tracking in small schools with small numbers and the need to track individuals."	56%	34%	10%	0%
	Extremely useful	Quite useful	Not very useful	Not useful at all
How useful was the Data Pack and the Evaluative Activity?	33%	57%	10%	0%
"It was a good starter for attainment conversations and school issues."				
How useful did you find the discussion around the A3 Family Data Sheet?	34%	56%	10%	0%
"Each HT knew and could share the back story for the data."				

Feedback on the event:

I was able to network and meet representatives from schools throughout the region.
It gave an insight into other practice.
Enabled discussions around looking outwards.
Really beneficial in creating a supportive network to enhance practice.
Collaboration was the key
I enjoyed the opportunity to meet new HTs and have professional dialogue together.
We have arranged a family meeting early next session to collaborate further.
Worthwhile - I can see this group working together

Most commonly occurring improvement themes:

- Tracking attainment/ wider achievement
- Approaches to / use of PEF/ measuring and recording use of PEF
- Interventions (research based)
- Quality learning & teaching/ pedagogy
- Assessment and Moderation
- Family Learning
- Use of data
- Sharing pupil profiles
- Transitions
- Nurture
- Concrete/Pictorial/Abstract Maths
- Writing approaches
- Outdoor Learning
- Pupil Voice

What next?

- Identify experienced, strong Head Teachers to share their experiences with others.
- Sharing good practice days –constructed around a Q.I. or emerging theme.
- Glow – share policies, programmes, paperwork and film events.

Engagement Event:

Primary Principal Teacher PEF Event, 12th June 2019, The Bridge, Dumfries.

Over 100 Principal Teachers attended this PEF event and had the opportunity to attend presentations and workshops from other schools across the region sharing the impact of interventions, networking with colleagues within their family of schools and analysing and discussing attainment data.

When asked how useful attendees had found the Keynote Talk on Q.I.2.3 49% said they had learned a lot and a further 29% said they had learned more than expected.

Feedback included the following comments:

This has given me a much better understanding of the Q.I. and provided excellent ideas for approaches to achieving this QI.

This talk will be very useful for preparation for inspection and to mentor probationers and for staff development.

It was great to hear directly from HMIe. There was a lot to take in but good to see what the actual priorities are.

60% found their seminar extremely useful and a further 27% found their seminar quite useful.

Feedback on seminars included the following comments:

Fantastic practical ideas to use in my school with young people. Very passionate presentation.

Ian was incredibly passionate about the work that has gone on within his school. This has given me many ideas to take forward to my own school.

Today made me feel like my school was using PEF effectively as well as showing other ideas that are relevant and worth considering for my own school.

Engagement Officer:

Summary of consultation and engagement with stakeholders June – August 2019.

Rural Schools Pupil Focus Groups - The Engagement Officer visited selected schools in Rural Families 1 and 2 to identify challenges faced by pupils in rural schools. We will continue working with these schools to further address the challenges of rural poverty.

Summer holiday engagement: The Engagement Officer attended 15 summer events to see the range of activities being delivered by schools and partner agencies during the holiday period. This was an opportunity to raise awareness of the work of the collaborative with practitioners and to identify good practice to share across the South West.

Visits included summer clubs, family learning programmes and Early Years Centres providing 1140 hours provision. The following strengths and challenges were identified:-

Summer clubs

Strengths:

- A partnership approach is key. There is an increase in the number of holiday programme planning groups which have been formed specifically to plan and deliver activities throughout the holidays. These groups are comprised of school staff, pupils, parents, members of community groups and partner agencies
- Sustainability is a priority and community groups are being supported and empowered by schools and partner agencies to run clubs independently in the future
- Holiday planning groups are sourcing and taking advantage of the range of funding streams and grants available to cover their costs, as well as raising funds locally
- Effective promotion of activities through school bag drops, social media, local press and partner agencies has resulted in high attendance
- Activities are responsive to needs of the young people and are well organised
- All programmes, including meals, are free of charge.

Challenges:

- The high cost of transport is an issue. Families from remote and outlying areas do not always engage and funding is not sufficient to cover the cost of transport
- Access to long-term funding to cover future programmes is an issue
- Engaging with the most disadvantaged families and young people continues to be challenging.

Parental engagement & transition:

Strengths:

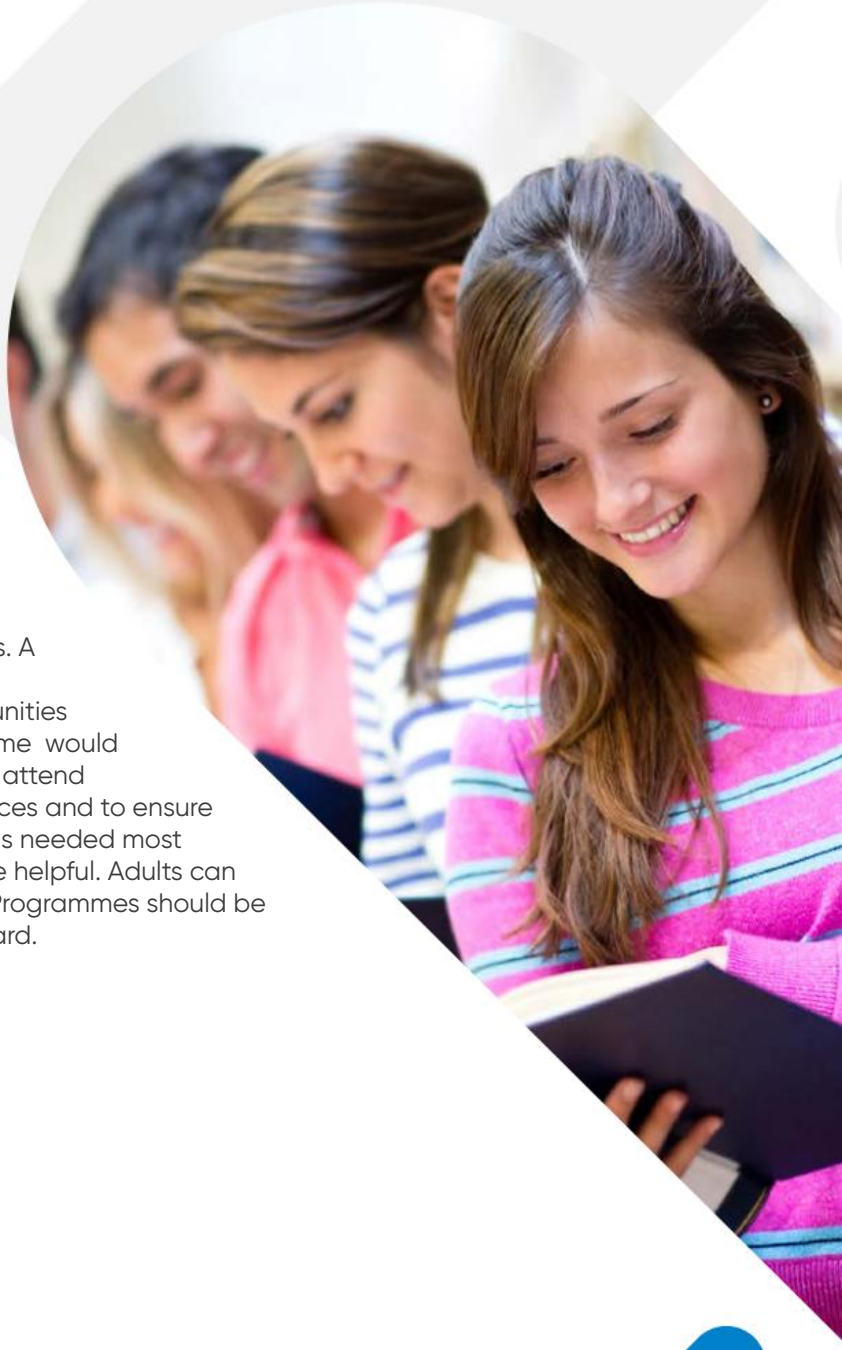
- Staff teams engage with families throughout the year and form strong relationships. This helps to sustain parental engagement and promote high attendance during the holidays.
- Adopting a whole family approach including siblings has resulted in higher attendance and also addresses childcare issues.
- Having the resources and skills to offer activities which are suited to different stages and responding to the needs of young people in line with the curriculum e.g. STEM activities, has enabled us to provide a fuller and more diverse programme.
- All children must be accompanied by an adult i.e. parents, grandparents, relatives etc. This allows us plan activities around family learning .
- On average 75 attend each session. Without the parents to supervise their children there would not be enough staff to run the sessions.

Challenges:

- Funding cuts have created challenges with regards to staffing and resources. The number of sessions have had to be reduced.
- We must ensure that we are promoting our programme effectively and that all families are reached. Some say they didn't receive notifications and relied on word of mouth.
- Engaging young people 11+ can be difficult over the summer. Attendance can be a hit or a miss and it would be good to share solutions to this issue.
- Work remits and staff roles are changing constantly which affects planning and delivery of our programmes. Building up good working relationships with families and young people is essential to sustain engagement. A high turnover of staff can affect these relationships.

SWEIC's engagement officer visited Early Years Centres over the summer to identify needs that could be addressed by the collaborative. The comments were collated and the following themes emerged:

- Provide more information on adult learning programmes (formal and vocational) and access to services, such as mental health, financial support and advice and stress management for parents.
- Networking opportunities are important to share good practice and to work collaboratively, outside our own area.
- Help us to identify our partners and to encourage and support partner engagement.
- Support increased interventions and resources in relation to speech and language.
- Home Link Workers are essential for our long term planning and family engagement. These posts should not be dependent on short term funding.
- Knowledge exchange. Not an event but short informal sessions, no longer than 2 hours where staff can get together and chat. Conversation cafés would be helpful to simply let people talk, share good practice and overcome challenges.
- Use CARIS as a means of sharing information, social media etc.
- Twilight sessions and CLPL during holiday periods will be easier to manage due to availability of staff and smaller child numbers. A summer school could be a consideration.
- Provide a yearly training calendar of opportunities across the four authorities. A rolling programme would make it easier to plan ahead and for staff to attend
- Explore ways of avoiding duplication of services and to ensure that adequate support is available where it is needed most
- Incredible Years and Triple P programmes are helpful. Adults can be signposted to other services from these. Programmes should be designed to empower parents to move forward.



Appendix 4:
Performance Information

1.0 Insight Comparison Data

1.1 National Benchmarking Measure: Leaver Initial Destinations

1.2 National Benchmarking Measure: Improving Attainment for All

1.3 National Benchmarking Measure: Attainment versus Deprivation

1.4 National Benchmarking Measure: Literacy and Numeracy

1.4.1 National Benchmarking Measure: Literacy

1.4.2 National Benchmarking Measure: Numeracy

1.5 Breadth and Depth: Leavers

2.0 Curriculum for Excellence reported levels - Comparison Data

3.0 National Improvement Framework – SWEIC data and Stretch Aims

3.1 Primary Literacy

3.2 Primary Numeracy

3.3 Secondary Literacy

3.4 Secondary Numeracy

4.0 Local Government Benchmarking Framework Comparisons

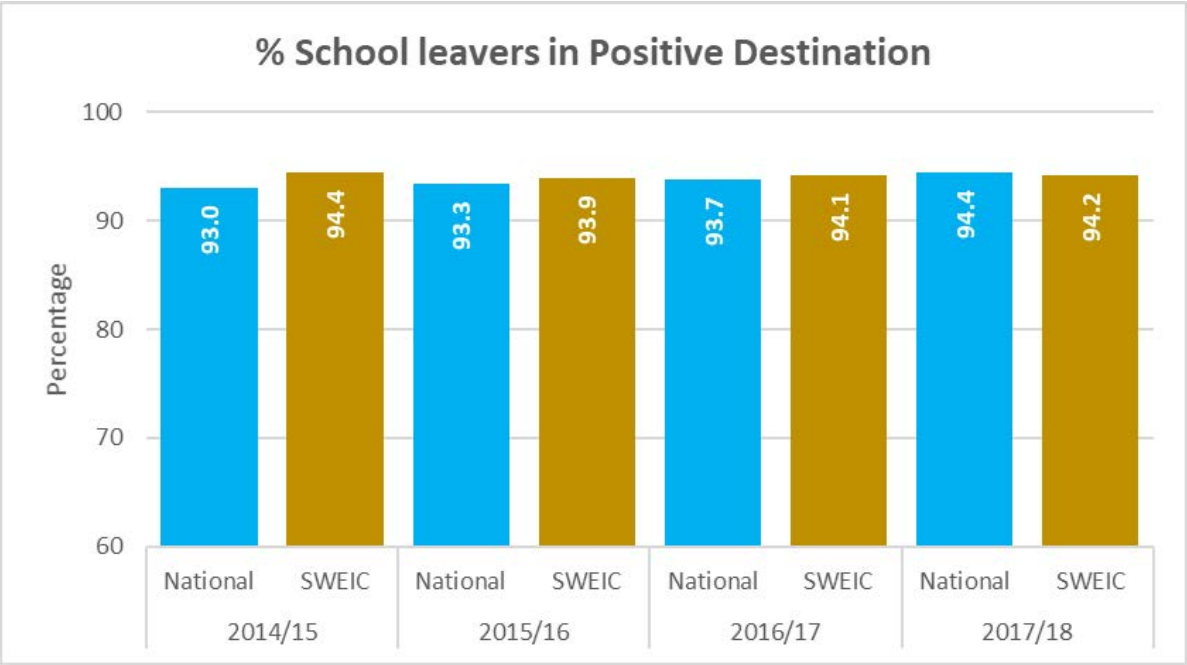
1.0 Insight Comparison Data

This first section considers the data from the national dashboard measures which looks at data for all pupils who leave school in that year after either S4, S5 or S6.

1.1 National Benchmarking Measure: Leaver Initial Destinations

This national measure looks at the percentage of school leavers in a positive destination approximately 3 months after leaving school (i.e. initial destination). Chart 1 below gives over 4 years, values for SWEIC and shows national average as a comparison.

The chart shows that for the most recent 2017/18 results, overall national average has increased slightly from the previous year as has SWEIC overall.

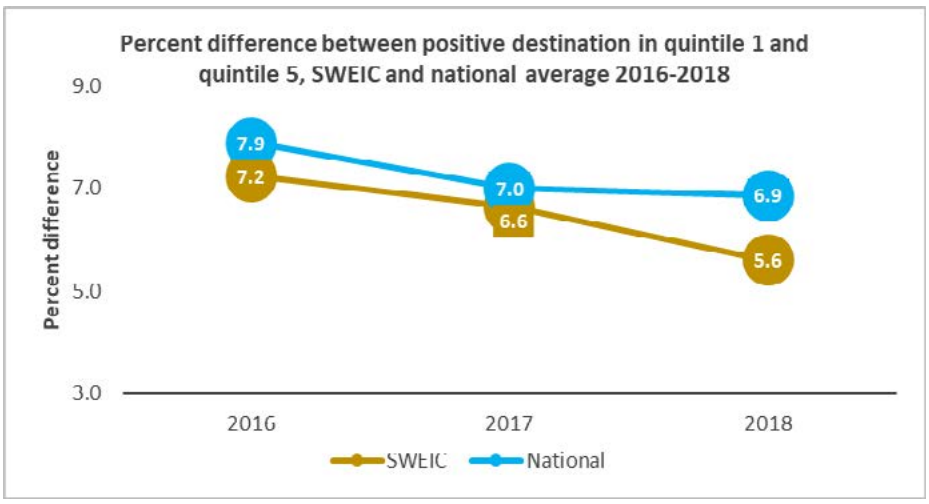


Leaver Initial Destinations: identifying gaps

Table 1 shows data for SWEIC with national as comparator for initial positive destinations by **SIMD quintile**. This shows a positive increase over time for quintiles 1 and 5 and a reducing gap between quintile 1 and 5 over the 3 years shown.

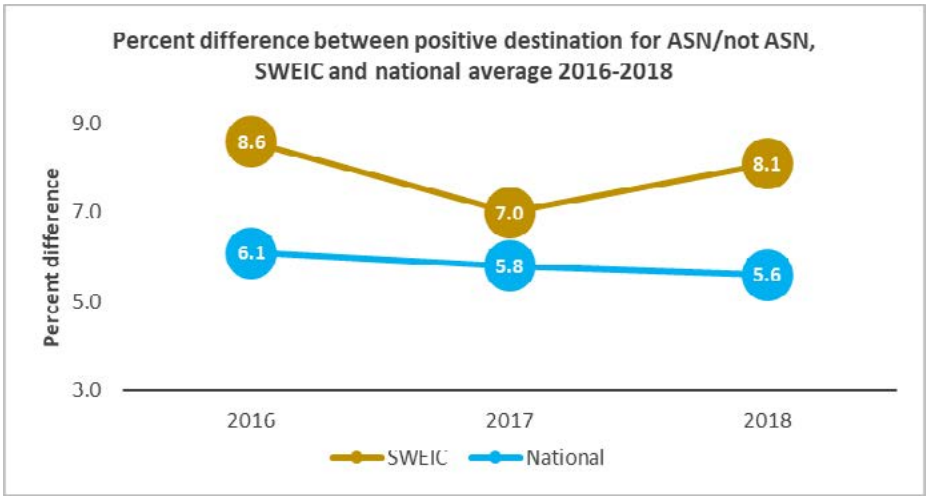
Year	Establishment	% Q1 Leavers in a Positive Destination	% Q2 Leavers in a Positive Destination	% Q3 Leavers in a Positive Destination	% Q4 Leavers in a Positive Destination	% Q5 Leavers in a Positive Destination	% diff between Q5 and Q1 over time
2016	SWEIC	89.4	93.6	95.0	96.5	96.6	7.2
	National	88.7	92.1	94.1	95.3	96.6	7.9
2017	SWEIC	90.5	93.9	95.4	96.4	97.1	6.6
	National	89.6	92.2	94.7	96.0	96.6	7.0
2018	SWEIC	92.2	93.0	94.1	96.6	97.8	5.6
	National	90.4	93.3	95.1	96.3	97.2	6.9

This gap is shown in chart 2 to demonstrate visually with national values shown as a comparator.



Additional Support Need pupils make up a significant percentage of the cohort and therefore the information in table 2 has been shown with national comparator values for the identification of any gap for ASN leavers in positive destinations.

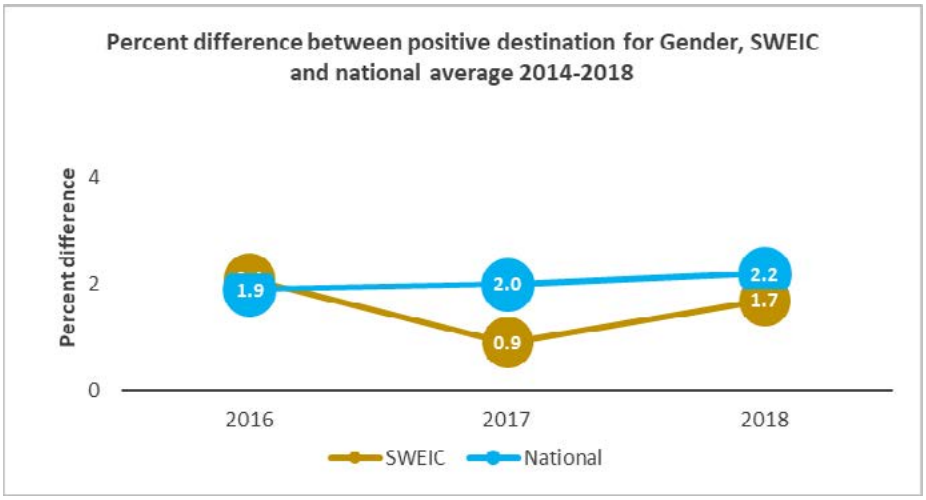
Year	Establishment	% ASN Leavers in a Positive Destination	% Not ASN Leavers in a Positive Destination	% diff between ASN/Not ASN over time
2016	SWEIC	87.2	95.8	8.6
	National	88.6	94.7	6.1
2017	SWEIC	88.8	95.8	7.0
	National	89.4	95.2	5.8
2018	SWEIC	88.3	96.4	8.1
	National	90.4	96.0	5.6



The gap as identified in table 2 is shown here graphically and although the gap has reduced over the 3 years shown, it is higher than the previous year and is higher than national average.

Gender differences in initial positive destinations are also shown in table 3 with national averages as comparator.

Year	Establishment	% of Male Leavers in a Positive Destination	% of Female Leavers in a Positive Destination	% diff between Male and female
2016	SWEIC	92.9	94.9	2.1
	National	92.4	94.3	1.9
2017	SWEIC	93.7	94.6	0.9
	National	92.8	94.7	2.0
2018	SWEIC	93.4	95.0	1.7
	National	93.3	95.5	2.2

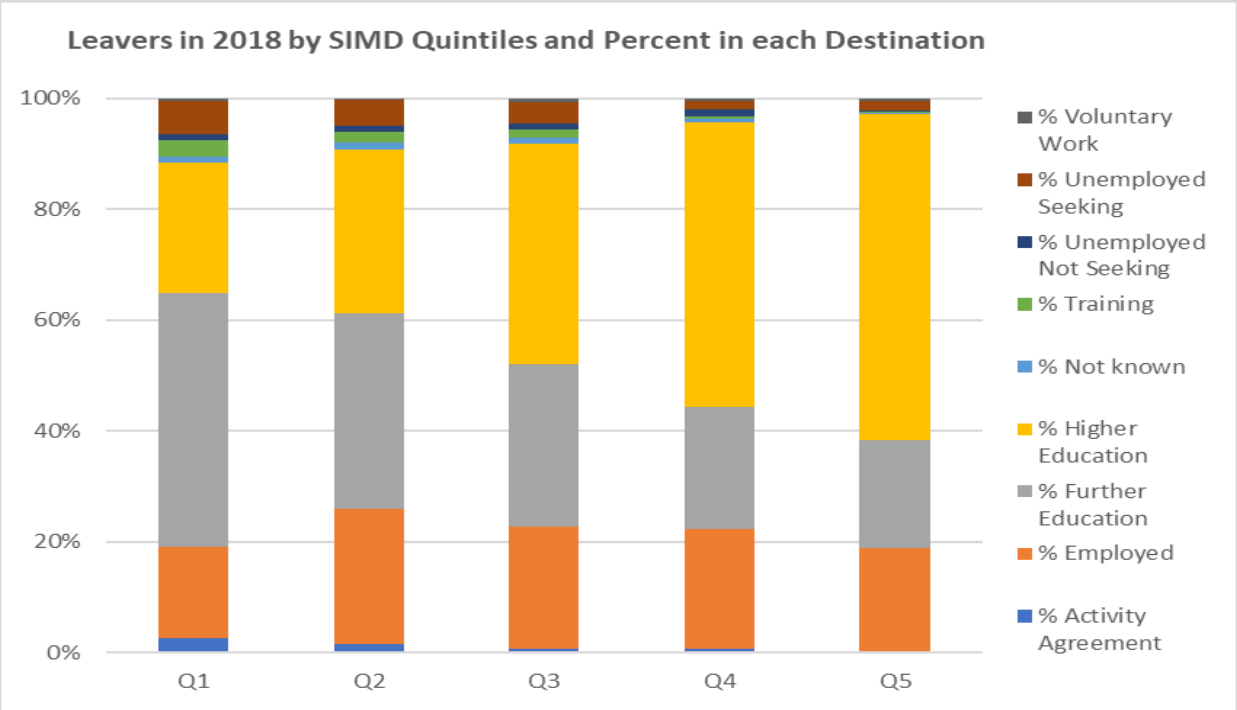


As shown in chart 3 the differences in gender show a smaller gap with a higher % of female pupils in initial positive destinations in all values with SWEIC values over time reducing below national average.

Leaver Initial Destinations: destination type

This table shows over time and segmented by SIMD quintile the % of pupils in each destination recorded. The cells have been coloured to emphasise the difference in destination by quintile which are most evident in further and higher education. The following chart takes the most recent 2018 values into a stacked chart to further demonstrate the differences in initial destinations for young people in the different quintiles.

Quintile	Year	% Activity Agreement	% Employed	% Further Education	% Higher Education	% Not known	% Training	% Unemployed Not Seeking	% Unemployed Seeking	% Voluntary Work	Number in Cohort
Q1	2014	2.2	15.7	46.0	21.0	0.0	5.6	2.0	7.3	0.1	1212
	2015	1.7	17.8	47.4	21.4	0.2	4.1	1.1	6.1	0.3	1184
	2016	1.9	16.4	45.9	20.9	0.1	4.3	1.5	9.1	0.0	1156
	2017	2.0	17.1	46.0	21.8	0.1	3.0	1.9	7.6	0.5	1395
	2018	2.5	16.4	45.8	23.6	1.0	3.2	1.1	5.8	0.6	1223
Q2	2014	0.9	17.9	34.9	33.1	0.1	3.9	1.6	7.4	0.3	1371
	2015	1.4	17.8	39.7	30.3	0.4	3.7	1.2	5.4	0.1	1399
	2016	1.6	19.0	37.5	33.5	0.2	2.0	1.1	5.1	0.1	1326
	2017	1.3	21.5	33.4	35.2	0.2	2.4	1.2	4.7	0.0	1280
	2018	1.6	24.4	35.3	29.5	1.2	1.9	1.2	4.6	0.3	1304
Q3	2014	0.6	21.2	27.6	39.8	0.2	2.2	1.0	6.9	0.6	1263
	2015	0.9	21.7	31.4	39.6	0.6	1.7	0.7	3.1	0.3	1270
	2016	0.9	22.2	27.7	42.9	0.2	1.0	1.1	3.7	0.3	1190
	2017	0.9	21.5	27.8	43.5	0.6	1.3	0.8	3.2	0.5	1265
	2018	0.7	22.0	29.3	40.0	1.0	1.6	1.0	3.9	0.7	1161
Q4	2014	0.2	22.6	23.9	48.0	0.2	0.8	0.6	3.2	0.4	990
	2015	0.2	20.2	25.0	49.3	0.2	0.9	0.6	3.4	0.3	1011
	2016	0.2	20.5	21.1	53.3	0.3	0.8	0.7	2.4	0.6	953
	2017	0.4	20.1	24.9	49.9	0.1	0.7	1.3	2.2	0.5	768
	2018	0.7	21.5	22.1	51.4	0.7	0.6	1.2	1.5	0.4	730
Q5	2014	0.2	14.1	21.7	59.7	0.2	0.7	0.5	2.5	0.5	608
	2015	0.4	13.3	19.3	62.1	0.3	0.4	0.6	3.0	0.6	678
	2016	0.5	17.3	17.6	59.4	0.0	1.5	0.5	2.9	0.3	648
	2017	0.2	15.5	19.0	61.3	0.0	0.5	0.8	2.1	0.6	657
	2018	0.3	18.5	19.6	58.7	0.3	0.2	0.2	1.8	0.5	622



Leaver Initial Destinations and Follow-up Destinations (SG Statistical Datasets)

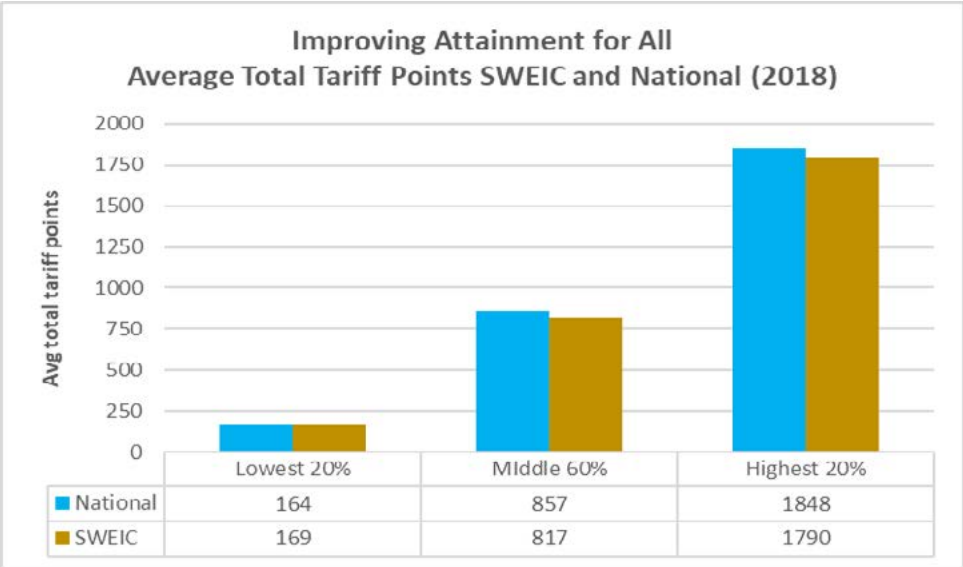
The initial destinations data provide information on the outcomes for young people approximately three months after leaving school (first Monday in October) while the follow-up data provides information on the outcomes of young people approximately nine months after leaving school (first Monday in April), if pupils stay to the end of the academic year. The following tables show by destination, the percentages of leavers in each destination at initial and follow-up in 2017/18 for SWEIC and also for national average for comparison. In both tables there are drops in positive destinations, most notably from higher and further education and increases in young people in employment.

SWEIC	Positive Destin-ation	Higher Educa-tion	Further Educa-tion	Training	Emplo-yment	Volun-tary Work	Activity Agree-ment	Unem-ployed Seeking	Unem-ployed Not Seeking	UnKnown
Initial Destinationl	94.2%	37.3%	%32.7	1.7%	20.7%	0.4%	1.3%	3.9%	0.8%	0.9%
Follow up Destination	93.2%	35.5%	%28	1.9%	26.2%	0.3%	1.0%	3.7%	1.3%	1.7%
Difference	-1.0%	-1.8%	-4.7%	0.2%	5.5%	0.1%	-0.3%	0.2%	0.5%	0.8%

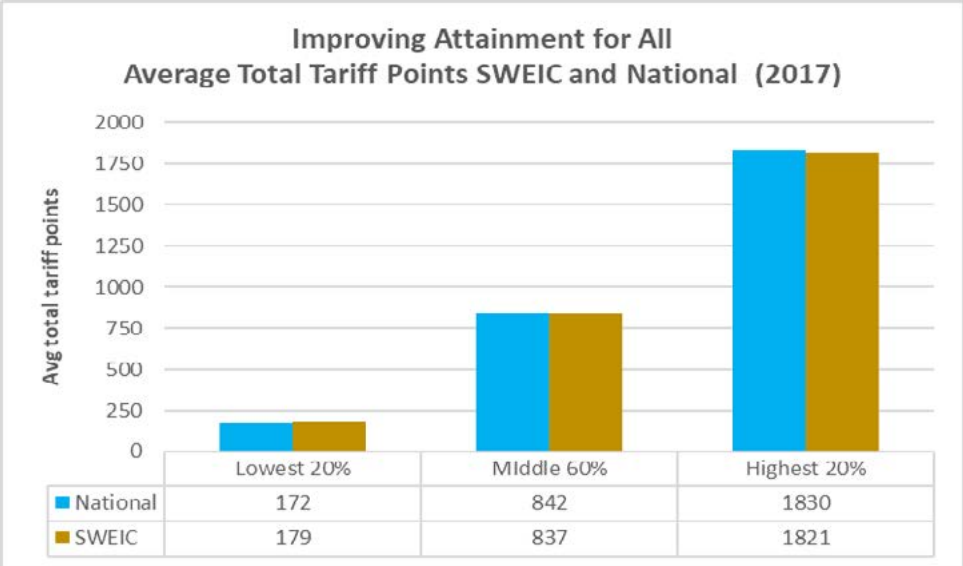
National	Positive Destin-ation	Higher Educa-tion	Further Educa-tion	Training	Emplo-yment	Volun-tary Work	Activity Agree-ment	Unem-ployed Seeking	Unem-ployed Not Seeking	UnKnown
Initial Destinationl	94.4%	41.1%	26.5%	2.1%	22.7%	0.7%	1.2%	3.8%	1.3%	0.4%
Follow up Destination	93.2%	39%	22.7%	1.9%	28.3%	0.6%	0.9%	3.9%	1.9%	1.1%
Difference	-1.2%	-2.1%	-3.8%	0.2%	5.6%	-0.1%	-0.3%	0.1%	0.6%	0.7%

1.2 National Benchmarking Measure: Improving Attainment for All

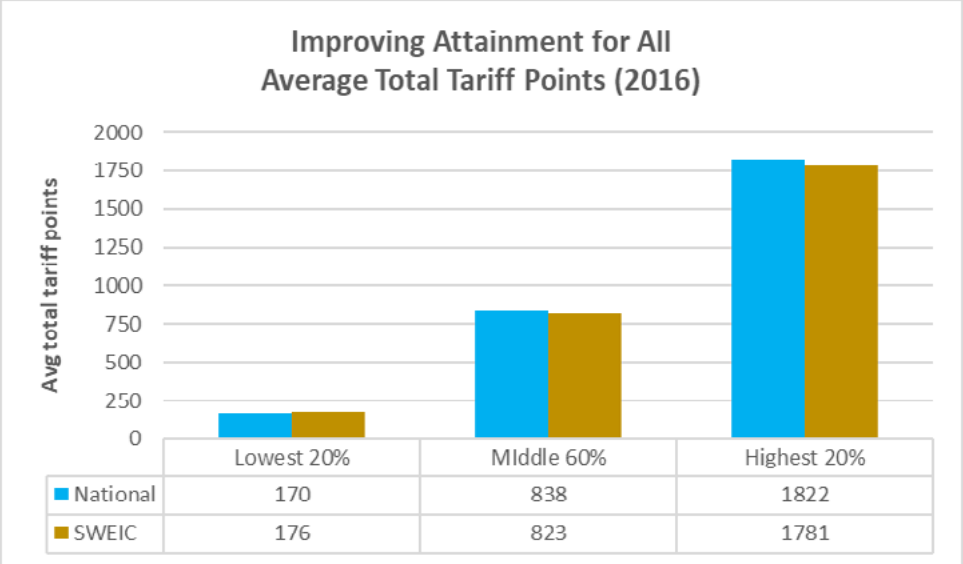
2018 Data



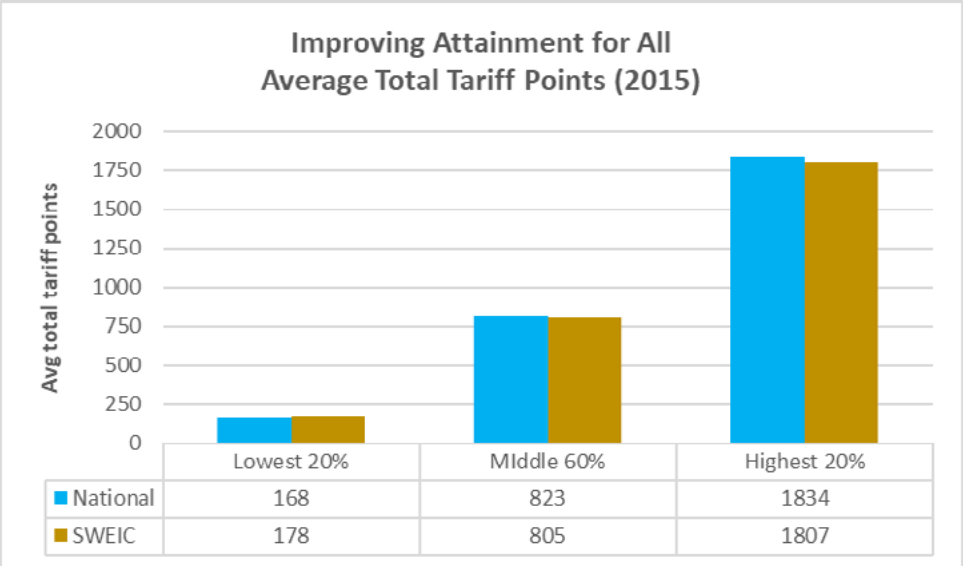
2017 Data



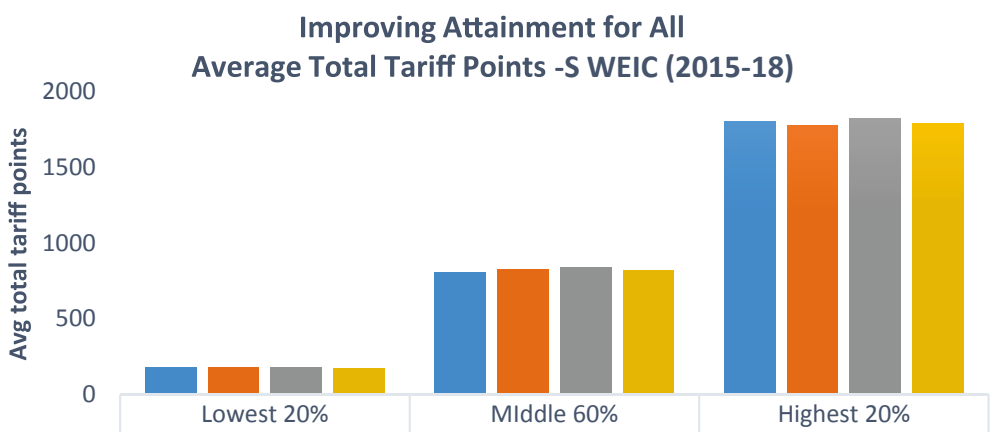
2016 Data



2015 Data



SWEIC over time 2015-18



	Lowest 20%	MIddle 60%	Highest 20%
2015	178	805	1807
2016	176	823	1781
2017	179	837	1821
2018	169	817	1790

The Improving Attainment for All measure looks at average cumulated tariff points for all pupils who are leavers in that year from S4, S5 and S6. The selected cohort of school leavers is ordered according to their tariff score and allocated into three groups nationally based on attainment (lowest 20%, middle 60% and highest 20%). The average tariff score of these candidates is displayed for each of the three groups for the chosen group of pupils.

The first 4 of the charts and tables in this section display the values for SWEIC average over time and national average for comparison. The final chart above shows the SWEIC average over time showing that from 2015 to 2017 there had been an increase in results, but the current 2018 results have shown a slight dip for all 3 sections.

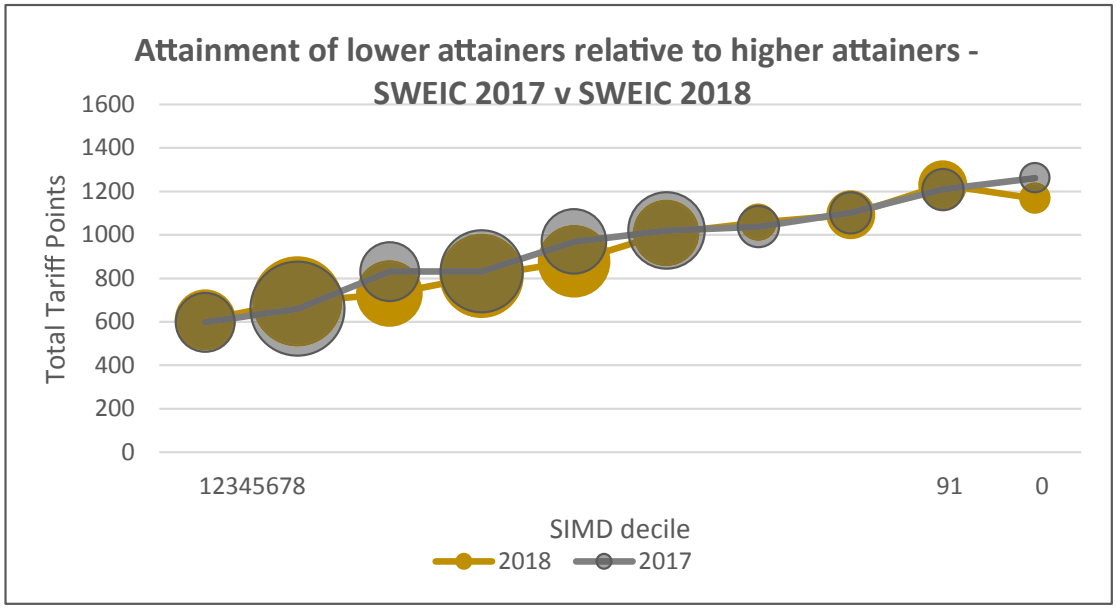
1.3 National Benchmarking Measure: Attainment versus Deprivation

2018

This national measure looks at the average total tariff score of school leavers by Scottish Index of Multiple Deprivation Decile. The SIMD enables schools to map their performance against the social context in which they operate.

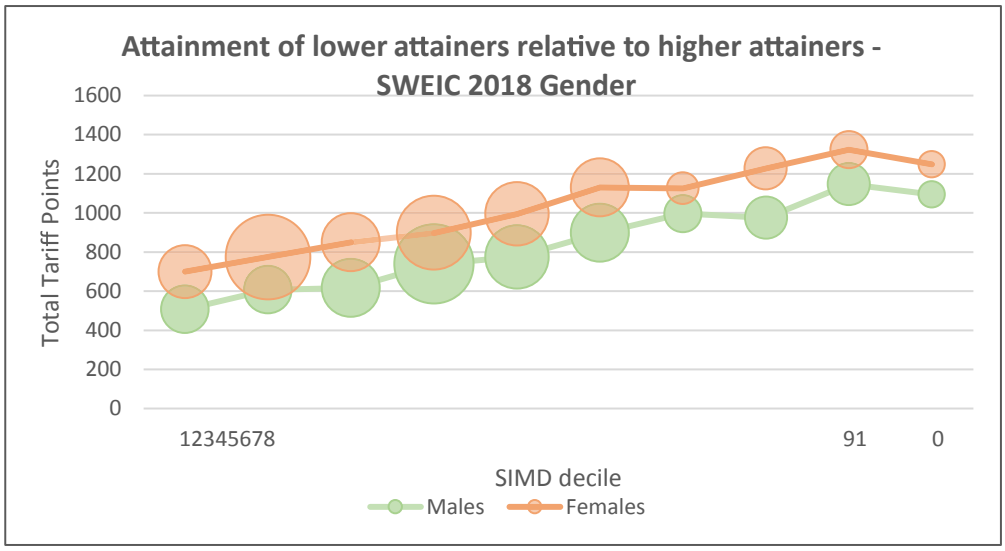
The size of the bubble is proportionate to the number of individuals in each SIMD decile. SIMD decile 1 on the left of the bottom axis on each chart contains the most deprived postcode areas in SWEIC and decile 10 on the right of the bottom axis containing the least deprived postcode areas.

Comparison for the SWEIC can be viewed for the current year compared to last year for the tariff points and also if there is any variance in the size of bubbles showing the size of pupil group within each decile. As can be seen the bubbles do not vary much but the tariff points are noticeably less than last year for deciles 3,5 and 10 with 2 and 9 showing improvement, detailed in the following table for average tariff points.



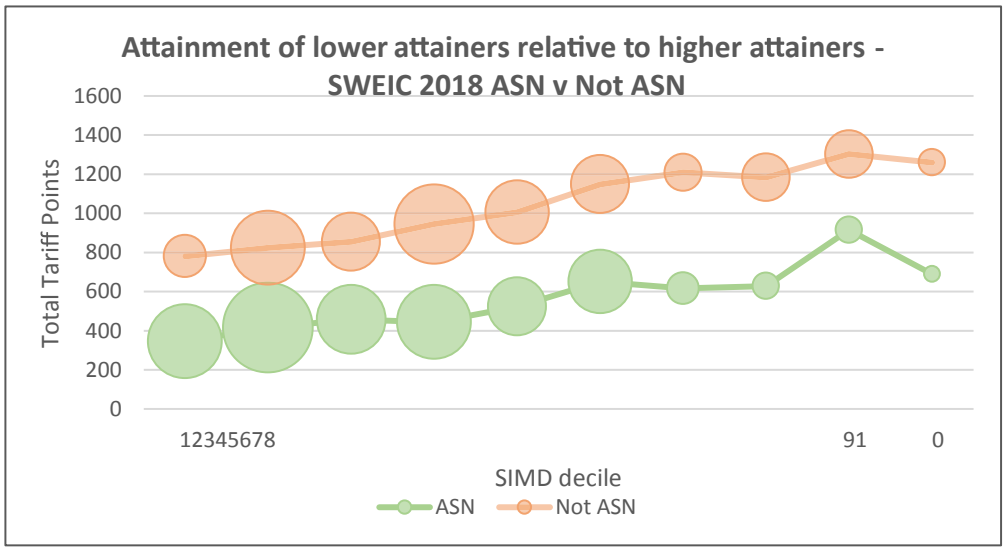
SWEIC	SIMD 1 Avg	SIMD 2 Avg	SIMD 3 Avg	SIMD 4 Avg	SIMD 5 Avg	SIMD 6 Avg	SIMD 7 Avg	SIMD 8 Avg	SIMD 9 Avg	SIMD 10 Avg	Number in Cohort
2018	609	693	728	810	878	1008	1057	1092	1230	1167	5040
2017	598	660	831	831	968	1020	1038	1102	1209	1261	5365

Using the available data for identifying other attainment gaps demonstrates gender and pupils with additional support needs differences in each decile. Male school leavers are not showing the same attainment by total tariff points as females demonstrated in the chart and also the accompanying table. There are slightly more female leavers in the cohort, most noticeably in decile 2.



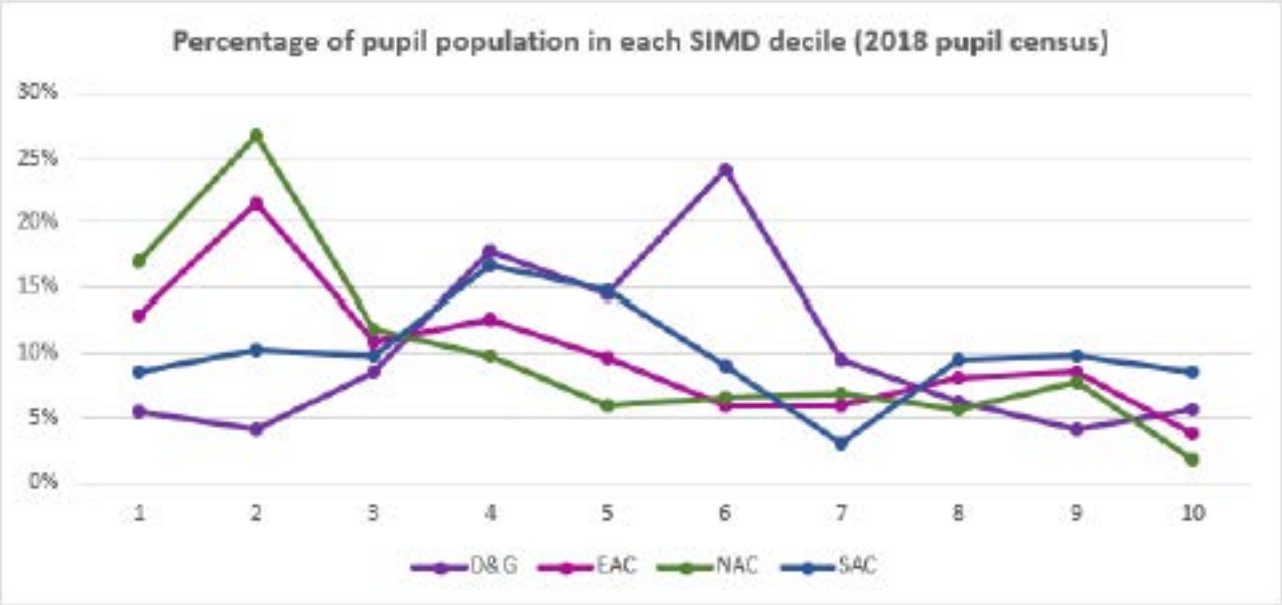
SWEIC	SIMD 1 Avg	SIMD 2 Avg	SIMD 3 Avg	SIMD 4 Avg	SIMD 5 Avg	SIMD 6 Avg	SIMD 7 Avg	SIMD 8 Avg	SIMD 9 Avg	SIMD 10 Avg	Number in Cohort
Males	507	607	616	738	775	897	997	975	1147	1094	2619
Females	700	775	849	897	994	1130	1126	1227	1323	1248	2421

School leavers with additional support needs show a wider gap in attainment and from the bubbles in the chart it shows that there are many less pupils with additional support needs identified in deciles 7 to 10.



SWEIC	SIMD 1 Avg	SIMD 2 Avg	SIMD 3 Avg	SIMD 4 Avg	SIMD 5 Avg	SIMD 6 Avg	SIMD 7 Avg	SIMD 8 Avg	SIMD 9 Avg	SIMD 10 Avg	Number in Cohort
ASN	345	415	458	443	523	651	617	628	915	690	1385
Not ASN	780	823	854	945	1006	1148	1210	1184	1303	1260	3655

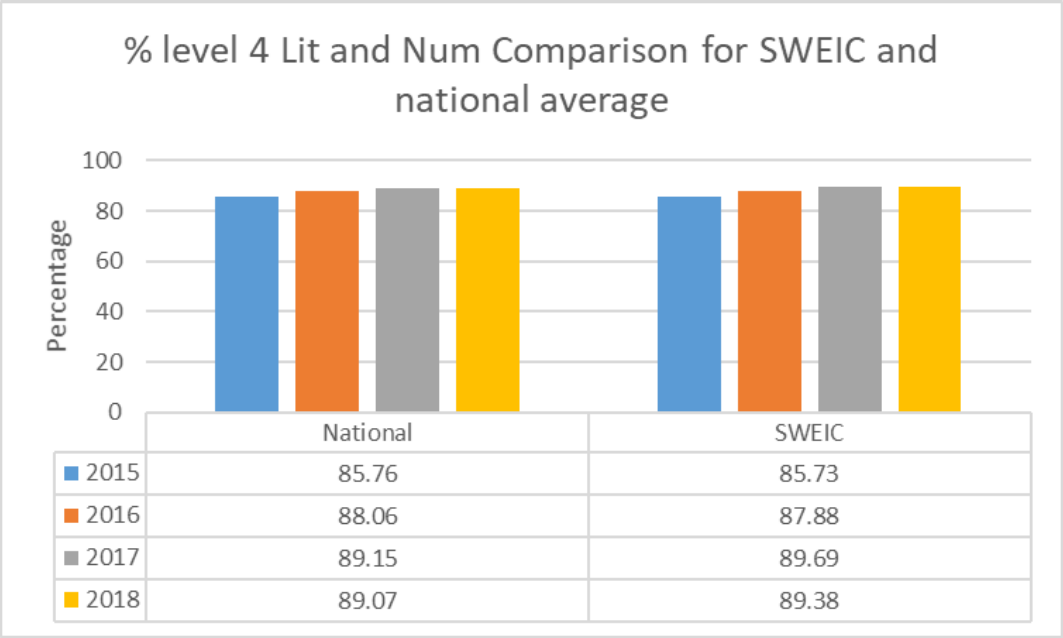
This chart is showing, in a line graph, the proportion of pupils from the 2018 Pupil Census in each SIMD decile for each of the four authorities in the South West Education Improvement Collaborative to demonstrate the similarities and differences between the four authorities. The table below gives the detail of the percentages as well as SWEIC and national averages.



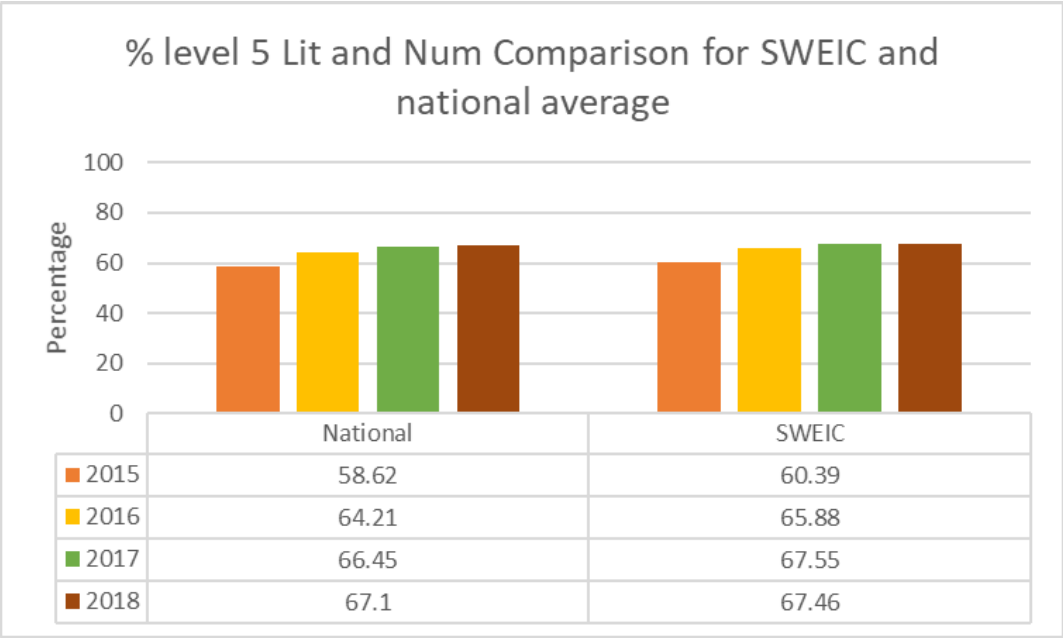
2018	SIMD Decile 1	SIMD Decile 2	SIMD Decile 3	SIMD Decile 4	SIMD Decile 5	SIMD Decile 6	SIMD Decile 7	SIMD Decile 8	SIMD Decile 9	SIMD Decile 10
National	12%	11%	10%	10%	9%	9%	9%	10%	10%	9%
SWEIC	11%	16%	10%	14%	11%	11%	6%	7%	8%	5%
D&G	6%	4%	9%	18%	15%	24%	10%	6%	4%	6%
EAC	13%	21%	11%	13%	10%	6%	6%	8%	9%	4%
NAC	17%	27%	12%	10%	6%	7%	7%	6%	8%	2%
SAC	9%	10%	10%	17%	15%	9%	3%	9%	10%	9%

1.4 National Benchmarking Measure: Literacy and Numeracy

SWEIC has shown improvement over time from 2015 onwards with a very slight fall in 2018 on the previous year for those pupils achieving both literacy and numeracy and is better than national values in 2018 for both National 4 and 5.



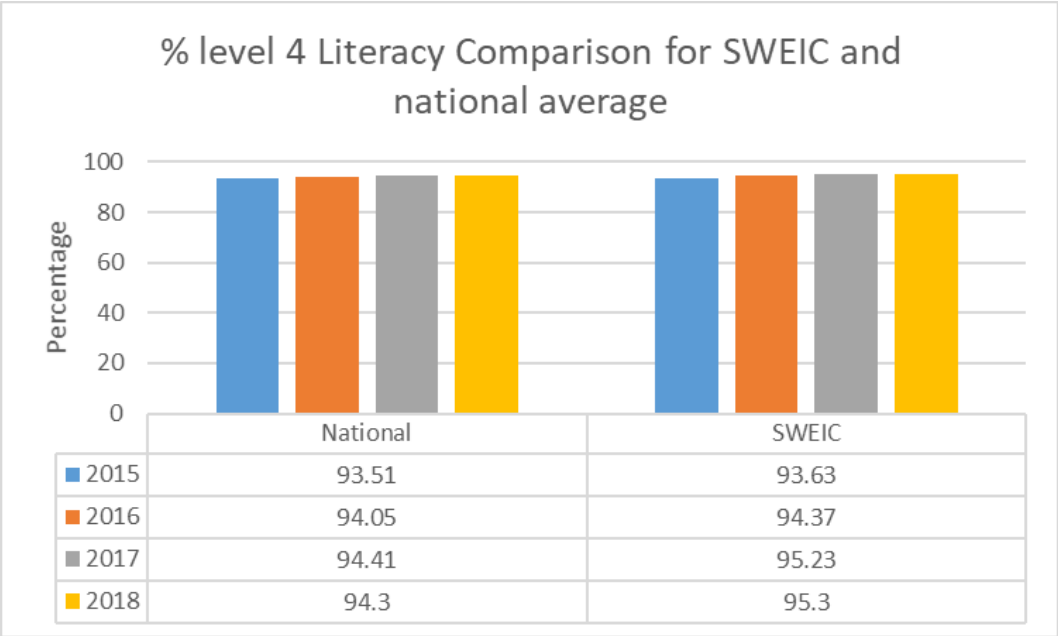
	National	SWEIC
2015	85.76	85.73
2016	88.06	87.88
2017	89.15	89.69
2018	89.07	89.38

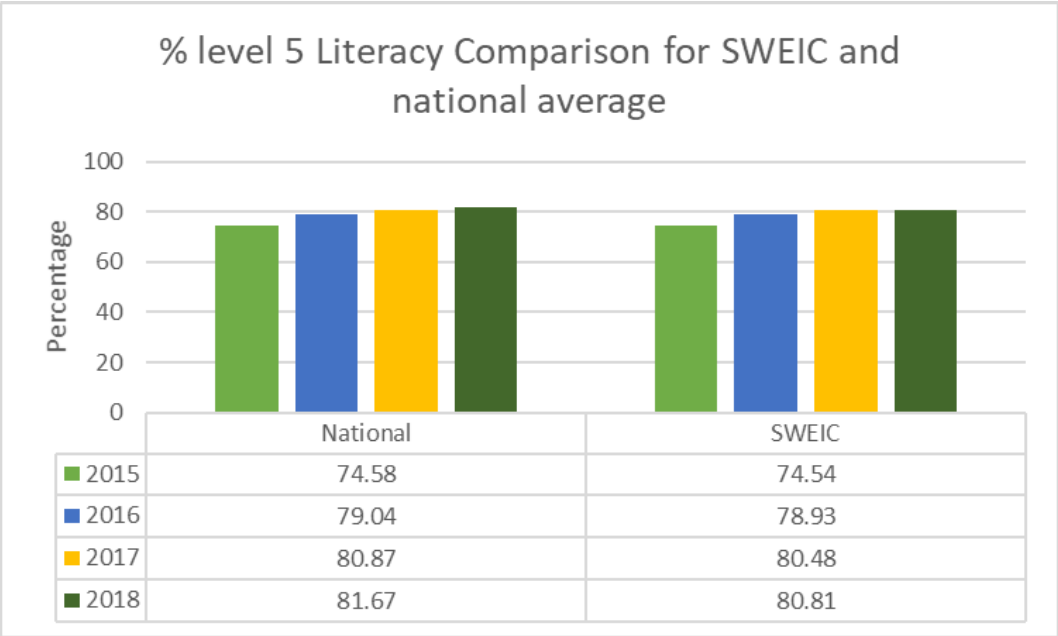


	National	SWEIC
2015	58.62	60.39
2016	64.21	65.88
2017	66.45	67.55
2018	67.1	67.46

1.4.1 National Benchmarking Measure: Literacy

SWEIC has shown improvement over time for literacy and is better than national values in 2018 for National 4's but is very slightly below national values for National 5's.

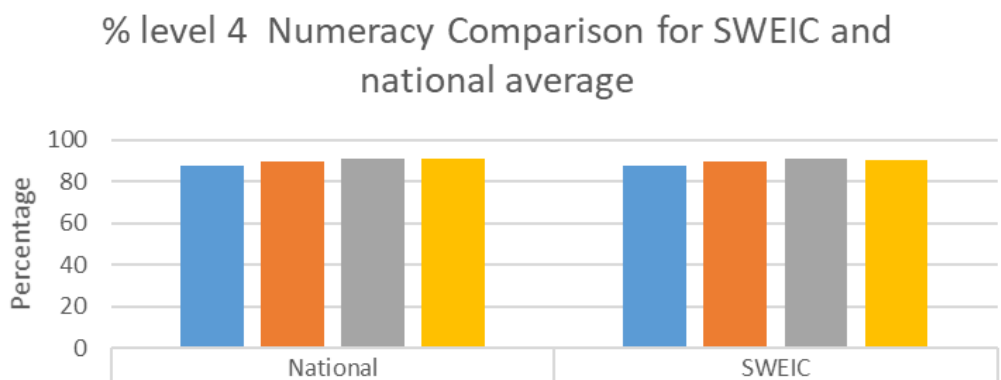




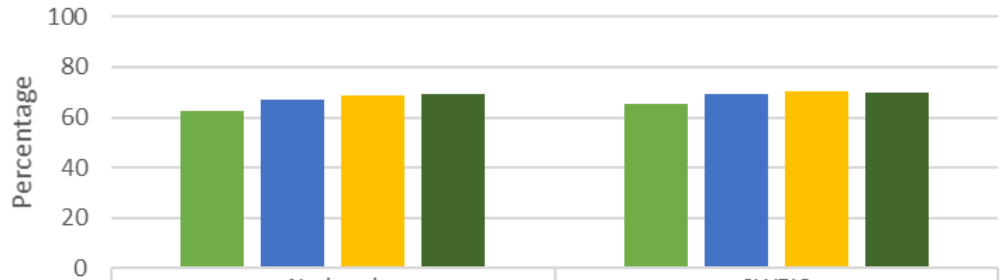
1.4.2 National Benchmarking Measure: Numeracy

SWEIC has shown improvement over time since 2015 for numeracy but has fallen slightly in value on the previous year for both National 4 and 5.

For 2018 SWEIC is slightly behind national average for Nat 4 and doing very slightly better for Nat 5 than the national average.



	National	SWEIC
2015	87.45	87.73
2016	89.6	89.55
2017	90.67	91.2
2018	90.8	90.6



	National	SWEIC
2015	62.45	65.21
2016	66.77	69.3
2017	68.81	70.34
2018	69.2	69.6

1.5 Breadth and Depth: Leavers

Tables showing the percentage of pupils gaining awards in national courses at SCQF levels 1 to 7 for most recent 2018 and the difference from the previous year for SWEIC average.

SWEIC (2018)

Awards	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Number in Cohort
1 or more	98.61%	98.59%	98.45%	96.77%	87.88%	64.90%	20.44%	5040
2 or more	97.12%	97.06%	96.88%	94.76%	82.18%	55.24%	8.47%	5040
3 or more	95.87%	95.81%	95.62%	92.72%	76.55%	46.92%	2.58%	5040
4 or more	94.09%	94.03%	93.77%	90.77%	70.71%	39.33%	0.44%	5040
5 or more	91.67%	91.61%	91.35%	87.82%	64.03%	31.87%		5040
6 or more	86.23%	86.17%	85.81%	82.26%	55.79%	22.88%		5040
7 or more	74.38%	74.29%	73.95%	71.09%	45.38%	13.29%		5040
8 or more	59.98%	59.88%	59.54%	56.98%	32.04%	5.42%		5040
9 or more	41.63%	41.59%	41.07%	39.01%	19.07%	1.75%		5040
10 or more	22.84%	22.82%	22.56%	21.19%	8.49%			5040

SWEIC Difference from 2017 to 2018

Awards	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7
1 or more	-0.1%	-0.1%	-0.1%	-0.3%	0.9%	0.8%	-0.4%
2 or more	-0.4%	-0.4%	-0.4%	-0.5%	1.9%	0.7%	-0.8%
3 or more	-0.5%	-0.4%	-0.4%	-1.2%	1.9%	-0.5%	-0.3%
4 or more	-1.0%	-0.9%	-0.8%	-0.9%	1.0%	-1.4%	-0.1%
5 or more	-0.7%	-0.7%	-0.6%	-0.8%	1.0%	-1.8%	
6 or more	-2.1%	-2.0%	-2.0%	-1.6%	0.8%	-1.6%	
7 or more	-4.5%	-4.4%	-4.3%	-3.6%	0.1%	-1.3%	
8 or more	-5.2%	-5.2%	-5.1%	-4.7%	-1.3%	-0.6%	
9 or more	-4.5%	-4.5%	-4.5%	-4.0%	-2.0%	0.3%	
10 or more	-4.5%	-4.5%	-4.3%	-3.9%	-1.2%		

2.0 Curriculum for Excellence reported levels - Comparison Data

The annual Achievement of Curriculum for Excellence (CfE) Levels return collects data from all publicly funded schools and gathers information for all pupils in Primary 1, Primary 4, Primary 7 and Secondary stage 3. The return measures national performance in aspects of literacy (i.e. reading, writing, listening and talking) and numeracy, and reports on the proportion of pupils who have achieved the expected CfE level, based on teacher professional judgements relevant to their stage. This table shows the SWEIC and national averages as at June 2018.

Percentage of pupils achieving expected levels in reading by stage and Local Authority, 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	81*	75*	78*	78*	90*	51*
National	81	77	79	79	90	53

Percentage of pupils achieving expected levels in writing by stage and Local Authority, 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	78*	72*	73*	74*	89*	51*
National	79	70	71	73	90	48

Percentage of pupils achieving expected levels in listening/talking by stage and Local Authority, 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	88*	82*	83*	84*	91*	52*
National	87	85	84	85	91	55

Percentage of pupils achieving expected levels in literacy by stage and Local Authority, 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	75*	67*	68*	70*	88*	43*
National	75	69	70	71	87	46

Percentage of pupils achieving expected levels in numeracy by stage and Local Authority, 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	86*	73*	74*	78*	90*	55*
National	85	76	75	78	89	56

* SWEIC average calculated using authority averages

Source - Scottish Government, Achievement Of Curriculum for Excellence (CfE) levels Tables
https://www2.gov.scot/Topics/Statistics/Browse/School-Education/Datasets/ACELTrenddatasets

This table is showing the difference in percentage points for those achieving levels in SIMD quintile 1 (most disadvantaged) and quintile 5 (least disadvantaged).

Percentage points difference between Q1 and Q5 achieving expected CfE levels in Reading 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	16.8*	19.6*	15.4*	17.2*	12.9*	33.6*
National	16.8	18.9	18.4	18	11.4	33.9

Percentage points difference between Q1 and Q5 achieving expected CfE levels in Writing 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	16.2*	20.3*	20.4*	19.7*	11.9*	31.8*
National	17.6	20.2	21.6	19.7	11.7	33.4

Percentage points difference between Q1 and Q5 achieving expected CfE levels in listening/talking 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	11.7*	16.7*	17.9*	15.3*	10.6*	27.4*
National	11.8	14.8	15.7	14	10.3	33.9

Percentage points difference between Q1 and Q5 achieving expected CfE levels in Literacy 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	20.3*	21.8*	21.6*	20.9*	15.1*	28.9*
National	19.8	21.7	23.2	21.4	13.2	34.1

Percentage points difference between Q1 and Q5 achieving expected CfE levels in Numeracy 2017/18

	P1	P4	P7	P1, P4 and P7	S3	S3
Local Authority	Early Level	First Level	Second Level	combined (expected level)	Third Level or better	Fourth Level
SWEIC	12.3*	16.9*	19.4*	15.8*	10.6*	34.9*
National	13.1	17.8	19.6	16.6	13.9	36.3

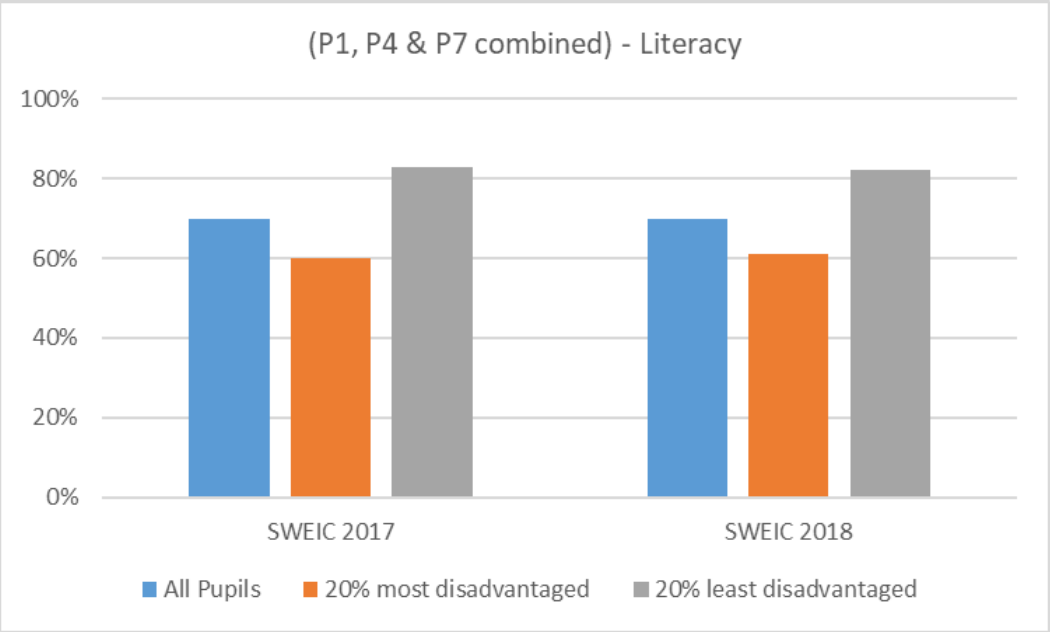
* Approx as reported values in national report shows bands due to small numbers.
(SWEIC avg calculated using authority avg's).

3.0 National Improvement Framework - CfE levels and Stretch Aims

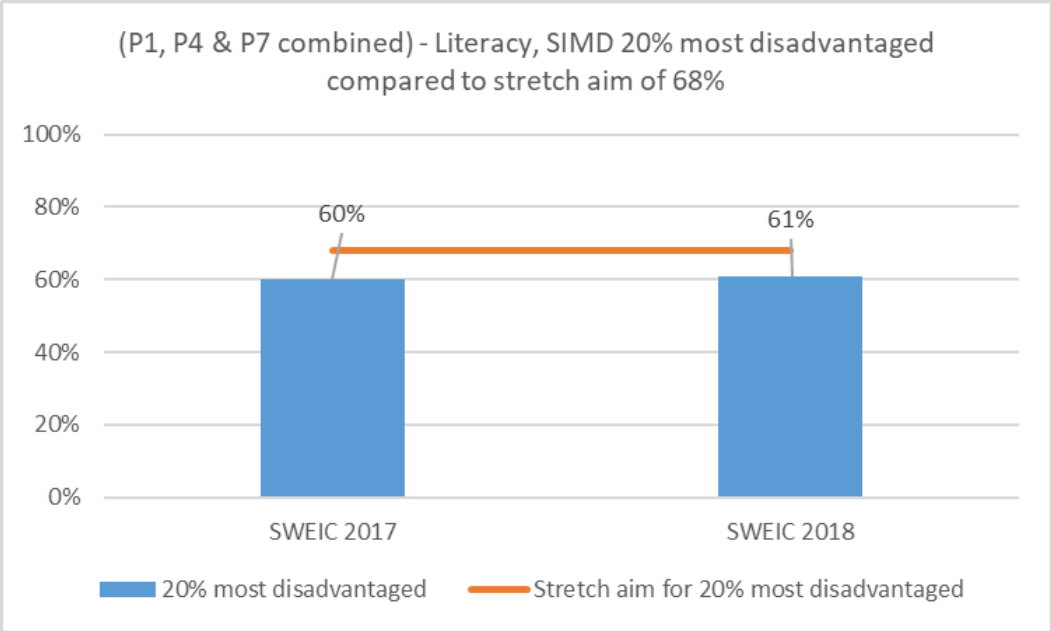
N.B. All SWEIC values are calculated using authority averages. Some quintile values are approx. as based on national reporting in bands due to small numbers.

3.1 Primary Literacy

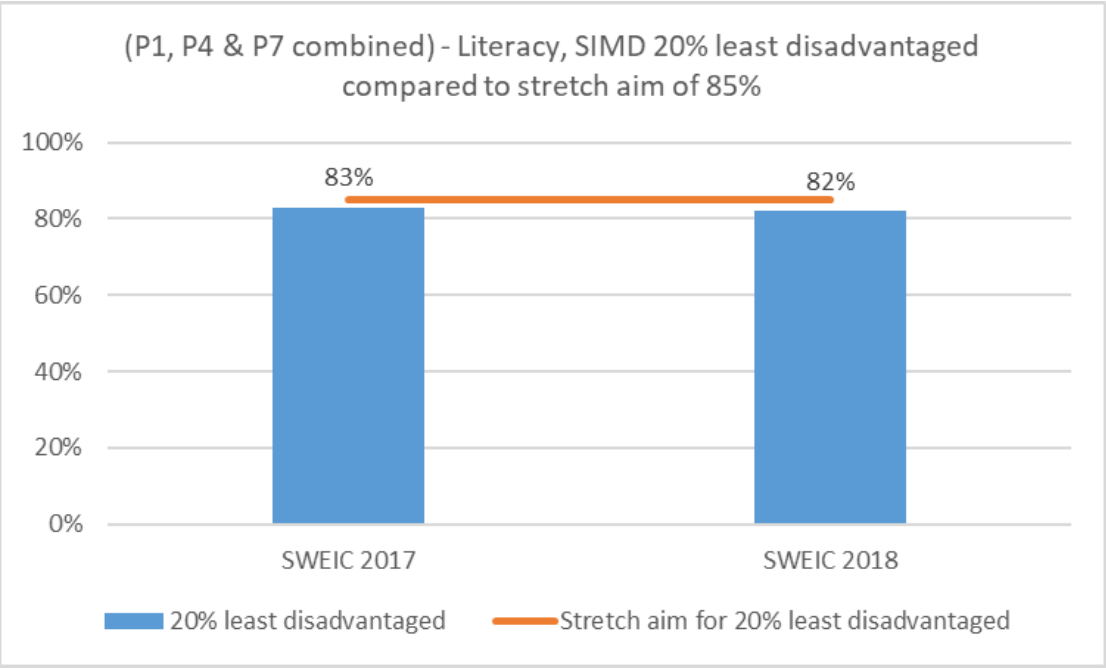
This chart below shows for the June 2017 and 2018 Achievement of Curriculum for Excellence (CfE) Levels the SWEIC values for the literacy measure for percentage of P1, P4 and P7 children (combined) achieving the level relevant to their stage for all literacy measures. The chart shows comparisons between all pupils, the SIMD 20% most disadvantaged pupils and the SIMD 20% least disadvantaged pupils.
As shown in the chart the pupils living in least disadvantaged geographical areas who are reported to have achieved the relevant level for their stage show a higher percentage than those in most disadvantaged areas and all pupils overall.



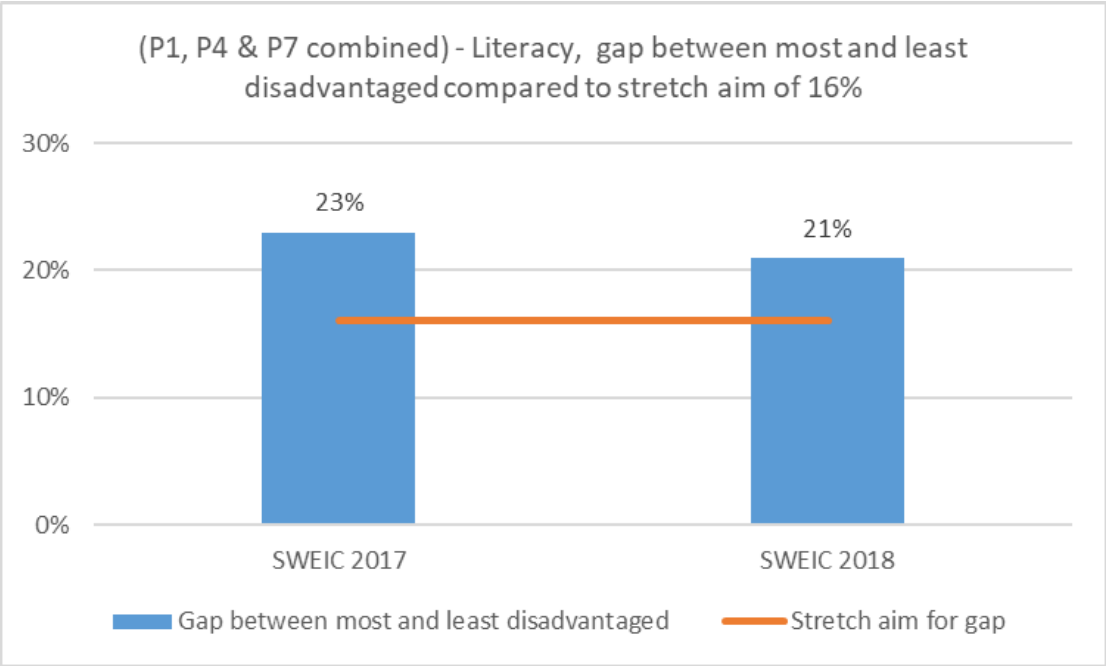
Looking at the measure for the SIMD 20% most disadvantaged against the stretch aim of 68% as shown in the next chart illustrates the gap in achieving this target by 2020.



The measure for the SIMD 20% least disadvantaged against the stretch aim of 85% as shown in the next chart shows that SWEIC are closer to achieving this target compared to the 20% most disadvantaged measure overall.



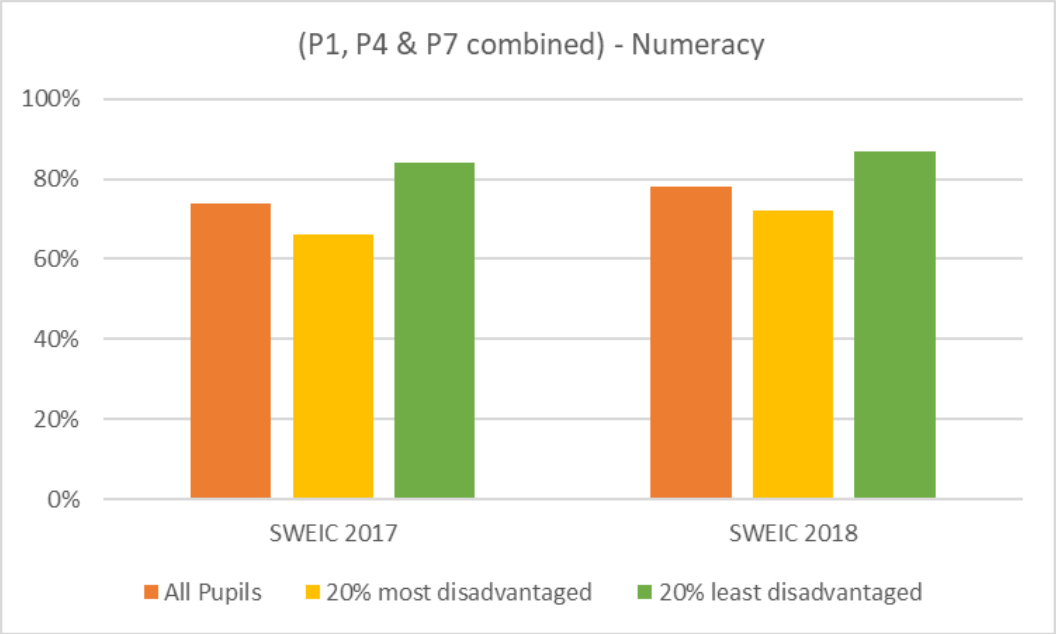
To examine this further, the following chart shows the gap between the SIMD 20% most and least disadvantaged pupils with the stretch aim 2020 of 16% shown demonstrating how much progression is needed to reduce the gap and, in this instance, a lower value is better. As demonstrated by the chart, the has reduced by 2% from the previous year.



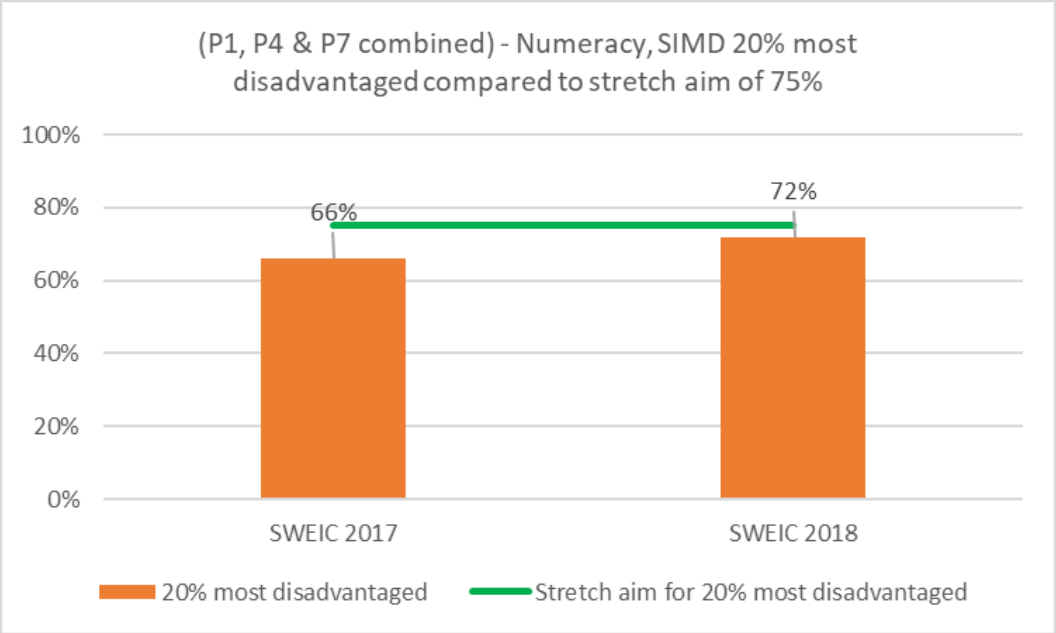
3.2 Primary Numeracy

This chart below shows for the June 2017 and 2018 Achievement of Curriculum for Excellence (CfE) Levels the SWEIC values for the numeracy measure for percentage of P1, P4 and P7 children (combined) achieving the level relevant to their stage. The chart shows comparisons between all pupils, the SIMD 20% most disadvantaged pupils and the SIMD 20% least disadvantaged pupils.

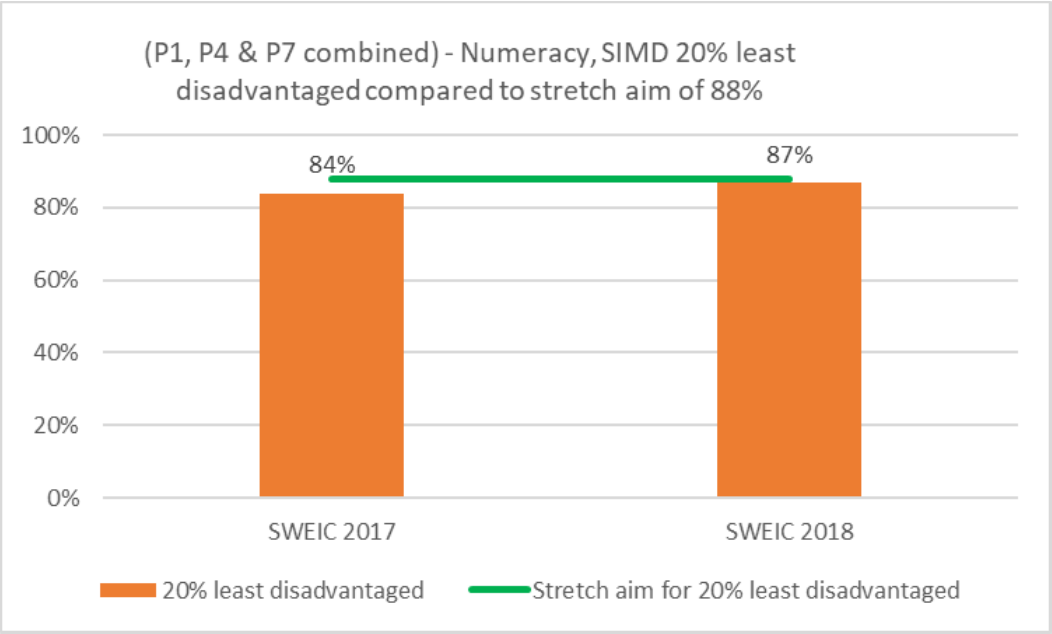
Again, as shown in the chart there is a similar pattern overall of those pupils living in least disadvantaged geographical areas who are reported to have achieved the relevant level for their stage at a higher percentage than those in most disadvantaged areas and all pupils overall.



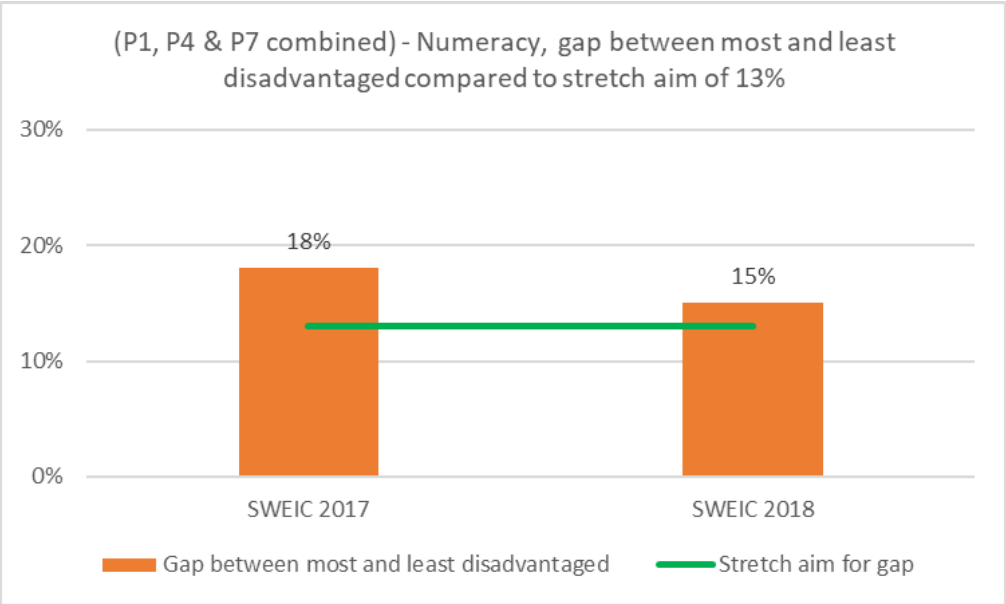
Looking at the measure for the SIMD 20% most disadvantaged against the stretch aim of 75% as shown in the next chart illustrates where the gaps are in achieving this target by 2020.



The measure for the SIMD 20% least disadvantaged against the stretch aim of 88% as shown in the next chart shows that SWEIC are closer to achieving this target compared to the 20% most disadvantaged measure overall.



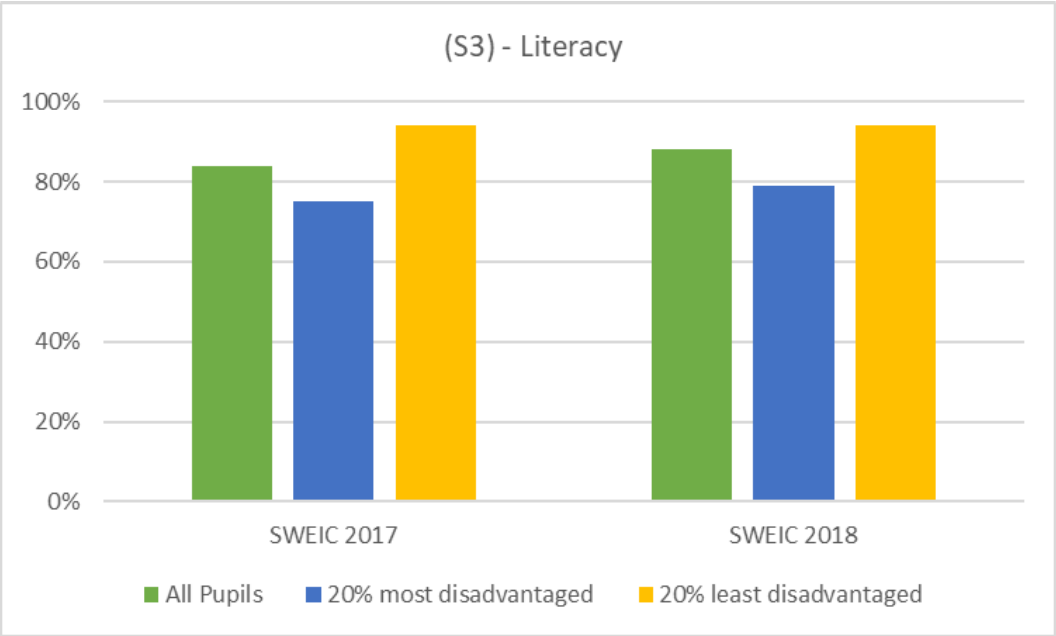
To examine this further, the following chart shows for each establishment the gap between the SIMD 20% most and least disadvantaged pupils with the stretch aim 2020 of 13% shown demonstrating how much progression is needed to reduce the gap and, in this instance, a lower value is better. As demonstrated by the chart, SWEIC have reduced the gap on the previous year by 3%.



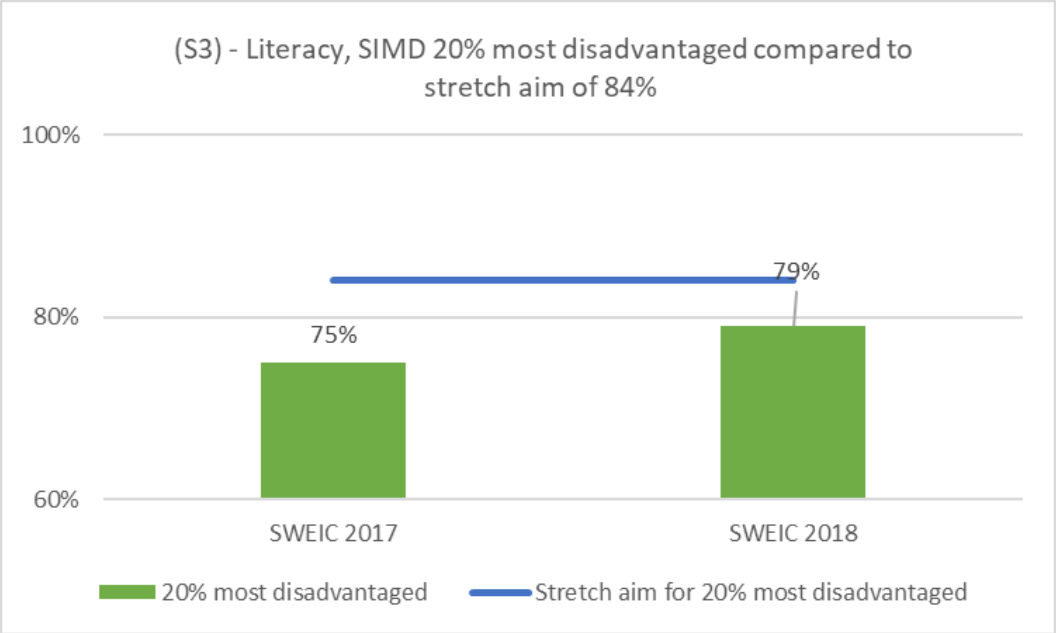
3.3 Secondary Literacy

This chart below shows for the June 2018 Achievement of Curriculum for Excellence (CfE) Levels the SWEIC values for the literacy measure for percentage of S3 pupils achieving the third level for all literacy measures. The chart shows comparisons between all pupils, the SIMD 20% most disadvantaged pupils and the SIMD 20% least disadvantaged pupils.

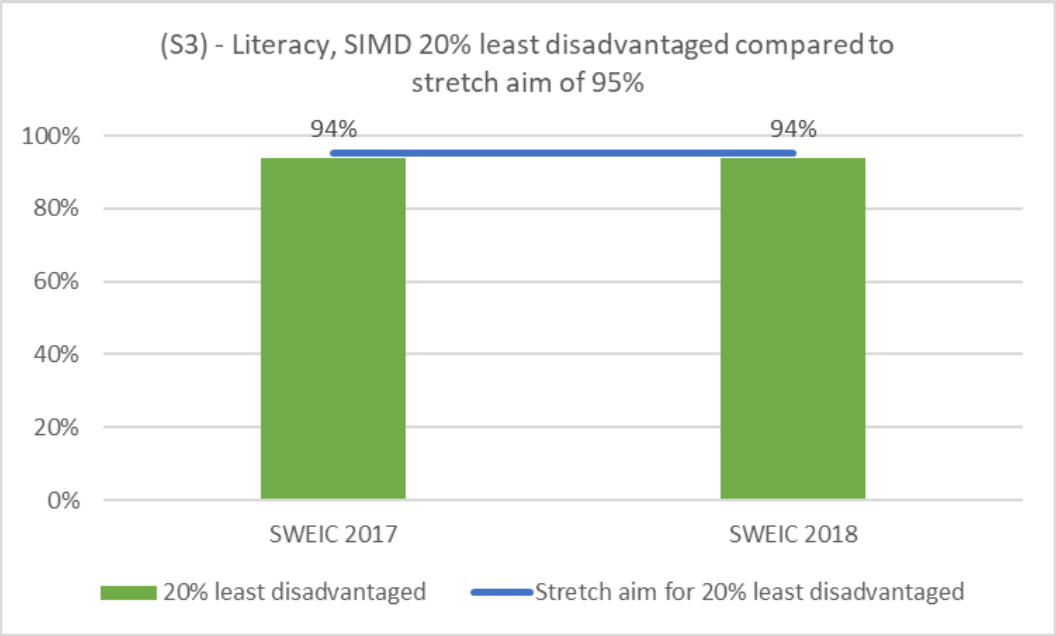
As shown in the chart there is a similar pattern overall of those pupils living in least disadvantaged geographical areas who are reported to have achieved the relevant level for their stage at a higher percentage than those in most disadvantaged areas and all pupils.



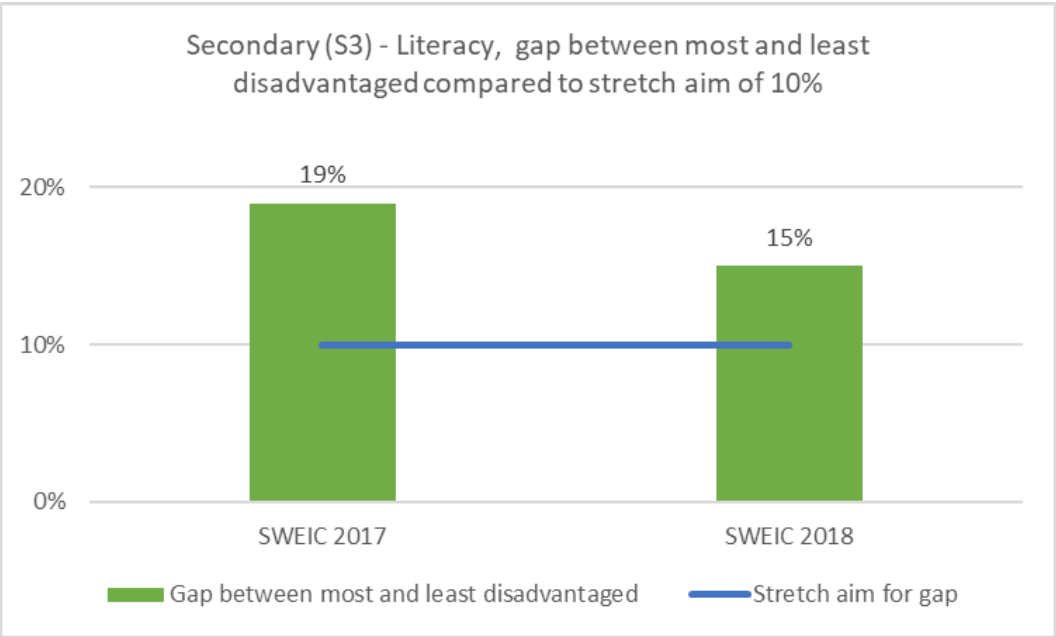
Looking at the measure for the SIMD 20% most disadvantaged against the stretch aim of 84% as shown in the next chart illustrates where the gaps are in achieving this target by 2020.



The measure for the SIMD 20% least disadvantaged against the stretch aim of 95% as shown in the next chart shows that establishments are closer to achieving this target compared to the 20% most disadvantaged.



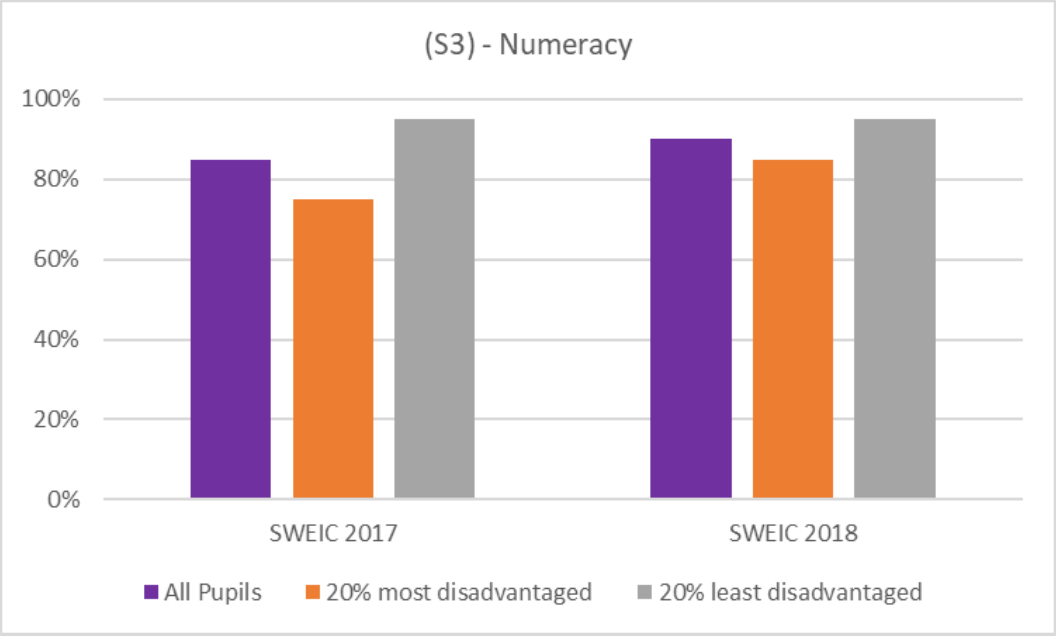
To examine this further, the following chart shows for each establishment the gap between the SIMD 20% most and least disadvantaged pupils with the stretch aim 2020 of 10% shown demonstrating how much progression is needed to reduce the gap and, in this instance, a lower value is better. The chart shows SWEIC have improved this value by 4% on the previous year.



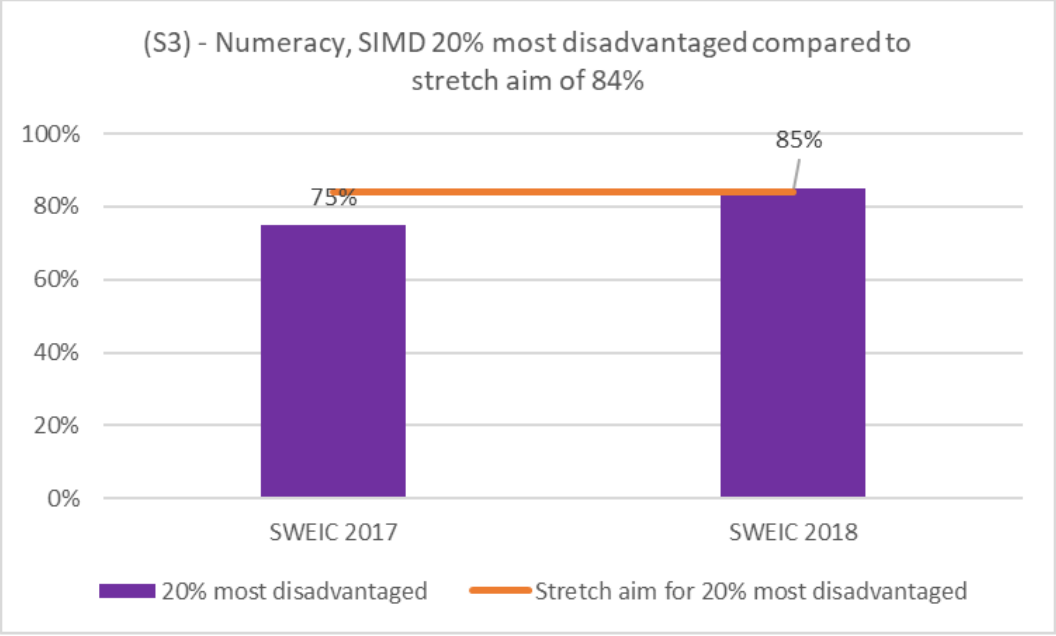
3.4 Secondary Numeracy

This chart below shows for the June 2018 Achievement of Curriculum for Excellence (CfE) Levels the SWEIC values for the numeracy measure for percentage of S3 pupils achieving third level for numeracy. The chart shows comparisons between all pupils, the SIMD 20% most disadvantaged pupils and the SIMD 20% least disadvantaged pupils.

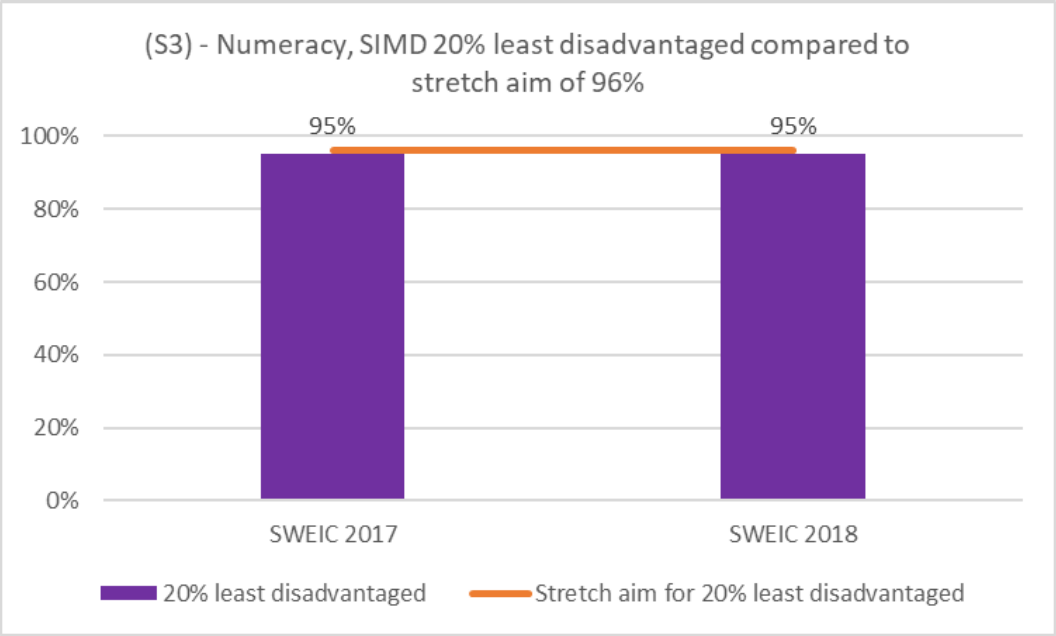
Again, as shown in the chart there is a similar pattern overall of those pupils living in least disadvantaged geographical areas who are reported to have achieved the relevant level for their stage at a higher percentage than those in most disadvantaged areas and all pupils overall.



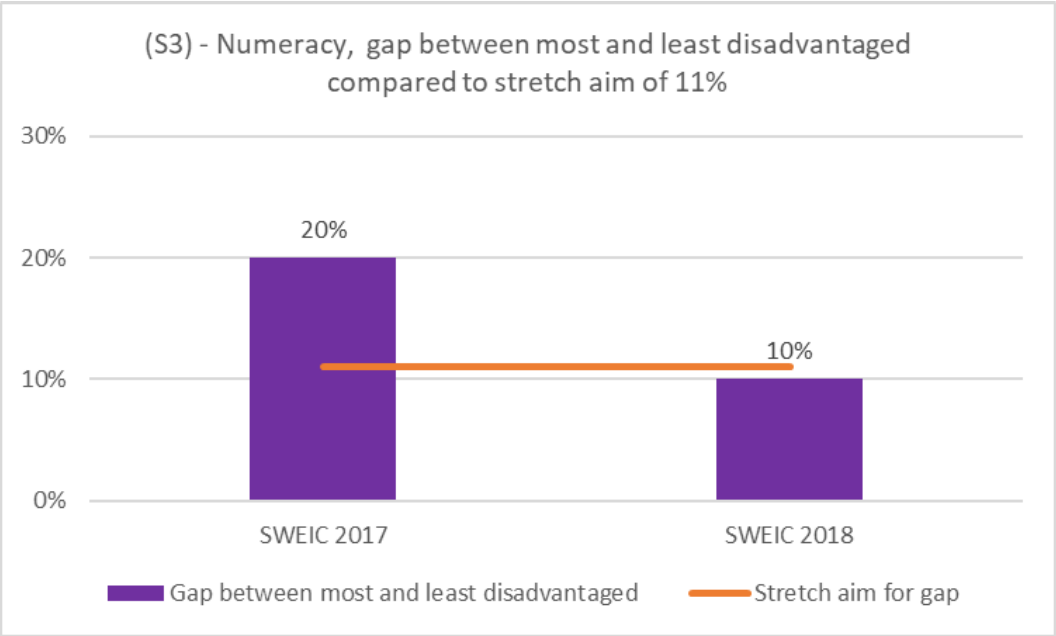
Looking at the measure for the SIMD 20% most disadvantaged against the stretch aim of 84% as shown in the next chart illustrates where the gaps are in achieving this target by 2020. SWEIC have achieved this stretch aim after a 10% increase on the previous year.



The measure for the SIMD 20% least disadvantaged against the stretch aim of 96% as shown in the next chart shows that SWEIC have remained at the same value as the previous year which is very close to the stretch aim.



To examine this further, the following chart shows for each establishment the gap between the SIMD 20% most and least disadvantaged pupils with the stretch aim 2020 of 11% shown demonstrating how much progression is needed to reduce the gap and, in this instance, a lower value is better.



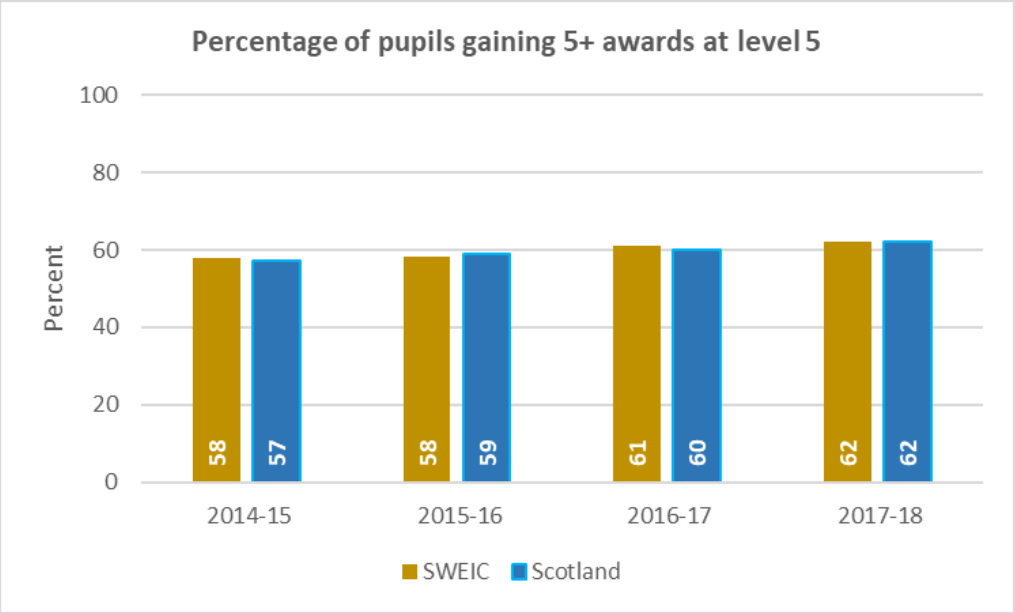
4.0 Local Government Benchmarking Framework Comparisons

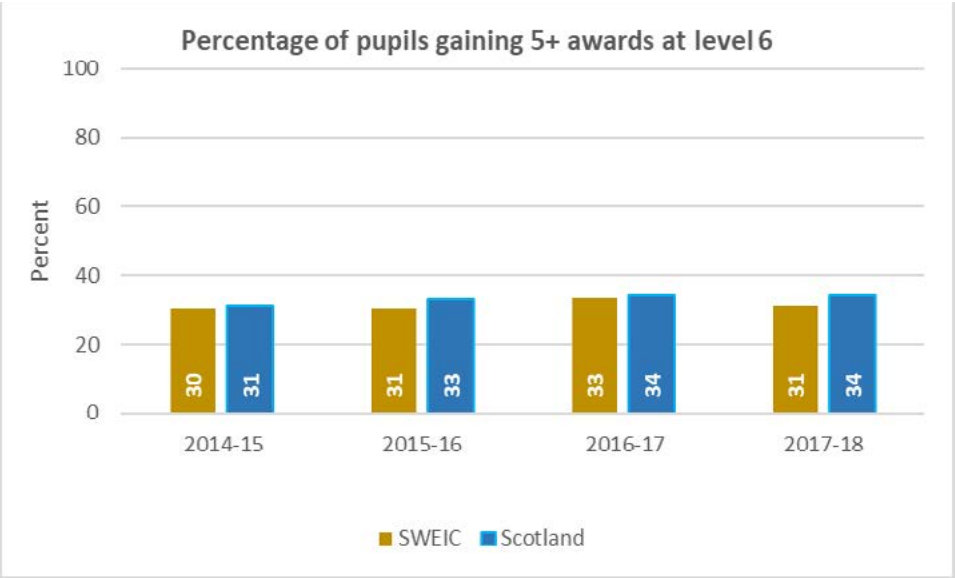
The core purpose of the Local Government Benchmarking Framework (LGBF) is to develop, on a collaborative basis, a comparative benchmarking framework for Scottish Local Government that supports the targeting of improvement activities and resources to areas of greatest impact – in terms of efficiency/ costs, productivity and outcomes.

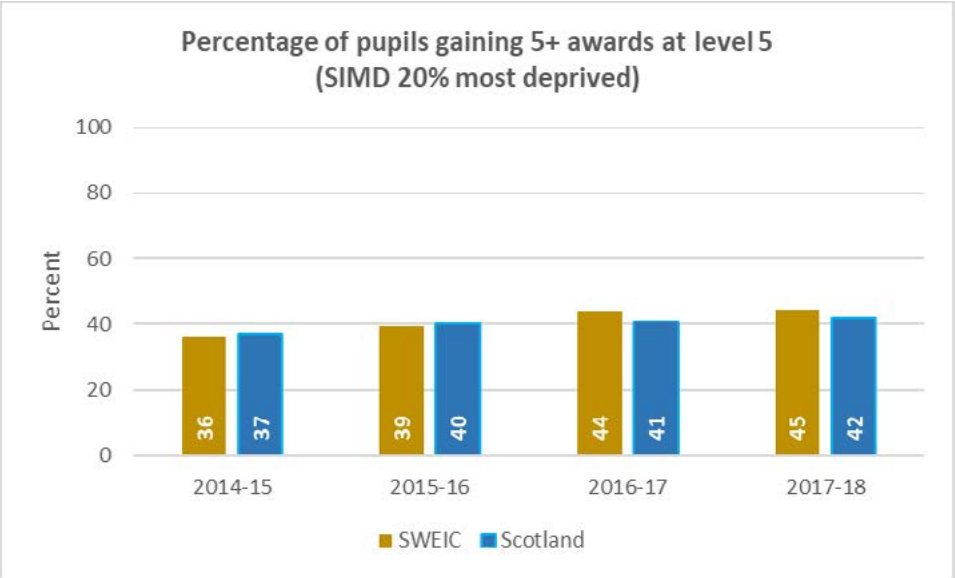
The aim of the benchmarking suite is to help councils to better understand where their services vary in performance against the indicators. The process is then designed to focus questions to guide further exploration of the variation and to subsequently share good practice across councils in a collective and individual effort in driving improvement forward.

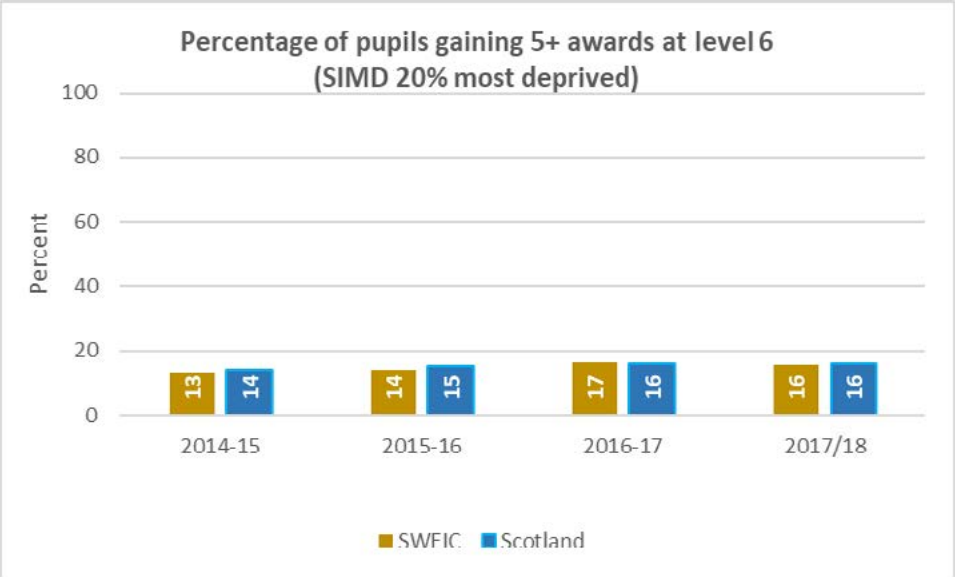
The following charts are a sample from the LGBF suite of indicators. The first four charts show data that is taken from INSIGHT as a measure of achievement for senior phase (S4-S6) pupils who are marked as leaving school that year. The first two charts are a measure for all pupils gaining five awards or more at Scottish Credit and Qualifications Framework (SCQF) level 5 and level 6.

Charts three and four show the same criteria but for pupils that reside in the lowest Scottish Index of Multiple Deprivation (SIMD) 20% geographical areas.



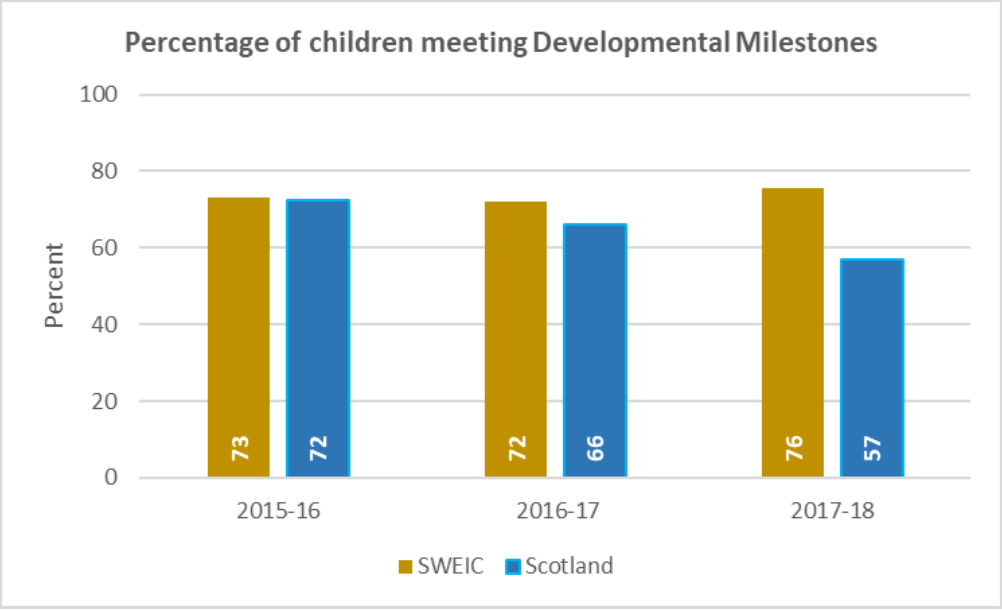

Percentage of pupils gaining 5+ awards at level 6
Percent
100
80
60
40
20
0
30
31
31
33
33
34
31
34
2014-15
2015-16
2016-17
2017-18
SWEIC
Scotland


Percentage of pupils gaining 5+ awards at level 5
(SIMD 20% most deprived)
Percent
100
80
60
40
20
0
36
37
39
40
44
41
45
42
2014-15
2015-16
2016-17
2017-18
SWEIC
Scotland

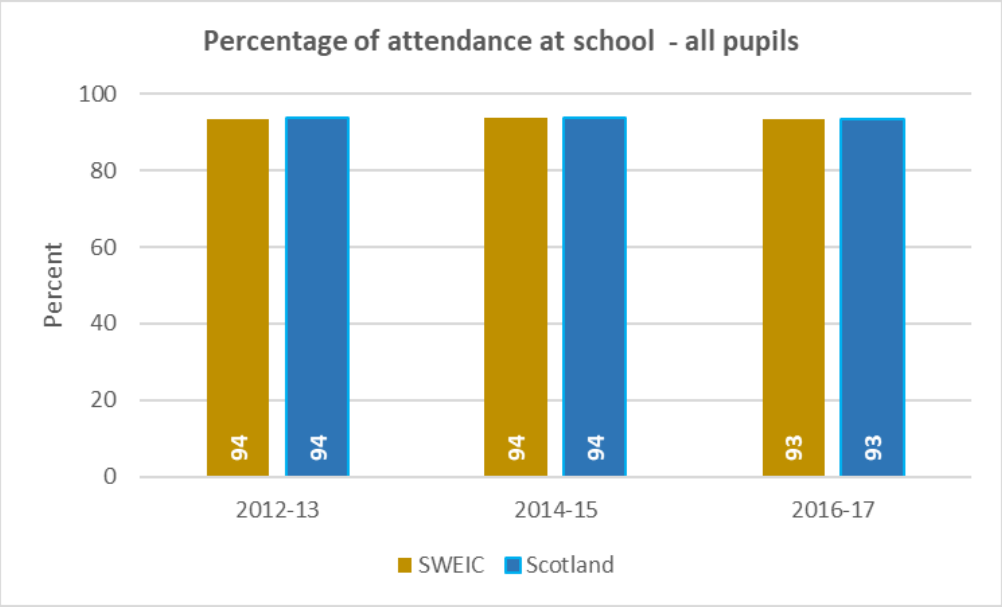

Percentage of pupils gaining 5+ awards at level 6
(SIMD 20% most deprived)
Percent
100
80
60
40
20
0
13
14
14
15
17
16
16
16
2014-15
2015-16
2016-17
2017/18
SWEIC
Scotland

This next chart shows the percentage of children meeting developmental milestones (social, emotional, behavioural, attention, speech language & communication, gross motor, fine motor, vision and hearing) at the 27-30 month review by a health professional. The 27-30 month review was introduced in Scotland in April 2013, is universal and should be offered to every child reaching the appropriate age.

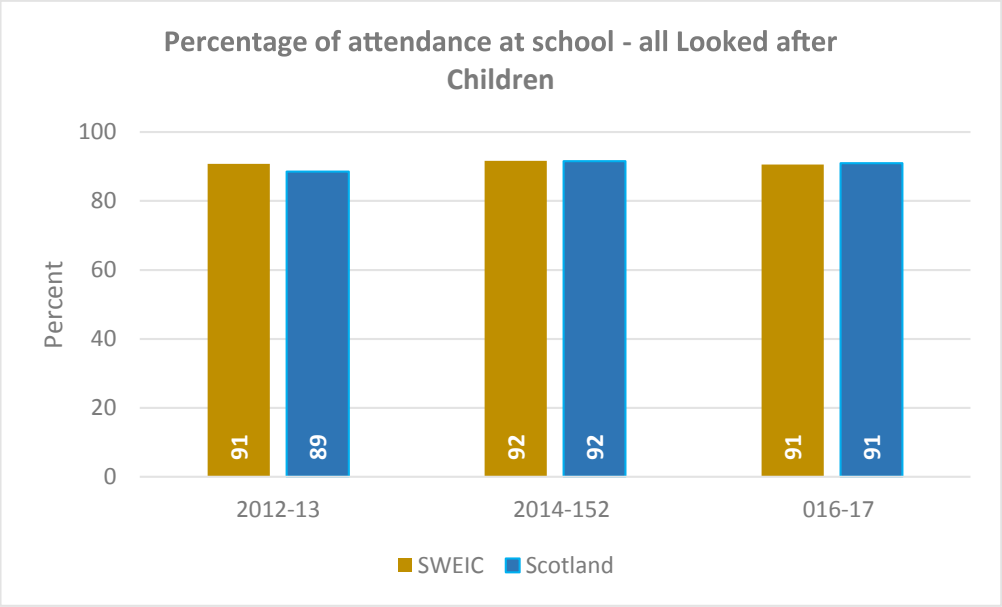
There is no clear pattern in the data but the Scottish average is showing a downward trend and SWEIC average is improving.



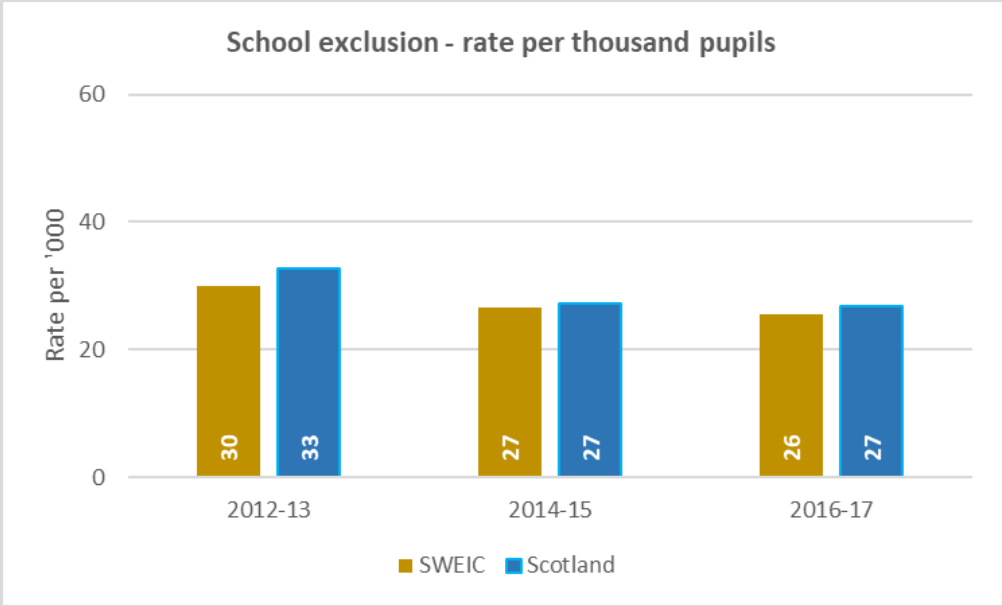
The next two charts look at pupil attendance for all pupils and also for Looked after Pupils. Good school attendance is key to ensuring that every child gets off to the best start in life and has access to support and learning that respond to individual needs and potential. Absence from school, whatever the cause, disrupts learning. The role of school attendance in the protection of children is key.

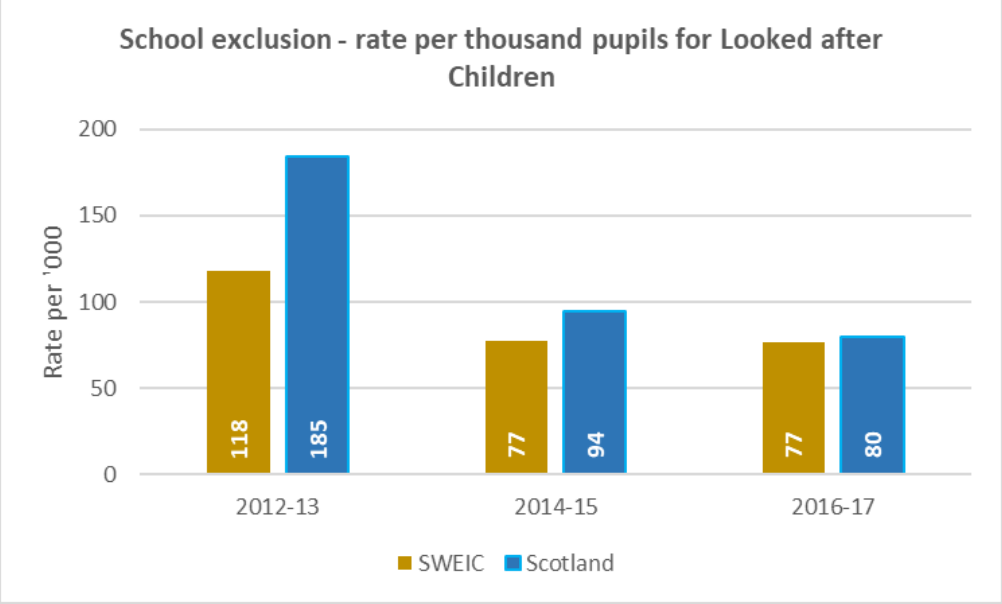


Local Authorities record information on pupils' attendance and absence from school and the reasons for this. This information is used to monitor pupil engagement and to ensure pupils safety and wellbeing by following up on pupils who do not attend school. The SWEIC average value is very similar to the national average.



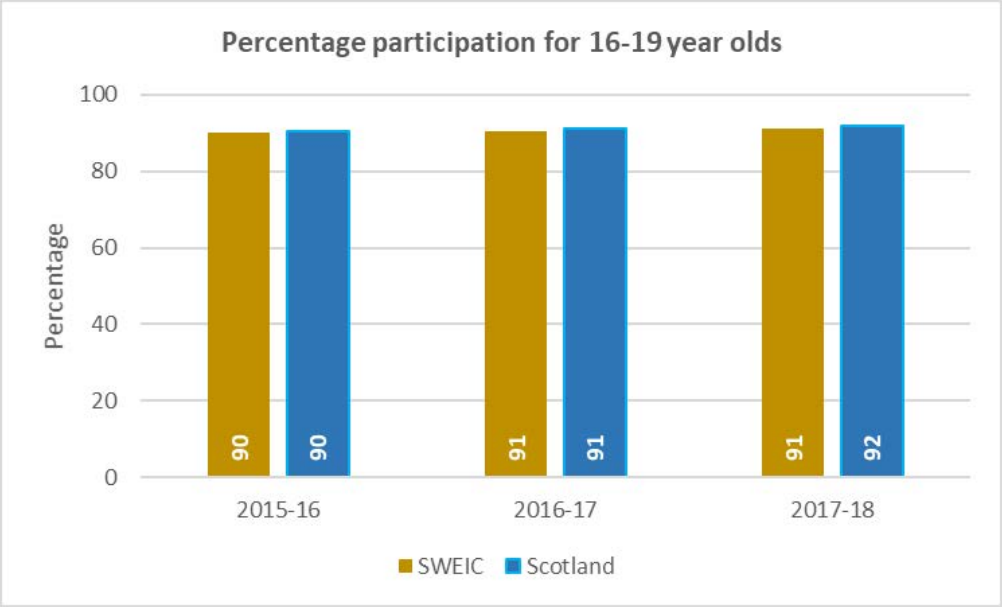
Exclusion is rooted in the behaviour policies of schools and local authorities, where it has traditionally been seen as both the ultimate sanction and a deterrent to serious indiscipline, in the context of the wellbeing of the whole school community. There have been significant, concerted efforts by schools and local authorities to implement a range of approaches and solutions to positively engage young people in their education and improve relationships and behaviour. The following two charts show SWEIC average exclusion rates for all pupils and also Looked after Pupils. The SWEIC average rates are lower than the national average.





This last chart looks at Participation for 16 – 19 year olds. The annual measure takes account of all statuses for individuals over the course of the year as rather than focusing on an individual's status on a single day Participation and non-participation were defined within the Opportunities for All - Data Practice Framework published by the Scottish Government in August 2014.

A young person is deemed to be participating when they are actively engaged with an organisation for the purpose of learning, training or work – work includes volunteering. Within the context of Opportunities for All, all participation is positive and should be regarded as transitional - education and training are important phases in a young person's life that can improve their job options but are not destinations in themselves. The SWEIC average values are very similar to the national average.



Appendix 5:
High Level Critical Indicators for SWEIC

Status Index	
	Alert
	Warning
	OK
	No Change
	Data Only

Indicators	2016/17 Baseline	2017/18 Value	2018/19 Value	Stretch Aim/ Target	Showing Im-provement
% of Children Meeting Developmental Milestones 27-30 month review	72	76		88*	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening)	70	70		76*	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) **SIMD 20% most disadvantaged**	60	61		68	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) **SIMD 20% least disadvantaged**	83	82		85	
Percentage point difference (pp) of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) **Gap between most and least disadvantaged**	23	21		16	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy	74	78		81*	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy **SIMD 20% most disadvantaged**	66	72		75	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy SIMD 20% least disadvantaged	84	87		88	
Percentage point difference (pp) of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy **Gap between most and least disadvantaged**	18	15		13	

Indicators	2016/17 Baseline	2017/18 Value	2018/19 Value	Stretch Aim/ Target	Showing Improvement
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening)	84	88		90*	✔
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) **SIMD 20% most disadvantaged**	75	79		84	✔
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) **SIMD 20% least disadvantaged**	94	94		95	–
Percentage point difference (pp) of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) **Gap between most and least disadvantaged**	19	15		10	✔
% of S3 pupils achieving third level or better in numeracy	85	90		91*	✔
% of S3 pupils achieving third level or better in numeracy **SIMD 20% most disadvantaged**	75	85		84	✔
% of S3 pupils achieving third level or better in numeracy **SIMD 20% least disadvantaged**	95	95		96	–
Percentage point difference (pp) of S3 pupils achieving third level or better in numeracy **Gap between most and least disadvantaged**	20	10		11	✔
% of leavers achieving 1 or more awards at SCQF Level 6 or better	64.1	64.9		71*	✔
% of leavers achieving 5 or more awards at SCQF Level 6 or better	33.7	31.9		**34.0	⚠
% of school leavers achieving SCQF Level 5 in Literacy	80.5	80.8		**81.7	✔
% of school leavers achieving SCQF Level 5 in Numeracy	70.3	69.6		**69.2	⚠
Exclusion Rates – All Pupils (Rate per 1000 pupils)	26	-		**26.8	↗
Exclusion Rates – LAC status Pupils (Rate per 1000 pupils)	77	-		**79.9	↗
Attendance Rates – All Pupils	93.0	-		**93.3	↗
Attendance Rates – LAC status Pupils	91.0	-		**91.0	↗
Initial School Leaver Destinations (% in positive destinations	94.1	94.2		95	✔
% Participation Rates for 16-19 year olds	91.0	91.1		93*	✔

Indicators	2016/17 Baseline	2017/18 Value	2018/19 Value	Stretch Aim/ Target	Showing Improvement
% of ELC, Primary and Secondary establishments evaluated as good or better for learning, teaching and assessment QI 2.3 (Academic Year)	52.2 (12/23)	65.2 (15/23)	60.7 (17/28)	80	
% of ELC, Primary and Secondary establishments evaluated as good or better for leadership of change QI 1.3 (Academic Year)	54.5 (12/22)	63.6 (14/22)	63.2 (12/19)	80	
% of ELC, Primary and Secondary establishments evaluated as good or better for Raising attainment and achievement QI 3.2 (Academic Year)	61.5 (16/26)	65.5 (19/29)	65.5 (19/29)	80	
% of ELC, Primary and Secondary establishments evaluated as good or better for Ensuring wellbeing, equality and inclusion QI 3.1 (Academic Year)	70.0 (14/20)	66.7 (16/24)	69.6 (16/23)	80	

CfE Additional Indicators	2016/17 Baseline	2017/18 Value	2018/19 Value	National Value 2018	Showing Improvement
Percentage of pupils achieving early level or better in P1 for Reading	82	81		81	⚠
Percentage of pupils achieving first level or better in P4 for Reading	75	75		77	–
Percentage of pupils achieving second level or better in P7 for Reading	73	78		79	✓
Percentage of pupils achieving third level or better in S3 for Reading	88	90		90	✓
Percentage of pupils achieving fourth level or better in S3 for Reading	51	51		53	–
Percentage of pupils achieving early level or better in P1 for Writing	78	78		78	–
Percentage of pupils achieving first level or better in P4 for Writing	69	72		72	✓
Percentage of pupils achieving second level or better in P7 for Writing	67	73		73	✓
Percentage of pupils achieving third level or better in S3 for Writing	87	89		89	✓
Percentage of pupils achieving fourth level or better in S3 for Writing	49	51		51	✓
Percentage of pupils achieving early level or better in P1 for Listening and Talking	86	88		87	✓
Percentage of pupils achieving first level or better in P4 for Listening and Talking	82	82		85	–
Percentage of pupils achieving second level or better in P7 for Listening and Talking	80	83		84	✓
Percentage of pupils achieving third level or better in S3 for Listening and Talking	89	91		91	✓
Percentage of pupils achieving fourth level or better in S3 for Listening and Talking	51	52		55	✓
Percentage of pupils achieving early level or better in P1 for Literacy	75	75		75	–
Percentage of pupils achieving first level or better in P4 for Literacy	65	67		69	✓
Percentage of pupils achieving second level or better in P7 for Literacy	70	68		70	✓
Percentage of pupils achieving third level or better in S3 for Literacy	84	88		87	✓
Percentage of pupils achieving fourth level or better in S3 for Literacy	42	43		46	✓
Percentage of pupils achieving early level or better in P1 for Numeracy	85	86		85	✓

Percentage of pupils achieving first level or better in P4 for Numeracy	73	73		76	
Percentage of pupils achieving second level or better in P7 for Numeracy	70	74		75	✔
Percentage of pupils achieving third level or better in S3 for Numeracy	85	90		89	✔
Percentage of pupils achieving fourth level or better in S3 for Numeracy	51	55		56	✔

GLENCAIRN
Feather

South West

Educational Improvement Collaborative

Dumfries & Galloway Council

East Ayrshire Council
Comhairle Siorrachd Àir an Ear

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

south Ayrshire Council
Comhairle Siorrachd Àir a Deas

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Religious Representation on Cabinet (Education)**
Purpose:	To seek the appointment of Andrew Bruce to replace Elizabeth Higton as the representative of the Church of Scotland on Cabinet.
Recommendation:	That the Cabinet agrees to note the resignation of Elizabeth Higton from Cabinet and agrees to appoint Andrew Bruce as the representative of the Church of Scotland on Cabinet when it meets to consider Education business.

1. Executive Summary

1.1 This report notes the resignation of Elizabeth Higton as a religious representative on Cabinet. It seeks to appoint Andrew Bruce as the representative of the Church of Scotland on Cabinet when it considers Education business.

2. Background

2.1 The Council's Scheme of Administration reflects the provision within Section 124 of the Local Government (Scotland) Act 1973, as amended by Section 31 of the Local Government Etc. (Scotland) Act 1994, in respect of the appointment of three persons interested in the promotion of religious education to serve on the Council's Cabinet when it meets to consider Education business.

2.2 At the Council meeting on 17 May 2017, Elizabeth Higton was appointed as the Church of Scotland's representative on Cabinet. The Church has now advised that Ms Higton is stepping down from this role and has unanimously nominated Mr Andrew Bruce as her replacement.

3. Proposals

3.1 It is recommended that the Cabinet notes the resignation of Ms Elizabeth Higton from Cabinet and agrees to appoint Andrew Bruce as the Church of Scotland representative on Cabinet when it considers Education business.

4. Implications/Socio-economic Duty

Financial

4.1 None arising from this report.

Human Resources

4.2 None arising from this report.

Legal

4.3 Section 124 of the Local Government (Scotland) Act 1973, as amended by Section 31 of the Local Government Etc. (Scotland) Act 1994, provides for the appointment of three religious representatives to serve on the Cabinet.

Equality/Socio-economic

4.4 The appointment of religious representatives in the Education functions of Cabinet allows for religious involvement in decisions relating to the education of children and young people.

Environmental and Sustainability

4.5 None arising from this report.

Key Priorities

4.6 Not applicable.

Community Wealth Building

4.7 Not applicable.

5. Consultation

5.1 No additional consultation required.

Andrew Fraser
Head of Democratic Services

For further information please contact **Melanie Anderson, Committee and Member Services Manager,** on **telephone number 01294 324131**.

Background Papers
Email correspondence with the Church of Scotland

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Asset Management Plans**
Purpose:	To seek Cabinet's approval of the refreshed Property Asset Management Plan, Housing Asset Management Plan, Open Space Asset Management Plan, Fleet Asset Management Plan and Roads Asset Management Plan.
Recommendation:	That Cabinet agrees the attached (a) Property Asset Management Plan; (b) Housing Asset Management Plan; (c) Open Space Asset Management Plan; (d) Fleet Asset Management Plan; and (e) Roads Asset Management Plan.

1. Executive Summary

1.1 North Ayrshire Council's approach to Asset Management Planning is based on the guidance given by CIPFA in its document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities". There are currently six Asset Management Plans.

1.2 This report provides refreshed Asset Management Plans for the Council's Fleet, Roads, Housing, Property and Open Space assets, which together with their specific action plans, are attached as appendices for Cabinet approval.

1.3 Cabinet previously considered and agreed the Information and Communications Technology (ICT) Asset Management Plan at its meeting held on 29 May 2018.

1.4 The Council's assets play a key role in the delivery of a wide range of essential services to our local communities and contribute to regeneration and help drive economic growth. As the Council continues to deliver a new ambitious Council Plan, which will incorporate significant service transformation, we will continue to ensure our assets are utilised and managed to maximise opportunities that arise.

1.5 Key areas of transformational opportunity will include how we maximise the use of our land and property assets and how we can continue to embrace opportunities from the evolving green economy and sustainable energy agendas by utilising land for sources of income from bio-fuel, solar power and other low carbon opportunities. Asset management will continue to be developed to complement and realise opportunities for local communities in areas such as community asset transfer, community wealth building and utilising schools as central hubs for the community.

1.6 The Council continues to operate within significant financial pressures, therefore property asset rationalisation will remain as a key focus to ensure we maximise and utilise our buildings estate appropriately. In addition, the digital arena also continues to develop at pace which will provide opportunities associated with how we deliver our services and provide opportunities to further rationalise our property assets and fleet assets.

1.7 Low emission fleet and use of electric and other alternative fuelled vehicles will continue to be developed through the Fleet Asset Plan, whilst low carbon/energy efficient housing stock will continue to feature as a key driver for our Housing assets. Creating homes for life that meet the needs of our residents will complement ongoing shared ambitions with the Health and Social Care Partnership to help residents continue to be supported in their own homes.

1.8 We will continue to review our assets to help deliver our services and work with local communities to maximise the opportunities made available through our ongoing transformation and delivery of the Council Plan.

1.9 Robust asset management also plays a key role in developing the Council's Medium Term Financial Strategy through the realisation of efficiencies and enhanced utilisation of assets. The plans are also a key delivery mechanism to ensure the Council delivers Best Value. The proposed Asset Management Plans attached to this report have undergone a high-level refresh at this time to ensure data and actions are current and appropriate and align to the new Council Plan.

1.10 The Asset Management Plans will undergo a comprehensive review during 2020 to reflect the evolving transformation programme, financial planning, community wealth building approach and ongoing development of collaborative working with local communities.

2. Background

2.1 The Local Government (Scotland) Act 2003 places a duty on Local Authorities to demonstrate 'Best Value' in delivering their services and in managing any assets they hold. Typically, individual councils hold assets worth millions of pounds and it is in the interest of councils and their communities to ensure that the most effective use of these assets is being made.

2.2 Asset management plans are essentially a decision-making framework used to identify the assets, their value, their use and how they support the council's overall aims and objectives. Asset management plans are therefore valuable tools to assist in the planning of capital and revenue expenditure.

2.3 The Council is currently further developing and implementing an ambitious transformational change programme as part of the recently agreed Council Plan. As part of this journey, our assets, and how we utilise and manage them, will be given specific attention. We will continue to maximise the benefits and opportunities from all our assets as we continue to transform our services and will continue to review our

assets to help deliver our services and work with local communities in areas such as asset transfer and utilisation of schools as key community hubs. Asset Management Plans play a key role in contributing to the regeneration of the area and can assist in driving economic growth. Through the development of our approach to community wealth building and collaborative working with local communities and businesses the asset management plans will help deliver the Council's key priorities and help address the key challenges being experienced within the current economic climate through embracing opportunities.

Property Asset Management Plan (PAMP) – (Appendix 1)

2.4 North Ayrshire Council currently has 290 operational properties (this includes both owned and leased in properties). Property Management and Investment (PMI) act as the 'corporate landlord' for all Council property and the PAMP (Appendix 1) is the document that governs the way this service is delivered for non-housing property assets.

2.5 Based on 2018/2019 financial information the running and maintenance cost of this estate is circa £15.12m per annum.

2.6 The PAMP is one of the Council's principal policy and performance documents which supports the delivery of the Council Plan. It is intended to be a clear statement of the strategy to be followed in making decisions relating to the property resources that support service delivery. It also links to the corporate priorities of the Council to have 'Aspiring Communities' and to be an 'Inspiring Place' and the Estates Strategy. It also recognises the need to review the use of our buildings as services are transformed in the next few years, including the ongoing review of the use and operation of community facilities. The plan details a robust operational plan for the management of our non-housing property assets over the next 3 years.

2.7 The purpose of the PAMP is to support the delivery of our vision for North Ayrshire Council's property and will provide a strategic framework to facilitate fit for purpose property to ensure our property assets continue to play an active role in the delivery of our services. The PAMP sets out the Council's approach to the management of its property assets by:

- establishing a corporate framework for the management of all Council property assets.
- presenting an overview of the extensive property assets owned by the Council
- identifying the internal and external influencing factors and challenges affecting property.
- identifying a number of activity themes to improve the performance of property asset management.
- outlining priorities for investment in the Council's property estate.

2.8 The PAMP addresses the current context, the ambition for the future, the way we intend to deliver change and the governance of our work and how this will be reviewed and measured. It also plays a key role in driving economic development and can contribute to local regeneration both within and outwith town centres.

2.9 The Estate Strategy, approved by Cabinet in March 2017, explains the 'what' and the PAMP explains the 'how'. Combined, these documents provide North Ayrshire Council

with an effective strategy and robust operational plan for the management of the property portfolio over the next 3 years.

2.10 In order to measure success PMI continually review all Council property assets on an ongoing basis. Part of the review process relates to setting, monitoring and reporting against performance targets. The PAMP sets out the Key Performance Indicators which will be developed by PMI to measure success. These are categorised in four themes:

- Corporate and financial
- Operational estate
- Commercial estate
- Energy and carbon use

2.11 The successful delivery of the PAMP will mean:

- Increased occupancy levels within the Council's commercial estate and increased economic growth;
- Reduction in Council operational floor space;
- Improved estates and property asset management;
- Increased proportion of buildings suitable for their current use;
- Increased number of local businesses occupying Council owned premises;
- Increased income generation from the Council's commercial estate;
- Greater number of regeneration initiatives and Community Wealth Building within North Ayrshire;
- A fully implemented property disposal programme;
- Use of assets to realise capital receipts from development and/or sale;
- Improved capital governance of construction projects;
- Projects delivered on time, on budget and to required specification;
- High level of customer satisfaction;
- Improved customer and service user experience; and
- Improved change control procedures.

<u>Housing Asset Management Plan (HAMP) – (Appendix 2)</u>

2.12 North Ayrshire Council currently owns 12,940 housing units. This includes 2,572 properties of non-traditional construction type which require higher levels of investment than traditional housing to maintain them in good condition. Historically, the Council housing stock in North Ayrshire had been decreasing due to Right to Buy (RTB) legislation, however this legislation was repealed in July 2016.

2.13 A summary of the housing stock (bedroom type and location) is shown below:

	1 bedroom	**2 bedrooms**	**3 bedrooms**	**4 bedrooms**	**5 bedrooms**	**6 bedrooms**	**Total**
Ardrossan	247	587	329	51			1,214
Barrmill		21	3				24
Beith	226	270	179	15			690

Dalry	169	365	149	4			687
Fairlie & Largs	18	16	15				49
Irvine	1,024	1,843	1,094	176	1	1	4,139
Kilbirnie	211	519	389	17			1,136
Kilwinning	252	755	394	51			1,452
Largs	139	193	41	1			374
Longbar & Glengarnock	15	42	10				67
Millport		12					12
Saltcoats	256	551	448	55	1		1,311
Skelmorlie	20	22	4	2			48
Stevenston	237	509	695	35			1,476
Stewarton			1				1
West Kilbride	100	84	74	2			260
Total	**2,915**	**5,789**	**3,825**	**409**	**2**	**1**	**12,940**

2.14 North Ayrshire Council is committed to providing good quality desirable social housing that is maintained to a high standard that will not just meet, but exceed, the requirements of Scottish Housing Quality Standards (SHQS). The HAMP (Appendix 2) sets out the framework for achieving this.

2.15 The Council invested in excess of £20 million annually during the period from 2010 until 2015 to maintain the stock and ensure that the requirements of SHQS were achieved. Having achieved SHQS compliance the current annual investment is now approximately £11 million per annum. This investment, managed by PMI in accordance with the principles set out in the HAMP, will ensure that the compliance levels of the SHQS are maintained.

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

- The Council's commitment to embracing effective asset management principles in relation to its housing stock
- The importance of maintaining effective stock condition information
- The assessment of future options for poorly performing stock
- The identification of obsolete stock
- Effective procurement of investment projects carried out under the Housing Revenue Account and delivery of the Council's Strategic Housing Investment Plan
- The effective delivery of capital investment programmes, planned maintenance and reactive maintenance, that are key to ensuring the housing stock is maintained in the best condition possible
- The provision of low carbon/energy efficient housing stock
- Homes for life that meet the needs of residents and complement shared aspirations with the Health and Social Care partnership to help residents be supported in their own homes for longer.

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

2.18 In addition, the performance of the Council in maintaining and managing the physical aspects of the Council housing stock is benchmarked and reported via the Scottish Housing Regulator and the Scottish Housing Network.

Open Space Asset Management Plan – (Appendix 3)

2.19 The Open Space Asset Management Plan (OSAMP) (Appendix 3) should be read in conjunction with the Open Space Strategy 2016-2026.

2.20 The OSAMP sets out the Council's approach for the management and maintenance of all Open Space assets. The key objective of the OSAMP is to ensure the Council's assets are fit for purpose and managed effectively and efficiently.

2.21 The Council incurs annual revenue expenditure of £7.25 million in the maintenance of approximately 2410 hectares of open space, consisting of:

- A Country Park
- 14 Local Parks
- 44 Cemeteries and Burial Grounds
- 37 War Memorials & Monuments
- 366 hectares of Woodlands
- Allotments
- 91 Sports Facilities and Playing Fields
- 84 Equipped Play Areas and Multi Use Games Areas (MUGA)
- Residential Greenspace
- 38 Water Courses and Open Water features
- 5 Promenades
- 2 Harbours
- 16 Beaches, three of which are Sites of Special Scientific Interest

2.22 With reduced revenue budgets, the emphasis is on ensuring assets are well maintained and regularly inspected to increase their lifespan.

2.23 The key actions and performance measures to support the effective management of the Open Space asset over the forthcoming years are summarised below:

- Continued implementation of a transformation programme centring on roll-out of digital technology, e.g. play-park and memorial inspections logged electronically, digitisation of grounds maintenance schedule, use of electronic devices to manage workflows. This programme is delivering productivity benefits and revenue savings
- Implementation of route optimisation for street sweeping and street cleaning duties to further optimise fleet and labour productivity, aligned with the new Code of Practice Litter and Refuse 2018
- Further embed the Participatory Budgeting approach in the management of our grounds maintenance assets
- Galvanise and strengthen civic pride through effective engagement in the development of open spaces and other public space to meet the needs and aspirations of local communities
- Work with community groups, using a Locality approach, on the community ownership of open space, including parks and play parks

- Work with Central Green Network Scotland, and other relevant organisations, to obtain funding for bespoke projects such as improved pathways to encourage walking, running, cycling
- Promote the benefits of well maintained public open space for its contribution to improved health and well-being
- Review the potential to develop a source of income through identifying and utilising appropriate sites for woodlands as sources of bio-fuel

Fleet Asset Management Plan – (Appendix 4)

2.24 The Council, as a Fleet Operator, manages and maintains a wide range of vehicles and operational plant to enable services to operate efficiently. The fleet operation has a legislative basis and must meet the requirements of the Traffic Commissioner. Life cycle planning is adopted to minimise whole life costs to ensure the efficient and effective use of resources. Customer expectations are also taken into consideration when developing and agreeing appropriate levels of service.

2.25 The estimated total replacement value of the Councils Fleet Assets is £18.16m, and is detailed below:

Asset Type	Number	Replacement Value (£)
Passenger Vehicles	49	0.57m
Buses and Mini-buses	30	1.32m
4x4 vehicles	15	0.33m
Large Goods Vehicles over 3500Kg	77	8.51m
Heavy Plant including Tractors	22	1.03m
Sweepers, pavement sweeper	13	0.91m
Vans and Tippers up to 3500Kg	332	4.81m
Road Registered Plant	48	0.68m
Total	**586**	**18.16m**

There has been a decrease in the fleet size (detailed within the Plan) from the previous Plan due to service transformational projects which have included:

- Building Services review
- Review of pavement sweepers
- Closure of the landfill site
- Sustainable business travel review

2.26 The current budget allocated for operating the fleet including maintenance and fuel is £4.7m per annum and a capital budget for fleet replacement of £1.5m per annum is provided.

2.27 The Scottish Government has set out an ambition to phase out the need for new diesel and petrol cars and vans by 2032. The need for public sector leadership is key to

realising this ambition. The Transport Hub aims to reduce environmental impacts through a combination of cleaner vehicles and fuels, fuel-efficient operation and driving; and by reducing the amount of road traffic it generates. To get to the point where Ultra Low Emission Vehicles can be acquired and deployed into fleets successfully, the infrastructures need to be ready. The Council are already forging the way with network charging options, including closed/private usage for internal fleets and open/publicly accessible charging. We expect these network charging options to continue to develop at pace, as demand increases.

2.28 The Transport Hub is an accredited Van Excellence operator which is a scheme designed by some of the best van operators in the UK and facilitated and managed by the Freight Transport Association to recognise excellence and improve operational standards. At its heart is the Van Excellence Code which is a code of practice outlining 'what good looks like in van operations'. This helps ensure that the Council continue to operate to nationally recognised best practice standards.

2.29 The key actions and performance measures to support the effective management of the fleet assets over the forthcoming three years are summarised below:

- Reduce fleet numbers and increase fleet utilisation through the Critical Fleet Review
- Design and implement a transformation project associated with transport provision, in partnership with the Communities Directorate and the Health and Social Care Partnership
- Reduce emissions associated with operations through better route planning and use of low emission and alternative powered vehicles
- Further roll-out of electric vehicle charging infrastructure
- Purchase and supply vehicles and plant in consultation with users to meet customer needs and support service reviews
- Minimise whole of life cost of ownership of assets
- Continue to develop sustainable business travel arrangements for our employees
- Explore further commercialisation opportunities, for example vehicle advertising, driver training etc.

<u>Roads Asset Management Plan – (Appendix 5)</u>

2.30 North Ayrshire Council has a statutory obligation, under the Roads (Scotland) Act 1984, to manage and maintain the adopted public road network.

2.31 The Audit Report "Maintaining Scotland's Roads" recommended that Councils adopt asset management practices in maintaining their road networks. The National Road Maintenance Review (NRMR) published in July 2012 recommended Councils' develop clear Roads Asset Management Plans (RAMP) for maintaining their road networks.

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

Asset	Quantity	Unit
Carriageway - Mainland	874	km
Carriageway - Arran	166	km
Footways/footpaths	1015	km
Bridges & Culverts	418	no.
Car Parks	66	no.
Retaining Walls	46	no.
Street Lighting Columns	23,360	no.
Traffic Signals	75	no. of sets
Vehicle Activated Signs	37	no.
Real Time Passenger Information	21	no
Non-illuminated Signs	12,226	no.
Illuminated Signs/Bollards	1,121	no.
Pedestrian Barrier	10,706	m.
Grit Bins	485	no.
Safety Fences	40,557	m
Street Name Plates	3,609	no.
Bus Shelters	389	no.
Cattle Grids	11	no.
Verge Marker Posts	4,449	no.
Weather Stations	2	no.

2.33 The roads asset continues to grow due to the adoption of new development sites. Length of carriageways has increased by 9.25km in the last five years. Traffic volumes are also anticipated to grow locally in the next few years due future development projects that will increase residents, shoppers and visitors to the area.

2.34 The estimated total value of the Roads asset is £1.426 billion. The recently estimated carriageway maintenance backlog figure for North Ayrshire is £34.8m. The steady state budget required to maintain our road network in current condition is now estimated at £4.3m.

2.35 Through a well-planned and managed approach to the Council's roads asset, North Ayrshire's Road Condition Index (RCI) for 2018/19, which outlines the percentage of roads that should be considered for maintenance treatment, was 38.1%. This was

an improvement from 43.8% in 2012/13. Since 2012/13 to 2018/19 North Ayrshire has improved its RCI performance by reducing the percentage of roads requiring maintenance treatment by 4.6%. The RAMP has been instrumental in achieving the improvement.

2.36 A visualised asset management system is used to determine a long-term investment programme for carriageway maintenance. This takes account of road condition, deterioration rates based on historical data for the road network and prioritisation criteria established to meet Council priorities. It uses life cycle planning to allocate treatments most efficiently thereby making optimum use of the available budget. The budget currently allocated for asset improvement and maintenance is £3.3 million Capital and £0.5 million revenue per annum. Further investment consideration will be made as part of the Council's forthcoming budget setting programme.

2.37 The key actions and performance measures to support the effective management of the roads assets over the forthcoming three years are summarised below:

- Continue to inspect and maintain the asset in line with achievable resources;
- Develop an inspection programme for cycleways/routes;
- Develop a risk-based approach for illuminated sign approval;
- Implement the new Roads Asset Safety Inspection Policy;
- Implement the strategy for inspection of additional assets;
- Develop a procedure for the management of the risk associated with coal tar;
- Create a SUDS database as required by the 2009 Flood Risk Management (Scotland) Act; and
- Update the Flood Asset database to include previously unrecorded culverts.

3. Proposals

3.1 It is proposed that Cabinet approves the attached (a) Property Asset Management Plan; (b) Housing Asset Management Plan; (c) Open Space Asset Management Plan; (d) Fleet Asset Management Plan; and (e) Roads Asset Management Plan.

4. Implications/Socio-economic Duty

Financial

4.1 Implementation of the asset management plans associated with this report will be funded through existing resource. Robust asset management planning allows the Council to maximise benefit from its investment.

Human Resources

4.2 The asset management plans will be delivered from within existing resources.

Legal

4.3 These plans set the overall strategy for the Council's assets. Individual assets (such as those held by the Common Goods or Trusts) or particular proposals (such as sale or asset transfer of assets) are subject to specific legal requirements. However, overarching all is the duty on the Council to demonstrate Best Value in the use of its assets and resources.

Equality/Socio-economic

4.4 Implementation of the asset management plans underpins the Council's equality and socio-economic duty, by, for example:

- Ensuring availability of affordable, accessible, well-maintained housing
- Ensuring access to public services through availability of well-maintained property assets including schools, libraries and community centres
- Availability of quality public open spaces, for physical activity and health and wellbeing benefits

Environmental and Sustainability

4.5 The Council's asset management plans recognise the opportunities to tackle climate change through efficient asset management, for example: investment in energy conservation measures in our homes and non-domestic buildings; using our assets to generate renewable energy; continued electrification of our vehicle fleet; construction of new electric vehicle charging points; and journey reduction through the use of technology.

Key Priorities

4.6 The asset management plans directly support the Council Plan priorities:

- People and communities are safe
- Effective infrastructure and digital connectivity
- Affordable, modern and well-designed homes that meet residents' needs
- Vibrant, welcoming and attractive places
- A sustainable environment

Community Wealth Building

4.7 Implementation and continued development of the asset management plans will contribute to all strands of Community Wealth Building, namely: Procurement; Employment; Land and assets; Financial power; and Democratic ownership of the local economy.

5. Consultation

5.1 The asset management plans have been developed in consultation with partners and customers where appropriate.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact David Hammond, Interim Head of Commercial Services on 01294 324570**,** Yvonne Baulk, Head of Physical Environment on 01294 324398

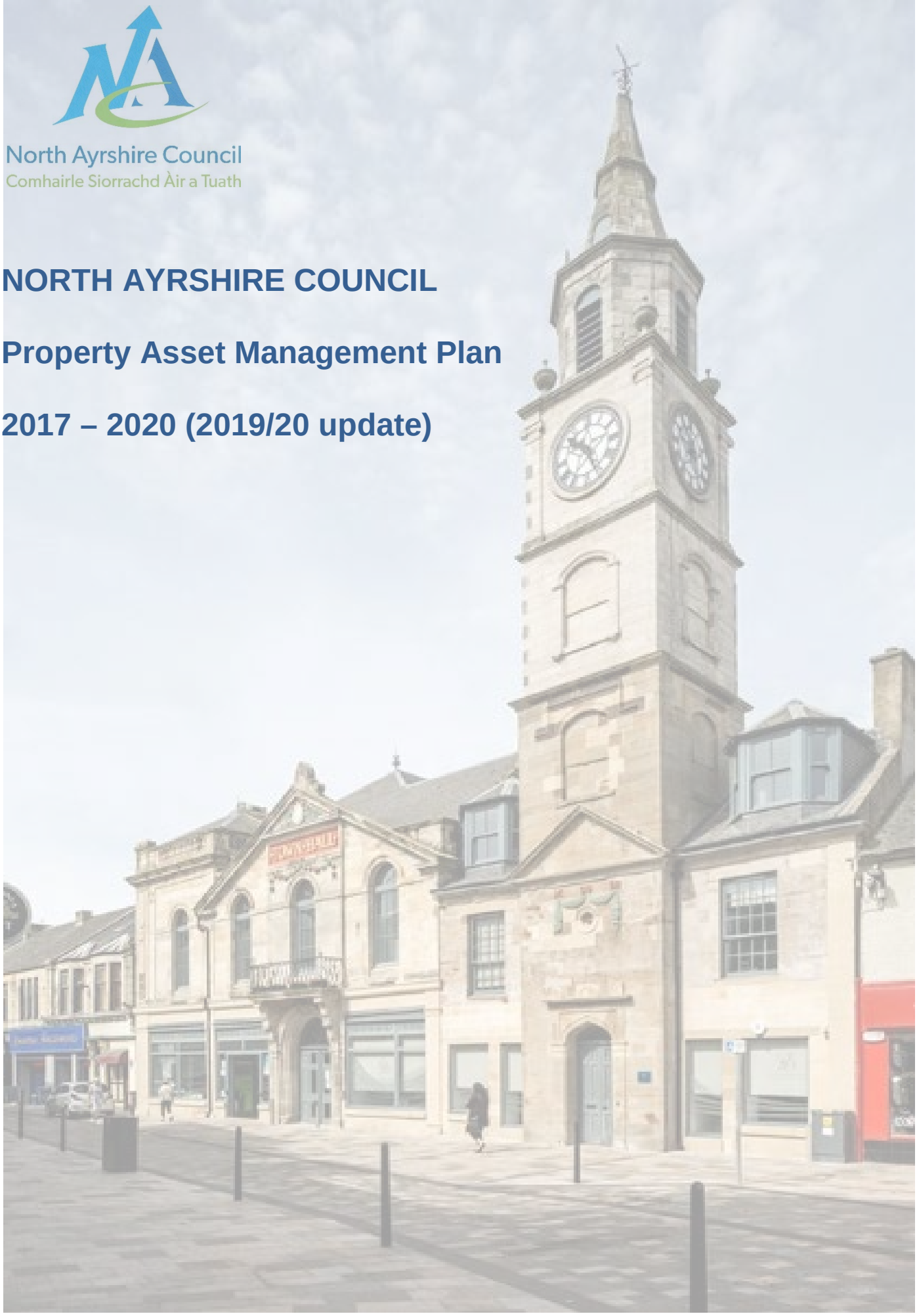
Background Papers
0

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL

Property Asset Management Plan

2017 – 2020 (2019/20 update)



Contents

1. Introduction

2. Strategic Context

3. Current Estate

4. Future Estate

5. Key Activities

6. Implementation and Delivery

7. Organisational and Governance Structure

8. Review and Challenge

9. Risks

10. Management and Control of the Plan

1.0 Introduction

This is North Ayrshire Council's Property Asset Management Plan (PAMP) [2020 - 2023], which supersedes the previous 2017 - 2020 version. It is aligned to the Council's Estate Strategy and underpins strategic decision, adopting a Corporate Landlord approach across the Council.

The plan covers all the Council's interests in buildings and its main purpose is to:

- Set out the Council's objectives, priorities, programme and performance in relation to property
- Provide a clear statement of direction for other property stakeholders and customers.

The PAMP is one of the Council's principal policy and performance documents which supports the delivery of the Council Plan and Physical Environment Operational Plan. This PAMP is a technical plan to deliver property services based on the "how". It is intended to be a clear statement of the strategy to be followed in making decisions relating to the property resources that support service delivery. Supporting the PAMP is the Estates Strategy which sets out a high-level overview of the property vision, objectives, plans, programmes and projects that are being developed to implement the strategy.

Key statistics

- 290 operational properties (heritable and leased in) e.g. schools, offices, community centres, halls, libraries and depots.
- The Annual Accounts net book value of our land and buildings at 31 March 2019 is £419m.
- Our property estate has an annual running cost of £15.12m (including maintenance) based on 2018/19 expenditure data from Finance.
- PMI are responsible for managing the property element of the Capital Programme which is currently committed as £18.7m in 2019/20, £16.9m in 2020/21 and £7.8m in 2021/22.
- The figures include the Property Lifecycle Investment (PLI) programme, with a planned overall investment of £13m from 2019/20 to 2027/28.
- The Property Maintenance Budget (PMB) for 2019/20 is £3.17m and is projected to be £3.02m in 2020/21.
- There is an annual rental income from the leased out commercial estate in the order of £1.54m**.**

The PAMP is owned and managed by Property Management & Investment (PMI) who are part of the Place Directorate with the responsibility for managing the Council's housing and non-housing property assets.

In North Ayrshire Council (NAC) our properties, and corresponding budgets, are managed centrally by PMI who act as the **"Corporate Landlord".** This enables our resources to be prioritised and directed where they are most needed and ensures the property portfolio is aligned with NAC's strategic objectives. We work with services, partners and elected members to develop innovative solutions for adapting our non-housing property portfolio to better support the changing business needs of our services.

It is our role to manage the Council's portfolio effectively, providing best value for our services and the people of North Ayrshire. Managing the portfolio includes:

- Ensuring that the estate is used as effectively and efficiently as possible;
- Overseeing day to day management, including maintaining and repairing existing properties;
- Developing new buildings that are well designed and fully meet service needs;
- Identifying and disposing of surplus properties through locality planning with Directorates;
- Capital project delivery;
- Effective management of leases and licences.

2.0 Strategic Context

2.1 Overview

This Property Asset Management Plan (PAMP) sets out the North Ayrshire plan for the management of the Council's non-housing property assets for the period 2020 to 2023.

The Council has an approved Council Plan 2019 – 2024 which sets a vision for North Ayrshire to be a Council that is "Fair for All" with a mission of Working together to improve well-being, prosperity and equity in North Ayrshire.

The purpose of this PAMP is to support the delivery of the Council Plan and to ensure that property assets continue to play a pro-active role in the delivery of Council services.

This PAMP supports the delivery of the North Ayrshire priorities by:

- Establishing a corporate framework for the management of all Council property assets
- Presenting an overview of the extensive property assets owned by the Council
- Identifying the internal and external influencing factors and challenges affecting property
- Identifying a number of activity themes to improve the performance of property asset management
- Outlining priorities for investment in the Council's property estate.

Property assets are essential to the services delivered by North Ayrshire Council and managing these property assets is a structured process that seeks to ensure best value; continuous improvement in performance; achievement of corporate priorities and service modernisation.

It is recognised that:

- Managing property assets effectively is a key element of supporting service delivery
- Resources employed in the management of property assets are significant and therefore the efficiency of their deployment is critical
- Property assets can be a key driver of service transformation and modernisation
- The value of property assets owned by the Council is significant
- Properties are at the centre of public perception of the local authority.

The Council Plan outlines how the Council wants to capitalise on its position, power and influence to deliver tangible improvements to the lives of people in North Ayrshire under two key themes, "Aspiring Communities" and "Inspiring Place" with a series of priority outcome which flows from these themes. There is also the ambition to become "A Council for the Future", transforming the way we work and services we deliver to meet the needs of our residents.

It is the role of PMI to shape how the property estate responds to these priorities.

2.2 Scale of Challenge and Requirement for Change

The financial challenges facing the Council demand changes across all aspects of the Council's activities; property has a key role to play in these changes. Service delivery and support takes place in a wide range of properties and these assets must be managed in a way that will respond to and support this change.

The costs associated with property, as outlined throughout this document, highlight the impact effective asset management can have on the overall finances of the Council. Property rationalisation has the potential to deliver savings in revenue costs and provide capital returns.

Rationalisation of the property estate is, therefore, a key part of the Council's transformational change agenda and will be central to ensuring service delivery can be maintained across the authority.

2.3 Council priorities

The Council's priorities are outlined below:

Aspiring Communities

- Active and strong communities
- Children and young people have the best start in life
- Inclusive, growing and enterprising economy
- Residents and communities enjoy good life-long health and well-being
- Residents and communities are safe

Inspiring Place

- Is well connected with effective infrastructure
- Has homes that meet our residents' needs
- Vibrant, welcoming and attractive environment
- A sustainable environment

2.4 Place Priorities

The current Place Directorate was established as part of the corporate restructure in May 2019, aligning the Economic Growth Service with Physical Environment and Commercial Services. The new structure is aligned with the updated Council Plan and Corporate priorities.

Key property priorities for the Directorate are:

- Effective management of property assets through the development and implementation of asset management plans
- Delivery of capital projects in timely and cost effective manner
- Doing things differently and better
- Rationalising the number and associated running costs of property assets

2.5 PMI Operational Plan

Property Management and Investment (PMI) is one of the services which comprises 'Physical Environment' - part of the 'Place' Directorate. The Service is delivered by a Head of Service, supported by a Senior Management Team.

PMI is responsible for the effective asset management of the Council housing and non-housing property assets and for ensuring that property assets are maintained in a condition that is compliant with all legislative requirements.

In addition, the service has responsibility for the continued development and implementation of actions arising from the Property and Housing Asset Management Plans and the delivery of key objectives identified within the Environmental Sustainability & Climate Change Strategy.

PMI's Operational Plan identifies how property will contribute to achieving the Council's priorities.

PMI service priorities are:

- Implement actions from the delivery plan to increase the Energy Efficiency Standard for Social Housing (EESSH)
- Rationalise the number and associated running costs of property assets
- Strengthen governance of all revenue and capital property investment
- Further implementation of a "Corporate Landlord" approach to asset management
- Support delivery of increased Council house new-build programme
- Delivery of projects within the Capital Plan

The services provided include design, project management and monitoring of all capital and revenue related projects, asset management and commercial estate management.

Key PMI activities include:

- Delivery of the actions contained within the Property Asset Management Plan (PAMP)
- Delivery of the actions contained within the Housing Asset Management Plan (HAMP)
- Delivery of the property projects identified as part of the Council's capital plan
- Delivery of all routine and planned property repair activity, contract monitoring and statutory compliance
- Delivery of the Estates Strategy
- An effective estates and asset management function, including rationalisation of the property estate
- Assisting in the delivery of key objectives identified within the Environmental Sustainability & Climate Change Strategy 2017 - 2020.

2.6 Estate Strategy

The Council's Estate Strategy demonstrates the vision and ambition for the North Ayrshire estate and articulates how the Council can make better use and maximise the value of its property assets.

The purpose of the Estate Strategy is to provide a framework to support the ongoing development and management of the estate that fully reflects the implications arising from service and corporate plans in a sustainable way.

The Estate Strategy recognises that effective and efficient management of the North Ayrshire estate underpins delivery of the Corporate Strategy in a number of ways:

- The quality and functional suitability of the estate plays an important role in delivering high quality environments for both customers and staff, as well as being an important component in the ongoing regeneration of key sites across North Ayrshire

- Achieving an affordable estate is an important aspect in the financial management of the Council given that estates expenditure represents a significant proportion of overall Council expenditure

- The configuration, quality, size, and location of the estate also has a significant role in supporting the Council to engage with all communities through the provision of accessible and convenient space, as well as contributing to the wider role of partnership working through the provision and sharing of facilities with the local community

- The estate also plays an important role both in marketing the Council and in exemplifying core values for example sustainability, or innovation.

Within the strategy PMI has set out a strong and ambitious vision:

"…….to have an estate which is lean, green, safe and flexible, enabled by a strong commitment to using new technologies and partnership working.

The aim is to ensure we have the right buildings, in the right places, for serving our customers.

The way we manage our property estate must offer best value for the communities of North Ayrshire."

The delivery of the vision is broken down into the following themes:

- Best Value
- Functional
- Inspirational
- Sustainable
- Future proofed
- Catalyst for change.

The themes are integral to the PAMP; the Estate Strategy explains the 'what' and the PAMP explains the 'how' and combined provide North Ayrshire with an effective strategy and robust operational plan for the management of the property portfolio over the next 3 years.

3.0 Current Estate (based on 2015 strategy)

3.1 Neighbourhood Vision

The Council's 'Neighbourhood Vision - Remodelling the Council's Operational Portfolio' 2015 strategy highlighted the need to shape the property estate around the wider service delivery requirements in each of the six localities within North Ayrshire Council. The report reinforced the requirement for change, rationalisation of the estate and co-location of services in an environment of dwindling resources and pressure on communities. The review that followed delivered a significant reduction in the number of operational properties in our portfolio through maximising the potential of our existing estate by co-locating services whilst recognising the needs of the communities.

In order to plan change and deliver the vision it was vital to understand elements such as the size, use, typology, condition and suitability of the existing portfolio. Working with services through the Strategic Property Asset Group, over the last four years PMI have conducted a review of accommodation requirements across each locality and implemented changes and progressed rationalisation opportunities as a matter of course.

During 2019 a specific focus has been on the community centre, halls and libraries. Working alongside North Ayrshire Federation of Community Organisations (NAFCO), officers from PMI and Connected Communities conducted workshops to review these property types. Following this, community engagement events took place in each locality during April/May 2019 to ascertain what types of services the public want to see in their town. Various options were taken to public consultation during August and September 2019, with the intention that the outcome be reported to a future Cabinet for approval. From this exercise a number of property rationalisation opportunities are likely to arise, with PMI working in close conjunction with Connected Communities to minimise any impact to service provision and members of the public and to ensure any proposals meet the future transformation agenda.

3.2 Overview

As it currently stands Council staff are spread across 290 operational property assets throughout North Ayrshire, of which 11 are leased in from private landlords.

Even though significant office rationalisation has already successfully taken place, further closures and disposals of owned surplus property assets will be planned over the course of the next financial year and further opportunities to exit leased in property assets are being explored. New technology and new ways of working are considered, alongside the need to provide fit for purpose, modern office accommodation in the right locations to meet the needs of service delivery.

3.3 Current performance of the estate

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

The key questions to therefore consider are:

- What property does the Council have?
- How well is it performing?
- What are the long-term needs?
- How can they support transformational change?
- How can these be achieved and funded?

In previous years work has been undertaken to assess the condition and suitability of each operational property to enable suitability assessment of the overall estate to be undertaken, which in turn enables informed decisions to be made in relation to future investment requirements.

The latest condition surveys undertaken on key operational properties assessed the condition of the property assets and highlighted priority investment based upon the design life of individual elements of the fabric of the property assets. This created a needs based prioritisation of investment and this work subsequently informed the bid for capital funding which was approved within the Capital Budget Programme for 2016/17 to 2027/28.

The following sections outline the assessment of the current estate across the key metrics of condition, suitability and sufficiency/utilisation.

3.4 Condition

A Condition Survey provides an elemental assessment of the physical condition of a property and provides an assessment of a building's:

- Current condition
- Costs to bring up to standard
- Future costs
- Recommendations, concerns, further action

To facilitate an informed decision-making process, a Condition Survey should result in a clear understanding of the current condition of operating systems by a Client. This indicator measures the percentage of gross internal floor area of operational accommodation which can be considered as either:

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

PMI employ a member of staff who is responsible for undertaking a full condition survey to our operational properties every 5 years, with these reviewed and refreshed annually. This ensures we have the most up to date information possible and have extensive in-house knowledge of our operational property portfolio.

The resulting grades from the most recent round of condition surveys which commenced in 2018 / 19 and are due to be complete during 2019 / 20, will be included in the next revision of this document.

3.5 Lifecycle Maintenance

The Lifecycle Maintenance costings which will be provided within the next iteration of the condition surveys consist of work that requires to be completed for safety reasons and to avoid further asset breakdown or failure which could lead to a loss in service delivery. The costing information will be available in the next revision of the PAMP.

Whilst the total figure over a 10-year period will be significant, the estimates will not take into account the ongoing maintenance of the assets. Whilst individual elements may be deemed to be past their design life, maintenance over the years since installation has resulted in many instances where the element is serviceable beyond this design period.

Notwithstanding this, to avoid asset failure, the data provided by the condition surveys will be utilised and is informing the Property Lifecycle Investment (PLI) programme tackling maintenance items based on (1) overall condition rating of the asset (2) identified significant investment required by element and (3) design life estimate of the particular element.

The PLI programme is ongoing and it is anticipated that by increasing the planned maintenance in this manner the Council should be able to reduce the backlog of identified lifecycle investment need. The PLI was initially approved for a 3 year period from 2016 / 17 with an investment of £10m. At the review of the Capital Programme in February 2019 this was increased by a further £10.5m profiled until 2027 / 28.

In addition to the PLI Programme highlighted above, the Property Maintenance Budget (PMB) has spent over £11m over the last three years on planned and preventative maintenance, statutory compliance issues and selected maintenance identified through the data provided by the condition surveys. As stated previously PMB funding is expected to reduce in future years and this further emphasises the need for proper planned maintenance coupled with difficult decisions on asset retention.

3.6 Suitability / Sufficiency & Utilisation

Building suitability is defined as:

"The extent to which a property meets the current and future needs of, and contributes toward improvement of, service delivery".

Suitability assessments have been carried out for some of the Council's operational properties. The Statutory Performance Indicator (SPI) on suitability reflects the number of operational buildings which are considered to be suitable for their current use. These properties fall into either category A, B or C. The work to continue to assess the suitability of Council assets will continue under this PAMP to enable fuller benchmarking of the performance of assets as the Council continues with the property rationalisation programme.

In conjunction with ensuring the property is suitable for its current use, the assessment of the effective utilisation of the Council's property assets and resources is fundamental in realising both the Council's vision and strategic priorities set out within the PAMP.

The Council's drive to improve efficiency is a key element of its desire to achieve a retained estate which meets the needs of service delivery and is fit for purpose. This is an essential element of good asset management practice. By identifying utilisation of property assets, the Council can map current and plan for future demands for property assets. To assist in this process, in conjunction with suitability assessments, utilisation information is available on property assets within the portfolio to enable informed decisions to be made by the Strategic Property Asset Group (SPAG) in assessing the optimum asset structure across the estate.

A key element of these utilisation reviews is the identification of under-utilised property assets, which will be examined to determine alternative proposals to either maximise utilisation of the asset, or to provide the service in a different way, thereby enabling the asset to be declared surplus and offered for disposal. This information is a key factor in both the setting of the Capital Plan and the rationalisation of the Council's estate. In order to determine the sufficiency of the school estate only, and where investment may require to be targeted, calculations are required to be undertaken which take account of planning applications for housing and assessments of demographic population forecasts to determine future school rolls.

The work of SPAG in conjunction with the further development of the Council's Asset Management System, will pave the way for greater analysis of the data surrounding Council assets and will support the reporting against KPI's to measure asset performance and efficiency in future operational property performance reports.

3.7 Overall Property Performance

In accordance with good asset management practice, condition surveys have been undertaken on operational property assets to assist in the planning of the capital and revenue investment in the Council's property assets. Whilst the surveys provide a visual assessment of the condition of the buildings, the PMI Property Assets & Rationalisation team works jointly with building users to assess the appropriateness of the environment for the intended use and service delivery. Thus suitability is measured alongside condition in assisting in developing informed opinions in relation to whether an asset is considered to be key to service delivery and should be retained, where investment in the building will either prolong its life or seek to better utilise the asset to improve its suitability.

The combination of condition and suitability grading for each property enables investment and performance decisions to be made and all operational properties form part of a future rolling programme of surveys to ensure this process is better managed to provide the accurate data required.

3.8 Operating Constraints

The delivery of PMI's service is affected by a number of constraints including finance, statutory compliance, backlog maintenance and resources.

Finance is the major constraint, as every Local Authority addresses the impact of reducing budgets and the need to do more with less. Better and more efficient ways to utilise buildings through changing working environments, changing the culture of working practices and co-location of services/teams requires to be balanced against available budgets.

Statutory compliance is a key issue for operational property and this work programme is a significant element within the Property Maintenance Budget (PMB) each year.

The ability to effectively maintain operational properties is also affected by available funding, however the condition surveys which are undertaken on operational property assets are used to assist with the prioritisation of repairs and maintenance to best utilise the available/approved funding. Going forward we need to ensure we are investing in a planned and preventative maintenance programme for the whole estate, thus reducing the likelihood of reactive expenditure.

3.9 Running costs

The total revenue running costs for the operational estate in 2018/2019 was £15.12m, which consist of total repairs, maintenance, energy, water, sewerage, utility, statutory compliance and any other property costs. Further analysis of the running costs is therefore a key element in assessing the property's performance and the Council is working in conjunction with the asset management system supplier on the further development of the system to implement a property running cost module.

Obtaining the full running cost data for consecutive years will assist in utilising the Corporate Landlord model to support future business decisions.

3.10 Common Good and Trust properties

A number properties are held by the Council as part of Common Goods. These are owned by the Council but the properties, and revenue therefrom have to be used for the benefit of an individual community. There are also restrictions on sale or disposal of such assets, requiring consultation and sometimes, court authority. The Council also holds a number of properties in trust. Such assets comprise a range of asset types including amenity land, historical buildings, offices, sports pavilions/pitches, public parks and public buildings. Where the Council occupies properties for service delivery purposes an appropriate rental is paid into the Common Good and/or Trust Funds. Income generated from the leasing of Common Good/Trust Funds is used to maintain and repair the property assets where required. Tenants of Common Good/Trust properties have responsibility for internal repairs and maintenance.

3.11 Leased out commercial estate

The commercial estate comprises 284 assets which includes 87 industrial assets, 67 retail units, 27 offices, and a wide range of other asset classes including medical, community, library, storage and nursery facilities, and landholdings. The 2019/20 target income from the commercial estate is approximately £1.54m.

Optimisation of the commercial portfolio has the opportunity to generate additional income through:

- Correct categorisation of properties and optimisation of property assets
- Setting appropriate market rates for leases
- Improved turnaround times for vacant properties
- Improved income collection and debt recovery.

To ensure sufficient capacity with the right knowledge and skill sets are used to clear the backlog of cases, establish clear management information and decision-making processes and ensuring appropriate agreements are in place for commercial properties, a delivery partner for the management of the industrial property portfolio (Graham & Sibbald) was appointed during 2017. The ambition going forward is to establish:

- A better balanced portfolio, more aligned to corporate service delivery priorities and a wider growth agenda for property
- Increased income, based on up to date market rates, better use of properties and effective income collection and debt recovery.

4.0 Future Estate (based on emerging Transformation Strategy)

PMI continually review the status of its estate to establish where efficiencies can be achieved across the portfolio, with a focus on operational properties, covering both owner occupied and leased in buildings. Due to the challenge of the current financial climate, a further refreshed approach is required to rationalise our operational property assets, transforming towards maximising the use of our estate to the benefit of services and local communities.

There are various strategies to pursue to achieve this, these being:

- Better utilisation of key centrally located buildings and proposed new builds, with a specific focus on schools as core assets in communities to create a ‘community hub’ approach
- Rationalisation opportunities arising from integrated service delivery models to be implemented e.g. continue to collocate HSCP locality teams within schools
- Maximising opportunities to collocate with CPP and other third-party organisations
- Exiting and avoiding leased in properties where possible
- Improving the staff working environment
- Implementing opportunities for agile and flexible working to reduce floor space and to improve productivity.

There is a renewed focus to build on the success of our previous efforts. Further work has already taken place through consultation with Directorates on the Council’s property assets from which services are delivered, with a view to rationalisation and co-location based on service and community need whilst taking into account the Councils future transformation agenda. The ultimate aim is to achieve operational efficiencies through a smaller retained estate whilst supporting the needs of service users.

4.1 Future operating environment

Expectations of services and the emerging transformation agenda demand a more flexible approach to office accommodation and the opportunities to work in new ways, be it as a home worker or flexible worker in the field. PMI is leading the transformation of the Council’s working environment through SPAG and the delivery of major projects such as refurbishment of space within Kilwinning Academy to create a HSCP locality office, refurbishment of 6A Kilwinning Road, Irvine to combine two HSCP services and the future refurbishment of Marress House which will accommodate an early years centre and staff training facility alongside the CCTV and Concierge service. This brings

services together in fewer buildings in central locations, which are readily accessible to the community and the Council's customers.

5. Key Activities

Only by adopting an effective asset management approach - as part of a Corporate Landlord model - to property is there likely to be an identifiable improvement in the overall performance of property and service improvements.

A series of activity themes will be undertaken over the next three years to support the achievement of the corporate priorities; the Estate Strategy outcomes; and the modernisation of PMI.

The key activity areas, aligned to the Estates Strategy, are as listed in the table below:

Activity Theme	Activity	Estate Strategy Objective
Office Modernisation	Modernise and rationalise Council administrative office accommodation	▪ Inspirational ▪ Future Proofed ▪ Functional ▪ Catalyst for Change
Support service Accommodation	Modernise and rationalise support service accommodation (i.e. depots and stores)	▪ Best Value ▪ Functional
Locality based service delivery	Place based review – modernised property provision to reflect modern service delivery Schools as the core assets in our communities Review of community and third-party property assets	▪ Catalyst for change ▪ Future Proofed ▪ Best Value ▪ Functional
Town Centre Regeneration, Ayrshire Growth Deal / LDP alignment	Alignment of projects and proposals to align with future aspirations of the town centre regeneration programme, Ayrshire Growth Deal proposals and the LDP.	▪ Future Proofed ▪ Catalyst for Change ▪ Functional
Corporate Landlord	Reinvigoration of Corporate Landlord to achieve full benefits of embedding the model	▪ Best Value ▪ Catalyst for change
Risk Management and Compliance	Implement comprehensive compliance and risk management monitoring and works prioritisation framework for property assets	▪ Best Value ▪ Functional
Information Management	Greater use of IT systems (AMS, GIS, Autocad, web-based systems etc.) to	▪ Best Value ▪ Catalyst for Change

	improve the recording and strategic use of management information and access	▪ Sustainable
Financial Management and Resource Deployment	Improve the efficiency and effectiveness of financial and staff resources deployed in the management of property assets Implications of rationalisation to be reflected as part of medium-term financial planning	▪ Best Value ▪ Catalyst for Change ▪ Sustainable
Partnership Working	Seek to establish a partnership property delivery plan to establish more shared facilities, standardise management and delivery with CCP and partner agencies (i.e. NHS, Police, Fire, Ambulance, Ayrshire College and other government agencies)	▪ Future Proofed ▪ Best Value ▪ Catalyst for change
Energy and Sustainability	Reduce consumption and increase self-generation of energy from sustainable sources.	▪ Inspirational ▪ Future Proofed ▪ Sustainable

Table 3 - Key Activity Areas to deliver the Estates Strategy

These themes represent the main modernisation activity areas for the management of the Council's property assets. There are, however, other significant areas of operation involved in the ongoing day to day management of the Council's property assets which will be covered within the appropriate Operational Plans. These are reported separately, together with their appropriate performance measures.

Throughout the 3-year life of this PAMP, additional modernisation opportunities will arise and will be incorporated and reported within annual monitoring performance reports, as appropriate. Each theme will be supported by a corresponding Action Plan with detailed work-streams, actions and performance measures which will be a working part of the document and link into the PMI Service Plan.

6. Implementation and Delivery

A strategic plan is only as good as the implementation programme for delivering the goals and initiatives that are identified. Implementation is always the difficult part of effective strategic planning. The detail and the planning must be robust, with the availability of the right tools to execute the plan. Supporting this is also the recognition that communication is key to success.

Given the level of potential demand for estate investment, there will be difficult choices and decisions to make. It will be necessary to strike a balance between new build and major refurbishment aspirations and essential maintenance, to ensure legislation compliance and business continuity.

Where there is a major change there will be complexity, risk, many interdependencies to manage and conflicting priorities to resolve. Going forward there will be the need to recognise the difference between *'Business as Usual'* activities against '*Transformational'* activities, and the delivery of each need to be treated differently. Specific processes, tools and techniques are required to manage the change process to achieve a required business outcome.

6.1 Delivery approach

There are four interlinked objectives driving the range of activities and work strands to be delivered over the coming years for property in North Ayrshire. These are:

- Increasing the level of income generated by the Council's property assets

- Reducing expenditure associated with the Council's property assets
- Improving the quality of services delivered by the corporate asset function
- Compliance with regulation and responsiveness to risk.

By adopting these objectives, PMI will continue to manage the Council's property assets in a strategic and corporate way. This allows Directorates to focus on the delivery of high-quality services through the property assets they use and occupy.

The PMI Action Plan, linked to both service improvement and PAMP outcomes, is attached as Appendix 1.

6.2 Mobilising

The effective delivery of the programme will require the development of a robust mechanism to identify the changes required, implement new processes and to track the benefits to the Council. This will need to build on existing structures by strengthening accountability and sense of purpose.

A Programme management approach will provide the tools to enable the co-ordinated management of a portfolio of projects to achieve strategic benefits.

Programmes are initiated to realise benefits through change and differ from projects because they focus on the delivery of strategic benefits (improved service, reduced costs) rather than delivery of specific outputs (a new building). The programme which PMI will implement will mean:

- Doing things differently
- Doing different things
- Doing things that will influence others to change.

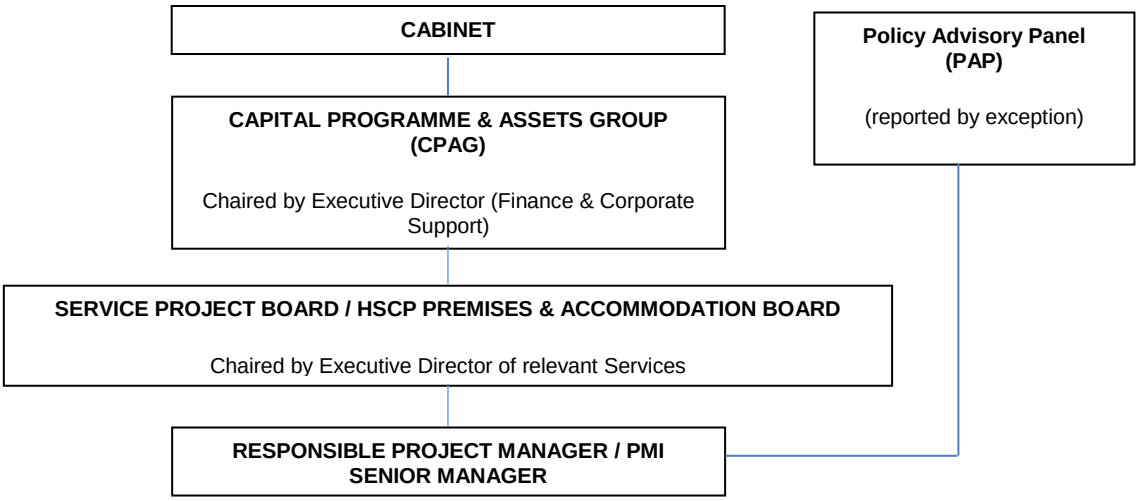
A programme management approach will provide a framework to:

- Plan & implement required changes
- Focus on strategic objectives
- Manage risks
- Improve control
- Deliver smooth transition to new ways of working
- Efficiently manage (shared) resources
- Achieve real business benefits
- Provide more efficient co-ordination and control of the often complex range of activities.

6.3 Governance for Capital Projects

The organisational structure chart below outlines the governance arrangements for major capital projects.

North Ayrshire Council, Governance Arrangements for Approved Major Capital Projects



6.5 Audit Scotland

PMI has addressed the outputs of the Audit Scotland report *Major Capital Investment in Councils Follow-up January 2016*, by ensuring that actions are carried out to support and enhance the delivery of major capital projects.

7. Organisational and Governance Structure

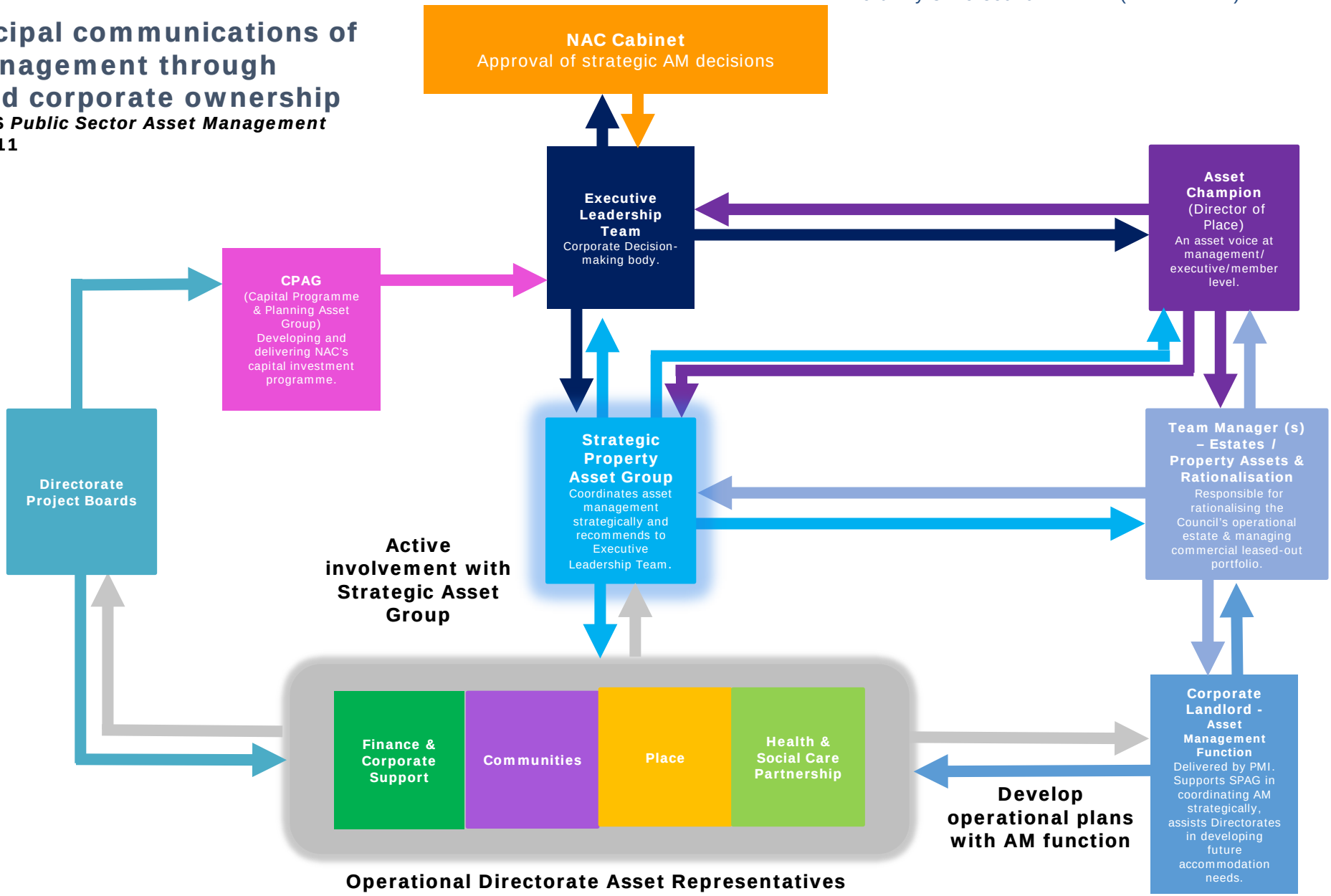
7.1 Organisation structure

The Council recognises the need to manage its property asset base corporately and has therefore established a structured approach with clear roles and responsibilities and clarity of accountability and control.

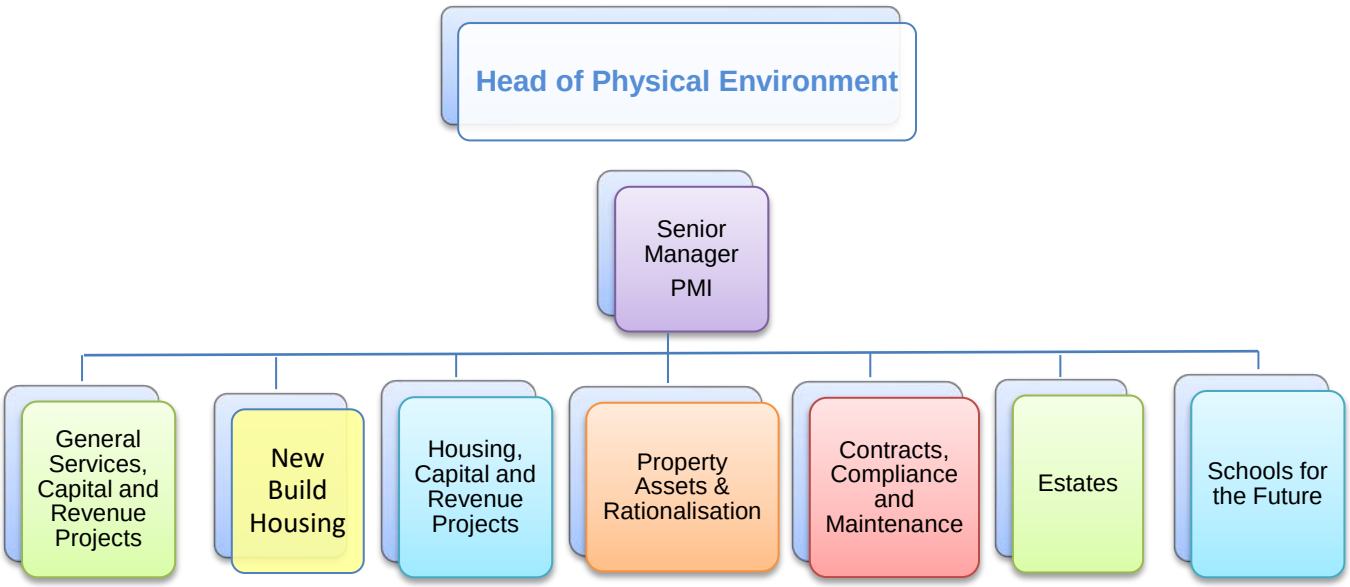
The following diagram shows the principles of this type of approach of asset management through integrated corporate ownership.

7.2 Principal communications of asset management through integrated corporate ownership

Based on RICS *Public Sector Asset Management Guidelines* 2011



The Figure below shows the high-level structure of PMI.



7.3 High level PMI structure

7.4 Roles & Responsibilities

The Chief Executive has overall responsibility for all property asset management matters in the Council. The Executive Director (Place) and Head of Physical Environment manage North Ayrshire's property corporately.

7.5 Responsibility for the asset management function

All day to day decisions regarding property or land and its occupation are the responsibility of the Senior Manager (PMI) who takes the lead on strategic property matters. Directorates are responsible for service activities within properties and on land, so long as they do not involve any change in property or land and its use, utilisation or occupancy.

The Team Manager (Property Assets and Rationalisation) is responsible for managing and directing the team in delivery of Council objectives, in rationalising the Council's operational estate and programming investment in our retained operational estate. The Team Manager (Estates) is responsible for the management of the Council's commercial leased-out portfolio, generating capital receipts and increasing rental income.

7.6 Asset Champion

The Executive Director (Place) will champion the PAMP and is specifically charged with pushing forward asset management initiatives and making sure that all major initiatives and projects are progressed on time and that property assets are managed and considered strategically, and targets are met.

7.7 Strategic Property Asset Group (SPAG)

The key driver of SPAG is to ensure the effective utilisation of Council property assets to reduce the public sector's building footprint and deliver improved services from a more efficient, better managed and fit for purpose retained estate. It will improve decision making and information sharing to ensure effective delivery of the Council's Asset Management Plans and key strategies such as the Neighbourhood Vision, through effective and efficient estate remodelling, to support delivery of the Councils priorities of:

- Aspiring Communities
- Inspiring Place

SPAG brings together representatives from all Directorates to develop and deliver the asset management strategies and plans which will inform the decision making process around the potential relocation and co-location of services. The group ensure that service needs are better identified. Improved processes in relation to asset reviews ensure that informed decisions are made on the future use of potentially surplus property assets. This ensures that no asset is disposed of until its operational benefits to all Council Services are fully explored.

7.8 Capital Programme and Assets Group (CPAG)

CPAG has a remit of:

- Ensuring a strategic and corporate financial approach to ensure the Council's resources are deployed effectively in the delivery of major projects and asset management
- Developing and delivering the Council's capital investment programme, minimising slippage on the delivery of the programme
- Developing clear criteria for investment of Council resources on asset matters
- Monitoring the capital receipts strategy

The ongoing function of CPAG is crucial in the governance of projects and management of the Capital Plan for the Council. This is a key decision group for projects being developed through the Directorate Project Boards and projects being developed through the Locality review work on the wider estate remodelling agenda.

7.9 Health and Social Care Partnership Joint Property Group

The North Ayrshire Health and Social Care Partnership Joint Property Group is part of the North Ayrshire Health & Social Care Partnership which links to SPAG and is effectively used as a Directorate update to feed back to SPAG. PMI represents the Council at these meetings to ensure the Corporate Landlord model is followed.

7.10 Relationship & links with other Directorates

Following the recent Corporate restructure, an account management style of engaging with Directorates is being developed by PMI for dealing with its customers both internally and externally. This will lead to a better customer focused property service, through improved communications and knowledge sharing. The basis of this is the Project Board and service liaison meetings.

7.11 Communication

Effective communication is critical to the successful implementation of the Estate Strategy and PAMP, and as we move forward into delivery it is recognised that communication and consultation will be key to our success.

PMI's approach to dealing with stakeholders focuses on the following fundamentals to good communication:

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the project and documenting specific information concerning their interests, level of involvement and impact on the success of the project
- **Plan communications:** this involves identifying stakeholder information needs and approach to project communications
- **Distribute information:** this is the process of making relevant information available to project stakeholders as planned
- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur
- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

8. Review and Challenge

Proper and effective challenge of the performance of property assets provides the cornerstone of Estates Management and the Corporate Landlord model. Every property asset will be subject to full scrutiny in accordance with the principles set out in the PAMP. Additional challenge may result from the need to review discrete groups of property assets either on a geographical or service need basis.

Typical outcomes are summarised below.

- Release of capital receipts for re-investment or debt reduction
- Improved running costs
- Better public service provision by improved property and co-location of services
- Property in an improved condition
- Improved property utilisation and bringing together similar uses into the same property.
- Improved productivity, changes in corporate culture and facilitation of corporate change
- Improved delivery of community objectives through the more effective use of property
- Innovative strategic procurement.

PMI are experiencing pressures on both revenue budgets and the capital programme. Effective review and challenge will help to ease these financial pressures as well as providing the opportunity to support the Council's corporate and service objectives.

8.1 What success will look like?

Outlined below is what successful delivery of this PAMP will look like:

- Increased occupancy levels within the Council's commercial estate and increased economic growth
- Reduction in Council operational floor space
- Improved estates and property asset management
- Increased proportion of buildings suitable for their current use
- Increased number of local businesses occupying Council owned premises
- Increased income generation from the Council's commercial estate
- Greater number of regeneration initiatives and Community Wealth Building within North Ayrshire
- A fully implemented property disposal programme
- Improved capital governance of construction projects
- Projects delivered on time, on budget and to required specification
- High level of customer satisfaction
- Improved customer and service user experience
- Improved change control procedures.

8.2 Measuring success

In order to measure success PMI will review all Council property assets on an ongoing basis. A summary of the review is published in the Annual Performance Report on the Council website. Part of the review process relates to setting, monitoring and reporting against performance targets and part relates to the ongoing process of Locality Reviews.

These property reviews will test whether or not current property assets are delivering service objectives and delivering 'core business' needs. Properties will be categorised accordingly and those with a higher value alternative use will be evaluated to assess whether it is better to sell them to re-provide improved or more economical facilities or to generate property sales receipts.

PMI have established a solid baseline for each of the KPIs so that comparisons, change and improvement can be measured accurately.

For comparison, additional information collated by the Asset team will need to be used to 'benchmark' with other Local Authorities utilising indicators identified by the 'Scottish Benchmark Group'. The Group operates in conjunction with Federation of Property Services (FPS) and The Chartered Institute of Public Finance and Accountancy (CIPFA).

8.3 Key Performance Indicators

The KPIs that are in place to monitor performance of the PAMP are as follows:

- Proportion of internal floor area of operational buildings in satisfactory condition
- Proportion of operational buildings that are suitable for their current use
- Percentage of public service buildings that are suitable and accessible to disabled people

PMI operational plan details specific actions to ensure delivery of the PAMP as follows:

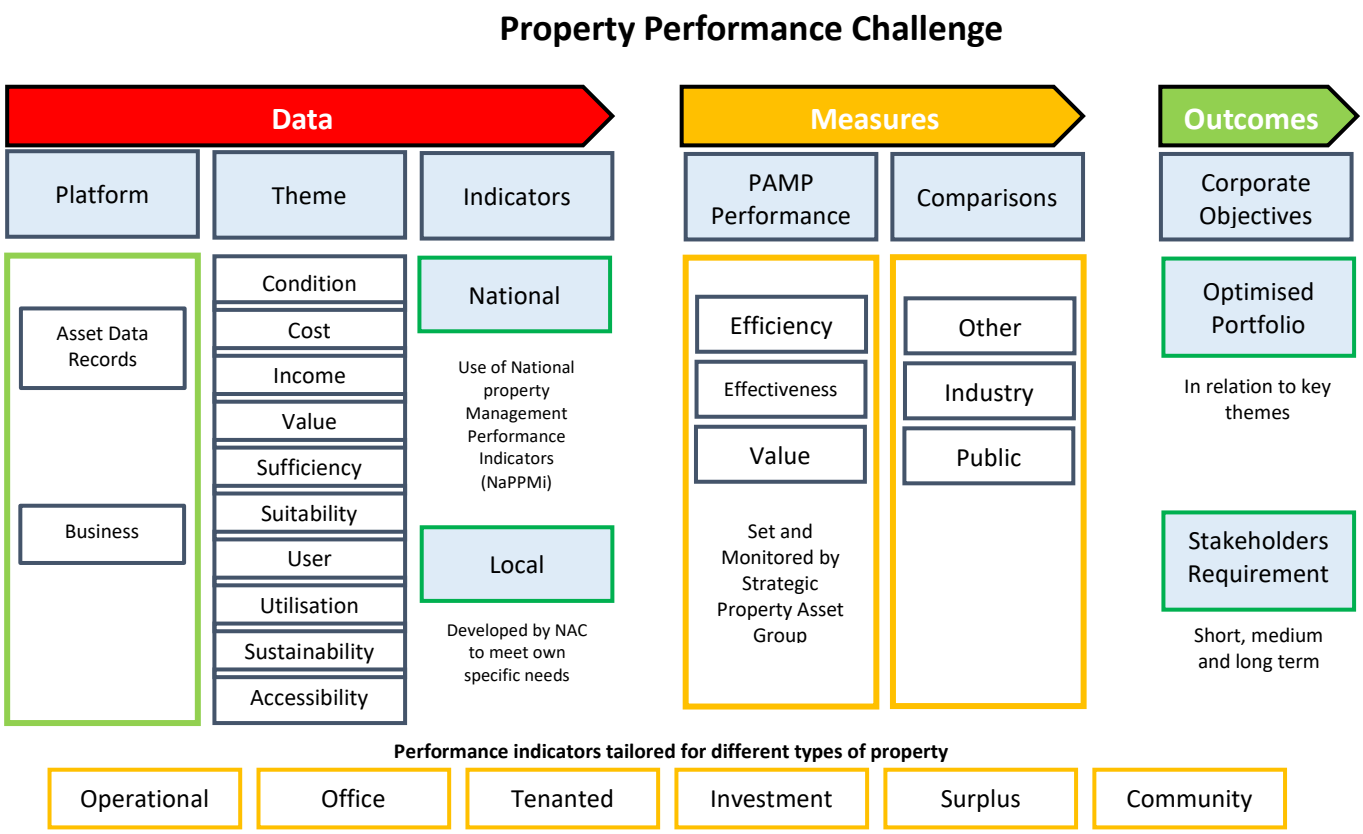
- Contribute towards the transfer of assets (Community Asset Transfer)
- We will manage our assets effectively by; maximising the efficiency of our property estate; rationalising surplus assets; increasing occupancy levels and income within the Council's commercial estate, and; measuring and improving the condition
- Rationalise the number and associated running costs of property assets including the sale and transfer of surplus assets
- Improve capital governance of construction projects
- Update PAMP on a yearly basis with action appendix updates every 6 months
- Establish accurate baseline and evaluate performance against the strategic objectives for all NAC properties
- Prepare property scorecards for each property with all the relevant information to inform decision making
- Prioritise and update condition surveys on a 5-yearly cycle

8.4 Performance Challenge

For this PAMP to achieve its objectives, its ambition needs to be accompanied by year on year delivery of significant, meaningful and measurable benefits to the Council and the residents of North Ayrshire. The Council needs to be capable of demonstrating these benefits through its own performance measures and to satisfy both external scrutiny and comparison against external benchmarks.

The performance challenge for the Council in terms of asset management is captured in the following chart. It embraces external assessment, to meet statutory performance obligations and internal challenge in terms of a performance measurement framework. Put simply, the approach is to assess how well the Council is doing against a clear set of performance criteria which reflect Council priorities in terms of efficiency, effectiveness and added value.

PMI will ensure that the structure for and disciplines around Corporate Asset Management Planning are maintained and refreshed annually.



9.0 Risk Management

9.1 Risks to delivery of the PAMP

In delivering this PAMP there are a number of risks which may impact on the effective delivery of the PAMP and which require to be considered/mitigated. The potential high-level risks include the following;

- Political - Ensuring that where possible there is the necessary and appropriate political buy in to the projects being delivered under the PAMP
- Senior Management - High level managerial support is vital to the success of the PAMP and the cross directorate support through the Strategic Property Assets Group will be key to the success of the PAMP.
- Legislation - Changing legislation may entail new capital projects to deliver new services which will put pressure on existing capital plan projects and budgets. This may also affect retained assets which may mean that some assets are no longer fit for purpose and require unplanned investment to ensure they are compliant and fit for purpose for continued service delivery.
- Budgets - External factors which impact on construction and maintenance costs may lead to increased costs affecting the viability of the project.
- Staff - Availability of appropriate and sufficiently knowledgeable staff to deliver on the priorities and agenda within the PAMP.

All of the foregoing potential risks require to be considered and through robust governance procedures as outlined within the PAMP there may be the opportunity to ensure that the risks can be mitigated, or at the very least sufficient controls can be put in place to ensure the overall success of the delivery of the PAMP.

9.3 Strategic Risks

The Service and Directorate Plans capture strategic risks relevant to PMI. These are reported and monitored through the corporate performance management system (Pentana).

9.2 Project specific risks

Project risks are managed through the standard project documentation and reporting process. Individual risks and mitigation measures for each project are captured in a risk register. Significant risks are also captured in the Project Summary Sheets which are reported to the relevant service project board, ELT and CPAG on a regular basis.

10.0 Management and Control of the Plan

Post	Name	Role
Cabinet		Approval of PAMP
Executive Director (Place)	Russell McCutcheon	Approval of PAMP prior to submission for Cabinet approval at cyclical periods (circa 3 years). Review of action plan at 6 monthly performance meetings.
Head of Physical Environment	Yvonne Baulk	Service owner. Approval of PAMP annual update Quarterly monitoring at performance meetings.
Senior Manager - Property Management and Investment	Laurence Cree	Annual review and update of PAMP and implementation of required actions
Team Manager - Property Assets & Rationalisation	Fiona Ellis	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - Estates	Aileen Johnston	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - Contracts, Compliance & Maintenance	Dave Mackay	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - General Services Capital & Revenue Projects	Alan Martin	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - New Build Housing	Alison Diamond	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - Housing Capital & Revenue Projects	Ian Cathcart	Implementation of team actions. Contribution / support to wider action plan where required.
Team Manager - Schools for the Future	Yvonne Holland	Implementation of team actions. Contribution / support to wider action plan where required.

Appendix 1 – Action Plan

Ref	Policy & Governance Actions	RAG Status	Timescale	Progress	Comments
PAMP 1	Complete the review of community centres, halls & libraries	Green	November 2019	Community engagement events complete April/May 2019. Public consultation	Public consultation to commence end August 2019 with outcomes presented to Cabinet in November 2019.
PAMP 2	Develop a process to identify and address sites which are affecting the quality of the physical environment.	Green	August 2020	Initial areas identified through Strategic Asset Group and discussions with colleague in Economic Growth.	Any proposals should include non-council owned buildings also.
PAMP 3	Continued implementation of an integrated service delivery model	Green	March 2021	Model commenced at Kilwinning Academy with HSCP Children & Families team.	Schools to be the core asset in each community.
PAMP 4	Continued support of Community Asset Transfer (CAT) applications from local groups/organisations	Green	March 2021	A number of public toilets are progressing through the CAT process.	Further CAT applications expected following review of community centres, halls & libraries.
PAMP 5	Increase in commercial rental income by rationalising the number of units occupied by NAC services	Green	March 2021	A review of operations has been carried out with each service to ascertain accommodation / storage requirements.	Work on-going to look at alternative options and collocation opportunities.

Asset Management Plan
Housing
2017 – 2020 (2019/20 update)

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Change Record

Date	Author	Version	Change Reference
12/06/2019	Ian Cathcart	0.01	First draft
23/07/2019	Ian Cathcart	0.02	Action Plan added and revisions to sections 3, 4,59, 12, 14 & 21
07/08/2019	Yvonne Baulk	0.03	Various amendments to narrative and updating tables
03/10/2019	Ian Cathcart	0.04	Two amendments following ELT feedback

CONTENTS **PAGE**

1.0	Executive Summary	1
2.0	Introduction	2
3.0	Management and control of the plan	4
4.0	Asset management components and tools	6
5.0	Description of assets	7
6.0	Stock condition	9
7.0	Customers and stakeholders	10
8.0	Scottish housing quality standard (SHQS)	12
9.0	Energy Efficiency Standard for Social Housing	13
10.0	Property Factors (Scotland) Act 2011	14
11.0	Future Demands	15
12.0	Performance	18
13.0	Lifecycle Planning	20
14.0	Response Maintenance	21
15.0	Void Repairs	22
16.0	Planned Maintenance	23
17.0	Cyclical Maintenance	24
18.0	Tenant Alterations and Improvements	26
19.0	Aids and Adaptations	27
20.0	Asbestos Management	28
21.0	Energy Efficiency/Conservation and Climate Change	29
22.0	Financial Summary	30
23.0	Risk Management	32
24.0	Action Plan	33

1.0 Executive Summary

North Ayrshire Council is committed to providing good quality desirable social housing that is maintained to a high standard that will not just meet, but exceed, the requirements of the Scottish Housing Quality and Energy Standards (SHQS and EESSH)**.**

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

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

- Is relevant for the period it covers
- Takes account of tenants' aspirations
- Reflects and takes account of the single outcome agreement (SOA), Council Plan and appropriate Service Plans
- Takes account of new or changing legislation
- Reflects changes in working practices
- Takes account of changing technology advancements

As at 31 March 2019 North Ayrshire Council owned 12,940 housing units. Approximately 2,572 of these properties are classified as 'non-traditional' house types.

Historically, the Council housing stock in North Ayrshire decreased due to Right to Buy (RTB) legislation, however the Right to Buy legislation has now been repealed.

The majority of the Council's housing stock is in high demand, although there are pockets of unpopular stock. This HAMP will outline the work that has been and will continue to be undertaken to address the factors contributing to demand for particular house types and areas.

The Council has also developed a new house-building programme. The funding provision, unit numbers and delivery timescales for this programme are contained within the Housing Revenue Account (HRA) Business Plan and the Strategic Housing Investment Plan (SHIP), which is updated annually.

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

2.0 Introduction

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

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

The HAMP has been developed to complement:

- The North Ayrshire Local Housing Strategy
- The Council's Housing Revenue Account 30 Year Business Plan (HRA Business Plan)
- Delivery of the Strategic Housing Investment Plan

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

- Affordable, modern and well-designed homes that meets residents' needs
- Vibrant, welcoming and attractive places
- A sustainable environment

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

- Continue to ensure 100% Scottish Housing Quality Standard (SHQS) and achieve full Energy Efficiency Standard for Social Housing (EESSH) compliance (excluding properties deemed as exempt)
- Exceed the standards and outcomes set by the Scottish Social Housing Charter
- Ensure the Council's housing stock is maintained in a condition compliant with existing and proposed legislation and standards.

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

The HAMP is intended to demonstrate several key themes, including:

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

Attached as Appendix I is the 2020-23 Action Plan**.** This Action Plan captures the over-arching key deliverable tasks for the 2020-23 period, with appropriate actions being added, removed or amended on an annual basis.

3.0 Management and Control of the Plan

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

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

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

In terms of effective governance and management of the HAMP, progress against the agreed action plan is reported on an annual basis to the Council's Cabinet.

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

The delivery of capital projects is reported and monitored via the Strategic Housing Investment Plan Project Board which is chaired by the Head of Physical Environment.

The Council's Cabinet will approve annual budgets for the work to be undertaken under this strategy and set performance targets to enable monitoring of financial expenditure and service standards. Reports will be submitted to the Cabinet and the Place Directorate Capital Project Board, which is chaired by the Executive Director (Place), on a regular basis to ensure compliance and promptly address any matters.

The Senior Manager (Property Management and Investment) is responsible for

- the effective implementation of this strategy

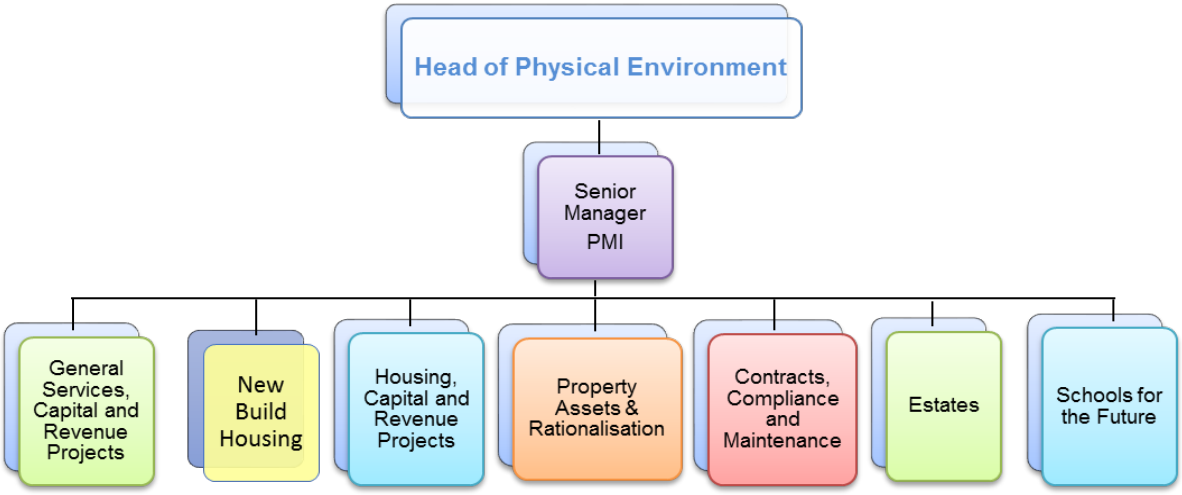
- the implementation of procedures and for ensuring that all expenditure incurred on capital investment does not exceed the budget provision

- the performance of the repair and maintenance service and for ensuring that all expenditure incurred on repairs and maintenance does not exceed the budget provision

Two Team Managers within Property Management and Investment assist the Senior Manager to fulfil these roles and responsibilities. One of the Team Managers is responsible for the management of Housing assets and the delivery of Housing Capital and Revenue Projects in existing stock. The other Team Manager is responsible for the delivery of the Strategic Housing Improvement Plan which includes the design and delivery of the Council's new house building programme.

The overall management structure for Property Management and Investment is shown below.

Property Management & Investment Management Structure (July 2019)



4.0 Asset Management Components and Tools

North Ayrshire Council has a range of tools to assist in the process of delivering its asset management strategy. Central to effective stock repair and maintenance is the development of robust and integrated computer systems to monitor operational service delivery and to enable effective planning. These tools include:

- A dedicated housing asset management software system (Apex) which contains all property information relating to the housing stock
- Full stock condition data for 99.22% of the housing stock. This information has been gathered by an independent surveying company. Additional surveys are gathered each year for approximately 8% of the housing stock and these are entered into the asset management system. These surveys are made up of new builds, empty and second-hand buy backs, previous no accesses and a small number of validation re-surveys. All surveys are updated on a regular basis as information is received regarding completed capital and major revenue works
- An asbestos management database
- A process that reviews all homes which meet a number of criteria e.g. hard to let, significant major works, tenant neglect, void for more than 13 weeks
- A business case process to test in advance the soundness of major capital investment proposals
- An informed experienced team of in-house staff to deliver quality projects within approved timescales and budgets
- A Strategic Improvement Plan and Financial Plan to support the required financial investment

These are the basic tools required to enable the Council to take informed decisions regarding future investment in the housing stock. The investment will ensure that the following outcomes are achieved:

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

5.0 Description of Assets

The HAMP concentrates on the Council's permanent rented portfolio and sheltered housing units and the delivery of the Strategic Housing Improvement Plan.

North Ayrshire Council currently owns approximately **12,940** housing assets. **2,572** of our properties are of non-traditional construction type.

The assets are used by the Council to provide social housing for North Ayrshire Council tenants and applicants on the Common Housing Register. There is a constant demand for suitable housing and the Council recognises that it is important to make the best use of the housing stock in line with the demographics of the area, and for there to be a quick turn round in empty properties.

The overall valuation of the Council's housing assets as at 31 March 2019 was £428.7 million.

The Council invested more than £20 million annually during the period from 2010 until 2015 to maintain the stock and ensure that the requirements SHQS were achieved. Having achieved initial SHQS compliance, the current annual investment has been reduced to approximately £11 million per annum. This investment will ensure that the compliance levels of the SHQS are maintained.

In addition, since 2015 the Council has constructed 377 new council houses. A total of 1,375 new homes are targeted for completion by the Council by 31 March 2024.

The table below illustrates the net book value (with the benefit of vacant possession), of the Housing Revenue Account assets as at 31 March 2019.

Asset Valuation as at 31 March 2019

Asset Group	**Stock Numbers (units)**
Amenity Bungalow	654
Bungalow	575
2 Storey House	6,631
4 in Block	2,833
Amenity 4 in Block	1
Tenement Flat	1,001
Amenity Tenement Flat	199
Sheltered Housing	520
Maisonette	249
Multi Storey Flat	276
HMO Flat	1
Housing Asset Total	**12,940**
Net Book Value (with vacant possession)	**£428.7m**

This table illustrates the present distribution of stock by location and bedroom size:

Housing Services Stock (Location and Bedroom Size)

	1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	5 bedrooms	6 bedrooms	Total
Ardrossan	247	587	329	51			1,214
Barrmill		21	3				24
Beith	226	270	179	15			690
Dalry	169	365	149	4			687
Fairlie & Largs	18	16	15				49
Irvine	1,024	1,843	1,094	176	1	1	4,139
Kilbirnie	211	519	389	17			1,136
Kilwinning	252	755	394	51			1,452
Largs	139	193	41	1			374
Longbar & Glengarnock	15	42	10				67
Millport		12					12
Saltcoats	256	551	448	55	1		1,311
Skelmorlie	20	22	4	2			48
Stevenston	237	509	695	35			1,476
Stewarton			1				1
West Kilbride	100	84	74	2			260
Total	**2,915**	**5,789**	**3,825**	**409**	**2**	**1**	**12,940**

Two bedroom properties are the most common size of the stock total, followed by three bedroom properties. Together, two and three bedroom properties account for approximately 74% of the total stock.

6.0 Stock Condition

The Council has robust and comprehensive stock condition information. Stock condition surveys are available for 99.22% of the housing stock. These surveys have been carried out by an independent surveying company. Our stock condition survey data is used for assessing our SHQS compliance.

The Council continuously updates the stock condition survey data on an annual basis by undertaking a rolling programme of approximately 1,000 (8%) new stock condition surveys a year. The results are used to update the database and prepare the following year's planned and cyclical schemes.

North Ayrshire Council recognises that it is essential to have accurate information to provide accurate cost forecasts and programmes of work. Currently the stock condition survey data is electronically captured and seamlessly uploaded into Apex.

7.0 Customers and Stakeholders

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

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

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

The Council involves tenants in many aspects of the repairs and improvements services.

Tenants are consulted and participate on:

- Policy changes
- Design standards and choices
- Design of new homes
- Quality
- Customer care
- Capital improvements
- Planned and cyclical maintenance programmes
- Repairs service, standards and specification
- Selection and monitoring of contractors
- Performance monitoring and review

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

There are three levels of tenant involvement:

- Involvement in the decision-making process via:

  - Business Plan Implementation Group
  - The North Ayrshire Tenants' and Residents' Network
  - The Major Works Working Group
  - Tenant Led Budget Scheme
  - Tenant Event Working Group
  - Focus group for specific topics
  - Youth engagement

- Involvement in scrutinising and monitoring the service via:

  - Inspection Panel
  - Mystery shopping
  - Estate inspection
  - Annual performance report to tenants

- Providing views and opinions of the service via:

  - Tenant satisfaction surveys
  - Sheltered housing forums
  - Tenants' conferences
  - High flats forum
  - Social media
  - Periodic consultations on draft and final plans
  - Community safety events
  - Tenants' newsletters

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

8.0 Scottish Housing Quality Standard (SHQS)

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

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

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

As at 31 March 2019, 99.19% of North Ayrshire properties achieved or exceeded the SHQS compliance standard criteria.

A very small number of properties fail to comply with the standard criteria. Having analysed the projected non-compliance levels, it is evident that this is because of two factors, namely:

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

The failures are largely due to dwellings failing on a single criterion. It is notable that very few homes fall below the tolerable standard and fail the free from serious disrepair criterion. At 31 March 2019, 3 properties were below the tolerable standard and one was in serious disrepair.

In 2011 the Scottish Government issued guidance in relation to dealing with non-compliance issues that are out with the control of social landlords. In the case of the Council, 0.3% of the properties that currently fail to comply with SHQS are classed as ‘in abeyance’, in-line with the 2011 guidance.

Continued and sustained future investment is required to maintain the stock in good condition. The investment requirements have been identified by ongoing stock condition surveys. As at 31 March 2019 99.22% of houses have stock condition surveys. The remaining 0.78% are houses where no access has been granted. The Council will continue to endeavour to gain access to these properties utilising the available access procedures as appropriate. The Council have instructed stock condition surveys to be undertaken in these properties during the next financial year.

9.0 Energy Efficiency Standard for Social Housing

A significant percentage of greenhouse gas emissions derive from houses. Measures to improve domestic energy efficiency in both new and existing housing stock will be crucial to meeting Scottish Government targets to reduce energy consumption. The Scottish Government has issued guidance to local authorities setting out how Local Housing Strategies should help deliver those targets by linking action on climate change with mainstream housing and fuel poverty policies across occupied and rented housing.

The Scottish Government published the Energy Efficiency Standard for Social Housing (EESSH) in March 2014. The publication provides clear guidance in relation to the level of energy efficiency each Council owned house requires to achieve by 31 December 2020. EESSH aims to improve the energy efficiency of social housing in Scotland, help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. EESSH compliance will make a significant contribution to reducing carbon emissions by 42% by 2020 and 80 per cent by 2050 in line with the requirements set out in the Climate Change (Scotland) Act 2009.

As at 31 March 2019, 98.4% of North Ayrshire properties achieved or exceeded the EESSH standard. Improvement Plans have been developed and will be implemented to ensure that the remaining 1.6% of the stock achieves the energy standard by December 2020.

The Scottish Government are consulting on the proposals for a new energy standard which will replace EESSH in January 2021. The proposals for the new standard include a new method of assessment and a higher standard for energy efficiency compliance which all properties must achieve by 2032.

The Council will prepare a new energy strategy to ensure all the stock achieves the new energy standard.

A programme has been developed to retrofit 500 Council owned homes with rooftop solar photovoltaic (PV) systems. This programme will deliver financial savings and reduce fuel poverty for tenants, reduce carbon emissions, increase energy security and create local jobs. At 31 March 2019, 200 of these rooftop solar photovoltaic systems have been installed. In addition solar photovoltaic (PV) systems are being installed at sheltered housing units as part of a major refurbishment works programme.

The new homes being constructed utilise the latest energy efficient technology including thermal insulation, gas condensing “A” rated central heating and solar panels. Two new sustainable homes are also being constructed in Dickson Drive, Irvine. These properties incorporate a new unique “sunamp” heating system which captures energy from the sun’s rays and stores it within batteries to enable the homes to be heated and powered. The system is environmentally friendly, safe and extremely energy efficient.

10.0 Property Factors (Scotland) Act 2011

Since the introduction of Right to Buy legislation in the early 1980's, the Council has sold approximately 12,000 homes to sitting Council tenants. Approximately 1,433 of these properties share communal parts with other properties. Typical examples would include flats and four-in-a-block style houses.

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

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

The Act has three main elements:

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

To comply with the terms of the Act, the Council employs a dedicated property Factoring Officer.

The Factoring Officer has developed and implemented the processes required to comply with the terms of the Act and issued a 'Statement of Services' to the 1,433 factored owners within Council managed housing estates.

The further development of the Factoring Service is a key action as it will improve the service provided to the owners of our factored properties as well as generating future revenue income for the Council.

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

11.0 Future Demands

North Ayrshire Council stock is almost entirely composed of housing built by the Council or former local authorities and the former Irvine Development Corporation. The stock was built to comply with National Standards and Regulations and is subject to ongoing programmes of repair, maintenance and improvement.

The Council has a record of substantial investment in its housing stock. The Council has adopted an incremental approach to major element renewal with a range of major renewal programmes including roofs, external walls, windows, doors, insulation, heating, kitchens and bathrooms. The criteria prioritising element renewal work is based on factors such as age and condition. This approach has ensured that funding has been accurately targeted where condition-based need is greatest. The aim has been to achieve this same standard of condition for every house in the stock.

The Council also operates major revenue funded programmes of reactive and planned maintenance. These programmes have historically been sufficient to meet ongoing demand for repairs requested by tenants, repairs to void properties and planned maintenance work.

The key objective for the future is to achieve, for all major elements, ongoing life cycle replacement programmes, designed to pre-empt element failure and to ensure continued compliance with the SHQS and EESSH. This proactive planned approach to stock investment ensures best value is achieved and reduces the requirement for expensive response repairs.

Most of the Council's housing stock is in high demand, although there are pockets of unpopular stock. Work has been and will continue to be undertaken to address the factors contributing to demand for particular house types and areas.

The need for high quality, accessible housing for older people is recognised within the Council's 'Older People's Housing Strategy'.

The Council has developed a sheltered housing standard and re-provisioning programme to address this need. Two sheltered housing units had major refurbishment works carried out to the new standard as a pilot in 2015. The pilot was successful and since then a further three units have been completed (George Aitken Court, Robert Service Court and Dickson Court). Work is currently ongoing at Connell Court and due to commence to Friar's Lawn and Garrier Court in September 2019. Some sheltered housing units which included bed-sit accommodation was categorised as low demand and considered to be unsuitable housing for older people. A programme of selected demolition and rebuild has resulted in five units being demolished and four new units constructed to the new standard. Vennel Gardens, Montgomerie Court, Glencairn House and Kyleshill Court are the new units which have been designed around the specific needs and aspirations of the residents. Three of these units incorporate community hubs. Six additional units at are at different stages of design and development.

With the introduction of Welfare Reform, demand for some larger properties within North Ayrshire has decreased. This position is being monitored with PMI working closely with Housing Services to accurately identify trends and develop proposals to address these issues.

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

In-line with the expectations of the HRA Business Plan and the Strategic Housing Investment Plan 2019-2024 the Council continue to design, develop and deliver a new supply of affordable housing for rent. The Council's current housing development programme is on target to deliver a committed 1,375 new homes by 2024. Currently North Ayrshire Council have no stock on the Island of Arran and only have 12 units on Cumbrae. Within the house building programme there is provision to provide 34 new homes in Brodick and a further 18 in Millport.

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

Project	Completion Date	No of homes	Housing Mix
Projects completed prior to 2015		138	
Vennel Gardens, Irvine	2015	16	Sheltered housing unit
Stevenson Institute, Largs	2015	11	Amenity flats
Dickson Drive Phase 1, Irvine	2015	8	General needs & amenity bungalows
Montgomerie Court, Kilbirnie	2016	24	Sheltered housing units & amenity bungalows
Fencedyke, Irvine	2016/18	35	General needs & amenity needs units
Glencairn House, Stevenston	2018	28	Sheltered housing unit
Canal Court, Saltcoats	2018	36	Sheltered Housing Unit
Dickson Drive Phase 2, Irvine	2019	24	General needs, wheelchair & amenity units
Watt Court, Dalry	2020	49	Sheltered housing unit, amenity bungalows and supported living unit
Ardrossan Road Seamill	2019	31	General needs houses and amenity flats
Flatt Road, Largs	2021/22	123	Sheltered housing, wheelchair, amenity, general needs and supported living unit

St Colm's Largs	2021/22	29	Sheltered Housing
Springvale Place, Saltcoats	2020/21	14	General needs, wheelchair & amenity units
Brathwick Terrace, Arran	2020/21	34	General needs, wheelchair & amenity units
St Beya Gardens Millport	2020/21	18	General needs, wheelchair & amenity units
Towerlands, Irvine	2020/21	50	General needs, wheelchair & amenity units
Harbourside, Irvine	2021/22	71	Sheltered housing, wheelchair, amenity and general needs
St Michael's Wynd	2021/22	79	Sheltered housing, wheelchair, amenity, general needs and supported living
Dalrymple Place, Irvine	2020/21	33	Sheltered housing
Caley Court, Stevenston	2020/21	15	Supported housing unit
Bourtreehill Village, Irvine	2023/24	18	To be confirmed
Afton Court, Stevenston	2023	15	To be confirmed
Corsehill Head, Kilwinning	2021/22	7	To be confirmed
Ayrshire Central, Irvine	2023/24	100	To be confirmed
Fullarton Street, Irvine	2023/24	75	To be confirmed
Various redevelopment sites	2023/24	210	To be confirmed
Regeneration sites	2023/24	84	To be confirmed
	Total	1,375	

In June 2018, the Council's Cabinet approved the demolition of the Fullarton Tower Blocks in Irvine and for the major refurbishment of the Saltcoats Tower Blocks. The SHIP make provision for the replacement within the Irvine locality of the 275 homes that are to be demolished. Furthermore, the LHS sets out proposals for a comprehensive review of existing estates to identify areas requiring regeneration. Some of these proposals may require selective demolition of particularly low demand stock.

12.0 Performance

The housing stock within North Ayrshire is maintained in very good condition and this position is confirmed by the stock condition survey information which is kept up to date.

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

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

The Council also operates major revenue funded programmes of reactive and planned maintenance. Approximately £15m per annum is spent on delivering these work streams.

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

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

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

- Scottish Housing Regulator (SHR)
  - Submission of the Annual Performance Statistical Return (APSR); and
  - Annual validation of compliance with the Scottish Social Housing Charter.

- Scottish Housing Network (SHN)
  - Quarterly submission of bench-march data, allowing accurate comparison with other Scottish Local Authorities.

The Council's performance for the SHQS and EESSH at March 2018 was top quartile, and 3rd overall, when benchmarked against the Scottish Local Authorities which have retained their housing stock.

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

The report had three parts, including:

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

Property Management and Investment completed a self-assessment of performance against the recommendations of the Audit Scotland report and identified areas for improvement. The following have been incorporated into our working practices:

- Robust performance monitoring and reporting through the Council's performance management system
- Adopted a lean approach to construction design and management
- Strengthened project governance arrangements
- Embrace principles of modern procurement and supply chain management

13.0 Lifecycle Planning

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

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

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

The above is critical when making informed decisions on future stock investment.

According to our most recent stock condition survey information and considering the age and profile of our stock, the Council will require major investment in the future to ensure that the stock is maintained in-line with expectations. The HRA Business Plan sets out the costs and funding proposals associated with future repair and improvements until 2044.

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

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

14.0 Response Maintenance

‘Response repairs’ is the term used to refer to day-to-day and emergency repairs e.g. fused electrical points, burst pipes, broken windows, missing roof tiles, blocked drains etc. To maintain the housing stock in good condition, tenants are encouraged to report these types of repairs. The repairs are carried out promptly and effectively by Building Services in accordance with the Repairs Policy.

North Ayrshire Council will continue to review and endeavour to achieve continuous improvement, regarding the performance of the response maintenance service. We aim to achieve a repair service that completes a repair correctly, first time, every time. To ensure that this is achieved the following arrangements are in place:

- Facilities for easy reporting of repairs which includes a dedicated repairs contact centre which is operational 24 hours per day.
- Procedures to accurately identify the nature of the repair when it is reported and to arrange a convenient appointment.
- Procedures to prioritise the urgency of the works.
- A Tenant Handbook, which advises tenants on how to deal with emergencies, how and when to report a repair, and further supplementary advice e.g. asbestos, gas servicing, Right to Repair Scheme, energy conservation etc. The Handbook will also confirm the duty of tenants to keep appointments for repairs, to avoid abortive and/or multiple visits by staff.

15.0 Void Repairs

Void property repairs are those repairs, which after inspection and considering its age, condition and future programmed works, are deemed necessary to bring the property back to an agreed pre-let standard.

The Council aims to re-let void properties as quickly as possible. When a tenant gives notice that they intend leaving their property, an initial pre-termination inspection is carried out. This provides an opportunity to identify repairs required, including those that the outgoing tenant will be held responsible for. If no repairs are required, the property will immediately be subject to the allocation's procedures.

A gas service and safety check will be carried out to all void properties.

If repairs or improvements are required the new tenant will be notified of the work that requires to be carried out, which will be completed within reasonable timescales.

16.0 Planned Maintenance

Planned maintenance covers the replacement of items that are at the end of their useful life, where the replacement can be predicted and planned for.

Programmes of work are prepared for planned maintenance activities. The programmes are compliant with the requirements of the Scottish Housing Quality Standard. The Council will seek to implement replacement programmes cost effectively and with a view to minimising inconvenience to tenants.

Where practical, the Council will group component replacement into packages, with several components within a property being replaced at the same time.

The current external condition of building components and finishes will be assessed through a system of annual inspections covering a minimum of 25% of the properties, so that every property is inspected by Council staff at least once every four years.

The results are incorporated into an ongoing programme of planned maintenance works, which will be kept up-to-date. It is intended to carry out as much maintenance work as possible on a planned basis.

Expected lifespan for components

Component	Expected life
Central Heating	15 years
Electrical Rewiring	30 years
Window replacement	30 years
Kitchen	20 years
Bathroom	25 years
Roofing	40-60 years
Rendering	35 years

17.0 Cyclical Maintenance

The Council fulfils its responsibilities in terms of both statutory and non-statutory cyclical servicing. We ensure that:

- All gas heating systems in the properties are serviced annually and have the necessary repairs carried out quickly and effectively. Accurate records will be maintained of all servicing and maintenance and an escalation procedure will be utilised for dealing with tenants that refuse authorised contractors' access to Council properties.

- Electrical circuits in properties will be checked at least once every 5 years.

- Fire Risk Assessments are carried out every three years.

- Where necessary, fire alarm, emergency lighting, lift installations and water hygiene systems are checked and maintained in accordance with the appropriate legislative requirements.

- Smoke alarms are working effectively before letting a property to a tenant and that tenants are aware of their responsibility to report any faulty alarms. Existing battery smoke alarms are replaced with hard wired units during electrical re-wiring programmes. An Improvement Plan has been developed to upgrade the existing smoke, heat and carbon monoxide detection systems in all properties to ensure that they are compliant with the new legislation issued by the Scottish Government in 2019.

- Annual Portable Appliance Testing (PAT) is carried out in common areas within sheltered housing units and hostels.

In addition to the above, the Council recognises their duty under the Health and Safety at Work Act to ensure the risk of exposure to the legionella bacteria is properly controlled. Guidance to fulfil these duties is set out in the HSE Approved Code of Practice 'L8'. The Council has implemented the requirements of L8 in terms of sheltered housing units and flatted accommodation blocks. This includes completion of risk assessments, water hygiene regimes and undertaking of necessary upgrade works.

North Ayrshire Council recognise the importance of routine maintenance to preserve the life of components and to maintain the appearance of properties and estates. Regular cyclical maintenance of the exterior of properties will be carried out including gutter cleaning and external painting. In addition, open areas within estates that are the Council's responsibility are maintained, including grass cutting, tree and shrub maintenance. Budgets have been identified within the HRA 30 year Business Plan for estate management including:

- upgrading of non-adopted footpaths, roads and lighting to adoptable standard
- provision of additional car parking in our estates

- Tenant led budget projects identified by tenants, local TARAs (Tenants and Residents Associations) and local Housing Offices
- Estate Based Regeneration Programme developed to improve the appearance of estates throughout North Ayrshire.

18.0 Tenant Alterations & Improvements

The Council will allow tenants to carry out some alterations to their homes. Tenants must apply in writing in advance, providing details of proposed works. Consent will not be unreasonably withheld provided the works comply with all relevant standards. Tenants are also required to apply for any necessary statutory approvals.

The Council may require tenants to reinstate unauthorised alterations or make good sub-standard alterations.

19.0 Medical Adaptations

One of the Council's main aims is to promote independent living and to ensure that tenants can reside in their home for as long as possible.

The Council carries out alterations to tenanted properties to improve the quality of life of elderly or disabled tenants. Tenants requesting alterations will have their needs assessed by an Occupational Therapist, who will recommend the necessary alterations. The Council will seek to carry out adaptations in order of priority as agreed with the Occupational Therapist and as quickly as possible subject to available funding.

Where appropriate design features are incorporated in new build and refurbished properties that ensure homes are easily adapted should a resident's circumstances change over time.

20.0 Asbestos Management

It is the policy of North Ayrshire Council, so far as is reasonably practicable, to ensure the health, safety and well-being of all employees and others involved in, or affected by, the provision of Council services. Asbestos containing materials were widely used in the construction of housing stock and can be present today in any building built or refurbished before the year 2000.

Where any construction works are carried out on behalf of the Council within domestic housing stock, that building is deemed a workplace under the Health and Safety at Work Act. These work activities are therefore subject to legislation including the Control of Asbestos Regulations 2012.

The Council has a statutory duty to record the presence, type and condition of any known asbestos containing materials in a readily accessible form. All information from surveys carried out in housing assets are stored within the asset management system, Apex.

North Ayrshire Council appoints competent UKAS accredited contractors to conduct surveys. There are two types of survey: -

- Management Survey
- Refurbishment and Demolition Survey

It is Council policy to have management surveys carried out on all Council housing stock, however this may not always be possible due to access difficulties. Refurbishment surveys are carried out whenever they are required and are specific to the scope of works. Management plans are available for all common areas within the housing stock as per Health and Safety Executive recommendations.

All work on asbestos containing material within the council housing stock is carried out by a licensed asbestos removal contractor.

21.0 Energy Efficiency/Conservation and Climate Change

The Council's Environmental Sustainability and Climate Change Strategy sets out our approach to energy efficiency, conservation and climate change. The strategy looks at both passive and dynamic ways of reducing the carbon footprint of its housing stock and sets out how the Council will work with partners to supplement its own resources to help achieve this. We have considered the carbon reduction target set by the Scottish Government and have achieved a significant reduction in the carbon footprint of the Council's dwellings. We consider ongoing developments in renewable and energy efficiency technologies and our approach to improving our stock is to target dwellings with the lowest NHER ratings first to reduce fuel poverty.

The Council already works closely with the Energy Efficiency Advice Centre to obtain grants for energy efficiency works such as boiler installations, loft insulation, improved heating controls and the like. The Council will continue to seek advice and grants from all available sources including the Energy Saving Trust and the Carbon Trust.

As at 31 March 2019, 98.4% of North Ayrshire properties achieved or exceeded the EESSH standard. Improvement Plans have been developed and will be implemented to ensure that the remaining 1.6% of the stock achieves the energy standard by December 2020.

We will continue to carry out energy efficiency measures that are currently being incorporated as part of the capital programmes. The replacement boiler and central heating programme will continue, using the most efficient and economical 'A' rated condensing boilers.

A programme has been developed to retrofit 500 Council owned homes with rooftop solar photovoltaic (PV) systems. This programme will deliver financial savings and reduce fuel poverty for tenants, reduce carbon emissions, increase energy security and create local jobs. At 31 March 2019, 200 of these rooftop solar photovoltaic systems have been installed. In addition solar photovoltaic (PV) systems are being installed at sheltered housing units as part of a major refurbishment works programme.

The new homes being constructed utilise the latest energy efficient technology including thermal insulation, gas condensing "A" rated central heating and solar panels. Two new 'sustainable demonstrator' homes are also being constructed in Dickson Drive, Irvine. These properties incorporate a new unique "sunamp" heating system which captures energy from the sun's rays and stores it within batteries to enable the homes to be heated and powered. The system is environmentally friendly, safe and extremely energy efficient.

22.0 Financial Summary

All work carried out the Council's housing assets are funded form the Housing Revenue Account or the Housing Capital Programme. Funds are obtained from a number of sources, the main ones being:

- Rents from dwellings, shops and garages
- Prudential borrowing
- The sale of HRA assets

A 30-year Business Plan has been developed to ensure that the appropriate level of funding is available to finance repairs and investment to all stock.
The current Business Plan projects future investment to March 2044. It is reviewed annually to ensure that all work continues to support the Council's priorities and is based on the latest appropriate condition survey information.

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

The investment costs for the period between 1st April 2019 and 31 March 2020 and projected investment costs identified for the period between 2020 and 2044 are detailed below. These costs include all anticipated works required to ensure that properties are maintained at or above the SHQS standard.

Projected investment required during period April 2019 to March 2044:

Cost Category	Apr 2019 - March 2020	Apr 2020 - March 2023	Apr 2024 - March 2033	Apr 2033 - March 2044
SHQS and component renewal	£16,303,000	£37,479,200	£94,446,416	£163,465,601
Void Costs	£3,451,461	£9,655,937	£36,662,301	£49,666,450
Response Repairs	£1,790,335	£5,783,718	£22,043,670	£30,056,972
Planned and Cyclical Maintenance	£7,441,570	£23,810,891	£90,861,994	£124,565,723
Adaptations	£1,849,415	£5,983,638	£23,040,487	£31,959,859
Total	£30,835,781	£82,713,384	£267,054,868	£399,714,605

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

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

23.0 Risk Management

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

At both strategic and operational levels, the Council recognises that the management of its housing stock does have several identifiable risks. To mitigate risks, several key controls have been developed. These are summarised as follows:

- Major Capital Projects

  The SHIP project board has been created to oversee the preparation, review, financial management and overall delivery and implementation of the Council's housing development programme. The Board will be the final decision makers in terms of priority, budget (including approval of additional spend), site housing matrix and design concept sign off for each project site.

- Major Capital Projects

  These projects are reported monthly to the Place Directorate Capital Project Board, where issues of concern and risk mitigation are standard agenda items.

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

- Other Major Works and Revenue Repair Projects

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

The Council's housing assets are insured with a reputable insurer that has considerable experience in local authority insurance. The Council is committed to adopting best practices in the identification, evaluation and cost control of all risks to ensure that they are eliminated or reduced to an acceptable level.

Subsidence material damage to properties is not covered by our insurers and the Council are self-insured and handle subsidence related housing stock repairs from the HRA. There is also an excess that the Council must pay for each insured risk.

Because of the insurance exclusion for subsidence the Council aims to mitigate the risk through the correct management of dwellings known to be at risk of subsidence.

24.0 Action Plan

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

To deliver the objectives of the 2020-2023 HAMP, an Action Plan is in place and is attached as Appendix I. The Action Plan covers a three-year period, from 2020-2023 and will be updated annually to take account of the successful completion of actions. It is also intended that on an annual basis new actions will be added, to reflect changes in over-arching objectives or changes brought about through legislation.

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

Progress against the HAMP Action Plan will be reported on a quarterly basis to the Head of Physical Environment and reviewed bi-annually by the Executive Director (Place) and Executive Leadership Team prior to being reported to the Council's Cabinet.

Appendix I
2020 - 2023 Action Plan

The following actions have been identified as the Housing Asset Management Plan improvement actions for 2020/23 and are recorded on the Council's performance management system, Pentana.

HAMP ACTION	DESCRIPTION	DUE DATE	MANAGED BY	EXPECTED OUTCOME R/A/G	COMMENT
HAMP_A01	Ensure 100% compliance with SHQS (excluding exemptions and abeyances) is achieved	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A02	Ensure 100% compliance with EESSH (excluding exemptions and abeyances) is achieved	31 December 2020	Laurence Cree Ian Cathcart	GREEN	
HAMP_A03	Work with Housing Services to develop and deliver regeneration projects contained within the Strategic Housing Investment Plan	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A04	Work with Housing Services to develop and deliver projects contained within the Strategic Housing Investment Plan 2017-20	31 March 2023	Laurence Cree Alison Diamond	GREEN	
HAMP_A05	Further enhance the property factoring services within North Ayrshire that are focussed on encouraging owner occupier uptake with major	31 March 2021	Laurence Cree Ian Cathcart	GREEN	

	planned and capital investment works				
HAMP_A06	Continue with the annual programme of percentage stock condition surveys and upload all necessary attributes, condition, life expectancy and cost information to the Asset Management System (Apex)	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A07	Upgrade existing smoke/heat/and CO detection in housing stock	28 February 2021	Laurence Cree Ian Cathcart	GREEN	
HAMP_A08	Work with Housing Services to develop and deliver projects contained within the Estate Based Regeneration 10 year Programme	31 March 2023	Laurence Cree Ian Cathcart	GREEN	

APPENDIX 3

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

OPEN SPACE ASSET MANAGEMENT PLAN

Streetscene

Contents

1 Introduction 1
1.1 Open Space Asset Management 1
1.2 Corporate Asset Management 2
1.3 Strategic Document Framework 3
1.4 Asset Management Planning Documentation 4
2 Asset Description 5
2.1 The Open Space Asset 5
2.2 Other Streetscene Assets 7
3 Customer Consultation 7
3.1 Customer Consultation 7
4 Future Demands 8
4.1 Asset Growth 8
4.2 Asset Disposal 8
4.3 Environmental Conditions 9
4.4 Changes in Legislation 9
4.5 Gap/Stalled Spaces within Cemeteries 9
5 Levels of Service 9
5.1 Lifecycle Planning and Asset Performance 9
6 Financial Summary 12
6.1 Asset Valuation 12
7 Investment Strategies 12
8 Risk Management 15
8.1 Corporate Risk Management Strategy 15
8.2 Risk Identification 15
8.3 Risk Categorization 15
8.4 Risk Control 15
8.5 Monitoring and Reporting 15
8.6 Risk Register 15
9 Management Action Plan 16
10 Management and control of the Plan 16
10.1 Responsibility 16

1 Introduction

The Open Space Asset Management Plan (OSAMP) sets out the Council's approach for the management and maintenance of all Open Space assets. This should be read in conjunction with the Open Space Strategy 2016. The Key Objective of the OSAMP is to ensure the Council's assets are fit for purpose and managed effectively and efficiently.

Open Space can be defined as:-

'Any open space which provides, or has the potential to provide, environmental, social and/or economic benefits to communities, whether direct or indirect, within and around urban areas. It includes greenspace and hard landscaped areas with a civic function, as well as aquatic open spaces'.

The Council incurs annual revenue expenditure of £7.25 million in the maintenance of approximately 2,410 hectares of open space, consisting of:

- 1 Country Park
- 14 Local Parks
- 84 Equipped Play Areas & Multi Use Games Areas (MUGAs)
- 91 Sports Facilities and Playing Fields
- 44 Cemeteries and Burial Grounds
- 37 War Memorials & Monuments
- 366 hectares of Woodland
- 3 Allotments
- 38 Water Courses and Open Water features
- 16 Beaches - 3 are Sites of Special Scientific Interest (SSSI)
- 5 Promenades
- Residential Greenspace
- Street Cleaning

1.1 Open Space Asset Management

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

Strategic Approach – adopting a strategic approach to maintain and renew the asset and make best use of available resources for the long- term benefit of the asset.

Optimal Allocation of Resources – investment is allocated to prioritise the delivery of corporate objectives and to provide best value to our customers. Asset management provides a framework for this process by identifying and prioritising

needs across the open space as a whole. Lifecycle planning is used to minimise whole life costs to ensure efficient and effective use of resources.

Customer Focus – taking into account the needs and expectations of customers is addressed by developing appropriate levels of service for each asset.

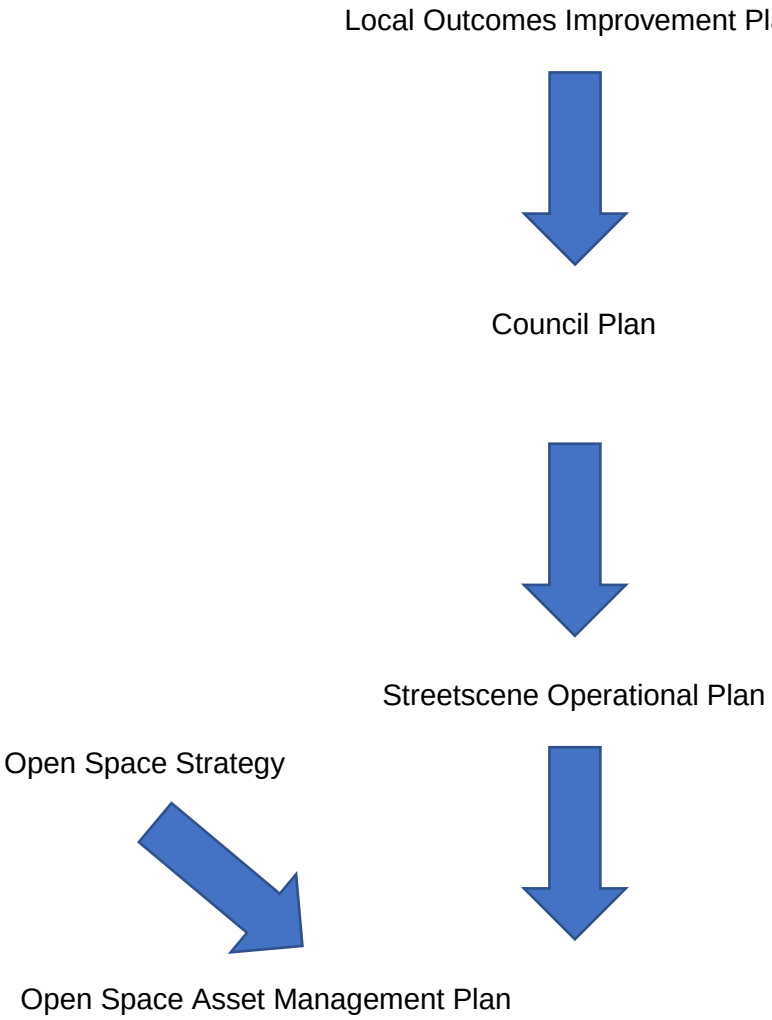
Through prudent asset management, North Ayrshire Council will make best use of available resources in maintaining its open space and associated infrastructure.

1.2 Corporate Asset Management

The Open Space Asset Management Plan links to the Council's Corporate Asset Management Strategy and assists the Council in its' drive to use our resources more efficiently and effectively.

1.3 Strategic Document Framework

The Open Space Asset Management Plan sits within a strategic document framework shown in the diagram below:



1.4 Asset Management Planning Documentation

The following documents are produced to support the asset management process and are reviewed and regularly updated.

Open Space Strategy 2016 – This will deliver through partnership working, open spaces that are inclusive, accessible and 'fit for purpose' enhancing the quality of life for residents in North Ayrshire and visitors to North Ayrshire. This was approved by the Cabinet on 22 November 2016.

The 6 key strategic objectives of the Open Space Strategy are:

- Open Space will be promoted as a resource for tourism and recreation, economic development & biodiversity.

- Help reduce local inequalities by ensuring that all communities have access to high quality, well equipped clean and safe open space.

- Promote better health by providing diverse opportunities in open spaces, the natural environment and countryside for physical exercise, sport and recreation.

- Protect and enhance all areas of nature conservation value, in particular historic features, sensitive habitats and special landscapes.

- Improve the perception, quality and range of recreational and tourism facilities in the area's open spaces.

- Respond to climate change through the delivery of a connected and integrated network, incorporating water management, woodland area and biodiversity benefits.

Open Space Asset Management Plan – records the service standards for each asset group, identifies risks, and reflects local requirements, customer preferences and current investment strategies.

Data Management Plan – records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data.

Performance Reports – Local Environmental Audit and Management System **(LEAMS)** and Land Audit Management System **(LAMS)** results.

2 Asset Description

2.1 The Open Space Asset

Type	No./Size/Area	Purpose/Use
Local Parks	14	These are areas which are well maintained for public enjoyment of the natural heritage and the provision of formal and informal recreation opportunities.
Country Parks	1	Provides an opportunity for all to participate in outdoor activities such as walking, cycling, horse riding and fishing. It also provides an inspirational educational environment giving an opportunity to those wishing to learn about history, geography and the natural world.
Cemeteries Burial Ground	44	To ensure we have the capacity to bury the dead in a well-managed and safe environment. To meet our statutory obligation to maintain these sites some of which are of historical significance both locally and nationally.
War Memorials & Monuments	37	We will repair and protect our war memorials and monuments in accordance with the War Memorial (Local Authorities Powers) Act 1923. This power extends to the alteration of memorials to commemorate the fallen of any conflict.
Civic Spaces	Information not available	Maintain the existing public realm/civic space and support the development of existing and new sites in line with the Local Plans and the Town Centre Regeneration Strategies. By doing this we will stimulate and develop our towns and villages thereby promoting economic prosperity.

Trees/Woodlands	366 hectares	Woodlands are managed in accordance with the North Ayrshire Council's Tree & Woodland Management Policy.
Hedges/Hedgerows	110,340 linear metres	Hedges & Hedgerows act as green barriers to roads and create a habitat for native flora and fauna.
Allotments/Community Gardens	3	Encourage local communities to develop allotments and community gardens. We have community groups actively pursuing allotment sites.
Sports Areas including Sports Pitches, Tennis Courts and Bowling Greens	91	By continuing to improve sports areas both natural and non-natural surfaces we will encourage residents and visitors to participate in sport.
Play Areas including MUGAs	84	Providing safe and accessible opportunities for children to play. By promoting and encouraging the use of open space for play and adventure we create an opportunity for children to become active and healthy.
Benches including picnic benches	1080	For general seating purposes to enable people to take a rest or to sit to read, take in a view or have a picnic safely. Bench type and design is influenced by the location and its purpose. Memorial benches can also be purchased through the Council's Streetscene Team.
Planters	45	To provide floral displays to enhance our towns and civic amenity spaces.
Fences and Barriers (including bollards)	Information not available- proposals to develop mapping	To prevent or restrict movement across a boundary for safety reasons. Some fences are decorative and serve not only as a boundary but enhance a park or

	information in the longer term.	landscape feature including war memorials.
Litter Bins (1405) & Dog Waste Bins (640)	2045	To enable our residents and visitors to comply with the law when disposing of litter and dog waste and promoting responsible behaviour. Both types of receptacles enable our streets to remain free of litter and dog waste thus creating healthy attractive environments.
Water Courses and Water Bodies	38	Our rivers and inland waters offer a range of opportunities for non-motorised water-based activities and wildlife.
Promenades	5	Used by residents and visitors for exercise and general recreation.
Beaches	16	North Ayrshire has an extensive coastline that is used for educational purposes as well as a wide range of outdoor activities.

A Data Management Plan has been created to record inventory data, storage, updating and validation processes.

2.2 Other Streetscene Assets

Any missing or uncaptured assets will be highlighted in the Streetscene Data Management Plan. This records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data will be produced.

3 Customer Consultation

3.1 Customer Consultation

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

North Ayrshire Council also has representatives who attend various meetings to ascertain views and/or requirements – e.g. North Ayrshire Access Panel, Community

Groups and Estate Based Inspections. Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire.

Consultation is undertaken through the new Locality Partnerships for local people within communities; set in North Coast and Cumbrae, Three Towns, Garnock Valley, Arran, Kilwinning and Irvine. This assists in identifying and addressing local issues, sets out priorities for each locality and how they will be addressed within a developed Locality Plan.

We also work closely with Arran Community Council, Visit Arran and other key stakeholders to consult on works programmed to be undertaken on the Island of Arran and that any concerns are addressed.

The Council has adopted a Participatory Budgeting approach to grounds maintenance. This allows the public to influence how the grounds maintenance budget is used. Participatory Budgeting is conducted through a series of face to face workshops and voting for key priorities.

4 Future Demands

4.1 Asset Growth

Open Space is acquired by the Council in three principle ways:-

- Direct purchase to support a specific Council objective, e.g. regeneration of an area, or service delivery need e.g. to construct a new cemetery.
- Development of vacant or derelict land within the Council's ownership to support a specific Council objective or service delivery need.
- Through the planning process as part of the conditions of development e.g. a play park within a new residential development.

4.2 Asset Disposal

The general availability of vacant and derelict land within the area has enabled the Council to retain high levels of open space and avoid disposal unless a particular area can contribute to the realisation of a wider corporate objective.

Any requests to purchase or transfer land or where the Council wishes to dispose of land to support a corporate objective will be considered in line with the Council's Policy for Property Acquisition and Disposal. In order to support the empowerment of local communities the Council also has a policy to support the appropriate transfer of assets to community bodies. This is in accordance with the Community Empowerment (Scotland) Act 2015.

Equipment and facilities within the Open Space are subject to an inspection programme and will be assessed for future use purposes or replaced when they reach the end of their safe working life. These assets are then disposed of in accordance with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules.

The acquisition of assets is undertaken in line with the Council's Planning Policies and Policy for Property Acquisition and Disposal.

Streetscene is a member of the Council's Strategic Asset Management Group. This is a steering group of Key Services to deal with the management of our large open space and building assets.

4.3 Environmental Conditions

Environmental factors contribute to the demands placed on the Open Space asset management.

Climate change – changeable weather conditions with severe weather extremes are becoming more common. This can result in deterioration of the Open Space Assets and our ability to maintain them to the highest standard.

4.4 Changes in Legislation

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

- Environmental Protection Act 1990
- Code of Practice on Litter and Refuse (Scotland)
- Burials and Cremation Act (Scotland) 2016
- Community Empowerment (Scotland) Act 2015
- War Memorial (Local Authorities Powers) Act 1923
- Wildlife and Countryside Act 1981
- Health & Safety at Work act 1974
- Occupiers' Liability (Scotland) Act 1960

4.5 Gap/Stalled Spaces within Cemeteries

A number of gap sites have been identified within local communities which would benefit from environmental improvements to improve the appearance of our towns and villages. This will also help prevent anti- social behavior problems.

We will work with partners and local communities to identify such sites and liaise with owners to determine opportunities for improvement. This will be done by purchasing or agreement.

This will improve the general appearance and help bring them back to valuable community space.

5 Levels of Service

5.1 Lifecycle Planning and Asset Performance

The Council has a range of plans, policies and strategies in place to inform and co-ordinate the provision, management and maintenance of its Open Space. These set out the approach of the Council in response to national policy and legislation as well

as the delivery of objectives expressed locally by the community. These documents include:

- Open Space Strategy
- Litter, Flytipping & Dog Fouling Prevention Strategy
- Tree & Woodland Management Policy
- Water Safety Policy
- Sports Pitches Strategy
- Fly Posting Policy
- Allotments Policy (currently being updated)
- Children's Play Strategy "The State of Play in North Ayrshire"
- Local Planning Policies

There are inspection regimes in place to ensure that assets are fit for purpose. These inspection regimes are further used to allocate resources and inform future investment programmes. The inspection regimes include the following key activities:-

- **Cleanliness Standards**

  The success of the cleanliness and maintenance regime is measured through the following mechanisms:-

- Local Environmental Audit and Management System (LEAMS). Three inspections per annum of a 5% cross-section sample of streets within the area are assessed against the standards set down in the new Code of Practice on Litter and Refuse (Scotland) 2018 issued to fulfil the duties under the Environmental Protection Act 1990.

- Land Audit Management System (LAMS). A quality-based measure utilizing an assessment standard developed by Keep Scotland Beautiful and validated through APSE. Surveys are undertaken of a random sample of 20 sites on a six-monthly basis.

- **Play Areas**
  In line with guidance set by the Royal Society for the Prevention of Accidents (ROSPA) the condition of play areas and equipment within the area are assessed on a weekly basis. This regime is supplemented by a detailed annual assessment undertaken to inform the program me to replace equipment and any other works that may be required to the play areas.

- **Street Furniture**
  Assets are informally assessed by Streetscene Officers and Operatives as part of the cleansing maintenance scheduled and replaced on an 'as required' basis. The location and type of each asset has been mapped on the Council's Geographical Information System (GIS). This information will be utilized to inform a formal inspection and replacement program me, see Management Action Point 1 - 5.

- **Trees and Woodlands**
  Assets are currently inspected on a reactive basis following reports of potential hazards. Following inspection any appropriate arboriculture works identified are undertaken, see Management Action Point 3. An inspection regime of trees along North Ayrshire's A-class road verges began in Autumn 2018.

- **Water Features**
  Safety equipment and measures to restrict access are provided in line with ROSPA guidance and inspected on a weekly basis. Any works required at this time are undertaken as a matter of urgency. Formal inspection of water courses is undertaken in consultation with the Scottish Environment Protection Agency (SEPA).

- **Infrastructure**
  A recent survey of all the infrastructure in cemeteries including walls and paths was completed in December 2016 and an action plan is in place to implement the recommendations.

- **Memorial Testing**
  In line with guidance issued by the Health and Safety Executive (HSE) the Council commenced a rolling five-year program me to inspect and take appropriate action to ensure the stability of the 70,000 memorials currently present within its cemeteries. This is an ongoing programe, see Management Action Point 3.

- **War Memorials**
  The Council has a duty under the War Memorial (Local Authorities Powers) Act 1923 to ensure the maintenance repair and protection of War Memorials within its control.

- **Streetscene Management/Maintenance Programmes**
  In managing and maintaining the Council's Open Space and associated assets, the Council's Streetscene Service operates to agreed service standards. These standards are published on the Council's external website. (See Appendix A).

6 Financial Summary

There is a range of amenities within the Council's Open Space, with an estimated replacement value in excess of £3.5million, these are noted below:

- Play Equipment
- Sports Facilities, such as goal posts, nets etc.
- Benches/Picnic Tables
- Planters
- Fences, Barriers & Bollards
- Litter and Dog Waste Bins
- Memorials

6.1 Asset Valuation

The nature of Open Space is such that a financial value cannot be accurately calculated for all assets. However, the provision of high quality Open Space can enhance the value of adjacent land and areas.

Valuations can be undertaken on an individual basis should planning policies permit a change in designation or where an enquiry in respect of potential purchase is received.

7 Investment Strategies

Investment is planned to coincide with asset conditions and future needs. For example, predicting investment in cemeteries is based on asset condition survey information and the capacity of current cemeteries, necessitating an extension. This data is invaluable in profiling the capital budget to ensure it is targeted at the right asset, at the right time.

However, predicting the investment required in open space is more difficult as there are outside factors out-with our control such as climate change that can affect the longevity of assets or result in emergency works.

This is mitigated by having a robust inspection regime in place and will help plan our future needs and reduce risk. Regular ongoing maintenance of assets, such as play equipment, also increases the longevity of assets and the planned replacement programme.

Investment - Asset Types

Based on historical information, condition surveys and inspection reports, planned investment is as follows:

Cemeteries: Investment in extending cemeteries (in accordance with the Council's approach to cemeteries and localities), wall repairs, improvements to pathways.

Play Equipment: Weekly inspections and regular maintenance will inform when play equipment reaches end of life and needs assessed.

Street Furniture: Formal and informal inspections will help determine future needs, see Management Action Point 2.
Open Space: Inspections and audits will inform the investment required. Woodlands: Inspections will inform the investment required. The Council's Tree & Woodland Management Policy sets out the circumstances during which trees could be removed or pruned. The 'collector app' will help with planning investment, see Management Action Point 13.

The Open Space maintenance schedule helps ensure structures are kept in a serviceable condition.

The methodology used to allocate Revenue and Capital funding is outlined below.

Revenue

Works carried out under the revenue budget are generally reactive and routine works identified through the inspection regime and/or reported defects from the public.

Works identified, where there is insufficient budget to immediately carry out repairs and where they are not prioritized due to safety reasons, are recorded to be completed as and when funding is available in line with overall priorities.

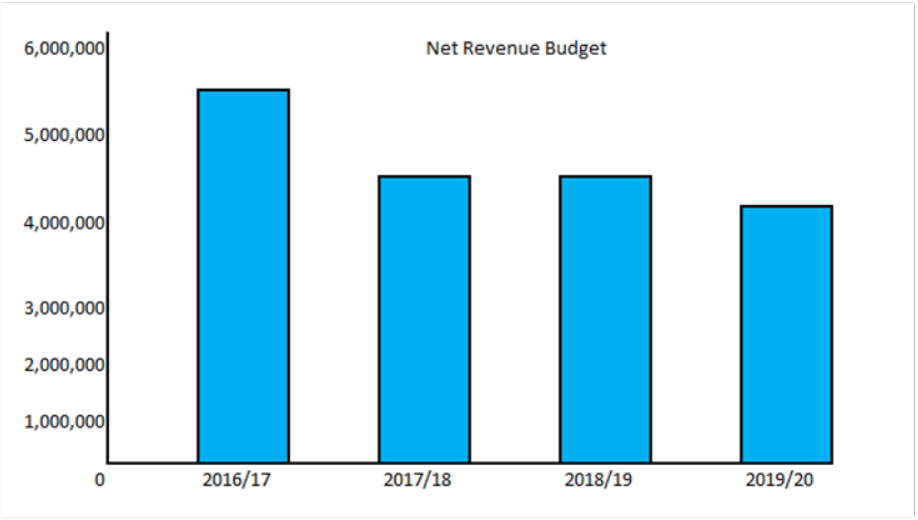
Funds are allocated to routine preventative and corrective works identified through inspections. Any reduction in the funding of routine maintenance will accelerate the rate of deterioration of the asset.

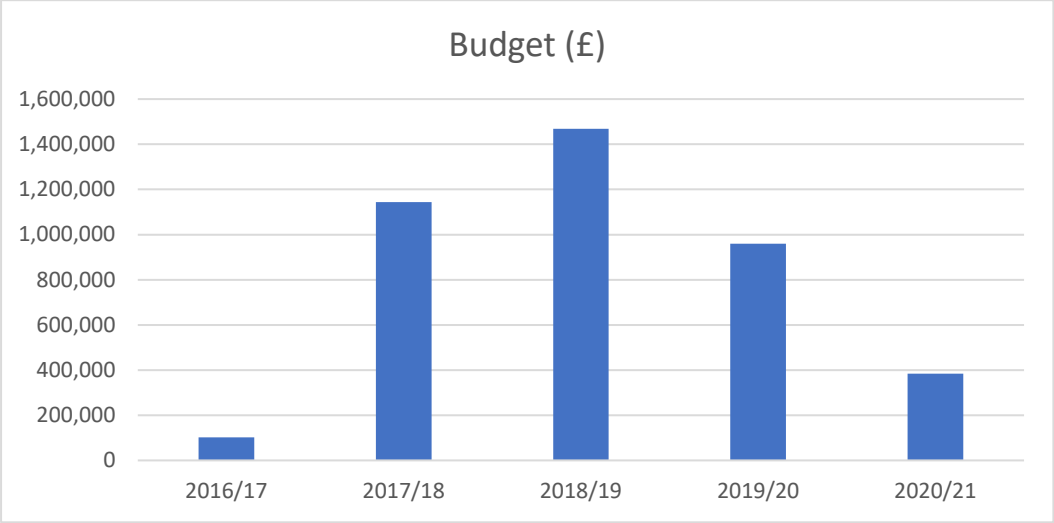
Capital

This is planned on a 10-year basis. Capital funds are profiled dependent upon when the works are required.

Capital Budget					
Year	2016/17	2017/18	2018/19	2019/20	2020/21
Budget (£)	102,440	1,143,553	1,468,832	960,000	384,000

Net Revenue Budget				
Year	2016/17	2017/18	2018/19	2019/20
Net Revenue Budget (£)	5,523,000	4,833,000	4,833,000	4,525,774
Efficiencies (£)	N/A	690,000	N/A	307,226





8 Risk Management

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

8.1 Corporate Risk Management Strategy

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

8.2 Risk Identification

Risks are currently identified through formal and informal inspection and customer reporting.

8.3 Risk Categorization

The level of risk associated with Open Space are identified through inspection and customer reporting. The assets are then categorized, and priority repairs are carried out accordingly.

8.4 Risk Control

Risks within the Open Space are controlled by carrying out inspections and maintenance in accordance with Codes of Practice, adherence to the council's policy and compliance with the Open Space Strategy.

8.5 Monitoring and Reporting

Risk is continually monitored by the Streetscene management team. The Executive Leadership Team receive quarterly risk update performance reports through Pentana.

8.6 Risk Register

Risks are noted within the Streetscene Operational Plan. The top-level risks associated with our Open Space assets are outlined below.

Issue	Current Controls
Failure to maintain Assets to an acceptable standard	Asset management plans and supporting programmes are established and in place
Anti-social behavior	Partnership working

Development of Burial Space	Locality Approach record keeping/ planning
Climate Issue	Inspections /Maintenance

9 Management Action Plan

A Management Action plan has been created to support this plan and is included at Appendix B.

10 Management and control of the Plan

Throughout this OSAMP, issues and corresponding improvement actions have been established. These actions are prioritized, programmed, resourced and fully implemented.

10.1 Responsibility

The following Officers are responsible for the delivery of the Open Space Asset Management.

Management of the Open Space Asset Management Plan

Post	Name	Role
Cabinet		Approval of OSAMP
Head of Commercial Services	D. Hammond (Acting)	Approval of OSAMP
Senior Manager - Streetscene	T. Reaney	Implementation of OSAMP Action Plan
Operations Manager - Streetscene	M. McNeil	Implementation of the OSAMP Action Plan – Operations. Updating the OSAMP Operations.
Team Leader - Asset Management	G. Robin	Implementation of the OSAMP Action Plan. Updating and reporting on the OSAMP
Asset Owner - Assets	G. Robin	Updating financial information. Ensuring implementation of improvement actions.
Asset Owner - Streetscene	T. Reaney	
Asset Owner - Operations	M. McNeil	
Asset Owner - Strategy	S. Archer	

Appendix A

Streetscene Service Standards

Streetscene Service Standards

Our Streetscene Service aims to:

- Protect and enhance the built and green environment by providing an efficient and effective Streetscene Service for roads, path networks, open land and recreational areas
- Increase resident's satisfaction with their neighborhoods, by providing an efficient, reliable and effective Streetscene Service and provide for their recreational needs, by maintaining parks and other recreational areas to a high standard of cleanliness and horticultural standard
- Maintain and improve the road and pavement condition by ensuring that verges are well kept and maintained and that weed growth is kept under control by an annual weed control program.
- Protect residents and our environment from pollution and other public health and safety hazards, by ensuring the quick and efficient removal of items of dumped refuse from streets and open land, including dead animals and hypodermic syringes.

Cleanliness standards

The Code of Practice on Litter and Refuse (Scotland) 2018, issued under the Environmental Protection Act 1990, defines the maximum response times when a litter problem is reported within or to a local authority. Once the new COPLAR is operational (due financial year 19/20), the standard of street cleanliness, assessed in terms of 'litter' will be measured using 6 categories graded as A, B, C, D, E & F.

Grades

A – No litter or refuse is present on any type of land
B – Small amounts of litter and refuse
C – Moderate amounts of litter and refuse, with small accumulations
D – Significant amounts of litter and refuse, with consistent distribution and accumulations
E – Substantial amounts of litter and refuse with significant accumulations
F – Incidents of Fly tipping and hazardous/special waste (drug related waste, broken glass, animal carcasses, car parts, chemicals and spillages)

Response times – Duty 1

The new COPLAR (2018) Duty 1 response times are structured as four bands that recognize duty bodies' (the Council) investment in prevention.

It reflects that effective measures increase the likelihood of zones being cleaner for longer, which reduces the need for rapid restoration.

The following response times have been identified for Monday – Friday. The operational hours of working during for street cleaning are:

- *Seven days per week 0630-1730*

Streetscene endeavor to maintain all sites to an acceptable standard which requires us to achieve either a grade A or B.

In summary, these maximum response times will only ensure minimum standards as defined by the Code of Practice on Litter and Refuse (Scotland) 2018

The areas were re zoned and sent to Zero Waste Scotland for recording.

Duty 1 response times

The bands and percentage of overall litter/flytipping spend on prevention tactics are:

Band 1: basic response times, based on 0-10% spend on prevention

Zone	Litter and Refuse Grade F	E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	1 hour	2 hours	3 hours	12 hours	Clear of litter and refuse	14 days
2		2 hours	4 hours	5 hours	24 hours		21 days
3		6 hours	8 hours	9 hours	48 hours		28 days
4		24 hours	36 hours	48 hours	7 days		35 days
5		48 hours	60 hours	3 days	14 days		42 days
6		14 days	21 days	28 days	42 days		No additional time

Band 2: Response times based on 11-20% spend on prevention

Zone	Litter and Refuse Grade F	E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	2 hours	3 hours	4 hours	24 hours	Clear of litter and refuse	21 days
2		4 hours	6 hours	8 hours	48 hours		28 days
3		8 hours	10 hours	12 hours	3 days		35 days
4		36 hours	48 hours	3 days	10 days		42 days
5		3 days	4 days	5 days	18 days		49 days
6		21 days	28 days	35 days	49 days		No additional time

Band 3: Response times based on 21-30% spend on prevention

Zone	Litter and Refuse Grade F	E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	4 hours	5 hours	7 hours	36 hours	Clear of litter and refuse	28 days
2		6 hours	8 hours	12 hours	3 days		35 days
3		12 hours	14 hours	18 hours	4 days		42 days
4		3 days	4 days	5 days	13 days		49 days
5		5 days	6 days	8 days	22 days		56 days
6		28 days	35 days	42 days	56 days		No additional time

Band 4: Response times based on >30% spend on prevention

Zone	Litter and Refuse Grade F	E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	8 hours	10 hours	12 hours	48 hours	Clear of litter and refuse	42 days
2		12 hours	14 hours	18 hours	4 days		49 days
3		24 hours	48 hours	60 hours	5 days		56 days
4		5 days	6 days	7 days	16 days		63 days
5		7 days	9 days	10 days	26 days		70 days
6		35 days	42 days	49 days	70 days		No additional time

Fulfilling Duty 2 – Detritus Grades

The grades are A – D. Grade A reflects that surfaces are free form detritus (the standard). Grade D reflects surfaces that are obscured or at high risk of hazard caused by detritus.

Response times

The scale of detritus accumulations can be reduced through regular sweeping and maintenance. However, it cannot be reduced by influencing people as is the case for litter and refuse. Therefore, there is a single set of response times. (COPLAR 2018).

Duty 2 response times

Zone	Detritus Grade D	C	B	A	Special Considerations
1	1 day	5 days	14 days	No detritus	28 days
2	2 days	10 days	21 days		35 days
3	3 days	14 days	28 days		42 days
4	4 days	28 days	42 days		56 days
5	5 days	35 days	56 days		70 days
6	7 days	42 days	84 days		No additional time

Landscape Maintenance Standards

Streetscene maintains the majority of the landscape within the Council's ownership which includes grassed and shrub planted areas, inland and coastal waterways and trees & woodlands.

Landscape Maintenance Standards	
Operation	**Frequency/standard**
Emptying of litter bins in town centres	Daily
Emptying of litter bins in housing areas	Weekly
Emptying of dog bins	Weekly
Mowing of roadside highway verges (apart from Trunk Roads - responsibility of the Highway Authority)	Twice per annum
Mowing of grass within housing open spaces and parks	Grass will be kept at a reasonable standard during the growing season (April to October) weather dependent
Weed control on road verges, footways, and both hard and soft surfaces	Hard surfaces (twice per annum) Soft surfaces (twice per annum)
Prune ornamental shrub and rose beds	Twice per annum
Inspection of water way life-saving equipment	Weekly
Inspection of play equipment and clean play areas	Weekly

Appendix B Management Action Plan

Ref.	Action	Owner	Timescale
1	Review potential new / existing technology available to develop a process for tree inspections	Strategy Manager	31/03/20
2	Evaluate options to develop an assets lifecycle / maintenance plan	Team Leader Asset Management	31/03/20
3	Develop a working procedure for addressing abandoned vehicles	Strategy Manager	31/03/20
4	Investigate the potential of a volunteers committee / social media to allow collaboration for events throughout North Ayrshire	Strategy Manager	31/03/20
5	Review the options of using third party services to monitor and evaluate coastal water safety aspects (RNLI)	Strategy Manager	31/03/20
6	Review potential for existing technology to capture data on environmental crime.	Strategy Manager	31/03/20
7	Work with local groups and the Royal British Legion Scotland to promote and enhance war memorials	Strategy Manager	31/03/20
8	Develop a formal agreement / process for volunteers and members of the public wishing to adopt bedding areas and planters – ensuring standards are maintained	Strategy Manager	31/03/20
9	Transformation Project: Measure the assets maintained and the maintenance input required to ensure resources are utilised efficiently and to inform the roll-	Senior Manager Streetscene	31/03/20
10	Share knowledge & good practice between Roads & Streetscene Asset team through integrated resources.	Team Leader Asset Management	Ongoing
11	Continue using the Webaspx route optimisation tool for the street sweeping and street cleaning duties	Strategy Manager	31/03/20
12	Work with community groups, using a Locality approach on the community ownership of open space, including parks and play parks.	Streetscene, Economy & Communities and Locality Partnerships	Ongoing
13	Work with partners and local communities to identify gap/stalled spaces and look at options for re-instating them to add amenity value.	Streetscene/ local communities /Regeneration	Ongoing

Appendix 4

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

ASSET MANAGEMENT PLAN

FLEET

Version	Owner	Date
1.8	Head of Commercial Services	01/06/19

	CONTENTS	PAGE

1	Executive Summary	3
2	Introduction	6
3	Management and Control of the Plan	9
4	Description of Assets	9
5	Customers and Stakeholders	10
6	Future Demands	11
7	Levels of Service	15
8	Lifecycle Planning	16
9	Performance	18
10	Financial Summary	19
11	Risk Management	21
12	Action Plan	23

1. EXECUTIVE SUMMARY

The Council operates 586 vehicle and road registered items of plant with a replacement value of £18.16 million along with a large number of other plant and machinery to support the delivery of services. Assets are primarily maintained in the Council's workshops at Kilwinning and Arran supported by specialist external contractors where required. The cost of operating and maintaining the assets including fuel use is £4.74 million per year. These assets are supplemented by both externally hired assets to meet long-term specialist needs or short-term business needs accounting for approximately £0.24million annual expenditure.

The table below summarises the profile of vehicles and plant registered for the road by type and replacement value. An exercise was carried out in 2012/13 to formally record and inspect all items of non-road registered plant operated by the Council which enabled an appropriate management regime of these assets to be implemented.

Asset Type	Number 2017	Replacement Value (£) 2017	Number 2019	Replacement Value (£) 2019
Passenger Vehicles	43	0.40m	49	0.57m
Buses and Mini-buses	48	2.01m	30	1.32m
4x4 vehicles	15	0.33m	15	0.33m
Large Goods Vehicles over 3500Kg	83	9.02m	77	8.51m
Heavy Plant including Tractors	30	1.70m	22	1.03m
Sweepers, pavement sweeper	22	1.23m	13	0.91m
Vans and Tippers up to 3500Kg	376	5.63m	332	4.81m
Road Registered Plant	45	0.75m	48	0.68m
Total	**662**	**21.06m**	**586**	**18.16**

There has been a decrease in the fleet size (detailed within this Plan) from the previous Plan due to service transformational projects which have included:

- Building Services review
- Review of Facilities Management pavement sweepers
- Closure of the landfill site
- Sustainable business travel review

This Fleet Asset Management Plan identifies how it will contribute to achieving the Council's vision ***'To be a North Ayrshire that is Fair for All'*** and mission statement **"Working together to improve well- being, prosperity and equality in North Ayrshire*".***

The effective allocation, utilisation and operation of a well maintained, fuel efficient vehicle asset fleet, contributes towards many of the deliverables across all Council services which include:

- Aspiring Communities
- Inspiring Place
- How we will work

There is an extensive regulatory regime in place regarding the provision and operation of the assets which in the case of Large Goods Vehicles is enforced by the Traffic Commissioner. A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annually, depending on the type and use of each vehicle. This is supported by a daily reporting system to identify any defects before vehicles are used to ensure roadworthiness. All repairs are documented to ensure that works carried out on Council vehicle assets are recorded to enable effective asset management. Throughout the vehicle's life it is maintained in a safe, legal and roadworthy condition.

The Corporate Transport Hub function was created through the integration of a number of internal transport functions in April 2013. The centralised operation facilitates the enhanced planning, managing, budgeting, scheduling, procuring, regulation compliance, health and safety and aspects of training and development resulting in a more robust, resilient and effective service for the Council.

Since its introduction, the Transport Hub has contributed significantly to the management and effectiveness of the Vehicle Fleet and Asset Management Planning, including:

- a reduction of some 50% reliance on long term externally hired vehicles
- the supply of available fleet or pool vehicles as an alternative in some instances where short term hire requests were received from Services
- a reduction of 56 long term hired vehicles in 2014/15 required from previous years thereby ensuring more effective use of the Councils own fleet. As a result, the revised annual expenditure has reduced by £200,000 over the past 3 years.
- Installation of the Corporate Telematics system into 580 fleet vehicles to provide management information and inform improved utilisation and vehicle availability.
- the provision of a one stop shop facility for Fleet Management and journey provision, including the provision of Grey Fleet mileage alternatives
- achieving budget revenue efficiencies of £978k over the past 6 years

The Transport Hub leads on the review of grey fleet mileage within the Council with a view to providing suitable more sustainable alternatives to incurring a direct expenditure of 0.45p per mile claimed by employees traveling in their private vehicle to carry out their business duties. This grey fleet mileage contributed an estimated 780 tonnes of CO2 emissions into the atmosphere. The introduction of the travel hierarchy and Car Club scheme has resulted in a significant saving of 20 tonnes of CO2 emissions and the table below highlights the reduction of miles travelled to date:

Period	Miles Travelled	Grey Fleet	Pool Car Miles	Cost
2014/15	2,569,213	2,569,213	0	£1,155,034
2015/16	2,300,079	2,252,760	47,319	£1,035,035
2016/17	2,166,818	2,051,109	115,709	£975,068
2017/18	1,668,310	1,534,822	133,488	£750,739
2018/19	1,686,338	1,479,543	206,795	£758,852
Total	**10,343,439**	**9,887,447**	**455,992**	**£4,653,435**

There are a number of influences that will impact upon the future requirements and use of the fleet assets that need to be considered including: -

- The Council's transformation programme seeks to review the current methods of delivering services to ensure that the Council can still deliver high quality customer focused services within reduced financial resources. Many of the Council's services utilise fleet assets to support their delivery.

- The need to reduce the environmental impact of transport operations whilst maintaining service delivery and managing the risk associated with new technologies.

- The Council plan details an intended area of focus of '***An efficient Council that maximises resources and provides value for money'.***

Assets are currently purchased outright through the Council's capital programme. Whilst capital financing can be secured this is the preferred method of purchase as it provides maximum flexibility and control in the use and lifecycle of the assets. However, the decision to finance assets will be reviewed on a regular basis to ensure that the most appropriate method is utilised in response to developments within financial markets.

The estimated asset replacement costs together with allocated Capital funding are set out in the table below for each of the next 8 years. The value of the capital programme during this period is less than the replacement value, this reflects the reduction on available capital along with the move to condition-based replacement and further development of the transport hub initiative along with the Council's change programme that are expected to impact upon the number of vehicles and plant provided.

Year	Number of Vehicles Scheduled for Replacement	Estimated Replacement Costs (£)	Capital Programme (£)
2019/20	56	2.58m	1.50m
2020/21	66	2.87m	1.50m
2021/22	60	1.99m	1.50m
2022/23	54	2.26m	1.50m
2023/24	87	2.28m	1.50m
2024/25	83	2.24m	2.00m
2025/26	62	1.96m	2.00m
2026/27	118	1.98m	2.00m
Total	**586**	**18.16m**	**13.50m**

The key actions and performance measures to support the effective management of the fleet assets over the forthcoming three years are summarised below: -

- Facilitate a critical fleet review to achieve a saving target of £85k;
- Facilitate a review of Council Transport delivery, alongside partners in the HSCP and Education;
- Further develop and review the transport hub initiative;
- Improve vehicle availability and increase utilisation;
- Reduce emissions associated with operations through better route planning, use of low emission and alternative powered vehicles;

- Purchase and supply vehicles and plant in consultation with users to meet customer needs and support service reviews
- Review method of financing assets on a regular basis;
- Ensure vehicles are roadworthy and available for services in a timely manner;
- Minimise whole of life cost of ownership of assets; and
- Continue to evaluate and implement the actions following the review of the grey fleet and business mileage.

There are a number of key risks to the effective management and use of the fleet assets: -

- Extension of assets life beyond economically viable life thereby affecting the delivery of services;
- Failure to maintain roadworthy and legally compliant assets;
- Increased environmental controls in respect of operations;
- Impact of failure to secure supply of fuel or factors leading to significant price increase;
- Technology failure of alternative powered or low emission vehicles;
- Assets becoming surplus or not fully utilised arising from the Council's change programme; and
- Reduction of capital funding for fleet replacement vehicles which has reduced by 25% over the next 5 years (£2.5m), this will have an impact on revenue budgets due to maintaining the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

Effective management and the implementation of actions set out within this plan will enable these risks to be mitigated and an early warning should further interventions be required.

2. BACKGROUND

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

The Asset Management Plan is essentially a decision-making framework that identifies assets, their value, their use and how they support the Council's overall aims and objectives. This Asset Management Plan is a valuable tool to assist in the planning of capital and revenue expenditure.

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

For the production of Asset Management Plans, the Council's assets are considered as being one of the following: -

- Property
- Open space
- Housing

- Roads
- Fleet
- Information and Communications Technology

The Council, as a Fleet Operator, manages and maintains a wide range of vehicles and plant to enable a number of services to operate efficiently. The operation has a legislative basis and failure to meet the requirements of the Traffic Commissioner could lead to a suspension of the licence and added costs for the Council to deliver services.
The Council operates a wide range of Vehicles and Plant, with a replacement value of £18.16 million, to support the delivery of services. Assets are procured, maintained and managed by the Transport Hub in consultation with the appropriate operating service. Assets are maintained in the Council's workshops at Kilwinning and Arran.

The Kilwinning workshop is a VOSA approved MOT testing station for classes 4 (cars, light vans and passenger vehicles of up to 12 seats), 5 (passenger vehicles with more than 13 seats) and 7 (goods vehicles up to 3500Kg Designed Gross Weight) and operates a Tachograph calibration and repair facility.

A two-shift working arrangement is in place to enable operational availability of the workshop from 0630hrs to 1800hrs; this pattern maintains the capacity of the service during the core day whilst supporting the daily requirements of fleet users. These arrangements are also complemented by mobile mechanic arrangements as appropriate.

The Arran workshop is available from 0800hrs to 1630hrs and was upgraded in 2012 at a cost of £219k, this upgrade increased its capacity to accommodate large vehicles reducing the need of transporting them to the mainland for repair.

Operation of Large Goods Vehicles is controlled through a regulatory regime enforced by the Traffic Commissioner through an 'Operators Licence'. The Transport Manager is the qualified holder of the 'Operators Licence' for the Council and has responsibility to ensure that all vehicles and drivers operate within the legislative and safety requirements of the conditions and undertakings imposed by the Traffic Commissioner.

When planning for fleet provision, cognisance of the following legislative requirements is required:

- Operator's Licence (Goods Vehicle – Licensing of Operators) Act 1995
- Construction and Use Regulations 1986
- Vehicle Lighting Regulations 1986
- Driving Licences Regulations 1999
- The Road Traffic Act 1991
- Registration and Licensing Regulations 1971
- The Health and Safety at Work Act 1974
- The Management of Health and Safety Regulation 1999
- Provision and Use of Work Equipment Regulations 1998
- Lifting Operations and Lifting Equipment Regulations 1998
- The Climate Change (Scotland) Act 2009

The Transport Hub is an accredited Van Excellence operator which is a scheme designed by some of the best van operators in the UK and facilitated and managed by the Freight Transport Association to recognise excellence and improve operational standards. At its heart is the Van Excellence Code which is a code of practice outlining

‘what good looks like in van operations’. This help ensure that the Council continue to operate to nationally recognised best practice standards.

The strategic aims when managing the fleet are:

- To provide vehicles which are fit for purpose and provide both an efficient and safe working environment by meeting all of the requirements of our Operator’s Licence and satisfies all Health & Safety, Legislative and Statutory requirements;
- To maintain cost-effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet;
- To maintain a corporate approach to vehicle allocation and utilisation which reflects the requirements of each service area and the council as a whole;
- To ensure all fleet assets are operated, maintained and comply with all relevant legislation;
- To provide vehicles which are a cost-effective solution to operational requirements;
- To maximise levels of vehicle availability and utilisation within resources available.
- Ensuring Fleet Asset Management information and data is collected, stored and used effectively.

In meeting these aims the Transport Hub commits to: -

- Collaboration with stakeholders to identify additional value from the standardisation of vehicles and equipment across North Ayrshire Council;
- Provision and maintenance of a modern vehicle fleet that is fit for purpose and fully supports the delivery of front line services;
- Ensuring Council Services have the appropriate vehicles to carry out their responsibilities and duties
- Demonstrating Best Value
- Considering the needs of Stakeholders
- Ensuring Fleet Asset Management information and data is collected and stored effectively within its Fleet Management System (Fleetwave).
- Ensuring vehicles are maintained to VOSA (Vehicle Operator Services Agency) standard.
- Undertaking safety inspections (currently annual for vehicles under 3500kg and every eight weeks for vehicles over 3500kg as defined by the terms and conditions applicable to our Operators Licence) to ensure vehicles are fit for purpose, kept roadworthy and comply with Construction & Use Regulations.
- Providing in-house Class IV, V & VII MOT facility by VOSA trained mechanics.
- Using approved and calibrated inspection equipment.
- Ensuring vehicles are environmentally sustainable by: -
    - Using the latest engine technology available in our procurement of replacement vehicles and plant.
    - Specifying as standard that all new Light Commercial vehicles are electronically limited to 56 mph, this will help to reduce both emissions and fuel consumption.
    - Facilitate the recommendations following the Green Fleet review with assistance from the Energy Savings Trust
    - Evaluating and making recommendations on replacement vehicles and alternative fuel types and build on progress to equip vehicles with state

of the art technology as required, allowing users to do their job more effectively.

3. MANAGEMENT OF THE PLAN

3.1 Plan Management

The Head of Commercial Services is responsible for management and control of the plan, and the Transport Manager is responsible for its implementation.

3.2 Users' Input

The assets are provided to enable or facilitate the delivery of a range of Council services. The requirements of services in the utilisation of these assets, particularly in respect of demand profiles, vehicle specification and future service development, is collated and agreed and in turn forms an integral part of the asset management plan and its continued development.

3.3 Elected Members

This Fleet Asset Management Plan will be presented to Members as a component of the overall Corporate Asset Management Plan.

3.4 Plan Review

The plan will be reviewed annually as part of the Council's service planning and budget setting exercise and in response to planned changes within the delivery of Council services.

4. DESCRIPTION OF ASSETS

4.1 General Description

The Council currently operates a fleet of 586 vehicles and plant registered for the road along with a large number of other plant and machinery to support the delivery of services.

The table in **4.2** summarises the profile of vehicles and plant registered for the road by type and replacement value.

The permanent vehicle fleet is now supplemented by 61 long-term and a variable number of short-term hired assets to meet fluctuations in business activities, such as the Car Club and seasonal work within the Streetscene Service or short- term contracts within Building Services. A key action detailed within previous Fleet Asset Management Plans was to reduce the number of hired assets to provide best value. This has been achieved with a reduction of 56 long hired vehicles required from previous years and a reduced need for externally sourced short-term hires, thereby ensuring more effective use of the Councils own fleet. As a result, the Councils revised annual expenditure has reduced by £200,000.

Asset Type	Number	Replacement Value (£)
Passenger Vehicles	49	0.57m
Buses and Mini-buses	30	1.32m
4x4 vehicles	15	0.33m
Large Goods Vehicles over 3500Kg	77	8.51m
Heavy Plant including Tractors	22	1.03m
Sweepers, pavement sweeper	13	0.91m
Vans and Tippers up to 3500Kg	332	4.81m
Road Registered Plant	48	0.68m
Total	**586**	**18.16m**

4.2 Asset Values

The total replacement value of the vehicle and other road registered and heavy plant assets is £18.16m. Individual values range from £10,000 for a small van, through to £150,000 for a Refuse Collection Vehicle.

4.3 Use of Assets

The fleet assets are primarily utilised to support service delivery. Vehicle drivers, passengers and other users are consulted to ensure we are well informed and that we capture the key requirements needed for securing a fleet that is fit for purpose. These groups are users of the fleet assets and their operational knowledge and experience is important in ensuring the procurement of replacement assets focuses on the right requirements. This also empowers users in determining better options.

If users are not consulted there may be opposition to using the vehicles which are procured. Similarly, if the asset management plan is developed without user input, the fleet may not meet the needs of users in terms of fleet size, vehicle type, legislative changes and training requirements. Driver behaviour is an important factor in prolonging vehicle life and reducing required maintenance therefore user buy in is fundamental.

5. CUSTOMERS AND STAKEHOLDERS

5.1. Service Delivery

The Transport Hub provides and maintains vehicles for a range of Council services as set out in the table below:

Service Area	Owned Vehicles	Long-Term Hired Vehicles	Owned Road Registered/Heavy Plant
Building Services	116	10	0
Roads and Transportation	39	1	3
Streetscene	90	3	65
Waste Management	54	6	2
Facilities Management	37	4	0

Educational Resources	23	1	0
Technical Services	5	1	0
Social Services	113	12	0
Corporate Services	4	0	0
Transport	32	1	0
Car Club	3	22	0
Total	**516**	**61**	**70**

5.2 Citizens

Transport assets are utilised by the Council to assist or facilitate the delivery of services to the whole or part of the community, businesses and visitors. Examples include: -

- Collection of Waste and Recycling from households and businesses;
- Cleaning of Streets and maintenance of public land and open spaces;
- Maintenance and repair of homes for Council tenants;
- Winter maintenance and repair of roads;
- Transportation of school children;
- Care at home and welfare services for elderly and vulnerable members of the community:
- Provision of hub and spoke catering facilities for school meals:

5.3 Council Plan

This Fleet Asset Management Plan identifies how it will contribute to achieving the Council's vision ***'To be a North Ayrshire that is Fair for All'*** and mission statement **"Working together to improve well- being, prosperity and equality in North Ayrshire*".***

This Asset Management plan outlines our key priorities for the next three years and details how the Fleet asset will support our people to deliver these. This plan also gives an overview of our key actions and the performance indicators that we will use to measure how well we are meeting the needs of the communities we serve.

The effective allocation, utilisation and operation of a well maintained, fuel efficient vehicle asset fleet, contribute towards many of the deliverables across all Council services which include:

- Aspiring Communities
- Inspiring Place
- How we will work

6. FUTURE DEMANDS

6.1 Journey Provision and Contract Management

The centralised transport hub and vehicle maintenance service allows a more corporate and strategic approach to the management of the supply and demand for transport across services. It has enabled the aggregation of external transport contracts for more effective procurement through the centralisation of the renegotiation and tender processes.

Being able to measure performance is critical to the success of the Transport Hub and indicators have been developed to allow for the reporting and measuring of:

- vehicle availability
- the number of external hires
- fleet produced emissions
- fuel usage
- contract compliance for the provision of Mainstream and ASN school transport

The team are continually working with and reviewing service requests and ensuring best value is demonstrated through procurement and by offering alternative options that may be available including utilising pool vehicles or own buses and drivers. The Hub will work towards achieving future efficiencies and have already achieved savings for 2017/18 and 2018/19 (**Action Reference A01).**

6.2 Legislative Compliance

An operator's licence (or O licence) is the legal authority needed to operate goods vehicles in Great Britain. The licence is issued by the Traffic Commissioner – the independent regulator of the commercial road transport industry; a Traffic Commissioner also has powers to take regulatory action against a licence holder where they fail to meet the expected standards of operation. The Transport Hub acting as the Councils,fleet operator must ensure compliance and relevant process are in place. (**Action Reference A02).**

6.3 Business Development / Commercialisation

Commercialising opportunities now forms part of all future business developments of the Transport Hub, this will include promoting the use of the pool of fleet vehicles and drivers, maximising the potential use of the Council's MOT test centre and maintenance facility, the selling of advertising space on vehicles and review opportunities for shared services with other public-sector bodies. (**Action Reference A03).**

6. 4 Increasing Fleet Utilisation and Transport demand management

Though the introduction of telematics it is now possible to access and manage real time information on the utilisation and efficient use of the vehicle fleet. This ensures that vehicles are being used and driven as efficiently as possible. The information enables the Transport Hub to engage with services and jointly manage demand for vehicles, with the aim to reduce the miles driven, look at whether trips are necessary, and consider if they can be combined or whether the optimum routes are being used.

The Transport Hub will facilitate a critical fleet review during 2019/20. By examining current practices, additional savings could be made, thereby reducing fuel and mileage costs, emissions and even the size of a fleet. A saving target of £85k has been set for phase 1.

The reviewing of efficient vehicle use will ensure that vehicles are being used as efficiently as possible and using the least amount of fuel. The key areas here are driver performance and vehicle maintenance, as both have a significant impact on fuel. The effective deployment and analysis of the telematics data will help support the review

by evidencing the demand for vehicles and key areas where we can optimise the utilisation across the fleet. **(Action Reference A04).**

6.5 Service Transformation

In order to meet the financial challenges facing the Council, services are subject to fundamental review. Where services utilise transport within their delivery it is expected that reviews will seek to utilise this more efficiently. This may impact upon areas including number or type of vehicles, the need for transport and hours of operation.

A key transformation project for 2019/20 will be to undertake a workstream review of the rising demand of transport needs and associated costs within both the Education Service and the Health and Social Care Partnership.
(Action Reference A05).

6.6 Vehicle Advertising

All commercial and light commercial vehicle fleets carry the Council's corporate branding/colours and the Council logo. The Council's distinctive fleet are highly visible throughout North Ayrshire and is a very effective channel for outdoor advertising. It is now standard practice to use these vehicles to promote Council events, services and campaigns, reducing the need for other forms of outdoor advertising. In addition, the Council's staff values are now displayed on the vehicle fleet to raise the profile of our Focus, Passion and Inspiration. **(Action Reference A06).**

6.7 Sustainability

The Scottish Government has set out an ambition to phase out the need for new diesel and petrol cars and vans by 2032. The need for public sector leadership is key to realising this ambition. The Transport Hub faces a tough challenge as it aims to reduce environmental impacts through a combination of cleaner vehicles and fuels, fuel-efficient operation and driving; and by reducing the amount of road traffic it generates. To get to the point where ULEVs can be acquired and deployed into fleets successfully, the infrastructures need to be ready. The Council are already forging the way with network charging options, including closed/private usage for internal fleets and open/publicly accessible charging. We expect these network charging options to continue to develop at pace, as demand increases. We are already seeing some manufacturers introducing trials for mobile rapid charging units in Europe.

The Transport Hub is committed to the deployment of Electric Vehicles within the Council's fleet and pool car scheme. In January 2019, we engaged with Energy Saving Trust and received a Switched-on Fleets Report which analysed the Council's fleet and provided recommendations for ULEV replacements.

For 2019/20, Transport Scotland awarded the following grant funding to the Council:

- Switched on Fleets - £82,400 to enable the public sector to accelerate the procurement of Ultra Low Emission Vehicles (ULEV's) to transition to a decarbonised fleet
- Local Authority Installation Programme - £250,000 for the installation of charging infrastructure which will be part of the ChargePlace Scotland network and is available for public use.

The Transport Hub are members of an internal EV working group and are supporting the development of the Council's EV Strategy to ensure a consistent and co-ordinated

approach across the Council. We are currently working with the Corporate Sustainability Team to review our depots with the view of expanding the workplace on-site charging infrastructure which will allow the Council to upgrade our fleet to ULEVs. Further research is required to investigate the costs and grant funding opportunities available for the installation workplace charging infrastructure.

The Council's aim is to use the lowest emission vehicles appropriate to their role. With existing diesel and petrol vehicles, use the smallest, most efficient vehicle appropriate for the job, and explore new, low emission technologies such as electric vehicles (EVs) or sustainably produced biofuels that may be suitable.

This section sets out the key information needed when considering adopting cleaner fuels and vehicles. The four-main vehicle and fuel technologies include:

- Latest technology petrol and diesel vehicles – these technologies are now meeting ever tighter Euro emissions standards and reduced CO2 emissions
- Electric and hybrid vehicles – these cover pure battery EVs, hybrid vehicles, plug-in hybrids, hybrid assists and range extenders
- Gas vehicles – the main gas vehicles are those powered by liquefied petroleum gas (LPG) and natural gas
- Biofuels – fuel delivered from organic feedstock such as bioethanol blends for petrol vehicles, biodiesel blends for diesel vehicles and biomethane for use in natural gas vehicles

The Transport Hub continue to successfully engage with the Switched-on Fleet initiative, facilitated by Transport Scotland and The Energy Savings Trust. This initiative offers grant funding which can be used towards the purchase or lease of ULEVs by the Council and our Community Planning Partners. The following table details the grant funding received and vehicles procured over the past five years by the Transport Hub. **(Action Reference A07)**

Year	Grant Value (£)	Vehicles
2015/16	72,000	3 Year Lease of 7 Electric Vehicles
2016/17	53,604	3 Year Lease of 4 Electric Vehicles
2017/18	34,695	3 Year Lease of 3 Electric Vehicles
2018/19	74,073	3 Year Lease of 7 Electric Vehicles
2019/20	82,400	Full allocation for CPP

28% of our current passenger car fleet is now 100% electric.

6.8 Business Travel

In 2014/15, a total of 2.57million grey fleet miles were travelled by some 1698 employees in their private vehicle in carrying out their business duties which incurred a direct expenditure to the Council of £1.15m (0.45p/mile) A Business Travel Working Group, together with Trade Union representation, was set up and met on a monthly basis, consisting of representation across all Directorates. The following suite of improved business travel facilities included;

- the creation of a pool of low emission vehicles available for employees to utilise for their business travel needs;
- the provision of low emission fleet vehicles to high business mileage users;
- the use of short term hires for journeys over 50 miles;

- the provision of electric vehicles to complement the pool vehicles;

These proposals were developed with an employee and Trade Union working group to inform the creation of a Sustainable Business Travel Policy which will realise both financial savings and carbon emission reductions. **(Action Reference AO8).**

The introduction of the travel hierarchy and Car Club scheme has resulted in a significant saving of 20 tonnes of CO2 emissions and the table below highlights the reduction of miles travelled to date:

Period	Miles Travelled	Grey Fleet	Pool Car Miles	Cost
2014/15	2,569,213	2,569,213	0	£1,155,034
2015/16	2,300,079	2,252,760	47,319	£1,035,035
2016/17	2,166,818	2,051,109	115,709	£975,068
2017/18	1,668,310	1,534,822	133,488	£750,739
2018/19	1,686,338	1,479,543	206,795	£758,852
Total	**10,343,439**	**9,887,447**	**455,992**	**£4.653,435**

7. LEVELS OF SERVICE

7.1 Service Users

The assets enable the Council to deliver an extensive range of services to the community and visitors and support the achievement of corporate aims and objectives.

7.2 Service Level

As part of the implementation of the Transport Hub all of the Councils transport related budgets were consolidated. The cost of transport provision is allocated to services annually based on their specific requirements. Management information regarding vehicle costs and usage is also available to users in a form and timescale that enables appropriate management interventions in respect of use and deployment. The mechanism aims to provide greater transparency and control in the allocation of costs to services in operating vehicles by allocating costs in the following ways: -

- An annual fixed fleet management charge per vehicle in respect of the fixed costs and overheads of service provision;
- A fleet service charge for each vehicle based on planned maintenance and operating cost along with reasonable levels of wear and tear;
- Re-charge of actual costs incurred for repairs undertaken arising from unreasonable or inappropriate use of a vehicle thereby enabling appropriate management intervention;
- Fuel recharges are based on actual consumption by each asset;
- Re-charge of actual contract costs for taxi and plant hire provision.

8. LIFECYCLE PLANNING AND ASSET PERFORMANCE

8.1 Lifetime Performance

Pressure on the Council's fleet budgets and a desire to optimise vehicle utilisation has led to an increasing focus on making vehicles work longer, harder and smarter. However, simply extending the mileage or length of time for which a vehicle operates is not necessarily the best way to run an efficient fleet.

A well-maintained vehicle fleet provides a positive image of the Council to the public and minimises service disruption attributable to breakdowns and associated re-active maintenance and ensures compliance with the appropriate regulatory frameworks.

Getting the most out of vehicles over a longer period of time and the key aim to maximise the use of each vehicle, maintain regulatory compliance and wherever possible extend its useful life beyond initial planned parameters.

Rather than implementing a fixed vehicle replacement cycle across the fleet, the Transport Hub look at a wide number of parameters such as operational measurements, by interrogating an individual vehicle's data, the team may find that some vehicles are best replaced after a different period. This type of enhanced vehicle replacement forecasting involves the Transport Hub assessing data about specific vehicles, in order to identify inefficient and costly vehicles for disposal or to retain vehicles that are performing more efficiently.

- **Planned Maintenance**
  A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annually depending on the type and use of each vehicle. In addition, having an effective way to report defects is a key part of the Councils vehicle maintenance regime. A 'nil defect' reporting system is in place whereby drivers must undertake a range of vehicle safety checks and complete pro-forma to confirm roadworthiness before use.

- **Vehicle Checks**
  A 'nil defect' reporting system is in place whereby drivers must undertake a range of vehicle safety checks and complete pro-forma to confirm roadworthiness before use. Where safety critical defects are identified, a replacement vehicle must be used until the transport service has completed the appropriate repair.

- **Technology**
  All Large Goods Vehicle are now specified to have lane assist and AEBS (advanced emergency braking system) fitted as standard. All vehicle technological advancements are being reviewed as they become available on the market place for the possible inclusion in our future vehicle purchasing specifications.

  All vehicle inspections, repairs, servicing works, and fuel use are recorded using the proprietary ICT fleet management system (Fleetwave) to establish the whole life costs of each asset. The Fleetwave system ensures that information can be accurately recorded and utilised to inform future asset management and purchasing decisions.

The pilot of in cab work flow devices within Waste Services is proven to be successful.

Telematics has been installed into the majority of fleet vehicles which reports on vehicle usage and driver behaviours this technology allows the Transport Hub to easily capture the necessary data to establish exactly how the fleet is being utilised and where improvements can be made.

- **Driver Training**
  All employees who operate Council owned vehicles are required to complete a driver assessment. This includes a road test to assess competence, and where necessary, recommend appropriate instruction in respect of road awareness, economical driving and legislative compliance. For further information on completion the drivers are issued with a copy of the Councils drivers' handbook.

  The driver's handbook has been refreshed during 2019 and will be issued to all fleet drivers via a presentation Tool Box Talk.

  References are sought and received prior to the commencement of employment for all drivers.

  Professional drivers of Large Goods Vehicles are required by law to undertake 35 hours of periodic Certificate of Professional Competence training over a rolling 5-year period.

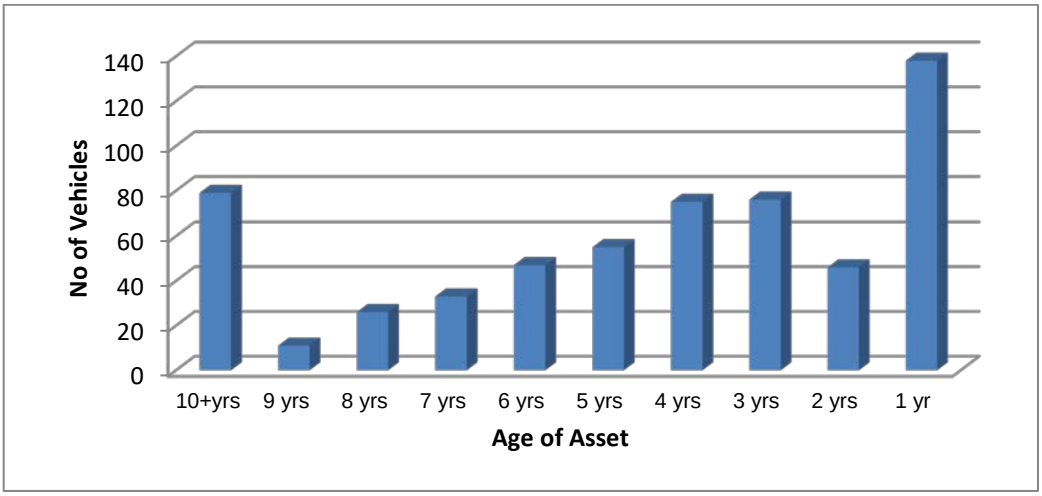
  Driver licence checks are carried out every six months for all fleet asset drivers to ensure the staff members continue to hold the required category for the type of vehicles they drive.

  Upon receipt of a new vehicle a formal handover process is provided to drivers and client service, including a Health and Safety risk assessment, guidance on technical specifications and instructions and any additional training required e.g. operation of bin lifts. **(Action Reference FAMP A09).**

- **Fleet Compliance / Trainer**
  On reviewing the findings of a recent High Impact Leadership (HIL) project where a team were assigned to look at "How to Reduce Insurance Costs within the Workplace". A cross service project team consisting of 7 members was asked as part of their participation in the HIL program to investigate and make recommendations and proposed actions relating on "How to Reduce Insurance Costs within the Workplace".
  One of the key recommendations was that the Transport Hub develop a new post which will specialise in driver training, fleet compliance and post-accident investigations, this centralised operation would allow enhanced planning, managing, regulation compliance and all aspects of training and development that would result in a more robust, resilient and effective service for the whole Council. **(Action Reference FAMP A10).**

8.2 Age of Assets

The age profile of the assets is shown in the chart below:



8.3 Expiry

The vehicle replacement plan identifies the anticipated lifespan to enable accurate financial planning. However, in order to maximise the value of each asset replacement is made on a condition basis or a significant change in user requirement. To extend their life vehicles may be transferred to other services, utilised within the central transport pool to reduce the need for hire vehicles or used to replace a vehicle that is no longer economically viable.

It has been agreed that capital funding for fleet replacement vehicles will be reduced by 25% over the next 5 years (£2.5m), this could have a significant impact on the revenue budgets due to maintaining the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

We are also likely to see an increase in the length of lead time for vehicles for all fuel types, but more so for alternatively fuelled vehicles, which have an increasing demand and smaller, more expensive, production runs. Improved planning for replacement cycles for vehicles is therefore essential.

9. PERFORMANCE

9.1 Performance Indicators

The service has a number of performance indicators in place to measure the availability and cost of maintaining assets, these are benchmarked through the APSE performance networks.

Indicator	2015/16	2016/17	2017/18	2018/19	2019/20 (target)
Fuel Use (litres)	1,946,049	1,893,285	1,820,116	1,656,028	1,650,000
CO2 Emissions (tonnes)	5,035	4,903	4,731	4,290	4,200
% of vehicles serviced within 7 days of schedule	94.05	98.33	98.42	92	99
% of vehicles passing DVSA test first time	97.44	94.67	95.52	100	100

The following is a list of additional Key Performance Indicators (KPIs) which the Transport Hub are regularly reporting. The list is not exhaustive and is for the purpose of demonstrating the types of information that is collected.

- **Vehicle downtime** – the number of days' service lost due to maintenance and repairs. This allows the Hub to focus on the reasons for an increased figure such as an increase in vehicle damage or the workshop being under resourced.

- **Vehicle availability** – the number of days the fleet was available for use. This is used to provide information on availability for service demand.

- **Vehicle utilisation** – this helps identify whether the fleet is too large or too small. It can also be used to help with decision making on fleet size and also to highlight issues with staff absence.

- **Number of accidents** – this highlights staff training requirements.

- **Number of vehicle defects** – these highlight maintenance issues or how an ageing fleet is adding to the Councils cost. It can also be used as information for selecting new vehicles.

- **Number of MOT failures or first time MOT passes** – this is used to measure the performance of the workshop.

- **Grey Fleet Mileage –** Number of miles undertaken by employees in their own vehicles

10. FINANCIAL SUMMARY

10.1 Annual Revenue Costs

The annual revenue cost of maintaining and operating the vehicle and road going plant items is £4.74 million of which £2.9 million is attributable to fleet management and maintenance and £1.84 million to fuel. These costs are allocated annually to service users through the process set out at 7.2.

The continued development of the Transport Hub will assist all Council services to make more efficient use of the existing fleet and enhanced co-ordination of journeys that will look to avoid unnecessary or duplicate journeys and look to achieve economies of scale that will achieve future budget savings.

10.2 Capital Investment

The estimated asset replacement costs together with allocated Capital funding are set out in the table below for each of the next 8 years. The value of the capital programme during this period is less than the replacement value to reflect the move to condition-based replacement along with the development of the transport hub initiative and the Council's change programme that are expected to impact upon the number of vehicles provided.

The capital funding has been reduced by 25% (£2.5m) over the next 5 years, this could have an impact on the revenue budget as we will have to maintain the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

Year	Number of Vehicles Scheduled for Replacement	Estimated Replacement Costs (£)	Capital Programme (£)
2019/20	56	2.58m	1.50m
2020/21	66	2.87m	1.50m
2021/22	60	1.99m	1.50m
2022/23	54	2.26m	1.50m
2023/24	87	2.28m	1.50m
2024/25	83	2.24m	2.00m
2025/26	62	1.96m	2.00m
2026/27	118	1.98m	2.00m
Total	**586**	**18.16m**	**13.50m**

The assets are currently financed through capital purchase. There are a number of ways in which replacement vehicles can be financed. The three principal methods for vehicles and plant are: -

- Capital Purchase – vehicles are purchased outright and owned by the Council. This enables total flexibility in the use, length of ownership, mileage etc. Purchases are made utilising the capital budget.

- Leasing – vehicles are owned by a leasing company, the Council makes annual payments, from revenue budgets, to the leasing company in return for use of the vehicle. Terms of use are agreed such as length of lease (5 years), return condition, annual mileage, residual value etc. Upon expiry of the lease it can be extended or returned to the leasing company. Financial penalties are applied where use has not been in accordance with the lease agreement.

- Contract Hire – A form of leasing where the vehicle provider (leasing company) also undertakes some responsibility for the management and maintenance of the vehicle. As with leasing payments are made from revenue budgets.

An exercise in March 2015 compared the methods of leasing and capital purchase for ten Transit type derivatives. At that time there was no clear differential between the financial benefit of each model. However, where capital finance is available to support outright purchase there are a number of inherent benefits within capital purchase: -

- Avoidance of end of lease costs, particularly in respect of annual mileage and return condition;
- Flexibility in respect of use and length of ownership
- Avoidance of early termination penalties should service reviews identify the requirement for a different type of vehicle.
- Negates premium lease payments to compensate for low residual values associated with specialist vehicles with limited second-hand opportunities.

This exercise is carried out on a regular basis, particularly when purchasing large numbers of vehicles, to ensure the most efficient method of finance is used and to support the Council's budget setting process. Specific vehicles will also be assessed to inform best practice within current market / industry availability. **(Action Reference FAMP A11).**

In order to maximise purchasing power and on-going manufacturer support vehicles are replaced in groups by type and are procured, where possible, through existing Scotland Excel or Crown Commercial Services Frameworks.

10.3 Disposal

At the end of their useful life vehicles are disposed of through an auction house or directly to specialist dealers ensuring that the best price is attained. Such receipts are not expected to exceed £100,000 annually and are returned to the Council's capital fund.

11. RISK MANAGEMENT

11.1 Risk Matrix

There are a number of inherent risks in the operation of the assets and their provision to service users. These risks are assessed utilising an impact and likelihood matrix to establish the extent of the risk and to inform the actions required to mitigate the risk to a level such that operations can be maintained to an acceptable level.

11.2 Key Risks

Risk	Likelihood Rating (A)	Impact Rating (B)	Risk Score (A + B)	Consequence	Current Controls
Extension of asset beyond economically viable life	3	3	9	▪ Service disruption due to increased breakdowns ▪ Increased maintenance costs ▪ Loss of 'Operators' Licence	▪ Planned Maintenance programme ▪ Timely replacement programme
Loss of 'Operators' Licence	3	3	9	▪ Cannot utilise transport to deliver services	▪ 'Nil' defect daily checklist to be completed prior to vehicle use ▪ Planned maintenance and inspection cycle

					▪ Driver training programme
Increased environmental controls in respect of vehicle emissions	3	2	6	▪ Fleet does not meet legislative standards ▪ Cannot utilise transport to deliver services ▪ Increased costs to hire in appropriately compliant vehicles.	▪ Timely replacement programme ▪ Evaluation of alternatively powered vehicles ▪ Planned maintenance programmes to ensure optimum efficiency in vehicle operation.
Significant increase in Price of Fuel	3	2	6	▪ Increase in budget requirement	▪ Evaluation and implementation of alternatively powered vehicles. ▪ Securing of bulk supply contracts
Securing of Fuel Supply	1	5	5	▪ Essential Services cannot be delivered	▪ Maintain bulk supply. ▪ Work with ACCT to maintain contingency plan. ▪ Evaluation of alternatively powered vehicles to reduce demand
Reduction of capital funding by 25 % over the next five years for fleet vehicle replacement	3	3	9	▪ Increase in revenue costs due to retaining vehicles longer ▪ Disruption to frontline service delivery ▪ Low staff moral ▪ Increase of vehicle downtime	▪ Early engagement within service reviews impacting on transport. ▪ Replacement plan re-phased to significantly reduce number of vehicles being replaced over the next five years

Likelihood	**Consequent Impact**				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Remote	1	2	3	4	5

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

12. ACTION PLAN

Action Plan Reference	Action	Responsible Person	Timescale
FAMP A01	Continue to develop and review the Corporate Transport Hub.	Transport Manager	Ongoing
FAMP A02	Continue to maintain compliance of the Council's Operators Licence	Transport Manager	Ongoing
FAMP A03	Continue to review commercialisation and further business development opportunities.	Transport Manager	Specific timescales to be identified through forthcoming Municipalisation Strategy
FAMP A04	Reduce fleet numbers and increase Fleet Utilisation by facilitating a Critical Fleet review. Achieve saving target £85k.	Transport Manager	March 2020
FAMP A05	Support the transformation project in the review of HSCP/Education transport demand and associated costs.	Transport Manager	March 2020
FAMP A06	Engage with services and communications in regard to Vehicle Advertising	Transport Manager	Ongoing
FAMP A07	Continue to improve fleet sustainability	Transport Manager	Ongoing
FAMP A08	Continue to develop sustainable business travel arrangements for our employees	Transport Manager	Ongoing
FAMP A09	Continue to develop programme of driver training and launch revised drivers handbook	Transport Manager	Ongoing
FAMP10	Create new Fleet Compliance / Trainer post	Transport Manger	October 2019
FAMP11	Review method of purchasing and financing vehicles	Transport / Financial Support	Annual Exercise

APPENDIX 5

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

ASSET MANAGEMENT PLAN

ROADS

July 2019

Road Asset Management Plan

Contents **Page No.**

1	Introduction	2
2	Asset Description	5
3	Customer Consultation	7
4	Future Demands	9
5	Levels of Service	13
6	Financial Summary	23
7	Investment Strategy	26
8	Risk Management	32
9	Improvement Plan	34
10	Management and Control of the Plan	34
	Glossary	35
	Appendix A Action Plan	
	Appendix B Roads Hierarchy	
	Appendix C Carriageway Prioritisation Criteria	
	Appendix D Footway Scheme Prioritisation Matrix	
	Appendix E Structures Prioritisation Matrix	

1 Introduction

This Road Asset Management Plan (RAMP) sets out the Council's approach for the management and maintenance of its road assets.

1.1 Road Asset Management

Road Asset Management is defined in the County Surveyors Framework for Highway Asset Management as:

> 'a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers'

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

Strategic Approach – adopting a strategic approach to maintain and renew the asset and make best use of available resources for the long-term benefit of the asset.

Optimal Allocation of Resources – investment is allocated to prioritise the delivery of corporate objectives and to provide best value to our customers. Asset management provides a framework for this process by identifying and prioritising needs across the network as a whole. Lifecycle planning is used to minimise whole life costs to ensure efficient and effective use of resources.

Customer Focus – taking into account the needs and expectations of customers is addressed by developing appropriate levels of service for each asset.

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

1.2 Corporate Asset Management

The Road Asset Management Plan links to the Council's Corporate Asset Management Strategy and assists the Council in its' drive to use our resources more efficiently and effectively.

1.3 Strategic Document Framework

The Road Asset Management Plan sits within a strategic document framework shown in the diagram below:

Local Outcomes Improvement Plan

↓

Council Plan

↓

Operational Plans

↓

Road Asset Management Plan
Flood Risk Management Plan
Road Safety Plan
Winter and Weather Emergencies Plan
Street Lighting Strategy

1.4 Asset Management Planning Documentation

The following documents are produced to support the asset management process and are reviewed and updated annually:

Road Asset Management Plan – records the service standards for each asset group, identifies risks, reflects local traffic levels, customer preferences and current investment strategies

Data Management Plan – records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data

Road Asset Valuation Report – provides information on data used in the valuation, methods of calculation and interpretation of results

Performance Report – APSE/SCOTS results

Improvement Action Plan – to support the asset management planning process

Customer Information Report – provides current customer information

Road Maintenance Manual – defines how and when each asset group is inspected, categorisation of repairs, condition assessment, prioritisation methods and procurement and management of works

Annual Status and Options Report – provides a summary of the status of each asset group in meeting service standards and a prediction of condition based on varying investment levels

Road Risk Register – details of risks to implementation of the plan

Works Programme – a Strategic List of Priorities is provided from which the annual programme is determined

2 Road Asset

2.1 The Road Asset

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

Asset	Quantity (31st March 2019)	Unit
Carriageway – Mainland	873.64	km
Carriageway – Arran	165.8	km
Footways/footpaths	1014.8	km
Bridges & Culverts	418	no.
Car Parks	66	No.
Retaining Walls	46	No.
Street Lighting Columns	23,360	No.
Traffic Signals	75	No. of sets
Vehicle Activated Signs	37	No.
Real Time Passenger Information	21	No.
Non-illuminated Signs	12,226	No.
Illuminated Signs/Bollards	1,121	No.
Pedestrian Barrier	10,706	m
Grit Bins	485	No.
Safety Fences	40,557	m
Street Name Plates	3,609	No.
Bus Shelters	389	No.
Cattle Grids	11	No.
Verge Marker Posts	4,449	No.
Weather Stations	2	No.

A Data Management Plan has been created to record inventory data, storage, updating and validation processes.

2.2 Other Road Assets

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

- Drainage systems are not covered by this plan. There is limited recorded information on drainage. New drainage installed or existing drainage that is being worked on, is included in the recording procedures for asset changes. Historic plans of drainage will ultimately be fully recorded on GIS. A flooding focus group has been included in the 3rd phase of the SCOTS asset management project to explore the inclusion of flooding/drainage asset management within the RAMP.

- Road & Lighting Infrastructure that is not part of the adopted road network is not currently included within this RAMP. Work has commenced to collect lighting, carriageway and footway condition data for Housing areas, and limited information regarding additional road infrastructure outwith the adopted road network has been recorded. A methodology for the prioritisation of maintenance on these assets has been developed. Further work is required to ascertain how the financial valuation of these non-adopted assets should be reported. There is a list of additional assets and further assets will continue to be added to the list as they are identified.

- Trees are not recorded within the RAMP. Tree ownership across the council area is currently being recorded by the arboricultural officer. The majority of roadside trees are the maintenance responsibility of the land owner.

- Cycle paths – inventory relating to cycle paths not forming part of existing carriageways or footways/footpaths is currently being collected and will be complete by March 2020. The status and maintenance of cycle paths will then be included with the RAMP.

The following road assets do not require to be included within the RAMP as the council do not have maintenance responsibility for privately owned infrastructure, although records are held regarding locations.

- Private Roads and Footways – those not on the list of public roads

- Private Bridges (including Network Rail and Sustrans structures)

3 Customer Consultation

3.1 Customer Consultation

A Roads Service customer survey was undertaken in 2013. The survey covered customer contact and levels of satisfaction with various areas of the service – winter service, road maintenance, street lighting. The surveys identified that although we were delivering a high quality service in the works being carried out, the condition of the roads and footways was perceived to be in decline.

North Ayrshire took part in the National Highways and Transport (NHT) Networks survey in 2016. This survey measures public satisfaction with highways and transport services across the UK with results shared on the NHT website to encourage benchmarking and drive improvement.

To ascertain customer satisfaction regularly, roads specific questions have now been included in the customer surveys that are carried out by our Customer Services.

A winter service customer questionnaire was issued in 2013 to ascertain customer satisfaction levels with our winter service provision. This aspect is now included in the Customer Services survey.

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

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

The Local Transport Strategy 2015-2020 was developed in consultation with a wide range of representatives including public transport operators, economic groups, environmental groups, community groups and health organisations. Following publication of the draft documents, a six-week public consultation process was undertaken. The public consultation was carried out by e-mails sent out to all previous consultees, information and a link to a small questionnaire were provided on the Council's website and draft documents and questionnaires were placed in local libraries and Cunninghame House reception. In addition an advert was published in the Ardrossan & Saltcoats Herald, Arran Banner, Irvine Herald, Largs and Millport Weekly News and the Herald informing of the consultation.

North Ayrshire Council also has representatives who attend various meetings to ascertain views and/or requirements – e.g. North Ayrshire Access Panel, Community Groups and Estate Based Inspections. Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire.

Consultation is undertaken through the new Locality Partnerships for local people within communities; set in North Coast and Cumbrae, Three Towns, Garnock Valley,

Arran, Kilwinning and Irvine. This identifies and addresses local issues, sets out priorities for each locality and how they can be addressed within a developed Locality Plan.

We work closely with Arran Community Council, Visit Arran and other key stakeholders to consult on works programmed to be undertaken on the Island of Arran to ensure that disruption is minimised and that any concerns are addressed.

Public consultation exercises are undertaken prior to final design decisions being made about major projects – for example, consultation has been carried out across West Kilbride to consider improvements to traffic management in the town and also in Gateside to agree traffic calming measures to improve safety. Consultation is also undertaken through local press releases for traffic orders and proposed road closures.

A customer satisfaction survey developed by the SCOTS Performance Group and APSE has been trialled by a number of authorities and is currently under review. A revised survey will be available in April 2020. This survey will then be used to ascertain customer satisfaction and benchmark against other Scottish authorities on an annual basis.

3.2 Consultation Results

The results of the roads service survey of 2013 shows dissatisfaction particularly in the condition of road and footway surfaces, but that customers are satisfied with the provision of street lighting. The 2016 National Highways and Transport (NHT) survey shows similar results for satisfaction with road condition but indicates a lower level of satisfaction with street lighting with 70.7% satisfied with street lighting in comparison to 82% through the service survey in 2013. This may be due to the introduction of LED lighting in certain areas which reduce the light spread by concentrating lighting onto the road network.

The winter maintenance policy is reviewed annually to ensure that an effective winter weather service is provided and disruption due to severe winter weather is minimised. 70% of residents surveyed in 2013 indicated that they were satisfied with the winter service provided.

The Roads Service customer survey carried out in 2013 asked respondents to give a priority rating to each of the services that the Roads Service carries out to indicate how important the public perceives each service to be. Maintenance of Roads and Bridges was rated as the most important area for investment by 46% of respondents and 45% of enquiries made were concerning Road and Path maintenance. The results of this survey are included in the April 2014 Customer Information Report.

The results of our Contract specific customer questionnaires are reported to the Senior Manager on an annual basis in order that areas of concern can be monitored and addressed in pursuit of continuous improvement in the service delivered. 95% of customers are satisfied with the overall result, with 81.4% of customers stating that the service is good or excellent. Issues raised through this process are discussed at the Network weekly progress meetings and with appropriate site personnel. The results of the latest survey are included in the June 2019 Customer Information Report.

The results of the National Highways and Transport (NHT) Public Satisfaction Survey can be found on the NHT website. A comparison with the roads service surveys is included in the April 2016 Customer Information Report and confirms the results of previous surveys carried out by the roads service.

4 Future Demands

4.1 Asset Growth

Asset growth is generally due to the adoption of new development sites.

The carriageway asset has increased by 0.89% over the last 5 years, which has resulted in an additional 9.25 km of carriageway to be inspected and maintained. Due to the increase in new housing developments, it is expected that the carriageway asset growth will increase at approximately 0.2% per year. Growth of our footways/footpaths over the same period was 13.3 km representing a 1.2% increase over the same 5-year period, this is expected to decrease to 0.2% per year.

The number of lighting columns has increased by approximately 3% over the last 3 years. This rate of growth is due both to adoption of new development sites and increased numbers resulting from improvement of lighting to current standards. This trend is expected to continue.

The number of traffic signals remains relatively static with any increases due to a requirement to regulate traffic flow on busy routes and to provide safe crossing points for the public. A number of driver feedback signs are provided, all of which have been installed in the last 8 years.

4.2 Traffic Growth

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

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

There are currently no figures available for traffic volumes on the Island of Arran; however, there is an expectation of increasing volumes of traffic due to the influx of

tourists, in private cars and bus tours throughout the summer months further contributing to the deterioration of Arran's roads. There are projected figures for increases in timber transport calculated from predicted volumes of timber to be felled in future years. It is predicted that haulage traffic will increase by 39% between 2012-2016 and 2017-2021.

Road Equivalent Tariff (RET) has now been introduced on ferry routes to Arran with a reduction in fares for the travelling public. There is currently no information available on any increase in vehicular traffic as a result of this as analysis of traffic counter information recorded on the Island has not yet been completed. However, anecdotal information suggests a significant increase.

4.3 Traffic Composition

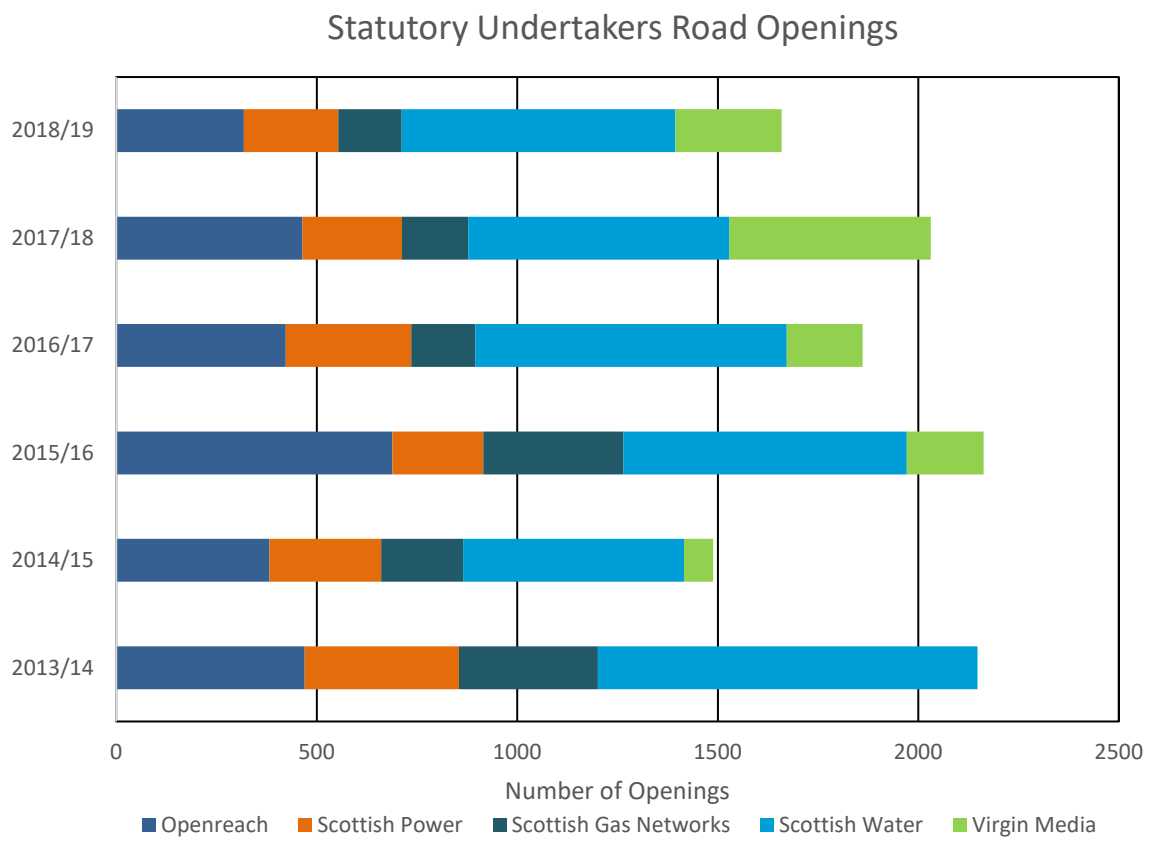
There are no changes expected in traffic composition on the Mainland in the foreseeable future.

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

4.4 Utilities

Utility activity can have a major effect on the maintenance and management of the road assets. There are currently no recorded figures to quantify the effect that utility openings have on the road structure but it is widely believed that these lead to an increase in defects and earlier deterioration of the road surface than would otherwise be expected. All statutory undertakers are responsible for carrying out their own reinstatements and the Council enforces a 2-year guarantee on these works.

The Office of the Scottish Road Works Commissioner is currently undertaking a review of the long term damage that can result from utility activity. This includes a review of the current 2-year guarantee period.



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

4.5 Environmental Conditions

Environmental factors contribute to the demands placed on the road asset.

- Climate change – changeable weather conditions with severe weather extremes becoming more common result in rapid deterioration of the road network
- Winter weather – harsh winter weather, particularly the extreme low temperatures during winter 2017/18 caused significant damage to road surfaces
- Flooding – flooding is becoming more common due to prolonged periods of intense rainfall with road drainage unable to cope. This further leads to rapid deterioration on rural roads where there is little or no formal drainage in place.

4.6 Changes in Legislation

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

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

- Flood Risk Management (Scotland) Act 2009
- Disabled Persons Parking Places (Scotland) 2009
- Designing Streets Manual for Scotland
- Section 7 agreements may create further maintenance responsibilities in relation to sustainable drainage systems. Section 7 agreements state that the Roads Authority and Scottish Water may agree to the provision, management and maintenance or use of their sewers or road drains for the conveyance of water bringing shared responsibilities for systems
- Traffic Signs Regulations and General Directions 2016
- Well-managed Highway Infrastructure – A Code of Practice October 2016

4.7 Local Transport Strategy

The Local Transport Strategy may result in additional public transport and walking/cycling routes that will result in increasing future maintenance costs.
North Ayrshire Council is committed to implementing low maintenance solutions, where possible, for example widening existing footways to create shared footway/cycleways rather than constructing separate new cycleways that would incur additional inspections costs.

5 Levels of Service

5.1 Service Standards

The following service standards apply to the road asset and define the level of service that customers can expect. The standards allow the appropriate prioritisation of resources within available funding. Details of how the specific measures are calculated are included in the road maintenance manual.

Service	Measure	Target Standard
	Carriageways	
Safety	Response time to Category 1 defects	4 hours
	Response time to Category 1 defects (Cumbrae only)	24 hours
	Response time to Category 2 defects	5 working days
	Response time to Category 3 defects	60 working days
	Routine safety inspection frequency – Strategic, Main and Secondary Distributors	12 times per year
	Routine safety inspection frequency – Link roads	4 times per year
	Routine safety inspection frequency – all other routes and car parks	once per year
	Utility Inspections	
	% of Sample A Inspections completed against number of potential inspections	50%
	% of Sample B Inspections completed against number of potential inspections	60%
	% of Sample C Inspections completed against number of potential inspections	85%
Condition	Maintain RCI	39.3%
	Maintain condition of A Class Roads at target levels	37%
	Maintain condition of B Class Roads at target levels	40%
	Maintain condition of C Class Roads at target levels	52%
	Maintain condition of U Class Roads at target levels	36%
	Footways	
Safety	Response time to Category 1 defects	4 hours
	Response time to Category 2 defects	5 working days
	Response time to Category 3 defects	60 working days
	Routine safety inspection frequency – footways associated with strategic, main and secondary routes	12 times per year
	Routine safety inspection frequency – footways associated with link roads	4 times per year
	Routine safety inspection frequency – Castlepark and Lower Vennel	Twice per year
	Routine safety inspection frequency – all other footways and footpaths	Once per year

Condition	Maintain % of footways requiring maintenance at current levels	16%
	Street Lighting	
Safety	% of street lanterns with a valid Electrical Test Certificate	50%
Condition	% of lamps restored to working condition within 7 days	95%
	% of lanterns that exceed their Expected Service Life should be no more than	25%
	% of columns that exceed their Expected Service Life should be no more than	15%
	Structures	
Safety	Carry out General Inspections	2 yearly
	Carry out Principal Inspections	6 yearly
Condition	Response time to emergency calls	4 hours
	Target figure for Average Bridge Stock Condition Indicator	85
	Target figure for Critical Bridge Stock Indicator	80
	Traffic Signals	
	Response time to attend urgent faults	2 hours
Safety	Repair/make safe time for urgent faults	4 hours
	Response and repair time for non-urgent faults	12 working hours

Details of our Road Hierarchy are shown in Appendix B

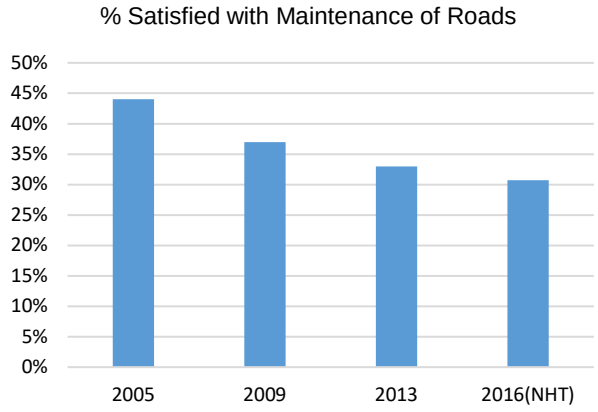
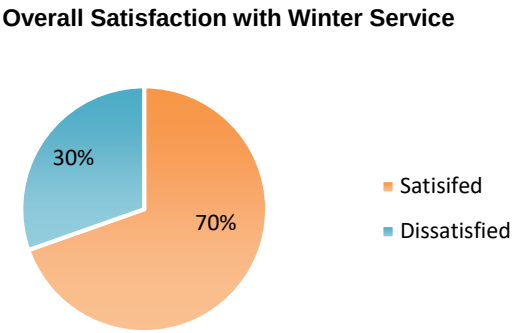
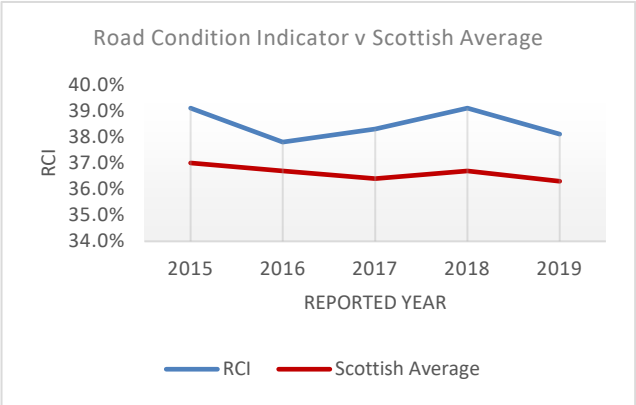
5.2 Road Condition

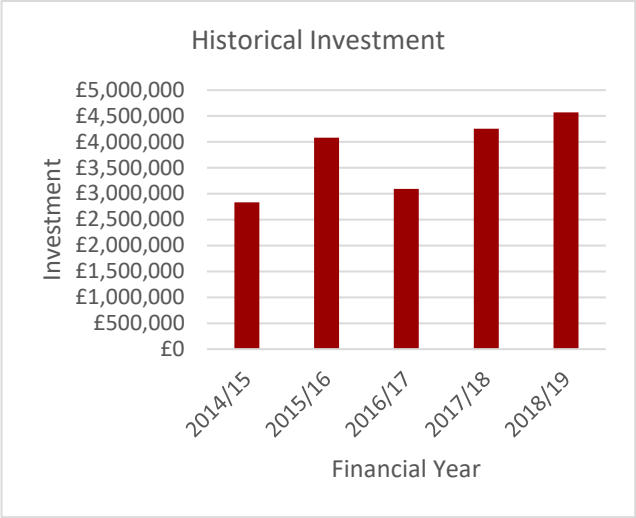
The table below shows the Road Condition Indicators for North Ayrshire Council reported as Statutory Performance Indicators from 2011-2013 to 2016-2018 and the comparison with the Scottish average. Road condition improved from 2013 to 2016 as a result of asset management practices using lifecycle planning to target investment to make optimum use of available resources. Road condition has deteriorated slightly by 1.3% over the last 2 years, additional budget invested in roads infrastructure in 2017/18 and 2018/19 is expected to stabilise road condition.

RCI Comparison to Scottish average							
	2011-13	**2012-14**	**2013-15**	**2014-16**	**2015-17**	**2016-18**	**2017-19**
North Ayrshire	42.7	40.8	39.1	37.8	38.3	39.1	38.1
Scottish average	36.2	36.7	37.0	36.7	36.4	36.7	36.3
Comparison to Scottish average	+6.5%	+4.1%	+2.1%	+1.1%	+1.9%	+2.4%	+1.8
Overall Ranking	25th	21st	20th	20th	22nd	26th	23rd

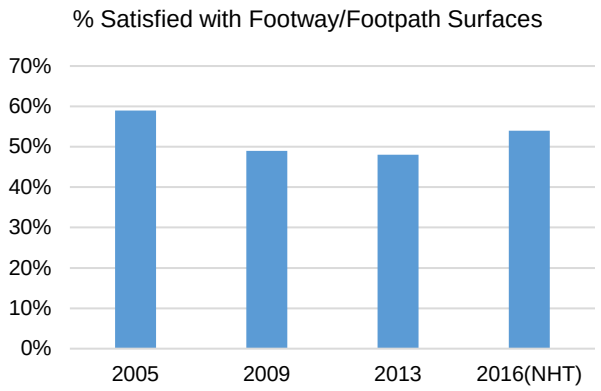
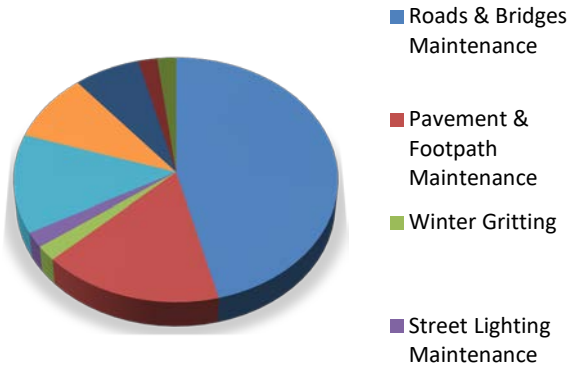
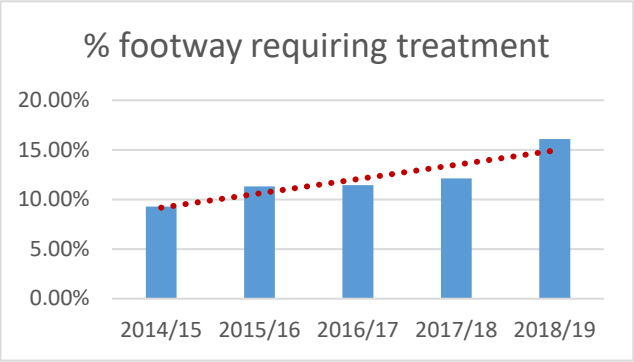
5.3 Asset Group Status Reports

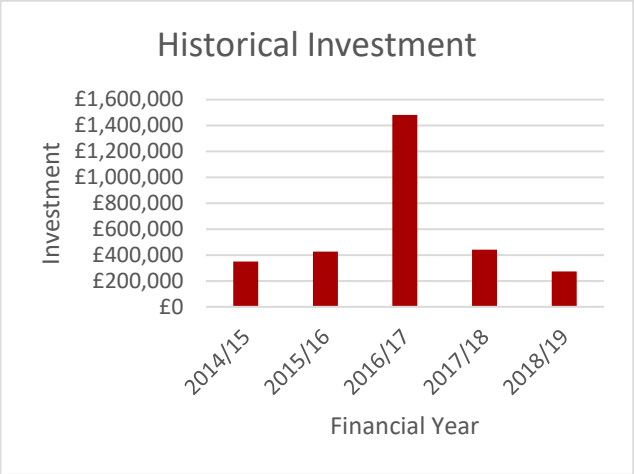
The status of the major asset groups that make up the road asset as at April 2019 are summarised in the following pages:-

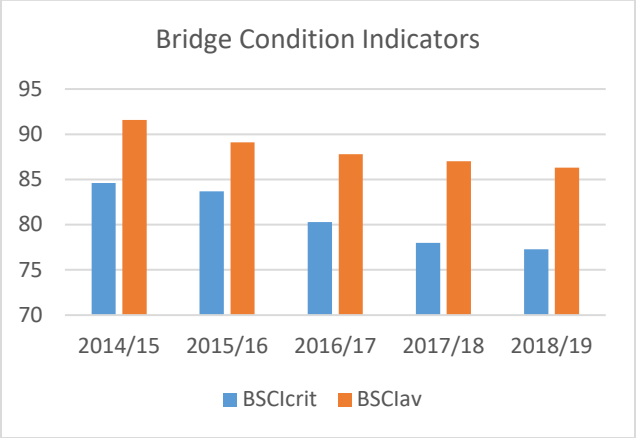
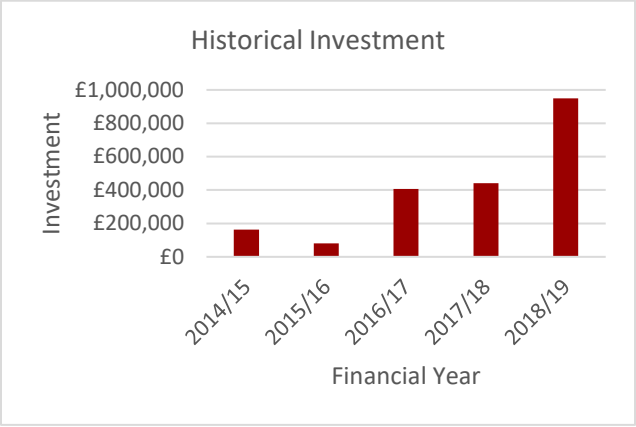
Carriageways	Statistics	Commentary
The Asset	North Ayrshire Council has 1039 km of public road network. Growth of 0.89% over the last 5 years. Growth of 9.25 km over the last five years.	Predicted growth over the next 5 years of 0.2% per year.
Customer Expectations	 	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of our roads. The 2016 NHT survey indicates the low level of satisfaction with the condition of our roads. This decrease in satisfaction with our road network is despite an improvement in overall road condition and indicates the increasing expectations of the community. A roads customer survey created jointly by APSE/SCOTS to enable national satisfaction comparison will be undertaken during 2019/20. A winter survey carried out in 2013 indicates that 70% of the community are satisfied with the winter service provided.
Condition		SRMCS results in 2017/19 indicate that 38.1% of our carriageways may require attention – approximately 400km. Our RCI has improved over the last year, decreasing by 1%. The Scottish Average has also improved over the same period by 0.4%. Investment in road maintenance in 2019/20 is expected to maintain current overall road condition due to the use of lower cost surface treatments.

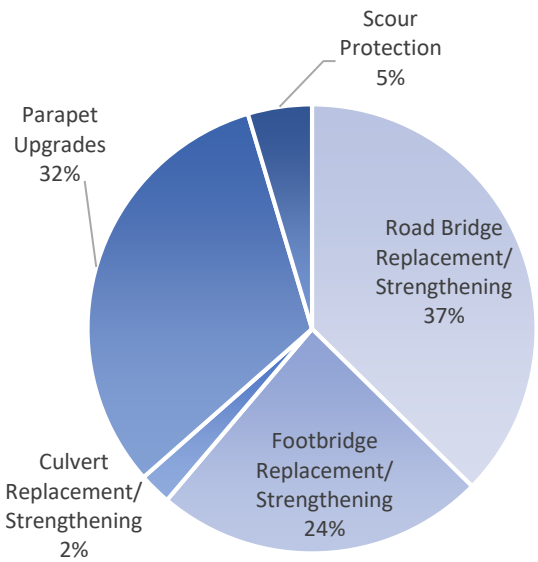
Investment Historical		These figures include capital and revenue investment in planned maintenance works. The carriageway investment plan from 2018/19 onwards includes £3.3m Capital Investment and £0.5m Revenue. These investment levels were set to maintain steady state in road condition. The reported steady state figure in 2019 has increased to £4.3m. Opportunities to mitigate this can be explored as part of the next Capital Plan refresh, informed by any changes to our RCI figures in 2019/20.
Valuation	Gross Replacement Cost (GRC) £969 million.	Cost to replace the carriageway asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £11.1 million.	Estimated annual depreciation in the carriageway asset if no maintenance is carried out.
	Steady State figure **£4.3million** (May 2019) (Increased from £3.8m in May 2017)	Cost per year to maintain the current Road Condition Indicator (RCI). [(1)]
	Headline backlog figure is **£34.8million**. (May 2019)	Budget required to remove all defects in one year.
Planned Future Investment	It is calculated that **£11.1million** per year is required to prevent further deterioration across the network. This figure does not include for increasing materials and construction costs.	This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or revenue funding.
Forward Works Programme	A 5 year investment plan has been developed for Arran using Road Condition data and Horizons which uses condition information and our identified community priorities to provide options for optimising investment. A 3 year plan for the Mainland is currently being revised due to changes to the plan as a result of rapid deterioration in some areas.	Locations identified are subject to annual re-assessment. Horizons is utilised to identify the optimum strategy for long term planning for road maintenance which maximises budget efficiency for both Arran and the Mainland.

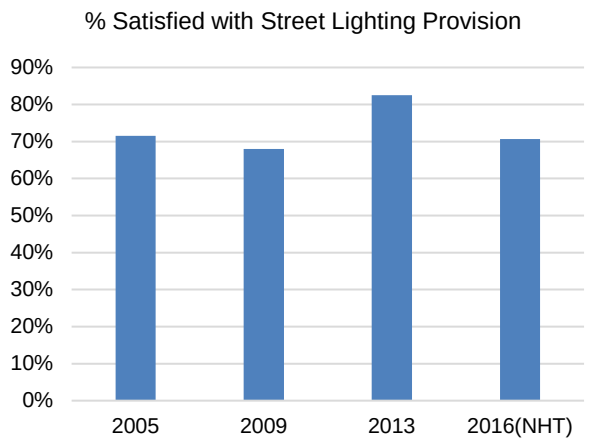
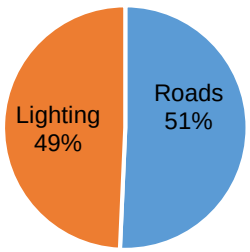
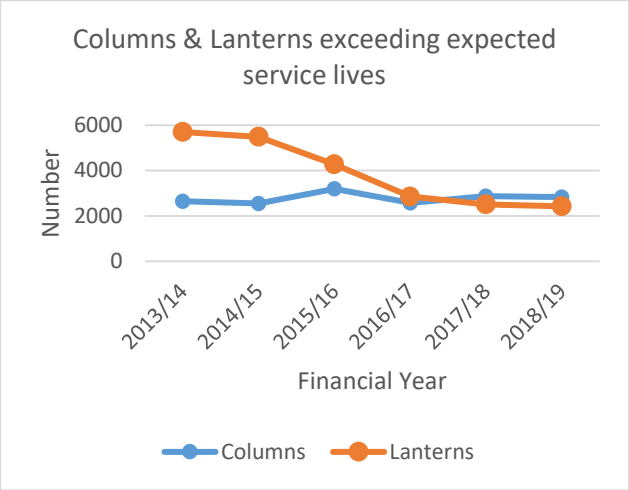
(1) The Steady State calculation is based on investment required to ensure carriageways currently in amber condition do not deteriorate to red condition, and carriageways currently in good condition do not deteriorate to requiring maintenance treatment. This figure does not include treating all carriageways currently requiring major maintenance works as those in red condition will not deteriorate further.

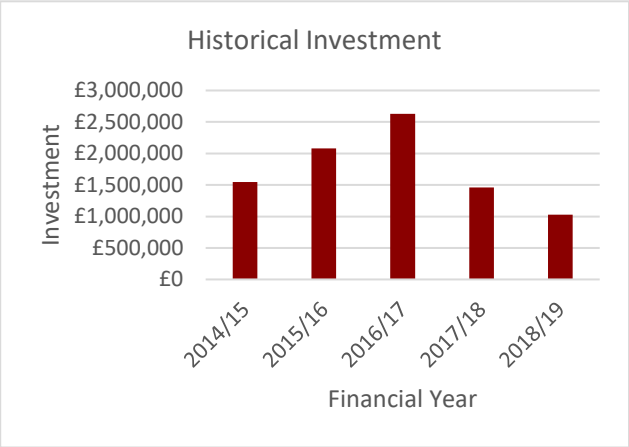
Footways	Statistics	Commentary
The Asset	North Ayrshire Council has 1014.8 km of footway/footpath network. Estimated growth of 1.2% over the last 5 years. Estimated an extra 13.3 km of footway to be maintained.	Predicted growth over the next 5 years of 0.15% per year. Predicted increase in footway length of 7.5 km over the next 5 years.
Customer Expectations	 	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of footways and footpaths. The NHT survey indicates that this increased to 54% of respondents satisfied with the condition of footways. Footways are second only to roads and bridges maintenance as customer investment priorities, with 17% indicating that this should be a priority for service investment. **Customer Priorities** Roads & Bridges Maintenance 46% Pavement & Footpath Maintenance 17% Winter Gritting 2% Street Lighting Maintenance 2% Reduction of Congestion/Traffic Management 13% Safety Measures/Traffic Calming 9% Flood Prevention 7% Maintenance of Public Car Parks 2% Road Safety Training 2%
Condition		A condition survey of the whole footway is completed annually. Assessments are undertaken by the Road Inspectors as part of their inspection programme. Condition assessments carried out on the footway network indicate that footway condition is deteriorating with 16.08% of our footway/footpath network is currently in need of maintenance treatment – approximately 162km.

Investment Historical		Planned footway maintenance includes footway resurfacing/ reconstruction and planned footway patching. Additional investment in 2016/17 was as a result of capital investment in town centre regeneration projects. Investment in planned footway works has decreased by £150k annually to support carriageway investment. It is expected that footway condition will continue to deteriorate as a result of the reduced investment in this asset.
Valuation	Gross Replacement Cost (GRC) is £73million	Cost to replace the footway asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £0.9million	Estimated annual depreciation in the footway asset if no maintenance is carried out.
Planned Future Investment	It is calculated that **£0.9 million** per year is required to prevent further deterioration in the footway network. This figure does not include for increasing materials and construction costs.	This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or major revenue funding.
Forward Works Programme	All footways requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all footways requiring maintenance works in order of priority.	Locations identified are subject to continual re-assessment.

Structures	Statistics	Commentary
The Asset	The Structures asset consists of: 254 Road Bridges 34 Footbridges 46 Retaining Walls 122 Culverts 7 Subways	The figure for the length of retaining walls is estimated. There are two flood protection schemes currently being developed for Upper Garnock Valley and Millport which will involve the creation of a dam and rock armour sea defences.
Customer Expectations	100% of requests relating to abnormal loads are responded to within service response times.	There have been no adverse comments in respect of Structures.
Condition		The Bridge Condition Indicators require that Principal Inspections (PIs) are undertaken over a 6 year cycle. A combination of a backlog of PIs and limited capital investment has resulted in a deterioration of bridge condition. Capital investment from 2016/17 onwards is expected to begin to show a steady improvement in BSCIs. General Inspections (GIs) are undertaken 2 yearly.
Investment Historical		These figures represent revenue expenditure only from 2013/14 to 2015/16. The application of asset management to maintenance of the structures asset has resulted in planned Capital investment of £560,000 annually for maintenance of Structures assets from 2016/17 until 2027/28. Further additional Capital investment of £300,000 was made in 2018/19 to carry out improvement works.
Valuation .	Gross Replacement Cost (GRC) is £116.7 million	Cost to replace the structures asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £870,000	Cost per year to maintain the structures asset in its current condition.

Planned Future Investment	Estimated Outstanding Maintenance Work Required  	Value of outstanding maintenance work for the Structures asset is estimated to be £6.7million. This estimate is based on the inspections that have been carried out to date and may rise as inspections are reviewed. A formalised process for establishing the ongoing, long-term budgetary requirements for the maintenance of the Structures Asset, is being developed to build upon existing Capital Programme Asset Group (CPAG) work. The Revenue budget is approx. £135,000 per year. Capital investment of £560,000/year has been agreed to 2027/28.
Forward Works Programme	The capital programme is identified based on the structures prioritisation methodology which ranks assets based on a number of factors including condition, safety, and usage.	The revenue programme is based on priorities from identified maintenance work, this is adapted throughout the year due to defects of a higher priority being identified through the annual inspection process. All works are subject to continual re-assessment. The capital programme may be revised as a result of higher priorities being identified through results of inspections.

Lighting	Statistics	Commentary
The Asset	No. of luminaires 23,624 No. of columns 23,161 Over the last 3 years the no. of luminaires has increased by 887 reflecting a rise of 3.9% per annum and the no. of lighting columns has increased by 497; a rise of 2.2%.	The growth pattern is expected to remain constant due to additional infrastructure as part of new developments. In addition, infrastructure replacement works will continue to increase the number of lighting points to reflect current design spacings.
Customer Expectations	 Customer Enquiries and Service Requests 	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 indicated an increase in satisfaction with the provision of street lighting. The NHT survey shows a decrease in the level of satisfaction with street lighting. The lower level of satisfaction may be due to the introduction of LED lighting which is being installed across North Ayrshire as part of an energy efficiency programme. These ensure that the lighting is concentrated onto the road network thereby reducing light spread onto surrounding private areas, gardens and pathways. In 2017/18, 49% of enquiries and service requests recorded for the Service were regarding Street Lighting. This is an increase of 8% over the last 2 years. This may be a result of public reaction to the changed perception of lighting levels from the installation of LED lighting.
Condition		The number of lanterns exceeding expected service life has decreased by 55% since 2013/14, due largely to bulk LED lantern changes. The increase in the number of columns exceeding service life may be affected by estimated historic installation date records and will be affected by reprofiled capital investment in the next few years. The value remains under the expected performance target. A SCOTS exercise to further refine the life expectancy of L.A. cable network is ongoing

Investment Historical		Level of historic investment reflected the ongoing £1m approx. required annually to maintain existing lighting infrastructure depreciation. Reprofiled Capital in 19/20 will result in reduced investment to £700k. An increase in investment from 2014/15 to 2017/18 is due to a major spend to save energy initiative to introduce LED lanterns into approx. 60% of the network. This has resulted in an energy efficiency saving of an estimated £570k per year.
Valuation	Gross Replacement Cost (GRC) is £40.6million	Cost to replace the lighting asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £1.06million	Cost per year to maintain the lighting asset in its current condition.
Planned Future Investment	Capital Investment 2015/16 - £2,654,000 2016/17 - £2,222,000 2017/18 - £1,460,428 2018/19 - £1,000,000 2019/20 - £750,000	The additional spend to save investment is due to be completed in 2017/18 reducing investment thereafter to the ongoing £1M approx. annual investment to maintain the lighting infrastructure depreciation at status quo. However, reprofiled investment over financial years 2019 – 2021 will impact these statistics.
Forward Works Programme	Structural inspection programme of risk certification is ongoing. Priority major infrastructure replacement programme is drawn from inspection, age profile and asset profile information.	Continued structural inspection manages risk between priority replacement and interim inspection certification.

6 Financial Summary

6.1 Historical Expenditure

Historical expenditure on the Road Asset over the last 5 years is shown in the table below:

Asset	Works	14/15 £	15/16 £	16/17 £	17/18 £	18/19 £
Carriageways	Reactive	1,533,551	1,157,468	987,947	1,228,155	1,210,964
	Routine	433,372	443,273	427,432	322,762	371,277
	Planned	2,835,678	[1]4,082,053	3,092,172	[6] 4,255,254	[7]4,426,077
Footways	Planned	350,787	427,042	[4] 1,481,512	441,394	[8]272,982
Winter Maintenance	CW and FW	955,332	860,897	591,909	924,754	685,632
Structures	Total	163,586	[2] 81,320	[5] 406,891	441,236	[9]950,153
Lighting (excluding energy costs)	Cyclic	66,522	194,814	24,412	72,260	47,316
	Reactive	286,186	325,334	298,056	184,049	211,482
	Planned	1,548,886	[3] 2,078,355	2,627,264	1,460,428	1,026,793

[1] Planned expenditure figure includes SPT funding of £925k for improvement works on the Island of Arran. There is also an increase in patching works carried out internally using the Multihog, approximately £280k.

[2] Reduced spend on structures maintenance is as a result of one off expenditure required to undertake Principal Inspections.

[3] Increased spend includes planned programmed invest to save bulk lantern replacements which will continue across 2016/17 before levelling back out at pre 2014/15 levels.

[4] Increased spend is due to investment in footways at The Portal, Garnock Campus and Countess Street, Saltcoats (Total £887,000).

[5] Capital budget £560,000 was allocated for Structures planned improvement works.

[6] Additional Capital investment of £1m allocated for carriageway improvements.

[7]Includes £3.3m Capital, £0.7m Revenue surfacing works, £0.34m planned patching, £0.05m externally funded improvement works

[8]The footway budget has been reduced to maintain carriageway investment

[9]Additional Capital investment was allocated for Structures planned improvement works

Investment in the above asset groups in 2018/19 reflects approximately 46% of estimated annualised depreciation. Expenditure on street furniture and traffic management systems have been excluded from these figures as maintenance is based upon ongoing inspection regimes which determine repairs/replacements to be carried out on a needs basis.

6.2 Asset Valuation

As at April 2019, the Roads asset is valued as follows:

Asset Type	Gross Replacement Cost (£'000)	Depreciated Replacement Cost (£'000)	Annualised Depreciation Cost (£'000)
Carriageways	£968,501	£842,711	£11,085
Footways	£73,329	£55,693	£898
Structures	£116,772	£108,460	£870
Lighting	£40,622	£23,580	£1,059
Street Furniture	£18,703	£9,355	£932
Traffic Management Systems	£3,319	£2,117	£136
Land	£204,920		
TOTAL	**£1,426,166**	**£1,041,915**	**£14,980**

The roads infrastructure is currently estimated to have a value of approximately £1,426 million.

6.3 SCOTS BACKLOG MODEL

A study was completed in 2010 using the 2007 and 2008 SRMCS data to determine the effect of applying different maintenance budgets to the Scottish local public road network. This concluded that the budget required to return to the position where the carriageway is in a good state of repair (the Headline Backlog figure) was £1.539bn. The model was re-run using 2009 and 2010 SRMCS data in order to determine the effect of the February 2010 winter weather resulting in a new figure of £1.729bn, an increase of 12.33%. Analysis of information in 2015 identified that the budget required to remove all carriageway defects in 1 year in North Ayrshire was £30.9million. The backlog figure was re-calculated again in 2017 and 2019. 2017 figures were further revised based on the 2019 Scotland wide treatment costs to provide a comparison with the 2019 figures. The 2019 figures are calculated based on a set of Scotland-wide treatment costs to provide a sound basis for comparison between family groups, although any comparisons must still be treated with caution as the widths of carriageway used in the calculations are a combination of actuals and estimates provided by individual authorities.

Backlog figures for North Ayrshire Council

Authority	Network Length (km)	2017	2017 (Revised 2019 rates)	2019	% Change 2017 - 2019
North Ayrshire Council	1,036	£31,653,000	£36,194,000	£34,807,000	-3.8%
Scotland	52,737	£1.671 billion	£1.919 billion	£1.888 billion	-1.6%

Headline Backlog

RCI for North Ayrshire reduced from 38.3 in 2017 to 38.1 in 2017 which is reflected in a reduced backlog figure in 2019, after recalculation of 2017 figures using 2019 rates.

6.4 Planned Investment

Service standard targets and investment strategies are based on available budgets detailed in the table below. Any changes to these predicted budget levels will require changes to both service standard targets and investment programmes**.**

Asset	**Works**	**£'000**			**Long Term Funding £'000**
		2019/20	**2020/21**	**2021/22**	**Y4-Y10 pa**
Carriageways	Reactive/Routine	£1,500	£1,500	£1,500	£1,500
	Planned	£3,800	£3,800	£3,800	£3,800
Footways	Reactive/Routine	£150	£150	£150	£150
	Planned	£250	£250	£250	£250
Structures	Reactive	£135	£135	£135	£135
	Planned	£560	£560	£560	£560
Street Lighting	Energy Costs	£554	Based on current energy supplier prices. Long term market prices are unpredictable		
	Cyclic	£105	£105	£105	£105
	Reactive	£200	£200	£200	£200
	Planned	£750	£750	£1,250	£1,250

7 Investment Strategies

The strategies in this section have been determined using predictions of future condition over a 10 year period. The predictions enable strategies to be created to look at the whole life cost of maintaining the asset. Using long term predictions means that decisions about funding levels can be taken with due consideration of the future maintenance funding liabilities that are being created. Investment strategies for the major asset types are summarised below. These strategies are designed to enable the service standards in section 5 to be delivered.

Detailed information on anticipated outcomes of alternative strategies can be found in the Annual Status and Options Report.

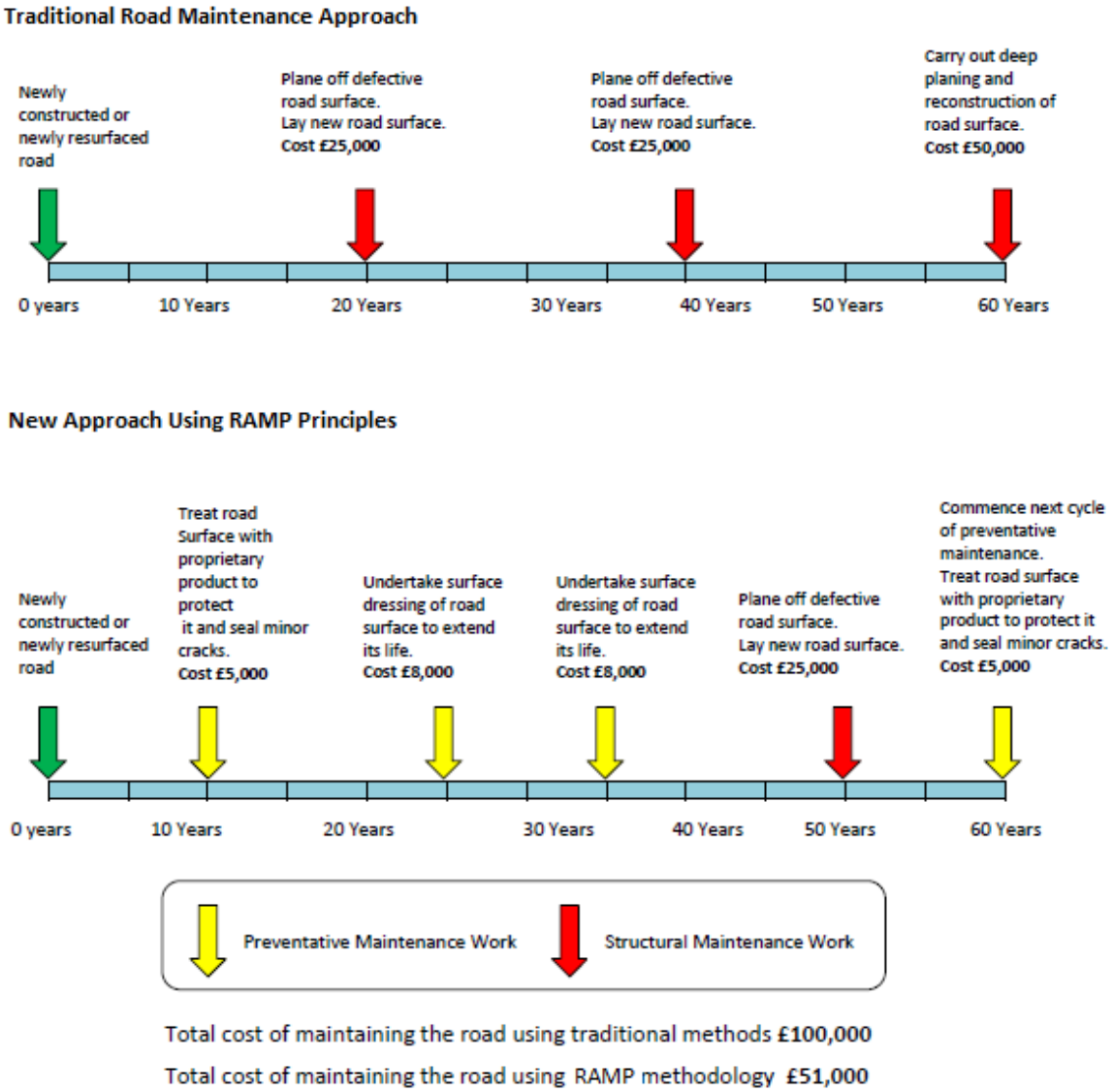
Investment between Asset Types

In comparison to historical investment future investment is planned to be:

- Carriageways: level of investment - £3.3m Capital investment planned annually, expected to be maintained until 2027-28. Revenue contribution to planned investment expected to be maintained at £500,000.
- Footways: level of planned investment decreased to £250k to assist in maintaining carriageway investment levels
- Structures: level of investment increased from 2016/17 to enable a programme of improvements. Additional Capital investment of £300,000 was granted in 2018/19. Investment of £560,000 is expected to remain steady until 2027/28.
- Street lighting; level of investment was increased until 2017/18 as part of a 'spend to save' initiative to introduce modern efficient LED lighting. Capital investment of £1M annually required to keep pace with annualised depreciation, is being reduced in 2019/20 and 2020/21 to £750k before reprofiled increase to £1,250k in subsequent two years.

Carriageways

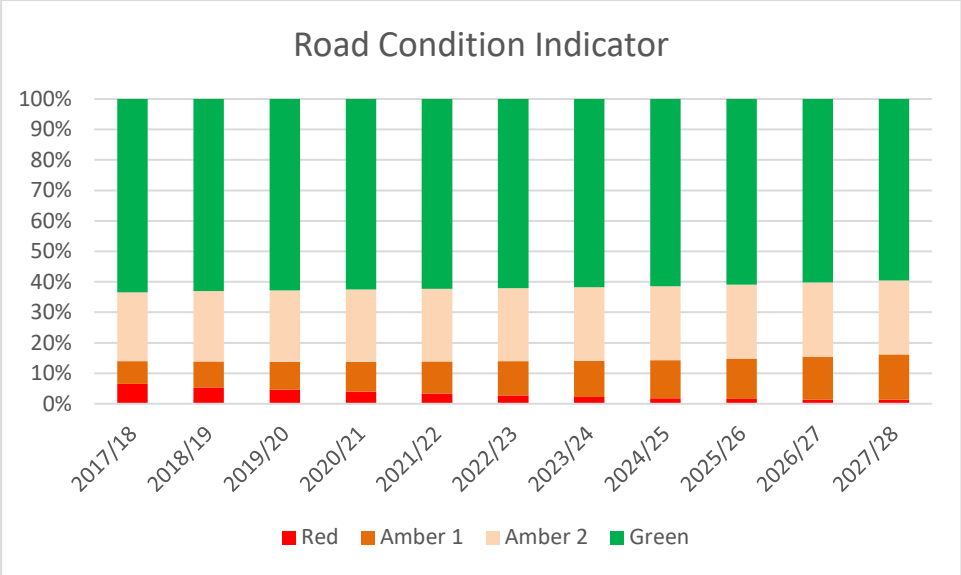
The investment strategy for carriageways is to optimise investment by using life cycle planning to undertake targeted improvements to ensure that efficiency of spend is maximised. This will increase investment in lower cost treatments, although investment will also require to continue in higher cost resurfacing where carriageways are in poor condition. The budget available is insufficient to undertake a full preventative programme as there are areas of major deterioration that must be addressed for public safety. The funding available currently will not be sufficient to improve overall road condition, however, the strategy is to minimise deterioration by optimising available investment in order to maintain current condition.



The above illustration shows that by applying road asset management principles the whole life cost of maintaining the asset is greatly reduced. The use of preventative maintenance treatments at the optimum intervention timings extends the life of the asset leading to less need for reactive and planned maintenance.

As a result of the increased budget reported to be required to maintain steady state, the budget currently allocated for planned maintenance is projected to result in deterioration over 10 years resulting in the percentage of roads in need of maintenance treatment increasing. However actions being taken to prevent this are in place utilising long term planning which looks at whole life costs. An annual programme of planned permanent patching will be undertaken to assist in minimising deterioration in overall road condition. A 2 year surface dressing programme will be carried out over 2018/19 and 2019/20. A programme of carriageway screeding is planned annually to improve our rural road network.

A method of prioritisation is utilised in addition to Scottish Road Maintenance Condition survey data to target investment for long term planning. Carriageway prioritisation data is included at Appendix C.



Based on current investment, RCI is predicted to increase to 40.5% by 2027/28. This projection does not take inflationary factors ie, increased material, transport and labour costs into account.

Horizons, a visualised asset management system, is currently being used to determine a long term investment programme. This takes account of road condition, deterioration rates based on historical data for our road network and prioritisation criteria established to meet Council priorities. It uses life cycle planning to allocate treatments efficiently making optimum use of the available budget.

Expenditure on routine repairs is expected to stay the same. The investment on a Multihog machine which enables first time permanent patching repairs to be carried out by general patching squads is expected to reduce expenditure on reactive repairs as repeated return visits are reduced.

Footways

The strategy for planned improvement works to footways is to continue to use our prioritisation matrix (Appendix D) to develop a long term programme for footway improvements.

Preventative treatments have been used in previous years in residential streets but had poor feedback from the public. As a result of this, all town centre footways are resurfaced in asphalt with white limestone chips or to meet public realm requirements, but all other footways are now resurfaced with a 6mm dense finish as this is a more efficient use of limited funding for footway improvements. Although initial feedback has been varied on this matter, it is more acceptable to our residents than the extended use of thin surfacing treatments.

To move to programming investment in our footway network using lifecycle planning, there is a requirement to use a range of treatments. As thin surfacing treatments are further developed they will be trialled and the results analysed to enable lifecycle

planning to be fully implemented and investment optimised across our footway network.

Routine and reactive repairs are expected to continue at current levels and will be undertaken within available budgets.

Structures

The structures maintenance strategy is to use available funding to ensure the safety of the travelling public by maintaining the structures in a serviceable condition.

The methodology used to allocate Revenue and Capital funding is outlined below.

Revenue

Works carried out under the revenue budget are generally reactive and routine works identified through the inspection regime and/or reported defects from the public.

Works identified, where there is insufficient budget to immediately carry out repairs and where they are not prioritised due to safety reasons, are recorded in the Work Bank which is a list of works to be completed as funding is available.

The maintenance strategy attempts to balance the need to complete essential reactive works, whilst allocating funds to routine preventative and corrective works identified through inspections. A reduction in routine maintenance will accelerate the rate of deterioration of the asset.

Capital

A capital budget has been allocated to the structures asset from 2016/17 and is expected to be in place until 2027/28. This is enabling a programme of strengthening and replacement to be put in place.

The following table contains the current list of locations and estimates for strengthening and upgrade works required.

Strengthening Works - Road Bridges			
C79	St. Brides Bridge	C79-10	320,000
U54	Seven Acres Mill Bridge	U54-30	380,000
C99	Threadmill Bridge	C99-05	200,000
C99	Dusk Water	C99-30	185,000
UNC	Corriegils Bridge	UNC.AA - 410	130,000
UNC	Halketburn Road	UNC TS-210	165,000
B706	Giffenmill Bridge	B706-50	50,000
B7081	Annick Water Bridge	B7081-10	80,000
Strengthening Works - Road Bridges			
UNC	Perceton Bridge	UNC.TI-200	120,000
B779	Nethermains Bridge	B779-10	220,000

U27	Giffordland Bridge	U27-10	50,000
U38	Kirkland Bridge (Busbyhill)	U38-10	60,000
B730	Holmsford Bridge	B730-70	30,000
B777	Hillend Bridge	B777-03	40,000
A735	Brackenburn Bridge	A735-060	120,000
A760	Maybole Bridge	A760-50	200,000
B769	Annick Water Bridge	B769-21	160,000
Parapet Upgrade Work - Road Bridges			
C56	Culvert West of Flashwood	C56-65	10,000
A736	Bungle Burn Bridge	A736-60	30,000
B706	Burnhouse Bridge	B706-070	30,000
UNC	Waterside Street Footbridge	UNC.XL-30	100,000
B7080	Mill Road Bridge, Long Drive	B7080-110	70,000
B752	Rail Bridge No. 4A	B752-10	200,000
C67	Tandlehill Bridge	C67-30	15,000
A737	River Irvine Bridge	A737-20	500,000
UNC	Milton, over Garnock	UNC NM-20	60,000
UNC	Milton, Millside Bridge	UNC NM-30	6,000
UNC	Sundrum Place Footbridge	UNC.XK-110	150,000
U16	Dalgarven Mill Bridge	U16-10	80,000
UNC	Garnock View	UNC TG-230	90,000
UNC	Newton, Lochranza	UNC.AA-610	50,000
Scour Protection Works - Road Bridges			
C147	Catacol Burn bridge	C147-130	80,000
C147	Dougarie Bridge	C147-110	30,000
	Estimated - various		200,000
Strengthening Works - Footbridges			
UNC XA	Barrie Terrace, Ardrossan	UNC XA-110	225,000
UNC	Tarryholm Footbridge	UNC.X1-100	120,000
UNC	Kirkland Road F/B No. 2	UNC.XG-220	80,000
UNC	Montgomery Park	UNC.X1-160	120,000
UNC	Lynn Drive Footbridge	UNC.XK-230	70,000
UNC	Burnfoot Road	UNC.XF-10	50,000
UNC	Cambusdoon Place F/bridge	UNC.XK-120	150,000
UNC	FB Multi Storey Irvine	UNC.X1-110	240,000
B7080	Fencedyke Bridge	B7080-130	150,000
UNC	Merryvale, Irvine	UNC.X1-050	290,000
Support Upgrade Works - Footbridges			
UNC	Stanley Place Footbridge	UNC-XS-050	105,000

Parapet Upgrade Works			
A71	Foulertoun Arches	A71-10	350,000
A737	Academy Footbridge	A737-30	250,000
B7080	Crammond Way	B7080	150,000
Strengthening Works - Culverts			
B777	Gillies Hill	B777-13	56,000
Parapet Upgrade Works - Culverts			
C147	Alt nam-Pairc Beaga Culvert north	C147-088	100,000

These works will be prioritised using the structures prioritisation methodology and a programme of works established. The Structures Prioritisation Matrix is contained in Appendix E.

The annual capital budget allocated is £560,000. This means that the current list of works required would take 12 years to compete.

Street Lighting

The investment strategy for lighting is to continue to use lifecycle planning to undertake targeted improvements of the overall asset infrastructure by using the prioritisation matrix to profile deteriorated, age expired and energy improvement opportunities.

The funding available currently for infrastructure replacement will not be sufficient to improve the age/condition profiles, however the overall strategy is to minimise further deterioration of the asset profile by keeping pace with annualised depreciation.

However, the short term reduced Capital investment resulting from reprofiling will increase the annualised depreciation cost; increase poor condition assessment statistics; increase the impact of energy increases, carbon tariffs and unplanned reactive repairs on future revenue budgets until the balance is redressed from increased spend in subsequent years.

The Capital funding will continue to be required to support annual replacement of deteriorated support column and cable infrastructure on those locations which have been converted to energy savings lanterns, as those supporting networks themselves become deteriorated and age expired.

8 Risk Management

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

8.1 Corporate Risk Management Strategy

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

8.2 Risk Identification

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

8.3 Risk Categorisation

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

8.4 Risk Control

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

8.5 Monitoring and Reporting

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

8.6 Risk Register

Top level risks for Place Directorate are contained within the Council Plan. The top level risk associated with roads is outlined below.

Issue	Current Controls	Council Plan Action
Failure to maintain assets to an acceptable standard	Asset management plans and supporting investment programmes are established and in place.	**C07** Continue to develop and implement actions arising from the Roads Asset Management Plan

A specific risk register for road assets has been produced. However, the major risks associated with Roads are recorded in the following table:

Risk	Controls	Monitoring Process
Less resources leading to a reduction in levels of service and an increase in complaints and legal claims	Inspection frequency Categorisation of defects using risk assessment process Prioritisation scheme for works	Regular monitoring of performance achievable with allocated resources Number of 3rd party liability claims Number of defects reported
Failure of street lighting electrical networks leading to dark area or electrical accidents or injury	Statutory Inspection Regime	Number of units with valid electrical inspection
Failure of street lights leading to accidents	Regular inspection programme in place and investment in replacement programme	Number of reported dark lamps
Failure of street lighting structures leading to damage or injury	Regular inspection programme in place and investment in replacement programme.	Number of age expired units with valid structural inspection certification
Flooding leading to service and local transport disruption and associated financial cost	Emergency plans for flooding Flood Risk Strategy	Ensure control procedures are kept up-to-date Regular inspection of trash screens and culverts
Severe winter weather or failure of proactive winter procedures leading to traffic disruption and impact on the local economy	Ensure winter maintenance policy has been reviewed. Ensure operatives are fully trained in winter procedures.	Monitor and review winter maintenance policy annually. Constant review of measures in place throughout the winter period.

9 Action Plan

An action plan has been created to support this plan and is included at Appendix A. Road asset management actions are also recorded in Covalent.

10 Management & Control of the Plan

10.1 Introduction

Improvement actions have been identified through the RAMP and need to be prioritised, programmed, resourced and implemented in order for an asset management approach to be fully introduced. This section states who will be responsible for the management of the Road Asset Management Plan.

10.2 Responsibility

The following officers are responsible for the delivery of the Road Asset Management Plan.

Post	Name	Role
Cabinet		Approval of RAMP
Executive Director	R McCutcheon	Approval of RAMP
Head of Commercial Services (Acting)	D Hammond	Approval of RAMP (annually)
Senior Manager – Network	C Dempster	Implementation of the RAM Action Plan
Team Manager – Network	S Macfadyen	Implementation of the RAM Action Plan Updating the RAMP Reporting on Progress
Team Manager - Lighting	G Wilson	Implementation of the RAM Action Plan - Lighting Updating the RAMP - Lighting Reporting on Progress - Lighting
Team Leader - Asset Management	G Robin	Implementation of the RAM Action Plan Updating the RAMP Reporting on Progress
Asset Owner-Carriageways	S Macfadyen	Updating Financial Information, Ensuring Implementation of Improvement Actions
Asset Owner-Footways/Cycleways	G Robin	
Asset Owner-Structures	M Miller	
Asset Owner-Lighting	G Wilson	
Asset Owner-Traffic	G Robin	

GLOSSARY

ABBREVIATIONS

The following abbreviations are used in this plan:

Abb.	Definition
ACoP	**Approved Code of Practice**
ADC	**Annualised Depreciated Cost**
AMP	**Asset Management Plan**
BCI	**Bridge Condition Indicator**
BSClav	**Average Bridge Stock Condition Indicator**
BSClcrit	**Critical Bridge Stock Condition Indicator**
CSS	**County Surveyors Society**
DRC	**Depreciated Replacement Cost**
GRC	**Gross Replacement Cost**
HGV	**Heavy Goods Vehicle**
IA	**Improvement Action**
LCP	**Lifecycle Plan**
LTS	**Local Transport Strategy**
NRSWA	**New Roads and Street Works Act**
RAMP	**Road Asset Management Plan**
RAUC(S)	**Roads Authorities and Utilities Committee (Scotland)**
RCI	**Road Condition Indicator**
RMS	**Roads Management System**
SCOTS	**Society of Chief Officers of Transportation in Scotland**

Abb.	Definition
SRMCS	**Scottish Road Maintenance Condition Survey**
SRWR	**Scottish Road Works Register**
SPI	**Statutory Performance Indicator**
TRO	**Traffic Regulation Order**
WDM	**Williams Detail Management Limited**
WGA	**Whole of Government Accounts**

Main Definitions The following terms are used in this plan:

Term	Definition
Annualised Depreciation	The cost of annual deterioration of the road network if no maintenance works are carried out.
Asset Management	A strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the Road infrastructure to meet the needs of current and future customers.
Asset Valuation	The calculation of the current monetary value of an authority's assets.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life arising from use, ageing, deterioration or obsolescence.
Depreciated Replacement Cost	Method of valuation which provides the current cost of replacing as asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation.
Gross Replacement Cost	The monetary cost of replacing the existing asset with a modern equivalent asset.
Levels of Service	A statement of the performance of the asset in terms that the customer can understand.
Lifecycle Plan	

Public Realm	Document defining the standards applied to an asset and detailing the management processes used to deliver those standards. Publicly owned streets, pathways, right of ways, parks, publicly available open spaces; all areas to which the public has open access
Road Infrastructure Assets	An authority's portfolio of road assets including roads, segregated footpaths and cycle routes, structures, lighting, traffic management systems, etc. Together they function as a system or network which as a whole is intended to be maintained at a specified Level of Service (assessed through performance measures) by the continuing replacement and refurbishment of its assets and elements.
Section 7 Agreement	A Roads Authority and Scottish Water may agree to the provision, management, maintenance or use of their sewers or road drains for the conveyance of water from the surface of a road or surface water from premises and that neither party shall unreasonably refuse to enter into such an agreement or insist on terms or conditions unacceptable to the other party.
Statutory Undertakers	Various companies and agencies with legal rights to carry out works on the road.

APPENDIX A

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

ACTION PLAN

ROADS

November 2016

The following actions have been identified as the Road Asset Management improvement actions for 2018/19 and are recorded on Covalent.

RAMP ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
19/20 A1	Develop an inspections programme for cycleways/routes	March 2020	●	Initial cycleway inspections are being carried out to inform an annual inspection programme
19/20 A2	Develop risk based approach for illuminated sign approval, produce policy document for implementation and assess impact and possible requirement for committee approval	March 2020	●	SCOTS feedback reviewed, amendment to risk assessment made, discussions progressing around reflective specification
19/20 A3	Develop a proposal for re-classification of A841 on Arran to reflect usage and design	March 2020	●	Guidance provided by Transport Scotland, plans currently being developed
19/20 A4	Implement the new Roads Asset Safety Inspection Policy	March 2020	●	New policy developed based on SCOTS guidance to meet the recommendations of the Well-Managed Highway Infrastructure: A Code of Practice
19/20 A5	Implement the strategy for inspection of additional assets and develop a maintenance programme	March 2020	●	Survey of additional assets is ongoing to inform the development of a maintenance programme
19/20 A6	Develop a procedure for the management of the risk associated with coal tar	March 2020	●	Initial testing is being carried out for the current investment programme, a procedure for the management of risk is under development
19/20 A7	Rationalise carriageway gritting routes to establish 6 priority routes	March 2020	●	Thermal mapping completed. Revised P1 routes returned to Vaisala to enable optimisation of routes
19/20 A8	Improve lighting asset structural safety of life expired columns with a valid structural inspection	March 2020	●	Baseline being set from this years out turn as per PIs, planned maintenance being actioned

RAMP ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
19/20 A9	Improve lighting asset electrical safety of units with a valid electrical test certificate	March 2020	●	Baseline being set from this years out turn as per PIs, planned maintenance being actioned
19/20 A10	Create a SUDS database as required by the 2009 Flood Risk Management (Scotland) Act	March 2020	●	Discussion required with Scottish Water in order to identify legacy SUDS ponds
19/20 A11	Update the flood asset database to include previously unrecorded culverts and complete inspections	March 2020	●	Survey work is being tendered to allow recording of uncharted culverts
19/20 A12	Carry out upgrades to bridge height signs	March 2020	●	A contract is underway to erect updated low bridge warning signs

The following actions have been identified as those required to improve the extent and management of inventory data. Accurate data is essential to inform maintenance requirements and undertake lifecycle planning in order to maximise efficiency and effectiveness of investment. These are contained within the Data Management Plan.

ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
DMC 1	Transfer surface material information into the carriageway layer in ArcGIS	Sept 2019	●	
DMC 2	Combine various layers of carriageways so that adoption and construction information is stored with inventory data	Sept 2019	●	
DMF 1	Collect remote footpath inventory	March 2020	●	Methodology will be introduced with new inspection routes and inspection team fully resourced
DMS 1	Record maintenance works information in new asset system	March 2020	●	Ongoing
DMS 2	Retaining walls to be inspected	Ongoing	●	Initial assessment to identify poor/fair/good condition completed

DMT 1	Provide each controller with a unique identifier other than serial number	March 2020	●	This will assist with lifecycle planning
DMT 2	Measure actual power usage of individual traffic signal units	Ongoing	●	To identify where efficiencies can be made
DMT 3	Record detailed attributes for signals	March 2020	●	
ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
DMSF 1	Record asset changes in ArcGIS	Ongoing	●	Asset change forms are currently completed and collated in Excel
DMA 1	Collate list of additional assets	Ongoing	●	An initial list has been compiled, further assets will be added as they are identified

APPENDIX B

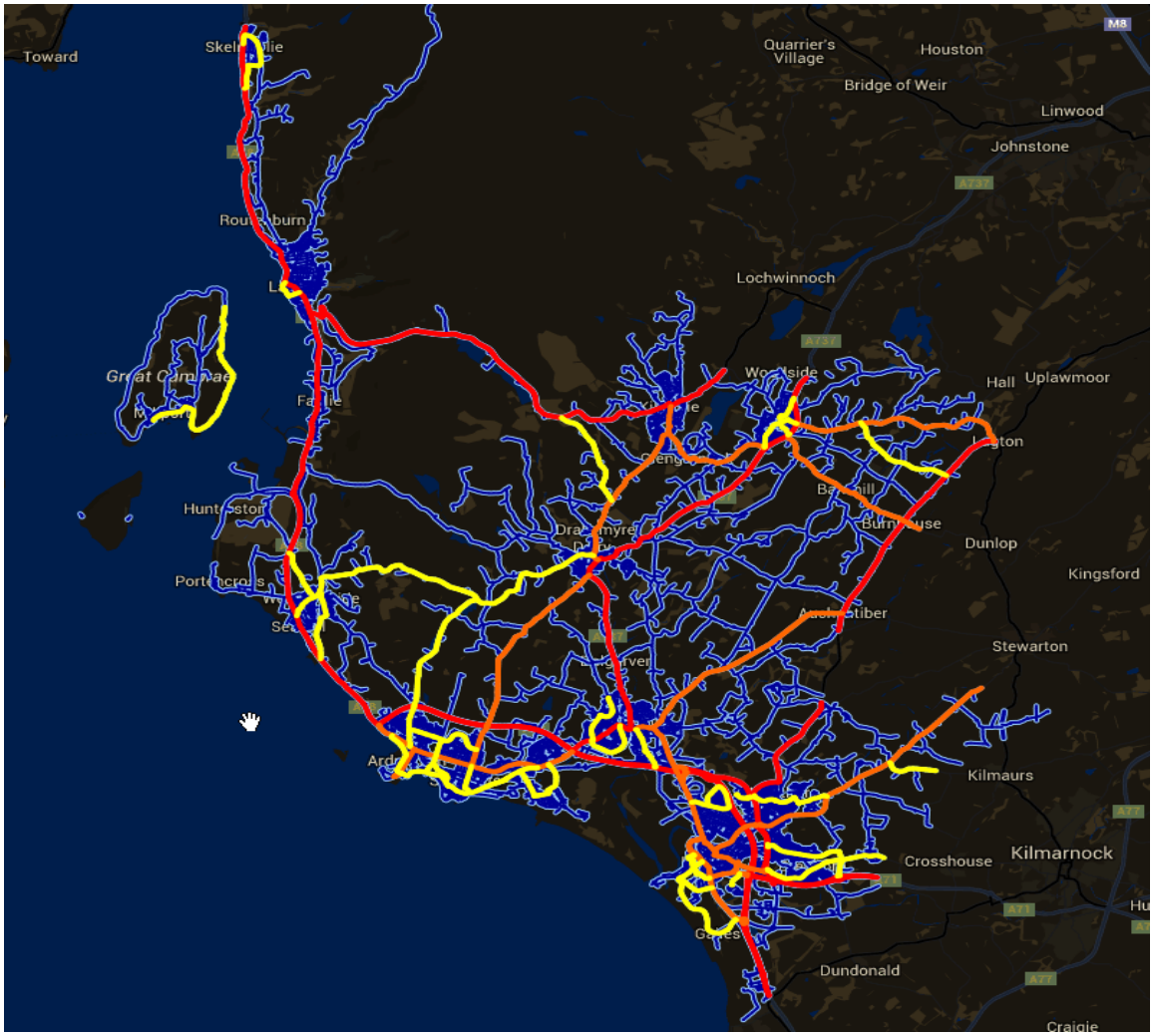
Maintenance Hierarchy – Mainland & Island of Cumbrae

Strategic

Main Distributor

Secondary Distributor

Link and Access Roads



Maintenance Hierarchy – Arran

Strategic

Main Distributor

Secondary Distributor

Link and Access Roads

APPENDIX C

Carriageway Prioritisation Criteria

Condition

Taken from the initial condition assessment score generated during inspection.

Condition → / Extent ↓	1 – Acceptable	2 – Safe but poor appearance	3 – Minor deterioration	4 – Major Deterioration
1 – Up to 25%		5	9	13
2 – 25% - 50%		6	10	14
3 – 50% - 75%		7	11	15
4 – 75% - 100%	4	8	12	16

Maintenance Category – Local Transport Strategy (LTS)

22 – Strategic Routes – (A760 / A736 / A71)

16 – Main Distributor Routes

11 – Secondary Distributor Routes / Bus Routes

Assistance to Other Priorities

Use your own knowledge of the surround area to rate the location in relation to:

2 – Adjacent to Local Shops

4 – Adjacent to Amenity Housing, Residential Care Homes and Medical centres

6 – Adjacent to Schools, Leisure Facilities and Tourist Attractions

8 – Business Parks and Industrial Estates

10 – Access to Train Stations and Park & Ride facilities

14 – Town Centre

APPENDIX D

North Ayrshire Council - Roads
Footway & Footpath Resurfacing Scheme Priority System

General

The weighting system devised enables the programme of footway & footpath resurfacing schemes to be objective, rated against a number of important criteria.

Scoring System			
Criteria	**Maximum Score**	**Weighting**	**Score**
1. Condition	16	4	64
2. Importance / Accessibility	5	2	10
3. Public Liability Claims / RMS Faults / Complaints	6	1	6
4. Assistance to Other Priorities	10	2	20
		Maximum Total:	**100**

1. Condition

Taken from initial Condition Assessment Score generated during inspection

Condition → / Extent ↓	1 – Acceptable	2 – Safe but poor appearance	3 – Minor deterioration	4 – Major Deterioration
1 – Up to 25%		5	9	13
2 – 25% - 50%		6	10	14
3 – 50% - 75%		7	11	15
4 – 75% - 100%	4	8	12	16

2. Importance / Accessibility

	Score
Footway / Footpath Priority 1 Gritting Route	5
Footway / Footpath Priority 2 Gritting Route	3
Footway / Footpath Priority 3 Gritting Route	2
Other Footway / Footpath	1

3. Public Liability Claims / Fault Reports / Complaints

Score according to the type / source of complaint / fault report / request for service received for the location

- **1 -** Public Complaint or Fault Report resulting in a confirmed defect
- **2 -** Multiple Requests for service or Fault Reports resulting in confirmed defects
- **4 -** Elected Member Complaint or Request for Service
- **6 -** Public Liability Claim

4. Assistance to Other Priorities

Use your own knowledge of the surrounding area to rate the location in relation to:

- **1 -** Shared Cycle / Footways
- **2 -** Adjacent to Local Shops
- **4 -** Adjacent to Schools, Leisure Facilities and Tourist Attractions
- **6 -** Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- **8 -** Local Bus Route, access to Train Stations and Park & Ride facilities
- **10 -** Town Centre

APPENDIX E

Structure Name:

Date when the scoring is carried out:

Structure Name:

No.	Factors	Maximum Score			Structure Score Input	Net score	% of total Score	Additional comments
1	Type of Bridge	1	Score 1 if road bridge and 0 if foot bridge	Culverts, Subways which carry road shall be considered as road bridge as per this scoring system. Structures which carry only pedestrians, cyclists and equestrians shall be considered as footbridge.	1	NA		
2	Route Factor	**40**	Score based on NAC route hierachy	Route hierachy	0	0	0%	
				Cat 2 - SPT/ NAC strategic routes - 40				
				Cat 3a - Main distributor routes - 30				
				Cat 3b - secondary distributor routes - 20				
				Any other category - 10				
				Routes serving fewer than 5 properties - 5				
3	HGV Restriction factor	**20**	Score based on weight capacity	Weight restriction	0	0	0%	
				3 tonnes - 20				
				7.5 to 13 tonnes tonnes - 15				
				18 tonnes - 10				
				26 to 38 tonnes - 5				
				No weight restriction - 0				
4	Condition factor	**10**	Score based on the condition of the bridge	Sliding score based on 0 for very good condition to 10 for poor condition. (10 - (BCI crit/ 10))	0	0	0%	
5	Deterioration factor	**10**	Score based on the rate of deterioration of the structure	Sliding score based on 0 for very slow deterioration to 10 for rapid deterioration	0	0	0%	
6	Pedestrian factor	**30**	Score based on pedestrian usage. Bridges with footways of heavy pedestrian usage shall score a maximum of **30**.	Structures with footways in heavily used urban areas score 30. Score 30 if route is access to a school or railway station. Apply a sliding scale going down to 0 for rural structures without footways.	0	0	0%	
7	Flooding factor	**40**	Score based on the potential for the existing structure to contrubute to flooding	A structure that makes no contribution to flooding risk will score 0. Structures that are know to increase the risk of flooding due to restrictions in width or soffit height will score 30.	0	0	0%	
8	Scour factor	**60**	Score based on risk of collapse due to expose to scour in heavy flow conditions	Risk of collapse of structure due to scouring. Structures which have been deterioted severely because of inadequate scour protection and on verge of collapse score maximum. Scour risk based on a sliding scale.	0	0	0%	
9	Parapet Condition Factor	**15**	Score based on the condition of the parapets	Structures with substandard Parapets with poor conditon will score 15 . Structures with substandard parapets with a 'monitor only' recommendation will score 10. Structures which have parapets to current standards will score 0.	0	0	0%	
10	Parapet Risk Factor	**10**	Score based on risk in the event of a parapet collapse leading to high risk injuries and human casualties.	What is the likelihood of someone getting high risk injury or even death while the parapet is open to use considering the condition of the structure. Risk based on a sliding scale.	0	-5	100%	
11	Delay factor	**20**	Score based on whether existing restrictions such as limited width cause delays at the structure	Structures where delays are caused by width, weight, height or other restrictions such as traffic lights will be given a score higher than zero. Delays less then 2 minutes at peak times will score 10 and longer than 2 minutes will score 20. Score maximum if fire station, railway station or hospital affected by delay.	0	0	0%	
12	Structure Risk factor	**10**	Score based on risk in the event of a Structure collapse leading to high risk injuries and human casualties.	What is the likelihood of someone getting a high risk injury or even death while the structure is open to use considering the condition of the structure. Risk based on a sliding scale.	0	0	0%	
13	Maintenance factor	**30**	Score based on maintenance required to keep the existing structure open.	Score based on known maintenance history and requirement. No maintenance requirement will score 0. Listed structures score 15.	0	0	0%	
14	Diversion factor	**20**	Score based on the length of the diversion route if the structure is closed in an unplanned manner with no finite time limit.	Score based on diversion length. Any diversion equal to or more than 20 miles scores 20. Score 1 for each mile of diversion up to 20. Score 20 if a road closure adversly affects a fire or railway station or hospital. Score 20 if there is no alternative diversion.	0	0	0%	
						-5		

Note maximum score that can be achieved for road bridge= 500

Priority level Chart	**Structure Name:**								
	Date of Scoring:	00-Jan-00							
Priority Level Indicator		**Overall works (500)**		**Structure works (100)**		**Parapet works (70)**		**Scour Protection (60)**	
		Level	Score	Level	Score	Level	Score	Level	Score
No Action Rquired									
Low Priority									
Medium Priority									
High Priority									
Immediate action required									

Note : Works are divided above into three sub categories as each work can be independent and each has its own significance in terms of attention required.

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Strategic Housing Investment Plan 2020-2025**
Purpose:	To seek Cabinet approval for the Strategic Housing Investment Plan 2020-2025.
Recommendation(s):	That Cabinet (i) approves the Strategic Housing Investment Plan 2020-2025 for submission to the Scottish Government; (ii) gives delegated authority to the Executive Director (Place) and Cabinet Member for Place to liaise directly with the Scottish Government to agree the North Ayrshire development programme and the rescheduling of projects if and as required; and (iii) notes that all future developments within the SHIP will obtain a Certificate of Lawful Use Development from the Council's Planning Service to provide assurance of conformance with the Local Development Plan.

1. Executive Summary

1.1. The draft Strategic Housing Investment Plan (SHIP) 2020 – 2025 sets out the priorities and locations for affordable housing investment by the Council and Registered Social Landlords in North Ayrshire over the next five years, in order to support the outcomes set out within the Local Housing Strategy. The SHIP is based on projected Scottish Government grant funding provision of £83.717m during the period 2020 – 2025 and represents a Council investment of £155.572m.

1.2. It is proposed that delegated authority is assigned to the Executive Director (Place), in consultation with the Cabinet Member for Place, to liaise with the Scottish Government and agree the rescheduling of projects detailed in the SHIP, if and as required. This is of particular importance where deliverability is delayed due to emerging constraints and challenges that require to be addressed. Any additional projects that are not contained within the approved SHIP will require further Cabinet approval.

1.3. From a Council perspective, the SHIP reflects the commitment to construct 1,000 new build homes by March 2022. It makes provision for an additional 275 new homes to replace the Fullarton tower blocks, which are scheduled for demolition in 2021 following re-housing of all tenants. It further includes 200 new units for the Council's housing regeneration programme which was approved by Cabinet on 15 January 2019, and an additional 100 new build Council homes which will contribute to the regeneration of North Ayrshire and will be complete by March 2025.

1.4. The draft SHIP will secure investment in a total of 1,695 properties across North Ayrshire and provide sustainable, affordable, accessible and high-quality homes which will contribute to the wider regeneration aims for the area. It will also contribute to the regeneration of our town centres and will in turn also secure employment and training opportunities for North Ayrshire businesses and residents. The SHIP is being presented to Cabinet for approval, prior to being submitted to the Scottish Government for consideration by the deadline of the end of October.

1.5. At its meeting on 23 September 2014 Cabinet approved the House Building Protocol, to be used in all Council housing development projects that meet the criteria for permitted development. The purpose of permitted development rights is to allow certain building works and changes of use without having to make a planning application. In the case of new Council housing, development is permitted if the works conform to the approved Local Development Plan and the homes are under the continuing control of the Council.

1.6. The agreed protocol has involved close liaison with the Council's Planning Service to ensure compliance with the Local Development Plan. It is now further proposed that all future developments will also obtain a 'Certificate of Lawful Use Development' from the Council's Planning Service. This will provide a certificate that each site within the SHIP has been considered against the full terms of the adopted Local Development Plan. The costs associated with obtaining the certificates – which are laid down in legislation at 50% of the cost of a full planning application - will be met from the funding allocated for each development in the SHIP.

2. Background

2.1. The Strategic Housing Investment Plan (SHIP) 2020 – 2025 sets out the priorities for affordable housing investment in North Ayrshire over the next five years, in order to support the outcomes contained within the Local Housing Strategy. The Plan is prepared in accordance with Scottish Government guidance and includes details of individual development projects to be taken forward over its five-year lifespan (see Appendix 1).

2.2. The plan supports the Council's ambitious commitment to develop 1,000 new build Council homes by March 2022. The SHIP 2020 – 2025 also makes an allowance for the development of an additional 100 new build Council homes by March 2025 to support the regeneration of North Ayrshire.

2.3. On 19 June 2018, Cabinet approved the demolition of the Fullarton tower blocks in Irvine. The SHIP makes provision for the replacement of all 275 of these homes within the Irvine locality.

2.4. On 15 January 2019, Cabinet approved an Estate Based Regeneration Programme. In order to assist the delivery of this programme, the SHIP includes provision for 200 units as an indicative replacement for any selective demolition of particularly low demand stock. These projects further increase the scale of the Council development programme, taking the total investment by the Council over the SHIP period to £155.572m.

2.5. The SHIP is based on projected Scottish Government grant funding provision of £83.717m during the period 2020 - 2025. In accordance with Scottish Government guidance, the Council has over-committed the funding within the SHIP to ensure that the allocation is spent, and to provide the opportunity for North Ayrshire to absorb slippage from other local authority areas. The funding levels beyond March 2021 are not currently known and are based on trend assumptions.

2.6. Appendix 1 also details the current site proposals for future applications to the Scottish Government's Housing Infrastructure Fund. These sites have infrastructure constraints which may make them eligible for additional grant funding.

2.7. For any projects noted within the SHIP, Cabinet is asked to delegate authority to the Executive Director (Place), in consultation with the Cabinet Member for Place, to liaise with the Scottish Government and agree the rescheduling of projects as required. This will allow flexibility where delivery is delayed while emerging constraints and challenges are addressed. Any additional projects that are not contained within the approved SHIP will require Cabinet approval.

Strategic Priorities

2.8. The SHIP is based on a series of guiding principles for housing provision, taken from the LHS. These are:

- *Development must consider its role in providing health benefits to tenants, and supporting young people to maximise their educational attainment;*
- *Design must be attractive, have aesthetic value, and contribute to the regeneration of North Ayrshire. This will help ensure that properties are desirable and facilitate long term demand. Ideally, design will be 'tenure neutral' thus avoiding the possibility that developments become stigmatised;*
- *All investment must be sustainable. Project design, building materials and component parts will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion;*
- *Development projects must comprise of unit size and type ratios to recognise assessed demand;*
- *New homes must meet local aspirations and become an integral part of existing estates. This involvement of current and future tenants, and surrounding neighbours, is vital. Local people will have the opportunity to review and inform all project designs;*
- *All new projects will maximise return on investment and value for money by considering build and lifetime maintenance costs.*

2.9. In preparing the SHIP, the Council invited site nominations from its partners. All the developments proposed by partners were considered on their individual merits, with reference to the development priorities set out above, and any known constraints. Thereafter the draft SHIP was issued to our partners to review the priorities of each individual site and assist in agreeing the wider

plan. If any project becomes delayed or non-viable, the Council will work with RSL partners and the Scottish Government to ensure that new homes are delivered, and the available grant funding spent, by accelerating other projects.

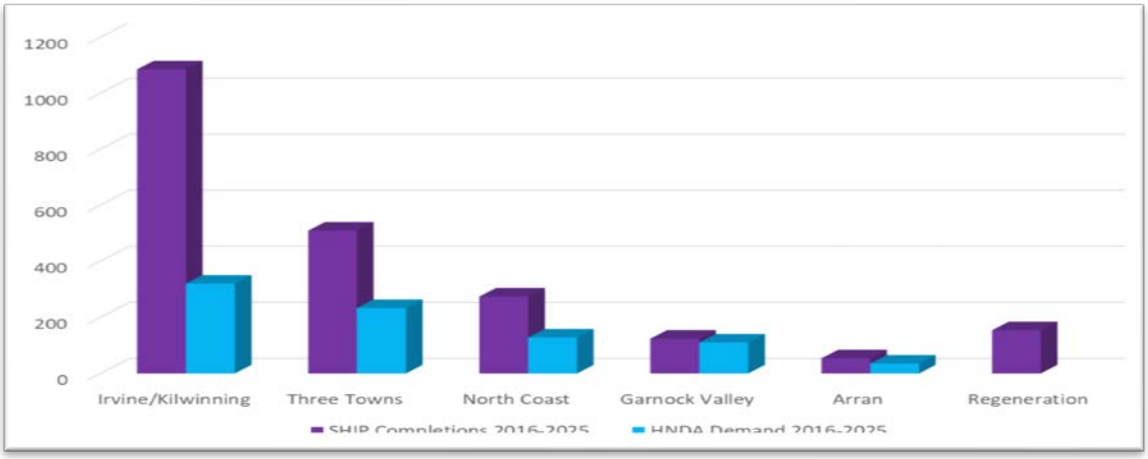
2.10. In terms of ongoing governance, senior officers monitor the progress of the new build programme on a monthly basis through the SHIP Project Board.

Demand

2.11. The Council's Housing Need and Demand Assessment (HNDA) calculates a housing shortfall figure for each sub-housing market area (SHMA). It should be noted however that the HNDA figures do not reflect other strategic endeavours, such as regeneration or economic recovery, which impact on demand. HNDA figures are intended to give an indication of the range of shortfall, rather than an absolute figure.

2.12. Figure 1 plots HNDA demand information against the total number of new build homes which have been, or will be, completed over the life of the HNDA and the SHIP. The new supply figures illustrate the aspiration to plan for a growing population, promote regeneration within our communities, and to seek continued investment in our housing stock to improve overall stock condition. The Irvine / Kilwinning new build figure is significantly higher, when compared to other sub Housing Market Areas, as it includes the provision for the replacement of the Fullarton tower blocks.

Figure 1: SHIP actual & projected completions vs HNDA demand 2016-2025



2.13. The Council allocates funding to each developing organisation from the Scottish Government Resource Planning Assumption (RPA). Figures 2 and 3 show the proportion of stock held by each developing organisation, and the share of funding per developing organisation.

Figure 2: Proportion of stock held in North Ayrshire per developing organisation (%)

Developer	North Ayrshire Stock
NAC	12,944
CHA	2,246
IHA	1,625
ANCHO	657
Trust	284
Link	0
Total	**17,756**

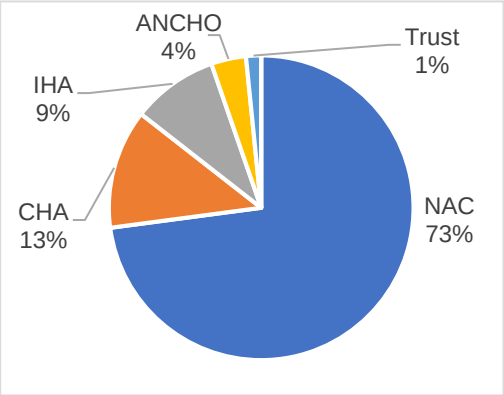
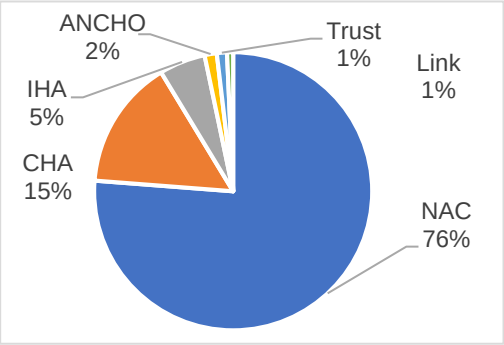


Figure 3: Completions & Proportion of funding per developing organisation (%)

Developer	Completions: SHIP 2020/25
NAC	1,292
CHA	256
IHA	91
ANCHO	24
Trust	20
Link	12
Total	**1,695**



2.14. An indicative size mix (Table 1) for new developments across North Ayrshire has been prepared based on the HNDA and North Ayrshire Housing Register (NAHR) intelligence to meet existing and future housing need.

Table 1: Indicative mix by bedroom size

No of Beds	3T	Arran	GV	IRV/ KW	NC	North Ayrshire
1	20%	20%	20%	20%	20%	**20%**
2	55%	63%	55%	57%	55%	**56%**
3	18%	10%	18%	16%	18%	**17%**
4+	**7%**	**7%**	**7%**	**7%**	**7%**	**7%**

Specialist Accommodation

2.15. Analysis of the NAHR, and projected future demographic trends in terms of an ageing population, indicate that at least 25% of all new build homes should be designed for older people (i.e. amenity housing or sheltered housing).

2.16. Demand for older peoples' housing will in part be addressed through the continued delivery of the Council's sheltered housing re-provisioning programme. Sheltered housing which comprises bed-sit accommodation is low demand and considered an unsuitable housing option for older people. The

decision to build a proportion of two bedroom sheltered homes provides flexibility in the future as individuals' circumstances change.

2.17. On 1 May 2019, the North Ayrshire Housing Allocation Policy was updated and removed the age restriction for the allocation of amenity housing. The allocation of amenity homes to younger people with accessible housing requirements promotes independent living. Currently, 88% of applicants for amenity housing are aged over 51; the Council will continue to monitor the availability of housing for older people to ensure that their needs can be addressed through the affordable housing supply programme.

2.18. The HNDA indicates that at least 2% of new homes should be built for wheelchair users, with the majority of demand being from those under 60 years old. Analysis of the NAHR confirms elevated levels of demand for such accommodation. To ensure need is met now and in the future, the Local Housing Strategy 2018 – 2022 sets a target for all partners to ensure at least 7% of all new build stock is fully wheelchair accessible. In addition, the Council has a set of standard house types for developments, which are of an accessible design to accommodate changing mobility needs. Occasionally, it may be necessary to build larger specialist housing to meet the specific needs of individual households. Where an RSL proposes to build such accommodation, the Council will liaise with the RSL and approve the proposals before the project commences.

2.19. Officers within the Place Directorate and the Health and Social Care Partnership have developed a new supported accommodation housing model, for implementation at various sites across North Ayrshire, which will:

- *assist in preventing demand for additional care and support services;*
- *herald a move to a more independent lifestyle for adults with disabilities and mental health issues;*
- *ensure residents are part of local community life;*
- *utilise technological advances, such as incorporating 'whole house assistive technology';*
- *provide care and support in homely, as opposed to institutional, accommodation;*
- *provide a staff base for the HSCP within the accommodation complex;*
- *establish effective and efficient provision for those with specialist housing needs; and*
- *realise financial savings for the North Ayrshire Health and Social Care Partners*hip.

2.20. The SHIP will support the Health and Social Care Partnership to meet specialist housing need through dedicated supported accommodation projects, and as part of a wider site mix on other developments. The new SHIP makes provision for delivery of 63 supported accommodation housing units at four different locations.

Assistive Technology

2.21. In order to promote independent living, the Flatt Road development site in Largs will be used as an exemplar for assistive technology. The following features are proposed for inclusion within the sheltered housing complex and supported accommodation:

- *Super-fast broadband;*
- *Smart heating controls which can be voice or app controlled;*
- *Automatic lights which can be voice or app controlled;*
- *Automatic blinds which can be voice or app controlled;*
- *An integrated home communications hub with the following functionality:*
    - *Video door entry system with colour touch screen display;*
    - *Video call capability;*
    - *Electronic welfare checks with option to enable an 'I'm ok' service of morning calls;*
    - *Enhanced assistive technology based on tenant needs e.g. pill dispensers, falls monitor, etc.;*
    - *Electronic noticeboard and calendar;*
    - *Safety monitors and sensors linked to integrated digital system including smoke detection, panic alarms, exit sensors, temperature sensors, etc.;*
    - *The ability to use android apps.*

Extra Care Housing

2.22. The Council is currently developing a pilot model for Extra Care Sheltered Housing to be provided at St. Colm's Place, Largs. The vision for the site is to create safe, affordable homes for tenants who require additional support. Extra services to promote independent living, for example, assistance with meals or welfare checks, will be available to the tenants for an additional fee. It is hoped that the development could provide a viable alternative to care home admission for some older people with support needs.

Buy Backs

2.23. The Council and its partners recognise that bringing former social housing stock back into social ownership can assist with housing management and maintenance issues and increase the level of housing stock available. Empty homes are detrimental to the local environment; they are often the target of antisocial behaviour and are more likely to fall into disrepair. Bringing empty homes back into use supports regeneration; it is a strategic priority within the current LHS and will continue to be a priority in the future.

2.24. The second hand and empty homes buy-back programmes have been accelerated with 30 homes purchased since April 2018. A target has been set

to purchase a further 25 second hand and empty properties during the lifetime of the new SHIP.

Sustainability & Safety

2.25. The Council is currently developing two ‘sustainable demonstrator homes’ within the Dickson Drive, Phase 2 development site. This project will highlight best practice in design and innovation and ensure benefits from sustainable technologies are maximised. The findings will then be rolled out to partners in order to inform the wider development programme, and investment in existing stock. The units are due for completion in autumn / winter 2019.

2.26. In general, we seek to maximise the incorporation of energy efficiency measures and renewable technologies within our new build programme. The developments within the SHIP will benefit from a range of sustainable measures, for example solar photovoltaic panels, small scale district heating schemes, and passive design measures to minimise space heating demand. The exact package of measures will be determined through assessment of opportunities on a site by site basis.

2.27. In June 2018, it was confirmed that the Scottish Government will take a proposal for a Members’ Bill to make it a legal requirement for all future new build social housing properties to be fitted with sprinkler systems. In advance of this legislation, and in recognition of the safety benefits of sprinkler systems, we have expanded the installation of sprinklers to include all of our new build Council housing proposals which had not yet reached technical design stage when the announcement was made.

Regeneration

2.28. The provision of affordable, modern and well-designed homes that meets residents’ needs is one of nine strategic priorities within the Council Plan 2019 - 2024. The Scottish Index of Multiple Deprivation 2016 shows that 51 of North Ayrshire’s 186 data zones are in the 15% most deprived in Scotland. Approximately 38,000 of our residents live in some of the most deprived areas in Scotland.

2.29. Public sector investment can have a transformational impact within our communities, and there are cumulative benefits to be achieved by considering ways in which such investment across RSLs, different public service areas and the private sector can be better coordinated.

2.30. The Council intends to do this by exploring with our various partners the site and area specific opportunities to secure maximum regeneration benefits. Housing led regeneration which provides high quality, well designed, and fuel-efficient homes will improve the visual amenity of the area, reduce the cost of living for those choosing to reside in the finished homes, support the provision of sustainable, desirable communities where people want to live, and establish social capital, encouraging local people to take ownership and stewardship of their home environments. This can also attract increased levels of private sector investment.

2.31. In June 2018, the Council's Cabinet approved the demolition of the Fullarton tower blocks in Irvine. The SHIP makes provision for the replacement of all 275 of these homes within the Irvine locality.

2.32. In January 2019, the Council's Cabinet further approved a £10m Estate Based Regeneration Programme to invest in the improvement of our existing housing estates. The SHIP includes the provision of funding for 200 units to assist the delivery and funding of the regeneration programme. This investment is focused within the later years of the programme, as an indicative replacement for any selective demolition of particularly low demand stock.

2.33. Furthermore, contractors will be expected to participate in the Council's (or partners') Community Benefits scheme. These schemes provide apprenticeships to young people, skilling up the local workforce and supporting economic growth. Research undertaken by Homes for Scotland suggests that there are 4.1 jobs created for every new home constructed - the 1,695 new build units in the SHIP are therefore expected to create around 6,950 jobs in the construction sector. Effective use of community benefit clauses in development contracts, and partnership work with colleagues in Economic Growth to support our local construction and supply chain companies to bid for this work, can secure many of these jobs for our local people.

Supporting our Town Centres

2.34. The Council has clearly stated its commitment to ensuring that North Ayrshire is a vibrant, welcoming and attractive environment, with thriving town centres that benefit our residents, visitors and businesses.

2.35. The SHIP supports this goal. Many of the projects within the SHIP are in close proximity to the local town centre or are situated in locations with good transport links. The Flatt Road and St Colms sheltered housing developments are examples of our aim to locate older people housing in locations close to amenities whilst supporting our town centres.

2.36. The quality of the visual environment deteriorates when there are vacant buildings in town centres however it does present an opportunity for the Council to support town centres by changing the use of the building to offer affordable social housing. This will be explored further within the current SHIP proposals to contribute to the regeneration of town centres.

2.37. By improving and increasing our stock in these areas we are able to provide local people with modern, good quality lifetime homes which in turn supports a settled community. Settled communities take pride and have stewardship of their neighbourhoods, giving local businesses a secure customer base.

Child Poverty and Improving Health and Wellbeing

2.38. The North Ayrshire Joint Child Poverty Action Plan Report 2018/19 recognises that the incidence of child poverty within North Ayrshire is one of the highest in Scotland, and acknowledges the role that access to good quality and affordable housing has in combating inequality.

2.39. The benefits of new build housing in relation to health, wellbeing and educational attainment, are well documented. New housing is more energy

efficient, better ventilated, and has higher levels of thermal comfort, which can result in alleviation of the symptoms in a number of medical conditions, such as respiratory and rheumatoid illnesses. In terms of educational attainment, according to research undertaken by the housing charity Shelter children can benefit from improved cognitive development and a reduction in behavioural issues through living in a more attractive, warmer, and better ventilated environment.

2.40. We are also working with local schools to improve youth engagement with our new housebuilding programme. This is in order to secure wider feedback on our developments, and also provide additional ways in which young people can access construction related learning and training opportunities.

Island Development

2.41. On Arran, the SHIP includes a Council development of 34 units at Brathwic Terrace, Brodick (the capacity of this site has increased from 30 units from the previous SHIP). The 20-unit development previously planned by Trust Housing Association has been unable to progress; however, Trust Housing Association are currently in discussions with a local land owner to develop 20 new units on an alternative Arran site. These developments, alongside the work of the Arran Economic Group, are anticipated to stimulate investment in other infrastructure (transport, marine, digital) to encourage economic growth. Similarly, the SHIP makes provision for 18 new properties on Cumbrae (the capacity of this site has increased from 15 units in the previous SHIP) as part of a second phase of the successful St Beya Gardens site.

Affordability

2.42. The Council is committed to ensuring rent levels are affordable. Many tenants in social housing are dependent on benefits and are under increasing pressure from the impact of Welfare Reform and rising living costs. The Scottish Housing Regulator has intimated that social landlords will be expected to keep rent increases to a minimum. To ensure homes are affordable, the Council and all RSL partners will be expected to set rent levels on new build homes at or below the Local Housing Allowance. The Council rationalised its rent structure in 2017. All new build properties' rents are set at the same level as our existing stock which are currently lower than our neighbouring authorities and RSLs.

Removal of Projects from the SHIP 2020 - 2025

2.43. The new build developments previously planned for Portencross Road, West Kilbride (CHA), Brisbane Glen Road, Largs (CHA), Confidential Site 2 (IHA), and Springbank Farm Lower, Arran (Trust Housing Association), have been removed from the SHIP as they are not currently viable.

2.44. A number of the sites within the SHIP have been anonymised for reasons of commercial sensitivity, or as they require further work to ensure that they comply with the Council's Planning or Roads policies.

New Council Projects 2020 - 2025

2.45. The Council has included two new confidential Council house building projects, which will deliver nine new homes in Largs (Redevelopment 13) and 84 new homes in Irvine (Redevelopment 14). A further 100 new homes have also been included as a second phase of the Council's regeneration programme (Regeneration Project 2).

New RSL Projects 2020 - 2025

2.46. ANCHO have entered into a partnership with Cairn Housing Association, who will develop their sites and thereafter pass the completed homes to ANCHO to manage. Cairn and ANCHO have nominated a four-unit site within Kilwinning (Confidential Site 3).

2.47. Cunninghame Housing Association have nominated four development sites located within Saltcoats. They will provide a two-unit development (Confidential Site 5), a 13-unit development at Corrie Crescent, 11 units (Confidential Site 7) and 54 units as a fifth phase to their Sharphill development site. They have also nominated a 40-unit development located in Kilwinning (Confidential Site 6).

2.48. Trust Housing Association have nominated a replacement site within Arran (Confidential Site 4) which is expected to deliver 20 new homes on the island.

SHIP Compliance with Local Development Plan

2.49. At its meeting on 23 September 2014 Cabinet approved the House Building Protocol, to be used in all Council housing development projects that meet the criteria for permitted development. The purpose of permitted development rights is to allow certain building works and changes of use without having to make a planning application. In the case of new Council housing, development is permitted if the works conform to the approved Local Development Plan and the homes are under the continuing control of the Council.

2.50. The agreed protocol has involved close liaison with the Council's Planning Service to ensure compliance with the Local Development Plan. It is now further proposed that all future developments will also obtain a 'Certificate of Lawful Use Development' from the Council's Planning Service. This will provide a certificate that each site within the SHIP has been considered against the full terms of the adopted Local Development Plan. The costs associated with obtaining the certificates – which are laid down in legislation at 50% of the cost of a full planning application - will be met from the funding allocated for each development in the SHIP.

SHIP Impact on North Ayrshire School Capacity

2.51. The Council's Communities Directorate have reviewed the sites proposed for inclusion within the SHIP 2020 – 2025 and following discussion with colleagues within Planning and Housing Services, are satisfied that any potential school capacity constraints can be addressed. The housing mix for the Ayrshire

Central development site has been amended to include the provision of sheltered housing following these discussions. There is recognition from experience at other sites that new affordable housing development generally comprises families who already reside within the area. Council Officers from Housing, Planning and Education will continue to monitor emerging development to ensure any issues can be addressed or mitigated.

3. Proposals

3.1. Cabinet is asked to approve the Strategic Housing Investment Plan 2020-2025 detailed at Appendix 1 for submission to the Scottish Government

3.2. Cabinet is asked to agree to delegated authority being given to the Executive Director (Place) and Cabinet Member for Place to liaise directly with the Scottish Government to agree the North Ayrshire development programme and the rescheduling of projects if and as required.

3.3. Cabinet is asked to note that all future developments within the SHIP will obtain a Certificate of Lawful Use Development from the Council's Planning Service to provide assurance of conformance with the Local Development Plan.

4. Implications/Socio-economic Duty

Financial

4.1 The financial implications arising from the projects included within the SHIP 2020 – 2025 have been assessed by each of the developing organisations, ensuring that the programme is fully deliverable within the timescales set out. The Council has identified a budget of £155.572m to deliver the projects set out within the SHIP.

Human Resources

4.2 None.

Legal

4.3 Council housing developments are permitted development under the Town & Country Planning (General Permitted Development) (Scotland) Order 1992, Schedule 1, Part 12, Class 33, providing they comply with the Local Development Plan. Otherwise planning permission is required.

Equality/Socio-economic

4.4 The provision of new social housing will have a positive impact on those who require specialist accommodation, older people, those who are homeless, or at risk of homelessness, and those for whom purchasing a home is not an affordable option. The benefits of new build housing in relation to health, wellbeing and educational attainment, are well documented. All new builds which are located between 100-400m (depending on provision) or further from an existing play resource have play facilities included in the project. All homes include garden spaces and sufficient space for doing homework.

Environmental and Sustainability

4.5 New homes should have a low environmental impact, with the aim of reducing fuel use and associated fuel costs. All projects within the SHIP will be delivered in accordance with Building Standards regulations for energy efficiency. In addition, the majority of the new projects incorporated into the plan will meet the Scottish Government's 'Greener Standard'. Innovative approaches to fuel efficient development will be considered on a site by site basis (e.g. biomass boilers, solar photovoltaic panels, smart technologies etc). New Council homes contribute to the Council's Sustainability agenda. New housing is more energy efficient, better ventilated, and has higher levels of thermal comfort, which can result in alleviation of the symptoms in a number of medical conditions, for example respiratory and rheumatoid illnesses

Key Priorities

4.6 The provision of new affordable housing supports the Council Plan priority to provide affordable, modern and well-designed homes that meet residents' needs. There is also evidence that children and young people can benefit from improved cognitive development and a reduction in behavioural issues through living in a more attractive, warmer, and better ventilated environment and the provision of new affordable housing also supports the Council Plan priority that children and young people experience the best start in life.

Town centres are supported by increasing housing supply, improving areas and seeking settled communities in proximity to these locales.

Community Wealth Building

4.7 The Council's contractors are required to participate in the Council's Community Benefits Programme. Six of the projects within the SHIP are being delivered through Hub South West. These six projects aim to deliver new employment opportunities for the area, including the provision of 13 dedicated apprentice starts and two graduate positions. The contractor will also aim to spend at least

65% of the construction costs within the Ayrshire area. Furthermore, the contractor will engage with local schools to; provide health and safety presentations, undertake STEM activities, provide mock interviews, and host design competitions.

5. Consultation

5.1 The Council has taken a collaborative approach to the preparation of the SHIP, and the following stakeholders have been involved in the process:

- *ANCHO;*
- *Cairn;*
- *Cunninghame Housing Association;*
- *Irvine Housing Association;*
- *Link Group Ltd;*
- *Trust Housing Association;*
- *The Scottish Government; and*
- *North Ayrshire Council Officers (Economic Growth, Education, Finance, Housing, Planning, Property Management and Investment, Active Travel & Transport, Roads, and the Health and Social Care Partnership).*

5.2 Regular meetings are held with developing organisations, the Council and the Scottish Government as part of the SHIP governance process. The meetings will continue to be convened on a quarterly basis each year, to ensure that partners' requirements are identified, and the development programme delivered.

RUSSELL McCUTCHEON

Executive Director (Place)

For further information please contact Yvonne Baulk, Head of Service (Physical Environment) on 01294 324398

Background Papers

SHIP 2020-2025 Table

DRAFT North Ayrshire Strategic Housing Investment Plan (SHIP) 2020 - 2025

Site	Town	Site Coordinates	Dev	Units	Type	Estimated Site Start	Est Prac Compl	Approval Year	Site Starts						Site Completions						SG Grant	House Types (2020 - 2025 Sites)						Estimated SHIP Spend 2019/20 (as at 28/8/19)	New SHIP Spend 2020/21	New SHIP Spend 2021/22	New SHIP Spend 2022/23	New SHIP Spend 2023/24	New SHIP Spend 2024/25
									2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		General Needs	Amenity	Supported	Wheelchair	GFL	Sheltered						
2nd Hand BB (19/20)	!	TBA	NAC	-	Buy Back	01/04/18	31/03/20	2018/19							8						-							£230,000	£0	£0	£0	£0	£0
Empty Homes BB (19/20)	!	TBA	NAC	-	Buy Back	01/04/18	31/03/20	2018/19							8						-							£230,000	£0	£0	£0	£0	£0
Watt Court (Rdv 4) & Dalry PS	Dlry	X: 229007 Y: 649437	NAC	49	New Build	30/04/18	30/10/20	2018/19								49					£2,891,000	4	8	15			22	£944,000	£0	£0	£0	£0	£0
Dickson Drive (Ph 2)	Irv	X: 232299 Y: 640473	NAC	-	New Build	06/08/18	30/09/19	2018/19							24						-							£0	£0	£0	£0	£0	£0
Connell Court (Rfb 4)	Kilb	X: 231710 Y: 654287	NAC	-	Refurb	27/08/18	30/09/19	2017/18							17						-							£264,110	£0	£0	£0	£0	£0
Tarryholme Drive (NAC)	Irv	X: 232463 Y: 638588	NAC	-	Refurb	27/08/18	30/10/19	2016/17							20						-							£0	£0	£0	£0	£0	£0
Refurb of Kilbirnie Housing Office	Kilb	X: 231553 Y: 654577	NAC	-	Refurb	01/11/18	31/10/19	2018/19							3						-							£115,189	£0	£0	£0	£0	£0
Ardrossan Road (AHP 1)	S'mill	X: 220450 Y: 646900	NAC	-	New Build	14/02/19	31/01/20	2018/19							31						-							£1,036,750	£0	£0	£0	£0	£0
Flatt Road (Phase 1)	Lrgs	X: 220870 Y: 659464	NAC	81	New Build	24/06/19	31/03/21	2019/20	81							81					£4,779,000	12	18	23			28	£3,316,598	£0	£0	£0	£0	£0
Flatt Road (Phase 2)	Lrgs	X: 220870 Y: 659464	NAC	42	New Build	24/06/19	31/12/21	2019/20	42								42				£2,478,000	42						£1,683,402	£794,598	£0	£0	£0	£0
Friars Lawn (Rfb 5)	Kilw	X: 229881 Y: 643272	NAC	22	Refurb	30/09/19	28/02/21	2019/20	22							22					£1,254,000						22	£750,000	£504,000	£0	£0	£0	£0
Towerlands Primary School	Irv	X: 232773 Y: 652754	NAC	50	New Build	28/10/19	28/02/21	2019/20	50							50					£2,950,000	20	12		5	13		£1,600,000	£748,300	£0	£0	£0	£0
Garrier Court (Rfb 6)	S'Side	X: 236681 Y: 638709	NAC	19	Refurb	01/11/19	28/02/21	2019/20	19							19					£1,083,000						19	£500,000	£583,000	£0	£0	£0	£0
Dalrymple Place (Rdv 2)	Irv	X: 232947 Y: 639017	NAC	33	New Build	01/11/19	28/02/21	2019/20	33							33					£1,947,000				9		24	£900,000	£1,047,000	£0	£0	£0	£0
Brathwic Terrace	Arran	X: 201898 Y: 635460	NAC	34	New Build	11/11/19	01/01/21	2019/20	34							34					£2,006,000	17	8		2	7		£1,556,000	£450,000	£0	£0	£0	£0
St Beya Gardens	Cumbrae	X: 216954 Y: 655538	NAC	18	New Build	11/11/19	01/02/21	2019/20	18							18					£1,062,000	3	9		3	3		£862,000	£200,000	£0	£0	£0	£0
St Michael's Wynd	Kilw	X: 229250 Y: 643100	NAC	79	New Build	11/11/19	31/12/21	2019/20	79							50	29				£4,661,000	34	2	10	2	7	24	£1,200,000	£2,621,000	£0	£0	£0	£0
Springvale Depot	Salt	X: 224596 Y: 641591	NAC	14	New Build	01/02/20	01/02/21	2019/20	14							14					£826,000	6	2		2	4		£350,000	£476,000	£0	£0	£0	£0
Caley Court	Stev	X: 226725 Y: 641478	NAC	15	New Build	01/02/20	28/02/21	2019/20	15							15					£885,000			15				£0	£885,000	£0	£0	£0	£0
Harbourside (Phase 1)	Irv	X: 230880 Y: 638145	NAC	71	New Build	01/02/20	01/02/22	2019/20	71							30	41				£4,189,000	25	11		4	4	27	£300,000	£2,999,416	£0	£0	£0	£0
2nd Hand & Empty Home Buy Backs	!	TBA	NAC	25	Buy Back	01/04/20	31/03/25	2020/21		5	5	5	5	5		5	5	5	5	5	£1,000,000	25						£0	£200,000	£200,000	£200,000	£200,000	£200,000
Refurbishment Project 7	Salt	TBA	NAC	2	Refurb	01/05/20	31/04/21	2020/21		2							2				£114,000	2						£0	£114,000	£0	£0	£0	£0
Redevelopment Project 9	Kilb	TBA	NAC	15	New Build	01/06/20	30/06/21	2020/21		15							15				£885,000	4	3		2	6		£0	£0	£885,000	£0	£0	£0
St Colms Pl (Rdv 5)	Lrgs	X: 220370 Y: 659565	NAC	29	New Build	01/09/20	31/01/22	2019/20		29							29				£1,711,000						29	£0	£1,711,000	£0	£0	£0	£0
Bourtreehill Village (Redev 7)	Irv	X: 234475 Y: 639220	NAC	18	New Build	01/02/21	01/05/23	2020/21		18									18		£1,062,000	6	6		2	4		£0	£0	£1,062,000	£0	£0	£0
Corsehillhead	Kilw	X: 231315 Y: 643095	NAC	7	New Build	01/04/21	31/03/22	2020/21			7						7				£413,000	5				2		£0	£0	£282,500	£0	£0	£0
Redevelopment 10 & 11b	Irv	TBA	NAC	95	New Build	01/04/21	01/02/23	2020/21			95						45	50			£5,605,000	46	25		11	13		£0	£0	£3,605,000	£2,000,000	£0	£0
Ayrshire Central (Redev 12)	Irv	X: 232105 Y: 640785	NAC	100	New Build	01/04/21	31/10/23	2020/21			100						40	40	20		£5,900,000	22	26		12	10	30	£500,000	£500,000	£3,000,000	£1,900,000	£0	£0
Afton Court (Redev 6)	Stev	X: 226665 Y: 641885	NAC	15	New Build	01/05/21	31/04/22	2021/22			15							15			£885,000		15					£0	£0	£885,000	£0	£0	£0
Redevelopment 8a ₮	Ardr	TBA	NAC	16	New Build	01/05/21	01/05/22	2020/21			16							16			£944,000	6	4		3	3		£0	£0	£944,000	£0	£0	£0
Redevelopment 8b	Salt	TBA	NAC	45	New Build	01/05/21	01/02/23	2020/21			45						32	13			£2,655,000	20	10		6	9		£0	£0	£2,655,000	£0	£0	£0
Redevelopment 11a	Irv	TBA	NAC	30	New Build	01/12/21	01/02/23	2021/22			30							30			£1,770,000	16	7		4	3		£0	£0	£350,000	£1,420,000	£0	£0
Redevelopment 13	Lrgs	TBA	NAC	9	New Build	31/01/22	31/01/23	2021/22			9							9			£531,000		9					£0	£0	£0	£531,000	£0	£0
Fullarton Street (HF)*	Irv	X: 232050 Y: 638550	NAC	75	New Build	01/04/22	28/02/24	2021/22				75							75		£4,425,000	36	20		10	9		£0	£0	£0	£2,425,000	£2,000,000	£0
Regeneration Project 1a	Beith	TBA	NAC	16	New Build	01/10/22	31/03/24	2022/23				16							16		£944,000	9	3		2	2		£0	£0	£0	£0	£944,000	£0
Regeneration Project 1b	Kilb	TBA	NAC	20	New Build	01/10/22	31/03/24	2022/23				20							20		£1,180,000	11	4		3	2		£0	£0	£0	£0	£1,180,000	£0
Regeneration Project 1c	Irv	TBA	NAC	10	New Build	01/10/22	31/10/24	2022/23				10							10		£590,000	4	6					£0	£0	£0	£0	£590,000	£0
Regeneration Project 1d	TBA	TBA	NAC	54	New Build	01/10/22	31/10/24	2022/23				54							38	16	£3,186,000	29	10		7	8		£0	£0	£0	£0	£3,186,000	£0
Redevelopment 14	Irv	TBA	NAC	84	New Build	01/02/23	31/03/25	2022/23				84								84	£4,956,000	43	23		9	9		£0	£0	£0	£0	£1,236,000	£3,720,000
Regeneration Project 2	TBA	TBA	NAC	100	New Build	01/04/23	31/03/25	2022/23					100							100	£5,900,000	52	26		12	10		£0	£0	£0	£0	£1,000,000	£4,900,000
Confidential Site 1	Irv	TBA	Cairn	20	New Build	01/05/22	31/10/23	2022/23				20						20			£1,548,750	10	5		2	3		£0	£0	£0	£1,548,750	£0	£0
Confidential Site 3	Kliw	TBA	Cairn	4	New Build	01/04/24	31/03/25	2023/24						4						4	£313,920	4						£0	£0	£0	£0	£0	£313,920
Balnagowan	Skel	X: 219885 Y: 667833	CHA	-	New Build	24/09/18	31/03/20	2018/19							27						-							£1,237,000	£0	£0	£0	£0	£0
Ardoch Court	Stev	X: 227387 Y: 640786	CHA	-	New Build	01/01/19	31/03/20	2018/19							28						-							£1,280,790	£0	£0	£0	£0	£0
Confidential Site 5 ₴	Salt	TBA	CHA	2	New Build	13/01/20	31/10/20	2019/20	2							2					£164,000				2			£40,000	£124,000	£0	£0	£0	£0
Corrie Crescent	Salt	X: 224682 Y: 642974	CHA	13	New Build	13/01/20	28/02/21	2019/20	13							13					£1,068,912	12	1					£268,912	£800,000	£0	£0	£0	£0
Nethermains Road	Kilw	X: 230464 Y: 642497	CHA	60	New Build	01/05/20	31/03/22	2020/21		60							60				£4,920,000	55			5			£0	£2,000,000	£2,920,000	£0	£0	£0
Sharphill (Ph 4)	Salt	X: 225343 Y: 643182	CHA	76	New Build	01/05/20	31/03/22	2020/21		76							76				£6,150,000	63	5		5	3		£2,595,000	£2,055,000	£0	£0	£0	£0
Confidential Site 7	Salt	TBA	CHA	11	New Build	01/02/21	31/03/22	2020/21		11							11				£1,100,000		11					£0	£200,000	£900,000	£0	£0	£0
Confidential Site 6	Kilw	TBA	CHA	40	New Build	01/04/22	31/10/23	2022/23				40							40		£3,200,000	24	10		6			£0	£0	£0	£2,000,000	£1,200,000	£0
Portencross Road*	W Kilb	X: 219671 Y: 648196	CHA	-	New Build	01/01/22	31/03/23	2021/22													-							£0	£0	£0	£0	£0	£0
Brisbane Glen Road*	Lrgs	X: 220912 Y: 661637	CHA	-	New Build	01/04/23	31/03/24	2023/24													-							£0	£0	£0	£0	£0	£0
Sharphill (Ph 5)	Salt	X: 225351 Y: 643409	CHA	54	New Build	01/04/23	30/11/24	2022/23					54							54	£4,430,000	46	4		4			£0	£0	£0	£500,000	£1,930,000	£2,000,000
Tarryholme (Ph 1)	Irv	X: 233023 Y: 637910	IHA	-	New Build	28/05/18	28/02/20	2018/19							87						-							£0	£0	£0	£0	£0	£0
Tarryholme (Ph 2)	Irv	X: 233023 Y: 637910	IHA	77	New Build	01/05/20	31/03/23	2020/21		77								77			£6,026,261	37	35		5			£0	£3,026,261	£3,000,000	£0	£0	£0
Bank Street (111)¤	Irv	X: 232720 Y: 639260	IHA	14	New Build	01/05/21	31/03/22	2021/22			14						14				£1,008,000	14						£0	£0	£1,008,000	£0	£0	£0
Confidential Site 2	Salt	TBA	IHA	-	New Build	01/04/22	31/03/24	2022/23													-							£0	£0	£0	£0	£0	£0
Parkend Gardens	Salt	X: 225165 Y: 641130	LINK	12	New Build	01/05/22	31/03/23	2022/23				12						12			£857,088	8	3		1			£0	£0	£0	£857,088	£0	£0
Springbank Farm Lower	Arran	X: 202068 Y: 635715	Trust	-	New Build	01/04/20	31/03/21	2020/21													-							£0	£0	£0	£0	£0	£0
Confidential Site 4 ₳	Arran	TBA	Trust	20	New Build	01/05/22	31/03/23	2022/23				20						20			£2,000,000	15	3		2			£0	£0	£0	£1,500,000	£500,000	£0
				1695					493	293	336	356	159	9	253	435	448	307	242	263	£108,453,931	787	344	63	142	134	225	£21,759,750	£22,038,575	£21,696,500	£14,881,838	£13,966,000	£11,133,920

SHIP 2019 - 2024
New addition to SHIP
Confidential Sites
Removed from SHIP 2020 - 2025

₮ Roads advise that the number of units at this site may need to be capped

₳ The access point for this development should be agreed with NAC Roads as the existing road network may not cope with the additional units

₴ This site is located on Open Ground and can only progress subject to a Planning Application for change of use

STRATEGIC HOUSING INVESTMENT PLAN 2020-2025

Table 2 - HOUSING INFRASTRUCTURE FUND (HIF) PROJECTS

Note: Projects should be entered as either Grant or Loan - Any which state a mixed category e.g. Grant/Loan or Grant or Loan will not be considered

TABLE 2.1 - GRANT PROJECTS

PROJECT	PRIORITY Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	APPLICANT	PLANNING STATUS (OUTLINE/ MASTERPLAN/ FULL CONSENT IN PLACE) (Y/N)	DOES APPLICANT OWN OR HAVE POTENTIAL TO OWN THE SITE? (Y/N)	CURRENT SITE OWNER	BRIEF DESCRIPTION OF WORKS FOR WHICH INFRASTRUCTURE FUNDING IS SOUGHT (PROVIDE WORK HEADINGS - DO NOT INSERT "INFRASTRUCTURE	IS PROJECT LINKED TO DIRECT PROVISION OF AFFORDABLE HOUSING? (Y/N)	AFFORDABLE 2020/21	AFFORDABLE 2021/22	AFFORDABLE 2022/23	AFFORDABLE POST 2022/23	AFFORDABLE TOTAL OVER PLAN OVER SHIP PERIOD	MARKET 2020/21	MARKET 2021/22	MARKET 2022/23	MARKET POST 2022/23	MARKET TOTAL OVER PLAN OVER SHIP PERIOD	PRIVATE RENT 2020/21	PRIVATE RENT 2021/22	PRIVATE RENT 2022/23	PRIVATE RENT POST 2022/23	PRIVATE RENT TOTAL OVER PLAN OVER SHIP PERIOD	2020/21	2021/22	2022/23	POST 2022/23	TOTAL HIF GRANT FUNDING REQUIRED	UNITS - POTENTIAL ADDITIONAL CAPACITY IN EITHER LATER PHASES OR OTHER SITES	TENURE - AFFORDABLE / MARKET /PRIVATE RENTED
													0					0					0					0.000		
Total									0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000	0.000	0.000	0.000	0.000	0	

TABLE 2.2 - LOAN PROJECTS

PROJECT	PRIORITY Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	APPLICANT	PLANNING STATUS (OUTLINE/ MASTERPLAN/ FULL CONSENT IN PLACE) (Y/N)	DOES APPLICANT OWN OR HAVE POTENTIAL TO OWN THE SITE? (Y/N)	CURRENT SITE OWNER	BRIEF DESCRIPTION OF WORKS FOR WHICH INFRASTRUCTURE FUNDING IS SOUGHT (PROVIDE WORK HEADINGS - PLEASE "INFRASTRUCTURE	IS PROJECT LINKED TO DIRECT PROVISION OF AFFORDABLE HOUSING? (Y/N)	AFFORDABLE 2020/21	AFFORDABLE 2021/22	AFFORDABLE 2022/23	AFFORDABLE POST 2022/23	AFFORDABLE TOTAL OVER PLAN OVER SHIP PERIOD	MARKET 2020/21	MARKET 2021/22	MARKET 2022/23	MARKET POST 2022/23	MARKET TOTAL OVER PLAN OVER SHIP PERIOD	PRIVATE RENT 2020/21	PRIVATE RENT 2021/22	PRIVATE RENT 2022/23	PRIVATE RENT POST 2022/23	PRIVATE RENT TOTAL OVER PLAN OVER SHIP PERIOD	2020/21	2021/22	2022/23	POST 2022/23	TOTAL HIF GRANT FUNDING REQUIRED	UNITS - POTENTIAL ADDITIONAL CAPACITY IN EITHER LATER PHASES OR OTHER SITES	TENURE - AFFORDABLE / MARKET /PRIVATE RENTED
													0					0					0					0.000		
Total									0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000	0.000	0.000	0.000	0.000	0	

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Allocation of North Ayrshire Council Supported Accommodation**
Purpose:	To provide Cabinet an update on the North Ayrshire Council Supported Accommodation developments and to seek approval of the criteria and process that will be used to allocate the accommodation.
Recommendation:	That the Cabinet: (i) notes the content of this report; and (ii) approves the criteria and process that will be used to allocate North Ayrshire Council Supported Accommodation - Appendix (i).

1. Executive Summary

1.1 The proposed Strategic Housing Investment Plan (SHIP) 2020-2025 (being considered separately as part of Cabinet's meeting of 29 October 2019) sets out the priorities for affordable housing investment in North Ayrshire over the next five years. In preparing the SHIP, refence has been made to the outcomes identified in the Local Housing Strategy 2018-2022 (LHS). The SHIP will support the North Ayrshire Health and Social Care Partnership (NAHSCP) to meet specialist housing need through dedicated supported accommodation projects, and as part of a wider site mix on other developments. The new SHIP makes provision for delivery of 82 supported accommodation housing units at five different locations.

1.2 Officers within the Place Directorate and the NAHSCP have developed a new supported accommodation housing model for implementation at various sites across North Ayrshire.

1.3 The focus is on maximising independence for adults (under 65) within a homely setting, who require a higher level of support. These adults will present with either learning disabilities, mental ill-health issues, and/or have physical disabilities.

1.4 NAHSCP have developed eligibility criteria, taking into consideration the needs, demands and aspirations of applicants for the new supported accommodation. The eligibility criteria will ensure that the allocation process is fair, equitable and transparent. The eligibility criteria are included in Appendix (i).

1.5 Applications for the new supported accommodation will be held within the North Ayrshire Housing Register (NAHR) and placed in Group 2 (Strategic Housing Needs). Allocations will be made in accordance with the North Ayrshire Allocations Policy.

2. Background

2.1 North Ayrshire's Local Housing Strategy 2018-2022 details the various issues and challenges facing the local housing system and describes how North Ayrshire Council (NAC) intends to address them. Specifically, five key themes have been identified and agreed with local people, partners and stakeholders to ensure that housing locally is fit for purpose, dynamic and flexible. These include:

- Supply - the supply of housing meets the needs and aspirations of local people
- People - people live in good quality homes that they can afford to heat
- Place - homes are in strong, stable and safe communities
- Support - people receive the support they need to live independently at home, for as long as possible
- Homeless – Homeless services focus on early intervention, prevention and sustainable housing solutions

Similarly, NAHSCP's stated aim is to make sure that all people who live in North Ayrshire have a safe, healthy and active life, particularly in recognition that vulnerable individuals often need extra support to do so.

2.2 Currently NAHSCP provides approximately 600 individuals under 65 years of age with care packages. Some individuals are currently in housing solutions out with North Ayrshire. The focus is on maximising independence for adults within a homely setting, who require a higher level of support. These adults have either learning disabilities, mental ill-health issues, and/or have physical disabilities.

2.3 Housing Services and NAHSCP are working together to provide five new supported accommodation developments. These developments will strengthen partnership working and help to deliver local and national priorities in supporting vulnerable adults.

2.4 To assist with developing processes for the new accommodation, a multi service working group was established with a view to:

- identify and make explicit the criteria that will be adopted by the NAHSCP in prioritising clients for the take up of Supported Accommodation tenancies in the planned new builds across localities in North Ayrshire
- consider distribution across the 3 client groups, Learning Disability; Mental Health; Physical Disability
- establish the core staffing model and the application of Self Directed Support (SDS) principles in individual support packages
- establish arrangements for NAHSCP and Housing staff to agree process documentation and operational requirements of both Service areas
- consider any legal requirements

2.5 The working group agreed that properties would be let in line with the North Ayrshire Housing Allocation Policy, NAHSCP eligibility criteria and SDS procedures to establish independent tenancies for service users.

2.6 Applications will be held within Group 2 (Strategic Housing Needs) of the North Ayrshire Housing Register. NAHSCP will use the eligibility criteria to advise Housing Services which applicant should be made an offer of housing when a void property is identified.

2.7 It is envisaged that this approach will enable service users to have access to onsite support staff on a 24-hour basis for personal care and will facilitate an option to commission external supports from Independent Care Provision by utilising the range of Self-Directed Support (SDS) options available for non-personal care elements.

2.8 The new supported accommodation models will:

- assist in preventing demand for additional care and support services
- herald a move to a more independent lifestyle for adults with disabilities and mental health issues
- ensure residents are part of local community life
- utilise technological advances, such as incorporating 'whole house assistive technology'
- provide care and support in homely, as opposed to institutional, accommodation
- establish effective and efficient provision for those with specialist housing needs
- realise financial savings for the North Ayrshire Health & Social Care Partnership

2.9 To be eligible for the allocation of the new supported accommodation model applicants must:

- Be eligible to be accepted on to the North Ayrshire Housing Register and have a live application form
- Have an up to date outcome focussed assessment detailing their care and support needs
- Meet the eligibility criteria set out in Appendix (i)
- Have an assessed need for the provision of onsite care and support or require the reassurance of a 24-hour service
- Be in a position to maintain a tenancy within supported accommodation, recognising that some skills/knowledge may need to be developed

2.10 The five supported accommodation projects are at various stages of construction. Estimated completion dates are as follows:

Trindlemoss, Irvine	20 units	Estimated Completion	November 2019
Watt Court, Dalry	15 units	Estimated Completion	Summer 2020
Flatt Road, Largs	22 units	Estimated Completion	Summer 2020
St Michael's Wynd, Kilwinning	10 units	Estimated Completion	Spring 2021
Caley Court, Stevenston	15 units	Estimated Completion	Winter 2021

2.11 The Trindlemoss (former Red Cross House site) development is expected to come on stream by November 2019 and will be allocated specifically to support Learning Disability service users.

2.12 The subsequent housing developments (62 tenancies excluding the Trindlemoss project) will be available to NAHSCP to provide support to a mix of service users across Learning Disability (LD), Physical Disability (PD) and Mental Health (MH) groups.

2.13 NAHSCP will take on the responsibility for rent lost during periods of non-occupancy, outwith normal agreed void works.

3. Proposals

3.1 It is proposed that Cabinet:

- Notes the development of a new model for supported accommodation in North Ayrshire; and
- Approves the NAHSCP criteria for prioritising which applicants are made an offer of supported accommodation at Appendix (i).

4. Implications/Socio-economic Duty

Financial

4.1 None.

Human Resources

4.2 Properties will be allocated by existing Housing Services staff.

Legal

4.3 The Council is required by the Housing (Scotland) Act 2014 to have an Allocations Policy which sets out how we decide who is selected for social housing. Every allocation of housing made by the Council must be in accordance with the Policy. Allocations for Supported Accommodation will be made in accordance with North Ayrshire Housing Allocation Policy and in consideration of the criteria and process detailed in the NAHSCP Allocation Process for Supported Accommodation.

Equality/Socio-economic

4.4 The provision of new supported accommodation will have a positive impact on those who require specialist accommodation, including those who require a higher level of support, and who are living with learning disabilities, or mental ill-health issues (all ages), or who are under 65 years and have physical disabilities. The benefits of this type of accommodation in relation to health and wellbeing and are well documented. This new accommodation will be more energy efficient and cheaper to run. Tenants can benefit from improved cognitive development through living in a more attractive, warmer, and a better ventilated environment.

Environmental and Sustainability

4.5 Project design, building materials and component parts will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion.

Key Priorities

4.6 This report directly supports two key Council priorities:

Letting people decide how best to manage their own care needs and support people to live in their own homes for as long as possible.

Working with individuals and communities to support positive lifestyle choices which improve health and wellbeing.

Community Wealth Building

4.7 The focus of the new supported accommodation is on maximising independence for adults within a homely setting, who require a higher level of support, and who are living with learning disabilities, or mental ill-health issues (all ages), or who are under 65 years and have physical disabilities.

5. Consultation

5.1 The Council has taken a collaborative approach to the preparation of the allocation process for Supported Accommodation, and the following stakeholders have been involved in the process:

- North Ayrshire Council Officers (Health & Social care Partnership, Housing, Legal Services)

RUSSELL McCUTCHEON
EXECUTIVE DIRECTOR (PLACE)

For further information please contact **Yvonne Baulk, Head of Service (Physical Environment),** on **01294 324398**.

Background Papers

Appendix (i) Criteria for Prioritising Supported Accommodation Tenancies

Stage 1. Housing Application form and Group 2 (Strategic Housing Needs) referral form to be complete for each applicant and forwarded to Housing Services

Stage 2. Assessment of Need to be completed and referral made to Money Matters to maximise benefits and/or housing benefit

Stage 3. HSCP nominations to be made further to assessment and application of eligibility criteria. See matrix below:

Eligibility Criteria

The Self-Directed Support Act 2013 requires transparency in decisions on allocation of resources and for those systems to be fair, equitable and transparent.

Current Criteria	Current Description	Relevant inclusions – suggested
Critical Risk	Indicates that there are major risks to an individual's independent living or health and well-being and likely to call for the immediate or imminent provision of social care services	Homeless – and requires a package of support In hospital – requires support package - current tenancy not suitable for discharge Adult Support and Protection (ASP) considerations in current home

		Vulnerable due to ill health (MH etc), substance misuse, subject to statutory / legal measures Strategic Housing Needs (group 2) Carers needs Requires intensive support, possibly 24/7 due to complexities and unlikely to have any rehab potential
Substantial	Indicates that there are significant risks to an individual's independence or health and wellbeing and likely to call for the immediate or imminent provision of social care services	Carers cannot cope Current care situation breaking down; not sustainable Vulnerable due to ill health (MH etc), substance misuse, subject to statutory / legal measures Strategic Housing Needs (group 2) Requires intensive support due to complexities, may have some rehab potential

Moderate	Indicates that there are some risks to an individual's independence or health and wellbeing. These may call for the provision of some social care services managed and prioritised on an on-going basis or they may simply be manageable over the foreseeable future without service provision, with appropriate arrangements for review.	Service User current tenancy & support arrangements are stable Can be maintained / supported within mainstream tenancy
Low	Indicates that there may be some quality of life issues, but low risks to an individual's independence or health and wellbeing with very limited, if any, requirement for the provision of social care services. There may be some need for alternative support or advice and appropriate arrangements for review over the foreseeable future or longer term	No identified need for supported accommodation Limited support required

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Roads Winter Service and Weather Emergencies Plan 2019/20**
Purpose:	To seek approval from Cabinet for the Roads Winter Service and Weather Emergencies Plan 2019/20.
Recommendation:	That Cabinet (a) approves the Roads Winter Service and Weather Emergencies Plan 2019/20 and (b) notes the preparations and developments contained in the Winter Preparation Action Plan.

1. Executive Summary

1.1 North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.

1.2 The Council is also responsible for the management and operation of the coastal flood protection controls at Largs and Saltcoats. The Council will close the flood gates on the promenades and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council provides this service throughout the year.

1.3 A review of the Council's Winter & Weather Emergencies Service was undertaken over the summer months. The 2019/20 Winter Preparation Action Plan has been developed to ensure adequate preparations and effective arrangements are in place for 2019/20. The Winter Preparation Action Plan is included at Appendix 1.

1.4 The Roads Winter Service and Weather Emergencies Plan 2019/20 is contained at Appendix 2.

2. Background

2.1 In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter service and weather emergencies is to:

- provide a standard of service on public roads which will permit safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;
- establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions;
- conduct operations having regard to the requirements of the Health & Safety at Work Act 1974 and any other relevant enactments.

2.2 Separately, the Trunk Road Network is the responsibility of Transport Scotland and their management contractor, Scotland TranServ. The Trunk Road network includes the A78, the A737 from Kilwinning to the Renfrewshire Boundary and A738 from the Pennyburn Roundabout to the A737 Dalry Road Kilwinning.

2.3 All winter gritting and snow clearing operations on the Trunk Road Network are the responsibility of Scotland TranServ. The Council's Roads Team do however liaise on a regular basis with the trunk road operator during periods of adverse weather in order to provide the best possible seamless service to the travelling public.

2.4 The Council's current updated Winter Preparation Action Plan 2019/20 highlights a number of key areas where preparation arrangements are being reviewed and refreshed:

- route prioritisation/levels of service (including footways);
- salt supply resilience, storage and capacity;
- fleet and equipment requirements;
- grit bins/community resilience;
- communications;
- operational controls;
- performance management.

2.5 Whilst the Council's primary focus is on our Priority Network, our communities have an expectation of wider assistance during extreme weather, for example in and around schools, in residential streets, car parking areas, etc. There are approximately 500 grit bins provided on the road network. Salt is also available from a number of supply points throughout the Council area. Details of planned winter treatments are posted on the Council's website. In addition, details of disruption to the road network caused by adverse weather are also posted on the website. In periods of severe weather Elected Members are also provided with regular service updates.

2.6 During the last winter the Roads Service undertook a thermal mapping exercises of our road network to determine variations in road surface temperature across the road network. Thermal mapping is a process by which the variation of minimum night-time road surface temperature is measured, and this provides the temperature relationship across the whole network, identifying those sections of the road which are likely to freeze first. Thermal Mapping identifies colder roads and enables selective targeting of those areas in need of treatment. This has facilitated the review and optimisation of Priority 1 and Priority 2 routes for the forthcoming winter. Mainland Priority 1 routes have been reviewed and optimised. Routes on Arran and Cumbrae remain unchanged. Details of each Priority route are provided on the Council's web pages at: http://www.north-ayrshire.gov.uk/roads-and-travel/winter-gritting.aspx

2.7 A total of 65% of the road network will receive planned treatments. The remaining 35% of the road network, comprising of minor rural and residential roads, is covered by

Priority 3 routes. All routes will continue to be monitored and reviewed over the winter period and amended where necessary.

2.8 Priority 1 routes will be treated on receipt of an adverse weather forecast as detailed in the decision-making matrix contained in Appendix C of the Winter Service and Weather Emergencies Plan 2019/20.

2.9 Priority 2 routes will be treated in addition to Priority 1 routes when sub-zero temperatures are forecast to extend beyond midday and will be treated following completion of Priority 1 routes. Generally, the treatment of Priority 2 routes will commence at 8.00am however appropriate treatment may be instructed at any time depending on conditions.

2.10 Priority 3 routes will generally only be treated following severe weather or when sub-zero conditions are forecast to continue over an extended period. They will be treated as resources permit only after all Priority 1 and Priority 2 routes are clear unless identified as an emergency.

2.11 Operational resources from Commercial Services (Roads) and Streetscene will be provided for the Winter and Weather Emergencies Service. The stand-by period for carriageway treatments will be 24 October 2019 until 16 April 2020. This period may be extended beyond the given dates if required. These arrangements include home stand-by which is activated by the designated Winter Supervisor when instructed by the Winter Controller or as the result of hazardous road conditions being reported. Arrangements have also been made with Streetscene to assist with the treatment of priority footways over the winter season and stand-by arrangements are also in place with Streetscene to treat footways when necessary, at weekends from 23 November 2019 through to 9 February 2020 and over the festive holiday period. Generally, the treatment of footways will commence at 8.00am.

2.12 Last winter season the Roads Service used approximately 5700 tonnes of salt treating the road network, compared to approximately 9700 tonnes of salt during the winter of 2017/18. 7000 tonnes of salt will be stored at our Goldcraigs Depot and 1900 tonnes at our Market Road depot on Arran, complying with the salt stock levels agreed with the West of Scotland Regional Resilience Partnership (WoSRRP). In addition, salt will be distributed to Streetscene Depots to assist with the treatment of footways. Salt usage will be monitored weekly and stocks will be augmented if necessary.

2.13 Grit bins will be replenished to allow communities to self-help during periods of adverse weather. within available resources over the winter period.

2.14 Similar to last winter, winter treatment decisions and any road closures due to adverse weather will be provided on the Council's website.

2.15 A pre-winter planning meeting was held on 7 October 2019 with Managers from across Council Services. This meeting was held to ensure all Services are taking the necessary steps to prepare for the severities of winter weather.

2.16 A planning exercise known as the 'dry run' was carried out on the mainland on 27 September 2019 and was carried out on Arran on 18 October 2019 to check our readiness for the forthcoming winter season.

2.17 The weather stations on the A760 at Catburn, between Largs and Kilbirnie, and on the B880 String Road, Arran have been serviced and calibrated and will assist Winter Controllers and Supervisors in monitoring weather conditions. Cameras are fitted on the weather stations and images from the these are available to members of the public through the Council's website.

2.18 Each year, a Winter Preparation Action Plan is created to ensure adequate and appropriate arrangements are being put in place for the forthcoming winter. The 2019/20 Action Plan detailed at Appendix 1 confirms all planned actions are either complete or are on target.

3. Proposals

3.1 Cabinet is asked to approve the Roads Winter Service and Weather Emergencies Plan 2019/20 and note the preparations undertaken as detailed in the attached 2019/20 Winter Preparation Action Plan.

4. Implications/Socio-economic Duty

Financial

4.1 A budget of £510k has been allocated for the delivery of the Roads Winter Service and Weather Emergencies Plan 2019/20.

Human Resources

4.2 The Winter Service and Weather Emergencies Plan will be delivered utilising existing resources.

Legal

4.3 The Council has a statutory obligation under Section 34 of the Roads (Scotland) Act 1984 "to take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads".

Equality/Socio-economic

4.4 The delivery of the Winter Service maintains accessibility to our towns and communities and supports social and economic activity.

Environmental and Sustainability

4.5 There are no environmental or sustainability issues arising directly as a result of this report. However, weather forecasting and treatment decisions follow national guidance, all gritters are calibrated and this ensures appropriate salt spread rates to minimise environmental impact.

Key Priorities

4.6 Delivery of the winter service supports the Council Plan priority of keeping North Ayrshire residents safe.

Community Wealth Building

4.7 Delivery of the Winter and Weather Emergencies Service supports Community Wealth Building by maintaining a resilient road network enabling access to employment and movement of goods and services.

5. Consultation

5.1 Consultation regarding preparations for the forthcoming winter season and the development of the Winter Action Plan was undertaken with The Ayrshire Civil Contingencies Team, Transport, Streetscene, Waste Services, Communications, Customer Services, North Ayrshire Health and Social Care Partnership, Education, Housing, Criminal Justice, suppliers and external organisations.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David Hammond, Head of Commercial Services,** on **Tel 01294 324570**.

Background Papers
Appendix 1
Appendix 2

Appendix 1

COMMERCIAL SERVICES - 2019/20 WINTER PREPARATION ACTION PLAN

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
1.0 Policies, Procedures & Guidance				
1.1 Review Existing Policy and Procedures document	Winter and Weather Emergencies Procedures and Resources Document reviewed on annual basis	Review annually after each Winter Period.	September 2019	Complete
2.0 Review of Existing Winter Maintenance Operations				
2.1 Existing Priority Gritting Routes	Priority 1 covered approximately 48% of network. Priority 2 routes covered approximately 18% of the network.	Priority 1 routes on the mainland have been optimised following a thermal mapping exercise. Priority 1 routes will cover 44% of the network, Priority 2 routes will cover 21% of the network. No changes on Arran or Cumbrae.	September 2019	Complete
2.2 Non-Priority Routes	Priority 3 routes are treated following an extended cold spell or following severe weather.	No changes.	September 2019	Complete
2.3 Footway Gritting	Formal arrangement with Streetscene for assisting with reactive delivery of the winter service.	Review annually. No changes proposed.	September 2019	Complete
2.4 Assistance from outside parties.	Formal arrangement in place with local contractors and farmers to assist in the event of extreme weather conditions.	Review annually.	September 2019	Complete

DRAFT

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
2.5 Gritting of other Council locations.	Education and Housing have arrangements in place with Streetscene and Community Justice for assistance with snow clearing and gritting.	Review arrangements annually. No changes proposed.	September 2019	Complete
3.0 Winter Gritting Fleet				
3.1 Winter Gritting Fleet	The gritting fleet comprise 14 No. 18 tonne Econ Uni-Bodies and 2 No 7.5 Tonne Econ Uni-Bodies and 1 Trailer Gritter.	Fleet rationalised to 13 No. 18 tonne Econ Uni-bodies 1 No. 7.5 tonne Econ Unibody 1 tractor with trailer gritter. 2 New Econ Uni-body gritters will be replace 2 older units in December. Vehicles to be serviced and gritter units to be calibrated.	September 2019	Complete
4.0 Operational Controls				
4.1 Weather forecast provision	The Council's weather forecast service is currently procured by means of a collaborative contract with 12 other Local Authorities in the South West of Scotland.	Contract was awarded to MeteoGroup for 4 years + 2 year extension option, commencing September 2017.	September 2019	Complete
4.2 Ice Prediction methods	North Ayrshire Council has two weather stations installed on the road network and has access to a further two weather stations in the Council area, provided by Transport Scotland, on the trunk road network. We also have access to a number of additional weather stations on our neighbouring authorities' road network.	Stations to be serviced and calibrated for start of winter season.	September 2019	Complete

DRAFT

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
4.3 Winter Gritting Records	Records of winter instructions and operations recorded on Vaisala Manager - Winter Roads Management System. Record footway treatments undertaken.	Continue to record roads winter actions on Vaisala Manager - Winter Roads Management System.	September 2019	Complete
4.4 Business Continuity	The provision of Winter and Weather Emergencies Procedures and Resources document is included within the Business Continuity Plan.	Review Business Continuity Plan.	Review Annually	Complete
5.0 Salt				
5.1 Salt Storage	Ensure salt stock complies with Scottish Government resilience levels prior to the onset of the winter season.	7000 Tonnes of salt to be stored at Goldcraigs Depot and 1900 tonnes to be stored on Arran for start of winter season.	Review Annually	Complete
5.2 Salt Distribution	Procedure implemented for salt distribution throughout Council Services in place at Depot.	Review and ensure all staff are aware of procedures annually.	Review Annually	Complete
6.0 Communication				
6.1 Information available to Members, Council Services, general public and other stakeholders	Weather forecasts and winter decisions distributed across Services. Roads winter gritting decision posted on Council Website. Details of any road closures due to adverse weather posted on Website.	Issue information to Community Planning Partnerships. Continue to provide information on the Council website. Monitor effectiveness of information provided on the Council website. Promote Roads Winter Service during Customer Services Week and Are You Ready for Winter campaign.	Oct/Nov 2019 Review Annually Review Annually October 2019	On target Complete On target On target

DRAFT

Service Improvement Action	Existing Operation	Proposed Action	Timescale	Progress
		Provide information on Social Media.	October 2019	On target
7.0 Measuring Performance				
7.1 Monitor performance of winter actions	Performance is currently measured using APSE Performance indicators which measure efficiency in relation to documented procedures.	Review annually.	October 2019	On target
7.2 Monitor performance on individual routes	Routes reviewed to optimise efficiency.	Gritting routes have been optimised based on the outcome of the thermal mapping survey.	September 2019	Complete
7.3 Improve efficiency of gritting operations	Previous forecasts and decision making was based on 3 geographical domains, Coastal, Inland and Arran.	Winter decision to be made based on thermal mapping. Priority 1 routes have been optimised based on thermal mapping for implementation winter 2019/20.	September 2019	Complete
8.0 Training				
8.1 Winter Service Training	Staff trained in delivery of winter service.	Identify training needs of personnel involved with the provision of the winter maintenance service. Arrange appropriate training.	Review Annually	Complete
8.2 Severe Weather Exercise	Ayrshire Local Resilience Partnership arranged a Severe Weather tabletop exercise in September 2018.	Appropriate attendance at ALRP exercises as arranged.	September 2019	Complete
9.0 Health & Safety				
9.1 Toolbox Talks	Toolbox talks are delivered to all personnel engaged in the delivery of the winter maintenance service.	Provide toolbox talk at the start of each winter.	Annually	Complete

DRAFT

APPENDIX 2

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Commercial Services

Roads Winter Service
and
Weather Emergencies Plan

2019 – 2020

Cunninghame House
IRVINE
Ayrshire KA12 8EE
Tel: 01294-310000

CONTENTS

		Page No
1.	Introduction	2
2.	Priorities for Winter Treatment	3
3.	Organisation	5
4.	North Ayrshire Council Resources (Roads)	6
5.	Other Resources	7
6.	Weather Forecasting	8
7.	Decision Making	8
8.	Ice Prediction	9
9.	Road Condition Reports	9
10.	Communications	9
11.	Road Closures	10
12.	Liaison with the Police	10
13	ALRP Disruptive Weather Response Arrangements	11
14.	Cross Boundary Arrangements	11
15.	Vehicle Routes	11
16.	Precautionary Salting	12
17.	Grit Bins	12
18.	Largs and Saltcoats Flood Prevention Schemes	12
19.	Sandbag Procedures	12

Appendix A - Priority1 Carriageway Gritting Routes
Appendix B - Level of Service
Appendix C - Decision Making
Appendix D - Summary of Available Labour & Plant
Appendix E - Community Grit Bins
Appendix F - Summary of Available Materials
Appendix G - Salt Resilience
Appendix H - Contacts Arrangements
Appendix I - Distribution List
Appendix J - Bridges with weight or height restrictions
Appendix K - Arrangements with other Authorities
Appendix L - Grit Bin Policy and Procedure

1. INTRODUCTION

North Ayrshire Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.

In its statutory role as the local Roads Authority, the aim of North Ayrshire Council in respect of its winter service and weather emergencies is to:-

(i) provide a standard of service on public roads which will permit safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;

(ii) establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions;

(iii) conduct operations having regard to the requirements of the Health & Safety at Work Act 1974 and any other relevant enactments.

This Plan only relates to the Council's duties as Roads Authority and does not cover the wider response of the Council during winter and other weather emergencies.

North Ayrshire Council has no responsibility for the treatment of trunk roads. From 1st April 2001, the contract for management and maintenance of the trunk roads in Scotland has been awarded by the Scottish Government to the private sector. The successful contractor for the South West of Scotland is Scotland TranServ and the roads involved in North Ayrshire are as follows:-

A78 full length from Meadowhead roundabout, Dundonald to Inverclyde boundary at Skelmorlie;

A737 Dalry Road, Kilwinning to Renfrewshire boundary;

A738 Pennyburn roundabout to A737 Dalry Road, Kilwinning

All winter gritting and snow clearing operations on these roads will be the responsibility of Scotland TranServ. North Ayrshire Council's Commercial Services (Roads & Transportation) and Scotland TranServ liaise on a regular basis during periods of adverse weather in order to provide the best possible service to the travelling public.

North Ayrshire Council is also responsible for the management and operation of the coastal flood protection controls at Largs and Saltcoats. The Council will close the flood gates on the promenade and erect the flood barriers at Largs Pier in advance of predicted severe weather with minimum disruption to promenade users and the Largs to Cumbrae ferry. Coastal flooding can occur at any time and, accordingly, the Council will provide this service throughout the year.

In the event of extreme weather similar to that which was experienced on Arran late March 2013 where major disruption affects large parts of the community, a coordinated response is adopted by the Council to ensure public safety. In dealing with such emergencies, the Police initially lead the emergency or response stage of the emergency. Thereafter, the Council leads the recovery stage. Generally, there are 3 levels of Civil Contingencies response. There is a strategic group at National or Strathclyde wide level, a tactical group at North Ayrshire level and an operational group at local level.

The Ayrshire Civil Contingencies Team (ACCT) act as lead for the Council and implement the Civil Contingencies Plan liaising with all relevant Stakeholders identified within the Plan.

2. PRIORITIES FOR WINTER TREATMENT

North Ayrshire Council has defined the priorities for carriageway and footway/footpath treatment as follows:

2.1.1 Carriageway Priorities

Where slush is formed, this shall be removed as soon as practicable to avoid the risk of rutting should there be a further significant fall in road temperatures which might result in freezing conditions.

2.1.2 Carriageway Routes for Proactive Treatment

Priority 1 – Strategic, Main Distributor and Distributor routes, bus routes and certain pre-determined Secondary Distributor routes identified from the Local Transport Strategy (LTS) will be treated when it is forecast that snow or ice is likely to be present on road surfaces.

Due to the various climatic domains within North Ayrshire the Priority 1 routes may be adjusted to cover either the four pre-determined Inland Routes or two pre-determined High Routes which all currently form part of our existing Priority Network.

Priority 1 gritting routes are available on the Council website (See Appendix A).

2.1.3 Carriageway Routes for Reactive Treatment

a) **Priority 2** – Remaining Secondary Distributor, local access and residential distributor roads.

Given the presence of ice and snow Priority 2 routes may be treated during normal working hours as resources permit when sub-zero temperatures are forecast to continue beyond midday following completion of Priority 1 routes.

b) **Priority 3 –** The remaining road network including minor rural unclassified routes and remaining residential areas not already covered

Priority 3 routes will be treated as resources permit when sub-zero conditions are forecast to continue over an extended period only after all Priority 1 and Priority 2 routes are clear unless it is identified as an emergency.

2.1.4 Carriageway Routes for Snow Clearance

On receipt of a weather warning predicting medium (25 - 100 mm deep) or heavy (over 100 mm deep) snowfalls, the Senior Manager (Network) where appropriate, will recall to depots such vehicles capable of being equipped with snowploughs.

While snow is still falling the Strategic and Main Distributor Network will be prioritised for ploughing and treatment in order to target resources and to keep these routes open for traffic.

After snow has stopped falling but is lying, the remaining Priority 1 precautionary routes will be ploughed and treated before commencing ploughing and treatment on Priority 2 and Priority 3 routes as resources and conditions permit.

2.1.5 Cumbrae

There are no Roads Operatives based on the Isle of Cumbrae, however arrangements have been made with Streetscene to carry out gritting operations on the Island.

2.2 Footway/Footpath Priorities

With limited resources available footways and footpaths will only be treated when considered necessary (e.g. heavy snowfall or extensive icing). They will normally only be treated during normal working hours (commencing from 8:00am), but arrangements are in place to undertake emergency work out of normal working hours, weekends and public holidays in extreme circumstances.

Generally, treatment of footways and footpaths will be reactionary and not pre-planned, and where possible work will be undertaken during normal working hours.

When treatment is instructed the following priorities will apply:-

Priority 1 Routes will be considered for treatment if it is forecast that ice or snow is likely to be present or where surfaces are wet with temperatures forecast to remain below zero until 10:00am the next working day.

Priority 1 Routes - Urban shopping areas and precincts, footway access to schools, emergency facilities including fire and rescue, police and ambulance services, hospitals, sheltered housing, doctors surgeries and health centres etc;

Priority 2 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 routes are clear.

Priority 2 Routes - Steep hills on main distributor and residential distributor routes, routes to bus stops etc, only after all Priority 1 have been cleared;

Priority 3 routes will be treated if it is forecast that ice or snow is likely to be present with temperatures forecast to remain below zero for a prolonged period only after priority 1 and 2 routes are clear.

Priority 3 Routes - Other areas of high pedestrian concentration.

Streetscene staff will assist with the treatment of footways.

In order to maximise coverage on footways, generally only one side of a road will be initially treated.

It is not possible for the Council to treat all footways and footpaths within North Ayrshire. As such the Council encourages the community to participate in self help, through the use of grit bins which can be requested through the grit bin application process. Grit bins will only be allocated where it has been assessed and deemed as an appropriate location by the Council.

2.3 Cycle Routes

With limited manpower resources no treatment will be carried out on off road cycle routes.

2.4 Response and Treatment Times

Routine precautionary salting of priority 1 carriageway routes should be completed within 3 hours of the planned start time. For emergency or unplanned salting the start time from leaving the depot shall be no more than 1 hour.

3. ORGANISATION

The Head of Commercial Services is responsible for specifying the level of winter service required based on approval from the Council. The Senior Manager (Network) is responsible for implementing this service.

A duty Winter Controller and Winter Supervisor will be appointed by the Senior Manager (Network) for the whole of the winter period covered by these procedures (mid-October to early April)

4. NORTH AYRSHIRE COUNCIL RESOURCES (ROADS)

4.1 General

Following approval from the Council, it is the responsibility of the Head of Commercial Services to define the level of service to be provided within their sphere of operations and to issue appropriate instructions to the Senior Manager (Network) to provide the necessary labour and plant for winter operations. This level of service will be based on the national Code of Practice for Well Maintained Highways (see Appendix B).

The level of winter treatment is established utilizing the weather forecasts provided by MeteoGroup UK Limited in accordance with the winter treatment matrix (Appendix C).

The Senior Manager (Network) shall thereafter be responsible for advising the Head of Service of any matters which may affect his ability to deal with adverse weather conditions e.g. labour disputes, extensive plant breakdowns etc.

Labour resources from Commercial Services (Roads) will be provided for the Winter and Weather Emergencies Service. The stand-by period will be 24th October 2019 until 16th April 2020. This period may be extended beyond the given dates if conditions warrant such action. These arrangements include home stand-by which is activated by the designated Winter Supervisor when instructed by the Winter Controller or as the result of hazardous road conditions being reported.

4.2 Labour

A proportion of the roads labour force will be on stand-by for winter service operations out of normal working hours, with the remainder on call out as necessary. This allows evening and early morning precautionary salting to be carried out on our priority carriageway network to treat dangerous roads before the morning rush hour.

In determining the labour resources required for the winter service, cognisance is taken of the key objective to treat all priority routes before the commencement of the morning peak period.

4.3 Vehicle Plant and Equipment

Prior to commencement of winter service operations, the Senior Manager (Network) will ensure that all equipment for salting roads and snow clearing is in working order and, where appropriate, that ancillary items can be fitted to vehicles without difficulty, e.g. ploughs set up on blocks to facilitate assembly. The above procedure should also be applied to vehicles and plant available under contract for the winter service.

The Senior Manager (Network) will ensure that all vehicles engaged in the winter service are equipped with radios or other appropriate communication devices to allow contact to be maintained between the depot and operators. Superintendents have mobile telephones. There is also vehicle tracking system fitted and operational in all vehicles to reduce the risk associated with gritting operations.

A summary of labour, vehicles, plant, and equipment available for the winter service work is detailed in Appendix D.

Once per year the Senior Manager (Network), will organise a trial closure of the flood gates and erection of the de-mountable barriers at the Largs and Saltcoats flood protection controls. This is to ensure that the gates and barriers remain in full working order and that all staff are familiar with the process.

4.4 Salt

Salt is purchased through a Scotland Excel annual purchase contract. Mainland salt deliveries are stored in the salt barn within the Goldcraigs Depot. Salt on Arran is stored in the open at the Roads Depot in Market Road, Brodick.

During the season, the Senior Manager (Network) will arrange for a weekly check to be made on the amount of salt used and for stocks to be augmented as necessary. There is a procedure in place at the depot to strictly control salt distribution. All vehicles are tagged and must cross the weighbridge to accurately record salt usage. This includes salt distributed to Streetscene and contractors assisting with winter service delivery.

Small quantities of salt are available for issue free of charge to the public, subject to residents supplying a suitable container. Details of locations of community grit bins where small quantities of salt are available are given in Appendix E

The planned salt stock level at commencement of winter is given in Appendix F.

In the event of prolonged severe weather the Council has a salt resilience plan (Appendix G), which will be implemented if conditions require.

5. OTHER RESOURCES

During adverse weather conditions, the Senior Manager (Network), (after consultation with the Head of Commercial Services), shall, if necessary, augment his resources by the use of personnel from Streetscene and external contractors at rates agreed prior to engagement through a framework contract. The Head of Commercial Services should be advised, as soon as practicable, of external resources engaged as a result of decisions made outwith normal working hours.

The Senior Manager (Network) will provide a supply of salt to Streetscene and external contractors where appropriate to permit the treatment of agreed footways/footpaths. This will be managed through a salt management system based at Goldcraigs Roads Depot.

6. WEATHER FORECASTING

North Ayrshire Council, through a collaborative contract led by South Lanarkshire Council, has appointed MeteoGroup, as their weather forecast provider. During the winter service period MeteoGroup will provide a weather forecasting service and monitor road and weather conditions.

The forecasters receive, monitor and interpret, climatic, ice prediction and weather radar information on a continuous basis and provide detailed weather forecasts on a daily basis during the whole winter period.

SEPA operate a coastal flood warning system for the Firth of Clyde. If storm surges and coastal flooding are predicted, SEPA provide advance warning to the Council by e-mail and also through their Floodline service which is available on their website or by phone. This service is available all year round.

7. DECISION MAKING

The Senior Manager (Network) will appoint suitably trained and experienced personnel as Winter Controllers.

During the winter season the Winter Controller will receive the weather forecast around 12.00 hours and decide on the treatment to be carried out. The Winter Controller will check the treatment decision of neighbouring authorities for consistency and reconsider if necessary. The weather forecast provider will provide an evening forecast around 19.00 hours and if this update indicates any change in the forecast the Winter Controller will amend the decision accordingly and advise the Winter Supervisor.

For out of office hours, Saturdays, Sundays and public holidays the Senior Manager (Network) shall provide the weather forecast provider with contact telephone numbers of the on duty Winter Controller. If the forecast conditions change from good to adverse at any time, then the weather forecast provider will phone the Winter Controller either at work or at home as appropriate. Thereafter, it is the responsibility of the Winter Controller to take action including the calling out of stand-by squads to undertake salting/snow clearing.

Winter Controllers have the facility at any time to contact the weather forecast provider for advice or clarification of forecasts. These arrangements will be in place from 10 October 2019 until 16 April 2020 and these dates can be extended if required.

The decision making process is illustrated in Appendices B & C.

The Head of Commercial Services will appoint suitably trained staff and experienced personnel to manage the coastal flood prevention schemes at Largs and Saltcoats. During the winter season, this will be the Winter Controller.

8. ICE PREDICTION

In addition to the weather forecast information, the Council has available further information from sensors which have been installed at the locations listed below:-

- A78 Ardrossan
- A737 Highfield
- A760 Catburn
- A735 Near Dunlop
- B880 Arran, summit of The String

The sensors provide current details of road and air temperatures and indicate the presence of moisture, thereby identifying locations that icing has occurred or where there is a risk that icing will occur.

By utilising the data from these sensors the weather forecast provider is able to supplement their forecast by producing site specific forecasts. The above information is available to the Winter Controller via computer link 24 hours a day throughout the winter period.

9. ROAD CONDITION REPORTS

During periods of adverse weather, the Senior Manager (Network) shall receive reports on road conditions from the Winter Supervisor by 09.45 hours. These reports should be updated as necessary depending on changing circumstances.

10. COMMUNICATIONS

The Head of Commercial Services or nominated senior manager will deal with statements to the Press, Radio and Television regarding road conditions throughout the area. The Council's Communication team will assist, and may take the lead role depending on the nature of any significant event.

General advice and information, along with timeous service updates, will be placed on the Council's website.

The Head of Commercial Services (or nominated senior officer) will ensure that all staff involved in communication with members of the public are fully briefed with consistent and accurate information.

A protocol has been agreed by the West of Scotland Regional Resilience Partnership (WoS RRP) and Ayrshire Civil Contingencies Team (ACCT) for the transfer of information in relation to Winter and Weather Emergencies.

The Council's daily winter decisions are available for the public and can be accessed via the Council's website. Any winter and weather emergencies can be reported to North Ayrshire Council and the Trunk Road Operators using the contact information contained within Appendix H.

The distribution list for winter weather emergencies can be found under Appendix I.

11. ROAD CLOSURES

Where it is considered that a road is rendered unsafe due to adverse winter conditions then the Police or persons acting on behalf of the Chief Constable will arrange to have the road closed and advise the on-duty Winter Supervisor as soon as possible of their actions. The Winter Supervisor will advise the Winter Controller/Senior Manager (Network) of any road closures. Appropriate measures will also be taken to re-direct traffic and to ensure that the necessary signs are put in place. When the road affected is a through route the adjoining Councils will be kept informed. Police will advise the other emergency services (Ambulance & Fire) of the closures.

Prior to signing diversionary routes, the capacity of the roads and the headroom and weight restrictions of structures should be checked with the Winter Controller to ensure that they are adequate (see Appendix J).

12. LIAISON WITH THE POLICE

Commercial Services (Roads) will ensure close liaison with the Police, particularly during periods of severe weather.

Where practicable, the Police will be informed in advance of North Ayrshire Council's proposed operations. Similarly arrangements have been made for exchanging information on proposed actions with neighbouring authorities and the trunk road operating company.

Where necessary the service will request appropriate assistance from the Police when moving equipment, arranging road closures and dealing with abandoned vehicles.

Reports from the Police regarding dangerous road conditions should be acted upon by the Winter Supervisor as soon as practicable, having regard to priorities in this document and the conditions pertaining throughout the area.

13. AYRSHIRE LOCAL RESILIENCE PARTNERSHIP (ALRP) DISRUPTIVE WEATHER RESPONSE ARRANGEMENTS

There have been a number of occasions when severe weather including high winds, heavy rain and snow has caused disruption to communities and services in Ayrshire. Arrangements are in place where partner organisations can trigger the ALRP Disruptive Weather Response Arrangements. The purpose of these arrangements are:-

- To protect human life, property and the environment
- To implement a professional and co-ordinated multi-agency response to the incident in conjunction with our communities
- To maintain wider public confidence in the multi-agency response and minimise general community and infrastructure impact
- To ensuring that all possible measures are in place to protect vulnerable or displaced members of the community
- To supporting effective public communication in regard to the incident along the principles of warning and informing
- To ensure awareness of the potential impact of events out with Ayrshire on the local multi-agency response
- To ensuring that organisational and partnership learning points are captured to ensure a continuing focus on safeguarding the public

14. CROSS BOUNDARY ARRANGEMENTS

Because the Council boundaries do not always coincide with convenient turning points at the end of gritting routes, arrangements have been drawn up with all adjacent authorities for the gritting routes to be continued short distances to appropriate turning points. See (Appendix K).

15. VEHICLE ROUTES

A thermal mapping exercise was undertaken on North Ayrshire's road network over winter season 2018/19 and routes have been developed by the Roads Service on the basis of the priorities listed in Section 2. However, in order to minimise unproductive mileage, some roads in a lower category may be treated out of sequence. This may also occur when conditions vary throughout the area.

A complete set of route cards will be kept in the Commercial Services (Roads) offices, with a duplicate set being held in Goldcraigs Depot.

Treatment of precautionary carriageway salting routes should be completed within three hours of planned start time under routine conditions. When the Winter Controller instructs immediate winter service operations, the response time to start treatment should be within one hour.

It should be noted that gritting routes are either at or close to capacity and it is unlikely that any additions to routes could be considered without additional finance and human resources.

16. PRECAUTIONARY SALTING

On receipt, within normal working hours, of a forecast from the weather forecast provider warning of frost, freezing or snow conditions, the Winter Controller in consultation with the Senior Manager (Network), shall give consideration to precautionary salting of main roads.

Where such a warning is received out with normal working hours, the Winter Controller has delegated authority to activate call-out procedures as indicated in Section 7.

Extensive and accurate records of weather forecasts, winter treatment decisions and actions taken will be kept to demonstrate our compliance to our Winter and Weather Emergencies Plan.

17. GRIT BINS

There are approximately 500 grit bins distributed across North Ayrshire. These are located at areas of particular difficulty e.g. dangerous bends, steep gradients etc. The policy and procedures for siting of grit bins, and requests for additional bins is shown in Appendix L.

Grit bins will be refilled prior to the start of winter and as considered necessary during the winter season and following periods of severe weather when resources are available.

The locations of Community Grit Bins are listed in Appendix E.

18. LARGS AND SALTCOATS FLOOD PROTECTION SCHEMES

On receipt of a severe weather warning predicting a combination of strong winds, high tides or tidal surges the Winter Controller will, when necessary, instruct the closure of the flood gates on the promenade at Largs and/or the erection of the flood barriers at the Largs Pier and/or Saltcoats promenade.

19. SANDBAG PROCEDURES

The deployment of sandbags to prevent or contain floodwaters can be an effective way of mitigating the effect of a flood, however the lead time for filling and deployment can be lengthy, as a large number of bags cannot be filled in advance due to storage problems. Therefore, an early decision must be taken to sandbag, to avoid a subsequent waste of time and effort. The deployment of sandbags will be decided with regard to the following priorities:

1. To prevent loss of life or serious injury
2. Maintenance of access for the emergency services
3. Protection of vital facilities within the community
4. Protection of transportation routes
5. Protection of NAC property
6. Protection of private dwelling houses

The decision to deploy sandbags will be made by the Winter Controller / Supervisor or appropriate officers in Building Services, Cleansing or the Island Officer on Arran in accordance with the Services' callout/emergency procedures.

Notes:

1. Sandbags will not normally be deployed to protect commercial property;
2. Appropriate stocks of empty and filled sandbags will be held by the Services mentioned above, based on previous usage and experience.

The above procedure mainly relates to tidal, fluvial and watercourse flooding. Where flooding occurs as a result of a blocked, damaged or ineffective Council owned drainage systems, sandbags will be deployed as required to mitigate the effects of flooding (and reduce the likelihood of claims against the Council) including the protection of commercial property.

Appendix A

Priority 1 Carriageway Gritting Routes
Policy & Procedure

Priority 1 Gritting Routes can be viewed on the Councils website using the following address:-

http://www.north-ayrshire.gov.uk/roads-and-travel/winter-gritting.aspx

Appendix B

LEVEL OF SERVICE

<table>
<tr><th>Road Surface Temperature</th><th>Precipitation</th><th colspan="3">Predicted Road Conditions</th></tr>
<tr><td></td><td></td><td>Wet</td><td>Wet Patches</td><td>Dry</td></tr>
<tr><td>Temperature Forecast between +1.5ºC And +0.5ºC</td><td>No Rain
No Hoar Frost
No Fog</td><td colspan="2">High Route Patrols</td><td rowspan="2">No action likely</td></tr>
<tr><td rowspan="5">Temperature Forecast below +0.5ºC</td><td>No Rain
No Hoar Frost
No Fog</td><td colspan="2" rowspan="2">(Priority 1 Routes)

Salt before frost</td></tr>
<tr><td>Expected Hoar Frost
Expected Fog</td><td></td></tr>
<tr><td>Expected rain BEFORE freezing</td><td colspan="3">(Priority 1 Routes)

Salt after rain stops</td></tr>
<tr><td>Expected rain DURING freezing</td><td colspan="3">(Priority 1 Routes)

Salt before frost, as required during rain and after rain stops</td></tr>
<tr><td>Possible rain
Possible hoar frost
Possible fog</td><td colspan="2">(Priority 1 Routes)

Salt before frost</td><td>Monitor weather conditions</td></tr>
<tr><td colspan="2">Expected Snow Fall</td><td colspan="3">(Priority 1 Routes and footways)

Salt before snow fall</td></tr>
<tr><td colspan="5">The decision to undertake precautionary treatments should be adjusted, where appropriate, to take account of residual salt.

All decisions should be evidence based, recorded and continuously monitored and reviewed.</td></tr>
</table>

Appendix C

DECISION MAKING

WINTER TREATMENT SPREAD RATE MATRIX SCOTS WINTER SERVICE SUBGROUP ADVICE - AUGUST 2015

Salt Type	Precautionary Treatment for frost / ice	Variation of Well Maintained Highways Appendix H - September 2013					
		Column C	Column D	Column G	Column H	Column K	Column L
		Poor Cover Medium Traffic Normal Loss	Poor Cover Medium Traffic High Loss	Fair Cover Medium Traffic Normal Loss	Fair Cover Medium Traffic High Loss	Good Cover Medium Traffic Normal Loss	Good Cover Medium Traffic High Loss
Dry Salt	RST at or above -2 Degrees and dry or damp road conditions (Table H9 of Code - where the road surface is dry no action is needed even when conditions are below zero)	10 (8)	10 (8)	10 (8)	10 (8)	10 (8)	10 (8)
Pre-wet Salt		10 (8)	10 (8)	10 (8)	10 (8)	10 (8)	10 (8)
Treated Salt		10 (7)	10 (7)	10 (7)	10 (7)	10 (7)	10 (7)
Dry Salt	RST at or above -2 Degrees and wet road conditions	15 (13)	20 (16)	10 or 15 (11)	15 (13)	10 (8)	10
Pre-wet Salt		15 (12)	15 (14)	10 (10)	15 (12)	10 (8)	10 (9)
Treated Salt		10 (10)	10 or 15 (11)	10 (8)	10 (10)	10 (7)	10 (7)
Dry Salt	RST below -2 deg C and above -5 deg C and damp road conditions	15 or 20 (17)	20	10 or 15 (14)	20 (17)	10 or 15 (11)	15 (13)
Pre-wet Salt		15 or 20 (16)	20 (18)	15 (14)	15 (16)	15 (11)	15 (12)
Treated Salt		15 (12)	15 (14)	10 or 15 (11)	15 (12)	10 (8)	10 (10)
Dry Salt	RST below -2 deg C and above -5 deg C and wet road conditions	1 x 20 then monitor & treat as required (2x17)	1 x 20 then monitor & treat as required (2x20)	1 x 20 then monitor & treat as required (2x28)	1 x 20 thenmonitor & treat as required (2x17)	20(20)	1 x 20 then monitor & treat as required (25)
Pre-wet Salt		1 x 20 then monitor & treat as required (2x16)	1 x 20 then monitor & treat as required (2x18)	1 x 20 then monitor & treat as required (27)	1 x 20 then monitor & treat as required (31)	1 x 20 then monitor & treat as required (21)	1 x 20 then monitor & treat as required (24)
Treated Salt		1 x 20 then monitor & treat as required (24)	1 x 20 then monitor & treat as required (28)	1 x 20 then monitor & treat as required (21)	1 x 20 then monitor & treat as required (24)	1 x 20 then monitor & treat as required (16)	1 x 20 then monitor & treat as required (19)
Dry Salt	RST at or below -5 deg C and above -10 deg C and damp road conditions	1 x 20 then monitor & treat as required (2x16)	1 x 20 then monitor & treat as required (2x19)	1 x 20 then monitor & treat as required (27)	1 x 20 thenmonitor & treat as required (2x16)	20	1 x 20 then monitor & treat as required (24)
Pre-wet Salt		1 x 20 then monitor & treat as required (2x16)	1 x 20 then monitor & treat as required (2x18)	1 x 20 then monitor & treat as required (27)	1 x 20 then monitor & treat as required (31)	1 x 20 then monitor & treat as required (21)	1 x 20 then monitor & treat as required (24)
Treated Salt		1 x 20 then monitor & treat as required (23)	1 x 20 then monitor & treat as required (27)	1 x 20 then monitor & treat as required (20)	1 x 20 then monitor & treat as required (23)	1 x 20 then monitor & treat as required (15)	1 x 20 then monitor & treat as required (18)
Dry Salt	RST below -5 deg C and above -10 deg C and wet road conditions	1 x 20 then monitor & treat as required (2x32)	1 x 20 then monitor & treat as required (2x39)	1 x 20 then monitor & treat as required (2x27)	1 x 20 then monitor & treat as required (2x32)	1 x 20 then monitor & treat as required (2x20)	1 x 20 then monitor & treat as required (2x24)
Pre-wet Salt		1 x 20* then monitor & treat as required (2x31)	1 x 20 then monitor & treat as required (2x36)	1 x 20 then monitor & treat as required (2x27)	1 x 20 then monitor & treat as required (2x31)	1 x 20 then monitor & treat as required (2x21)	1 x 20 then monitor & treat as required (2x24)
Treated Salt		1 x 20 then monitor & treat as reqirred (2x23)	1 x 20 then monitor & treat as required (2x27)	1 x 20 then monitor & treat as required (2x20)	1 x 20 then monitor & treat as required (2x23)	1 x 20 then monitor & treat as required (30)	1 x 20 then monitor & treat as required (2x18)

( ) = Appendix H rates in brackets
Please see H10.25 regarding effectiveness of sodium chloride at low temperatures.

Salt Type	Precautionary Treatments Before Snow or Freezing rain	Light or Medium Traffic	Heavy Traffic
Dry Salt	**Light Snow Forecast**	20g/m^2	20g/m^2
Pre-wet Salt		20g/m^2	20g/m^2
Treated Salt		15g/m^2	15g/m^2
Dry Salt	**Moderate/Heavy Snow Forecast**	20g/m^2	40g/m^2
Pre-wet Salt		20g/m^2	40g/m^2
Treated Salt		15g/m^2	30g/m^2
Dry Salt	**Freezing rain Forecast**	1 x20g/m^2 then monitor	
Pre-wet Salt		1 x20g/m^2 then monitor	
Treated Salt		1 x15g/m^2 then monitor	

Note:

- Rate of spread for precautionary treatments may be adjusted to take account of local variations along the routes such as residual salt, temperature variations, surface moisture (air or road surface) road alignment and traffic density.

- All decisions should be evidence based, recorded and require continuous monitoring and review.

- Ice refers to all ice on the road surface, including black ice.

- The level of service generally complies with the recommendations laid down in “Well Maintained Highways” the UK Code of Practice for Highway Management and is summarised above.

- Appendix H of “Well Maintained Highways” which covers winter maintenance operations and treatments underwent a complete revision in November 2013. The SCOTS winter Subgroup consulted with the National Winter Service Research Group (NWSRG) concerning the implementation of Appendix H of Well Maintained Highways. The Subgroup made a number of suggestions to implement Appendix H that have been commented on by the NWSRG. Having considered the comments from the NWSRG on the review of Appendix H the SCOTS Winter Service Subgroup provided advice that Scottish Local Roads Authorities adopt variations to Appendix H of Well Maintained Highways and North Ayrshire Council are following these.

Appendix D

SUMMARY OF AVAILABLE LABOUR & PLANT

TYPE OF PLANT	GOLDCRAIGS	ARRAN	OTHER NAC	TOTAL
Gritters				
18 Tonne Uni-body	10	3		13
7.5 Tonne Uni-body	1	0		1
Trailer Gritter	0	0	1	1
Footway Gritter	1	1	7	9
Lorries				
18 Tonne Uni-body	10	3		13
26 Tonne Multilift	1	0		1
7.5 Tonne Uni-body	1	0		1
Loading Shovel	1	0		1
JCB 2CX	0	1		1
Telehandler	0	1		1
Tractor			1	1
Ploughs				
Fixed V	3	2		5
Small Blade	3	0		3
Large Blade	13	3		16
LABOUR				
Drivers	22	6	7	35
Operatives	11	3	36	50
Other Equipment				
Muck Truck + plough (For footways)			2	2

Note

When necessary labour, vehicles, plant and equipment from other Council Departments, farmers, plant hirers and contractors will be used to supplement above resources.

This also applies for non-winter related emergency responses.

Appendix E

COMMUNITY GRIT BINS

Small quantities of salt are available for issue free of charge to members of the public, subject to their supplying a suitable container from the Community Grit Bins sited at the following locations.

Town	Location
Ardrossan	Carpark, North Crescent Road.
Beith	Community Centre, Kings Road.
Brodick	Household Waste Recycling Centre
Dalry	Car Park, Kirk Close.
Fairlie	Car Park, Pier Road.
Irvine	Bartonholm Civic Amenity Site.
Kilbirnie	Cleansing Depot, Paddockholm Road.
Kilwinning	Byrehill Place (off Pennyburn Road)
Lamlash	Council Office
Largs	Cleansing Depot, Alexander Avenue.
Millport	Kepple Pier
Saltcoats	Cleansing Depot, Mid Dykes Road.
Skelmorlie	Toward View (opposite Fire Station).
Stevenston	Car Park, Garnock Road.
West Kilbride	Community Centre, Corse Street.

Appendix F

SUMMARY OF AVAILABLE MATERIALS

The following salt, grit and sand stocks will be in place at commencement of winter:-

DEPOT	TONNAGE SALT	TONNAGE SAND (for Sandbags)
Goldcraigs (salt barn)	7000	100
Arran	1900	300
Cumbrae	20	(500 filled sandbags)

Approximately 4000 sandbags are located at Goldcraigs, and 500 on Arran.

Appendix G

Salt Resilience Plan (Mainland)

Level 1 (Green) Service – Stock Levels 2500 Tonnes and above

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 470T – **resilience 5 days**

  or
- Typical daily salt usage (frost & ice only) 235T – **resilience 10 days**

Level 2 (Amber 1) Service – Stock Levels 1800 Tonnes – 2500Tonnes

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 330T – **resilience 2 days**.

  or
- Typical daily salt usage (frost & ice only) 165T – **resilience 4 days**

Level 3 (Amber 2) Service – Stock Levels 1000 Tonnes – 1800 Tonnes

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix at 50/50
- Typical daily salt usage (snow conditions) 150T – **resilience 5 days**.

  or
- Typical daily salt usage (frost & ice only) 75T – **resilience 10 days**

Level 4 (Red) Service – Stock Levels less than 1000Tonnes

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 100T – **resilience 10 days**

  or
- Typical daily salt usage (frost & ice only) 50T – **resilience 20 days**

Assuming 7000 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 27 days**

  or

  Total Resilience during periods of frost & ice conditions - 54 days

Salt Resilience Plan (Arran)

Level 1 (Green) Service – Stock Levels 1000 Tonnes and above

- Service levels as detailed in NAC Winter and Weather Emergencies Plan.
- Typical daily salt usage (snow conditions) 52T – **resilience 10 days**

  or
- Typical daily salt usage (frost & ice only) 26T – **resilience 20 days**

Level 2 (Amber 1) Service – Stock Levels 550 Tonnes – 1000Tonnes

- Only Priority 1 carriageway routes treated with pure salt, remaining priority carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- All footway routes reduced to salt/sand mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50.
- Typical daily salt usage (snow conditions) 44T – **resilience 10 days**.

  or
- Typical daily salt usage (frost & ice only) 22T – **resilience 20 days**

Level 3 (Amber 2) Service – Stock Levels 250 Tonnes – 550 Tonnes

- All carriageway routes reduced to half the normal spread rate or salt/grit mix at 50/50
- Priority 1 footway routes treated with salt/sand mix at 50/50
- Remaining footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with salt/sand mix at 50/50
- Typical daily salt usage (snow conditions) 30T – **resilience 10 days.**

  or
- Typical daily salt usage (frost & ice only) 15T – **resilience 20 days**

Level 4 (Red) Service – Stock Levels less than 250 Tonnes

- Priority 1 carriageways reduced to half the normal spread rate or salt/grit mix at 50/50
- Treat remaining carriageway routes with sand/grit mix at 50/50
- All footway routes treated with sand/grit mix at 50/50
- Grit bins replenished with sand/grit mix.
- Typical daily salt usage (snow conditions) 20T – **resilience 12 days**

  or
- Typical daily salt usage (frost & ice only) 10T – **resilience 25 days**

Assuming 1,900 tonnes in stock at start of winter our total resilience would be either

- **Total Resilience during periods of heavy snow - 49 days**

  or

  Total Resilience during periods of frost & ice conditions - 98 days

Appendix H

NORTH AYRSHIRE COUNCIL

CONTACT ADDRESS & TELEPHONE NUMBERS

<table>
<tr><th>During Normal Working Hours</th><th>Outwith Normal Working Hours</th></tr>
<tr><td>MAINLAND

Commercial Services
(Roads)
Cunninghame House
IRVINE
KA12 8EE

Tel: 01294-310000</td><td rowspan="3">NORTH AYRSHIRE COUNCIL
CALL CENTRE

Road & Lighting Faults

24 hours, 7 days per week

Tel: 01294 310000</td></tr>
<tr><td>ARRAN

Arran Local Office
Lamlash
Isle of Arran
KA27 8JY

Tel: 01770-600338
Fax: 01770-600028</td></tr>
<tr><td>TRUNK ROADS
A78, A737 & A738

Scotland TranServ
Network Control Centre
150 Polmadie Road
Glasgow
G5 OHD
Tel 0141 218 3999
Email southwestcontrol@scotlandtranserv.co.uk</td></tr>
</table>

DISTRIBUTION LIST

	Copies
North Ayrshire Council	
Chief Executive	
Executive Director: Place	1
Executive Director: Finance & Corporate Support	1
Executive Director: Communities	1
Head of Commercial Services	1
Head of Physical Environment	
Head of Democratic Services	1
ACCT	1
All Elected Members of North Ayrshire Council	33
Police Scotland	
Divisional Commander, Kilmarnock	1
Traffic Management, Ayr	1
Strathclyde Partnership for Transport	1
Scottish Fire & Rescue Service – Divisional Commander	1
Scottish Ambulance Service	1
MeteoGroup	1
Scotland TranServ	1
Ayrshire Roads Alliance	1
Renfrewshire Council - Head of Roads	1
East Renfrewshire Council – Head of Roads & Planning	1
Inverclyde Council – Head of Transportation & Roads Service	1
Contact Centre, Building Services, Stevenston	1
Contact Centre, Bridgegate House, **Irvine**	1

BRIDGES WITH WEIGHT OR HEIGHT RESTRICTIONS

HEIGHT RESTRICTIONS

Bridge Location	Grid Reference	Signed Height	
		Metric	Imperial
A737/110 : Dalry, Railway Bridge	229960 649702	3.8	12’ – 6”
B706/40 : Barrmill	236834 651392	4.0	13’ – 0”
B7047/10 : Meadowfoot Road, West Kilbride	220791 647032	4.6	15’ – 0”
C6/10 : West Balgray	235333 642491	3.9	12’ – 9”
C26/10 : South Kilruskin	220541 650473	4.4	14’ – 6”
C26/20 : North Kilruskin	220423 650868	5.0	16’ – 6”
U67/10 : Dubbs	228508 642006	3.0	9’ – 9”
U67(A78 280) : Todhill (Dubbs Road, under A78, Kilwinning Bypass)	229175 642250	4.0	13’ – 0”
U67/30 : Nethermains	230059 642199	3.7	12’ – 0”
C56/30 : Moor Road	220639 652980	4.7	15’ – 6”
C67/20 : Tandelhill	238174 651683	4.4	14’ – 3”
C99/20 : Cockenzie	230694 646241	3.0	10’ – 0”
Unc.TG/230 : Garnock View, Glengarnock	231875 653191	3.8	12’ – 6”
Unc.TI/70 : Old Church Street, Irvine	213571 638800	4.0	13’ – 3”

WEIGHT RESTRICTIONS

Bridge Location	Grid Reference	Signed Weight
B781/30 : West Kilbride, Dalry Road	221015 649062	7.5T
C129/20 : Floors, north of Kilmaurs	240866 641921	17T
C99/30 : Dusk Bridge, near Dalry	230599 646882	7.5T
Unc.TL/30 : Largs, May Street	220711 658602	7.5T
U16/10 : Dalgarven Mill Bridge, north of Kilwinning, (formerly Unc.NC/30)	229571 645847	26T
U23 : Fairliecrevoch Bridge, Perceton, Irvine	236065 642011	3T
Unc.NT/10 : Barrmill	236472 650997	3T
U54/30 : Sevenacres Mill Bridge, Kilwinning	233123 643810	18T

Appendix K

ARRANGEMENTS WITH OTHER AUTHORITIES

ROADS TO BE TREATED BY ADJACENT AUTHORITIES	ROADS TO BE TREATED BY NORTH AYRSHIRE COUNCIL
Ayrshire Roads Alliance (East Ayrshire) A71 – from boundary westwards to Corsehill roundabout. A735 – that section within North Ayrshire boundary. B769 – from boundary south westwards to Chapeltoun junction. C129 – that section within North Ayrshire boundary. C20 – that section within North Ayrshire boundary. B706 - from boundary to A736 C117 From Chapeltoun Bridge to Wheatrig Bridge	**South Ayrshire** U107 from the South Ayrshire Council boundary at the railway bridge to A759 Auchengate Interchange. **East Ayrshire** A736 – from Caldwell Bridge southwards to Lugton. A736 – from B778 junction south eastwards to Torranyard. C24 - from Greenhill Terrace, Knockentiber to boundary at Plann Bridge. C126 From Montgreenan Bridge to North Lodge. Knockentiber Road from boundary near Springside to junction with C24
Roads to be Treated by Ayrshire Roads Alliance (South Ayrshire) B730 from the North Ayrshire Council boundary at the railway bridge south of Drybridge to junction Shewalton Road, Drybridge.	**Renfrewshire Council** A760 – from boundary to Kerse Road junction, Kerse Road – from boundary to A760 junction

Note: There are no cross boundary arrangements with East Renfrewshire Council.

Appendix L

GRIT BIN POLICY & PROCEDURE

1. North Ayrshire Council shall provide grit bins for self-help by members of the public. These shall be sited locally in accordance with this policy.

2. Grit bins shall only be located where the following criteria are met: -

   - The location is not on a precautionary carriageway route;
   - The gradient is greater than 1 in 10, or at a junction with a known history of accidents;
   - The location shall not obstruct the passage of pedestrians, a minimum of 1.5m clearance on the footway is required;
   - The location shall not obstruct sight lines;
   - The location is not within 200m of another grit bin location;
   - The location is within an urban area;
   - The location is within the boundary of the public road. Infrastructure and Design will not provide grit bins in private areas or car parks for internal use by either the Council or any other public or private property such as schools, parks, hospitals, old people's homes, etc. unless a service level agreement is in place.

3. Grit bins will only be located where they can be filled from a lorry. The grit bins shall be replenished at the start of the winter period and on a monthly cycle during the winter period, as resources permit.

4. Grit bins will generally be left in place during the summer months, unless there is a history of vandalism at a particular location.

5. The location of grit bins will be recorded in an electronic database, which will be made available on the North Ayrshire Council website.

6. Only written requests on the Council's Grit Bin Application Form will be considered, these are available from the Head of Commercial Services, Cunninghame House, Irvine, KA12 8EE, and on the Council's website.

7. A request will not be accepted unless a location to site the grit bin has been agreed. Therefore, even if the criterion for locating a grit bin is met, a grit bin will not be provided if the adjacent residents cannot agree a position. The signed agreement of adjacent residents must be must be included on the submitted application form, otherwise the application will not be considered.

8. Grit Bin Application forms are available on the Council's website at http://www.north-ayrshire.gov.uk/roads-and-travel/winter-gritting.aspx

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Community Investment Fund (CIF) Update**
Purpose:	To advise Cabinet of progress in relation to the Community Investment Fund.
Recommendation:	That Cabinet: a) Notes progress to date in relation to the Community Investment Fund (CIF) themes and expenditure; and b) Remits officers to identify alternative sources of funding for small-grant awarding Participatory Budgeting approaches for Locality Partnerships for consideration at a future Cabinet.

1. Executive Summary

1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Partnerships and within the context of North Ayrshire Community Planning Partnership's Local Outcomes Improvement Plan and Fair for All Strategy.

1.2 Locality Partnerships have subsequently worked with groups within our communities to develop proposals for expenditure from the Community Investment Fund (CIF) in line with their locally identified needs. In addition to applications already received there are a number of emerging bids.

1.3 This report provides an overview of the themes and expenditure to 31st August 2019 reflected in the CIF applications and expressions of interest.

1.4 It recommends that officers identify alternative funding sources for small-grant awarding participatory budgeting.

1.5 This report also outlines proposals for future reporting on the outcomes achieved through CIF funded initiatives.

2. Background

Funding and Process

2.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Planning Partnerships. This was set within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy and Local Outcomes Improvement Plan. It was allocated as follows:

Table 1: CIF Allocation and commitment to date

Locality	Population	Value of CIF	Committed Funds to date	Balance
Irvine	29%	£754,000	£184,604	£569,396
Kilwinning	11%	£286,000	£35,000	£251,000
Three Towns	23%	£598,000	£175,000	£423,000
Garnock Valley	15%	£390,000	£98,000	£292,000
North Coast	18%	£468,000	£267,892	£200,108
Arran	4%	£104,000	£0	£104,000
Total		£2,600,000	£760,496	£1,839,504

2.2 It was agreed that the CIF would support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy;
- The Community Planning Partnership and Locality priorities; and
- North Ayrshire Council's values, priorities and business objectives.
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF. The Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for approval.
- The finalised proposal will be submitted to the next available Cabinet for final approval.

Approved CIF Applications

2.4 Appendix 1 describes the CIF applications which have been approved by the Locality Partnerships and Cabinet and the key impacts to date. In order to evaluate how the range of CIF applications is addressing key themes and, to identify any gaps, additional analysis has been carried out. Appendix 1 includes mapping of the applications against key themes, including Locality Partnership priorities, Fair for All themes, Local Outcome Improvement Plan priorities, Council Plan priorities and the pillars of Community Wealth Building. This shows that a wide range of initiatives have been approved to address key local issues. A summary of themes that they align to is summarised below, along with consideration of any gaps.

Approved CIF Applications and Relationship to Locality Partnership Priorities

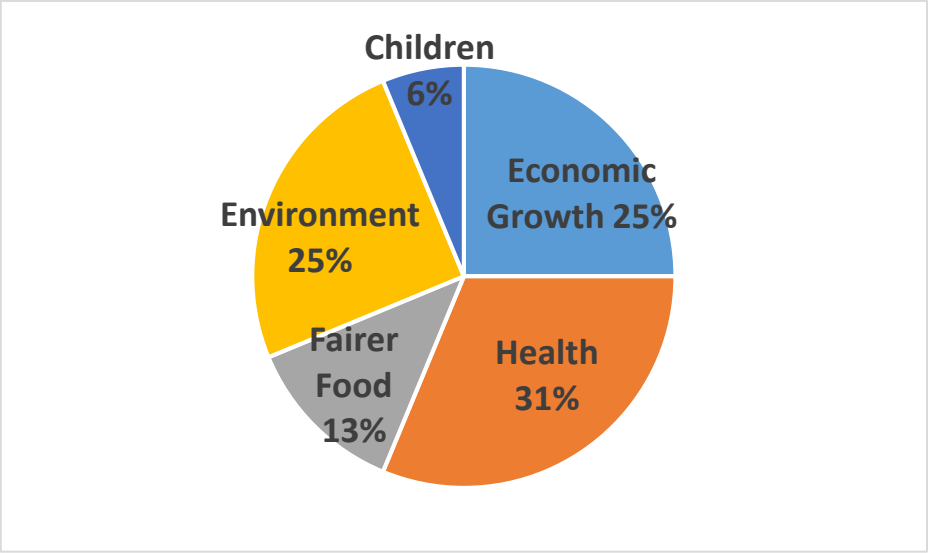
2.5 It is encouraging that most Locality Partnerships have approved applications that cover two of their three priority areas. An application is now in preparation from Arran, following the strengthening of the approach on the island by bringing together the CPP and HSCP locality arrangements in a pilot and using the Chit Chat model in Arran communities.

Table 2: Alignment to Locality Partnership Priorities

Locality Partnership	**Locality Partnership Priority Addressed**	**Locality Partnership Priority Under Development**
Irvine	Employment Mental Health	Influence and Sense of Control
Kilwinning	Environmental Issues Traffic and parking	Work and Local Economy
Three Towns	Community Regeneration Environment (including civic pride and community engagement) Economy and Tourism	
Garnock Valley	Facilities and Amenities Moving Around Work & Local Community	
North Coast and Cumbraes	Social Isolation (Older People) Stress and Anxiety (Younger People)	Financial Inclusion
Arran		Affordable Housing Transport Social Isolation Arran Ideas

Approved CIF Applications and Relationship to Fair for All Themes

2.6 The Fairer North Ayrshire themes, which are addressed by the CIF initiatives are outlined in the chart below.
Chart 1: Fair for All Themes Related to Applications

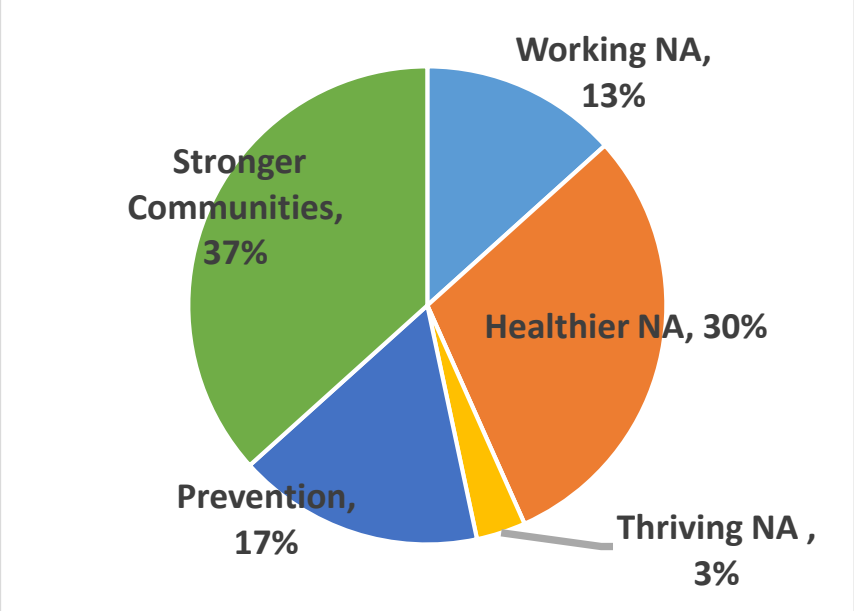


There has been a specific focus on children and young people in only one of the CIF initiatives. Planned increased participation in Locality Planning by schools will provide a greater focus on young people.

Approved CIF Applications by Local Outcomes Improvement Plan (LOIP) Priority and Theme

2.7 The LOIP priorities and themes which are addressed by the CIF initiatives are outlined in the chart below.

Chart 2: Fair for All Themes Related to Applications



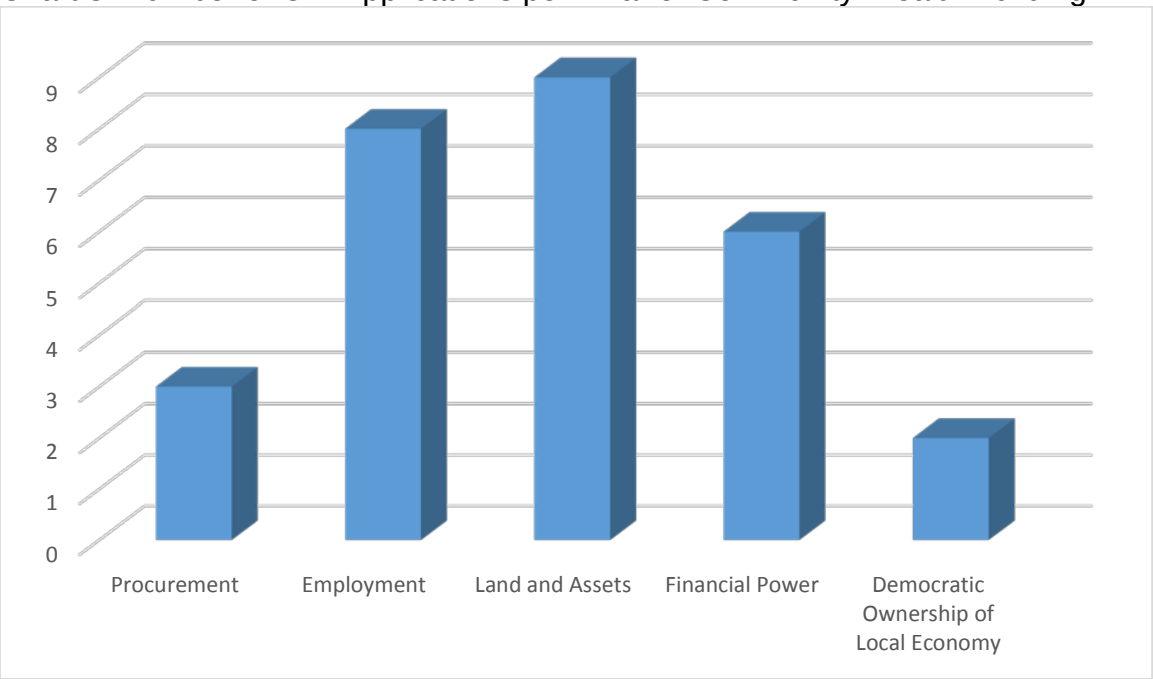
None of the initiatives relate to community safety, which is consistent with that theme not featuring within locality priorities.

Approved CIF Applications by Council Priority and Pillars of Community Wealth Building

2.8 The CIF funded initiatives have also been considered in terms of how they support the Council priorities in relation to Aspiring Communities and Inspiring Place. There is strongest alignment to "Active and strong communities," "People enjoy good life-long health and well-being," "Inclusive, growing and enterprising local economy" and "Vibrant, welcoming and attractive places."

2.9 CIF and the CIF initiatives are also well placed to support the Council's ambitions in terms of Community Wealth Building. The 5 Pillars of Community Wealth Building which are addressed by the CIF initiatives are outlined in the chart below. The 5 Pillars are: Procurement; Employment; Land and Assets; Financial Power; and Democratic Ownership of the Local Economy

Chart 3: Number of CIF Applications per Pillar of Community Wealth Building



Impact of CIF Awards

2.10 Outline assessments of impact are included within Appendix 1. The formal process of monitoring the impact and outcomes of CIF awards is in progress as follows:

- Within 12 months the CIF recipient is asked to give feedback on the progress of the project and invited to share any reports/case studies with the Locality Partnership and on the Community Planning website.
- Locality Partnership members are asked to visit the project and discuss impact and consider how this work can be linked in further with the wider community/mainstreamed.

This reporting on impact will then be shared with Cabinet in future CIF updates.

2.11 Notable highlights to date include:

- £932,404 of external funding has been secured by CIF projects;
- A Digital Learning Officer has been employed in Irvine
- An Environmental Education Officer has been funded for the Three Towns Growers, to match Lottery and other investment in an educational facility;
- Deployment of community support in Vineburgh and Fullarton communities to address addictions and food insecurity;
- A Community Development Trust has been established for Ardrossan to maximise the assets of the community and align aspirations;
- The Clearer Minds Programme to support mental health in Largs is delivering positive outcomes;
- Support for a community regeneration project at Millport Town Hall has been provided by a commitment of £200,000 from CIF, with substantial external funding secured;
- CIF investment of £150,000 for the Training Station community hub in Saltcoats has attracted sufficient external funding to deliver a restoration of a community anchor building; and
- Community volunteering, employment, employability skills and social inclusion are being improved in the Garnock Valley through Beith Community Development Trust's work at Geilsland and by the Garnock Valley Men's Shed.

Emerging CIF Proposals

2.12 There are a number of emerging CIF proposals, which were discussed by the Locality Partnerships at their June and September meetings. Some of these are currently the subject of reports to Cabinet.

2.13 Analysis shows that these emerging proposals continue to address locality priorities.

2.14 Two current applications request funds for small-grant awarding participatory budgeting in localities. The agreed purpose of CIF is to develop projects which:

- Fulfil a compelling local need;
- Impact on reducing inequalities; and
- Provide long-term, sustainable, positive results for the greatest number of people possible.

2.15 Related to this, CIF guidance highlights that awards between £5,000 and £100,000 will be available, with phasing and drawdown to be agreed dependent on individual projects. Where a proposal is assessed to be eligible for an award, but the value of that award is calculated to be less than £5,000, the organisation will be signposted to apply for support through the Nurturing Excellence in Communities, Common Good and NAVT Grants schemes instead. This is to ensure the required levels of monitoring and reporting are proportionate to the value of award.

2.16 Using a participatory budgeting approach to award small-grants does not meet the purpose or criteria of CIF as described at 2.14 above, in relation to making a significant impact on reducing inequalities or in providing long-term sustainable positive results for the greatest number of people possible. Evaluations of Participatory Budgeting have consistently shown that the value of small-grant awarding initiatives is in relation to community cohesion and building networks, rather than in effecting long-term change. The value and importance of this approach has been proven in North Ayrshire over a number of years. Previous small-grant awarding participatory budgeting events have proven popular and successful with local groups across North Ayrshire and Locality Partnerships are enthusiastic about the potential of participatory budgeting to improve community relationships and empower local people to distribute small awards.

2.17 It is therefore proposed that officers should be remitted to identify alternative sources of funding for small-grant awarding Participatory Budgeting approaches for Locality Partnerships and bring back proposals to a future Cabinet.

3. Proposals

3.1It is proposed that Cabinet

a) Notes progress to date in relation to the Community Investment Fund (CIF) themes and expenditure; and
b) Remits officers to identify alternative sources of funding for small-grant awarding Participatory Budgeting approaches for Locality Partnerships for consideration at a future Cabinet.

4. Implications/Socio-economic Duty

Financial

4.1 CIF funding is allocated within existing resources. £932,404 of external funding has been secured by CIF projects, more than doubling the investment from the Council.

Human Resources

4.2 Funding has been provided to employ a Digital Officer for Irvine Locality Partnership with Irvine's CIF funding. Employment opportunities hosted by external organisations have also been provided as detailed in Appendix 1.

Legal

4.3 None.

Equality/Socio-economic

4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.

Environmental and Sustainability

4.5 Improving the Environment is a key theme in the Three Town's Growers' CIF-funded Environmental Worker and Kilwinning Locality Partnership's McGavin Park CIF project. The Training Station in the Three Towns and the North Coast and Cumbraes Locality Partnership's Millport Town Hall regeneration provide opportunities to improve the built environment and ensure that buildings adhere to modern sustainability requirements

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The applications support the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

5.1 The proposals contained within this report have been developed and approved by the Locality Partnerships, through consultation with local people, including young people.

Audrey Sutton
Interim Executive Director of Communities

For further information please contact **Rhona Arthur, Interim Head of Connected Communities,** on **01294 324415**.

Background Papers

Appendix 1: Community Investment Fund Applications Approved by Locality Partnerships and Cabinet to 10.09.19 by theme, expenditure and impact.

Appendix 1

Community Investment Fund Applications Approved by Locality Partnerships and Cabinet to 10.09.19

KEY: Locality Partnership priorities (LP) Fair for All themes (FFA), Local Outcome Improvement Plan priorities (LOIP), Council Plan priorities (CP), Community Wealth Building (CWB)

Locality	Name	Summary	Key achievements to date	Amount	Theme
Irvine	Digital Officer	Appointment of a "Digital Irvine" Project Officer to inspire and connect community, educational and business initiatives in Irvine to promote digital inclusion, participation and skills development	Appointment of Digital Officer Mapping of local digital access Prototype of Community Book	£84 604	LP– Employment FFA – Economic Growth LOIP – A Working North Ayrshire, building stronger communities CP – Digital connectivity, inclusive local economy, active and strong communities CWB – Employment, assets
Irvine	Vineburgh and Fullarton Community Enablers	Community Enablers who will engage with the community to find opportunities to tackle issues such as the provision of dignified food, isolation, alcohol and drug addictions and to support lifestyle changes, build confidence and develop support networks.	Funding just released	£100 000	LP – Mental Health FFA – Health, Fairer Food LOIP – Healthier North Ayrshire, building stronger communities, prevention CP – Active and strong communities, good life-long health and well-being CWB -Employment, assets
Kilwinning	McGavin Park	Transforming the former tennis court area at Kilwinning's McGavin Park into a community play park and outdoor gym to encourage health and wellbeing.	Additional funding secured: £34,000, other funding applications still outstanding. Project layout and design agreed. Procurement and Streetscene supporting.	£35 000	LP – Environmental issues FFA – Health, Environment LOIP – Healthier North Ayrshire, prevention CP – Good life-long health and well-being, Children and young people experience the best start

Locality	Name	Summary	Key achievements to date	Amount	Theme
			Over 1000 involved in consultations. Environment a key theme continuing in results of the Kilwinning Charrette.		in life, Vibrant, welcoming and attractive places CWB -Employment, land and assets, financial power
Three Towns	Community Development Trust	Match funding for a feasibility study to develop a community development trust in Ardrossan to capitalise on and progress the work done by a number of local organisations and initiatives to date.	Ardrossan Community Development Trust established. Additional funding secured: £5,000 Cunninghame Housing Association £10,000 Our Place (Lottery)	£25 000	LP – Community regeneration FFA – Economic Growth LOIP – Working North Ayrshire, building stronger communities CP - Inclusive, growing and enterprising local Economy, Vibrant, welcoming and attractive places, active and strong communities CWB - Land and assets, financial power, democratic ownership of the local economy
Three Towns	Three Towns Growers	Environmental Worker who will offer learning opportunities for local people involved in growing and wider environmental learning and make the Three Towns a "centre of environmental excellence."	Additional funding secured: £350,000 Our Place funding for a environmental educational hub. Proposals developed for how the CIF funded 3 year development worker will support the hub.	£100 000	LP - Environment FFA -Environment, Fairer Food LOIP – Healthier North Ayrshire, building stronger communities CP – Sustainable environment, inclusive, growing and enterprising local economy CWB -Procurement, employment, land and assets, financial power
Three Towns	Training Station	Promote community regeneration and civic pride within local communities through the re-purposing of a	Additional funding secured: Regeneration Capital Grant Fund £150,000, sportsscotland £76,150,	£50 000	LP – Community regeneration LOIP – Healthier North Ayrshire, building stronger communities, prevention

Locality	Name	Summary	Key achievements to date	Amount	Theme
		category B listed building, developing local community-based facilities that meet community needs and contributing to the community's health and wellbeing.	Railway Heritage £125,000. Scot Rail £165,000		FFA – Environment CP – Active and strong communities, Vibrant, welcoming and attractive places CWB -Procurement, employment, land and assets, financial power
Garnock Valley	Men's Shed	Creation of a Men's Shed to address social isolation and to provide opportunities for community involvement, health and well-being and employment.	Additional funding secured: £5,400 from Barr Environmental, £5,000 from Screwfix, £4,000 from Jewson £1,000 from Tesco, £854 from Co-op, £1,000 from Nurturing Excellence in Communities 75 members – high number working age so liaising with employability services. Strong evidence of community benefit such as food provision through 'Park Lives' and work with ADP/ Café Solace. Recent renovations within the shed have included re-wiring, re-flooring and new lights and sockets. A fitted kitchen within a social area has been fitted. A music room and a bespoke scale-modelling room, with six work stations, have been built. An office facility with access to CCTV	£28 000	LP – Facilities and Amenities FFA – Health LOIP – Healthier North Ayrshire, building stronger communities, prevention CP – Active and strong communities, good life-long health and well-being CWB -Employment, land and assets, financial power

Locality	Name	Summary	Key achievements to date	Amount	Theme
			and IT facilities has been renovated.		
Garnock Valley	Travel Needs Analysis	Travel Needs Analysis to investigate what can be done to improve accessibility to employment, education, social and leisure activities and health services.	Working group is progressing with assistance from Stagecoach and SPT.	£25 000	LP – Moving Around FFA – Economic Growth LOIP – Working North Ayrshire, building stronger communities CP - Inclusive, growing and enterprising local Economy, Effective infrastructure CWB - Land and assets
Garnock Valley	Geilsland Hall	Part of a wider package of funding support to support the role of the development manager whose remit is to continue to develop both Geilsland Hall as an important community asset and a volunteering, learning and employability project aimed at supporting learning and skills development.	Over June – September volunteer hours have totalled 2384 with 99 volunteers involved. 32 young people (16 - 25) are engaged on an ongoing basis. Employment - the project has recruited a Modern Apprentice to a Project Assistant role.	£45 000	LP – Facilities and Amenities FFA – Economic Growth LOIP – Working North Ayrshire CP – Active and strong communities CWB - Employment
North Coast and Cumbraes	Cycling Without Age	Cycling Without Age to help the elderly get back on their bicycles, using trishaws and intergenerational volunteering.	3 Trishaws in use with 32 volunteers. Group have been involved in a variety of events from the Haylie House fun run, a consultation in Eglinton Park, the Millport Heritage Cycle, Fairlie Gala day and the UK Summit in Falkirk with the long ride of 20 trishaws from Falkirk Stadium	£22, 800	LP – Social isolation (older people) FFA – Health LOIP – Healthier North Ayrshire, building stronger communities CP – Active and strong communities, good life-long health and well-being

Locality	Name	Summary	Key achievements to date	Amount	Theme
			to the Kelpies and out to the Falkirk Wheel. Their young people joined Cycling without Age junior ambassador Scotland and youth and senior ambassadors during a weekend summit.		
North Coast and Cumbraes	Clearer Minds	The group is working with mental health specialists, HeadStrong to deliver a new programme to support Largs Academy pupils to improve resilience, build coping strategies, speak out, value each other and ensure change, hope and positive mental health.	Programme being delivered with positive feedback. All year groups within Largs Academy have had focused sessions. Teachers have attended a presentation at In Service Day, which was repeated for parents/carers. There are now 32 Young Mental Health Ambassadors at Largs Campus. Work being tied in with Largs Wellness Model.	£30 200	LP – Stress and anxiety (younger people) FFA – Health, Children LOIP – Healthier North Ayrshire, Thriving North Ayrshire, building stronger communities, prevention CP - Children and young people experience the best start in life
North Coast and Cumbraes	Millport Town Hall	Promote community regeneration and civic pride within local communities through the regeneration of a landmark, heritage building, developing local community-based facilities that meet community needs for a sizeable,	Feasibility Study and Business Plan completed. Regeneration Capital Grant Fund application Stage 2 and Community Asset Transfer in progress. Website launched	£200 000	LP – Social isolation (older people) FFA - Environment LOIP – Healthier North Ayrshire, building stronger communities CP – Active and strong communities, good life-long

Locality	Name	Summary	Key achievements to date	Amount	Theme
		indoor venue and contributing to the community's health and wellbeing.			health and well-being, Vibrant, welcoming and attractive places CWB -Procurement, employment, land and assets, financial power, democratic ownership of the local economy
North Coast and Cumbraes	Sing Your Song	Community wellbeing project to foster community cohesion, combat stress, anxiety and social isolation through a programme of musical therapy.	Funding just released.	£14,892	LP – Social isolation (older people) FFA – Health LOIP – Healthier North Ayrshire, building stronger communities, prevention CP – Active and strong communities, good life-long health and well-being

Agenda Item 11

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Proposals for Community Investment Fund (CIF) Expenditure**
Purpose:	To determine applications by Locality Partnerships to allocate CIF funding to proposed projects.
Recommendation:	That Cabinet: a) Reviews the enclosed applications from the Irvine, Garnock Valley and Three Towns Locality Partnerships in line with CIF criteria; b) Approves the CIF applications in relation to: (i) Accessibility improvements at Irvine Newtown Men's Shed and (ii) Garnock Valley 2020 Vision c) Defers the CIF applications in relation to: (i) Garnock Valley Participatory Budgeting – Community Councils and (ii) Participatory Budgeting, The Three Towns Locality Partnership pending the introduction of proposals to Cabinet for small-grant awarding Participatory Budgeting.

1. Executive Summary

1.1 Within its budget for 2017-18, North Ayrshire Council provided a funding allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All strategy.

1.2 Locality Partnerships have subsequently continued to work on their local action plans and are refining proposals for expenditure in line with their locally identified needs. This is a challenging process, and it is a testament to the dedication of the Locality Partnerships and their community partners that proposals are now emerging to provide creative approaches to addressing local challenges.

1.3 This report brings forward proposals, which respond to the specific needs of the local community and which have been developed based on local circumstances and opportunities.

1.4 These proposals have been approved to be submitted to Cabinet through a process of collaboration and consensus by the Locality Partnerships.

1.5 It is recommended that two of the proposals are approved and two are deferred pending further work to create a small grant awarding fund for Participatory Budgeting (PB).

2. Background

2.1 Within its budget for 2017-18, North Ayrshire Council provided an allocation for the creation of an innovative fund to enable communities to address the priorities they have identified though Locality Planning Partnerships and within the context of North Ayrshire Community Planning Partnership's Fair for All Strategy, to be distributed among Localities as follows:

Locality	Population	Value
Irvine	29%	£754,000
Kilwinning	11%	£286,000
3 Towns	23%	£598,000
Garnock Valley	15%	£390,000
North Coast	18%	£468,000
Arran	4%	£104,000

2.2 It was agreed that the CIF will support proposals and projects that connect with:

- The North Ayrshire Fair for All Strategy;
- The Community Planning Partnership and Locality priorities; and
- North Ayrshire Council's values, priorities and business objectives.
- Fulfil a compelling need and do not duplicate existing services or facilities;
- Provide long-term, sustainable, positive results for the greatest number of people possible;
- Exhibit project and/or organisational innovation in their approaches to their work in their way of addressing community challenges and in their request to Locality Partnerships and the Council;
- Come from (an) organisation(s) that is financially viable (can provide financial statements upon request) and efficiently and effectively managed. This can include an organisation to be created to deliver the project;
- Include options or potential for NAC and CPP employee engagement and volunteering where possible; and
- Include measurable outcomes and can report to NAC on outcomes on a regular basis.

2.3 The proposal development and application process has been agreed as follows:

- Locality Partnerships should continue to engage with their communities and stimulate interest in the CIF. Each Locality Partnership will then strategically assess the applications, make links and look at the funding 'in the round.'
- If the partnership supports a bid then the group will be encouraged to submit a full application form, which they will decide upon before making a proposal to Cabinet for final approval.
- The finalised proposal will go to the next suitable Cabinet for final approval.

2.4 The enclosed applications have been developed by community partners and the North Ayrshire Council officers and are now recommended for approval by Cabinet. The proposals are as follows:

2.4.1 **The Irvine Locality Partnership**

The allocation and funds committed to date are outlined in the table below.

Irvine Locality Partnership Allocation	**£754 000**
Digital Officer	£84 604
Vineburgh and Fullarton Community Enablers	£100 000
Balance	**£569 396**

Accessibility improvements, Irvine Newtown Men's Shed (Appendix 1)
Irvine Newtown Men's Shed was founded in November 2018 to provide recreational facilities and to support the social needs, health and wellbeing of men of all ages and backgrounds living in Irvine and its surrounds. It has 45 members and moved into new premises in August 2019 in Bourtreehill Village. The group is seeking funding to support the upgrading of the new premises, specifically to make it wheelchair accessible and to create a disabled toilet. The funding will also be used to paint the premises, partition the workshop area and provide a protected, seating area for recreation and an IT area for the safe use of donated computers. Funding will also be used to purchase equipment and machinery.

Funding of £10 000 is requested.

2.4.2 **The Three Towns Locality Partnership** (Appendix 2)

The allocation and funds committed to date are outlined in the table below.

The Three Towns Locality Partnership CIF allocation	**£598 000**
Community Development Trust	£25 000
Three Towns Growers	£100 000
Training Station	£50 000
Balance	**£423 000**

Participatory Budgeting - The Three Towns Locality Partnership

The Locality Partnership wants to implement a small grant Participatory Budgeting process designed to enhance local decision making and reinforce a sense of civic responsibility. The community will be asked to apply for funding for with the award criteria aligned to Locality Partnership priorities. There will be public voting on the final award decisions. They will make use of online tools, and other means of engagement to involve residents of all ages in the process of resource allocation and will work with the Council's Funding Officer to maximise the levered spend to help build a "cocktail of funding".

Funding of £34 0000 is requested.

2.4.3 **The Garnock Valley Locality Partnership**

The allocation and funds committed to date are outlined in the table below.

The Garnock Valley Locality Partnership CIF allocation	**£390 000**
Mens Shed	£28 000
Travel Needs Analysis	£25 000
Geilsland Hall Volunteering and Employability	£45 000
Balance	**£322 000**

a) Garnock Valley Participatory Budgeting – Community Councils (Appendix 3)

The three Community Councils want to hold small grants Participatory Budgeting events in the Garnock Valley, with strong engagement with local communities. The communities will be asked to apply for funding with the award criteria aligned to Locality Partnership priorities. There will be public voting on the final award decisions. The community councils are showing strong, clear community leadership in taking forward this proposal and by working collaboratively, they are forging strong cross locality bonds and working relationships.

Funding of £39 000 is requested.

b) Garnock Valley 2020 Vision (Appendix 4)

The Facilities and Amenities Working Group, which is a subgroup of the Locality Partnership is seeking support for a project which will involve all the towns and villages of the Garnock Valley working together to change the narrative of the area by creating a positive mindset and perception within the community in which they live (as well as to those from out with the area). Funding is sought for costs to carry out an extensive community engagement exercise to shape the Garnock Valley 2020 vision. This will identify and collate the community assets and positives within each of the areas, create a baseline of current perceptions of the Garnock Valley and also identify what people like and are proud of. This would work towards helping to create a picture of what a positive Garnock Valley would look like and would develop a delivery route map and role profile for a Development Worker to develop the vision and activities aligned to it.

Funding of £15 000 is requested.

2.5 The agreed purpose of CIF is to develop projects which:

- Fulfil a compelling local need;
- Impact on reducing inequalities; and
- Provide long-term, sustainable, positive results for the greatest number of people possible.

2.6 Related to this, CIF guidance highlights that awards between £5,000 and £100,000 will be available, with phasing and drawdown to be agreed dependent on individual projects. Where a proposal is assessed to be eligible for an award, but the value of that award is calculated to be less than £5,000, the organisation will be signposted to apply for support through the Nurturing Excellence in Communities, Common Good and NAVT Grants schemes instead. This is to ensure the required levels of monitoring and reporting are proportionate to the value of award.

2.7 Using a Participatory Budgeting approach to award small grants does not meet the purpose or criteria of CIF and recent research has indicated that small-grants do not create sustainability in organisations or projects. However, the value and importance of this approach to communities has been proven in North Ayrshire over a number of years and previous small grant awarding Participatory Budgeting events have proven popular and successful with local groups across North Ayrshire. Cabinet recognises the value of this approach in localities and has requested that officers bring forward proposals to identify funding for this purpose.

2.8 It is therefore proposed that the CIF applications detailed above at 2.4.2 (Participatory Budgeting - The Three Towns Locality Partnership) and at 2.4.3 (a) (Garnock Valley Participatory Budgeting – Community Councils) be deferred and considered within the context of the proposals to fund small-grant awarding Participatory Budgeting at 2.7 above.

3. Proposals

3.1 That Cabinet:

a) Reviews the enclosed applications from the Irvine, Garnock Valley and Three Towns Locality Partnerships in line with CIF criteria;

b) Approves the CIF applications in relation to:
(i) Accessibility improvements at Irvine Newtown Men's Shed and
(ii) Garnock Valley 2020 Vision

c) Defers the CIF applications in relation to:
(iii) Garnock Valley Participatory Budgeting – Community Councils and
(iv) Participatory Budgeting, The Three Towns Locality Partnership pending the introduction of proposals to Cabinet for small-grant awarding Participatory Budgeting.

4. Implications/Socio-economic Duty

Financial

4.1 CIF funding is allocated within existing resources.

Human Resources

4.2 None.

Legal

4.3 None.

Equality/Socio-economic

4.4 The purpose of Locality Planning is to reduce inequalities, increase community cohesion and advance community empowerment. Each of the CIF proposals is tested against that purpose before being presented to Cabinet.

Environmental and Sustainability

4.5 Environmental and sustainability issues are considered in relation to each CIF application.

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 The applications support the following pillars of community wealth building: Advancing community enterprises;

- Advancing local ownership of underused land and buildings; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

5.1 The proposals contained within this report have been developed by the Locality Partnerships, through consultation with local people, including young people.

Audrey Sutton
Interim Executive Director of Communities

For further information please contact **Rhona Arthur, Interim Head of Connected Communities,** on **01294 324415**.

Background Papers
Appendix 1: CIF Application: Irvine Newtown Men's Shed
Appendix 2: CIF Application: The Three Towns Locality Partnership
Appendix 3: CIF Application: Garnock Valley Participatory Budgeting – Community Councils
Appendix 4: CIF Application: Garnock Valley 2020 Vision

North Ayrshire
Community Planning Partnership

Appendix 1 - Community Investment Fund: Proposal to Cabinet

Organisation name	*Irvine Newtown Men's Shed*
Brief details of organisation	Irvine Newtown Men's Shed was founded in November 2018. They currently have 45 members and their committee consists of 7 members. Their initial meetings were held in Towerlands Community Centre, Bourtreehill. In January 2019 they moved to the Age Concern building within Bourtreehill village centre. In August 2019, they secured their own rented premises from North Ayrshire Council, again in Bourtreehill village centre. Irvine Newtown Men's Shed provides recreational facilities and advances the social needs, health and wellbeing of men of all ages and backgrounds living in Irvine and surrounding areas by creating, developing and maintaining a Men's Shed. They offer opportunities for men in the Irvine area to meet and undertake creative, physical purposeful and recreational activities of their choice. They aim to reduce social isolation of men in the area thus contributing to their physical and mental wellbeing. They also aim to develop the capacity of men in the Irvine area to share their knowledge and skills with others in the community.
Locality	Irvine
Amount requested	£10,000
Brief overview of proposal	The group is requesting funding to support the upgrading of the new premises. The premises urgently need to be made wheelchair accessible and to have fully accessible toilets installed. Funding will be used to update the premises by painting the walls and floor, sectioning off a work shop area and creating a safe area where there will be no machinery. This will make have a seating area for recreational activities and provide seating. A number of computers have been donated and the group will create an area specifically for IT, including desks and computer chairs. With donations, careful expenditure and using local networks the group plan to have some funding left-over which would be used to purchase additional equipment and machinery for use by the members of the Men's Shed.
Timescales	Spring 2020
Contact details	Elaine Baxter, Locality Officer, Connected Communities

North Ayrshire
Community Planning Partnership

Appendix 2 - Community Investment Fund: Proposal to Cabinet

Organisation name	*Three Towns Locality Planning Partnership*
Brief details of organisation	The first Three Towns Locality Partnership event took place on 8 June 2016 and the priorities are: 1.Economy and Tourism 2.Community Regeneration 3.Environment (including civic pride and community engagement) The Locality Planning Partnership is part of the statutory Community Planning Partnership approach responsible for the delivery of the Local Outcomes Improvement Plan as set out within the Community Empowerment (Scotland) Act. The Three Towns Partnership seeks to identify and meet local needs and priorities which connect to national priorities, legislation and policy and they achieve that by actively engaging with residents across the Three Towns through a variety of means e.g. community engagement, consultation and information-sharing. The Chairs of the Community Councils are automatically appointed as Community representatives to the LPP as their statutory role is to ascertain, coordinate and express the views of the local community to the Council and its partners.
Locality	The Three Towns
Amount requested	£34,000
Brief overview of proposal	**<u>Participatory Budgeting in The Three Towns</u>** Participatory Budgeting directly involves local people in making funding decisions on the things that matter to them. The Partnership wants to involve as many people and their networks of contact as possible, within a range of themed participatory budgeting events to build and strengthen the link between the Partnership and their community. The themes will be determined by the Partnership, who are undertaking the process in accordance with their stated aim and to enhance public engagement and empowerment.

	Participatory budgeting will help attract additional funds into the Three Towns area by providing an effective means of distributing resources, that funders feel confident enough to engage with and support. The implementation of the Partnership has led to innovative projects receiving funding. Participatory budgeting was used by the community to decide the distribution of grounds maintenance budget, including decisions to plant vegetables and fruit to provide free food. It also helped the Three Towns Growers build their relationship with the wider community, which secured funding for an environmental education centre. Each participatory budgeting event builds upon the last and helps bring together like-minded individuals and groups to promote and enhance the local environmental agenda, the regeneration of the Three Towns and participatory budgeting builds the trust relationship between the Community, the Planning Partnership, the Council and their partners.
Timescales	2020
Contact details	Shirley Morgan, Locality Officer, Connected Communities

North Ayrshire
Community Planning Partnership

Appendix 3 - Community Investment Fund: Proposal to Cabinet

Organisation name	*Beith and District Community Council*
Brief details of organisation	**<u>Mission Statement</u>** Beith and District Community Council are the lead organisation for this application. They re-formed in November 2017 and are working alongside Kilbirnie and Glengarnock Community Council and Dalry Community Council. A Community Council is a voluntary organisation supported by the Local Authority with the objectives being (a) to ascertain, co-ordinate and express to local and public authorities and others the views of the community of Beith and District and (b) to take such action in the interests of the community as appears to the Community Council to be expedient and practicable.
Locality	Garnock Valley
Amount requested	**£39,000** Bus Hires £400 Hall Hire £700 Catering £900 Marketing £1000 Participatory Budgeting Money for each CC Area (£12,000) £36,000
Brief overview of proposal	**<u>Valley Voices for Valley Money</u>** The proposal will provide the opportunity for the three community councils to work together on a joint initiative to support their local priorities, building on the success of participatory budgeting events. There has been a capacity building approach to participatory budgeting processes. This has enabled the community councils to develop the skills and understanding to take full ownership of the process themselves. The award of this CIF application will build on and strengthen the desirable outcome of the community councils working closely together in a locality approach. Local participatory budgeting will support the development of Locality Partnerships and encourage community leadership. Each community council will develop and hold their own event and provide funding for locally developed ideas, with the funding decisions agreed by local people.

Timescales	From start to finish it will take 12-18 months with a mid-point evaluation of Projects that have been awarded funding.
Contact details	Angela Morrell, Senior Manager, Connected Communities

North Ayrshire
Community Planning Partnership

Appendix 4 - Community Investment Fund: Proposal to Cabinet

Organisation name	*Garnock Valley Locality Partnership* *Facilities and Amenities Working Group*
Brief details of organisation	The Facilities & Amenities working group is a sub group of the Garnock Valley Locality Partnership. The Working Group was set up in February 2018 to work collaboratively to take forward actions identified by the community, which are captured in the Garnock Valley Locality Action Plan. The group is chaired by the Chair of Kilbirnie & Glengarnock Community Council. Other members of the working group include representatives from: Dalry Community Council, Beith Community Development Trust and Project Kilbirnie. The group meet monthly and have worked hard since coming together to refine the Locality Action Plan and have identified the first areas to take forward using a coproduction model of working. They aim to work together to co-design and co-deliver solutions to the priorities defined in the Locality Action Plan, as well as drive and support other locality activities.
Locality	Garnock Valley
Amount requested	£15,000
Brief overview of proposal	**<u>Garnock Valley 2020 Vision</u>** The Garnock Valley has a rich and fascinating social, industrial and cultural history and heritage. Despite this richness of assets, there is a general perception of a downward trend of declining town centres, feeling of fragmentation and outward migration. The Locality Working Group have identified there is a need to improve perceptions of the Garnock Valley, from the consumer, visitor and the community perspective. The aim of this project is for all the towns and villages of the Garnock Valley to work together to change the narrative of the area by creating a positive mindset and perception within the community of the area in which they live. The project will be made up of three parts. This initial funding application is for £15,000 to appoint a suitably qualified organisation to carry out an extensive community engagement exercise to shape the GV 2020 vision for going forward to identify and collate the community assets and positives within each of the areas, create a baseline of current perceptions of the

	Garnock valley but also to identify what people like and are proud of. This would work towards helping to create a picture of what a positive Garnock Valley would look like and would develop a delivery route map and role profile for a Development Worker, creating a clear identified course of action to promote and achieve these positives within the community. This sum, while estimated, is based on other similar community engagement projects carried out in North Ayrshire.
Timescales	2020
Contact details	Christina Pieraccini, Locality Officer, Connected Communities

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Community Asset Transfer of Ground adjacent to Irvine Sports Club**
Purpose:	To agree in principle, and subject to conditions, the asset transfer of ground at Marress Road, Irvine to Irvine Sports Club to Irvine Sports Club
Recommendation:	That Cabinet: a) Agrees in principle to the asset transfer of ground at Marress Road, Irvine currently occupied by Irvine Community Sports Club, from the Irvine Common Good to the Scottish Charitable Incorporated Organisation, "Irvine Community Sports Club;" subject to the Club transferring ground to the Council forming part of the adjacent access track; b) Notes that officers will enter into negotiations with the Club to agree the terms of transfer, including price, and will issue a decision notice to the Club setting out the terms and conditions of transfer.

1. Executive Summary

1.1 The report proposes the community asset transfer of ground currently occupied by Irvine Community Sports Club from Irvine Common Good to Irvine Community Sports Club.

1.2 Irvine Community Sports Club is constructed on ground previously sold to them by the Council. It was subsequently identified that an area of the adjacent access track had been inadvertently included in the subjects sold by the Council to the Club (Appendix 1, Area A). It was also identified that part of their building was constructed on a narrow strip of land still in the ownership of the Council (Appendix 1, Area B).

1.3 In order to rectify the title position, Irvine Sports Club made an asset transfer request under the Community Empowerment (Scotland) Act 2015. This report recommends that Cabinet agrees in principle to the Club's asset transfer request, subject to the Club transferring back to the Council the relevant part of the adjacent access track. This enables officers to enter into negotiations with the Club to agree the terms of transfer, including price, and to issue a decision notice to the Club setting out the terms and conditions of transfer.

2. Background

2.1 Under the terms of the Community Empowerment (Scotland) Act 2015, community asset transfer provides an opportunity for people to be involved in developing and providing opportunities or services for their local communities. It may also allow groups to develop commercial ventures, which will support community benefit. Asset transfer may also mean that public assets get used more frequently and more effectively. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources.

2.2 Irvine Community Sports Club is a registered charity in Scotland and a registered company. It is run by members of the local community and has owned and operated sports and fitness facilities on its 26.8 acres site for 46 years.

2.3 Irvine Community Sports Club is constructed on ground previously sold to them by the Council (Appendix 1). It was subsequently identified that an area of the adjacent access track had been inadvertently included in the subjects sold by the Council to the Club (Appendix 1, Area A). It was also identified that part of their building was constructed on a narrow strip of land still in the ownership of the Council (Appendix 1, Area B). In order to rectify the title position, Irvine Sports Club made an asset transfer request under the Community Empowerment (Scotland) Act 2015.

2.4 In reaching its decision, Council must take consider whether agreeing to the request would be likely to promote or improve (i)economic development, (ii)regeneration, (iii)public health, (iv)social wellbeing, or (v)environmental wellbeing. It must also consider whether agreeing to the request would be likely to reduce inequalities of outcome which result from socio-economic disadvantage, and any other benefits that might arise if the request were agreed to. No changes in use of the land are planned Transferring this asset will regularise the Club's use of the land and mean that the Club is able to continue its sports, health and fitness work without fear of any consequences for using land, which it does not own. It will also allow the club to secure existing and future grants or loans for the benefit of the Club and its community. It also provides an opportunity for the Council to re-acquire that part of the adjacent access track erroneously sold to the Club.

2.5 In terms of legislation and statutory guidance, once an in-principle decision has been made to grant a community asset transfer application, a decision notice is issued setting out the terms and condition on which the Council is prepared to transfer ownership. There is a period of 6 months allowed for the negotiation of the terms and conditions of transfer and conclusion of the contract of sale. As regards price, this would be determined in terms of the Disposal of Land by Local Authorities (Scotland) Regulations 2010. To justify a sale at less than market value, it is necessary to demonstrate that the community benefits of the sale outweigh the loss of value to Irvine Common Good. In this case, the valuation would also take into account the value of the transfer to the Council of the relevant section of access road. Applicants have a right of appeal to Scottish Ministers where the sale terms differ from their application. If this application is approved, officers will negotiate terms with the Club and issue a decision notice setting out the Council's proposed terms and conditions of transfer

2.6 In terms of legislation relating to asset transfer and common goods, community consultation is required prior to any transfer. This consultation has already been carried out. No objections or comments have been received, either in respect of the notification procedure carried out in terms of the Community Empowerment (Scotland) Act 2015 or in relation to disposal of common good land. North Ayrshire Council can therefore dispose of this common good land without seeking court authority.

3. Proposals

3.1 It is proposed that Cabinet:

a) Agrees in principle to the asset transfer of ground at Marress Road, Irvine currently occupied by Irvine Community Sports Club, from the Irvine Common Good to the Scottish Charitable Incorporated Organisation, "Irvine Community Sports Club" subject to the Club transferring ground to the Council forming part of the adjacent access track;

b) Notes that officers will enter into negotiations with the Club to agree the terms of transfer, including price, and will issue a decision notice to the Club setting out the terms and conditions of transfer.

4. Implications/Socio-economic Duty

Financial

4.1 Depending on the comparison of community benefits against the value of the ground to be transferred and acquired, there may be a price payable to Irvine Common Good.

Human Resources

4.2 None.

Legal

4.3 The transfer and acquisition would form part of a Deed of Excambion, enabling the title issues at this site to be sorted at the same time.

Equality/Socio-economic

4.4 There will be considerable socio-economic benefits from the transfer. These include positive impacts for health, fitness and community wellbeing.

Environmental and Sustainability

4.5 The transfer seeks to provide sustainable community facilities.

Key Priorities

4.6 The proposals contained within the report support the North Ayrshire Council Plan priorities:

- Active and strong communities
- Inclusive, growing and enterprising local economy
- People enjoy good life-long health and wellbeing.

Community Wealth Building

4.7 This application supports the following pillars of community wealth building:

- Advancing community enterprises;
- Advancing local ownership of underused land and buildings; and
- Supporting local business activities and increasing the variety of ownership models.

5. Consultation

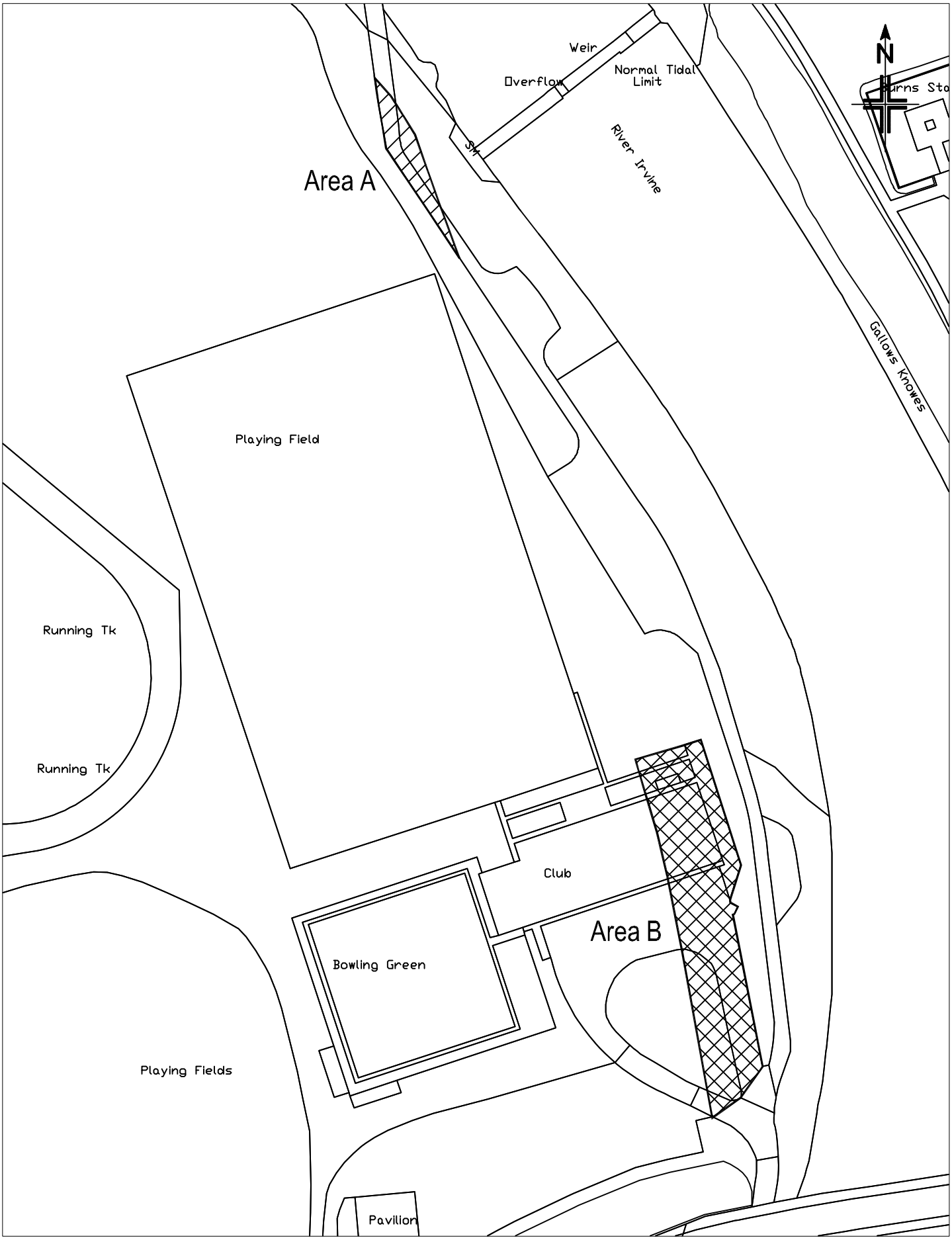
5.1 The consultation required in terms of the Community Empowerment (Scotland) Act 2015 for a community asset transfer application has now concluded with no objections received.

5.2 In addition to the Community Asset Transfer notices, local residents and the trustees of Irvine Common Good have been consulted, with responses confirming support for the regularising of the Club's use of the land.

Audrey Sutton
Interim Executive Director of Communities

For further information please contact **Rhona Arthur, Interim Head of Service of Connected Communities,** on **(01294) 324415**.

Background Papers
Appendix 1: Irvine Sports Club Plan



Area A = 197m^2 or thereby

Area B = 1348m^2 or thereby

Scale: 1:1250

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

Title:	**Award of Framework Agreement – Supply of Smoke, Heat and Carbon Monoxide Detection Materials**
Purpose:	To advise Cabinet of the result of the tender exercise for the Supply of Smoke, Heat and Carbon Monoxide Detection Materials Framework Agreement
Recommendation:	Agree to approve the award of the Framework Agreement (Lot 1 and 2) to Rexel UK Ltd

1. Executive Summary

1.1 North Ayrshire Council requires to establish a Framework Agreement for the supply of smoke, heat and carbon monoxide detection materials: Lot 1 Supply of Battery Operated Materials and Lot 2 Supply of Mains Operated Materials. This Framework Agreement supports the works being completed by Building Services to upgrade the Council's housing assets in accordance with the recently amended Housing (Scotland) Act 1987 (Tolerable Standard) (Extension of Criteria) Order 2019.

1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules, EU Procurement Directives, The Public Contract (Scotland) Regulations 2015, The Procurement Reform (Scotland) Act 2014 and The Procurement (Scotland) Regulations 2016 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal and the Official Journal of the European Union.

2. Background

2.1 A formal contract notice was advertised on Friday 2nd August 2019 under the Open Procedure in the Public Contracts Scotland Procurement Portal and the procurement exercise was carried out via the PCS-T e-Tendering System. The return date for tenders was 12 noon on Tuesday 3rd September 2019.

2.2 The contract notice attracted 19 expressions of interest of which 8 submitted a tender response.

2.3 The 8 tender responses received were evaluated against the stated evaluation criteria of 80% Price and 20% Quality.

3. Proposals

3.1 It is proposed that the Framework Agreement (Lots 1 and 2) is awarded to Rexel UK Ltd.

4. Implications/Socio-economic Duty

Financial

4.1 The total estimated value of the overall Framework Agreement is £1,289,060. A budget of £1,500,000 is available for the total project.

Human Resources

4.2 None.

Legal

4.3 To comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules, EU Procurement Directives, The Public Contract (Scotland) Regulations 2015, The Procurement Reform (Scotland) Act 2014 and The Procurement (Scotland) Regulations 2016 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal and the Official Journal of the European Union.

Equality/Socio-economic

4.4 None.

Environmental and Sustainability

4.5 None.

Key Priorities

4.6 The Framework Agreement contributes to the following Council Plan Priorities:

- Aspiring Communities
  - Residents and communities are safe.
- Inspiring Place
  - Homes that meet our resident's needs.

Community Wealth Building

4.7 Award of this Framework Agreement contributes to the pillars of Community Wealth Building set out below:

- **Procurement -** Community benefits were a minimum condition of this tender and successful tenderer will deliver the following community benefits:
  - Work placement for a minimum of 5 days for an S4, S5 or S6 pupil from a North Ayrshire school.
  - Work experience for a young person facing challenges or barriers completed over a 6-week period (1 day per week).

- Work placement for 1 to 2 days for a teacher from a North Ayrshire school.
- An extended work placement for a total period of up to 8 days for a school pupil from a North Ayrshire school (1 day per week).
- Support for a school project agreed in conjunction with Education involving local school pupils.
- Work experience for 5 days for a group of pupils (up to 6) simulating a safe working environment.
- Support for a community project agreed in conjunction with Connected Communities department involving local people and reflecting local priorities.
- Support for Community Groups by participating in NAC workshops – to identify skills that could be shared with Community Organisations to build capacity and improve relationships.

- **Employment** – The successful bidder is a Living Wage Accredited employer.
- **Land and Assets** – Not applicable.
- **Financial Power** - Not applicable.
- **Democratic Ownership** – Not applicable.

5. Consultation

5.1 Building Services were involved throughout the tender process.

Laura Friel
Executive Director (Finance & Corporate Support)

For further information please contact **Maurice McTeague (Category Manager),** on **01294 324015**.

Background Papers
Tender Outcome Report (NAC/2184)