



NORTH AYRSHIRE
COUNCIL

Cunninghame House,
Irvine.

20 March 2014

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 25 MARCH 2014** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 9)

The accuracy of the Minutes of the meeting held on 11 March 2014 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed)

EDUCATION PRESENTATIONS

3. **Inspection of the Learning Community Surrounding Irvine Royal Academy: Education Scotland Report (Page 13)**
Submit report and receive presentation by the Head of Service (Community & Culture) (Education and Skills) on the Education Scotland Report on the Learning Community surrounding Irvine Royal Academy (copy enclosed).
4. **Irvine Royal Academy: Education Scotland Report (Page 27)**
Submit report and receive presentation by the Head of Service (Education 3-18) (Education and Skills) on the Education Scotland Report on Irvine Royal Academy (copy enclosed).

EDUCATION BUSINESS FOR DECISION

5. **Rezoning the Denominational Primary School Catchment Areas in Kilwinning Statutory Public Consultation Documentation (Page 55)**
Submit report by the Head of Service (Development) (Education and Skills) seeking approval to issue Statutory Public Consultation Proposal Documents to rezone the denominational primary school provision in Kilwinning (copy enclosed).
6. **Toilet Provision in North Ayrshire Council Schools Update (Page 69)**
Submit report by the Head of Service (Development) (Education and Skills) on the progress made to improve toilet provision in schools across North Ayrshire (copy enclosed).
7. **Update on Progress with Provision of 600 Hours of Early Education and Childcare for August 2014 (Page 81)**
Submit report by the Head of Service (Education 3-18) (Education and Skills) on the progress made towards delivering 600 hours of Early Education and Childcare in August 2014 (copy enclosed).

GENERAL EDUCATION BUSINESS FOR INFORMATION

8. **Strategic Review of Educational Services Update (Page 91)**
Submit report by the Chief Executive on progress made on the Strategic Review of Educational Services (copy enclosed).

PRESENTATIONS

9. Development of a Town Centre Car Parking Strategy for North Ayrshire (Page 101)

Submit report and receive presentation by the Corporate Director (Development and Environment) on the development of a draft Town Centre Car Parking Strategy (copy enclosed).

10. Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019 (Page 137)

Submit report and receive presentation by the Corporate Director (Development and Environment) on the Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019 (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Corporate Director (Finance and Corporate Support)

11. General Services Revenue Estimates 2014/15: Update (Page 179)

Submit report by the Corporate Director (Finance and Corporate Support) on the General Services Revenue Budget for 2014/15 (copy enclosed).

12. Revenue Budget 2013/14 : Budgetary Control Statement to 31 January 2014 (Page 191)

Submit report by the Corporate Director (Finance and Corporate Support) on the revenue budgetary control position for the Council at 31 January 2014 (copy enclosed).

13. Capital Monitoring to 31 January 2014 (Page 229)

Submit report by the Corporate Director (Finance and Corporate Support) on progress in delivering the Capital Investment Programme as at 31 January 2014 (copy enclosed).

14. Saltcoats Town Hall Redevelopment Project (Page 245)

Submit report by the Corporate Director (Finance and Corporate Support) on i) progress in relation to the Saltcoats Town Hall redevelopment project; ii) changes to the proposed accommodation schedule; and iii) seeking approval for the balance of the required funding to be allocated to the project via the General Services Capital Programme (copy enclosed).

15. Millport Marine Biological Station (Page 251)

Submit report by the Corporate Director (Finance and Corporate Support) on progress on i) legal negotiations in relation to the purchase of an area of land required to accommodate a new accommodation block and associated parking; and ii) legal negotiations to grant a lease to the Field Study Council (FSC) for the aforementioned accommodation block (copy enclosed).

Reports by the Corporate Director (Development and Environment)

16. Brodick Harbour Redevelopment (Page 255)

Submit report by the Corporate Director (Development and Environment) on proposals by Caledonian Maritime Assets Ltd to implement a comprehensive redevelopment of Brodick Harbour, and seeking agreement to the case for financial support to be provided by the Council and the source of Council funding (copy enclosed).

17. Road Maintenance Programme 2014/15 (Page 331)

Submit report by the Corporate Director (Development and Environment) seeking agreement to the proposed Structural Roads and Street Lighting Maintenance Programme for 2014/15 (copy enclosed).

18. The High Hedges (Scotland) Act 2013 - Application Fees (Page 349)

Submit report by the Corporate Director (Development and Environment) on the level of fee for applications made to North Ayrshire Council under the High Hedges (Scotland) Act 2013 (copy enclosed).

19. Ayrshire Out of Hours Noise Team (Page 353)

Submit report by the Corporate Director (Development and Environment) seeking approval to provide a revised response to out of hours noise complaints (copy enclosed).

CONTRACTS

20. Contract Award for Demolition, Downtopping and Redevelopment Works at Dickson Drive, Irvine (Page 359)

Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the demolition, downtopping and redevelopment works at Dickson Drive, Irvine (copy enclosed).

21. Term Contract (MTC): Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment (Page 369)

Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the MTC for Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment and presenting a recommendation for the award of the contract (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

22. Strategic Risk Register 2014/15 (Page 379)

Submit report by the Corporate Director (Finance and Corporate Support) on the key strategic risks facing the Council (copy enclosed).

MINUTES

23. Ayrshire Economic Partnership Minutes of Meeting held on 19 February 2014 (Page 395)

Submit report by the Corporate Director (Development and Environment) on the Draft Minutes of the meeting of the Ayrshire Economic Partnership held on 19 February 2014 (copy enclosed).

24. Brodick Pier Redevelopment Group Minutes of Meeting held on 21 February 2014 (Page 401)

Submit report by the Corporate Director (Development and Environment) on the minutes of the meeting of the Brodick Pier Redevelopment Group held on 21 February 2014 (copy enclosed).

25. Economic Development and Regeneration Board Minutes of Meeting held on 26 February 2014 (Page 405)

Submit report by the Corporate Director (Development and Environment) on the minutes of the Meeting of the Economic Development & Regeneration Board held on 26 February 2014 (copy enclosed).

26. Urgent Items

Any other item which the Chairs considers to be urgent.

Exempt Information

27. Exclusion of the Public

Resolve in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraphs 9 (Item 28) and 1 and 3 (Item 29) of Part 1 of Schedule 7A of the Act.

Non Disclosure of Information

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

28. Surplus Property - Ardow House, Whiting Bay, Isle of Arran (Page 411)

Submit report by the Corporate Director (Finance and Corporate Support) seeking Cabinet approval to proceed with the disposal of the residential property known as Ardow House, Whiting Bay, Isle of Arran (copy enclosed).

29. Social Work Complaints Review Committee: Complaint by Mr W. (Page 415)

Submit report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 7 March 2014 (copy enclosed).

Cabinet

Sederunt:

Elected Members

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

Church Representatives

Very Reverend Matthew Canon McManus
Ms Elizabeth H. Higton
Mr Mark Fraser

Teaching Representative

Mr Gordon Smith

Youth Council Representatives

Joshua McCormick
Nairn McDonald

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
11 March 2014

Irvine, 11 March 2014 - At a meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Marie Burns, John Bruce, Anthea Dickson, Tony Gurney and Ruth Maguire.

In Attendance

E. Murray, Chief Executive; C. Hatton, Corporate Director, K. Yeomans, Head of Service (Development Planning) and A. Adrain, Interim Head of Housing (Development and Environment); H. Hair, Senior Manager (Financial Management) and D. Tate, Senior Manager (Property Management and Investment) (Finance and Corporate Support); K. Dyson, Communications Officer and A. Little, Committee Services Officer (Chief Executive's Service).

Also In Attendance

R. Scothorne, Rocket Science.

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Alan Hill.

1. Declarations of Interest

There were no declarations of interest by Members in terms of Standing Order 16 and Section 5 of the Code of Conduct for Councillors.

2. Minutes

The accuracy of the Minutes of the meeting held on 25 February 2014 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. North Ayrshire Employability and Skills Strategy

Submitted report and presentation by the Corporate Director (Development and Environment) on findings from the North Ayrshire Employability and Skills review. A representative from Rocket Science was in attendance.

The review highlighted a number of area, such as:-

- North Ayrshire Council and its partners are taking decisive action on economic development particularly around supporting businesses and delivering employability and skills services;
- the employability and skills 'system' in North Ayrshire that is made up of a wide range of organisations with varying roles;
- the 'system' is complex because of the number of organisations involved and different services provided;
- the significant 'jobs gap' in North Ayrshire that is an issue of fundamental importance and lies behind the difficulty in making a serious impact on unemployment;
- the role of smaller businesses and micro enterprise that have a significant capacity to increase their workforce, if the right support is available;
- the current programme of employability support managed by North Ayrshire Council and delivered across the employability and skills pipeline, providing a range of approaches which meet the different needs of different client groups and has many services tailored to the needs of local businesses;

The review report recommends a 'system-wide' approach as the most effective approach to the future delivery of employability and skills services in North Ayrshire and will focus on five broad recommendations, including the establishment of a strategic group responsible for providing a strategic overview for employability and skills activity. This group has already met and agreed a that a number of workstreams should be set up based on the recommendations of the report. The five workstreams, detailed in the report, will develop more detailed actions around each of the recommendations and these actions will be collated into an employability and skills plan for North Ayrshire.

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

- the speed of business change and the time required to develop a workforce with new skills and knowledge;
- base matching of skills and the six soft skills that require to be built into training by schools and colleges in order to meet employers' needs;
- supporting business growth and responding to the specific needs of businesses; and
- making full use of business engagement by Council regulatory staff.

The Cabinet agreed (a) to note the findings of the employability and skills review report; and (b) that the time-limited workstreams be set up to develop detailed action plans to take forward the recommendations.

4. Write-off of Ex Tenant Arrears

Submitted report by the Corporate Director (Finance and Corporate Support) on tenant rent arrears and court costs, and seeking approval to write-off irrecoverable amounts.

The table at 2.2 of the report summarised the total proposed write-offs for 2013/14, analysing write-offs that were approved in October and those that have been identified to be written off. £59,653.59, relates to tenants with total balances owed of £1,000 or more and requires the approval of Cabinet for write off. This includes £28,776.75 in relation to under occupancy arrears for homeless temporary accommodation whilst the remainder relates to Tenant accounts that have been pursued by Legal Services but where all avenues open to them have been exhausted, or the individual concerned has been sequestered. The HRA Revenue budget for 2013/14 include Write offs a provision of £1,046,909 to meet the cost of rent write offs in the year.

It is anticipated that the total outstanding rent arrears as at 31 March 2014 (including mainstream arrears) will show a significant increase in comparison to the opening arrears position at 1 April 2013, as a result of the new under-occupation rules. The Period 10 budgetary control report which will be submitted to Cabinet on 25 March 2014 will include a projection of the total spend against this budget.

The Cabinet agreed to write off balances in excess of £1,000 per tenant, totalling £59,653.59.

5. Annual Review of Fees and Charges

Submitted report by the Corporate Director (Finance and Corporate Support) on the proposed increases in the level of fees and charges for Council services from April 2014.

Appendix 1 to the report listed all those charges which it is proposed to increase in line with inflation. Appendix 2 contained details of all those charges which it is proposed to increase by a factor other than the October 2013 Consumer Price Index (C.P.I.). Increases already approved as part of the 2014/15 budget were summarised at Appendix 3.

The Cabinet agreed to approve the increases to Council fees and charges, as outlined in the report and its appendices, with effect from 1 April 2014.

6. Largs: 3 Morris Street: Ground Floor, Left Rear: Closing Order

Submitted report by the Corporate Director (Finance and Corporate Support seeking approval for the serving of a Closing Order on the property at Ground Floor, Left Rear, 3 Morris Street, Largs.

Upon inspection the property was found to be below the tolerable standard as defined by Section 86 of the Housing (Scotland) Act 1987.

The Cabinet agreed to approve the serving of a Closing Order on the property in terms of the Housing (Scotland) Act 1987.

7. Housing Service Standards

Submitted report by the Corporate Director (Development and Environment) on the outcome of the review of the Housing Service Standards.

In April 2012, the Scottish Government introduced the Scottish Housing Charter to improve the quality and value of services that social landlords provide. The Charter set out 16 outcomes that all social landlords should aim to achieve. The existing standards have now been reviewed and amended to take account of the requirements of the Charter. The revised draft Service Standards were outlined in Appendix 1 to the report.

The Cabinet agreed to approve the revised draft Housing Service Standards as detailed in Appendix 1 to the report.

The meeting ended at 3.15 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

25 March 2014

Cabinet

Subject: **Inspection of the Learning Community
Surrounding Irvine Royal Academy: Education
Scotland Report**

Purpose: To inform Cabinet of the Education Scotland Report on the Learning Community surrounding Irvine Royal Academy.

Recommendation: That Cabinet (a) notes the findings of Education Scotland in relation to the above; (b) approves the proposals made to address the key points for action in the Inspection Report; and (c) notes the arrangements for follow-through.

1. Introduction

- 1.1 This report forms part of an inspection approach by Education Scotland to inspecting the learning opportunities available to the community surrounding a secondary school.
- 1.2 The inspection covered the work of North Ayrshire Council's Community and Culture teams, including Community Development, arts, culture, libraries and children and families' services, Country Parks, KA Leisure and the work of the Third Sector and volunteers and CPP partner organisations, including Police Scotland and NHS.
- 1.3 The Education Scotland inspectors evaluated the range and quality of learning opportunities and support available to young people, adults, community organisations and specific groups such as minority ethnic groups.
- 1.4 Members of the inspection team met staff from a range of Council services, volunteers and partner organisations.

2. Current Position

2.1 The report by the Education Scotland Inspectors was published on ¹¹ February 2014. The inspection took place in November 2013.

2.2 The purpose of the inspection was as follows:

“Community learning and development (CLD) partners within the area of Irvine Royal Academy were inspected by Education Scotland during November 2013. During the visit Education Scotland staff talked to children, young people and adults. We worked closely with local CLD managers, CLD providers, partners, paid staff and volunteers. We wanted to find out how well partners are improving the life chances of people living in the community through learning, building stronger more resilient communities and improving the quality of services and provision. We also looked at how well paid staff and volunteers are developing their own practices and how well partners, including schools, are working together. We looked at some particular aspects of recent work which were identified by partners including:

- health and wellbeing;
- community empowerment;
- achievement and attainment; and
- early intervention.

2.3 Education Scotland asked the following high level questions:

- How well are partners improving learning, increasing life chances, promoting and securing wellbeing?
- How well are partners working together and improving the quality of services and provision?

2.4 Their evaluation of the impact of North Ayrshire providers includes very positive assessments of the following areas of service provision:

- The commitment of partners to improving the life chances of individuals;
- Articulation between Single Outcome Agreement priorities and local planning;
- Mapping of outcomes against CfE;
- Effective use of data and very good sharing of intelligence across the partnership;

- Learning opportunities for young people and adults, youth services being very effectively engaged with the school;
- Impact of Older People's Change Fund;
- Library and ICT provision;
- KA Leisure programmes and their impact on health and well-being, including Mini Kickers and Activator;
- Local community groups and organisations, including the Butterfly Club, Fullarton Community Association, Irvine Sports Club and Irvine Beat FM;
- The Ayrshire Minorities Ethnic Communities Association (AMECA);
- Workforce development opportunities and cross team working;
- Building community capacity through effective joint working;
- *The Castlepark Safe Positive Communities* multi agency initiative;
- An effective common approach to self-evaluation;
- Use of social media to keep in touch with learners; and
- Reporting to elected representatives and the Community Planning Partnership.

2.5 The inspection of learning and development in the learning community surrounding Irvine Royal Academy found the following key strengths:

- Commitment of staff and partners to actively promote wellbeing, improve learning, and increase life chances;
- Learners and participants enjoy positive and respectful relationships with providers;
- Targeted and effective work which is making a positive difference;
- Strong sense of community and strong community organisations;
- Community organisations deliver services that contribute positively to the improvement of health and wellbeing;
- Highly effective operational partnership working with NHS Ayrshire and Arran and Police Scotland; and
- Effective sharing of data across partners.

Additional effective practice was identified in relation to multi-agency partnerships, the ABCD project in Castlepark, the Information and Culture children's entitlement approach, partnerships between Libraries and Early Years Centres in relation to family learning and digital skills using apps, the very good range and uptake of youth achievement awards with many leading to accreditation, the NHS Breaking Ground project at Eglinton Park, Libraries' support for job search and welfare reform, the Craft Café for over-55s at the Harbour Arts Centre, the range and skills of volunteers, the Play Team's successful involvement of young people in designing facilities, the Football Development Programme and Positive Coaching Scotland and the strategic use of community grants to a wide range of organisations.

2.6 The following areas for improvement have been agreed between Education Scotland, the Community and Culture team and local partners:

- Take forward formal neighbourhood partnership structure to enable more targeted joint working; and
- Irvine Royal Academy to better engage in local neighbourhood partnership working with a view to improving outcomes for young people.

2.7 The report concludes as follows:

"We are satisfied with the overall quality of provision. We are confident that the learning community's self-evaluation processes are leading to improvements. As a result, we will make no further evaluative visits in connection with this inspection. During the inspection, we identified aspects of innovative practice which we would like to explore further. As a result we will work with the Irvine Royal Academy learning community and North Ayrshire Council in order to record and share more widely the innovative practice."

2.8 Education Scotland evaluates four important quality indicators to help monitor the quality of learning communities across Scotland. Here are the results for the learning community surrounding Irvine Royal Academy:

Improvements in performance	very good
Impact on participants	very good
Impact on the local community	excellent
Improving services	very good

3. Proposals

- 3.1 In consultation with the Community and Culture team, plans are being put in place to incorporate the recommendations of the Education Scotland report. These will be included in service improvement plans.
- 3.2 It is proposed that the authority and partners build on the strengths identified in the inspection report and work together to address the area for improvement by taking the following actions:
- Take forward formal neighbourhood partnership structure to enable more targeted joint working; and
 - Irvine Royal Academy to better engage in local neighbourhood partnership working with a view to improving outcomes for young people.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

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

Legal Implications

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

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

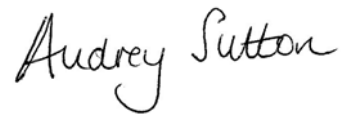
- 4.6 This is a very positive report and indicates a clear support for the SOA priorities, particularly 3(a) " opportunities for lifelong learning have increased" and 11(a) "partnership working between the public, community and voluntary sectors has improved".

5. Consultations

- 5.1 During the Inspection the partner organisations and learners were consulted by the Education Scotland. These groups will engage with Community and Culture staff as they take forward the areas for improvement.

6. Conclusion

- 6.1 This is an excellent report from Education Scotland which highlights the very positive impact on learners and community organisations in the Irvine Royal Academy Learning Community.
- 6.2 The work of the Council and partners in improving performance, working with young people and adults and assisting with capacity building in communities has been evaluated in a very positive manner.



AUDREY SUTTON
Head of Service (Community and Culture)

Reference : AS

For further information please contact Audrey Sutton, Head of Service (Community & Culture), on 01294 324414.

Background Papers

Appendix 1: Inspection of the Learning Community Surrounding Irvine Royal Academy, North Ayrshire Council, 11 February 2014

**Inspection of the learning community
surrounding Irvine Royal Academy
North Ayrshire Council
11 February 2014**

1. Context

Community learning and development (CLD) partners within the area of Irvine Royal Academy were inspected by Education Scotland during November 2013. During the visit Education Scotland staff talked to children, young people and adults. We worked closely with local CLD managers, CLD providers, partners, paid staff and volunteers. We wanted to find out how well partners are improving the life chances of people living in the community through learning, building stronger more resilient communities and improving the quality of services and provision. We also looked at how well, paid staff and volunteers are developing their own practices and how well partners, including schools are working together. We looked at some particular aspects of recent work which were identified by partners including:

- health and wellbeing;
- community empowerment;
- achievement and attainment; and
- early intervention.

2. How well are partners improving learning, increasing life chances, promoting and securing wellbeing?

Partners demonstrate a clear and strong commitment to improving life chances within the Irvine Royal Academy learning community. Community need is effectively identified and actioned by partners. Accreditation is effectively embedded within youth work programmes. Key partner agencies share data effectively and robustly. Regular analysis of management information informs planning at individual practitioner, local neighbourhood and local authority levels. Data is systematically analysed to identify trends. This informs partners improvement planning. There is clear articulation between Single Outcome Agreement priorities and local planning. There is clear definition of, and articulation between, aims, objectives and targets. Community Development Service (CDS) priorities are mapped against Curriculum for Excellence experiences and outcomes, employability and active promotion of health and wellbeing. An effective management information system informs CDS improvement planning. Service standards are assured through robust Service Level Agreements. Formal reporting procedures are regular and robust. A detailed report measuring areas of family resilience in the Irvine area is in the final stages of compilation. This will improve joint planning through providing more accurate and robust set of measures. There is a lack of a formal partnership structure at a local neighbourhood level that allows for more targeted working. The authority is actively taking steps to address this through the introduction of a neighbourhood partnership structure.

Learning opportunities for young people and adults are effectively targeted. Both young people and adults are able to clearly articulate their learning journey. Fifteen young people within the Personal Development Award (PDA) youth work are gaining good leadership skills. Participants in the Truth on Teenage Sex programme also gain Dynamic Youth Awards. CDS youth work staff are actively engaged within Irvine Royal Academy. Programmes are delivered as part of a formal agreement between the school and CDS. Young people benefit from high-quality programmes

on anti-sectarianism, Award Scheme Development and Accreditation Network (ASDAN) and PDA in Youth Work.

Effective targeting of Older People's Change funding is impacting positively, reducing social isolation. A very good range of quality learning programmes operate across the partnership, including libraries. These are delivered within a high-quality learning environment. Libraries respond well to increased demand for access to information and communications technology support and advice arising from changes to welfare benefits. This is a much valued service. Thirty eight families locally are adopting a healthier lifestyle as a result of participating in the 'Mini Kickers' football programme. The Activator programme provides much needed health and wellbeing advice within communities experiencing high levels of deprivation. Better engagement by uniformed youth organisations with other key youth work providers would further enhance learning opportunities for young people.

Local community groups and organisations are active with confident, highly skilled representatives. Community members demonstrate high levels of skills including committee work, financial management and manage complex service level agreements. Positive and supportive relationships with CLD partners and local organisations are evident. As a result community organisations, such as those in the Fullarton area, develop and deliver effective local services. Community organisations actively collate and evaluate data against agreed priorities. Excellent examples of capacity building have a positive impact locally. The Butterfly Club has successfully reinstated summer provision for children with complex needs. Community organisations such as Irvine Sports Club attract substantial inward investment. Irvine Sports Club has very sound governance structures in place and follows a well-defined business plan. It has been supported by CLD partners to develop the capacity and confidence to manage complex funding bids. Health and wellbeing is actively promoted by the highly successful Irvine Beat FM radio station. Very good use is made of Saltire and The Duke of Edinburgh's Awards to reward young volunteers.

The Ayrshire Minorities Ethnic Communities Association (AMECA) actively progress the equalities agenda. Both minority ethnic groups and the wider community benefit. Community groups enjoy access to substantial local grant funding. Service level agreements ensure local grant aid is delivered in a structured and accountable way. There is scope to widen the sphere of influence of community organisations in local neighbourhood planning.

3. How well are partners working together and improving the quality of services and provision?

Workforce development opportunities are excellent. CDS paid staff and volunteers and partners are highly motivated, confident and committed to delivering high-quality learning. CDS staff work effectively in teams. Cross section working groups encourage staff from different disciplines to work together. As a result cross team working has improved. CLD staff and partners improve their practice through regular access to high-quality training opportunities. A flexible approach by CDS management enables staff to complete professional qualifications up to degree

standard. CLD partners benefit from access to a wide range of shared, quality training opportunities. Youth work staff build capacity with librarians, sports staff and third sector organisations in effective youth engagement. As a result partner staff are better able to engage with young people in their day to day business. A calendar of NHS health related training is regularly accessed at no charge by partners.

Partners demonstrate a strong commitment to building community capacity through effective joint working. They have a very good understanding of the needs of the local community. *The Castlepark Safe Positive Communities* multi agency initiative is significantly improving the quality of life and making communities safer. North Ayrshire Council, the Leisure Trust and Active Schools work well to improve health and wellbeing. Key partners such as Police Scotland are in the process of realigning their boundaries to improve locality working. CDS staff deliver a range of structured programmes in partnership with Irvine Royal Academy. This work is informed by structured partnership agreements. CDS staff and partners regularly reflect on their practice. This informs improvement planning. All CDS staff use an effective common approach to self-evaluation. Self-evaluation is effectively embedded within CDS staff practice. CLD partners engage in joint planning and evaluation on a regular basis. Partners are developing their understanding of Curriculum for Excellence and this is informing project plans. Partners use a range of effective methods to report progress to stakeholders. Very good use made of social media to keep in touch with learners. Reporting to elected representatives and the Community Planning Partnership is both regular and robust. There is scope to develop Irvine Royal Academy's involvement within the local neighbourhood planning partnership. KA Leisure Trust could better capture the impact of programmes delivered.

This inspection of learning and development in the learning community surrounding Irvine Royal Academy found the following key strengths.

- Commitment of staff and partners to actively promote wellbeing, improve learning, and increase life chances.
- Learners and participants enjoy positive and respectful relationships with CLD providers.
- Targeted and effective work which is making a positive difference.
- Strong sense of community and strong community organisations.
- Community organisations deliver services that contribute positively to the improvement of health and wellbeing.
- Highly effective operational partnership working with NHS Ayrshire and Arran and Police Scotland.
- Effective sharing of data across partners.

We discussed with partners how they might continue to improve their work. This is what we agreed with them.

- Take forward formal neighbourhood partnership structure to enable more targeted joint working.
- Irvine Royal Academy to better engage in local neighbourhood partnership working with a view to improving outcomes for young people.

4. What happens at the end of the inspection?

We are satisfied with the overall quality of provision. We are confident that the learning community's self-evaluation processes are leading to improvements. As a result, we will make no further evaluative visits in connection with this inspection. During the inspection, we identified aspects of innovative practice which we would like to explore further. As a result we will work with the Irvine Royal Academy learning community and North Ayrshire Council in order to record and share more widely the innovative practice.

Stewart Maxwell
HM Inspector
11 February 2014

Additional inspection evidence, such as details of the quality indicator evaluations, for this learning community can be found on the Education Scotland website at <http://www.educationscotland.gov.uk/inspectionandreview/reports/othersectors/communitylearninganddevelopment/IrvineRoyalAcademyIc.asp> .

If you would like to receive this report in a different format, for example, in a translation you can contact the administration team on 01506 600381.

If you want to give us feedback or make a complaint about our work, please contact us by telephone on 0141 282 5000, or e-mail: complaints@educationscotland.gsi.gov.uk or write to us, addressing your letter to The Complaints Manager, Denholm House, Almondvale Business Park, Livingston, EH54 6GA.

Text phone users can contact us on 01506 600 236. This is a service for deaf users. Please do not use this number for voice calls as the line will not connect you to a member of staff.

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Education Scotland

Quality indicators help CLD providers, partners and inspectors to judge what is good and what needs to be improved in the learning community. You can find these quality indicators in the publication *How Good is Our Community Learning and Development?* (HGIOCLD?2). These were revised and updated in 2012. Updated versions can be found at

http://www.educationscotland.gov.uk/Images/LearningCommunityBriefingNote2013_tcm4-684959.pdf

Education Scotland evaluates four important quality indicators to help monitor the quality of learning communities across Scotland. Here are the results for the learning community surrounding Irvine Royal Academy.

Improvements in performance	very good
Impact on participants	very good
Impact on the local community	excellent
Improving services	very good

This report uses the following word scale to make clear judgments made by inspectors.

excellent	outstanding, sector leading
very good	major strengths
good	important strengths with some areas for improvement
satisfactory	strengths just outweigh weaknesses
weak	important weaknesses
unsatisfactory	major weaknesses

A copy of the full report is available on the Education Scotland website
www.educationscotland.gov.uk.

Stewart Maxwell
HM Inspector
11 February 2014

NORTH AYRSHIRE COUNCIL

Agenda Item 4

25 March 2014

Cabinet

Subject: **Irvine Royal Academy: Education Scotland Report**

Purpose: To inform Cabinet of the Education Scotland Report on Irvine Royal Academy.

Recommendation: That Cabinet notes the steps taken to address the key points for action.

1. Introduction

- 1.1 Irvine Royal Academy was inspected by Her Majesty's Inspectors from Education Scotland in November 2013 as part of a national sample of secondary education.
- 1.2 The inspection covered key aspects of the work of the school at all stages. HM Inspectors evaluated the quality of young people's experience in learning and teaching in Irvine Royal Academy.
- 1.3 HM Inspectors also evaluated the impact of strategies to raise attainment, approaches to recognising achievement, partnership working and how leadership is being developed across the school. They examined pupils' work and interviewed groups of pupils and staff.
- 1.4 Members of the inspection team met with representatives of local partners and a group of parents.

2. Current Position

- 2.1 The Education Scotland Report was published on 18 February 2014, see Appendix 1.
- 2.2 Education Scotland noted that:
 - almost all young people achieve five awards or more at Foundation level by the end of S4 in 2013.
 - young people achieve well at Advanced Higher level by the end of S6.

- Almost all young people go on to further study, employment or training on leaving school.
- 2.3 The report is critical of a number of key aspects of the structure and delivery of the curriculum.
- 2.4 All the recommendations made by Education Scotland had already been accurately identified by the new headteacher who took up post in August 2013. A detailed action plan to address the findings of the inspection report has been drawn up, see Appendix 2.
- 2.5 The report identifies the following strengths:
- The headteacher's highly professional start in identifying and beginning to address school improvement priorities.
 - Young people's aspirations for the school to improve its standing in the community.
 - The positive support which partners provide for aspects of pastoral support and some areas of the curriculum.
- 2.6 The following areas for improvement have been agreed between Education Scotland, the school and the education authority:
- Strengthen leadership at all levels to complement the high standards set by the headteacher.
 - Improve young people's attainment at all stages.
 - Revise the curriculum as a matter of priority, to provide experiences which meet young people's needs more fully.
 - Ensure that self-evaluation leads to the necessary improvements in the young people's experiences and their levels of achievement.
- 2.7 The school and the authority will build on the strengths identified in the inspection report and work together to address the key recommendations by taking the following action:
- Strengthen leadership at all levels to complement the high standards set by the headteacher
- 2.8 A new revised management structure will be in place for school session 2014/15 which will allow for a greater focus on improving learning and teaching.
- 2.9 An enhanced approach to Professional Review and Development will be introduced to help staff better understand the language and function of the Standards and the role that staff have in promoting a culture of improvement across the school.

- 2.10 A number of continuing professional development opportunities will support staff, as they take up their role in first line guidance. Other opportunities will build their leadership capacity through a more distributive leadership culture in the school and developing leadership within the community to deliver a vision for improvement in Irvine.
- 2.11 The Pupil Council will be re-established and a skills development leadership programme will be developed to build on the aspirations young people have for their school and community. Opportunities to promote leadership for all will be explored.
- 2.12 Crucial to improving the work of the school is capturing the voice of young people in order to improve the delivery of courses and programmes and the learning experiences of young people.
- Improve young people's attainment
- 2.13 Robust and consistent tracking of attendance and timekeeping along with a return to registration will ensure young people attend school regularly and therefore more able to access the curriculum.
- 2.14 The headteacher working with staff, pupils and parents will re-establish a values led approach to the curriculum and school community. The creation of a stronger sense of school identity will be driven through establishing a new school uniform, daily assemblies, and re-establishing the house system.
- 2.15 An Assessment Framework will be developed to support staff in making better judgements of young people's progress. A more robust whole school tracking system will enable clearer identification of progress and timeous intervention leading to improved attainment.
- Revise the curriculum as a matter of priority to provide experiences which meet young people's needs more fully
- 2.16 The Broad General Education and Senior Phase programmes and courses will be revised to ensure young people are able to access appropriate courses.
- 2.17 Cluster planning will help ensure smooth transitions from primary to secondary, building on prior knowledge of progress up to P7.

2.18 Consortium arrangements have been reviewed to improve provision.

- Ensure that self-evaluation leads to necessary improvements in young people's experiences and their levels of achievement

2.19 The headteacher, with senior management and faculty leaders will work with staff to enable a better understanding of their role in creating a culture of self-evaluation and develop a greater understanding of evaluating performance.

2.20 Self evaluation will be a standing item on all staff meetings.

3. Proposals

3.1 That Cabinet notes the steps taken to address the key points for action. Education Scotland will continue to engage with the school to build capacity for improvement and will maintain contact to monitor progress. A review will be carried out by February 2015 and another letter will be issued to parents on the extent to which the school has improved.

4. Implications

Financial Implications

4.1 The school's action points will be delivered within existing budgets.

Human Resource Implications

4.2 To support the school a third deputy headteacher will be recruited.

Legal Implications

4.3 None have been identified.

Equality Implications

4.4 None have been identified.

Environmental Implications

4.5 None have been identified.

Implications for Key Priorities

4.6 This report contributes to the National Outcome measure; more young people are moving into positive destinations.

5. Consultations

- 5.1 Following publication of the report, the Corporate Director and Head of Service discussed the proposals with the headteacher. The headteacher has discussed proposals with staff, parents and pupils.

6. Conclusion

- 6.1 This is a report from Education Scotland which highlights the positive actions taken by the new headteacher since taking up her post in August 2013. The report commends the promising work now being carried out by staff to improve the school.



MARY DOCHERTY
Head of Service (Education 3-18)

Reference : MD

For further information please contact Mary Docherty, Head of Service (Education 3-18), on 01294 324416.

Background Papers

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18 February 2014

Dear Parent/Carer

**Irvine Royal Academy
North Ayrshire Council**

Recently, as you may know, my colleagues and I inspected your child's school. During our visit, we talked to parents and young people and worked closely with the headteacher and staff. We wanted to find out how well young people are learning and achieving and how well the school supports young people to do their best. The headteacher shared with us the school's successes and priorities for improvement. We looked at some particular aspects of the school's recent work, including supporting all learners, partnership working and progress made in taking forward Curriculum for Excellence. As a result, we were able to find out how good the school is at improving young people's education.

How well do young people learn and achieve?

Most young people behave well and enjoy positive relationships with each other and their teachers. They feel safe and treated fairly by staff. However, there are important weaknesses in the overall quality of young people's learning experiences and the outcomes they achieve. Most young people have a positive attitude to learning and are motivated when teachers ensure they are actively engaged in lessons but this could happen more often. Across the school, young people's learning experiences are not of a consistently high enough quality and often lacking in challenge. Overall, young people are too passive in their learning and rely too much on direction from teachers. They would benefit from experiences which develop their independence, creativity and ability to take responsibility for their learning. They have begun to evaluate their own learning, but would benefit from more feedback from teachers that accurately identifies their strengths and development needs. A few teachers involve young people well in discussing their learning. This practice needs to be more consistent across the school. Overall, young people are not sufficiently aware of their progress in learning. Those in the senior stages conduct themselves well and act as positive role models for their younger peers. Young people from across the school develop their citizenship skills by leading or taking part in fundraising activities or community events. Young people benefit from being involved in a range of sporting activities including the local and nationally successful school football teams.

The school does not have a clear enough view of young people's progress from S1 to S3, including their progress in literacy, numeracy and health and wellbeing. Based on performance data provided by the school young people's progress across curriculum areas is not of a consistently high enough quality. Senior managers acknowledge the need to develop a more robust and rigorous approach to assessing young people's

progress and achievements from S1 to S3. Overall, in national examinations across S4 to S6, young people consistently achieve less well than the national average and schools which serve young people with similar needs and backgrounds. Targeted support and subject study days led to almost all young people achieving five awards at Foundation level or better by the end of S4 in 2013. Young people achieve well at Advanced Higher level by the end of S6. Almost all young people go on to further study, employment or training on leaving school.

How well does the school support young people to develop and learn?

The school has good links with a range of partners to improve young people's wellbeing. Guidance and support for learning staff are very knowledgeable about the young people and families with whom they work. They now need to work more effectively with teachers across the school to ensure all young people achieve as highly as possible. There are important weaknesses in the school's arrangements for meeting the needs of learners across the school. In some lessons, teachers ensure young people's learning needs are met through a suitable range of tasks and activities. However, too often teachers do not set activities at the right level of difficulty to challenge all young people sufficiently. Overall, teachers need to increase the pace of lessons and raise the levels of challenge and expectation. In doing so, they need to take more account of young people's prior learning and attainment. Some young people who require additional support for their learning have personal education plans. These plans should have clear and specific short and long-term targets relevant to young people's needs to ensure they make suitable progress.

There are important weaknesses in the quality of the curriculum across the school. The school has recognised the need to provide a curriculum which better meets the needs and aspirations of its community. Staff are familiar with the Curriculum for Excellence guidance for their curriculum areas. However, this guidance could be used more effectively to provide a coherent and progressive learning experience for young people from S1 to S3. Subject courses and programmes at these stages require significant improvement. The school's approaches to developing young people's skills in literacy and numeracy and their health and wellbeing across all areas of learning also require significant improvement. Teachers need to develop their arrangements for linking learning across different subject areas. This will ensure young people have better opportunities to apply and develop their learning in new contexts. The well-established 'ISEA' and 'ILIVE' projects planned in partnership with the Maritime Museum provide young people with relevant contexts for learning. Overall, there is a need for teachers to plan more appropriately to ensure all young people receive their entitlement to a broad general education from S1 to S3. The school is improving how effectively it works with the local college and community partners to increase learning and career opportunities for young people from S4 to S6. These contributions could be improved through better joint planning and evaluation. Department staff are beginning to build stronger links with their colleagues in the associated primaries to ensure programmes and courses build well on young people's prior learning. There are improving arrangements to support young people leaving school and those preparing for the world of work.

How well does the school improve the quality of its work?

In her very short time in post, the headteacher has gained the respect and confidence of staff, young people, parents, and partners. She has accurately identified the required actions to improve the quality of education at Irvine Royal Academy. The depute headteachers are engaging with their revised roles and responsibilities, complementing the work of the headteacher. As a team, they are now in a position to give staff a much stronger lead and direction to ensure that the necessary improvements to the school's work are well-embedded across the school. Curriculum coordinators and principal teachers need to take greater responsibility for driving forward improvement within their departments and across the school. Overall, the school's approaches to self-evaluation and planning for improvement have not had a strong enough impact on the quality of young people's experiences and achievements. However, the headteacher has recently taken important steps to improve the consistency and rigour of the school's arrangements for evaluating the quality of its work. These now need to be sustained and to lead consistently to improvements where necessary. Staff have been developing approaches for monitoring young people's progress in their learning. This should be continued further to support learners in raising their attainment. The school needs to raise the profile of the pupil council and use young people's views more effectively in planning for improvement. Many would like more say in the way they learn and decisions that affect them in school. The school is working to recruit a Parent Council.

This inspection found the following key strengths.

- The headteacher's highly professional start in identifying and beginning to address school improvement priorities.
- Young people's aspirations for the school to improve its standing in the community.
- The positive support which partners provide for aspects of pastoral support, and some areas of the curriculum.

We discussed with staff and North Ayrshire Council how they might continue to improve the school. This is what we agreed with them.

- Strengthen leadership at all levels to complement the high standards set by the headteacher.
- Improve young people's attainment at all stages.
- Revise the curriculum as a matter of priority, to provide experiences which meet young people's needs more fully.
- Ensure that self-evaluation leads to the necessary improvements in young people's experiences and their levels of achievement.

What happens at the end of the inspection?

As a result of our inspection findings we think that the school needs additional support and more time to make necessary improvements. Our Area Lead Officer will work with North Ayrshire Council to build capacity for improvement, and will maintain contact to monitor progress. We will return to carry out a further inspection within one year of publication of this letter. We will then issue another letter to parents on the extent to which the school has improved.

Fiona Robertson
HM Inspector

Additional inspection evidence, such as details of the quality indicator evaluations, for your school can be found on the Education Scotland website at <http://www.educationscotland.gov.uk/inspectionandreview/reports/school/primsec/IrvineRoyalAcademyNorthAyrshire.asp>.

If you would like to receive this letter in a different format, for example, in a translation please contact the administration team on the above telephone number.

If you want to give us feedback or make a complaint about our work, please contact us by telephone on 0141 282 5000, or e-mail: complaints@educationscotland.gsi.gov.uk or write to us addressing your letter to the Complaints Manager, Denholm House, Almondvale Business Park, Livingston EH54 6GA.

Quality indicators help schools, education authorities and inspectors to judge what is good and what needs to be improved in the work of the school. You can find these quality indicators in the publication *How good is our school?*¹. Following the inspection of each school, the Scottish Government gathers evaluations of three important quality indicators to keep track of how well all Scottish schools are doing.

Here are the evaluations for Irvine Royal Academy.

Improvements in performance	weak
Learners' experiences	weak
Meeting learning needs	weak

We also evaluated the following aspects of the work of the school.

The curriculum	weak
Improvement through self-evaluation	weak

A copy of the full letter is available on the Education Scotland website at <http://www.educationscotland.gov.uk/inspectionandreview/reports/school/primsec/IrvineRoyalAcademyNorthAyrshire.asp>

¹ *How good is our school? The Journey to Excellence: part 3*, HM Inspectorate of Education, 2007, http://www.educationscotland.gov.uk/Images/HowgoodisourschoolJtEpart3_tcm4-684258.pdf. Please note that the term "adequate" in the document has been replaced with "satisfactory".



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Statement from Head Teacher

As Head Teacher I am the leading professional in Irvine Royal Academy and an officer of North Ayrshire Council. My role is to also play a pivotal part within the broader children's services network.

It is important that in order to achieve school improvement that I take an active part in leading the whole school community in order to establish, sustain and enhance a positive ethos and culture of learning through which everyone is able to learn effectively and achieve their potential. This will lead to an increase in confidence from all stakeholders in relation to the improvements required.

I am working with the young people, staff and parents/carers to create a vision for school improvement. This piece of work is important as through this a values based ethos will be created which will allow me to:

- (i) Establish, sustain and enhance the culture of self-evaluation for school improvement;
- (ii) Develop staff capability, capacity and leadership to support the culture and practice of learning;
- (iii) Ensure consistent high quality teaching and learning for all learners;
- (iv) Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners;
- (v) Allocate resources effectively in line with identified strategic and operational priorities.

Tracy Stewart Head Teacher



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The report of the inspection of Irvine Royal Academy, published 18 February 2014, identified 4 main areas for improvement.

A.	Strengthen leadership at all levels to complement the high standards set by the headteacher.
B.	Improve young people's attainment at all stages.
C.	Revise the curriculum as a matter of priority, to provide experiences which meet young people's needs more fully.
D.	Ensure that self-evaluation leads to necessary improvements in young people's experiences and their levels of achievement.



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Develop capacity within middle managers and un-promoted staff.	Revise management structure.	Through discussion with staff, NA and Trade Union reps.	Tracy Stewart Steven Quinn	August 2013 – August 2014	New structure will be in place for school session 2014/2015. There will be an associated cost for 3 years. This will be known after completion of job sizing exercises.	New structure will allow for a greater focus on improving teaching and learning.
	Include middle management in decision-making at whole school level.	Regular meetings with all management staff to discuss key issues of school improvement.	Tracy Stewart	August 2013 – on going	The decision to include all middle managers in school improvement discussions was taken in August 2013 by the new HT. The reason for this was to (a) develop and lead people (b) to ensure consistency of approach to leading and implementing change. On-going accountability for staff leading change.	Communication has improved within the school. Discussions enable middle managers to develop in their roles and to realise their responsibilities towards whole school improvement. A more consistent approach to delivering outcomes for young people will be developed as change is implemented.
	Build capacity within middle management personnel and aspiring middle managers.	CPD “needs” audit was carried out in September 2013. Needs were identified and a CPD programme was put in place.	Tracy Stewart	August 2013 – March 2014 March 2014 – on going	gB Solution course will be completed by March 2014. After professional review, the PRD process will identify next steps.	There will be an increase in staff taking on whole school remits which have a positive impact.



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Develop capacity within middle managers and un-promoted staff.	<p>Professional Review and Development</p> <p>Professional Update</p> <p>Reviewing performance and identifying areas for improvement with all middle management through an enhanced approach to PRD using coaching/mentoring.</p> <p>Preparing middle managers for the arrival of the Professional Update.</p>	<p>Working with all staff to:</p> <ul style="list-style-type: none"> understand the language and function of the Standards recognise the role they play in self-improvement. recognise the role they have in promoting a culture of improvement within department/school <p>This will be carried out using coaching and mentoring techniques.</p>	Tracy Stewart and New DHT Alison Allan	<p>January 2014 to January 2015</p> <p>This will allow for review of previous years' performance and setting of targets for session 2014/2015.</p> <p>PRD will then be a biannual event.</p> <p>Professional Update will begin in August 2014 and will take place every 5 years.</p>	<p>Records of discussions will be kept which will include:</p> <p>CPD records with a review of impact.</p> <p>360° evaluations.</p>	<p>Feedback from discussions will indicate an understanding of self-improvement.</p> <p>Targets will be measurable and evidence will be sought to review impact of action on learning and teaching/outcomes for young people.</p> <p>CPD activities will be reviewed and class observations/discussions will take place regularly to review impact and share good practice.</p>
	CPD opportunities to develop distributive leadership.	CPD "needs" audit was carried out in September 2013. Needs were identified and a CPD programme was put in place.	Tracy Stewart	August 2013 – March 2014	Course will be completed by March 2014.	The training provided will enable staff to understand their roles and responsibilities as leaders. This will impact in the leading and managing change agenda within the school.



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Develop leadership capacity of all staff.	Pastoral Support – a number of unpromoted staff have aspirations to become Principal Teachers of Guidance.	Programme of training for staff with a view to implement Pastoral Support system August 2014.	Frank Hotchkiss David Carracher	Training – March 2014 to June 2014. Implement programme into S1 and S2 by August 2014. This will continue to develop over time.	Staff confidence to become first line guidance teacher for a pastoral class. On-going review of system to measure effectiveness in meeting the needs of learners.	Feedback from young people, parents and staff will be sought throughout year 1 and subsequent years. Development of pastoral teachers guided by PTG. Improvements in attendance/time-keeping/communication with home will be used as an indicator of success.
	Provide a programme of training for aspiring PT/FH – promote distributive leadership.	Build on foundations provided by gB solutions.	New DHT	Current in-service training continues until March 2014. This will then be evaluated and a new programme of leadership activities will be developed in line with identified needs.	This will be an ongoing programme as part of the CPD programme to encourage career long professional learning.	Staff members volunteering to take on leadership roles within school. Improvements made through actions of leaders. Staff engagement in further qualifications eg FRH, SQH. Staff members gaining promoted posts.
Columba 1400 – a vision for Irvine	Develop leadership within the community to deliver a vision for improvement for Irvine.	Through working with Columba 1400 and North Ayrshire Council.	Steven Quinn, Tracy Stewart and Columba 1400.	Currently preparing a logic model proposal for the Robertson Trust to secure funding for proposal.	Dependant on securing funding.	



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Develop leadership capacity of all young people.	Re-establish pupil council	Using the pupil council tool kit, Guidance and Senior managers within the school will work with pupils to re-establish pupil council.	Principal Teachers of Guidance Angela Morell	January to March 2014 – review current procedure for election on to pupil council. March to May 2015 – implement changes to PSE course to incorporate awareness and training of the value of the pupil council.	Pupil councils will be re-established within school with a clear agenda for promoting the school values through pupil voice.	Feedback from young people, parents and staff will be sought throughout year 1 and subsequent years. Improvements in attendance/time-keeping/communication with home will be used as an indicator of success. Reviewing action taken by school to improve following on from suggestions from young people. Young people being able to use evaluative language to review school improvement plan with managers.
	Develop leadership programme for all young people.	Review current good practice within authority. Map out programme from S1 to S6. Profiling – P7 to end of school life.	New DHT and Frank Hotchkiss	January 2014 – this is a large scale project which has begun with an Aspirations weekend for S5/6 and will continue to develop and grow throughout the years.	Young people will be empowered to make better choices.	Once the programme is mapped success criteria will be identified.



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Develop leadership capacity of all young people.	Pupil voice – department/school improvements	<p>All departments have a focus as to how they seek and use the pupil voice to improve delivery of courses etc.</p> <p>Discussion at whole school level will need to take place to raise awareness of the value of seeking pupil views. This will include departmental questionnaires being carried out by SMT and results shared with departments. Young people will then be invited to focus groups with SMT and FH to discuss results and plan for improvement.</p>	<p>Tracy Stewart – whole school</p> <p>Clare Bethell - departmental</p>	<p>January 2014 to April 2014 – activities have been arranged that will (a) demonstrate to departments the value of seeking the pupil voice, (b) gain the views of young people re teaching and learning and development of the four capacities of CfE</p> <p>A calendar of events for future months will be arranged and agreed upon.</p> <p>Values are being reviewed for the whole school community between January to April 2014.</p>	<p>This will be an ongoing programme as improvements through self-evaluation.</p> <p>We are currently working on values and so the vision is that the School values will be launched and all members of the school community will have a responsibility to ensure that these values are apparent in everything that they do.</p>	<p>Young people and staff working together as partners in improving the school. Rights and responsibilities for all where values are embedded and evident to see, hear, feel etc throughout the school.</p> <p>Improvements in participation levels in school clubs and activities will also be a positive measure.</p> <p>Feedback from young people and staff will be positive and will lead to key improvements within the school.</p>



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Key Improvement Area A	Strengthen leadership at all levels to complement the high standards set by the headteacher.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Wider achievement awards	Map the SQA wider achievement awards to the Es and Os.	Senior managers within school will review SQA material and map it against the Es and Os.	SMT Clare Bethell – senior phase/partnership working Tracy Stewart – leadership opportunities/timetabling Frank Hotchkiss – learning and teaching WAA	Mapping of SQA WAA – completed by March 2014.	Map of WAA against Es and Os will be completed and WAA's to be implemented in 2014/15 will be identified.	Minutes of meetings Feedback from partners.
	Review senior school curriculum to offer opportunities to develop leadership skills.	Consortium arrangements/Partnership working/Cluster primaries working together to provide a senior school framework.	SMT Clare Bethell – senior phase/partnership working Tracy Stewart – leadership opportunities/timetabling	January to April 2014 – senior phase timetabling for May 2014 implementation	Senior phase timetable will be ready by May 2014	Option take up reports Improved attainment/achievement in S5/6 due to young people being placed into course that are fit for purpose and academic ability.
	Work with partners to identify and develop opportunities to develop leadership.	Working with partners in CLD and Columba 1400/Arran Leadership to offer opportunities to develop leadership.	SMT Clare Bethell – senior phase/partnership working Tracy Stewart – leadership opportunities/timetabling Frank Hotchkiss – learning and teaching WAA	Partnership working – ongoing	Partnership working – on going	Feedback from young people taking part in leadership activities will be sought on an ongoing basis. Young people taking a greater role in leadership within school community.



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Key Improvement Area B	Improve young people's attainment					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Attendance and Timekeeping	Improve attendance and timekeeping.	Return to registration to allow for implementation of a pastoral support system. Regularly monitor attendance and timekeeping/engage parents/carers/young people to improve.	Frank Hotchkiss	Tracking of attendance and time-keeping has already been started and will continue daily. Pastoral support structure will be in place for S1 and S2 by August 2014.	Attendance and timekeeping are a focus in school and will continue to be.	Increased attendance. Fewer issues with time-keeping. Improved cooperation from parents/carers will be a measure of success. Almost all young people attending school regularly and therefore being able to access the curriculum.
School culture and ethos	Improve the school ethos/culture.	Introduce a new uniform Re-establish house system	Clare Bethell – Uniform Frank Hotchkiss – House system	Will be in place for August 2014.	New uniform – sense of belonging to Irvine Royal. Inclusion Daily assemblies – will promote sense of belonging/healthy competition/positive peer pressure/development of leadership within houses.	Improved attitude towards attending school to focus on studies/taking part. Sense of school community. Participation figures. Feedback from all stakeholders will be sought. Improved behaviour and participation within the classroom setting.



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Key Improvement Area B	Improve young people's attainment					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Programmes and courses	Review BGE and Senior Phase	See Key Improvement Area C	Tracy Stewart Anne MacMahon	S1 and S2 BGE will be in place for August 2014. In almost all departments the new Higher will be in place for August 2014. There will be a consultation on combining S4/5/6 to provide one Senior Phase timetable by August 2015.	BGE in place which meets the entitlement of CfE.	Consistent approach to planning. Option uptake data – young people having access to courses at the correct attainment level. Tracking and monitoring data throughout BGE will indicate progression/attainment. Regular meetings with SMT to discuss young people's progress/interventions required to meet needs.
Understanding assessment	Staff need to develop a greater understanding of assessment in the BGE leading to the Senior Phase.	Using Education Scotland guidance to develop an Assessment Framework using the significant aspects of learning and skills development.	Tracy Stewart Margaret Ferguson	Assessment framework – understanding assessment and improvements to current practice will be in place for August 2014.	Assessment practice will be reviewed continually as new resources are being developed.	Streamlined approach to assessment which does not add to paper work and to the stress levels of staff and young people. Assessments which are fit for purpose will be used within the school. Feedback to young people and parents/carers will be meaningful and will enable improvements to be made.



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Key Improvement Area B	Improve young people's attainment					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Tracking and monitoring	Implement a robust tracking system from S1 to S6.	<p>Review current practices within local authority/nationally.</p> <p>CAT 4</p> <p>Senior Phase Benchmarking Tool.</p>	Tracy Stewart and the Tracking and Monitoring group	Implement August 2014.	<p>System will be in place and reviewed for effectiveness.</p> <p>Staff will understand and use SPBT.</p>	<p>Robust tracking data which allows for early interventions and improvement strategies. Leading to improvements in attainment.</p> <p>Improvements to reporting to parents.</p> <p>Target setting – learning targets.</p> <p>Parental involvement in raising attainment</p>



NORTH AYRSHIRE COUNCIL: Education and Skills
Inspection of Irvine Royal Academy November 2013
IMPROVEMENT ACTION PLAN

Key Improvement Area C	Revise the curriculum as a matter of priority, to provide experiences which meet young people's needs more fully.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
BGE and senior phase review.	Review BGE and Senior phase.	Using Education Scotland: Increased Expectations Self-evaluation toolkit.	Tracy Stewart	Completed September 2013	Feedback from staff/questionnaires completed.	BGE needs to be changed as it does not meet the entitlement plus it has not been built using the 7 principles of curriculum design. New BGE will meet the needs of all learners.
BGE	Map learners' journey Improve planning of courses and assessments Back to basics – learning and teaching Planning with cluster primary – focus year 1 Science.	Visit other schools Review cohort. Work with FH to standardise planning – revisit principles and practice documents and use progression grids from Education Scotland. Tri-learning Discussions at dept and whole school level re “what does good learning look like”.	Tracy Stewart Clare Bethell Frank Hotchkiss New DHT	Planning review and retraining – March 2014 to June 2014. Identify learners and map journey from P5 to exit. Back to Basics – ongoing commitment to improve teaching practice. Tri-learning – pilot August 2013 to February 2014. Full roll out August 2014.	BGE fit for purpose – meets needs of all learners. BGE meets entitlement. Teaching and learning improving and attainment also improving as a result. Building on prior knowledge to ensure smooth transitions from primary to secondary to world of work. Tri-learning opportunities in place.	Feedback from staff/young people on quality of learning experiences. Review from Education Scotland. Markers to measure improvements in attainment will be reviewed. Young people will develop the skills necessary to access the national qualifications – the BGE will become a springboard for the senior phase.



NORTH AYRSHIRE COUNCIL: Education and Skills
Inspection of Irvine Royal Academy November 2013
IMPROVEMENT ACTION PLAN

Key Improvement Area C	Revise the curriculum as a matter of priority, to provide experiences which meet young people's needs more fully.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Senior phase	Improve provision for senior phase 2014.	Consortium arrangements/Option planning/Partnership working Implement new higher.	Clare Bethell	By May 2014	Feedback from staff/questionnaires completed. Courses and plan will be in place for new Higher qualifications. Option programme completed.	Attainment data – improvements will be made as young people will be given the opportunity to choose subjects suited to need. Feedback will be sought re learner's experience. Feedback from partners will also be sought. Minutes of meetings/action taken re feedback.
Senior phase	Continue to develop senior phase but look towards combining S4 to S6. This will open up options for all and will include a discussion and decision on number of qualifications in S4.	Consortium arrangements/Option planning/Partnership working. Consult with parents, staff and young people re combining S4 to S6. Visit other schools. Discuss strategies with Education Scotland and colleagues from other authorities. Look to build on excellent links with Ayrshire College and utilise the building.	Tracy Stewart Clare Bethell Frank Hotchkiss	SMT will review the success/challenges faced by other schools. This will inform opinion and allow us to present to staff a balanced view. January 2014 to May 2014. Consultation will begin June 2014. Implementation of new Senior phase – August 2015.	Consultation will be completed and new Senior Phase will be implemented in 2015.	Feedback from staff/young people on quality of learning experiences. Review from Education Scotland. Markers to measure improvements in attainment will be reviewed. Young people will develop the skills necessary to access the national qualifications. Greater flexibility for timetabling will be gained through combining year groups.



NORTH AYRSHIRE COUNCIL: Education and Skills
Inspection of Irvine Royal Academy November 2013
IMPROVEMENT ACTION PLAN

Key Improvement Area D	Ensure that self-evaluation leads to necessary improvements in young people's experiences and their levels of achievement.					
	Development Area	Action	Lead	Timescale	Outcome	Indicator or Evidence
	What do we need to do?	How will we do it?			How will we know it is done?	How will we measure improvement?
Current practice	New HT – reviewed current practice.	Observations/ discussions with staff/review of evidence	Tracy Stewart	August 2013 to September 2013	It was clear that robust self-evaluation was not embedded.	New system in place to embed self-evaluation to lead to improvements.

Commentary

QI 5.9 level 5 illustration

Theme 1: Commitment to self-evaluation

❖ We work with partners, learners and stakeholders, including parents and carers, in self-evaluation and are aware of resulting strengths and development needs and are committed to take action to effect improvement. Effective systems are in place to monitor and evaluate the quality of provision, including with partners, and to gather and respond to views of stakeholders. We have strong leadership at all levels with a vision for the outcomes of change. This vision gives direction to self-evaluation. High quality support for career-long professional learning is in place to support improvement. This is founded on effective arrangements for professional review and development of staff. We take ownership of professional learning, including reflection and enquiry on practice as individuals and with others, in order to engage more deeply and meaningfully with Curriculum for Excellence. We are aware of the impact of our professional learning on our work and on the experiences of learners. We use the GTCS Professional Standards as a starting point for personal reflection and self-evaluation. We are ensuring a continued focus on support for leadership development, including leadership for learning. We ensure appropriate mentoring and support for students and newly qualified teachers.

Theme 2: Management of self-evaluation

❖ Self-evaluation focuses on key aspects of learners' successes and achievements. It draws on a wide range of advice and evidence and is rigorous, systematic and transparent. We reflect on current practice and evaluate any new initiatives, ideas and changes which have been introduced. Self-evaluation gives a high priority to the quality of learning and teaching. We also focus on the impact of changed methodologies on outcomes for learners. We identify important strengths and areas for improvement through self-evaluation from a range of evidence. This includes using effective arrangements to assess and track progress and achievement in the BGE and senior phase. We have clear knowledge and understanding about how learners are progressing and achieving at department/faculty and whole school level across all curriculum areas and subjects. We use self-evaluation to help share good practice. We use self-evaluation and work collaboratively to develop a shared understanding, consistently apply and improve standards and expectations including through moderation, sharing best practice and benchmarking with other establishments.



NORTH AYRSHIRE COUNCIL: Education and Skills
Inspection of Irvine Royal Academy November 2013
IMPROVEMENT ACTION PLAN

Theme 3: School/centre/learning community improvement⁴

❖ Our school and partners take a joined-up approach to improvement across all that it does. We act on the results of robust and rigorous self-evaluation and can show clear evidence of improvement based on actions as part of our self-evaluation. We focus particularly on continuing improvements to learning and teaching, our curriculum and the achievement of all learners. We work with partners to focus on eliminating barriers to achievement and progress of different groups of learners and their characteristics.

In Irvine Royal Academy, self-evaluation processes have not been embedded and systems have changed from one year to the next. The process is seen as a “tick box” exercise. Understanding the value of quality self-evaluation is paramount for any system to succeed. The level 5 illustration above is where we are striving to be. This is being carried out through the SMT working with Principal Teachers to enable them to (a) understand their role in creating a culture of self-evaluation and (b) understand how to evaluate performance and plan for improvement.

For this year, this will be a focus of every meeting within the school.

Version 2 – This will be amended once the new DHT is in post.

NORTH AYRSHIRE COUNCIL

Agenda Item 5

25 March 2014

Cabinet

Subject: **Rezoning the Denominational Primary School Catchment Areas in Kilwinning Statutory Public Consultation Documentation**

Purpose: To seek approval to issue Statutory Public Consultation Proposal Documents to rezone the denominational primary school provision in Kilwinning.

Recommendation: That Cabinet agrees to (a) the proposal documents in Appendix 1 being issued to all interested parties; (b) all interested parties being invited to make written representation on the proposals to the Head of Service Development (Education and Skills) no later than 3 June 2014; and (c) receive a report on the results of the consultative process at a future meeting of the Cabinet (Education).

1. Introduction

- 1.1 On 11 February 2014, the Cabinet (Education) agreed to receive Statutory Consultation Documents to rezone the denominational primary school provision in Kilwinning.
- 1.2 The attached documents, at Appendix 1, set out the proposal to rezone the West Byrehill area of Kilwinning from the St Luke's Primary School catchment to St Winning's Primary School catchment. This is as a result of a new housing development planned for this area of the town.

2. Current Position

- 2.1 **Early Stakeholder Engagement**
Further to the agreement of the proposal being taken forward to Statutory Public consultation, early engagement has already taken place with local Elected Members, Parent Council representatives and headteachers from both schools.

2.2 Statutory Public Consultation

The Council is consulting in accordance with the requirements of the Schools (Consultation) (Scotland) Act 2010 as amended. A full list of consultees can be found in the attached proposal documents.

- 2.3 Written representations on the proposals are requested between 2 April and 3 June 2014. Thereafter, comments received during the consultation period will be submitted to Education Scotland for a three week period. Publication of the report on the outcome of the consultation will be made available to all interested parties. Any feedback will then be incorporated into a report which will be presented to a future Cabinet (Education).

3. Proposals

- 3.1 It is proposed that Cabinet agrees to (a) the proposal documents in Appendix 1 being issued to all interested parties; (b) all interested parties being invited to make written representation on the proposals to the Head of Service Development (Education and Skills) no later than 3 June 2014; and (c) receive a report on the results of the consultative process at a future meeting of the Cabinet (Education).

4. Implications

Financial Implications

- 4.1 Should this rezone proposal not go ahead, the roll projection shows that St Luke's Primary School capacity has the potential to once again come under pressure from the increased number of catchment pupils. This would result in a need to further enhance the school, incorporating additional teaching space and gym/dining facilities, which would require a significant level of capital investment.

Human Resource Implications

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

Legal Implications

- 4.3 North Ayrshire Council are consulting in line with the requirements of the Schools (Consultation) (Scotland) Act 2010 as amended.

Equality Implications

- 4.4 An equality impact assessment has resulted in no negative impact.

Environmental Implications

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

Implications for Key Priorities

- 4.6 This proposal would support the SOA outcome:
15c "public services are more efficient and effective".

5. Consultations

- 5.1 The following stakeholders have been consulted throughout the process to date:

- Parent Council representatives of each of the schools affected;
- Headteachers; and
- Local Elected Members.

6. Conclusion

- 6.1 It is recommended that Elected Members consider the content of this report and agree the commencement of the Statutory Public Consultation process by issuing the Proposal Documentation at Appendix 1.



STEVEN QUINN
Head of Service (Development)

Reference : SQ/CR/JN

For further information please contact Steven Quinn, Head of Service (Development) on 01294 324413

Background Papers

-

NORTH AYRSHIRE COUNCIL

EDUCATION AND SKILLS

PROPOSAL DOCUMENT

The following schools are affected by this Proposal:

**St Luke's Primary School
St Winning's Primary School**

**This document has been issued by North Ayrshire Council for Proposal in terms of
the Schools (Consultation) (Scotland) Act 2010 as amended**

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A copy of this document is available on the North Ayrshire Council website: www.north-ayrshire.gov.uk

A summary of this document will be provided to:

- Stakeholders associated with the schools affected by the proposal, including:
 - Parents/Carers
 - Pupils
 - Parent Councils
 - Headteachers
 - Teaching and Non-Teaching Staff, including Catering, Cleaning and Janitorial
- Local Elected Members
- Member of Parliament
- Member of Scottish Parliament
- Chief Executive
- Corporate Director (Finance & Corporate Support)
- Corporate Director (Social Services & Health)
- Corporate Director (Development and Environment)
- Divisional Commander, Police
- Divisional Commander, Fire Brigade
- Community Council
- Strathclyde Partnership for Transport
- East Ayrshire Council
- South Ayrshire Council
- Inverclyde Council

Trade Unions

- Unison
- EIS, Education Institute of Scotland
- NAS/UWT, National Union of Schoolmasters/Union of Women Teachers
- T&GWU, Transport & General Workers' Union
- GMB
- UNITE
- VOICE
- AHDS, Association of Headteachers and Depute Headteachers Scotland

Copies of the Proposal Document will be made available to view at:

- All schools affected by the proposal
- All North Ayrshire Council Public Libraries
- Local Community Centres
- Local Health Centres

Adverts will be placed in local newspapers

This document is also available in alternative formats or in translated form for readers whose first language is not English. Please apply in writing to North Ayrshire Council, Education and Skills, Cunninghame House, Friars Croft, Irvine, KA12 8EE , by telephone on 01294 344429, or by e-mail at educ_consultation@north-ayrshire.gov.uk.

This is a Proposal Document

North Ayrshire Council Education and Skills

Proposed Rezoning of St Luke's Primary School and St Winning's Primary School Catchment Areas

1. Consideration by Cabinet (Education)

This Proposal Document has been issued as a result of a decision made by North Ayrshire Council Cabinet (Education), on 25 March 2014, to seek views on the proposal to rezone the catchment areas of St Luke's Primary School and St Winning's Primary School in Kilwinning.

2. Background

2.1 Denominational primary school education is delivered in Kilwinning by St Luke's Primary School and St Winning's Primary School. The current catchment areas are shown at Appendix 1.

2.2 St Luke's Primary School is located in the west of Kilwinning, in an area of residential expansion. The school has experienced an increasing pupil roll over the last few years which has resulted in significant accommodation pressures within the school. The table below details the roll and capacity information:

Year	2007	2007	2009	2010	2011	2012	2013
Roll	176	189	189	203	210	215	228
Capacity	213	213	213	213	213	240	240

2.3 The school has already had a one classroom extension added with a further two classroom extension planned for completion in April 2015.

2.4 The further addition of these two classrooms allows the class currently being taught in the library to move to a fit for purpose classroom and also allows the class structure to grow from nine to ten classes for next session, accommodating the P1 intake. This takes the general school spaces, such as the gym hall and dining hall to capacity for the number of classes in the school.

2.5 St Winning's Primary School is located in a more established area within central Kilwinning, where residential expansion is less of an issue. The school roll has decreased over the years and the school currently operates at 50% of its capacity, as shown below:

Year	2007	2007	2009	2010	2011	2012	2013
Roll	127	116	104	97	92	96	96
Capacity	192	192	192	192	192	192	192

2.6 There is a proposed housing development of up to 400 homes at West Byrehill Industrial Estate. The industrial estate is currently located within the St Luke's Primary School catchment area.

3. Proposal

- 3.1 It is proposed that the existing catchment area of St Luke's Primary School is amended by rezoning the West Byrehill area of Kilwinning to the catchment area of St Winning's Primary School with effect from August 2015. Appendix 2 shows the proposed revision.
- 3.2 In line with the Council's Asset Management Strategy, the proposal will achieve a more sustainable, efficient and effective use of the school estate.
- 3.3 Early engagement with parents and staff has taken place through meetings with the headteachers of both schools and representatives of both Parent Councils.
- 3.4 Further stakeholder engagement is planned via a public meeting where all interested parties will have the opportunity to hear more information on the proposal and share their views.

4. Educational Benefits Statement

- 4.1 As a result of the proposed housing development, the number of pupils within the St Luke's Primary School catchment area, over the longer term period, may exceed the capacity of the school. Rezoning the catchment area will help alleviate any anxiety from pupils and families over future capacity issues.
- 4.2 Children currently attending St Luke's Primary School will benefit from the improved space within the school after completion of the current extension project. This will lead to increased flexibility in the way that the school space is used by learners and staff. The additional space will not be compromised by increased pupil numbers generated from the new housing development.
- 4.3 The proposal will enhance both school communities and the long term sustainability of both schools. Learning and teaching opportunities and experiences will be widened and some specific benefits are detailed below:
- reduces the accommodation pressure in St Luke's Primary School
 - further accommodation pressures at St Luke's Primary School will be avoided which will allow school staff to develop a sustainable plan for the learning and teaching spaces in the school
 - provides a best value approach to the management of the school estate as the sustainability of St Winning's Primary School will be enhanced as a result of the potential increase in pupil numbers from the new development

5. How the Proposal Impacts on Learners from Affected Schools

There will be no negative impact on current learners should this proposal be implemented.

6. How the Proposal Will Affect Future Learners

There will be no negative impact on future learners should this proposal be implemented.

7. How the Proposal Impacts on Staff from the Affected Schools

- 7.1 Staff in St Luke's Primary School will benefit from the rezoning exercise as it will bring an end to a period of uncertainty and accommodation pressures.
- 7.2 Staff in St Winning's Primary School will benefit from an increased school roll and the opportunities it brings in terms of further links with the new community at West Byrehill.

8. How the Proposal Affects Community Users

Due to the nature of the proposal, there will be no impact on the community use of either school building.

9. How the Proposal Affects Other Learners in the Council Area

There will be no direct impact on other learners in the Council.

10. Statutory Public Consultation Process

North Ayrshire Council is consulting in accordance with the requirements of the Schools (Consultation) (Scotland) Act 2010 as amended.

10.1 Proposal Document

This proposal document will be published on the Council website at www.north-ayrshire.gov.uk. Copies will also be available at schools affected by the proposal, all North Ayrshire Council libraries, local community centres and health centres. If requested, copies will also be made available in alternative formats or in translated form for readers whose first language is not English.

10.2 Publication of Advertisement in Local Newspapers

An advertisement will be placed in local newspapers week beginning 14 and 21 April 2014.

10.3 Length of Consultation Period

The consultation will run from 2 April 2014 until 12 noon on 3 June 2014, which includes a period of 30 school days.

10.4 Public Meeting

A formal public meeting will be held to discuss these proposals. Anyone wishing to attend the public meeting is invited to do so. The meeting will be convened by North Ayrshire Council and will provide an opportunity to hear more about the proposal, ask questions and have your views recorded so that they can be taken into account as part of the consultation process.

The meeting will be held on Wednesday 30 April 2014 in Kilwinning Academy from 6.30pm.

A note will be taken at the meeting of comments, questions and officer responses. These will be published on the Council website and a copy will be made available on request. This information will also be forwarded to Education Scotland along with all other submissions and comments that are received during the consultation process.

10.5 Involvement of Education Scotland

When the Proposal Document is published, a copy will be sent to Education Scotland. Education Scotland may also attend the public meeting. They will also receive a copy of any written representations that are received by the Council during the consultation period. As detailed above, Education Scotland will also receive a note of the public meeting and copies of any other relevant documentation. A report will then be prepared on the educational aspects of the proposal. In preparing their report, Education Scotland may carry out stakeholder interviews. These will be organised via the schools.

10.6 The Consultation Report

A report on the outcome of the consultation will be prepared taking account of any Education Scotland recommendations. This report will be published in electronic and printed formats and will be advertised in local newspapers. It will be available on the Council website and from Council headquarters, affected schools, North Ayrshire Council public libraries, local community centres and health centres. The report will include a record of the total number of written representations made during the consultation period, a summary of the written and oral representations, and the Council's response to the Education Scotland report. A copy of the Education Scotland report will be attached. The Consultation Report will be published and available for further consideration for a period of 3 weeks.

10.7 Decision

A decision will be made on the outcome of the Statutory Public Consultation in October 2014, when the Consultation Report together with any further representations will be considered by the Council.

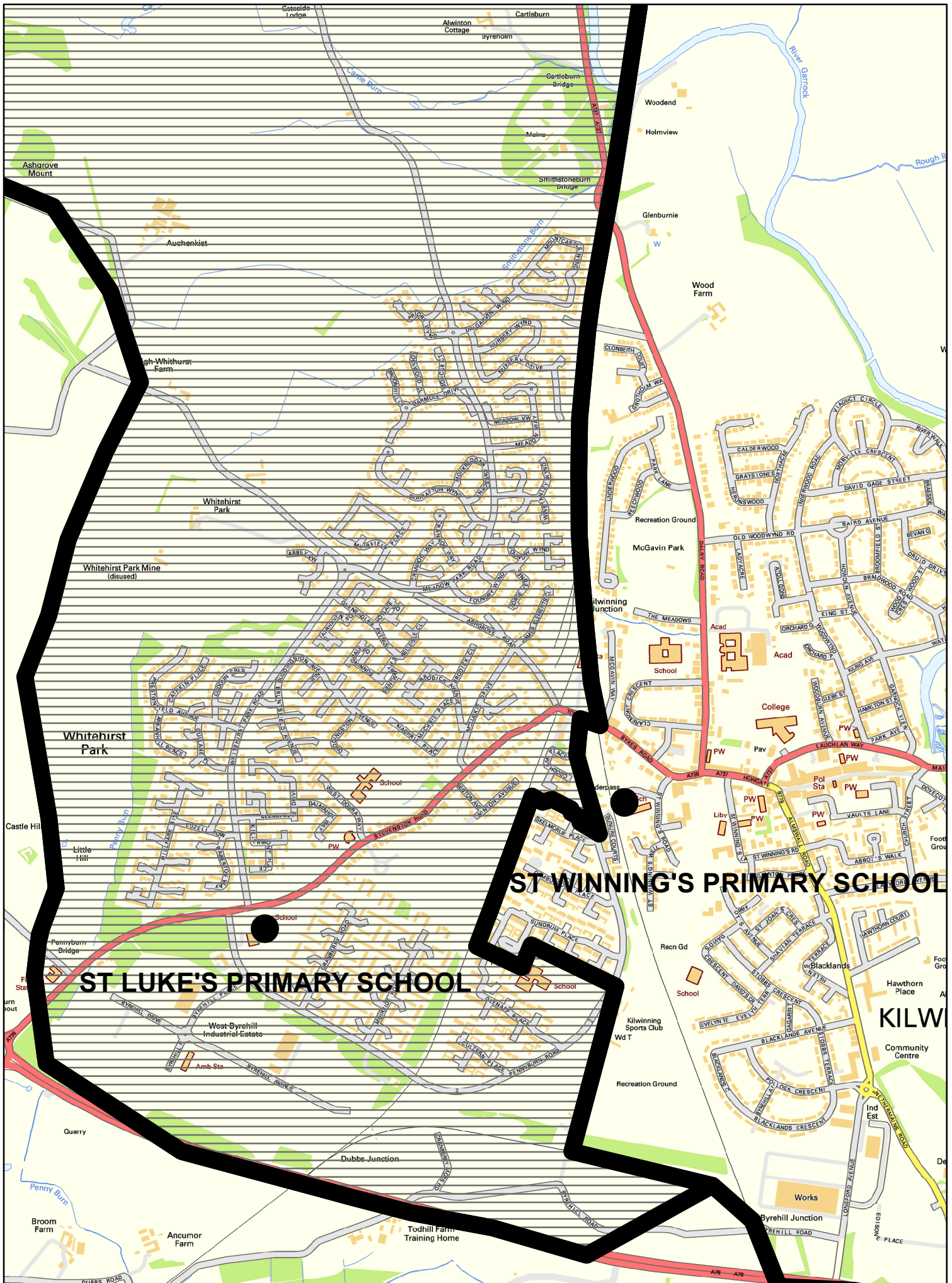
10.8 Note on Corrections

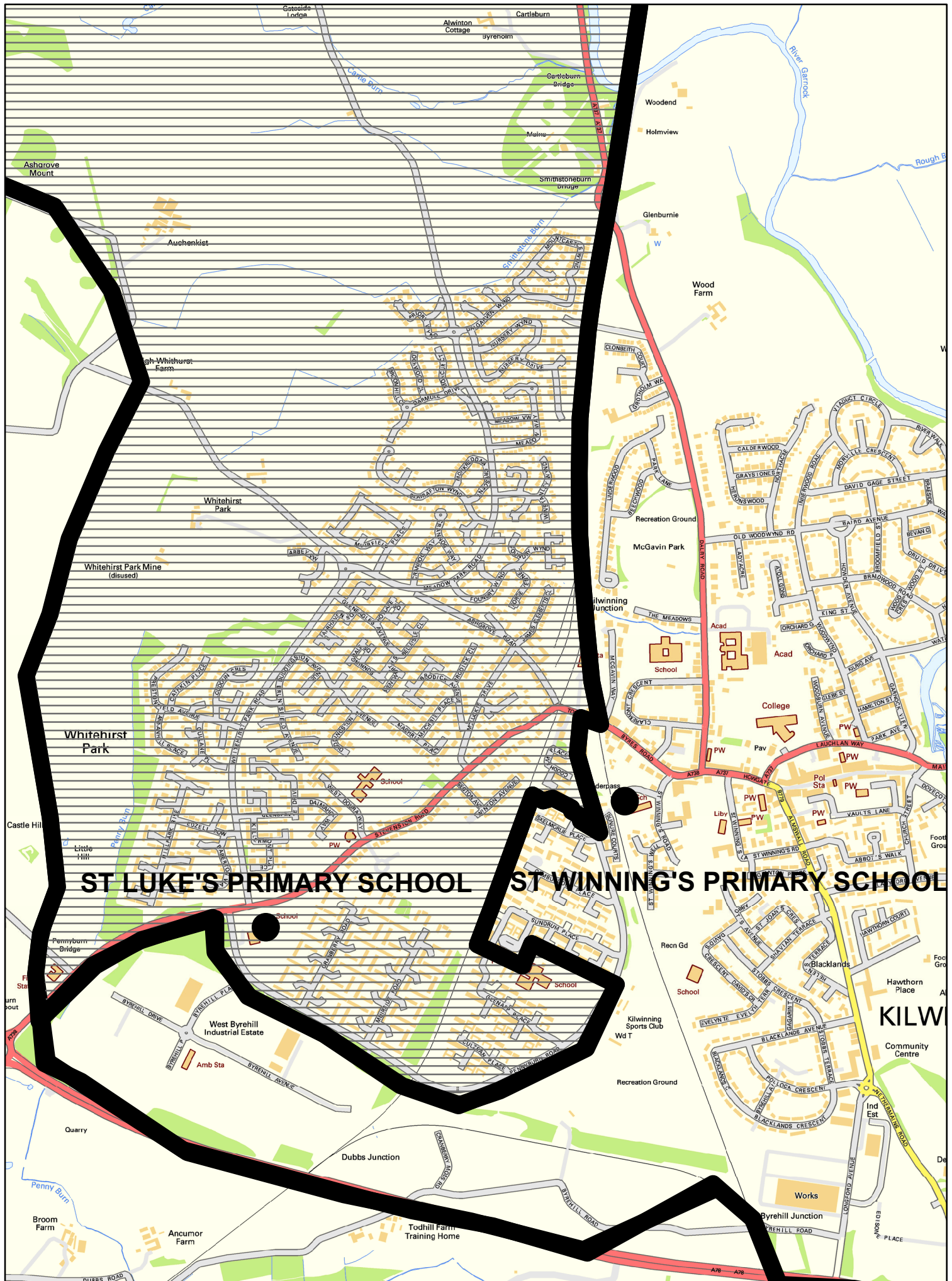
If any inaccuracy or omission is discovered in this Proposal Document either by the Council or any person, the Council may take appropriate action by issuing a revised Proposal Document or by revising the timescale of the consultation period, if appropriate. In that event, relevant consultees and Education Scotland will be advised.

11. Responding to the Proposal

Interested parties are invited to respond to the Proposal by making written or electronic submissions, before 12 noon on 3 June 2014 to:

- the Head of Service Development (Education and Skills) North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE
- educ_consultation@north-ayrshire.gov.uk
- online at www.north-ayrshire.gov.uk
- response form, attached at Appendix 3







Education and Skills
4th Floor, Cunninghame House
IRVINE KA12 8EE

PROPOSAL CONSULTATION

St Luke's Primary School
St Winning's Primary School

For convenience this form can be completed online at: www.north-ayrshire.gov.uk

MUST BE COMPLETED FOR A VALID RESPONSE

Name (PRINTED)	Address

Please confirm that you have read the full report by ticking this box ☐

St Luke's Primary School Parent/Carer ☐ Staff ☐ Pupil ☐ Other ☐

St Winning's Primary School Parent/Carer ☐ Staff ☐ Pupil ☐ Other ☐

Other (please state) _____

SUMMARY OF REPORT – Please refer to the proposal document for the full details.

It is proposed to rezone the West Byrehill area of Kilwinning from St Luke's Primary School catchment area to St Winning's Primary School catchment area with effect from August 2015.

Do you agree with the proposal to rezone the West Byrehill area of Kilwinning from St Luke's Primary School catchment area to St Winning's Primary School catchment area? Yes ☐ No ☐
No Preference ☐

Please use this space for any additional comments

North Ayrshire Council is registered under the Data Protection Act 1988. The response submitted by you may form part of the response paper that will be submitted to the Council for consideration in the near future and will therefore be made available for public inspection. If you DO NOT wish any of your personal details (e.g. name, address, phone number, etc), which you have included in your response, to be made available please tick the box ☐

NORTH AYRSHIRE COUNCIL

Agenda Item 6

25 March 2014

Cabinet

Subject:	Toilet Provision in North Ayrshire Council Schools Update
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Purpose:	To update Cabinet on the progress made to improve toilet provision in schools across North Ayrshire.
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Recommendation:	That Cabinet (a) note the ongoing work around improving toilet provision in schools and (b) agrees to further steps outlined in the report.
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1. Introduction

- 1.1 Tam Baillie, The Scottish Children's Commissioner organised an Ipsos Mori poll of S1-S6 pupils in Scotland in March 2013. The findings of the poll highlighted the poor condition of school toilets in Scotland. Poor cleanliness and a lack of access to school toilets were two of the main issues identified by young people.
- 1.2 Subsequently, North Ayrshire Youth Council conducted a survey of toilet provision across secondary schools. The results of the survey revealed several areas of concern. A number of young people identified cleanliness and the condition of toilets as issues of major importance. In addition, they reported that in some instances, access to all toilets was not always available outside of interval and lunchtime due to them being locked.
- 1.3 The feedback from representatives of secondary schools was mixed when describing the condition of toilets. Generally though, they rated Greenwood and St Matthew's Academy higher. These are, of course, our newest schools in the secondary sector.
- 1.4 On 10th December 2013, a paper was presented to Cabinet that detailed proposals to prioritise toilet upgrade projects and to take into account the views of pupils and examples of good practice as part of the upgrade process. Cabinet noted the content of the report and agreed to:-

- place a high priority on upgrading toilet facilities, prioritising the schools identified, involving pupils in the design process for new school toilets and learning from good practice throughout the country;
- make arrangements for members of the Cabinet, including lay representatives to visit the school estate;
- receive a copy of any individual school policies covering the use of school toilets; and
- a further report being submitted to Cabinet (Education) on any issues arising as a result of the visits to schools.

2. Current Position

2.1 A cross service working group has been formed with representatives from Education & Skills (E&S), Property Management & Investment (PMI) and Development & Environment (D&E) to consider the following issues:-

- develop a generic policy for use and management of school toilets;
- improve cleaning standards;
- improve the condition of toilet facilities; and
- develop standardised specifications for refurbishment and new build projects.

2.2 A pupil reference group has also been established with two representatives from the following schools:-

- Dreghorn Primary (new build);
- St Matthew's Academy (new build);
- Brisbane Primary (recent toilet refurbishment);
- Auchenhavie Academy (recent toilet refurbishment);
- Winton Primary (future refurbishment); and
- Ardrossan Academy (future refurbishment).

The remit of this group is to contribute to the work of the cross service working group. The young people will also provide feedback on the impact of the improvements within schools.

2.3 Education and Skills facilitated visits to the following schools for Cabinet members to have sight of toilet facilities:-

- Winton Primary School;
- Ardrossan Academy;
- Dreghorn Primary School; and
- Greenwood Academy.

General feedback was that although the facilities were more dated at Winton Primary School and Ardrossan Academy, some of the toilet provision was adequate. However, Members agreed that urgent action was also required to improve some of the provision, especially at Ardrossan Academy. These will be addressed as part of the property maintenance investment plan for session 2014/15. Facilities viewed in the new schools were seen to be of a high quality and were light, airy and welcoming, particularly at Dreghorn Primary School.

- 2.4 Through consultation with Headteachers, it became apparent that there wasn't a consistent approach in terms of policy and practice. However, all schools acknowledged the importance of having procedures in place, especially for children with medical issues or a disability.
- 2.5 A collation of written procedures was undertaken and Cabinet Members received a report detailing the results of this exercise on 18th February. The information collected was used towards the development of a draft standard circular to be implemented across schools in North Ayrshire. Some Headteachers and the pupil reference group have been involved in the development of the draft circular, which is attached at Appendix 1.
- 2.6 A service charter, which is included in the draft standard circular, has been developed to ensure the standard of cleanliness and provision of soap, toilet tissue and hand drying facilities are maintained. The charter includes the following:
 - at all times, toilets will have adequate supply of paper towels or hand dryers, toilet tissue and soap;
 - encouraging young people to report any damage or any issues that impact on the toilets being maintained at an acceptable standard;
 - introduction of a day cleaning provision in all secondary schools to support any cleaning requirements;
 - regular checks throughout the day responding to spillages and topping up consumables in toilets; and
 - any damage/defects to toilets to be reported to PMI by the janitor to ensure these are repaired without delay.
- 2.7 An exercise to collate the condition information of all pupil toilets is underway utilising recent condition survey information. This will be analysed and used to develop an investment plan for consideration.

In addition, a review of the current specification for toilet refurbishments is being undertaken in consultation with services that operate and maintain these facilities, as well as Headteachers and young people. There are six projects approved within the property maintenance budget which will benefit from this exercise. These are:-

- Ardrossan Academy;
- St Palladius Primary School;
- Winton Primary School;
- Skelmorlie Primary School;
- Moorpark Primary School; and
- St Winning's Primary School.

- 2.8 The Scottish Futures Trust has been consulted about best practice in school toilet design. This information is being shared with the pupil reference group to stimulate ideas around design for any new build projects in the future.

3. Proposals

- 3.1 It is proposed that Cabinet (a) acknowledges the draft standard circular with a view to this being implemented across all schools; (b) agrees to the ongoing work of the cross service working group and the pupil reference group in the shaping of future refurbishment or new build projects; (c) approves the implementation of the service charter for school toilets included in the draft standard circular at Appendix 1; (d) agrees to the development of an investment plan for future consideration; and (e) will be kept up to date with developments.

4. Implications

Financial Implications

- 4.1 Any major investment required as a result of an analysis of the condition survey information will be considered by the Capital Programme and Assets Group (CPAG), and subsequently presented to Cabinet for consideration. In the interim, PMI will continue to consider the upgrade of school toilet facilities via the property maintenance budget on an annual basis.

Human Resource Implications

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

Legal Implications

- 4.3 There are no legal implications arising directly from this report.

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.6 This policy will contribute to the 'healthier North Ayrshire' priority in the North Ayrshire Single Outcome Agreement 2013 – 2017. Better quality and more hygienic toilet facilities could help North Ayrshire reach the desired outcome that "Children and young people are safe, healthy, active, aspiring and achieving".

5. Consultations

- 5.1 The following stakeholders have been consulted:

- Children and young people;
- Headteachers;
- Cabinet Members;
- Education and Skills;
- Property Management and Investment; and
- Development and Environment (Catering & Cleaning and Building Services).

6. Conclusion

- 6.1 The Cabinet is asked to note the ongoing work towards improving toilet provision and to agree with the further steps outlined in this report to improve toilet provision in schools across North Ayrshire.



STEVEN QUINN
Head of Service (Development)

Reference : SQ/LT/JN

For further information please contact Steven Quinn, Head of Service (Development) on 01294 324413

Background Papers

-



Standard Circular S12



School Toilet Provision

Reference: LT/DR
Date of Issue: April 2014

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1. Rationale

- 1.1 Under Articles 3 and 24 of the United Nations Convention on the Rights of the Child (1989), young people have the right to good quality healthcare and amenities; this includes access to hygienic toilet facilities. North Ayrshire Council recognises the importance of providing school toilet provision in line with children's rights.
- 1.2 Article 12 of United Nations Convention on the Rights of the Child (1989) stipulates that young people have the right to be consulted on any decision making that will directly affect them. North Ayrshire Council has taken this into account during the development of this standard circular.
- 1.3 Both national research commissioned by Scotland's Children's Commissioner and local research from North Ayrshire Council has shown the need for a change in the way local authorities approach the issue of school toilet provision. A consultation taking in views from across North Ayrshire showed the need for a policy setting out a clear and concise strategy for a good standard of toilet provision.
- 1.4 This standard circular sets out guidance for best practice schools in North Ayrshire. It aims to introduce a consistent approach to toilet provision for all schools in order to raise the quality of toilet facilities.
- 1.5 A charter detailing the Council's commitment to ensuring an acceptable level of cleaning and maintenance standards of toilets has also been developed and is attached at Appendix 1.

2. Aims

- 2.1 The aims of the circular are based on the following guidance:
 - a) Children and Young People (Scotland) Bill (2014).
 - b) Scotland's Commissioner for Children and Young People – Toilets Unblocked: A Literature Review of school toilets (2013).
 - c) Articles 3, 12, and 24 of United Nations Convention on the Rights of the Child (1989).
 - d) The views of children, young people and the school communities.
- 2.2 The circular seeks:
 - To outline the framework for an effective toilet provision strategy that caters for all children and young people in our schools. The approach should be easy for schools to adopt but also ensure that children's rights to hygienic facilities are met.

- To promote the implementation of a universal toilet provision strategy with the aim of maintaining a high standard of toilet provision in all North Ayrshire schools.
- To set a precedent for good toilet provision in future new build and refurbishment projects.

3. Principles

School and Staff Responsibilities

- 3.1 Children and young people in school should have access to toilet facilities throughout the school day.
- 3.2 This is of particular importance to primary aged children, who are learning about using the toilet and personal hygiene. Any site specific policy should demonstrate a willingness to help children learn and practise good personal hygiene (flushing toilets, washing hands) on a continual basis.
- 3.3 Schools should take steps to ensure the safety and security of toilet facilities where there are concerns about vandalism or a risk to a young person's safety. Having a toilet monitoring system in place is viewed as better practice than having toilet facilities locked to young people.
- 3.4 In any circumstance, where a school is informed of a young person requiring special arrangements e.g. medical reason, the school should make every effort to accommodate these arrangements in consultation and in partnership with parents/carers and other agencies e.g. Property Management and Investment and Social Services and Health. These agencies should work together to find solutions to any such issues.
- 3.5 Appendix 1 details the expected standards to be maintained in all school toilets. Facilities Management staff will undertake and record regular checks throughout the day to ensure that toilet facilities meet these basic standards of hygiene and cleanliness. This includes having clean toilets, provision of toilet paper, access to hot water and full soap dispensers. Female toilet facilities should have provision for the discreet disposal of sanitary products.
- 3.6 Every effort should be made to ensure that the dignity of young people is respected at all times.
- 3.7 All maintenance issues should be reported and repaired timeously to maintain the quality of existing facilities.
- 3.8 To align with the toilet provision charter at Appendix 1, schools should ensure there is a toilet monitoring system in place to maintain the expected standard. This approach can be adapted as necessary based on the number of facilities and resources available. Spot checking and monitoring of facilities should be conducted in a way which does not interfere with the dignity of young people.

- 3.9 The way in which toilets are managed should not interfere with a young person's dignity or cause them undue anxiety.
- 3.10 There should be a continual effort to improve toilet provision and policy in line with new developments e.g. refurbishment or new build projects. The views of young people should be taken into account in future developments.

Responsibilities of Children and Young People

- 3.11 Young people should be mindful and respectful of others when using toilet facilities.
- 3.12 Young people can help to take care of the provision by behaving appropriately when using the facilities and notifying staff of any damage and encouraging others to do the same.
- 3.13 It is hoped that young people will offer their opinion on future toilet provision issues and decisions so that they may benefit as much as possible from improvements.

4. Conclusion

- 4.1 The Standard Circular on Toilet Provision in North Ayrshire Schools is designed to ensure high standards across all schools in North Ayrshire. This is underpinned by the belief that all young people have the right to access hygienic facilities. This policy emphasises the importance of maintaining standards of hygiene and cleanliness in existing, new build and refurbished schools.
- 4.2 In adopting the rationale, aims and responsibilities of this standard circular, this information should form the basis of good practice when individual establishments seek to develop and write their own guidelines for toilet provision within their establishment. These should be reviewed and altered as required.

FACILITIES MANAGEMENT

Our aim is to make school toilets accessible, clean and safe by encouraging the adoption of the highest possible standards. In order to achieve this we will:

- check the toilets periodically throughout the school day
- ensure there is a supply of toilet paper
- ensure there is hand washing soap
- ensure there are hand drying facilities
- monitor and clean toilets as required throughout the day
- ensure there are suitable facilities for sanitary waste

If these facilities are not to an acceptable standard or if you find any damage, please report this to a member of staff or janitor.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

25 March 2014

Cabinet

Subject: **Update on Progress with Provision of 600 Hours of Early Education and Childcare for August 2014**

Purpose: To inform Cabinet of the progress made towards delivering 600 hours of Early Education and Childcare in August 2014.

Recommendation: It is recommended that the Cabinet approves:

(a) the implementation plan for 2014/15 incorporating:

- increase staff working week to 37.5 hours;
- creation of six senior early years practitioner posts;
- increased funding for resources including additional support needs requirements;
- increased payment to partner providers to £2150;
- creation of new 2-5 early years provision in Winton Primary School; and
- additional staffing to provide places to 2 year old children who are looked after or who are subject to a kinship care order;

and (b) agrees to receive a further detailed plan for the delivery of early education and childcare to 2 year olds from workless households.

1. Introduction

- 1.1 The Children and Young People (Scotland) Bill Part 6 places a duty on local authorities to provide a minimum of 600 hours early learning and childcare for eligible 3 and 4 year old children and 2 year old children who are looked after, or who are subject to a kinship care order, from August 2014. A late amendment to the Bill extended this to include access to the same provision for all 2 year olds in workless households.

- 1.2 Statutory guidance to support the implementation of 600 hours is in the final stages of development. This will replace the current Section 34 Guidance of the Standards in Scotland's Schools Act 2000 which supports the delivery of pre school education.
- 1.3 The guidance also sets out the expectation that local authorities will continue to develop a fully flexible service which is built around parental needs for early learning and childcare.

2. Current Position

- 2.1 Currently early years establishments in North Ayrshire provide 475 hours of pre-school education delivered in morning or afternoon sessions lasting 2.5 hours.
- 2.2 North Ayrshire currently have five early years centres and two early years classes who have capacity to provide a total of 206 part time places for children under the age of 3. An additional five places are commissioned from Busy Bees Partner Nursery in Ardrossan. There are also a total of 42 daycarers who can provide a service for children under the age of 3. Places are currently only provided to children under the age of 3 who are referred through the Partnership forum.
- 2.3 An announcement was made on 7 January 2014 regarding childcare for 2 year olds from workless households. Work is currently being carried out to examine the implications of this development and we will require to return to Cabinet to provide further details of how this will be achieved.
- 2.4 Consultation took place with parents from September to November 2013 and we identified that the majority of parents would choose to use increased session times. A small percentage of parents chose the option of full day provision, see Appendix 1.
- 2.5 In October 2013, a paper on Review of Staffing Deployment was agreed at Cabinet. This paper proposed the re-focus of the teaching input for children aged 3 to 6 by creating an early years support team consisting of experienced early years teachers currently working in the early years centres and classes and re-locating the early intervention practitioners from primary into the early years classes and centres.

3. Proposals

- 3.1 The following implementation plan sets out the minimum that will be provided in North Ayrshire in session 2014/15.
- 3.2 All local authority early years classes and centres will provide morning and afternoon sessions of 3 hours and 15 minutes for all eligible 3 and 4 year olds from August 2014. Examples of operating hours have been discussed with headteachers/managers who will set their start and finish times to meet the needs of the local community in consultation with parents and carers. This increase in session times provides children with 617 hours each year which is slightly over the minimum provision. However, this will offset time lost at the start of term where early years staff support children's transition to Primary 1 and when entry may be initially staggered to ensure children have a positive start. This also creates a good foundation to develop the service in future years.
- 3.3 In October 2013, a paper proposing changes to deployment of early years staffing was agreed at Cabinet. In August 2014, 33 Early Intervention practitioners currently working in primary schools will transfer into posts in the early years classes. Most of these staff currently have part-time contracts. The remaining hours will be staffed by the early years teachers. This arrangement will make best use of teachers contractual contact hours of 22.5 hours and ensure every child has access to a teacher. The remaining teacher hours will be used in primary schools to support the development of early literacy and numeracy throughout the early level.
- 3.4 In each neighbourhood, parents will be able to access full day provision in a local authority class or centre. This will be offered on a 2.5 day model. This will be available to working families in the following schools/centres:

Irvine	Castlepark Early Years Centre Dreghorn Early Years Class
Kilwinning	Kilwinning Early Years Centre
North Coast	Skelmorlie Early Years Class
Three Towns	Springvale Early Years Centre Ardeer Early Years Class Glencairn Early Years Class
Garnock Valley	Dalry Early Years Centre Beith Early Years Class
Arran	Lamlash Early Years Class

- 3.5 The centres providing full day places will require additional resourcing to support the specific needs of full day provision such as furniture for rest areas or outdoor play equipment.
- 3.6 The staff child ratio in early years classes is 1:10. Where they are providing the option of full day early learning and childcare, the legislation requires a 1:8 ratio. As full day provision also incurs a greater degree of planning and organisation, we propose to pilot the use of Senior Early Years Practitioners in these six classes. They will be responsible for all planning to ensure children have access to appropriate high quality experiences and staff ratios are maintained throughout the day. Early Years Centres already operate the appropriate staff/child ratios and have a management structure in place to cope with the delivery of full day sessions.
- 3.7 Full time early years practitioners currently work a 35 hour week and children attend for 25 hours. Staff make use of the remaining 10 contractual hours for staff meetings, planning and recording children's learning and general housekeeping and room preparation. From August 2014, with the increased entitlement to 3 hours 15 minutes per session, staff will have contact with children for 32.5 hours thus reducing their preparation time by 75%. To ensure there is adequate preparation time for staff to carry out essential duties, we propose to increase the working week to 37.5 hours and provide an allocation of additional support for a trial period of one year. This will allow us to consider the impact and build on the model for the following years.
- 3.8 Staff who provide support to children with additional needs will require to have their time increased to support the children throughout the longer sessions. This would increase the FTE from 25 hours each week to 32.5 hours.
- 3.9 As children will be attending longer sessions, we propose to increase the resource budget for each centre by 25% to take account of this.
- 3.10 There is significant pressure on places in the Ardrossan area across local authority and partner providers. There is currently a joint waiting list of 19 children. To ensure we have sufficient provision in this area, we propose to establish a new early years class within Winton Primary School. The space has been identified and it is proposed to create accommodation for twenty 3 to 5 year old children and ten 2 year old children. Internal refurbishment costs will be met by the additional capital funding from Scottish Government for the increased entitlement. We would require to fund staffing which will include one Senior early years practitioner and three early years practitioners.

- 3.11 All partner providers will be commissioned to provide a minimum of 600 hours and many will be able to offer increased flexibility including longer sessions and full day provision. Partner providers will be asked to submit information on the models of delivery they are able to provide.
- 3.12 Partner providers are currently paid £1650 per fully loaded place. In North Ayrshire, we rely on our partners to enable us to fulfil our legal duty to provide early learning and childcare places for eligible 3 and 4 year olds and to provide increased flexibility for parents. To ensure our partner providers can sustain their delivery, we propose to increase the payment to £2150 per fully loaded place. Increasing the hours paid for by the local authority impacts on the ability of partner providers to make income from top up or wrap round care which could impact on their sustainability.
- 3.13 Two year old children who are looked after or who are subject to a kinship care order will also be entitled to 600 hours of early learning and childcare from August 2014. This can be provided through a package of care, including daycarers and placements in early learning classes/centres. It is challenging to accurately estimate the additional places we will require for this and we would propose, in the first instance, to create additional places in the following areas:
- | | |
|-------------------------------|-----------|
| Dalry Early Years Centre | 10 places |
| Corsehill Early Years Centre | 10 places |
| Stanecastle Early Years Class | 10 places |
| Winton Early Years Class | 10 places |
- 3.14 Provision in Arran and North Coast would be provided by daycarers. The current daycare budget funds provision of 12 hours for vulnerable children. This would require to be increased by 33% to cope with increased entitlement.
- 3.15 A further three years implementation plan which sets out the development of more flexible hours of early learning and childcare will be established to plan for future delivery. The three year plan will require to take account of the revenue and capital funding which will be available to invest in this expansion and meet the statutory requirements set out in the Public Services Reform (Scotland) Act 2010 and the standards for daycare and early learning and childcare.

4. Implications

Financial Implications

- 4.1 The financial implications in this paper will be met by the additional funding of £1.2 million from Scottish Government.

Human Resource Implications

- 4.2 Early years practitioners will have the opportunity to increase their working hours where required. Additional early years practitioner posts will be created to support the additional provision required for 2 year olds and 3 to 5 year olds in the Ardrossan area. Furthermore another seven acting senior early years practitioner posts will be created.

Legal Implications

- 4.3 Local authorities will have a statutory duty to provide a minimum of 600 hours of early learning and childcare for eligible 3 and 4 year old children and those 2 year olds who are looked after or who are subject to a kinship care order from August 2014 and those from workless households. Parents/carers retain the right to access the 600 hours as they prefer, including the right not to attend any early years provision. Parents/carers can choose to request less than 600 hours. Early years establishments require to meet the requirements set out in the Public Services Reform (Scotland) Act 2010 and the standards for daycare of early learning and childcare. Providers are required to give the Care Inspectorate three months notice of variation under the Social Care and Social Work Improvement Scotland (Applications) Order 2011. The Education (Additional Support for Learning) (Scotland) Act 2004 as amended places a duty on the education authority to provide appropriate support to ensure that children can benefit from education.

Equality Implications

- 4.4 No negative impact.

Environmental Implications

- 4.5 No implications identified.

Implications for Key Priorities

- 4.6 This proposal supports the SOA: A healthier North Ayrshire and supports the following objectives from the Service Plan:
- (a) Levels of Educational attainment and achievement have improved so that more young people are leaving school for positive destinations.
 - (b) Increase the opportunities to support vulnerable children and families.

5. Consultations

- 5.1 Consultation has taken place with headteachers, parents, early years staff, partner providers, representatives from other authorities, unions and finance.

6. Conclusion

- 6.1 The increased provision of early learning and childcare will benefit the children and families in North Ayrshire. This will also create additional employment for early years staff and support parents to access work more easily.



MARY DOCHERTY
Head of Service (Education 3-18)

Reference : FR

For further information please contact Frances Rodman, Senior Manager ,
on 01294 324459

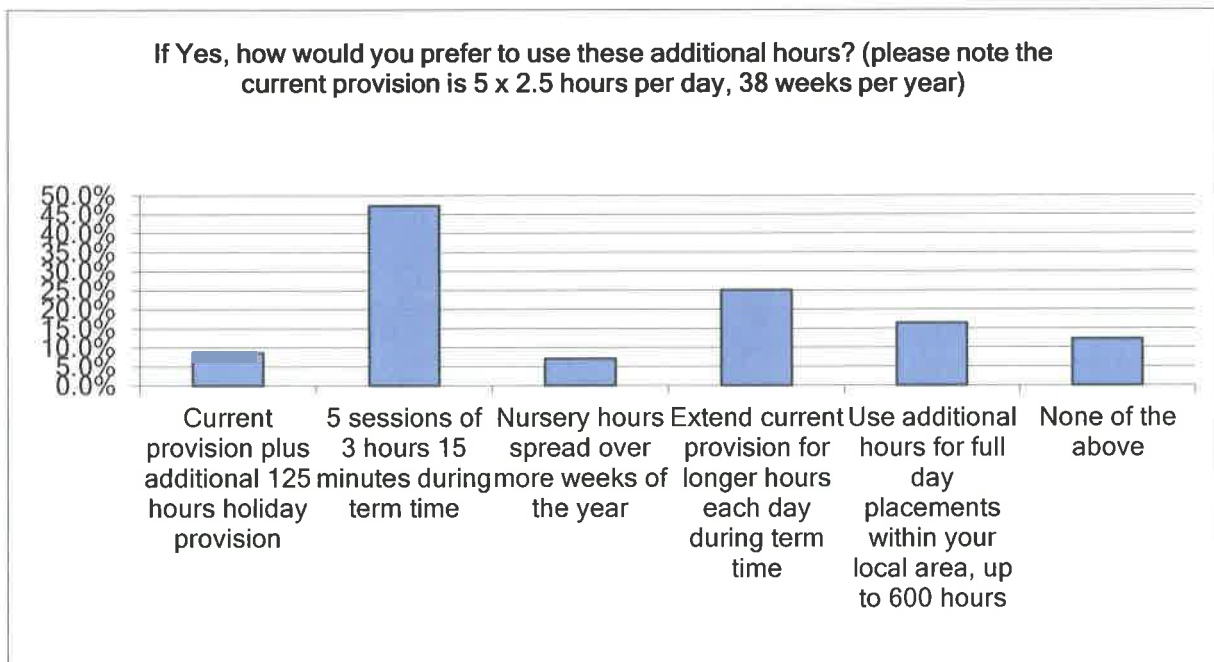
Background Papers

Children and Young People (Scotland) Bill

600 Hours Parental Survey

If Yes, how would you prefer to use these additional hours? (please note the current provision is 5 x 2.5 hours per day, 38 weeks per year)

Answer Options	Response Percent	Response Count
Current provision plus additional 125 hours holiday	8.6%	52
5 sessions of 3 hours 15 minutes during term time	47.3%	286
Nursery hours spread over more weeks of the year	7.1%	43
Extend current provision for longer hours each day	25.1%	152
Use additional hours for full day placements within	16.4%	99
None of the above	12.2%	74
<i>answered question</i>		605
<i>skipped question</i>		8



NORTH AYRSHIRE COUNCIL

Agenda Item 8

25 March 2014

Cabinet

Subject:	Strategic Review of Educational Services: Update
Purpose:	To update Cabinet on progress made on the Strategic Review of Educational Services.
Recommendation:	That the Cabinet notes i) the progress made to date in terms of the Strategic Review of Educational Services; ii) that a further update will be provided to Cabinet in three months; and iii) that the Programme Board will give further thought to engagement with Elected Members outwith regular Cabinet reports.

1. Introduction

- 1.1 At its meeting on 29 October 2013, the Cabinet requested that officers bring forward proposals on how Educational Services should be developed within North Ayrshire.
- 1.2 Following this, the Chief Executive formed an Officer Steering Group which includes senior officers from Education and Skills, Finance & Property and the Change Team.
- 1.3 This Steering Group met on two occasions between October and December 2013, and formulated a plan of work to inform and create a Strategy for the future delivery of Educational Services to improve outcomes for children and young people in North Ayrshire. A report outlining the programme approach to the development of the Strategy was also presented to Cabinet at its meeting on 10 December 2013.
- 1.4 The remainder of this report provides an update on progress in terms of the Strategic Review of Educational Services since December 2013.

2. Current Position

- 2.1 The Officer Steering Group has met on two further occasions since December 2013. An Improvement Charter for the Strategic Review of Educational Services has been developed and is attached at Appendix 1.

2.2 Work has also concentrated on the governance arrangements around the Strategic Review. The Officer Steering Group has now been renamed Programme Board and has agreed that its remit will be to provide:

- **Direction:** Setting out expectations and requirements, as to what project workstream should deliver, resolving issues, and approving plans and outputs;
- **Resource:** Committing additional staff or budget, where the Project Lead cannot otherwise resource their requirements;
- **Assurance:** Reviewing progress and programme level risks to ensure everything is as required and providing sufficient challenge to ensure the robustness of any decisions taken; and
- **Oversight:** Aligning the individual workstreams to ensure they are compatible and address the groups goals, dealing with any dependencies or conflicts arising.

2.3 Given that the Programme Board's time together is limited and there will be intervals between meetings, Programme Board Meetings will focus on:

- **Achievements:** Outputs and outcomes delivered since the last meeting but not ongoing activity;
- **Outstanding Issues:** Matters arising which the Project Lead Officer is unable to resolve, as opposed to challenges that can or have been overcome;
- **Risks and Opportunities:** Covering any matters that have a high degree of probability and would have significant impact on the project/programme and any new risk/issues identified which are either likely or have the potential to have a high level of impact. Risks discussed should always have an 'owner'; and
- **Plans:** Focusing first on what is expected to be achieved ahead of the next meeting and secondly briefing on any new work commencing, there should be no need to revisit work discussed above or in previous meetings.

2.4 Previously, the Cabinet was advised that work would be taken forward across six workstreams as follows:

- **Evidence** - Gathering on current progress in terms of the transformation of the Education Service;
- **Funding** - Examining possible funding models and how to pay for what we want;

- **Research** - Gathering information on best practice and new thinking to support innovation;
- **Consult and Engage** - Undertake consultation and information events with key stakeholders such as parents, pupils, teachers and the wider community;
- **Asset Review** - Examining current assets to determine what we can build on and make better use of, and how we can consolidate assets for more effective use; and
- **Information Technology** - Exploring how information technology should be used to create improvements.

2.5 In developing the Charter, the Programme Board recognised that there was potential for overlap between the workstreams and therefore a simplified structure has been put in place which will see work being taken forward by three themed workstreams:

- **Educational Equality** - Led by Steven Quinn, Head of Service Development (Education & Skills), this group will work in partnership with external agencies and draw on national and international research and relate this to local issues and challenges. Thereafter, through an understanding of existing conditions, it will put forward proposed approaches which fit a local context, through an agreed strategy. This will happen in partnership with all stakeholders;
- **Educational Environment** - Led by Laura Friel, Corporate Director (Finance & Corporate Support), this group will develop proposals for the future shape of the Council's property and ICT infrastructure, to support the delivery of a highly effective lifelong learning service. This will include consideration of co-location with other public and community-led services, where appropriate; and
- **Engagement** - Led by Audrey Sutton, Head of Community & Culture, this group will develop a plan of action according to the defined scope of the project and will include assessment and sharing of evidence and information; identifying and engaging with key stakeholders and using a range of appropriate methods to enable co-design and co-production of ideas and actions.

2.6 Project workstream leads will feed into the Programme Board and are accountable for:

- **Planning:** Agreeing who will do what, when and why, in order for their Project to fully contribute to the successful delivery of the Programme Improvement Charter;
- **Co-ordination:** Dealing with dependencies, conflicts, risks, and issues impacting on or arising from their Project;
- **Delivery:** Ensuring that all work, required to fulfil the Programme Improvement Charter is completed timeously; and
- **Quality:** Ensuring that all decisions/recommendations are robustly evidenced and that all work is undertaken with the necessary rigour.

2.7 As well as compiling our existing evidence of progress, the Programme Board held an initial meeting with representatives from the Robert Owen Centre for Educational Change at the University of Glasgow. The Centre aims to promote more equitable education systems through theory-driven, applied research underpinned by commitment to the principles of social justice and lifelong learning.

2.8 The Centre provides a range of activities including research and evaluation, strategic advice, diagnostic and problem solving frameworks, platforms, tools and materials.

2.9 Initial discussion has concentrated on the possibility of partnership working to gather evidence on best practice and new thinking to support innovation. Further discussions will be arranged with the Centre in due course. A briefing note which was prepared following the meeting with the Robert Owen Centre is attached at Appendix 2.

3. Proposals

3.1 That the Cabinet notes i) the progress made to date in terms of the Strategic Review of Educational Services; ii) that a further update will be provided to Cabinet in three months; and iii) that the Programme Board will give further thought to engagement with Elected Members outwith regular Cabinet reports.

4. Implications

Financial Implications

- 4.1 The Cabinet should note it is anticipated that funding will be required to procure research and professionally managed consultation events in relation to the Strategic Review of Educational Services. Details will be provided to Cabinet as the Review develops.

Human Resource Implications

- 4.2 Whilst it is anticipated that funding will be required for research and consultation, the Strategic Review of Educational Services will in the main be staffed from current in-house resources.

Legal Implications

- 4.3 There are no legal implications arising directly from this report.

Equality Implications

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

Environmental Implications

- 4.5 There are no environmental implications arising directly for this report.

Implications for Key Priorities

- 4.6 The Strategic Review of Educational Services will support SOA outcomes of children and young people are safe, healthy, active aspiring and achieving and the life chances of vulnerable children and young people are improved. The Review will also support Council plan priorities of improving educational attainment and operating more efficiently and effectively. It will also go some way in helping the Council realise its ambition for North Ayrshire to be the best place in Scotland to Grow Up. Finally, this broad approach will aim to reframe education as core to each community within North Ayrshire, involve the wider community as well as our young people from ages 3 - 18.

5. Consultations

- 5.1 Consultation has taken place with officers in Education and Skills, Finance & Property and the Change Programme Team.

6. Conclusion

- 6.1 The Council has made progress in closing the gap in relation to educational inequalities, however it is considered that the pace and scale of change could be more rapid and extensive. Therefore a different approach is required and the Strategic Review of Educational Services aims to reduce the extent to which inequality/deprivation constrains Educational Outcomes and ultimately life chances.



ELMA MURRAY
Chief Executive

Reference : EM/BT

For further information please contact Barry Tudhope, Corporate Business Manager (Chief Executive's) on 01294 324113

Background Papers

- Minutes of Cabinet Meeting held on 29 October 2013
- *Report to Cabinet on 10 December 2013 entitled Strategic Review of Educational Services*

Improvement Charter: STRATEGIC REVIEW OF EDUCATION

Commenced: 13/11/13

WHY: Inequality in our society unduly impacts upon educational outcomes. As a result:

- 1) Too many of our learner don't and won't have the chance to lead the lives they deserve.
- 2) A vicious cycle means that the gap between areas of higher deprivation and the rest of the country will continue to grow, as long as educational outcomes are so closely linked to inequality. This impacts directly upon everyone in North Ayrshire, not just those caught in the vicious cycle.

WHAT: Reduce inequality in Educational Outcomes, within North Ayrshire, whilst continuing to improve Educational Outcomes for all learners.

CHALLENGE

There is a known causal relationship between poverty and educational outcome. There is therefore a necessity to address the attainment gap on the basis that educational outcomes are a strong determinant of later life chances. By giving our young people the best skills for life, learning and work, a route will be provided through which we can aim to improve social mobility, reduce poverty and enable our young people and communities to reach their potential.

Consequently, we can strive to develop our competitiveness and attractiveness as an authority, through greater equality.

Given the subject matter, even if a better approach can be developed, there will be a significant challenge developing sufficient stakeholder support :

Consequences: We overestimate risk where there are extreme consequences, e.g. the future of our own children.

Proximity: We overestimate risk in close proximity, e.g. this year's intake v future years OR learners in our Community v Nationally.

Familiarity: We underestimate risk we are familiar with, e.g. the consequence of not changing v taking an approach which is different to what we have experienced.

GOAL

A. To develop a vision and strategy, for the delivery of Education in North Ayrshire, which will ensure that:

- The inequality that exists, across different groups of learners, is reduced.
- Educational outcomes improve for all learners.
- The Community of North Ayrshire maximises value from available resources.

B. To set out how the Council will engage with our communities and build confidence in the Council's vision and strategy, so that it can be realised.

WHAT WOULD SUCCESS LOOK LIKE?

- 1) The gap in Outcomes, between different groups of learners, narrowing.
- 2) All school leavers going into sustainable positive destinations.
- 3) Educational Outcomes improving for all groups of learners.
- 4) We have evidence that our investment is delivering the best possible outcome.

WHAT WOULD FAILURE LOOK LIKE?

- 5) Educational outcomes declining for any of our learner groups.
- 6) Our learners not having the skills for learning, life, and work.
- 7) Inequality of Educational Outcomes increasing.

Briefing Note

Meeting with Professor Chris Chapman, Director, Robert Owen Centre for Educational Change, Tuesday 11 March 2013

Background

- On Tuesday 11 March 2013, the Strategic Review of Educational Services Programme Board met with Professor Chris Chapman, Director and Stuart Hall, Research Officer from the Robert Owen Centre for Educational Change - University of Glasgow.
- The purpose of this meeting was to gain a better understanding of the work of the Centre and to discuss opportunities for the Centre supporting the work of the Strategic Review of Educational Services.

Robert Owen Centre

- The Robert Owen Centre for Educational Change aims to promote more equitable education systems through theory-driven, applied research underpinned by a commitment to the principles of social justice and lifelong learning.
- In meeting these aims the Centre undertakes high quality internationally recognised research that blurs the boundaries and strengthens the connection between research, policy and practice.
- The Centre has a strong commitment to working with those in the field to develop local approaches that make a difference to the life chances of learners from disadvantaged backgrounds by:
 - Creating new understandings;
 - Developing frameworks and tools to promote individual achievement and positive system change, which
 - Has a robust evidence-base, and thus
 - Underpins the re-framing of policy as well as generating new knowledge and developments in practice.
- Given the interdisciplinary nature of the Centre they take a broad view of an education 'system'. They seek to understand the relationships and transitions between all phases of formal education, from pre-school to the university sector, how they interact with broader public service and societal issues from social and economic perspectives.
- The Centre is committed to offering a range of activities, including:
 - Research and evaluation
 - Support for collaborative inquiry-drive Development & Research initiatives
 - Consultancy and strategic advice
 - Publications for a range of audiences (academic, policy and practitioner)
 - Diagnostic and problem-solving frameworks, platforms and tools and materials.
 - Knowledge mobilisation events, seminars and workshops.

- These diverse activities and outputs are designed to stimulate and support education and broader public services to deliver more equitable outcomes for the individuals and communities they serve.

Next Steps

- From the discussions it was evident that the Centre is keen to work in partnership with the Council.
- Actions arising from the meeting were:
 - The Council's Partnership Analyst will provide demographic information to allow the Centre to gain a better understanding of the challenges facing North Ayrshire.
 - The Head of Service Development (Education & Skills) will look at resources available if we are to work in partnership with the Centre.
 - Further meetings will be arranged to flesh out strands of activity and discuss monitoring and evaluation arrangements.
 - The Robert Owen Centre will submit a proposal for the joint work they believe could usefully support the Council's Review.
- There was also some discussion on the work of the Robertson Trust and the Dartington Social Research Unit which seeks to increase the use of evidence of what works in designing and delivering services for children and their families and advocates prevention and early intervention based approaches.
- The Programme Board will consider inviting representatives from the Dartington Social Research Unit, Robertson Trust and the Robert Owen Centre to join the Programme Board.

Elma Murray
Chief Executive

12 March 2014

NORTH AYRSHIRE COUNCIL

Agenda Item 9

25 March 2014

Cabinet

Subject: **Development of a Town Centre Car Parking Strategy for North Ayrshire**

Purpose: To advise Cabinet of the development of a draft Town Centre Car Parking Strategy.

Recommendation: That Cabinet approves the actions at 2.17 to 2.27 for inclusion within a draft parking strategy that will be issued for public consultation.

1. Introduction

- 1.1 At its meeting of 4 December 2012, the Cabinet agreed that the Environment & Infrastructure and Economy & Employment Policy Boards jointly develop a Parking Strategy for the Council. The boards were subsequently superseded following a review of their operation and the work to develop a parking strategy was taken on by the newly formed Physical Environment Advisory Panel.

2. Current Position

- 2.1 The Policy Boards and Advisory Panel agreed to the commissioning of a public consultation exercise and considered previously undertaken capacity and utilisation studies along with the findings of a business case to evaluate the potential for the Council to submit a bid to take decriminalise parking. The findings of the consultation exercise, capacity and utilisation studies along with locations of car parks and on-street controlled parking zones for each town centre are detailed at Appendix A.
- 2.2 The public consultation process included the following.
- on-street surveys and questionnaires;
 - community events in Ardrossan, Brodick, Irvine, Kilbirnie and Largs; and
 - an online questionnaire.

2.3 A number of common themes, across all towns, emerged from the exercise, detailed in the table below:-

Issue	Percentage
Finding a Space	17%
Access to the Car park	10%
Limited On-street Parking Spaces	10%
Proximity to Destination	10%
Safety and Security	9%
Illegal Parking	8%
Maintenance and Condition	7%
People Parking for too Long	7%
Insufficient Disabled Persons Parking	5%
Lack of Footways in Car parks	5%
None of These	5%
Poorly Signed Directions	4%
Insufficient Parent and Child Parking	3%

2.4 The consultation surveys also sought to establish the reason for people visiting our towns.

Reason for Visit	Percentage
Free Parking	23%
Easy Parking	21%
Quick and Easy Shopping	14%
Proximity to Home	10%
Other	10%
Good Range/Choice of Shops	7%
Good Facilities	6%
Specialised Shops	4%
Shop Opening Times	2%
Traffic Free Shopping	2%
Access to Public Transport	1%

2.5 The capacity and utilisation studies for car parks identified the following key traits:-

At no time during the survey period did any of the car parks within Beith, Dalry, Kilbirnie, Largs, Stevenston and West Kilbride exceed capacity.

Ardrossan – Only the Glasgow Street South car park exceeded its capacity and then only during weekdays. The remaining six car parks maintained a high number of vacant spaces with occupancy rates ranging from 4% (Kilmeny Terrace) to 81% (South Beach Railway Station).

Irvine – Three (East Road South, Peden Place and Irvine Railway Station) of the nineteen car parks surveyed exceeded their capacity during weekdays, with one (Irvine Railway Station) reaching capacity at the weekend. The utilisation or average stay within these car parks was between 5.77 and 7.66 hours. This along with the arrival/departure times indicates that they were used by people working within the town or in the case of the railway station commuters. Of the remaining sixteen car parks a further three (East Service Road, Bridgegate and Cunninghame House) were more than 90% full with an average utilisation time of between 7.17 and 7.66 hours, again indicating use by people working within the town.

The occupancy of each of the remaining thirteen car parks averages between 13% (Riverway Retail Park B) and 89% (East Road North).

The capacity and utilisation study indicates that there is sufficient parking within the town as a whole.

Kilwinning – Two (James Watt College (A) and Almswall Road/Abbeygate) of the five car parks surveyed exceeded their capacity during weekdays. Of the remaining three car parks, one (Oxenward) was more than 90% full during weekdays. The average utilisation time within these car parks was between 6.05 and 7.42 hours. This along with the arrival/departure times indicates that they were used by students, attending the college, and/or workers. The occupancy of the remaining two car parks was between 70% and 83% with an average utilisation time of between 5.57 and 6.47 hours, indicating a similar user profile to the other car parks.

Saltcoats – One (Vernon Street South) of the eight car parks surveyed exceeded its capacity during both weekdays and weekends. During weekdays the average utilisation time was 6.75 hours which along with the arrival/departure times would indicate that this car park is utilised by people working within the town, utilisation reduced to 4.87 hours at weekends. The remaining car parks maintained a high number of vacant spaces with occupancy rates ranging from 20% (Vernon Street North) to 82% (Bradshaw Street).

2.6 The studies of on-street controlled zones i.e. those areas where limited or 'no waiting' controls are in place identified a small number of common themes:-

- No waiting controls are often ignored resulting high levels of illegal parking;
- Waiting restrictions are consistently ignored resulting in low turnover of spaces;
- Occupancy rates reduce as the distance from the main town centre attractions increases.

2.7 In addition to the local surveys and studies undertaken there are a number of other drivers for change at national, regional and local levels.

2.8 National – Climate Change (Scotland) Act 2009

The Act creates the statutory framework for reducing greenhouse gas emissions setting an interim 42% reduction target for 2020 and an 80% reduction target for 2050. Personal Transport is a one of four themes, including a key indicator in respect of the percentage of journeys to work made by public transport or active travel, to support a reduction in greenhouse gas emissions.

2.9 National – Road Traffic Act 1991

The Act allows for the transfer of enforcement responsibilities for on-street parking controls from the Police to Councils – the Decriminalising of Parking Enforcement. In order to take up these powers Councils must submit a business case for approval by Government that demonstrates how the powers will be adequately discharged and financed.

2.10 National – Enforcement of On-street Controls

Responsibility for the enforcement of on-street controls lies with the Police. The former Strathclyde Police withdrew the Traffic Warden Service in January 2012, reducing levels of enforcement to parking that was dangerous or caused a significant obstruction. Police Scotland has subsequently confirmed their intention to introduce this approach on a national basis.

2.11 National – Environment Act 1995

The Act through supporting Regulations sets key objectives against seven key pollutants, principally arising from vehicle emissions, used to assess air quality levels.

2.12 National – Equalities Act 2010

The Act requires the provision of appropriate facilities in car parks, principally the provision of dedicated and suitable spaces and access routes, for disabled persons.

2.13 National – Scottish Planning Policy

The Government promotes successful town centres as being accessible by different modes of transport.

2.14 National, Regional and Local Transport Strategies

These strategies set down key aspirations, aims and actions to improve journey times, reduce emissions and improve quality, accessibility and affordability of transport.

2.15 Local – Single Outcome Agreement (SOA)

The SOA includes a number of outcomes which influence the parking strategy, principally around economic development, environmental sustainability and healthy lives.

2.16 Local – Council Plans, Strategies and Actions

The Council has a range of priorities, plans, strategies, actions and influences, including:-

- Regeneration of Town Centres - A number of initiatives are either planned or underway within a number of town centres that will increase footfall;
- Health and Wellbeing – The promotion of healthy lifestyles provides a key opportunity to improve the health and wellbeing of the community;
- Tourism – Increasing the number of visitors to the area provides a key opportunity for the Council to achieve its economic development aspirations;

- A Safer Place - Targets are in place to reduce crime and the fear of crime;
- Climate Change and Sustainability – The aspiration to develop a ‘greener’ society that is self-sustaining and provides economic opportunity; and
- Efficiency and Value for Money – As a result of the national deficit significant reductions in the resources available have, and continue to be applied.

Actions for Delivery

2.17 Following consideration of the drivers for change and the information collated from surveys and consultation the key actions for delivery are summarised below. It is important to note that actions delivered in isolation will not address the key issues set out above, they must be delivered in a co-ordinated and joined up manner. Furthermore, to be successful, the actions will require a partnership approach between other agencies, such as Strathclyde Partnership for Transport (SPT) and the Police along with other landowners and businesses that provide car-parking.

2.18 Maintain Free Parking

North Ayrshire is one of a small number of Councils that provides free parking. The key reasoning for this approach is to support local businesses in maintaining visitors within an area of high levels of economic deprivation and where there are a number of large shopping centres that offer free parking. Consultation has also identified that free parking is a key factor in people visiting town centres and one that they wish to remain in place.

2.19 Enforcement of On-street Controls

A draft business case has identified the resources required for the Council to seek to take up powers to decriminalise parking enforcement. The business case estimates that approaching 9000 Penalty Charge Notices (PCNs) per year would need to be issued to cover the costs of enforcement; this is in comparison with the 2620 that were issued by the Traffic Warden service in its last full year of operation. Any shortfall in income recovered through PCNs would have to be met by the Council from either the General Services Revenue Budget or the wider introduction of charges for parking.

It is proposed that the Council do not seek to take up powers to decriminalise parking but work in partnership with the Police to address the more serious cases of illegal parking and non-compliance with waiting restrictions that have been identified through surveys.

2.20 Promote Sustainable Travel Modes

The successful promotion of sustainable travel modes will alter demand for car travel and reduce the requirement for car-parking spaces, whilst supporting the achievement of key environmental targets. In delivering these actions it will be important to adopt a partnership approach with a range of agencies, in particular Strathclyde Partnership for Transport, and to review planning policies to ensure new developments support the provision of new facilities and infrastructure. The following actions are proposed:-

- Promote public transport;
- Improve bus stops and information;
- Complete the Public Transport Study within Irvine;
- Continue to develop park and ride facilities at Railway Stations;
- Provide facilities to encourage cycling;
- Continue to implement the proposals identified within the Irvine Cycle Friendly Town Study;
- Develop options to improve the cycle network in all towns;
- Provide secure cycle parking at key destinations within towns;
- Improve pedestrian connections;
- Review and improve the condition of the footpath network, including lighting;
- Increase the provision of dedicated motorcycle parking;
- Expand the Electric Vehicle Charging Point network;
- Promote the development of travel plans for town centre business and employers. This action includes the development of plans as a priority for this Council, as the largest local employer, and the Kilwinning Campus of Ayrshire College.

2.21 Review Facilities to Ensure Equality of Access and Use

Review and provide, where required, appropriate spaces and facilities for disabled persons and parent and child parking.

2.22 Improve Signage

The provision of effective directional and capacity signage will assist in re-balancing use within towns particularly where some car parks are exceeding capacity whilst others only remain partially full. Effective signage will also help retain visitors who may drive through a town as they cannot locate appropriate parking. Signage that directs visitors from car parks to key destinations within towns will also support visitors and the re-balancing of use. The following actions are proposed:-

- Review directional signage in all towns;
- Provide directional signage that indicates the total number of spaces with car parks, ability to accommodate large vehicles e.g. camper vans, and any duration controls;
- Signage to also indicate privately operated car parks that allow public access;
- Provide dynamic signage where use of car parks is not balanced or subject to seasonal demands i.e. Irvine, Largs and Saltcoats;
- Improve pedestrian signage from car parks to destinations.

2.23 Ensure Car parks are Well Maintained

The Council will manage the condition of its car parks in line with the Roads Asset Management Plan which utilises an extensive inspection regime to ensure that assets are fit for purpose, resources are allocated appropriately and inform future investment programmes.

2.24 Improve Visitor Information

Actions proposed include:-

- The development of web pages that provide information on locations, capacity, facilities etc. of car parks within towns enabling visitors to pre-plan journeys. This information can be enhanced through links to key visitor attractions, events etc;
- The development of a mobile phone 'app' that provides the web based information on the move;
- The provision of visitor information boards in car parks detailing key destinations, routes and other relevant information.

2.25 Increase use of pedestrian routes between car parks and key destinations

In order to support the redistribution of visitors across the numerous car park locations within towns it is essential that pedestrian routes linking car parks to key destinations are clearly marked, of good quality and safe. The following actions are proposed:-

- Improve pathways and lighting between car parks and destinations;
- Provide signage to key destinations;
- Review road crossing points between car parks and destinations;
- Identify pedestrian routes within car parks.

2.26 Improve Safety and Security

Whilst reported crime within car parks remains low it is important to ensure that this is maintained and that they are also perceived as safe and secure environments particularly where users are long-stay, through the following actions:-

- Review lighting, layout, hazards etc. in line with Secure car park Standards;
- Consider the installation of CCTV in main car parks;
- Provide advice through promotional campaigns such as removing items from display when leaving your car.

2.27 Manage Availability of Parking

In some towns it is also necessary to implement direct measures to ensure the provision of an adequate number of parking spaces and that patterns of occupancy and utilisation support town centre activities. Key examples include availability of key town centre spaces required by shoppers and visitors and seasonal demands. The actions to provide these measures include:-

- Work with Private Sector Providers to ensure access to car parks
 - o Increase turnover of spaces through the use of short stay controls (maximum three hour stay) in the following car parks:-
 - o Bridgegate, Irvine;
 - o Kirkgate, Irvine;
 - o Oxenward, Kilwinning;
 - o Vernon Street, Saltcoats.

- Provide Additional Parking Areas:-
 - Review on-street 'no waiting' areas and remove restrictions where they are no longer appropriate;
 - Review layouts of existing car-parks to increase spaces;
 - New car parks within Irvine at East Road and the Railway Station.
- Through planning policy ensure that in conjunction with sustainable travel provisions appropriate parking is provided for new developments;
- Promote seasonal and weekend parking. Examples include Ardrossan Shore Front; Bowencraig, Largs; the Pencil, Largs; weekend and out of term parking at Largs Academy; and weekend use of Cunninghame House, Irvine;
- Support Park and Ride schemes to during key events e.g. Bowencraig, Largs during the Viking Festival.

3. Proposals

- 3.1 That Cabinet approves the actions at 2.17 to 2.27 for inclusion within a draft parking strategy that can be issued for public consultation.

4. Implications

Financial Implications

- 4.1 The 10 year capital plan has made provision to implement a number of actions arising from the strategy. However it will also be necessary to work in partnership with a number of external partners to secure funding to deliver the full range of actions.

Human Resource Implications

- 4.2 There are no human resource implications at this time.

Legal Implications

- 4.3 There are no legal implications at this stage, but legal input will be required in relation to future decisions to alter traffic orders and in the development of local controlling orders in relation to short stay parking.

Equality Implications

- 4.4 The finalised strategy will require the completion of an Equality Impact Assessment. The strategy recognises and proposes actions to ensure provision accords with the Equalities Act 2010.

Environmental Implications

- 4.5 The strategy proposes a number of actions that seek to reduce carbon emissions and improve air quality arising from personal transport.

Implications for Key Priorities

- 4.6 The proposals contribute to a number of key priorities within the Single Outcome Agreement and Council Plan.

5. Consultations

- 5.1 An extensive public consultation process was conducted during September 2013 and included the following.
- on-street surveys and questionnaires;
 - community events in Ardrossan, Brodick, Irvine, Kilbirnie and Largs; and
 - an online questionnaire.
- 5.2 It will be necessary to consult with a number of agencies, businesses and residents upon the draft proposals before consideration of the final strategy.

6. Conclusion

- 6.1 Proposals have been developed for inclusion within a town centre parking strategy for the area. The proposals have been developed by the former Environment and Economy and Employment Policy Boards and the Physical Environment Advisory Panel and have considered information gathered during public consultation, surveys and national legislation, policy and guidance.

A handwritten signature in black ink, appearing to read 'CH', is written over a horizontal line.

CRAIG HATTON
Corporate Director (Development and Environment)

Reference : DL/CH/JA

For further information please contact David Lodge, Supervisory Engineer,
Development Planning on 01294 324744

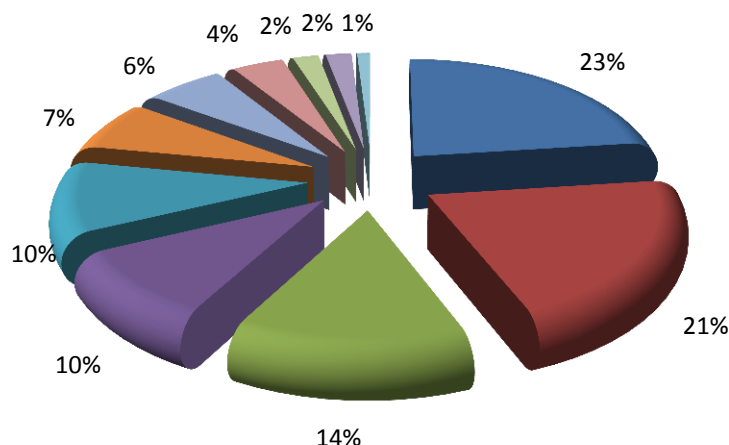
Background Papers

None

APPENDIX A – Consultation and Survey Analysis

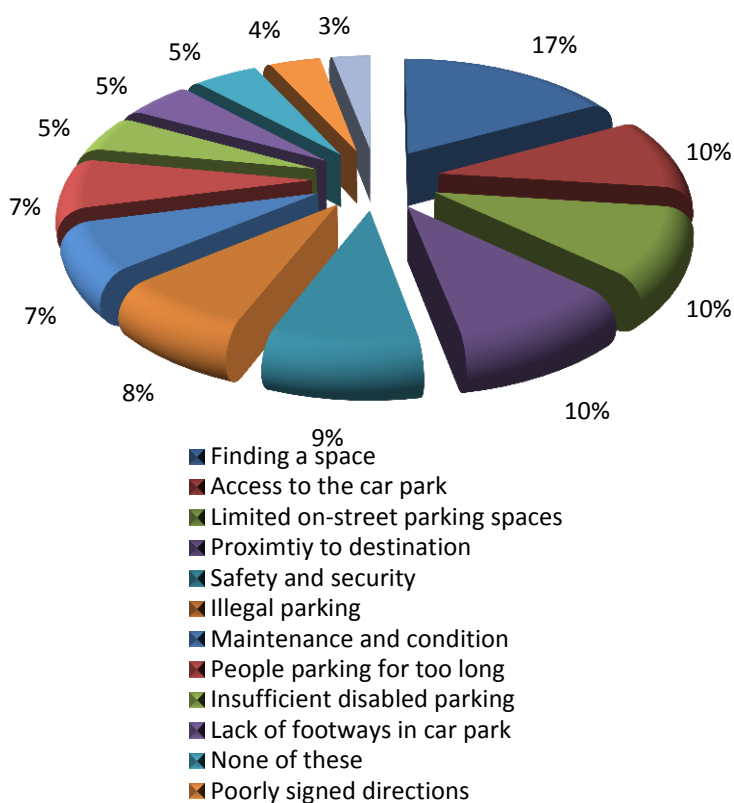
1. Overarching Findings

A total of 1556 questionnaires were completed; of which 1108 were parking questionnaires and 448 were town centre questionnaires.



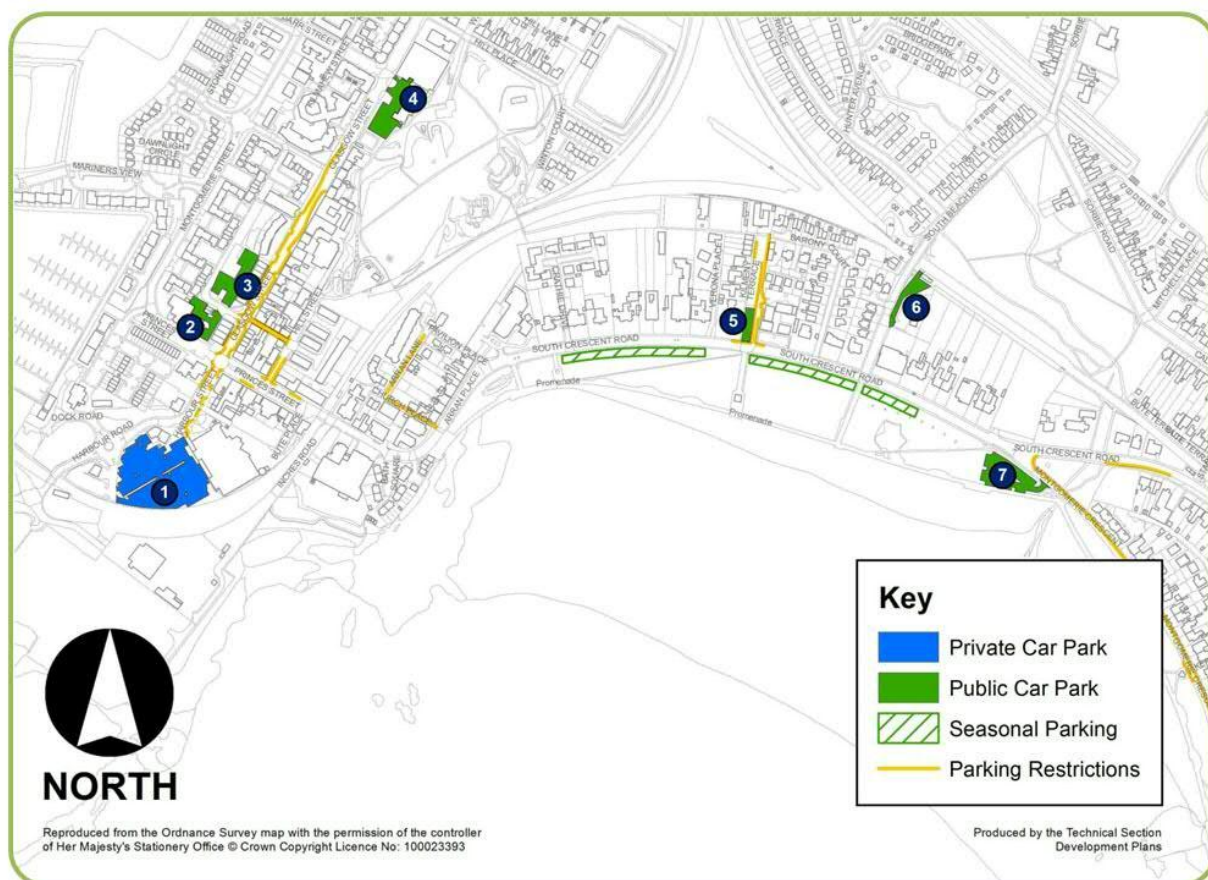
Reasons to Visit Town Centre

Current Car Parking Issues



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2. Ardrossan



There were 37 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	16%
Access to the car park	10%
Illegal parking	10%
Limited on-street parking spaces	10%
People parking for too long	10%
Proximity to destination	9%
Maintenance and condition	8%
None of these	7%
Safety and security	6%
Insufficient disabled parking	4%
Poorly signed directions	4%
Insufficient parent/child parking	3%
Lack of footways in car park	1%

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Off-Street Parking:

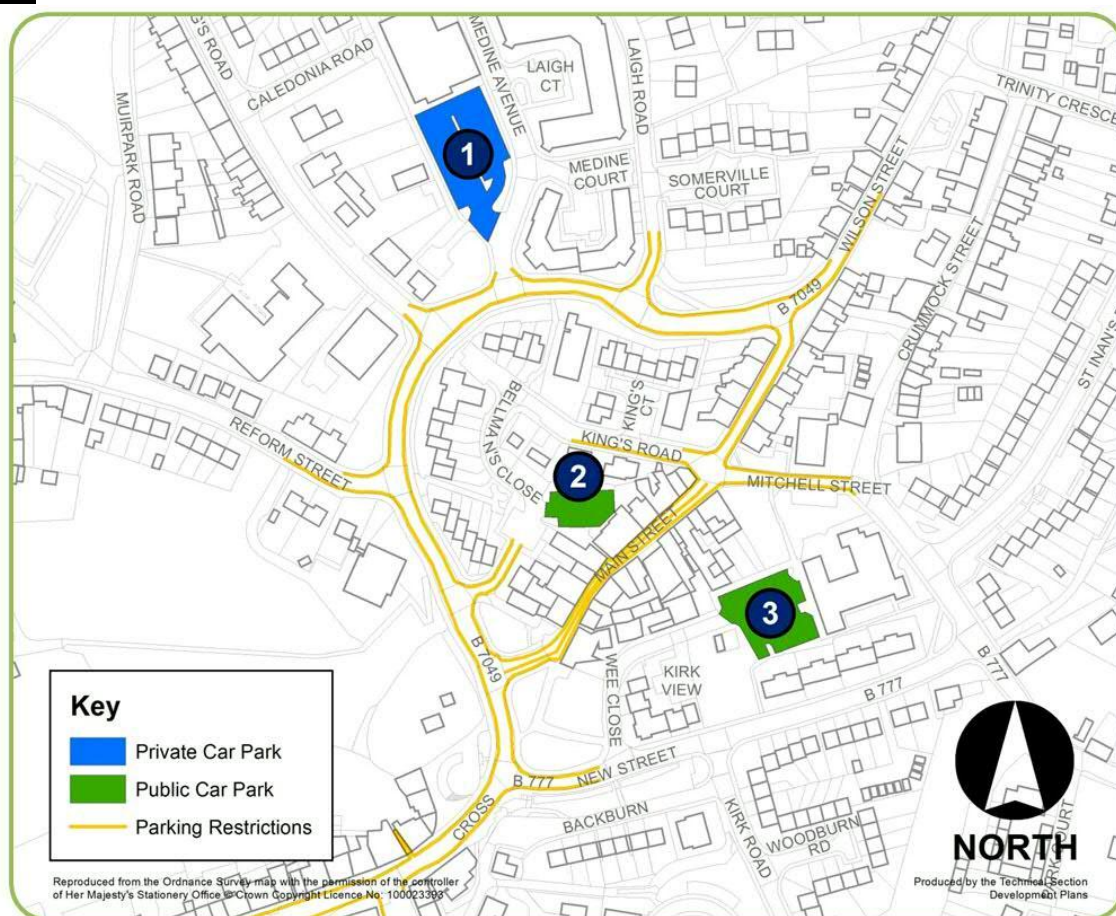
No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Asda Supermarket	246	34	42	3.01	3.71	Private	No
2	Library	<i>Assessed in conjunction with car park 3</i>					Public	No
3	Glasgow Street South	22	106	80	4.2	2.9	Public	No
4	Ardrossan Civic Centre	33	25	0	2.76	0.02	Public	Patrons only
5	Kilmeny Terrace	20	4	42	0.4	4.08	Public	No
6	South Beach Railway Station	25	81	44	6.32	3.46	Private	Rail Passengers only
7	Burn Road	65	12	15	1.07	1.58	Public	No

On-Street Parking:

- Glasgow Street and Princes Street attract the highest number of vehicles
- Well utilised streets; Princes Street has a longer average stay at 3.02hrs compared to Glasgow Street at 1.81hrs
- Spaces closer to the town centre are more heavily occupied; spaces further away are less occupied.

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3. Beith



There were 52 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	17%
Limited on-street parking spaces	15%
Illegal parking	13%
People parking for too long	12%
None of these	12%
Access to the car park	11%
Proximity to destination	7%
Insufficient parent/child parking	4%
Insufficient disabled parking	3%
Poorly signed directions	3%
Maintenance and condition	2%
Lack of footways in car park	1%
Safety and security	1%

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Off-Street Parking:

No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Co-op Store Car Park	58	24	26	1.91	2.11	Private	No
2	Bellman's Close	10	64	54	5.10	4.30	Public	No
3	Wee Close	28	34	30	2.62	3.36	Public	No

On-Street Parking:

- Main on-street parking occurs in Eglinton Street, Main Street, Mitchell Street and Townhead
- Reasonably utilised streets; average stay of 1.5hrs to 2.5hrs during the week.
- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied
- Main Street has no on-street parking but accounts for 79 vehicles during the week and 114 vehicles during the weekend; illegally parked

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4. Brodict



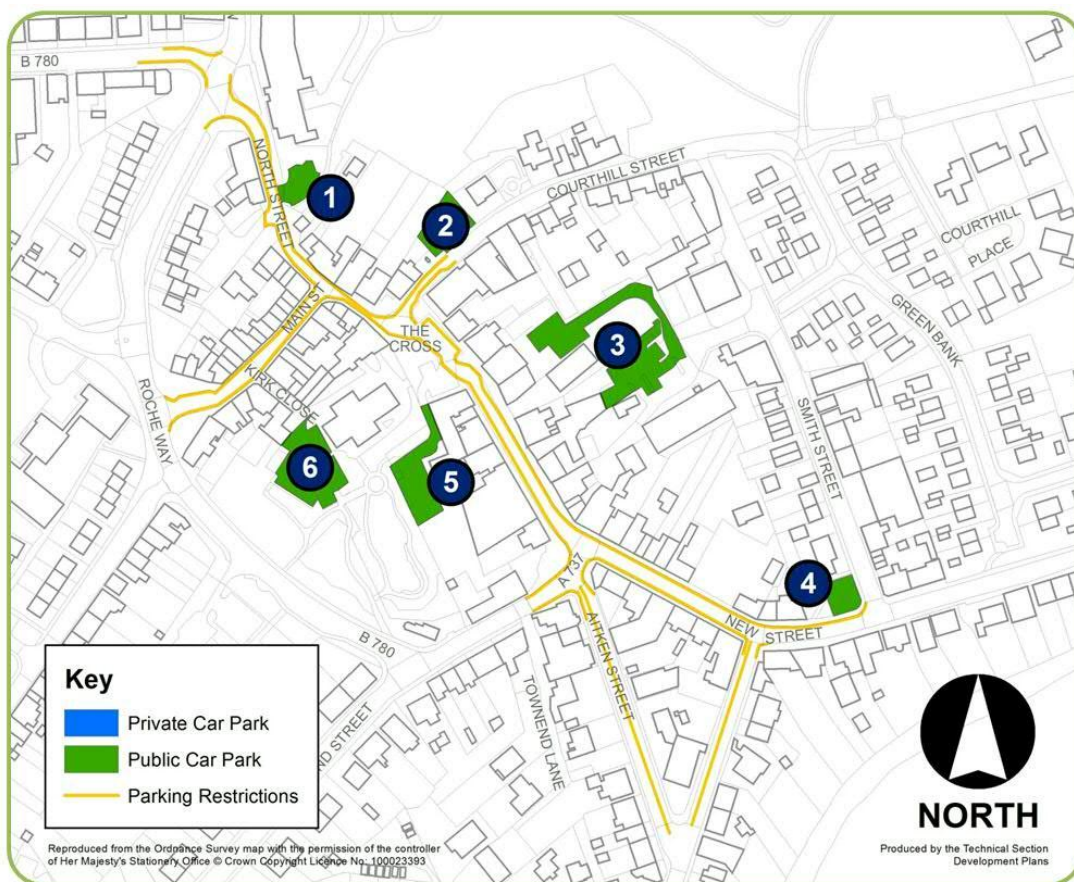
There were 26 responses collected from the interview questionnaires, online surveys and consultation events. No capacity surveys were undertaken.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	19%
Proximity to destination	16%
Safety and security	13%
Access to the car park	12%
People parking for too long	10%
Limited on-street parking spaces	7%
None of these	7%
Illegal parking	6%
Maintenance and condition	3%
Poorly signed directions	3%
Insufficient disabled parking	2%
Insufficient parent/child parking	2%
Lack of footways in car park	2%

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5. Dalry



There were 25 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	19%
Limited on-street parking spaces	19%
Safety and security	13%
People parking for too long	12%
Maintenance and condition	9%
Proximity to destination	9%
Illegal parking	5%
Access to the car park	3%
Insufficient disabled parking	3%
Insufficient parent/child parking	3%
Poorly signed directions	3%
Lack of footways in car park	2%
None of these	1%

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Off-Street Parking:

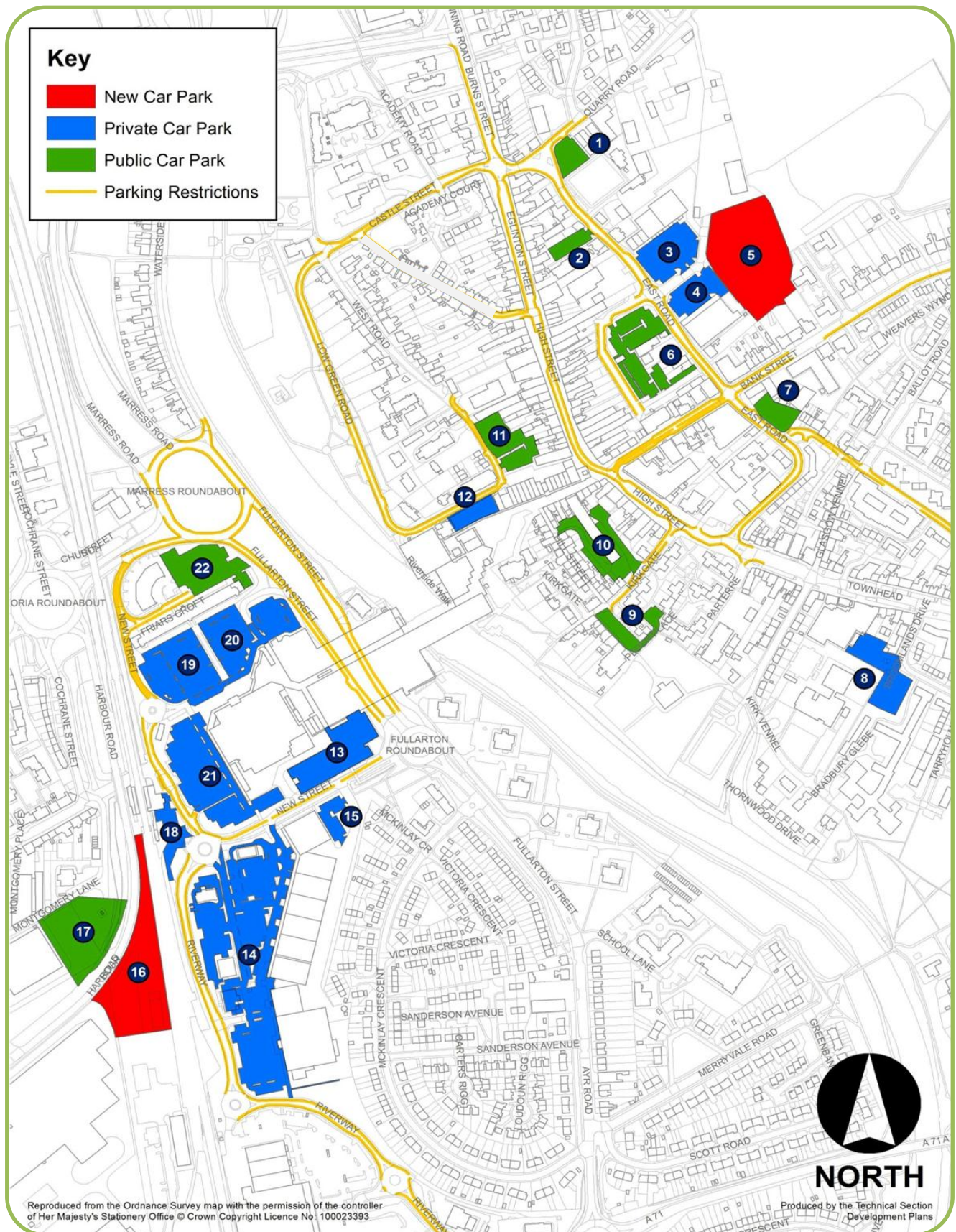
No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	North Street	9	28	29	2.28	2.33	Public	No
2	Courthill Street	16	66	45	5.28	3.59	Public	No
3	Smith Street	40	35	8	2.76	0.60	Public	No
4	Smith Street	12	56	56	4.46	4.46	Public	No
5	Behind North Street	15	19	43	1.53	3.43	Public	No
6	Kirk Close	32	50	40	4.02	3.17	Public	No

On-Street Parking:

- Main on-street parking occurs in Aitken Street, Main Street and North Street
- Main Street is heavily utilised, North Street and Aitken Street reasonably well utilised
- Average stay on Main Street and North Street are approximately 1hr whereas Aitken Street is 3.93hrs
- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied

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6. Irvine



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During the interview questionnaires Irvine was split into East and West due to the utilisation surveys indicating that there was an imbalance in the towns parking requirements. There were 137 responses collected from the interview questionnaires on the East and 254 responses on the West, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	East	West
Finding a space	21%	15%
Proximity to destination	13%	7%
Safety and security	12%	10%
Access to the car park	9%	7%
Limited on-street parking spaces	7%	7%
Maintenance and condition	7%	9%
Illegal parking	6%	8%
Insufficient disabled parking	5%	6%
Insufficient parent/child parking	5%	4%
People parking for too long	5%	4%
Lack of footways in car park	4%	12%
Poorly signed directions	3%	4%
None of these	3%	8%

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Off-Street Parking:

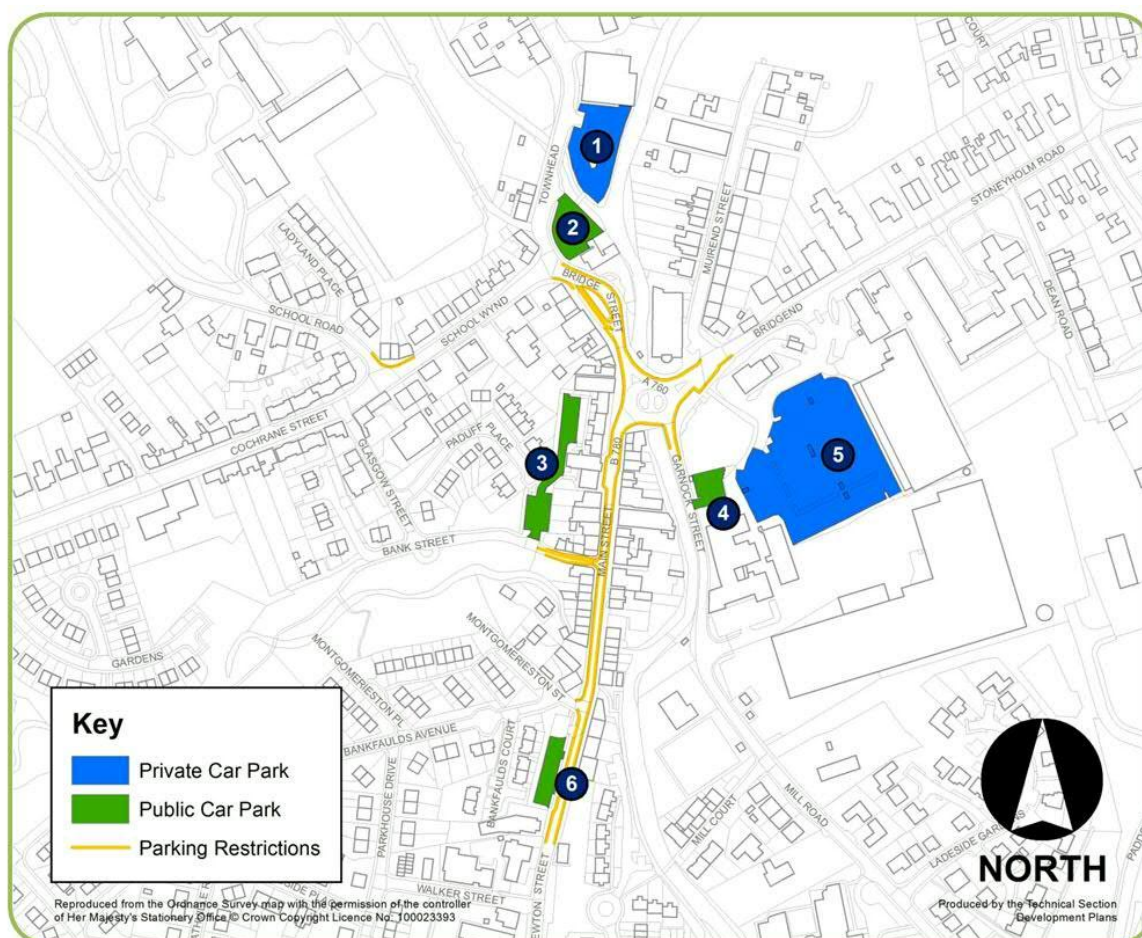
No	Location	No of Spaces	Average Occupancy (%)		Average ** Utilisation (hrs)		Owner ship	Time Restriction
			Week day	Week end	Week day	Week end		
1	Quarry Road	36	63	24	5.06	1.94	Public	No
2	East Road North	34	89	35	7.13	2.79	Public	No
3	East Road Retail Park A	100	39	37	2.94	2.78	Private	Max stay 3hrs
4	East Road Retail Park B (Aldi)	71	34	31	2.55	2.41	Private	Max stay 1.5hrs
5	Proposed Long Stay	129	-	-			Public	No
6	East Service Road	164	96	70	7.66	5.64	Public	No
7	East Road South	33	102	71	6.75	5.22	Public	Leisure centre patrons only
8	Broomlands Drive	111	66	9	2.14	0.7	Private	Patrons only
9	Peden Place	25	130	88	5.77	4.78	Public	No
10	Kirkgate	106	86	56	6.85	4.38	Public	No
11	Bridgegate	113	93	68	7.41	5.42	Public	No
12	Rivergate Underground	-	-	-			Private	Not in use
13	Rivergate Multi-storey	409	36	37	2.86	2.94	Private	Max stay 3hrs or £1 for all day
14	Riverway Retail Park A	519	27	42	2.17	3.38	Private	Max stay 3hrs
15	Riverway Retail Park B	38	13	26	1.95	2.28	Private	Max stay 3hrs
16	Park and Ride	70 (140)*	-	-			Public	Rail passengers only
17	Maritime Museum	163	62	8	5.31	1.22	Public	No
18	Irvine Railway Station	33	101	100	7.61	7.33	Public	Rail passengers only
19	Rivergate A	311	58	72	4.67	5.64	Private	Max stay 3hrs
20	Rivergate B	62	68	81	5.33	6.05	Private	Max stay 3hrs
21	Rivergate C	276	34	45	2.75	3.64	Private	Max stay 3hrs
22	Cunninghame House	187	92	5	7.17	0.39	Public	For staff only

On-Street Parking:

- Spaces closer to the town centre are more heavily occupied whereas on the same street spaces further from the town centre are less occupied
- Biggest change in parking behaviour between weekday and weekend are on Cochrane Street and Montgomery Street (West)
- Main on-street parking occurs in Bank Street, East Road, Townhead and Low Green Road (East)
- Reasonably utilised streets; average stay of between 1.5hrs and 2.5hrs

APPENDIX A – Consultation and Survey Analysis

7. Kilbirnie



There were 63 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
None of these	33%
Limited on-street parking spaces	16%
Finding a space	8%
Safety and security	8%
Maintenance and condition	7%
Illegal parking	6%
Lack of footways in car park	6%
People parking for too long	5%
Proximity to destination	5%
Access to the car park	2%
Insufficient parent/child parking	2%
Insufficient disabled parking	1%
Poorly signed directions	1%

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Off-Street Parking:

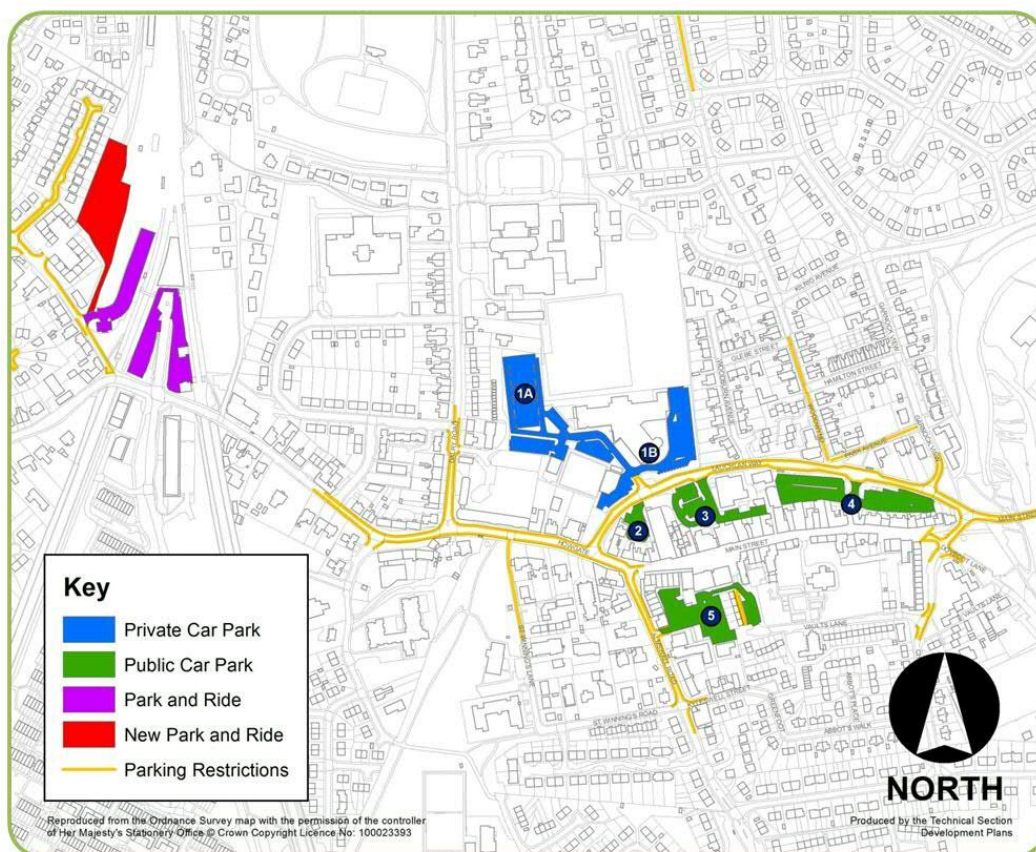
No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Townhead (closed)	-	-	-	-	-	Private	Closed
2	Townhead	26	39	37	3.10	2.98	Public	No
3	Bank Street	30	66	27	5.27	2.13	Public	No
4	Garnock Street	52	21	9	1.71	0.73	Public	No
5	Supermarket	278	25	35	2.01	2.77	Private	No
6	Newton Street	24	47	59	3.77	4.38	Public	No

On-Street Parking:

- Number of cars parking on street both during the weekday and weekend is very low
- Main on-street parking occurs in Main Street and Muirend Street
- Illegal parking causing “bottlenecks”

APPENDIX A – Consultation and Survey Analysis

8. Kilwinning



There were 62 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	23%
Lack of footways in car park	12%
None of these	12%
Insufficient disabled parking	9%
Maintenance and condition	9%
Safety and security	9%
Illegal parking	6%
Proximity to destination	6%
Limited on-street parking spaces	4%
Access to the car park	3%
People parking for too long	3%
Insufficient parent/child parking	2%
Poorly signed directions	2%

APPENDIX A – Consultation and Survey Analysis

Off-Street Parking:

No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	James Watt College A	149	112	-	6.63	-	Private	No
	James Watt College B	139	83	8	6.47	0.66	Private	No
2	Oxenward Surgery	No Data					Public	No
3	Oxenward	35	95	75	7.42	5.69	Public	No
4	Woodwynd	94	70	61	5.57	4.28	Public	No
5	Almswell Road/Abbeygate	88	104	60	6.05	3.49	Public	No

On-Street Parking:

- Parking on-street is low
- Parking occurs on Vaults Lane/Abbeygate and Almswell Road

APPENDIX A – Consultation and Survey Analysis

9. Largs



APPENDIX A – Consultation and Survey Analysis

There were 172 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	19%
Limited on-street parking spaces	13%
Access to the car park	12%
Proximity to destination	12%
Safety and security	11%
Illegal parking	10%
People parking for too long	7%
Poorly signed directions	4%
Insufficient disabled parking	3%
Insufficient parent/child parking	3%
Lack of footways in car park	3%
Maintenance and condition	3%
None of these	1%

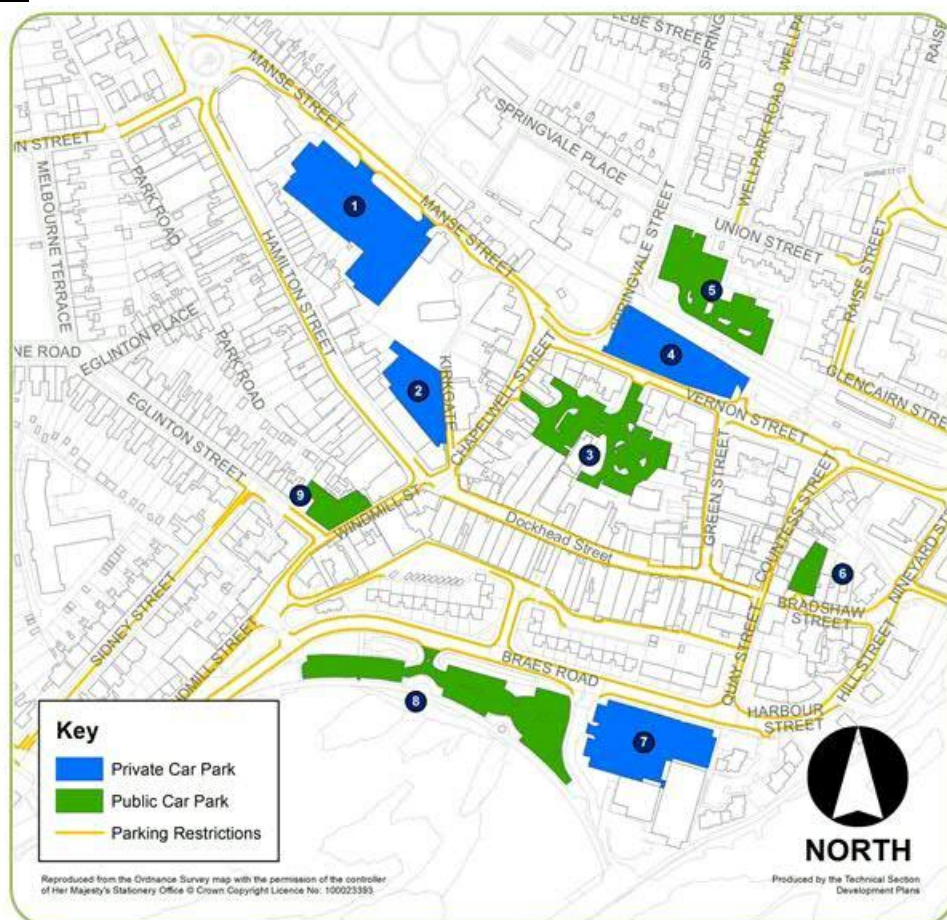
Off-Street Parking:

No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Vikings Centre	121	21	39	1.65	3.11	Public	No
2	Brooksby Resource Centre	113	55	28	4.39	2.28	Public	Patrons only
3	Shorefront	138	62	76	4.99	5.86	Public	No
4	Gateside Street	68	97	98	7.03	7.23	Public	No
5	Largs Academy	-	-	-	-	-	Public	No
6	Main Street	44	33	65	2.55	3.90	Private	No
7	Supermarket	215	57	69	4.54	5.54	Private	xxhrs

On-Street Parking:

- Parking on-street is very high
- On-street parking occurring on most streets
- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied
- Large volume of cars are parking illegally
- Cars parked on street during weekdays demonstrate commuter parking
- Most of the streets are well utilised but, with the exception of Main Street, have limited turnover of spaces.

10. Saltcoats



There were 161 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	14%
Access to the car park	12%
Illegal parking	10%
Maintenance and condition	10%
Safety and security	9%
Proximity to destination	8%
Limited on-street parking spaces	7%
Insufficient disabled parking	6%
Poorly signed directions	6%
Insufficient parent/child parking	5%
Lack of footways in car park	5%
People parking for too long	5%
None of these	1%

APPENDIX A – Consultation and Survey Analysis

Off-Street Parking:

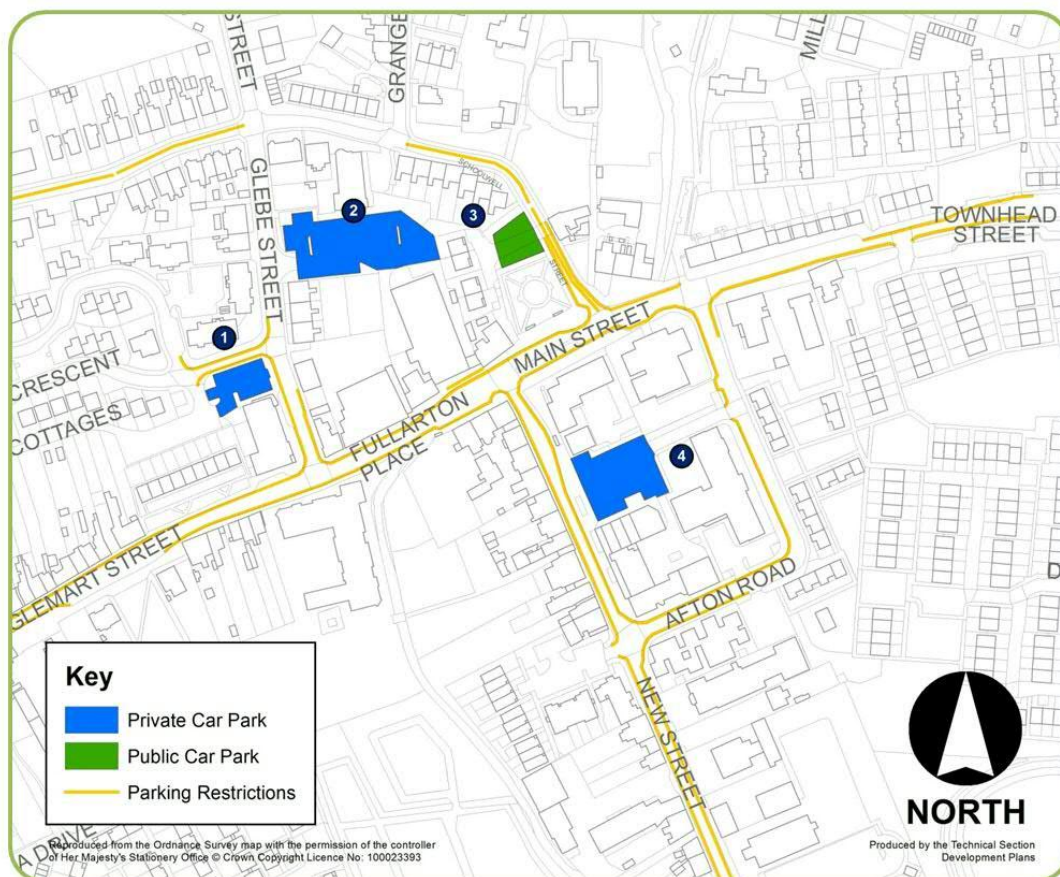
No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Manse Street Supermarket	No data					Private	xxhrs
2	Kirkgate **	60**	66	-	5.99	-	Private	No
3	Vernon Street South	93	141	105	6.75	4.87	Public	No
4	Vernon Street North	106	20	15	1.57	1.22	Private	No
5	Union Street	92	48	15	3.88	1.21	Public	No
6	Bradshaw Street	23**	82	69	6.54	5.50	Public	No
7	The Braes (Supermarket)	133	57	56	4.55	4.45	Private	xxhrs
8	The Braes	156	51	49	3.91	3.87	Public	No
9	Windmill Street	32**	61	81	4.89	6.47	Private	No

On-Street Parking:

- Parking on-street is very high
- On-street parking occurring on most streets
- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied
- Dockhead Place and Chapelwell Street; are over capacity for percentage occupancy
- Dockhead Place has limited parking availability; cars are observed to be illegally parked
- Most of the streets are well utilised but average stay is over 1hr resulting in limited turnover of spaces.

APPENDIX A – Consultation and Survey Analysis

11. Stevenston



There were 63 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Finding a space	19%
Access to the car park	17%
Limited on-street parking spaces	16%
People parking for too long	11%
Proximity to destination	10%
Safety and security	8%
Maintenance and condition	6%
Insufficient disabled parking	5%
Illegal parking	3%
Poorly signed directions	3%
Lack of footways in car park	2%
Insufficient parent/child parking	1%
None of these	1%

APPENDIX A – Consultation and Survey Analysis

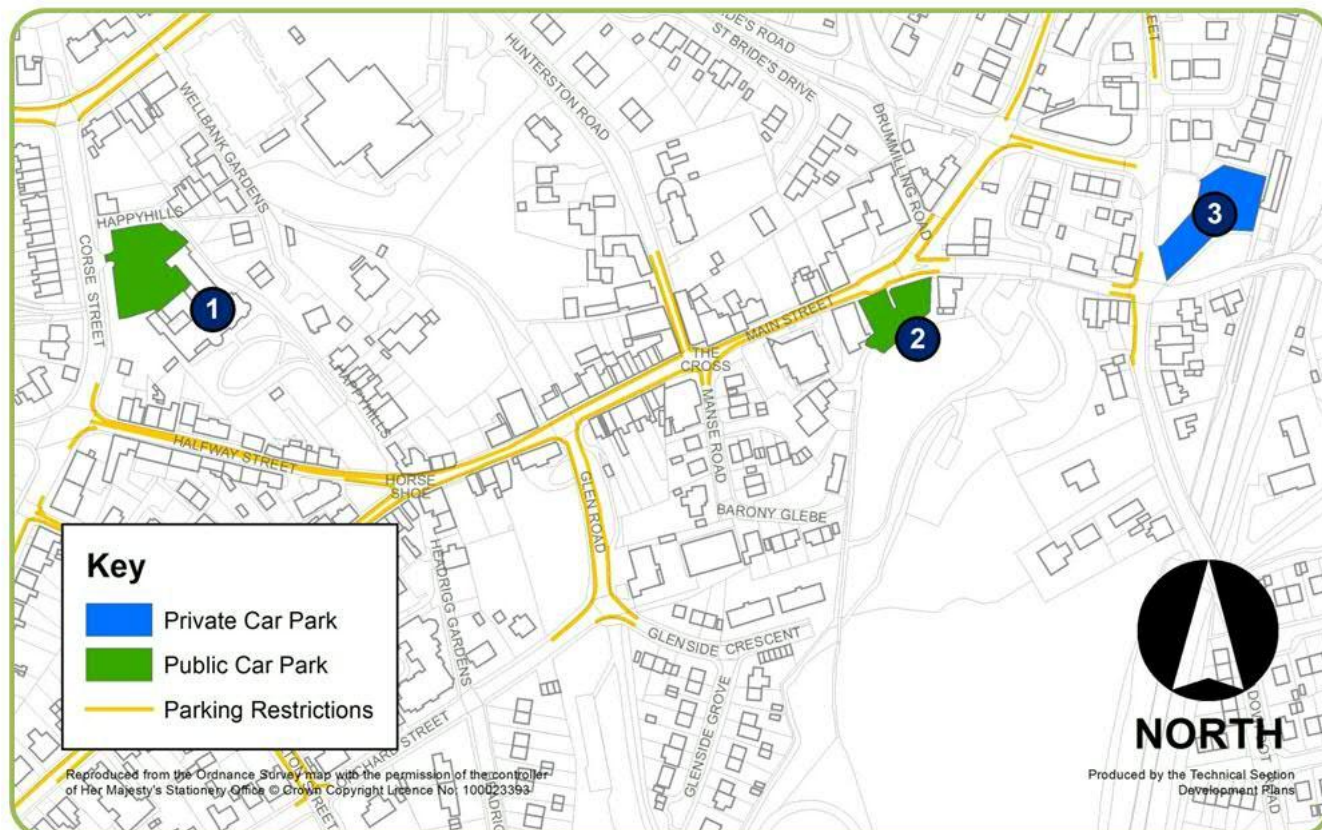
Off-Street Parking:

No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Glebe Street	15**	30	10	2.41	0.78	Private	No
2	Glebe St (Supermarket)	-	-	-	-	-	Private	Closed
3	Schoolwell Street	15	57	49	4.57	3.90	Public	No
4	Afton Road	69***	89	29	6.04	1.98	Public	No

On-Street Parking:

- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied
- New Street utilisation falls dramatically at weekends suggesting cars may only be parked for short periods at weekends as opposed to being parked for the entire day midweek.

12. West Kilbride



There were 56 responses collected from the interview questionnaires, online surveys and consultation events.

When asked to assess the current issues with car parking within the local area, out the possible responses, the concerns were;

Concern	Percentage
Access to the car park	20%
Finding a space	19%
Limited on-street parking spaces	18%
Proximity to destination	18%
People parking for too long	17%
Insufficient disabled parking	2%
Safety and security	2%
Illegal parking	1%
Poorly signed directions	1%
Insufficient parent/child parking	0%
Lack of footways in car park	0%
Maintenance and condition	0%
None of these	0%

APPENDIX A – Consultation and Survey Analysis

Off-Street Parking:

No	Location	No of Spaces	Average Occupancy (%)		Average * Utilisation (hrs)		Owner	Time Restriction
			Week day	Week end	Week day	Week end		
1	Community Centre	37	63	17	4.46	1.19	Public	No
2	Main Street	21	33	66	2.67	4.13	Public	No
3	Railway Station	32	66	67	4.55	4.61	Public	No

On-Street Parking:

- Spaces closer to the town centre are more heavily occupied, spaces further away are less occupied
- On street parking is relatively high in comparison to the other areas
- Main Street does have cars parking regularly however there are no designated parking areas
- Alton Street, Glen Road and Ritchie Street; highest average occupancy
- More users come to the area at the weekend to use facilities

NORTH AYRSHIRE COUNCIL

Agenda Item 10

25 March 2014

Cabinet

Subject: **Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019**

Purpose: To seek approval of the Litter, Flytipping and Dog Fouling Prevention Strategy 2014 – 2019.

Recommendation: That the Cabinet approves the Litter, Flytipping and Dog Fouling Prevention Strategy 2014 – 2019 and associated actions contained therein.

1. Introduction

- 1.1 It is widely accepted that a well maintained, litter free and appealing local environment can help attract increased visitor numbers and increased business investment to an area. The protection and maintenance of the local environment can therefore play a significant role in contributing to the regeneration of North Ayrshire and play a key role in promoting “North Ayrshire – The Place to be”.
- 1.2 The removal of litter, flytipping and dog fouling incurs significant direct financial costs to the Council. By altering service demand and achieving a reduction in the incidence of littering, flytipping and dog fouling through a robust prevention strategy the Council will ensure maximum effectiveness in the use of its resources.
- 1.3 By tackling litter, flytipping and dog fouling in a coordinated and targeted way through a combination of preventative measures aimed at discouraging environmental crime and incivility, the local area will be protected and enhanced thereby providing an attractive and appealing environment for people to live in, to visit and to conduct business in.
- 1.4 In June 2013, the Cabinet Secretary for Rural Affairs and the Environment launched a consultation on a proposed National Litter Strategy and proposed Marine Litter Strategy designed to take forward the Scottish Government commitment to tackling litter and flytipping and to reduce marine litter by 2020.

- 1.5 The consultations outlined a package of measures aimed at challenging individuals who litter and flytip, whilst supporting those who already dispose of their waste responsibly. The consultation on both strategies ran until 27 September 2013 and the Cabinet approved the Council's supportive response at its meeting on 10 September 2013.
- 1.6 Feedback from the consultation exercise has now been analysed by the Scottish Government and Zero Waste Scotland and the results, together with comprehensive research, has helped inform the proposed Litter, Flytipping and Dog Fouling Prevention Strategy 2014 – 2019 for North Ayrshire.

2. Current Position

- 2.1 During 2011, and after a comprehensive review of Grounds Maintenance and Street Cleansing service delivery arrangements, a new modernised Streetscene approach to environmental maintenance was introduced throughout North Ayrshire. This signified a move away from traditional stand-alone frontline services to a more integrated and flexible Streetscene Operation.
- 2.2 The Streetscene approach has achieved desired improvements in street cleanliness standards, improved service productivity and achieved significant service efficiencies and has provided a robust set of building blocks to deliver on protecting, maintaining and enhancing the local environment.
- 2.3 The effectiveness of street cleaning operations is measured using the Local Environmental Audit Management System (LEAMS) which in turn informs the Solace Indicator - Street Cleanliness Index. Since its introduction as a measure of performance in 2003/04, North Ayrshire Council has consistently achieved Street Cleanliness Index ratings above the acceptable standard of cleanliness score of 67. The level of cleanliness in North Ayrshire remained constant during 2009/10 and 2010/11 with a score of 73. With the introduction of the Streetscene approach the cleanliness rating of 74 was achieved during 2011/2012 and then again improved upon for 2012/2013 ensuring the current levels of cleanliness, with a score of 75, are amongst the highest ever achieved by North Ayrshire.

- 2.4 The monitoring of operational performance provided by Streetscene Operations is managed through the Streetscene Strategy arm of the Service. The Streetscene Strategy Team consists of Streetscene Officers who play a key role in the management of environmental crime through education, enabling and enforcement activities with regards to litter, flytipping and dog fouling. The Streetscene Strategy Team also analyse data and information gathered from a number of sources including the Council's Lagan system which is used to map and record "hot spot" areas for littering, flytipping and dog fouling issues. It is widely recognised that "litter begets litter" which can also be said for dog fouling and flytipping. This information is therefore utilised in targeting Streetscene Operations to maximise productivity and efficiency and as part of a proactive operational response.
- 2.5 Notwithstanding the positive impact of the Streetscene approach, local research as part of the Household Survey 2013, the NAC Tenants Participation Survey 2013 and from information retrieved recently by Police Scotland during a consultation of local residents, confirms that litter, flytipping and dog fouling issues continue to cause community concerns. This is further confirmed by information received at community meetings and from data recorded on the Council's Lagan system and analysed in relation to service requests. There is significant local community awareness and appetite for a strengthened approach to preventing environmental crimes such as littering, flytipping and dog fouling.
- 2.6 When specifically considering dog fouling, National research on attitudes carried out by Keep Scotland Beautiful (KSB) identified that 69% of people regarded the presence of dog fouling on Scotland's streets, parks and beaches as the issue causing most concern. These findings are also supported locally by information received from residents through the aforementioned communication channels and research.
- 2.7 The Council through its Streetscene Services is also responsible for maintaining the cleanliness of beaches within its ownership. North Ayrshire has a significant coastline which plays a significant role in the area's tourism offering. Coastal and marine litter includes items found on the beach or at the coast, whether washed up or left behind as a result of human activity. The Marine Conservation Society recorded in its latest survey almost 1,700 items (mostly plastic) litter affecting every kilometre of Scotland's coastline. North Ayrshire has 210 kilometres of coastline.

- 2.8 Whilst direct intervention from Streetscene Operations, complemented by support actions carried out by the Streetscene Strategy Team, has led to improvements in cleanliness of our urban and rural environs, it is recognised that if further improvements are to be achieved, there is a need to galvanise these existing arrangements into a more strategic and coordinated approach. There is also a need to strengthen enforcement arrangements as a key measure to preventing litter, flytipping and dog fouling.
- 2.9 A number of the issues identified through the Scottish Government's consultation on litter are consistent with those experienced locally. The direct cost of managing litter, flytipping and dog fouling by local authorities annually in Scotland is estimated to be £53 million of which £45 million is spent on clearance and £6.5 million on enforcement with approximately £0.85 million on education and awareness. North Ayrshire currently spends over £3 million per annum on clearing litter and flytipping.
- 2.10 The development of the National litter strategy will evolve over time building into what will become a comprehensive and structured approach to achieving a reduction in litter throughout Scotland by 2020. The National strategy however is at an embryonic stage and although issues emerging from the consultation have been identified, the development of any actions have been limited thus far to an increase in levels of Fixed Penalty Notices (FPNs). The FPNs for Litter and Flytipping will be increased as of the 1 April 2014 to £80 and £200 respectively.
- 2.11 In developing a Litter, Flytipping and Dog Fouling Prevention Strategy for North Ayrshire it is recognised that whilst physical intervention is needed to deliver a cleaner environment more could be gained by enabling a culture where it is not acceptable to drop litter, flytip or not to clean up after your dog. To achieve this cultural shift there is a need to engage with residents, community groups and local businesses to develop and support a number of actions.
- 2.12 The prevention strategy has been informed by the outcomes from the Scottish Government Consultation and work carried out as part of the Council's Change Programme during 2013 on Environmental Crime – Changing Culture & Altering Service Demand. The proposed litter, flytipping and dog fouling prevention strategy attached at appendix 1 aims, through series of actions and tasks, to manage demand for the service and encourage positive behavioural change.

2.13 The aims of the strategy are to:

- change people's hearts and minds with regards to littering, flytipping and dog fouling
- encourage a social contract with communities whereby we "All do our bit to protect and enhance the local environment" and highlight that litter, flytipping and dog fouling are socially unacceptable
- shift the emphasis from clean-up to prevention
- introduce a zero tolerance to litter, flytipping and dog fouling
- ensure a coordinated, best practice approach to litter, flytipping and dog fouling prevention and management throughout North Ayrshire

2.14 In recognising the significant impact of a number of complementary activities, the strategy has been formed around a three themed approach to prevent and manage the reduction of litter, flytipping and dog fouling through the following: Educate, Enable and Enforce.

2.15 Education – effective education is a powerful tool for achieving long-term behavioural change within a community. Well developed and integrated education programmes combined with support for community empowerment, promotional material and media support can engage communities and encourage ownership, leadership and instil civic pride. Complemented by awareness raising activities including promotional campaigns and effective communications, a strategic approach to educational activities is a key and fundamental part of this strategy. Key actions during the implementation of the strategy will include:

- Liaise with Education & Skills to further develop and carry out a litter awareness programme for Nursery, Primary & Secondary Schools and develop a litter, flytipping and dog fouling awareness kit that contains information appropriate for all levels of the education system
- Extend LEAMS into all Primary Schools and Secondary Schools in North Ayrshire
- Maintain community awareness of "Don't Waste North Ayrshire" through advertising and promotional activities
- Continue to work with Keep Scotland Beautiful and other national agencies to ensure national campaigns are reflected locally

- Organise open days in partnership with dog owners & vets to promote responsible dog ownership and produce and distribute a Responsible Dog Owners guidance leaflet
- Promote the use of the Council's Report It App and other communication channels to encourage communities to report incidences and perpetrators of littering, flytipping and dog fouling
- Develop and carry out information campaigns to complement enforcement activities by publicising enforcement outcomes
- Develop and implement the Streetscene brand to raise awareness and profile of operational provision throughout the community

2.16 Enable – A key element of the litter, flytipping and dog fouling prevention strategy is to provide the right tools to ensure easily accessible litter and waste disposal facilities are available for use. Public spaces that are well maintained with effective Streetscene operations and regular street sweeping together with the provision of litter and dog waste bins discourages littering behaviour. An additional aspect of enabling communities is to support and encourage community involvement in clean up events and in looking after their area. There is a healthy appetite amongst the communities in North Ayrshire to contribute to protecting and enhancing the local environment. Key actions during the implementation of the strategy will include:

- Develop, encourage and support an annual community clean-up programme
- Continue to develop and maintain a database of volunteer groups and individuals keen to participate in community clean up events by contacting community groups, businesses and schools who have previously participated in Keep Scotland Beautiful Clean Ups to continue their support for further events
- Support the Clean Up programme for beaches through Keep Scotland Beautiful and the Marine Conservation Society
- Continue to develop partnership working and support the Ayrshire Litter Volunteer Network approach and promote community led litter control and litter free zones
- Develop and promote a scheme for recognising, encouraging and rewarding best practice
- Develop a litter and dog waste bin policy to ensure effective resources are provided for the disposal of litter and dog waste

2.17 Enforcement – Legislation is in place giving powers to the local authority to take action against individuals and businesses that litter. Powers are also provided to declare litter control areas and to ensure areas are cleaned up. Fixed Penalty Notices (FPNs) can be issued by the local authority, or on behalf of the local authority, or the Police for littering, flytipping and dog fouling. Streetscene services work with the Police and participate in the Multi-Agency Task Force Environmental Visual Audits which are fundamental to ensuring a multi partner approach to addressing the issues of litter, flytipping and dog fouling within communities. Enforcement is recognised as a key strand of an effective litter, dog fouling and flytipping prevention strategy to discourage these environmental crimes. Key actions during the implementation of the strategy will include:

- Review, evaluate and strengthen arrangements for collecting and payment of FPNs including engaging with the Procurator Fiscal's Office with regards enforcement of non-payment of FPNs
- Pilot the use of an external agency to conduct high visibility patrols to issue FPNs for litter and dog fouling and evaluate the pilot enforcement exercise to determine and implement appropriate enhanced enforcement arrangements
- Investigate options for dealing with motorists who drop litter from their vehicle with Police Scotland
- Increase the capacity to patrol and issue FPNs through strengthened joint working arrangements between Streetscene and other Services and partners
- Carry out a comprehensive review of all enforcement powers available to develop appropriate enforcement arrangements with services including Environmental Health/Trading Standards and partners to strengthen the use of Litter Control Areas, Litter Abatement Notices and Street Litter Control Notices.

3. Proposals

3.1 The Cabinet is asked to approve the attached Litter, Flytipping and Dog Fouling Prevention Strategy 2014 - 2019.

4. Implications

Financial Implications

4.1 The key themes and actions arising from the strategy will be actioned and developed within available budgets.

Human Resource Implications

- 4.2 There is a need to strengthen enforcement capacity and it is envisaged in the short term this will be met by using some additional resources available external to the Council.

Legal Implications

- 4.3 The change in the level of penalty for litter and flytipping Fixed Penalty Notices will be implemented as part of the strategy.

Equality Implications

- 4.4 An equality impact assessment has been carried out.

Environmental Implications

- 4.5 The proposals and actions contained within the strategy will help reduce the incidents of environmental crime which will secure environmental improvements.

Implications for Key Priorities

- 4.6 The improvements that will take place will contribute towards the delivery of some of the Council's core objectives, including:
- Regeneration
 - Improving Services

5. Consultations

- 5.1 The general principles contained within the strategy have been considered by the Physical Environment Advisory Panel. Consultation has taken place with the Scottish Government, Zero Waste Scotland and Keep Scotland Beautiful.

6. Conclusion

- 6.1 The Litter, Flytipping and Dog Fouling Prevention Strategy 2014-2019 contains a number of positive actions designed to lessen the impact on our environment caused by litter, flytipping and dog fouling. By tackling litter, flytipping and dog fouling in a coordinated and targeted way through a combination of preventative measures aimed at discouraging environmental crime and incivility, the local area will be protected and enhanced thereby providing an attractive and appealing environment for people to live in, to visit and to conduct business in.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : RM/DW/JA

For further information please contact Donald Wilson, Streetscene Manager,
Environment & Related Services on 01294 225235

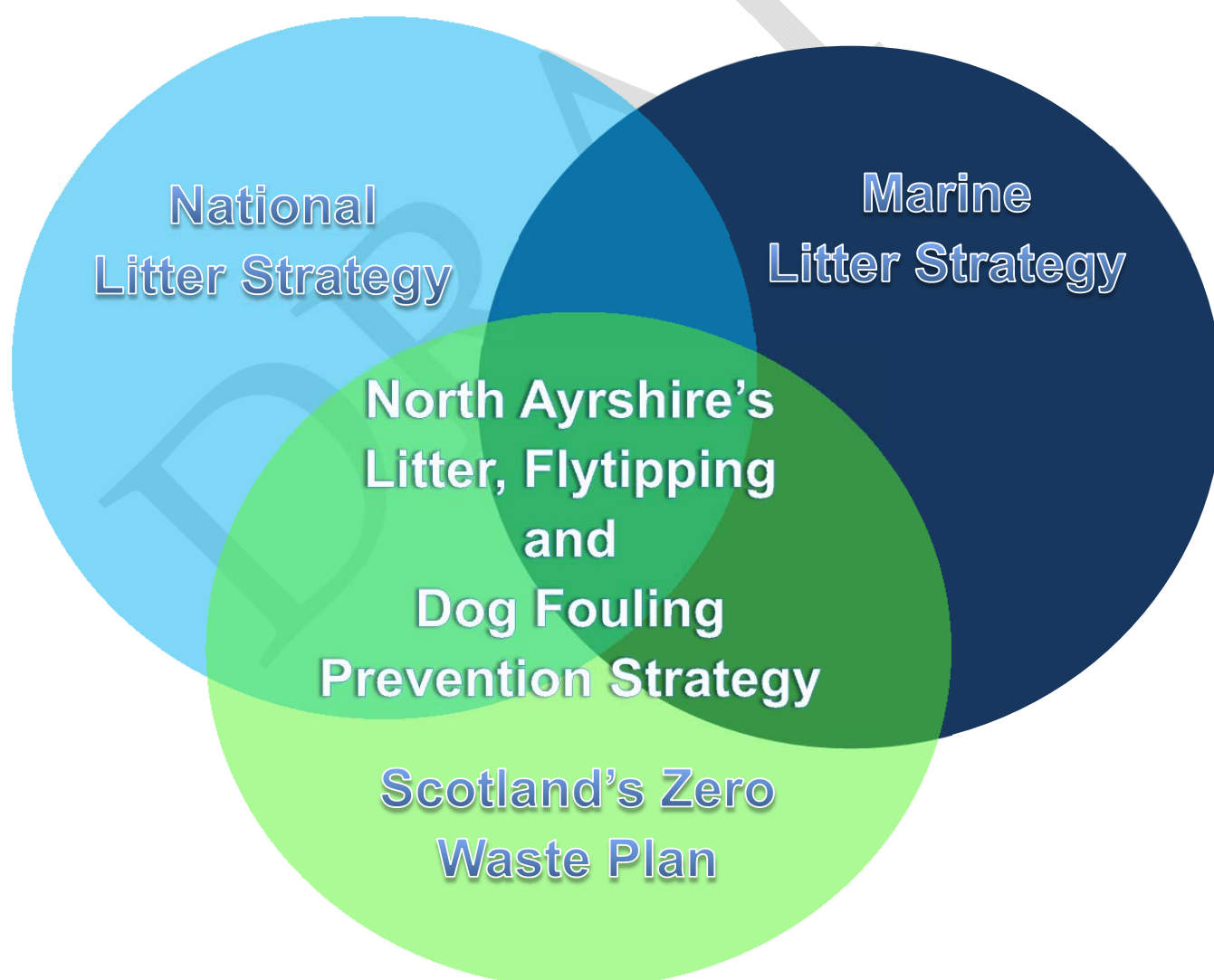
Background Papers

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NORTH AYRSHIRE COUNCIL

“Don’t Waste North Ayrshire”



1.1 Introduction

The protection and enhancement of the natural and built environment is a significant contributor to the successful regeneration of North Ayrshire and plays a key role in promoting “North Ayrshire – The Place To Be”.

Tackling litter, flytipping and dog fouling in a coordinated and targeted way, achieved through a combination of measures aimed at instilling a civic pride in the area and changing the hearts and minds of residents and visitors alike, will play an integral role in achieving a clean well maintained environment. This in turn can contribute to, and influence, the success of regeneration initiatives by helping attract increased visitor numbers and increased business investment in the area.

The removal of litter, flytipping and dog fouling also incurs significant direct financial costs to the Council. By discouraging environmental crime and incivility, and thereby altering service demand through the development and implementation of a robust prevention strategy, the Council will ensure maximum effectiveness in the use of its resources.

In recognising the importance of these factors, North Ayrshire Council has developed its Litter, Flytipping and Dog Fouling Prevention Strategy 2014 – 2019 “Don’t Waste North Ayrshire”.

1.2 Background

In 2013 the Scottish Government consulted on two proposed national strategies on the prevention and control of Litter & Marine Litter. Both of these intended strategies demonstrate a commitment at a National level to tackling litter.

In addition, Zero Waste Scotland have undertaken a programme of research to identify:

- The extent of littering and flytipping taking place in Scotland;
- Types of litter and flytipping waste;
- Associated costs in dealing with litter throughout Scotland each year;
- Causes and contributing factors associated with littering; and
- Available evidence of effective countermeasures.

This research identified that the direct annual costs incurred by Local Authorities in addressing litter throughout Scotland are estimated to be £53 million of which £45 million is spent on clearance, £6.5 million on enforcement and approximately £0.85 million on education and awareness campaigns. The value of resource thrown on the ground as litter is estimated to be £1.2 million.

North Ayrshire’s Litter, Flytipping and Dog Fouling Prevention Strategy has been informed by comprehensive research, data and information collected from a number of sources at both a national and local level through Zero Waste Scotland, Keep Scotland Beautiful, the recent Household Survey 2013 and the NAC Tenants Participation Survey 2013. In addition, work commissioned through the Council’s

Change Programme in 2013 on “Environmental Crime – Changing Culture & Altering Service Demand” and data gathered by Police Scotland in a public consultation – “Policing Priorities in North Ayrshire 2014 – 2017” which highlighted littering and fly tipping as a significant problem has been considered and reflected in drafting this Strategy.

The Strategy, supported by additional information contained in its appendices, outlines key actions to be developed and implemented during 2014-2019 which will be reviewed at regular intervals. The document is structured into the following sections:-

- Introduction and Background – including North Ayrshire geographical, socio-demographic and population data;
- Key Drivers – A review of legislative, national and local impacts that will influence the future direction of litter, fly-tipping and dog fouling prevention;
- Streetscene Services – Description of the current services provided;
- Issues & Areas for Improvement
- Strategy Outline – Vision, Goals & Aims
- Action Plan – Description of the 4 key priority areas; and
- Implementation, Monitoring & Evaluation

1.2.1 North Ayrshire

North Ayrshire is situated around 25 miles (48km) south-west of Glasgow with a population of around 137,560. Its total area is some 340 square miles, almost equally divided between the mainland and the islands of Arran and Cumbrae. It has a total coastline of 140 miles (225km).

Over three-quarters of the population live in urban areas or accessible small towns, with the remaining population living in rural areas – 4.8% of the total population living in remote or very remote rural areas.

The A78 trunk road runs through North Ayrshire from Skelmorlie in the north to Irvine in the South. This provides access to Greenock and Ayr. The A736 and A737 provide links to Glasgow. Access to the national motorway network is via the A71 to the A74, or via the A77 to the M77.

Regular rail links are provided from Largs and Irvine to Glasgow via Kilwinning. The towns of Ardrossan and Largs provide ferry services to Arran and Cumbrae respectively.

1.2.2 Socio-demographic Profile

The socio-demographic profile, (including the age, economic activity, and type of households) of an area can be a useful tool in identifying appropriate litter management provisions.

Research has shown that more mature and retired people may be more likely to dispose of litter responsibly than younger adults (18-29 year olds). Irresponsible dog

ownership can also be linked to an area's socio-demographic profile with an increased prevalence of dog fouling.

1.2.3 Population

The resident population of North Ayrshire in 2012 was 137,560 of which 47.6% were male and 52.4% female. Residents aged 65 and over account for 19.7% of the population.

The total population is forecast to fall by 4.7% in the period to 2035. The number of those aged 65 and over is estimated to increase to 21% by 2015 and to 30% by 2035.

1.4.2 Employment

Unemployment levels have for many years been among the highest in Scotland. In January 2014 North Ayrshire's claimant count unemployment rate stood at 5.6% compared with the Scottish rate of 3.3%.

Statistics held by the Department for Work & Pensions indicate that in August 2013 17,960 residents in North Ayrshire were claiming one of the key benefits (excluding Housing Benefit and Council Tax Benefit) available to the working age population. This represents 20.9% of the working age population, significantly higher than for Scotland as a whole at 15.3%

2. Key Drivers

Current and future management of litter, flytipping and dog fouling issues is influenced by decisions taken at a number of levels. The Scottish Government has given a strong direction through consultation with public, private and third sector organisations on the management and prevention of litter and flytipping to help create cleaner, safer communities. The Scottish Government vision is to meet people's needs to dispose of waste responsibly, whilst delivering a significant reduction in the incidence of litter and flytipping between now and 2020.

Actions identified in the Scottish Government's Zero Waste Plan resonate with those proposed in the National Litter and Marine Litter Strategies and are closely aligned in their aspirations around improving public education and awareness.

This section outlines the main legislative, national and local factors which have an influence on the control and prevention of litter, flytipping and dog fouling.

2.1 Legislative Framework

There is a significant legislative framework which sets out a number of controls and legal obligations, the key elements of which are described below. Further complementary information, including Marine litter controls, is contained within Appendix 1.

2.1.1 Environmental Protection Act 1990 (EPA 1990): Litter

The Environmental Protection Act 1990 imposes a duty on local authorities to keep specified land clear of litter and refuse so far as is practicable. The Act also places a duty on local authorities and Scottish Ministers to keep public roads and beaches clean as far as is practicable.

The Code of Practice on Litter and Refuse (Scotland) 2006, established under the Environmental Protection Act outlines a duty for local authorities with regards to litter control and specifies acceptable response times for litter removal activities in rural and urban environments, including beaches, and defines standards of acceptable levels of cleanliness.

There are four grades of cleanliness, which are defined as follows:

Grade A – No litter or refuse



Grade B – Predominantly free of litter and refuse – apart from smaller items



Grade C – Widespread distribution of litter and refuse with minor accumulations



Grade D – Heavily littered with significant accumulations



The EPA 1990 also defines littering as an offence. Any person/s dropping litter can be issued a Fixed Penalty Notice requiring the payment of £50. This fixed penalty payment will be increased to £80 come 1st April 2014.

The EPA 1990 also outlines powers to designate Litter Control Areas, serve Litter Abatement Notices and issue Street Litter Control Notices:

Litter Control Areas: Provision is made for a local authority to designate a Litter Control Area where it considers that, without such designation, the presence of litter or refuse means land is, and will continue to be, in a condition which is likely to be detrimental to the amenity of the area. The types of land designated as Litter Control Areas are, generally areas that are accessible to the public but privately rather than publicly owned. If the designation is made, the land becomes relevant land and the occupier is then required to clear the land and keep it free of litter.

Litter Abatement Notices: Where a local authority is satisfied that relevant land (excluding roads) has been defaced by litter or that this is likely to recur, it may issue a Litter Abatement Notice, on the occupier or owner of the land. The notice will specify the time within which the litter must be cleared and/or prohibit further littering. If the duty body does not comply with the notice, an offence is committed.

Street Litter Control Notices: A local authority may, with a view to the prevention of accumulations of litter or refuse in and around any street or open land adjacent to any street, issue a 'street litter control notice', imposing requirements on occupiers or owners of premises in relation to the control of litter or refuse. If the local authority is satisfied that:

- there is recurrent defacement by litter or refuse of any land, being part of the street or open land adjacent to the street, which is in the vicinity of the premises
- the condition of any part of the premises which is open land in the vicinity of the frontage is, and if no notice is served is likely to continue to be, detrimental to the amenities of the locality by reason of the presence of litter or refuse
- there is produced, as a result of the activities carried out on the premises, quantities of litter or refuse of such nature and in such amounts as are likely to cause the defacement of any part of the street, which is in the vicinity of the premises.

2.1.2 Environmental Protection Act 1990 (EPA 1990): Flytipping

The EPA 1990 makes it an offence for any person to deposit controlled waste on any land unless a waste management licence authorising its deposit is in force.

The penalties for the above offence are:

- Summary conviction: imprisonment for a term not exceeding six months or a fine not exceeding £40,000 or both, and
- On conviction on Indictment: imprisonment for a term not exceeding two years or a fine or both.

The Antisocial Behaviour etc. (Scotland) Act 2004 introduced an alternative to prosecution for fly tipping offences, by introducing the provision to issue Fixed Penalty Notices. The level of fixed penalty for flytipping is £50 however this will increase to £200 on the 1st April 2014.

Section 59 of the EPA 1990 states that - If any controlled waste is deposited in or on any land in the area of a waste regulation authority or waste collection authority the authority may, by notice served on him, require the occupier to do either or both of the following:

- To remove the waste from the land within a specific period not less than a period of 21 days beginning with the service of the notice,
- To take within such a period specific steps with a view to eliminating or reducing the consequences of the deposit of the waste.

Any person who fails to comply with a notice is liable on summary conviction to a fine not exceeding the statutory maximum (currently £5,000), plus a daily fine for each day the offence continues.

2.1.3 The Dog Fouling (Scotland) Act 2003

The Dog Fouling (Scotland) Act 2003 places a duty on those responsible for dogs to clean up after their animals. If a person in charge of a dog allows it to defecate upon any place to which the Act applies and fails immediately to remove the faeces, that person shall be guilty of an offence unless;

- a) the person has a reasonable excuse for failing to do so; or,
- b) the owner, occupier and other person or authority having control of the place has given consent to the person failing to do so.

A Fixed Penalty Notice can be issued requiring the payment of £40 rising to £60 if not paid within 28 days. If the fine is not paid those responsible can be convicted and can be liable for a fine of up to £500.

2.2 National Factors

2.2.1 Sustainability and Best Value

The Local Government (Scotland) Act 2003 requires that “the local authority shall discharge its duties in a way which contributes to the achievement of sustainable development”. A sustainability strategy for North Ayrshire is being developed, a number of provisions within which, will align to this strategy.

The Act also includes:

- Duty to secure best value
- Statutory basis for community planning
- Power to advance well-being

2.2.2 Scotland's Zero Waste Plan

Scotland's Zero Waste Plan sets out a vision of a zero waste society as one where the value of resources is recognised, we use (or re-use) them more efficiently, and where they are recycled rather than thrown away, retaining value in Scotland's economy.

2.2.3 Proposed National Strategies on Litter and Marine Litter

In 2013 the Scottish Government consulted on two proposed national strategies on the prevention and control of Litter & Marine Litter. Both of these proposed strategies demonstrate a commitment at a National level to tackling litter.

2.3 Local Factors

2.3.1 Single Outcome Agreement

The Single Outcome Agreement (SOA) is an agreement between the Council and the Scottish Government on the Outcomes which we collectively want to achieve for North Ayrshire. The SOA includes a number of relevant outcomes which are impacted upon within this strategy:-

- North Ayrshire is a safer place to live
- North Ayrshire residents feel safer and communities are empowered
- Improved town centres that attract business and inward investment

Implementation of the key actions contained within this strategy will play a key contribution to the realisation of these outcomes through the protection and enhancement of the local environment and through the empowerment of our communities.

2.3.2 Council Objectives and Key Priorities

North Ayrshire Council has clearly defined key objectives and priorities, a number of which either have an influence on, or are influenced by litter, fly-tipping and dog fouling prevention.

The protection and enhancement of the natural and built environment through a successful litter, fly-tipping and dog fouling prevention strategy is a key contributor to the successful regeneration of North Ayrshire. This strategy plays a key role in promoting “North Ayrshire – The Place To Be” and can influence and attract increased visitor numbers and increased business investment in the area. Through enabling and encouraging community participation, this strategy will empower communities and instil a feeling of civic pride. A key aim of the strategy is to encourage a social contract with the communities of North Ayrshire whereby we “All do our bit” for North Ayrshire.

2.3.3 Community and Public Perception

A number of local surveys including the Household Survey 2013 and NAC Tenants Participation Survey 2013, together with data collected by Police Scotland and information retrieved during community meetings, indicate litter and dog fouling issues to be at the forefront of community concerns.

In addition, data recorded on the Council's Lagan system and analysed in relation to service requests with regards to litter, dog fouling and flytipping confirms this. The following table details the number of service requests received during 2011, 2012 and 2013. The trend indicates an increased awareness and desire to prevent these environmental crimes.

	2011	2012	2013
Litter	353	605	667
Flytipping	1024	1469	2118
Dog fouling	484	634	839

There is significant community appetite for a strengthened control of environmental crime including litter, flytipping and dog fouling prevention measures.

Encouraging the public to participate in anti-litter, flytipping and dog fouling activities through building a confidence in a commitment to protect and enhance the local environment will be key to the success of this strategy

3. Streetscene Services

3.1 Introduction

North Ayrshire Council undertook a comprehensive review of Grounds Maintenance, Street Cleansing and Cemeteries service arrangements in 2011. The purpose of this review was not only to determine whether greater efficiencies could be gained by bringing these services together under a single “Streetscene” service delivery model, but also to tackle environmental crime and improve the quality of the natural and built environment. Since the review in 2011 the cleanliness of our streets has improved, mainly as a result of developing a more agile workforce and deploying resources in a more effective targeted way. As a result of the review, a Streetscene Operation supported by a Streetscene Strategy team was formed.

3.2 Streetscene Operations

Streetscene operations are carried out by a number of individual squads, arranged geographically to reflect local operational needs. The geographical areas are defined and assigned to an area officer who oversees all Streetscene operational activity within an area.

The geographical operational areas are:

- North Coast including the isle of Cumbrae,
- Garnock Valley,
- Three Towns & Kilwinning
- Irvine.
- Isle of Arran (managed separately through the Arran Local Office).

The Streetscene Operations workforce within each geographical area, excluding the Isle of Arran, is split into two shift patterns. These are:

- Monday to Friday shifts and
- Four day on four day off shifts

3.3 Operational Work Scheduling

The Code of Practice on Litter and Refuse (Scotland) 2006 outlines a priority zoning mechanism to facilitate the targeting of resources to areas to ensure minimum

standards of cleanliness are achieved. In North Ayrshire the Streetscene service has been designed to prioritise cleaning operations following this zoning approach with higher priority zones experiencing a greater frequency of cleaning. The zones which exist within North Ayrshire and which are assessed for cleanliness standards using LEAMS methodology are as follows:

- Zone 1 : Town centre
- Zone 2 : High-density residential
- Zone 3 : Low-density residential
- Zone 4 : Roads not falling into zones 1-3
- Zone 6 : Motorways & strategic routes
- Zone 7 : Rural roads

Work schedules have been created for each geographical area and for each shift based on this priority zone approach. Each squad has daily work schedules to be carried out in zone 1 and zone 2 priority areas and for lower priority zone work on a lesser frequency. Operatives also service bins; this being carried out either on a daily, bi-weekly or weekly schedule depending on the service demand. Daily schedules are also in place to clean areas leading to and around schools and are adjusted during holiday periods to provide additional attention to promenades, play areas and kick about areas. Operatives also sweep the residential zone 3 areas on a regular cycle.

The fleet of large mechanical sweepers and precinct sweepers operate in the geographical areas, including Arran. These sweepers follow scheduled routes and focus on arterial routes and main roads and town centres within the area.

Ground maintenance activities such as grass cutting, shrub pruning and weed control are also scheduled to incorporate an element of litter removal thereby facilitating an integrated service delivery arrangement.

Operatives all have an element of programmed scheduled work complemented by reactive work to deal with service requests and issues as they arise.

Response work is also carried out by rapid response squads in each area, which deal with litter, graffiti, and flytipping and general enquiries.

The Streetscene Operations service delivery model has now been in place for over two years coming into operation from 1st November 2011. The service delivery model is continually monitored and assessed to identify areas for improvement.

3.4 Streetscene Strategy Team

The monitoring of operational performance provided by Streetscene Operations is managed through the Streetscene Strategy arm of the Service.

The Streetscene Strategy Team consists of Streetscene Officers who play a significant role in the management of environmental crime through education, enabling and enforcement activities with regards to litter, flytipping and dog fouling. The Streetscene Strategy Team also analyse data and information gathered from a number of sources including the Council's Lagan system which is used to map and record "hot spot" areas for littering, flytipping and dog fouling issues. It is widely recognised that "litter begets litter" which can also be said for dog fouling and flytipping. This information is therefore utilised in targeting Streetscene Operations to maximise productivity and efficiency and as part of a proactive operational response. The Streetscene Strategy Team will play a key role in carrying out the actions contained within this strategy.

3.4 Advantages of the Streetscene Approach

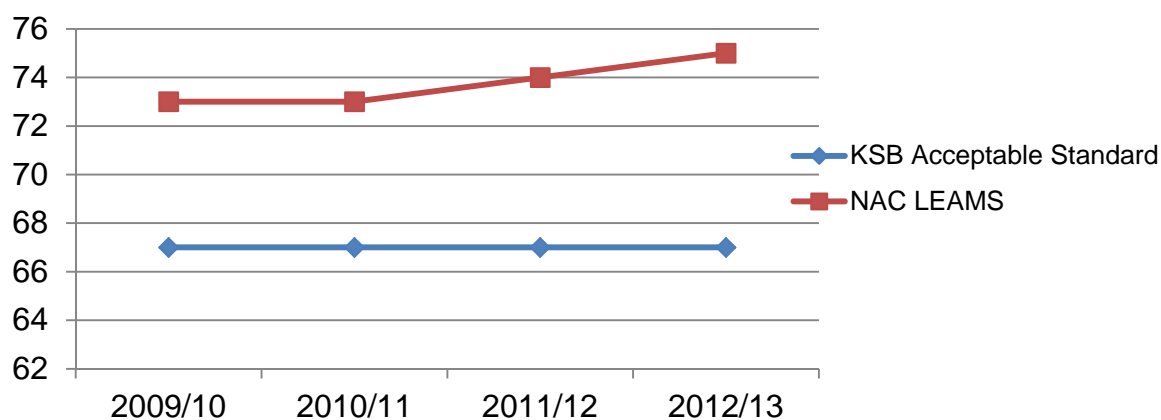
Through implementation of the Streetscene approach the Council has optimised resource use, in terms of both equipment and manpower. Through an integrated approach to frontline service delivery, the Streetscene service has been able to utilise vehicles, machinery and equipment more efficiently. The Streetscene approach has led to a multi-skilled workforce able to work across service demands thereby increasing the level of flexibility to the Council in terms of its frontline operations.

Effectiveness of street cleaning operations is measured using the Local Environmental Audit Management System (LEAMS) which in turn informs the Solace Indicator Street Cleanliness Index. Further details of the current LEAMS mechanism in place to measure cleanliness performance are provided at Appendix 2.

North Ayrshire Council has consistently achieved ratings above the acceptable standard of cleanliness index score of 67 since its introduction as the national performance indicator for street cleanliness in 2003/2004. The level of cleanliness in North Ayrshire remained constant during 2009/10 and 2010/11 with a score of 73. On the introduction of the Streetscene approach an improved Cleanliness Index score of 74 was achieved during 2011/2012 and scores have again increased during 2012/2013 to 75 ensuring the current levels of cleanliness achieved are amongst the highest ever achieved by North Ayrshire.

The following graph and table highlight North Ayrshire's cleanliness index standards of cleanliness achieved over the past 4 years.

LEAMS - Cleanliness Index



LEAMS – Cleanliness Index	2009/10	2010/11	2011/12	2012/13
	73	73	74	75

4. Issues, Causes and Areas for Improvement

4.1 Litter

Litter imposes a significant cost on the Council, threatens wildlife and detracts and in some cases destroys public amenities. In 2012/13 the Council spent in excess of £3 million on the collection and disposing of litter and flytipping. This includes physical collection from litter and dog waste bins, street and footway sweeping and removal of dog fouling. The following items have been highlighted as the main types and sources of litter within North Ayrshire through monitoring and auditing cleanliness levels as part of the LEAMS scoring system:

- Cigarette litter – negative impacts on the amenity and a major source of litter in our town centres
- Business litter - from food and drink consumed “on the go”
- Street litter – occurs where people congregate, shop or play or at popular school walking routes and locations producing a detrimental effect on visual amenity
- Marine litter – occurs from land-base and sea sources including litter dropped by the public e.g. food & drink packaging and smoking related waste

Litter is anything that is thrown down, dropped or deposited and left to cause defacement in a public place by any person. Littering is often spontaneous however the issue of littering also encompasses a range of human behavioural aspects and activities. It is therefore necessary to broaden consideration of appropriate

prevention activities to combine the physical aspects of littering with the behavioural aspects, into a more holistic conceptual model that encompasses the environmental, social and economic factors associated with litter.

Litter occurs through a complex relationship of factors. These factors – the who, what, where, when, why and how of litter– gives rise to different litter and littering patterns in different circumstances and their subsequent environmental, economic and social impacts.

Who litters?

Research suggests that young people, men and smokers are more likely to litter than others. However, no single group or demographic are inherent “litterers” and one of the key research findings is that it may be better to think about incidents of littering, rather than litterers.

The vast majority of litter in Scotland is judged to have arisen from the public. While certain business types (such as fast food outlets) are commonly associated with litter arisings, the general public are typically responsible for littering the packaging associated with these outlets into the environment.

What do people litter?

A range of items are generally littered. These items range from small things such as tickets, chewing gum, food and beverage containers. Cigarette butts are the most commonly littered item, accounting for about 50 per cent of the total litter stream.

Where do people litter?

People litter in a number of locations. Areas of high public use, such as beaches, event sites, roadsides and fast food outlet surrounds are common locations where littering occurs. People also litter in areas of low or intermittent public use including street recycling collection points, parks, construction and industrial sites.

While people litter in the aforementioned areas, the littered items can also accumulate in other areas such as drains and river embankments due to movement of the littered items from weather conditions and/or water run-off.

When considering marine litter, the source can be both land based activity and sea based activity.

Litter in watercourses can also arise from direct littering onto riverbanks and from water flow containing litter upstream.

When do people litter?

Littering occurs around the clock, though is often directly related to the type of activity and the time the activity is being undertaken. People are often engaging in an activity when they litter, whether it be attending an event, working, driving, eating in the street or park or walking to and from school or other public areas. There are often times where these activities are more likely to take place. This may be on a daily, weekly, monthly or even on a seasonal basis.

Why do people litter?

There are a number of reasons why people litter. Common explanations given by litterers include laziness, lack of easy access to bins or overflowing bins and the

need to be rid of rubbish as quickly as possible. Adequate provision of well serviced bins can certainly reduce the incidence of littering. However, littering still occurs in well provisioned areas, therefore the provision of bins alone cannot be considered in isolation. Many share the mind-set that 'someone else will clean it up' or 'It's not my job'. There are also a number of more indirect reasons why people litter – these include peer pressure or a lack of litter controls being employed i.e. education, enable and enforcement. People are also known to litter due to a lack of awareness of the damage it can cause to the environment. Why people litter can also be influenced by the actual presence of litter – litter attracts litter.

How do people litter?

Keep Scotland Beautiful and Zero Waste Scotland through their research, have identified and characterised a number of ways that people tend to dispose of litter. These include:

- throwing litter into a bin but missing;
- litter flung or dropped without concern;
- litter is swept from tables or chairs;
- litter is stuffed into crevices and cracks;
- stubbing cigarette butts into the ground;
- burying litter – wild campers; and,
- litter is left and the person slowly moves away from it.

In addition to these detailed means of littering, other techniques include: casual methods, such as throwing litter from a vehicle or failing to pick up dog excrement; inadvertent littering, for example fly-off from vehicles with uncovered loads, wind-blown plastic bags and the placement of household waste on the council verge in non-collection periods; or deliberate littering, such as bill posting, vandalism of bins and other property.

The aforementioned Who, What, Where, When, Why and How of litter are important factors to consider in the development of litter prevention initiatives.

4.2 Dog Fouling

The majority of dog owners are responsible in looking after their animals. However, the small minority of irresponsible dog owners do unfortunately persist in failing to clean up after their animals. Dog fouling can lead to an increased risk of disease if dogs are not regularly wormed. *Toxocara canis* can pass from dog waste to humans as *Toxocariasis* through contaminated sand or soil, or can be transmitted whilst playing with dogs which have licked eggs from their bodies or faeces. The National Farmers' Union in Scotland has warned that faeces left by dogs near agricultural land can harm cattle and sheep. They have identified an increase in the cases of *Neospora* a disease which is spread through the faeces of infected dogs and causes cows to miscarry.

Dog fouling is a nuisance to pedestrians and walkers and its presence does not portray a good image of North Ayrshire. 69% of people in Scotland rate dog faeces as the item on streets, parks and beaches which causes the most concern. This is

also confirmed in recent North Ayrshire Household Surveys and in data gathered by Police Scotland.

4.3 Flytipping

Flytipping occurs where individuals indiscriminately dump waste on land, in lay-bys or any other secluded area. Flytipping is a premeditated criminal act and can have significant detrimental impact on the appearance and attractiveness of an area.

Flytipping is known to attract more flytipping and requires prompt removal and prosecution of the perpetrator to prevent recurrence.

The Council receives a number of reports of flytipping each year. These are generally received via the Customer Contact Centre and logged onto the Lagan system to generate an appropriate operational response. Members of the public can also report flytipping incidents via the Report It App which also updates the Lagan system.

Members of the public can also report incidents of fly tipping via the Dumb Dumpers hotline managed by SEPA. Arrangements are in place for any notifications received to be forwarded to Streetscene for appropriate action (generally removal, and where possible, enforcement action) to be taken.

Data is collected on flytipping incidents throughout North Ayrshire and reported on a monthly basis on Flycapture which the Environment Agency manages as a UK wide flytipping database. This web based database helps local authorities improve intelligence on flytipping and focus resources on hot spots. This information is utilised to map hot spots to enable the targeting of clean up operations and to target enforcement actions.

FlyMapper is a new web-based system which has a mobile App which could potentially facilitate improved data capture and is supported by Zero Waste Scotland and SEPA. The importance of robust data is fundamental to developing preventative measures. An assessment of the suitability of FlyMapper will be carried out with a view to potentially strengthening data management.

5. Strategy Outline

This litter, flytipping and dog fouling prevention strategy has been developed with the aim of minimising litter, flytipping and dog waste and its impact on North Ayrshire. The strategy's main focus is on the three critical elements responsible for changing littering, flytipping and dog fouling behaviours:

- Education – effective education is a powerful tool for achieving long-term behavioural change within a community. Well developed and integrated education programmes combined with support for community empowerment, promotional material and media support can engage communities and encourage ownership, leadership and instil civic pride. Complemented by awareness raising activities including promotional campaigns and effective

communications, a strategic approach to educational activities is a key and fundamental part of this strategy.

- **Enable** – A key element of the litter, flytipping and dog fouling prevention strategy is to provide the right tools to ensure easily accessible litter and waste disposal facilities are available for use. Public spaces that are well maintained with regular street sweeping together with the provision of litter and dog waste bins discourages littering behaviour. An additional aspect of enabling communities is to support and encourage community involvement in clean up events and in looking after their area. There is a healthy appetite amongst the communities in North Ayrshire to contribute to protecting and enhancing the local environment.
- **Enforcement** – Legislation is in place giving powers to the local authority to take action against individuals and businesses that litter. Powers are also provided to declare litter control areas and to ensure areas are cleaned up. Fixed Penalty Notices can be issued by the Local Authority, or on behalf of the Local Authority, or the Police for littering, flytipping and dog fouling. Streetscene services work with the Police and participate in the Multi-Agency Task Force Environmental Visual Audits which are fundamental to ensuring a multi partner approach to addressing the issues of litter, flytipping and dog fouling within communities. Enforcement is recognised as a key strand of an effective litter, dog fouling and flytipping prevention strategy to discourage these environmental crimes.

5.1 Vision

The vision of this prevention strategy is that the Council in partnership with its communities will strive towards achieving zero litter, flytipping and dog fouling in North Ayrshire.

By developing this strategy we will endeavour to deliver on the Scottish Government vision “To meet people’s need to dispose of waste responsibly, delivering a significant reduction in the amount of litter, flytipping and dog waste between now and 2020, which supports cleaner, safer communities throughout Scotland”.

The strategy will also complement and contribute to “North Ayrshire – The Place to be”.

5.2 Goals

The goals of this strategy are to:

- minimise the amount of litter, flytipping and dog fouling found in the environment
- minimise the incidence of litter, flytipping and dog fouling
- minimise the economic, social and environmental costs associated with litter, flytipping and dog fouling.

5.3 Aims

The aims of this strategy are to:

- change people's hearts and minds with regards to littering, dog fouling and flytipping
- encourage a social contract with communities whereby we "All do our bit to protect and enhance the local environment" and highlight that litter, flytipping and dog fouling are socially unacceptable
- shift the emphasis of litter, flytipping and dog fouling management from clean-up to prevention
- introduce a zero tolerance to litter, flytipping and dog fouling
- ensure a coordinated, best practice approach to litter, flytipping and dog fouling prevention and management throughout North Ayrshire through education, enabling and strengthened enforcement activities

6. Action Plan

This strategy is supported by an action plan with actions categorised into the following key areas:

- auditing and evaluation
- education and awareness
- enable
- enforcement

Within each of the key areas a series of objectives, actions, implementation tasks and key performance indicators are detailed. These are to be implemented over the next five years, 2014 - 2019.

While actions are listed within a specific key area, it does not infer that they are exclusive to it. For example, an action listed within the area of enforcement may also contain elements significant to education. This categorisation of actions has been undertaken for strategy clarity and ease of understanding.

6.1 Auditing and Evaluation

Audit and evaluation are essential to understanding the extent of the issue and in assessing litter (including marine litter), flytipping and dog fouling prevention and management initiatives.

Currently a significant amount of data on litter, flytipping and dog fouling is collected with their prevalence being largely defined and assessed through LEAMS audits managed through Keep Scotland Beautiful, mini LEAMS audits, service requests, complaints, anecdotal evidence and stakeholder advice. Streetscene Officers also participate in Multi-Agency Task Group - Environmental Visual Audits as part of a coordinated approach to enable quick and effective remediation actions within geographical areas.

As part of the Council's Change Programme, a work stream reviewing environmental crime with a view to "Changing Culture and Altering Service Demand" was carried out during 2012/13. This work involved a number of consultations and focus groups to inform potential improvements. The key findings of this work have been incorporated into the prevention strategy.

The data is used to enable the targeting of resources to hot spot areas to facilitate effective clean-up operations and to a lesser extent, to target preventative actions. It is however important to improve the litter, flytipping and dog fouling data compiled. Information collected also requires to be fully utilised to enable more effective and efficient targeting of Council resources to the three key strands – Educate, Enable, Enforce – within this strategy.

The data collected through audits, operatives and other stakeholders is analysed by Streetscene Officers. The data collected will be further used to monitor the level of disposal behaviours and used to assess the effectiveness of litter prevention and management initiatives in place throughout North Ayrshire.

It is also important to monitor physical and behavioural litter trends on a town by town and beach by beach basis, it is equally important to audit and evaluate national litter trends and initiatives.

Changes to existing LEAMS methodology are expected. After a recent review of existing LEAMS street cleanliness scoring mechanisms carried out by Keep Scotland Beautiful, it has been indicated that a new scoring mechanism will be introduced from April 2014. The refreshed mechanisms will require to be incorporated into audit and evaluation actions as appropriate.

The following audit and evaluation activities will be implemented.

Action
Audit & Evaluation
<ul style="list-style-type: none"> Respond to and introduce agreed changes to the LEAMS methodology as the means to generate the national street cleanliness performance indicator from April 2014 onwards.
<ul style="list-style-type: none"> Participate in the LEAMS audit process managed through Keep Scotland Beautiful
<ul style="list-style-type: none"> Conduct monthly mini LEAMS audits to inform operational and prevention activities
<ul style="list-style-type: none"> Conduct bi-monthly audits of all beaches and evaluate findings to facilitate effective resource targeting
<ul style="list-style-type: none"> Participate in regular Environmental Visual Audits with the Multi-Agency Task Force to evaluate environmental conditions and to facilitate targeted improvements

<ul style="list-style-type: none"> • Review all LEAMS audit data, service request data received through the Council's Lagan system, reports received via the Report It App and data recorded on "Flycapture" to facilitate an improved and targeted approach to clean up and prevention activities focussing on hot spot areas.
<ul style="list-style-type: none"> • Review continued suitability of existing fly-tipping, dog fouling and litter databases and data sources to inform new and improved data management systems, including the potential use of "flymapper".
<ul style="list-style-type: none"> • Evaluate promotional and awareness campaigns to determine effectiveness of different messages and approaches

6.2 Education

It is recognised that those who despoil our communities inconsiderately require education to change their attitude towards favouring our environment.

Education, information and training are proactive measures carried out by Streetscene Officers aimed at preventing the creation of litter, flytipping and dog fouling and achieving long-term, positive behavioural change through the provision of clear and consistent messages and information. Initiatives range from school education campaigns and targeted behaviour change programmes, to the participation in national information sharing networks, and the development of best practice guidelines and training.

During education and awareness sessions the importance of environmental protection is reinforced with particular emphasis on the environmental and financial impact of litter, flytipping and dog fouling.

A recent initiative with pupils of Kilwinning Academy which involved a significant education programme including the initiation of LEAMS cleanliness audits being carried out by the pupils together with a number of clean up activities in and around the school was recognised as a bronze award winning project during 2013 COSLA Awards. This initiative will be rolled out throughout North Ayrshire as an example of good practice.

Many of these initiatives, particularly the educational initiatives, can be used as stand-alone or support initiatives for other key areas of this strategy; for example educating the public of new litter and flytipping penalties. Many of these education, information and training initiatives require to be ongoing to achieve longer term culture and attitude changes.

In recognising the importance of public education and awareness in creating behaviour change North Ayrshire Council created two characters know as Jimmy & His Green Dog to deliver the message that litter, flytipping and dog fouling is not acceptable. The two characters are central to educating our target audience of children who are of nursery & primary school age.

Jimmy & His Green Dog work to educate and empower pupils and staff to reduce their waste footprint by providing education and resources including the introduction

of LEAMS cleanliness scoring to manage litter within schools grounds and bins for the disposal of waste.

In addition, the importance of raising the profile and awareness of Streetscene services and the frontline operational arrangements in place to remove litter, flytipping and dog fouling is recognised. This will be achieved through improved and more consistent Streetscene branding. This will further strengthen the importance of entering into a social contract with communities whereby “We all do our bit” to protect and enhance the local environment.

The following actions will be implemented to strengthen and provide a coordinated educational and promotional campaign.

Action
Education
<ul style="list-style-type: none"> • Liaise with Education & Skills to develop and carry out a Litter Awareness programme for Nursery, Primary & Secondary Schools
<ul style="list-style-type: none"> • Further develop educational and awareness materials utilising Jimmy and his Green Dog initiative
<ul style="list-style-type: none"> • Develop a litter, flytipping and dog fouling kit that contains information appropriate for all levels of the education system
<ul style="list-style-type: none"> • Extend LEAMS into all Primary Schools and Secondary Schools in North Ayrshire
<ul style="list-style-type: none"> • Maintain community awareness of “Don’t Waste North Ayrshire” through advertising and promotional activities to promote a social contract with communities whereby “We all do our bit” to protect and enhance the local environment.
<ul style="list-style-type: none"> • Continue to work with Keep Scotland Beautiful and other national agencies to ensure national campaigns are reflected in local printed media and advertising.
<ul style="list-style-type: none"> • Create links on NAC website to Keep Scotland Beautiful, Zero Waste Scotland and Marine Conservation Society websites
<ul style="list-style-type: none"> • Link the Council’s web pages containing information on litter, flytipping and dog fouling to school websites to facilitate improved awareness
<ul style="list-style-type: none"> • Organise open days in partnership with dog owners & vets in each settlement within North Ayrshire to promote responsible dog ownership
<ul style="list-style-type: none"> • Produce and distribute a responsible Dog Owners guidance leaflet
<ul style="list-style-type: none"> • Engage stakeholders to determine a list of issues for campaign development
<ul style="list-style-type: none"> • Publicise relevant litter, flytipping and dog fouling messages through the various communication channels
<ul style="list-style-type: none"> • Promote the use of the Council’s Report It App to encourage communities to report incidences and perpetrators of littering, flytipping and dog fouling.

<ul style="list-style-type: none"> Publicise community clean up events through the various communication channels to increase awareness and encourage participation
<ul style="list-style-type: none"> Use the Scottish government National Litter Communication Toolkit to access free training & publicity material
<ul style="list-style-type: none"> Identify litter, flytipping and dog fouling prevention and management projects undertaken on a national basis
<ul style="list-style-type: none"> Carry out surveys with school pupils and members of the community to establish the types of litter along our coastline
<ul style="list-style-type: none"> Develop and carry out information campaigns to complement enforcement activities by publicising enforcement activities and outcomes
<ul style="list-style-type: none"> Develop and implement the Streetscene brand to raise awareness and profile of operational provision throughout the community

6.3 Enable

Physical intervention can be broadly split into two areas:

- the provision of appropriate litter and dog waste bin facilities
- the timeous removal of littered, flytipped and dog waste materials.

This strategy includes a number of physical intervention initiatives to ensure the provision of litter prevention infrastructure such as litter, dog waste and recycling bins and anti-litter flytipping and dog fouling signage. Areas of particular focus for litter infrastructure include town centres, parks, beaches and public events.

While this strategy supports a preventative approach to littering, there is still a requirement for the physical clean-up of litter. In fact, current research suggests that an environment that is kept clean is less likely to attract litter.

The success and effectiveness of the Streetscene approach within North Ayrshire complemented by community engagement and empowerment activities is fundamental to achieving desired outcomes. The planned, targeted and programmed clean-up activities complemented by the reactive response service are essential to providing a confidence within communities that the Council is committed to ensuring “North Ayrshire – The place to be”. It is important to instil a civic pride within communities by changing people’s hearts and minds to secure long term sustainability. Enabling activities within the strategy will complement the concept of entering into a social contract whereby “We all do our bit” for North Ayrshire.

The Council recognises that it cannot succeed in reducing the amount of litter, flytipping and dog fouling in the environment on its own. It recognises the importance of working together with external groups and agencies if we are to achieve our vision of zero litter, flytipping and dog fouling. The Council are eager to promote partnerships in an effort to raise awareness about litter, flytipping and dog fouling and to improve and maintain standards. There are a number of community clean-up activities that are currently in operation throughout North Ayrshire including the National Spring Clean and the Clean Up Scotland campaign which are organised through Keep Scotland Beautiful as well as local community clean-up activities and

Beachwatch, organised by Marine Conservation Society. This strategy aims to ensure the continuation, expansion and increase in community participation in such events and to encourage increased community engagement.

While it is important to be responsive to negative littering, flytipping and dog fouling behaviour, it is equally important to encourage and reward those who are actively participating in and/or encouraging positive disposal attitudes and behaviours. One way of doing this is by providing incentives. Incentives, unlike disincentives, not only discourage negative behaviours but they also encourage, reward and reinforce alternative positive disposal attitudes and behaviours. A review of potential incentives to both encourage and reward individuals and organisations involved in litter prevention and/or management will be undertaken.

Litter, flytipping and dog fouling are community-wide issues and as such require the involvement and cooperation of a variety of stakeholders from the community, private and public sectors.

Arrangements are in place involving joint working with the Restorative Justice Team in engaging offenders in clean-up activities. This work will be further developed.

The individual is the key player in litter, flytipping and dog fouling prevention, as each person is ultimately responsible for his or her own behaviour. However, as littering continues, the issue of litter remains a community concern. It is vitally important to continue to raise awareness and encourage individual responsibility, and for other sectors in the community to be involved in the promotion of appropriate disposal behaviour, and other aspects of litter, flytipping and dog fouling prevention and management.

Community empowerment and engagement will be further developed by investigating and encouraging the potential to introduce community led litter control and litter free zones. In addition, an Ayrshire Litter Volunteer Network is currently being developed by the community to establish a network of volunteers throughout Ayrshire who will actively get involved in keeping their streets free of litter by collecting and disposing of litter in their area.

The following actions will be carried out to complement educational and enforcement arrangements.

Action
Enable
<ul style="list-style-type: none">Develop, encourage and support an annual community clean-up programme
<ul style="list-style-type: none">Continue to develop and maintain a database of volunteer groups and individuals keen to participate in community clean up events by contacting community groups, businesses and schools who have previously participated in Keep Scotland Beautiful Clean Ups to continue their support for further events

<ul style="list-style-type: none"> • Continue to support Keep Scotland Beautiful and other partners in encouraging litter, dog fouling and flytipping prevention initiatives including Clean Up Scotland and other community clean up campaigns
<ul style="list-style-type: none"> • Provide resources to support communities to address littering, flytipping and dog fouling hotspots
<ul style="list-style-type: none"> • Develop further partnership working with Restorative Justice Teams in carrying out clean-up activities
<ul style="list-style-type: none"> • Develop information packs for residents and community groups including details of assistance when organising Clean Up events
<ul style="list-style-type: none"> • Support the Clean Up programme for beaches through Keep Scotland Beautiful and the Marine Conservation Society
<ul style="list-style-type: none"> • Participate in Beach Watch Big Weekend
<ul style="list-style-type: none"> • Review the potential creation and development of a Marine Litter Sculpture Trail
<ul style="list-style-type: none"> • Continue to develop partnership working and support the Ayrshire Litter Volunteer Network approach
<ul style="list-style-type: none"> • Investigate and develop potential community led litter control and litter free zones
<ul style="list-style-type: none"> • Encourage and support local community groups and schools to lobby local businesses for sponsorship of litter prevention and management initiatives
<ul style="list-style-type: none"> • Identify and promote funding and/or resource opportunities available for litter, flytipping and dog fouling prevention
<ul style="list-style-type: none"> • Research national and international community pride programmes to develop local initiatives.
<ul style="list-style-type: none"> • Develop and promote a scheme for recognising, encouraging and rewarding best practice
<ul style="list-style-type: none"> • Assess and consider the introduction of new technology to monitor usage of bins to enable the optimisation of resources
<ul style="list-style-type: none"> • Develop a litter and dog waste bin policy to ensure effective resources are provided for the disposal of litter and dog waste
<ul style="list-style-type: none"> • Encourage the business community at a local level to reduce, change or eliminate the packaging used and identify opportunities to incentivise recycling and responsible disposal
<ul style="list-style-type: none"> • Further develop the schools reverse vending scheme to discourage littering
<ul style="list-style-type: none"> • Further develop the Report It App to encourage littering, dog fouling and flytipping hot spots to be reported to allow operational and enforcement activities to be targeted
<ul style="list-style-type: none"> • Develop and introduce a Tidy Business Standards award process to encourage responsible waste management

6.4 Enforcement

Research by Keep Scotland Beautiful in 2007 suggested scepticism about the effectiveness of current enforcement arrangements, with fines seen as difficult to enforce, and the prospects of being caught seen as low.

The principal piece of litter and flytipping legislation is the Environmental Protection Act 1990. The Act contains provisions to tackle litter, designate Litter Control Areas, serve Litter Abatement Notices, issue Fixed Penalty Notices and issue Street Litter Control Notices.

During the recent Scottish Government consultation on a proposed National Litter Strategy, it was recognised there is a need to strengthen enforcement arrangements as a key litter prevention mechanism. One of the recommendations was to increase the level of litter and flytipping fixed penalties contained within the Act which has been agreed. Increased fixed penalty notice fines will come into effect from the 1 April 2014.

In addition to the modification of litter and flytipping penalties, a number of issues are being considered under the National Litter Strategy and the Marine Litter Strategy. These included introducing specific fines for corporations and illegal dumping, and enhancing the powers of authorised enforcement officers.

Enforcing litter, flytipping and dog fouling legislation is an essential part of a successful prevention strategy. Streetscene officers are currently engaged in joint enforcement patrols with Police Scotland. This work has had limited effect and is restricted by resource availability and capacity. There is however significant appetite throughout communities for strengthened enforcement arrangements to discourage environmental crime.

The following actions are intended to secure strengthened enforcement arrangements.

Action
Enforcement
<ul style="list-style-type: none"> • Advertise through appropriate forms of media the changes to the sums of monies associated with Fixed Penalty Notices
<ul style="list-style-type: none"> • Introduce the increase in Fixed Penalty Notices from 1 April 2014
<ul style="list-style-type: none"> • Review, evaluate and strengthen arrangements for the collecting and payment of FPN's
<ul style="list-style-type: none"> • Engage with the Procurator Fiscal's Office with regards enforcement of non-payment of FPNs
<ul style="list-style-type: none"> • Pilot the use of an external agency to conduct high visibility patrols to issue Fixed Penalty Notices for litter and dog fouling
<ul style="list-style-type: none"> • Evaluate the pilot enforcement exercise to determine and implement appropriate enhanced enforcement arrangements

<ul style="list-style-type: none"> Investigate Enforcement Options for children under the age of 16 years
<ul style="list-style-type: none"> Investigate options for dealing with motorists who drop litter from their vehicle with Police Scotland
<ul style="list-style-type: none"> Investigate alternative options to paying FPNs for breaching legislation pertaining to environmental crime
<ul style="list-style-type: none"> Increase the capacity to patrol and issue FPNs through strengthened joint working arrangements between Streetscene and other Services and partners
<ul style="list-style-type: none"> Carry out a comprehensive review of all enforcement powers available and develop appropriate enforcement arrangements with services including Environmental Health/Trading Standards and partners including the use of Litter Control Areas, Litter Abatement Notices and Street Litter Control Notices.
<ul style="list-style-type: none"> Develop flytipping enforcement arrangements utilising new technology and covert surveillance as appropriate
<ul style="list-style-type: none"> Strengthen evidence gathering for litter, flytipping and dog fouling issues to determine hot spots and target enforcement resources

7. Implementation, Monitoring and Evaluation

7.1 Implementation 2014 – 2019

This strategy emphasises a planned, coordinated approach to litter, flytipping and dog fouling prevention and management across North Ayrshire based on a number of important needs. These needs include:

- avoiding duplication
- making best use of resources
- establishing priorities
- avoiding conflicting messages
- coordinating a diverse range of approaches
- long-term planning.

Achieving community-wide coordination for litter prevention and management is a significant challenge. A large number of organisations and individuals have a role to play and a wide range of resources are required. Keep Scotland Beautiful, Zero Waste Scotland and the Marine Conservation Society will enable us to work towards fostering community ownership of initiatives and identifying the resources to implement these. These organisations have a major role in facilitating links which enable organisations, individuals and the community to contribute to a planned, coordinated approach to litter and related issues.

7.2 Monitoring and evaluation

Many of the actions specified in the strategy involve long-term processes. Generally the key actions will continue to be carried out year on year to sustain a long term improvement.

Details of actions for implementation are described in this document and these will be updated as more organisations become involved and the National Litter Strategy evolves.

Annual reporting will be undertaken for all action plan priorities outlined in this strategy. Part of this annual process will be the reporting of measures of success and the results of projects undertaken. Input from the community and other stakeholders will be sought during this process.

8.0 Conclusion

The Litter, Flytipping and Dog Fouling prevention strategy for North Ayrshire, sets out a framework for effective and coordinated prevention and management, and provides strategic direction for the combined efforts of the community and the Council in North Ayrshire during 2014 - 2019.

The strategy is built around a series of objectives and actions under three main priority areas – Education, Enable and Enforcement which are supported by audit and evaluation activities. These objectives, actions and implementation tasks are aimed at realising the vision, goals and aims as outlined in the strategy.

Wider Legislative Framework

The following legislation has a direct and an indirect influence on the provision of controls for litter, dog fouling and fly-tipping. The legislation detailed below is not exhaustive but indicates the wider legislative framework which complement the main legislative provisions described within the main body of this strategy document.

The Environmental Protection (Duty of Care) Regulations 1991

The Environmental Protection (Duty of Care) Regulations 1991 impose a duty of care on any person who imports, produces, carries, keeps, treats or disposes of controlled waste. The duty requires such persons to ensure that there is no unauthorised or harmful deposit, treatment or disposal of waste, and to prevent the escape of waste from their control.

The Regulations also impose requirements on any person who is subject to the duty of care, with regards to the making and retention of transfer note documentation.

Breach of the duty of care or of these Regulations is a criminal offence.

The duty of care and these Regulations do not apply to an occupier of domestic property as respects the household waste produced on the property.

The Environmental Protection (Duty of Care) Amendment (Scotland) Regulation 2003

The Environmental Protection (Duty of Care) Amendment (Scotland) Regulations 2003 provide local authorities in Scotland with powers to serve notice on persons who are required to keep written descriptions or transfer notes under the principal Regulations to require those persons to furnish such documents to them at their offices within a specified time. These powers are also available to SEPA.

Climate Change Scotland (Scotland) Act 2009

The Act contains provisions to enable the Scottish Government to make regulations which could have a significant impact in reducing litter and empowers Scottish Ministers to introduce obligations for matters relating to waste management. The Act includes the following sections which may be enacted through regulation:-

Section 83 – Targets for reduction of product packaging materials

Section 88 – Charges for supply for carrier bags. The Single Use Carrier Bags Charge (Scotland) Regulations 2014 come into effect in October 2014

Town & Country Planning (Scotland) Act 1997 – Section 179

Under the Town & Country Planning (Scotland) Act 1997 the Council as the planning authority can serve a Notice on the owner or occupier of land if the amenity of any

part of their area or an adjoining one is adversely affected by its condition. The authority can serve notice on the owner or occupier of land which is affecting amenity value of their area. The Notice requires the owner or occupier to remedy the condition within a certain time. The owner or occupier is required to be given 28 days' notice by the planning authority and has the right to appeal to Scottish Ministers.

Roads (Scotland) Act 1984 – Section 87

Under the Roads (Scotland) Act 1984 where any object is causing an obstruction or has been erected, deposited or placed on the road, the local authority, as the roads authority, has the power to serve Notice on the owner for its removal. The Notice period is 28 days after which the roads authority has the power to remove the obstruction.

Refuse Disposal (Amenity) Act 1978

The Refuse Disposal (Amenity) Act 1978 makes it an offence to abandon on any land in the open air, or on any other land forming part of a highway, anything which has been brought to the land for the purpose of abandoning it there. The Act makes provisions for the local authority to remove the abandoned article and to recover costs for its removal and disposal. Although this legislation is primarily used for the removal of abandoned vehicles there is no reason why it cannot be used to ensure the removal of refuse from areas of relevant land.

Marine Litter – Oslo/Paris (OSPAR) Convention on the Protection of the Marine Environment of the North East Atlantic 1992

The OSPAR convention influences a range of UK and Scottish legislation including the Marine and Coastal Access Act 2009 and Marine (Scotland) Act 2010. OSPAR has monitored levels of beach litter, initially through a pilot project and then through a voluntary monitoring programme.

EU Marine Strategy Framework Directive (2008/56/EC)

The Marine Strategy Framework Directive (MSFD) will be a central element driving the Scottish Government's Marine Litter Strategy. The Marine Litter Strategy will be the primary means of delivering on the MSFD which requires Member States to prepare national strategies to manage their seas to achieve Good Environmental Status (GES) by 2020.

The key requirements of the Marine Strategy Framework Directive:

- An assessment of the current state of UK seas
- A detailed description of what GES means for UK waters, with a set of associated targets and indicators

The two elements (above) form the UK Marine Strategy Part One

- Establishment of a monitoring programme to measure progress towards Good Environmental Status by July 2014
- Establishment of a programme of measures for achieving Good Environmental Status by 2016

The Directive defines GES in terms of 11 descriptors. Descriptor 10 requires litter to be at levels where the “properties and quantities of marine litter do not cause harm to the coastal and marine environments”

EU Directive on Port Reception Facilities for Ship-generated Waste and Cargo Residue (EC 2000/59)

This is implemented through the Merchant Shipping and Fishing Vessels (Port Waste Reception Facilities) Regulations 2003 and the (Amendment) Regulations 2009. These regulations stipulate that Ports and Harbours must provide adequate facilities for waste disposal.

EU Directive 2004/12 Packaging and Packaging Waste

This Directive aims to harmonise national measures in order to prevent or reduce the impact of packaging and packaging waste on the environment. It contains provisions on the prevention of packaging waste, on the re-use of packaging and on the recovery and recycling of packaging waste.

Bathing Water Directive 2006/7

This Directive came into force in 2006 and was enacted in the UK by the Bathing Waters (Scotland) Regulations 2008. Whilst the criteria relating to the classification of bathing waters are bacteriological consideration must be given to control of the litter on beaches by local authorities.

Marine (Scotland) Act 2010

The Marine (Scotland) Act 2010 implements national and regional marine planning and addresses the requirements of the Marine Strategy Framework Directive (MSFD). The management of litter, while not directly specified under the Act, may fall under the scope of marine planning and licensing regime. Marine planning is critical for influencing the special extent and licence regime for many maritime activities, including activities including marine leisure and tourism.

Local Environmental Audit Management System (LEAMS)

The effectiveness of street cleaning operations and litter prevention activities is measured using the Local Environmental Audit Management System (LEAMS) which in turn informs the Street Cleanliness Index national performance indicator for street cleanliness.

The Cleanliness Index is determined using the LEAMS system of monitoring and indicates the standards of cleanliness achieved in areas. Total counts of grades A,B,C & D sites achieved throughout an area are used to calculate a Cleanliness Index between 0 and 100. An area with a score of 0 would consist of all heavily littered (Grade D) sites, whereas a score of 100 would represent an area completely free of litter, dog fouling or refuse (all Grade A sites).

The LEAMS system uses a combination of self and independent monitoring. Each local authority conducts bi-monthly audits, four in its own area and two in another local authority area. These audits assess the cleanliness of a minimum random sample of 2% of streets. In addition, KSB conduct an annual validation survey also assessing a 2% sample of streets within each authority.

The LEAMS process is structured so that all authorities carry out exactly the same monitoring programme to enable full comparisons between the results obtained. Training is provided to each local authority before they participate in the LEAMS process, the relevant legislation (Environmental Protection Act 1990: Code of Practice for Litter & Refuse 2006) relating to street cleansing and litter, the survey methodology, and how to use the data obtained during the survey.

The LEAMS Street Cleanliness Index has been the national statutory performance indicator for street cleanliness since 2003/2004. However, Keep Scotland Beautiful recently facilitated a review of the effectiveness and appropriateness of the LEAMS system and piloted a refreshed scoring mechanism.

A steering group was established to carry out a review to ensure the proposed refreshed scoring mechanism would achieve the following key objectives:

- Provides information that is an accurate reflection of standards
- Is cost efficient
- Provides a means of sharing best value
- Has statistics that are easily understandable for internal and public reporting

The review of LEAMS was piloted by 5 local authorities and involved two pilot surveys being undertaken within each participating authority in August and October 2013. The group agreed that the changes tested during the pilot met the objective set for the refreshed system. The results of the trial were presented at the national Keep Scotland Beautiful LEAMS seminar to all local authorities in November 2013.

The general consensus was positive and it has been indicated that the proposed changes to the LEAMS methodology will potentially be introduced from April 2014 onwards.

The significant changes to the methodology are:

- 1) the sampling frequency will reduce from seven audits at 2% to three audits at 5%
- 2) introduction of a B+ grading in zones 1-3 only
- 3) a minimum of ten streets per land type zone 1-3 and five streets per land types 4, 6 and 7 being monitored for each audit
- 4) all sites scored at grade C or D in previous audit will be included in subsequent audits
- 5) sites of roads inspected in Zones 4, 6 & 7 will see an increase in length audited from 50 metres to 500 metres
- 6) environmental quality indicators such as staining affecting the quality of hard surfaces, including chewing gum, vomit and paint will be considered when assessing the overall cleanliness of a site.

NORTH AYRSHIRE COUNCIL

Agenda Item 11

25 March 2014

Cabinet

Subject: **General Services Revenue Estimates 2014/15:
Update**

Purpose: To update Cabinet on the General Services Revenue Budget for 2014/15.

Recommendation: That the Cabinet agrees to note the 2014/15 base budget analysed by service and expenditure type.

1. Introduction

- 1.1 At its meeting on 11 December 2013, the Council approved a General Services Revenue budget of £313.171m.
- 1.2 At that time the detailed analysis of the budget by service and expenditure type was not available due to the requirement to appropriately allocate all the efficiencies and pressures approved at that time over the services.
- 1.3 This report presents the General Services Revenue budget for 2014/15 by service and by expenditure type.

2. Current Position

- 2.1 The Codes of Financial Practice outline categories of service delivery, known as the Objective Analysis, and categories of expenditure type, known as the Subjective Analysis. Cabinet is asked to approve a budget matrix each year that presents the revenue budget for the year by objective and subjective analysis.
- 2.2 Once this matrix is approved, services must spend in line with this and any subsequent significant and planned variation to this budget (ie. virement) must be approved by Cabinet.

3. Proposals

- 3.1 The Cabinet is asked to approve the General Services Revenue Estimates matrix outlined at Appendix 1. This details budget by service and expenditure type.

4. Implications

Financial Implications

- 4.1 Any significant variations in planned expenditure from the matrices attached in the appendix must receive Cabinet approval.

Human Resource Implications

- 4.2 There are no direct human resource implications as a result of this report.

Legal Implications

- 4.3 There are no direct legal implications as a result of this report.

Equality Implications

- 4.4 There are no direct equality implications as a result of this report.

Environmental Implications

- 4.5 There are no direct environmental implications as a result of this report.

Implications for Key Priorities

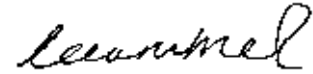
- 4.6 The proposals contained in this report will support the strategic aims of the Council.

5. Consultations

- 5.1 The 2014/15 budget matrix reflects the decisions taken by the Council at its meeting on 11 December 2013.
- 5.2 All Services have been consulted on the proposals contained within this report.

6. Conclusion

- 6.1 The Cabinet is asked to agree to note the 2014/15 base budget analysed by service and expenditure type.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Hazel Hair, Senior Manager (Financial Management) on 01294 324548.

Background Papers

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Directorate	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15 SUMMARY BY DIRECTORATE										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
DEMOCRATIC & ADMINISTRATION	3,457	1	121	16	946	467	0	16	0	-726	4,298
FINANCE & CORPORATE SUPPORT	16,755	13,212	1,069	135	1,089	3,138	52,086	28	0	-59,520	27,992
EDUCATION & SKILLS	85,619	812	15,311	277	1,370	11,837	585	0	0	-2,108	113,703
DEVELOPMENT & ENVIRONMENT	39,199	1,081	12,308	7,203	3,064	24,258	100	1,013	194	-33,892	54,528
SOCIAL SERVICES & HEALTH	40,018	512	1,801	584	1,469	52,105	1,673	224	0	-16,717	81,669
CORPORATE ITEMS	1,764	591	357	264	822	4,022	0	4,428	20,366	-2,119	30,495
CONTRIBUTIONS TO FUNDS	0	0	0	0	0	0	0	486	0	0	486
TOTAL EXPENDITURE	186,812	16,209	30,967	8,479	8,760	95,827	54,444	6,195	20,560	-115,082	313,171

FUNDED BY:

AEF	0	0	0	0	0	0	0	0	0	-255,152	-255,152
COUNCIL TAX	0	0	0	0	0	0	0	0	0	-57,999	-57,999
COMMUNITY CHARGE	0	0	0	0	0	0	0	0	0	-20	-20
TOTAL FUNDING	0	0	0	0	0	0	0	0	0	-313,171	-313,171

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15 DEMOCRATIC & ADMINISTRATION Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
CORPORATE COUNCIL	220	0	2	1	6	0	0	1	0	0	230
LEGAL & LICENSING	972	0	47	8	114	0	0	5	0	-577	569
POLICY & SERVICE REFORM	2,265	1	72	7	826	467	0	10	0	-149	3,499
TOTAL	3,457	1	121	16	946	467	0	16	0	-726	4,298

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15 FINANCE & CORPORATE SUPPORT										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
DIRECTOR & HEADS OF SERVICE	195	0	4	2	27	0	0	3	0	0	231
BUSINESS SUPPORT	1,953	0	22	0	126	0	0	16	0	-12	2,105
FINANCIAL MANAGEMENT	2,147	0	50	1	9	3	0	0	0	-249	1,961
PROCUREMENT	701	0	13	1	4	88	0	0	0	-329	478
REVENUES & BENEFITS	2,203	0	146	8	469	1,054	52,086	1	0	-52,412	3,555
AUDIT, RISK & INSURANCE	488	0	0	1	4	0	0	0	0	-80	413
PROPERTY MANAGEMENT & INVESTMENT	3,765	0	161	83	50	682	0	0	0	-3,538	1,203
PROPERTY COSTS	0	9,842	16	0	127	0	0	2	0	-1,573	8,414
PROPERTY MAINTENANCE	0	3,368	0	0	0	1,017	0	0	0	0	4,385
HUMAN RESOURCES	1,381	1	99	6	180	254	0	1	0	-264	1,658
ICT	2,402	1	478	22	29	10	0	2	0	-770	2,174
CUSTOMER SERVICES & REGISTRATION	1,520	0	80	11	64	30	0	3	0	-293	1,415
TOTAL	16,755	13,212	1,069	135	1,089	3,138	52,086	28	0	-59,520	27,992

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15										
	EDUCATION & SKILLS										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
RESOURCE & INFRASTRUCTURE	2,859	138	242	19	153	937	0	0	0	-39	4,309
EARLY YEARS	5,638	20	162	12	106	396	0	0	0	-30	6,304
PRIVATE NURSERY PROVISION	155	0	10	4	9	1,204	0	0	0	0	1,382
PRIMARY EDUCATION	31,702	262	1,846	37	486	307	0	0	0	-67	34,573
EARLY INTERVENTION	236	0	1	0	2	0	0	0	0	0	239
SECONDARY EDUCATION	33,713	142	11,933	75	340	1,504	0	0	0	-188	47,519
ADDITIONAL SUPPORT NEEDS	3,569	16	69	32	30	2,915	5	0	0	-300	6,336
SCHOOLS OTHER	31	0	7	0	0	62	0	0	0	-36	64
EMA/ACTIVITY AGREEMENTS	0	0	0	0	2	0	580	0	0	-614	-32
OUTDOOR EDUCATION	596	6	71	8	18	24	0	0	0	-308	415
CAREERS	0	0	0	0	0	0	0	0	0	0	0
OTHER EDUCATIONAL ESTABLISHMENTS	75	0	0	0	0	30	0	0	0	0	105
EDUCATION MISCELLANEOUS	0	0	0	0	0	0	0	0	0	0	0
QUALITY IMPROVEMENT SERVICE	0	0	99	0	0	0	0	0	0	0	99
PSYCHOLOGICAL SERVICE	751	2	5	13	12	0	0	0	0	0	783
CULTURAL & COMMUNITY SERVICES	6,294	197	866	77	212	1,090	0	0	0	-526	8,210
LEISURE SERVICES	0	29	0	0	0	3,368	0	0	0	0	3,397
TOTAL	85,619	812	15,311	277	1,370	11,837	585	0	0	-2,108	113,703

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15 DEVELOPMENT & ENVIRONMENT										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
BUILDING SERVICES	9,123	30	5,687	340	375	1,444	0	764	194	-20,213	-2,256
ECONOMIC DEVELOPMENT	1,450	1	15	31	83	6,704	0	11	0	-322	7,973
PLANNING SERVICES	1,154	0	122	15	51	280	0	7	0	-543	1,086
ENVIRONMENTAL HEALTH & TRADING STANDARDS	1,158	0	46	29	19	180	0	1	0	-71	1,362
ROADS	3,488	11	2,252	126	213	2,481	0	17	0	-1,556	7,032
BUILDING STANDARDS	464	0	17	14	10	9	0	0	0	-538	-24
MANAGEMENT & ADMINISTRATION	999	0	70	12	40	37	0	1	0	-839	320
FACILITIES MANAGEMENT	9,207	285	2,272	32	194	43	0	19	0	-2,619	9,433
STREETSCENE	5,580	693	861	200	778	337	0	3	0	-2,341	6,111
TRANSPORT	1,097	2	57	6,174	106	2,706	0	2	0	-720	9,424
WASTE MANAGEMENT	4,277	4	854	211	1,125	4,291	0	77	0	-3,713	7,126
HOUSING	1,202	55	55	19	70	5,746	100	111	0	-417	6,941
TOTAL	39,199	1,081	12,308	7,203	3,064	24,258	100	1,013	194	-33,892	54,528

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15										
	SOCIAL SERVICES & HEALTH										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
MANAGEMENT & SUPPORT	4,389	23	311	47	543	170	0	0	0	-252	5,231
SERVICE STRATEGY & REGULATION	829	0	7	9	8	410	0	0	0	-66	1,197
CHILDREN & FAMILIES	12,811	314	392	251	267	10,679	144	55	0	-159	24,754
OLDER PEOPLE	14,485	4	301	133	124	22,060	462	58	0	-5,629	31,998
INDEPENDENT LIVING	663	0	613	24	30	2,057	759	57	0	-287	3,916
LEARNING DISABILITIES	2,175	16	82	20	20	12,920	288	43	0	-4,187	11,377
MENTAL HEALTH	618	0	2	16	4	2,695	18	0	0	-1,256	2,097
CRIMINAL JUSTICE	2,978	155	66	48	430	1,043	1	0	0	-4,745	-24
ADDICTIONS	714	0	2	8	1	0	1	0	0	-125	601
CHANGE PROGRAMME	20	0	0	13	0	0	0	0	0	0	33
CHANGING CHILDREN'S SERVICES	336	0	25	15	42	71	0	11	0	-11	489
TOTAL	40,018	512	1,801	584	1,469	52,105	1,673	224	0	-16,717	81,669

Objective Analysis	NORTH AYRSHIRE COUNCIL GENERAL SERVICES REVENUE BUDGET 2014/15										
	CORPORATE ITEMS										
	Subjective Analysis										
	Employee Costs £000	Property Costs £000	Supplies And Services £000	Transport And Plant Costs £000	Admin Costs £000	Other Agencies, Bodies And Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
JOINT BOARDS	0	0	0	0	0	3,508	0	0	0	0	3,508
PENSION COSTS	1,749	0	0	0	0	0	0	0	0	0	1,749
LOAN CHARGES AND CAPITAL CHARGES	0	0	0	0	0	0	0	0	20,366	0	20,366
OTHER CORPORATE ITEMS	15	591	357	264	822	514	0	4,428	0	-2,119	4,872
TOTAL	1,764	591	357	264	822	4,022	0	4,428	20,366	-2,119	30,495

NORTH AYRSHIRE COUNCIL

Agenda Item 12

25 March 2014

Cabinet

Subject: **Revenue Budget 2013/14 : Budgetary Control Statement to 31 January 2014**

Purpose: To advise the Cabinet of the revenue budgetary control position for the Council at 31 January 2014.

Recommendation: That the Cabinet agrees to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend; (c) approve a carry forward within General Services of £1.353m to 2014/15 as detailed in paragraphs 2.6, 2.7, 2.7.2, 2.8.3 and 2.9; (d) approve the carry forward within Housing Revenue Account of £0.376m as detailed in paragraph 2.17; and (e) approve the virements detailed in Appendix 9.

1. Introduction

- 1.1 The Council's General Fund and Housing Revenue budgets for 2013/14 were approved at a special meeting of the Council held on 30 January 2013.
- 1.2 As part of the monitoring procedures to keep the Cabinet informed of the financial performance of the Council, budgetary control reports are presented on a regular basis. This is the fourth report for 2013/14 and covers the period to the end of January 2014 (Period 10). A final report for 2013/14 will be submitted to the Cabinet in June informing Members of the financial situation at the year-end. Projections of the year-end position have been made which, at this stage in the financial year, should be robust.

2. Current Position

General Fund

- 2.1 The Council has set a break-even budget for 2013/14. In addition to the budget approved on 30 January 2013 ear-marked funds of £5.522m have been carried forward from 2012/13 for service expenditure in 2013/14, which are reflected in the figures within the 2013/14 budgetary control reports.

- 2.2 Current financial projections indicate that a net in-year surplus of £1.179m is anticipated for the year to 31 March 2014, compared to a projected surplus of £1.981m at Period 8 which was reported to the Cabinet on 28 January 2014.

Commentary on Significant General Services Variances

- 2.3 A number of over and underspends across Council services contributes to the overall projected financial position.
- 2.4 A brief explanation of Services' major variances is outlined below, with further details in the attached appendices.
- 2.5 In the Chief Executive's Service (Appendix 1), an underspend of £0.248m is projected. This is broadly in line with what was reported at Period 8 and is largely due to projected savings in employee costs as a result of vacant posts.
- 2.6 Within Finance and Corporate Support (Appendix 2), the underspend of £0.511m projected at Period 8 has decreased slightly to a net projected underspend of £0.444m with a number of contributory factors.

A net underspend totalling £0.264m is anticipated in employee costs due to savings accruing from vacant posts and the implementation of revised structures across various parts of the service. In addition, the Council had set aside £0.394m to fund DHP top up in 2013/14; this is no longer required due to the receipt of additional funds from the Scottish Government and the Department for Work and Pensions. Further savings of £0.107m have recently been identified in the Council Tax Reduction scheme due to final confirmation of Scottish Government funding for this scheme. An underspend of £0.104m is also anticipated in relation to Welfare Reform funding for the Benefit Cap on temporary accommodation.

There are offsetting overspends within Property Management & Investment; £0.085m is anticipated in relation to the purchase of Carbon Allowances as a result of recent changes to the scheme and an under-recovery of rental income and service charges of £0.160m as a result of void commercial premises. The underspend in employee costs of £0.233m, included within the £0.264m mentioned above, is also offset by an under-recovery of associated fee income of £0.244m.

An underspend of £0.475m is projected within the Property Maintenance budget due to slippage of various projects which will require to be undertaken in 2014/15. Approval is, therefore, required to carry forward £0.475m.

- 2.7 Within Education & Skills (Appendix 3), the service has maintained the break-even position which was reported at Period 8.

The projected underspends are as follows:-

- (a) The underspend in Early Years Education has increased from £0.100m in Period 8 to £0.321m due to projected underspends of £0.130m in salaries and of £0.050m within the Capacity Building for Parents programme. The service is requesting to carry forward £0.083m of the underspend to 2014/15 to fund transitional arrangements for Speech and Language therapy services.
- (b) In Primary Education the underspend has increased by £0.141m to £0.304m and is largely due to an underspend of £0.200m identified within the Capital Items Replacement Fund reserve. This fund is used for IT provision within schools and has accumulated by the agreement to temporarily suspend some of the devolved responsibility given to headteachers.
- (c) The projection for Secondary Education has increased from £0.176m at Period 8 to £0.515m. The underspend is primarily due to £0.240m of savings in the budget for Teachers' Maternity and Long Term Sick Payments plus there is a temporary underspend of £0.200m from a number of headquarter based budgets that are used to support learning and teaching in schools. This resource has accumulated by the agreed temporary suspension of expenditure, where possible.
- (d) Cultural & Community - an underspend of £0.095m is anticipated which is generally consistent with the level at Period 8. An underspend of £0.243m is anticipated as a result of early achievement of savings from the review of Community Development. The savings accruing from amended work patterns and reduced overtime costs in Community Facilities is projected at £0.064m. These savings have been partially offset by increased one-off termination costs of £0.169m.

- 2.7.1 There are also projected overspends elsewhere in the service. In Additional Support Needs, the projected overspend has decreased from the Period 8 level of £0.339m to £0.279m and represents the projected cost of residential school fees based on the number of children currently in care. One-off early termination costs of £0.617m have now been identified within the service plus the income for Arran Outdoor Resource Centre is expected to under-recover by £0.120m. Given the overall financial projection for the service, £0.236m of the early termination costs will be funded by the Council's Change & Service Redesign Fund.

- 2.7.2 The service is seeking approval to carry forward the temporary underspends of £0.400m highlighted in (b) and (c) above to support the programme to upgrade and replace IT provision within schools. The termination of Microsoft supporting Windows XP means that it is essential for all schools to have devices supported by Windows 7. In addition to the essential upgraded equipment the funds will be used to improve IT provision across the school estate.
- 2.8 For Social Services & Health, current projections indicate an overspend of £3.824m at 31 March 2014 which is consistent with the Period 8 position of £3.934m. However, it should be noted that, since the Period 8 report, responsibility for Housing Services has passed from the Corporate Director (Social Services & Health) to the Corporate Director (Development & Environment). At Period 8, Other Housing was projecting an underspend of £0.296m which helped mitigate the overspend within the Social Services & Health budget.
- 2.8.1 Within Children & Families, there is now a projected overspend of £0.065m which represents an adverse movement of £0.171m since Period 8. Savings in employee costs increased from £0.510m at Period 8 to £0.685m, due mainly to delays in the start up of a number of new projects, but is offset by the total projected overspend on residential schools of £0.362m which, at Period 8, was £0.198m. In addition, the projected underspend in the Family Support Network has decreased by £0.071m since the previous report and the underspend in the Stop Now and Plan project has reduced by £0.060m.
- 2.8.2 The most significant projected overspend remains within Older People's services which has reduced from £2.904m at Period 8 to £2.720m, the majority of which is due to purchased Care at Home of £1.247m (Period 8 £1.285m). In-house Care at Home staff costs are projected to overspend by £0.883m (Period 8 £0.896m) and payments to Care Homes are expected to overspend by £0.352m which is an increase of £0.053m on the Period 8 position.
- 2.8.3 Independent Services is projecting a total overspend of £0.728m which is £0.114m less than the Period 8 projection. The projections relate to residential placements (£0.119m), community packages (£0.278m) and direct payments (£0.434m). Increased demand for equipment in order to maintain service users safety in the community has resulted in a waiting list. The service requests that £0.200m is carried forward to 2014/15 to address this waiting list which will result in a total overspend in this area for 2013/14 of £0.928m.

- 2.8.4 The overspend anticipated within Learning Disabilities has decreased to £0.746m from £1.005m at Period 6. This is due to a reduction in the projected costs of care packages in residential placements (£0.574m), community packages (£0.217m) and direct payments (£0.137m).
- 2.8.5 The above overspends continue to be partially offset by underspends. In Management & Support the overall underspend has increased by £0.214m to £0.380m mainly due to savings in employee costs from vacancy management. Savings in Mental Health have decreased from £0.098m at Period 8 to £0.072m, of which Community Packages (£0.104m) is the main factor. Addiction Services is projecting an underspend of £0.102m, of which £0.153m is due to employee costs with a partial offset of £0.062m in property costs and staff travel.
- 2.8.6 Social Services are taking steps to deliver 2013/14 savings and reduce the current projected overspend. A report by the Corporate Director (Social Services & Health) was submitted to Cabinet on 26 November 2013 which outlined the pressures on the Care at Home and the Care Homes budgets and proposed various short-term and longer-term solutions to address the overspends. In addition, the General Services revenue budget for 2014/15, which was approved by the Council on 11 December 2013, incorporated adjustments to the base budget to reflect the underlying budget pressures within Social Services & Health.
- 2.9 Within Development & Environment (Appendix 5) the significant underspend of £2.112m reported at Period 8 has now increased to £2.167m. As indicated at paragraph 2.8 above, however, responsibility for Housing Services has now passed from the Corporate Director (Social Services & Health) to the Corporate Director (Development & Environment). The total underspend for the service, therefore, now includes £0.252m in respect of Other Housing.
- (a) Economic Development is projecting an underspend of £2.346m (Period 8 £2.310m). The major variances are as follows:-
- £0.391m in additional European project funding following a review by the Scottish Government
 - £0.600m due to new contractual arrangements in respect of Business Gateway. This is split between the three Ayrshire Councils. Approval has been given to carry forward £0.500m to provide additional Business Support initiatives during 2014/15
 - £0.548m is currently uncommitted pending the completion of a number of strategic reviews

- £0.350m is due to the time taken to develop and recruit to the new graduate programme
 - £0.300m has been identified within the Modern Apprentice programme
- (b) The underspend in Protective Services which has increased from £0.234m at Period 8 to £0.399m is primarily due to further savings identified in the costs of the Local Development Plan plus savings in employee costs from vacant posts and additional grant income. The service is requesting that £0.075m of the underspend be carried forward to 2014/15 to support the Kilbirnie CARS programme.
- (c) Within Roads there has been an adverse movement of £0.030m in the year-end projection since the report on Period 8. This is mainly due to the cost of electrical power which is expected to be £0.119m higher than budget as a result of discrepancies within the Scotland Excel contract which are currently being investigated. In addition, unbudgeted costs are due to be incurred in adjudication payments to conclude the previous lighting maintenance contract. This is partially offset by a projected underspend of £0.254m in winter maintenance plus additional income from other NAC departments.
- (d) Within Waste Services the underspend is now projected at £0.082m as opposed to £0.216m at Period 8. This is mainly as a result of a revision to the employee cost projections and an anticipated shortfall in income from commercial refuse collection. There are Organic Waste disposal savings of £0.075m based on revised green and food waste arisings as well as £0.071m due to a delay in the start up of diverting street sweepings from landfill. The projected overspend in the blue bin contract as a result of levels of contamination is still £0.090m. There is a projected shortfall in income of £0.151m from waste gas extraction due to a delay in the installation of the gas pipeline until January 2014.
- (e) The underspend within Transport services has decreased from £0.133m to £0.055m. The projected savings of £0.181m in the SPT school transport contract are being partially offset by a projected overspend in taxi costs. A piece of work is currently underway to review the budget provision and projections in respect of taxi costs.

- (f) As previously indicated, the Development & Environment budget now incorporates £7.178m for non HRA Housing Services which is reported within Appendix 5. There is currently a projected underspend of £0.252m in Other Housing which is mainly due to the early realisation of 2014/15 savings in relation to the redesign of the Community Warden service of £0.164m.
 - (g) The above underspends are partially offset by a projected overspend of £0.147m within Facilities Management which has decreased from the Period 8 figure (£0.236m) as a result of effective vacancy management.
 - (h) The service has an underlying underspend of £0.135m but has incurred £0.282m of severance costs which will be met from the overall underspend within the directorate. The service is requesting a carry forward of £0.120m from the overall directorate underspend to fund the replacement of essential cooking and serving equipment within schools.
- 2.10 The projected underspend for Building Services (Appendix 6) is £0.465m at Period 10 which is a reduction of £0.078m against that projected at Period 8. There have been significant movements within the underspend. The income projection has increased by £0.187m in total and with significant movements between the different categories of repair. The underspend in expenditure has decreased by £0.265m primarily as a result of the need to employ agency workers to manage the predicted workload and the type of work. Any further significant variation in the type of work could result in changes to these projections.
- 2.11 Corporate Items (Appendix 7) relates to Joint Board requisitions, pension costs and other corporate items. An underspend of £0.346m is now anticipated principally as a result of projected savings in the sums that were set aside in the 2013/14 budget for inflation on non payroll commodities including utilities. Although this budget is no longer required in the current year it will be required in 2014/15. This projection has moved from £0.395m at Period 8 as a result of identification of further early termination cost commitments in 2013/14.

- 2.12 Savings of £1.333m are anticipated in Loan Charges as a result of slippage in the capital programme in recent years, combined with external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council. This projection assumes that there will be no long term borrowing undertaken during the remainder of 2013/14 due to PWLB interest rates currently sitting at high levels compared with the low rates of return available on investments.
- 2.13 The Council has budgeted for income from Council Tax of £57.643m in 2013/14, based on an estimated overall 96.5% collection level, and income from Non-Domestic Rates (NDR) of £36.943m. Collection levels for Council Tax show in-year collection of 91.3% to the end of January, which is 0.3% lower than the 2012/13 level. The service is, however, taking recovery action as quickly as possible and cash collected by the Sheriff Officer is consistent with that collected in 2012/13. Bench marking with other authorities is also being used to identify best practice and explore ways of improving the collection target. The anticipated collection level for 2013/14 is 93.4%. In respect of NDR, the current collection level is 89.4% which is 1.2% below the 2012/13 level. The year-end projected level is 93.47%.
- 2.14 Requests for budget transfers, or virements, have been identified since the start of the financial year. As per the Council's Codes of Financial Practice a schedule of the virements requested by Services above the £50,000 threshold is attached at Appendix 9 for Members' consideration and approval.
- 2.15 An analysis of the year end General Services revenue projections as at the end of January 2014 is shown in the undernoted table:

	<u>Annual Budget £000</u>	<u>Projection to 31 March 2014 £000</u>	<u>Projected Variance for year £000</u>
<u>Service Expenditure</u>		<u>(Fav)/Adv</u>	<u>(Fav)/Adv</u>
Chief Executive	4,433	4,185	(248)
Finance and Corporate Support	38,086	37,642	(444)
Education and Skills	115,459	115,459	-
Social Services and Health	78,864	82,688	3,824
Development & Environment	58,659	56,492	(2,167)
Building Services	(125)	(590)	(465)
Other Corporate Services	9,811	9,465	(346)
Balance for Services	305,187	305,341	154
Loan Charges etc	22,760	21,427	(1,333)
Contribution to Capital Fund	2,137	2,137	-
Total Planned Expenditure	330,084	328,905	(1,179)
<u>Planned Income</u>			
AEF	(266,547)	(266,547)	-
Council Tax and former Community Charge	(57,673)	(57,673)	-
Use of Change Fund	(983)	(983)	-
Use of Earmarked Funds	(4,881)	(4,881)	-
Total Planned Income	(330,084)	(330,084)	-
Net Expenditure/ (Income)	-	(1,179)	(1,179)

Housing Revenue Account

- 2.16 The position on the Housing Revenue Account at the end of January 2014 is outlined in the table below, with further details provided in Appendix 8:

	<u>Annual Budget £000</u>	<u>Projection to 31 March 2014 £000</u>	<u>Projected Variance for Year £000</u>
		<u>(Fav)/Adv</u>	<u>(Fav)/Adv</u>
Supervision and Management	7,906	7,332	(574)
Repairs and Maintenance	26,630	25,285	(1,345)
Short Stay Hostel	(74)	(109)	(35)
Homelessness	(49)	(319)	(270)
Loan Charges	8,306	7,877	(429)
Rental Income	(42,719)	(42,403)	316
Carry Forward to 2014/15		376	376
Balance on Year's Activities	-	(1,961)	(1,961)

- 2.17 The Housing Revenue Account budgeted for a break-even position in 2013/14 with an underspend of £1.961m currently projected, after allowing for a carry forward of £0.376m to 2014/15. The underspend reflects an increase of £0.456m over the Period 8 position. The major factors contributing to the underspend are as follows :-

- a) anticipated savings of £0.265m in employee costs due to staff vacancies and of £0.184m in charges from other Council services. These represent increases of £0.029m and £0.089m respectively over the Period 8 figures.
- b) the net underspend in repairs to Council housing stock has increased from £0.825m at Period 8 to £1.345m. A saving of £0.567m is anticipated in response repairs which has been achieved through improved processes and revised rates for this category of repair. In addition, there has been a reduced demand for catch up repairs resulting in a projected underspend of £0.220m. Estate based projects are expected to out-turn at £0.268m below budget but approval is sought to earmark £0.257m of this for carry forward to 2014/15 along with an underspend of £0.119m in respect of non-adopted roads and lighting projects. The underspends are partially offset by predicted overspends in repairs to empty houses of £0.166m and in aids and adaptations of £0.190m. There is also an unbudgeted cost of £0.200m in relation to the safety of gas meters.

- c) there is a projected underspend of £0.401m against the budget provision for rent arrears which reflects all proposed mainstream rent write-offs for the year plus the estimated increase in the bad debt provision. The budget for 2013/14 was augmented by £0.500m to meet the estimated impact of under-occupancy during 2013/14. During the current year, Discretionary Housing Payments have mitigated the impact on levels of rent arrears.
- d) a saving in loan charges of £0.429m is anticipated as outlined at 2.13 above which is consistent with the Period 8 level.
- e) the underspends above are partially offset by an under-recovery in rental income of £0.316m which is consistent with the Period 8 projection. This is mainly as a result of closure of houses for the purposes of regeneration.

3. Proposals

- 3.1 The Cabinet is invited to (a) note the information and financial projections outlined in the report; (b) note the action being taken by Social Services and Health to reduce the current projected overspend; (c) approve the General Services carry forwards of £1.353m as detailed in paragraphs 2.6, 2.7, 2.7.2, 2.8.3 and 2.9; (d) approve the Housing Revenue Account carry forward of £0.376m as detailed in paragraph 2.17 and (e) approve the virements detailed in Appendix 9.

4. Implications

Financial Implications

- 4.1 The net projection for the year as at 31 January 2014 for General Services is a surplus for the year of £1.179m.
- 4.2 The net projection for the year on the Housing Revenue Account is a surplus for the year of £1.961m.
- 4.3 The position for both the General Fund and Housing Revenue Account revenue budgets will continue to be monitored closely for the remainder of the financial year.

Human Resource Implications

- 4.4 There are no human resource implications.

Legal implications

- 4.5 There are no legal implications.

Equality Implications

- 4.6 There are no equality implications.

Environmental Implications

- 4.7 There are no environmental implications.

Implications for Key Priorities

- 4.8 The budget monitoring report directly supports local outcome 15b "Public Services are more efficient and effective" within the Single Outcome Agreement 2009/12.

5. Consultations

- 5.1 All budget holders have been consulted as part of the budgetary control process and have approved the projected variances contained in this report.

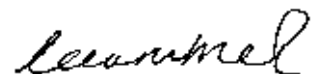
6. Conclusion

General Services

- 6.1 Current financial projections indicate that a net in-year surplus of £1.179m is anticipated for the year to 31 March 2014.

Housing Revenue Account

- 6.2 Current financial projections indicate that a net in-year surplus of £1.961m is anticipated for the year to 31 March 2014.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Hazel Hair, Senior Manager (Financial Management) on 01294 324548

Background Papers

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DEMOCRATIC & ADMINISTRATION
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Legal	424	435	11	1
Policy, Performance & Community Planning	1,261	1,109	(152)	2
Communications	435	433	(2)	
Committee & Member Services	1,464	1,454	(10)	3
Change Programme	746	651	(95)	4
Civil Contingencies	103	103	-	
Total	4,433	4,185	(248)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	3,612	3,310	(302)
Property Costs	1	1	-
Supplies and Services	149	137	(12)
Transport and Plant Costs	14	14	-
Administration Costs	911	919	8
Other Agencies & Bodies	639	623	(16)
Other Expenditure	53	79	26
Capital Financing	-	-	-
Gross Expenditure	5,379	5,083	(296)
Income	(946)	(898)	48
Net Expenditure	4,433	4,185	(248)

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Legal - £0.011m overspend

This projection arises from various budget variances, including aged debt write-offs amounting to £0.033m, offset by an underspend of £0.014m in employee costs due to vacancies and maternity leave.

The primary reason for movement from the Period 8 report is the write-off of aged debts.

2 Policy, Performance & Community Planning - £0.152m underspend

There is a projected underspend of £0.154m in employee costs, partly due to vacancies within the Information Compliance Team of £0.096m. Further projected underspends in employee costs arise from an employee being seconded into a Change Team post.

3 Committee & Members Services - £0.010m underspend

This anticipated underspend is largely the result of a vacant post, which is now not expected to be filled before the end of the financial year.

4 Change Programme Team - £0.095m underspend

There is a projected underspend of £0.095m in Employee Costs due to one vacancy and two employees being seconded away from this team.

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Directorate	133	134	1	
Finance & Property				
Head of Service	(313)	(180)	134	1
Financial Management	2,070	1,979	(91)	2
Revenues & Benefits	14,996	14,364	(632)	3
Audit & Risk	403	378	(25)	4
Business Support	1,708	1,673	(35)	5
Corporate Procurement	526	526	-	
Property Management & Investment	1,806	1,902	96	6
Housing Assets & Investment	(430)	(430)	-	7
Property Costs	7,784	7,903	119	8
Property Maintenance	4,632	4,157	(475)	9
HR & Organisational Development				
Head of Service	(56)	(53)	3	
Human Resources	1,849	1,837	(12)	10
ICT	1,740	1,740	-	11
Customer Services & Registration	1,239	1,237	(2)	
	38,086	37,167	(919)	
Carry forward to 2014/15		475	475	
Total	38,086	37,642	(444)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	17,161	16,897	(264)
Property Costs	12,907	12,794	(113)
Supplies and Services	1,131	1,156	25
Transport and Plant Costs	150	150	-
Administration Costs	1,392	1,379	(13)
Other Agencies & Bodies	3,543	3,627	84
Transfer Payments	63,441	62,941	(500)
Other Expenditure	11	31	20
Capital Financing	-	-	-
Gross Expenditure	99,735	98,974	(761)
Income	(61,649)	(61,332)	317
Net Expenditure	38,086	37,642	(444)

FINANCE & CORPORATE SUPPORT

BUDGETARY CONTROL 2013/14

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Head of Service - £0.134m overspend

There is a turnover target for Finance & Property of £0.126m held in this budget; this overspend is offset by staff vacancy underspends across the service.

2 Financial Management - £0.091m underspend

This projected underspend largely relates to vacant posts which are now not expected to be filled before year end. This has increased by £0.023m from Period 8 due to delays in recruitment.

3 Revenues & Benefits - £0.632m underspend

The Council had set aside £0.394m to fund Discretionary Housing Payments top-ups which is no longer required due to receipt of additional funds from the Scottish Government and the Department for Work and Pensions. In addition, there are savings in staff costs of £0.200m due to vacant posts and the implementation of the revised structure, offset by overtime costs of £0.099m which have been incurred due to an increase in DHP applications and the administration of the Scottish Welfare Fund.

In terms of the Council Tax Reduction (CTR) scheme, a £0.107m underspend is anticipated. This has come to light only recently when the Scottish Government announced a final distribution of funding, which was delayed pending Council Tax Benefit Audits. The actual distribution of Scottish Government funds together with the funds the Council had set aside exceeds the projected CTR requirements.

There is also a projected underspend of £0.104m in relation to Welfare Reform funding for the Benefit Cap on Temporary Accommodation.

Further underspends in Welfare Reform monies are anticipated, however these funds will be aligned to Employability initiatives which are currently being developed.

4 Audit & Risk - £0.025m underspend

The projected underspend arises from the vacant post of Team Manager (Risk and Insurance).

5 Business Support - £0.035m underspend

There are projected underspends of £0.020m relating to vacant posts and £0.015 relating to non-employee costs; postage costs are now expected to spend in line with the budget.

6 Property Management & Investment - £0.096m overspend

There are anticipated underspends in employee costs amounting to £0.233m which is offset by associated fee income expected to under-recover by £0.244m. This can be attributed both to the implementation of a revised staffing structure, as well as slippage in the capital programme that prevents the charging of fees until projects reach a certified construction stage.

There is a further projected overspend of £0.085m relating to the purchase of Carbon Allowances which is due to recent changes in the Carbon Allowances scheme that widened the scope of relevant energy consumption used in the calculation of allowances required.

7 Housing Assets & Investment

The review of the Housing Assets & Investment budget and associated central support charges is now complete. The budget is now expected to be in balance at the year-end.

FINANCE & CORPORATE SUPPORT
BUDGETARY CONTROL 2013/14

8 Property Costs - £0.119m overspend

Rental income is expected to under-recover by £0.160m largely due to void commercial premises. Of this, £0.022m relates to a discount applied to rents from Bridgegate retailers while the refurbishment takes place. In addition, associated income from service charges is expected to under-recover by £0.056m.

Utility costs are currently projected to spend in line with budget. The final position will be assessed once a more detailed analysis of projected consumption levels is undertaken.

There is also a projected underspend in respect of the repairs budget for surplus properties of £0.078m.

9 Property Maintenance - £0.475m underspend

This underspend is due to slippage in various projects which will now be undertaken in 2014/15.

These underspends are offset by an anticipated overspend on Condition Surveys amounting to £0.091m and while the Reactive Maintenance budget is projected to spend in line with budget, it is expected that £0.060m will be recovered from insurance for vandalism repairs.

Members are asked to approve a carry forward of the full underspend of £0.475m to 2014/15, in recognition of the Programme Management approach to Property Maintenance.

10 Human Resources - £0.012m underspend

This anticipated underspend includes one-off termination costs amounting to £0.123m and corresponding legal fees of £0.015m, which have been partly funded by the service.

11 Information Technology

Termination costs amounting to £0.034m are expected to be funded by the service from employee cost underspends due to vacant posts.

EDUCATION & SKILLS
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Early Years Education	8,046	7,725	(321)	1
Primary Education	37,101	36,797	(304)	2
Secondary Education	47,581	47,066	(515)	3
Additional Support Needs	6,509	6,788	279	4
Education - Other	4,155	4,628	473	5
Cultural & Community	8,643	8,548	(95)	6
Leisure Trust	3,424	3,424	-	
	115,459	114,976	(483)	
Less Carry Forward		483	483	
Total	115,459	115,459	-	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	87,477	87,557	80
Property Costs	712	673	(39)
Supplies and Services	15,763	15,719	(44)
Transport and Plant Costs	315	327	12
Administration Costs	1,259	1,290	31
Other Agencies & Bodies	14,174	14,122	(52)
Transfer Payments	851	851	-
Gross Expenditure	120,549	120,537	(12)
Income	(5,090)	(5,078)	12
Net Expenditure	115,459	115,459	-

EDUCATION & SKILLS
BUDGETARY CONTROL 2013/14

EXPLANATION OF MAJOR PROJECTED VARIANCES

1. EARLY YEARS EDUCATION - £0.321m underspend

Early years practitioners salaries are now expected to underspend by £0.130m due to the age profiles of the children attending. Budgets are set for staffing at full capacity but it has taken longer to get to full capacity than expected. Payments to childminders is expected to overspend by £0.023m due to a higher than anticipated demand for places. This is linked to the increase in the number of vulnerable children requiring support. Payment to private and voluntary nursery groups is expected to underspend by £0.131m due to lower than anticipated places required. A further £0.050m underspend is expected in the Early Years preventative initiative Capacity Building with Parents. It is requested to earmark £0.083m of the underspend to carry forward into 2014/15 to pay for Speech and Language Therapy services.

Early Years underspend has increased by £0.221m from the period 8 figure. This is due the salaries underspend of £0.130m and the preventative programme Capacity Building with Parents.

2. PRIMARY EDUCATION - £0.304m underspend

Teachers salaries are expected to underspend by £0.040m due to savings realised from Maternity and Long Term Sick payments. Expenditure on Software Licences are expected to underspend by £0.020m due to lower than expected costs. The salary costs in respect of Early Intervention practitioners are projected to underspend by £0.038m as some staff leave in advance of the redeployment into Early Years Centres per the Cabinet report on October 29 2013.

In addition, there will be a temporary underspend of £0.200m attributable to the resource that was previously held within a reserve called Capital Items Replacement Fund (CIRF). This funding is required for IT provision within our schools and has been collated by temporarily suspending some of the devolved responsibility given to Head teachers. (See note at foot of report)

The underspend in Primary Education has increased by £0.141m since period 8 mainly as a result of the CIRF temporary underspend.

3. SECONDARY EDUCATION - £0.515m underspend

Within the PPP schools there are estimated savings of £0.099m in respect of contract deductions (£0.054m) and the unitary charge (£0.045m) as a result of changes in utility costs. Teachers salaries are expected to underspend by £0.240m due to savings realised from Maternity and Long Term Sick payments.

In addition, there is a temporary underspend of £0.200m from a number of headquarter based budgets that are used to support learning and teaching in our schools. This resource has been collated from temporarily suspending, where possible, the expenditure. (see note at foot of report)

The underspend in Secondary Education has increased by £0.339m since period 8. This has been due to the £0.200m underspend against headquarters budgets. Other underspends that have increased are teachers salaries by £0.080m and PPP unitary charge by £0.030m.

EDUCATION & SKILLS

BUDGETARY CONTROL 2013/14

4. ADDITIONAL SUPPORT NEEDS (ASN) - £0.279m overspend

Based on the number of children currently in care, the ASN Residential and Day placement fees are currently showing anticipated overspends of £0.212m and £0.171m respectively. Monthly paid staff costs are expected to be £0.091m overspent which is offset against the income recovered from other Local Authorities who have children placed in North Ayrshire Schools which is expected to be £0.045m more than budget. The expenditure incurred for children placed in schools outwith North Ayrshire anticipated to be £0.129m under.

ASN Education has decreased its overspend by £0.060m since period 8. This is due to various small changes in all the projections shown.

5. EDUCATION - OTHER - £0.709m overspend

VER costs are expected to cost £0.617m. School Security Works are expected to underspend by £0.050m due to an over accrual in 2012/13. Senior Managers staff costs are expected to underspend by £0.018m due to delays in filling of vacancies. PVG (Protection of Vulnerable Groups) checks across the whole of Education and Skills for staff not already checked is anticipated to cost £0.025m. There is an expected under-recovery of external income of £0.120m in respect of Arran Outdoor Centre.

Education Other has increased its overspend by £0.283m since period 8. This is mainly due to an increase of £0.213m in the VER figure. Due to the overall net position within Education & Skills, £0.236m of the VER costs will be met from the Change Fund.

6. CULTURAL AND COMMUNITY - £0.095m underspend

The majority of the underspends are in employee costs. £0.064m has accrued from over-achieved savings as a result of amended work patterns and reduced overtime costs in Community Facilities. A £0.243m underspend in Community Development is as a result of early achievement of anticipated savings from the Community Development Review. This is offset by redundancy payments totalling £0.169m and a £0.025m payment to Kilwinning Sport Club due to contractor/arbitration issues. There is a £0.038m underspend in Healthy Start Clubs due to delay in setting up new clubs.

Culture and Community underspend is consistent with that which was reported at Period 8.

OVERALL

Education and Skills has remained at a break even projection. At period 8 the change fund was due to inject £0.314m but this has changed to £0.236m at period 10, a reduction of £0.078m.

The total of VER/redundancy included in the overall total for Education and Skills is £0.786m. The Council policy is to meet these costs from the Change Fund when the service is projecting an overspend. Accordingly the £0.236m overspend will be transferred from the Change Fund to bring the projection to break-even.

EDUCATION & SKILLS
BUDGETARY CONTROL 2013/14

CARRY FORWARD

It is necessary to earmark the £0.400m temporary underspends identified in Primary and Secondary to support the implementation programme to upgrade and replace the IT provision within our schools.

The termination of Microsoft supporting Windows XP means that it is important for all schools to move towards devices supported by Windows 7. A need has also been identified to invest further in ICT in a number of schools.

Furthermore, the Council is currently carrying out a whole review of IT provision and support for Education and Skills.

By earmarking this funding into 2014/15 it allows the service to begin to work towards having a suitable and consistent IT provision across all our schools.

SOCIAL SERVICES
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Management & Support	6,105	5,725	(380)	1
Children and Families	23,270	23,335	65	2
Older People's Services	31,049	33,769	2,720	3
Independent Services	3,931	4,659	728	4
Learning Disabilities	10,602	11,351	749	5
Mental Health Needs	2,222	2,150	(72)	6
Criminal Justice	(16)	(16)	-	
Addiction Services	698	596	(102)	7
Change	519	435	(84)	8
Changing Children's Services Fund	484	484	-	
	78,864	82,488	3,624	
Carry Forward to 2014/15		200	200	4
Totals	78,864	82,688	3,824	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	40,697	40,039	(658)
Property Costs	347	505	158
Supplies and Services	1,759	2,412	653
Transport and Plant Costs	565	594	29
Administration Costs	1,462	1,431	(31)
Other Agencies & Bodies	51,251	54,368	3,117
Transfer Payments	909	1,807	898
Other Expenditure	40	40	-
Capital Financing	-	-	-
Gross Expenditure	97,030	101,196	4,166
Income	(18,166)	(18,508)	(342)
Net Expenditure	78,864	82,688	3,824

EXPLANATION OF MAJOR PROJECTED VARIANCES

At Period 8, the reported overspend for Social Services was £3.638m. This figure included £0.296m of an underspend within Other Housing services. From 1st January 2014, responsibility for Housing Services moved to the Corporate Director (Development and Environment). For comparison purposes it should be noted that the Social Services position at the end of P8, excluding Housing, was an overspend of £3.934m. The current position at Period 10 is an overspend of £3.824m, a reduction of £0.110m.

1.MANAGEMENT AND SUPPORT & SERVICE STRATEGY - £0.380m underspend

There is a projected underspend in Employee Costs of £0.328m - this has increased by £0.106 from P8 which is due to three new vacancies in the period and continuing turnover across all cost centres.

There are also underspends in staff training course fees of £0.025m, Office Administration costs £0.044m and payments to external bodies of £0.051m.

These underspends are partially offset by the one-off cost of Retrospective Disclosure checks of £0.048m and also costs around referrals to occupational health, £0.020m.

2. CHILDREN AND FAMILIES - £0.065m overspend

This represents an adverse movement of £0.171m since Period 8.

Employee costs are anticipated to underspend by £0.685m due mainly to additional delays in the start of up early intervention/service development monies. This is an increase in the projected underspend of £0.175m.

The Stop Now and Plan Early Intervention project now expects to spend an additional £0.060m from the figures reported at Period 8 on project and educational materials in conjunction with Educational Services.

Within Throughcare an overspend of £0.156m, an increase of £0.027m from Period 8, is anticipated in respect of care leaver rents and other payments supporting 33 service users which reflects historic spend patterns.

A projected overspend of £0.175m is now expected in the residential schools budget - an increase of £0.097m since Period 8. This relates to one slipped end date and one new community support package. There are currently 22 children placed in schools and 13 in receipt of Community Supports.

The projections are dependent on there being no slippage in expected end dates for placements and no new placements. Should end dates slip further, the overspend could rise to £0.244m.

The service's long term strategy is to reduce the number of young people in residential schools in order to offer better outcomes and to ensure that the cost of supports for all young people can be delivered within the available resources.

Within fostering there is a projected overspend of £0.154m which is partially offset by an underspend in fostering respite of £0.019m. This represents a decrease of £0.048m since period 8. There are currently 140 foster placements, there were 148 at end Period 8.

Adoption is now projecting an overspend of £0.023m, a decrease of £0.011m from Period 8 based on the current 59 placements. No more placements are anticipated this financial year.

There is an underspend of £0.015m expected in Kinship payments based on the current 241 placements. Kinship placements continue to grow within North Ayrshire and have increased by 16 in this financial year to end January. This is in line with figure reported at Period 8.

Within Children with Disabilities care packages are now expected to underspend by £0.128m, A favourable movement of £0.008m since period 8. This is offset by overspends anticipated in Direct Payments of £0.114m, with 23 service users, a favourable movement of £0.011m since Period 8, and an overspend in residential school placements of £0.187m which is based on five placements, including the two previously reported SEN placements. This is an increase of £0.067m which is due to a slipped end date. IMPAACT carers are now projecting an overspend of £0.015m.

It should be noted that some issues still remain with the management information in relation to care packages for Children with Disabilities. However, work is ongoing to ensure robust financial projections are available going forward into the new financial year.

There are additional costs relates to payments to SACRO and Children 1st totalling £0.050m which which not anticipated at Period 8.

The Standby Service is now expecting to overspend by £0.001m, an adverse movement of £0.023m since period 8.

The underspend for the costs associated with the Family Support Network has decreased from £0.189m in Period 8 to £0.118m in Period 10. This is based on the current usage of the service and represents an adverse movement of £0.071m.

3. OLDER PEOPLE'S SERVICES - £2.720m overspend

This overspend has decreased by £0.184m from £2.904m reported at Period 8.

a) Care at Home staff costs are now projecting an overspend of £0.883m (including overtime) which is £0.013m less than the projection at Period 8.

b) The projected overspend in purchased Care at Home has decreased from £1.285m at Period 8 to £1.247m. Issues remain around the underlying management information within Care at Home. This projection is based on the invoiced amounts to early January, the expected future costs to the year end, and includes an estimate of the reduction in costs following implementation of CM2000.

c) There is now an expected underspend in other employee costs of £0.154m, a movement of £0.172m since period 8. This is mainly due to the implementation of the new model of service delivery across Community Care.

d) The overspend in Direct Payments is now £0.282m (Period 8 £0.311m) based on 48 current service users. The decrease in the projection is mainly due to recovery of unused service user funds expected by 31 March 2014. Steps are being taken to ensure direct payments award decisions can be managed within existing resources.

e) The projected overspend in Care Homes has increased from £0.299m at Period 8 to £0.352m. There are currently 888 services and 15 with funding agreed, total 903. The increase is due to discharge targets not being achieved. The strategy of the service is to bring this budget online by the end of the financial year. An income over recovery of £0.168m is expected in relation to interim amounts paid on behalf of service users in residential care.

f) The projected overspend in Telecare Equipment remains at £0.170m and is based on current

4. INDEPENDENT SERVICES - £0.728m overspend

This represents a decrease of £0.114m in the projected overspend since Period 8.

Employee costs are expected to underspend by £0.089m, an increase of £0.104m since period 8. This is mainly due to the implementation of the new model of service delivery across Community Care.

The movement in the total overspend on care packages since period 8 is a reduction of £0.086m. The projected overspends are £0.094m for Residential Placements, £0.261m for Community Packages and £0.389m for Direct Payments this figure includes an expected £0.051m recovery of unused service user funds. There are currently 149 service users in receipt of these packages, a net reduction of 1 placement since 1st April 2013. Savings in care package costs achieved to date total £0.320m, against a target of £0.273m - an excess of £0.047m. The net cost of new packages and increases to current packages is £0.307m.

The service now expect an overspend in the provision of equipment for service users of £0.074m, £0.020m of which relates to the cost of maintenance of stairlifts.

Increased demand for equipment in order to maintain service users safety in the community has resulted in a waiting list. The service request members approve the carry forward of £0.200m to address this waiting list. In meeting this demand, the service have given assurances they will manage future demands within existing resources. Approval of this carry forward will result increase the overspend in this area to £0.928m.

5. LEARNING DISABILITIES - £0.749m overspend

This is consistent with the position at Period 8.

Care Package projected overspends are £0.567m for Residential Placements, £0.282m for Community Packages and £0.105m in respect of Direct Payments which includes £0.035m of expected recovery of unused service user funds.

There are currently 255 service users in receipt of these packages which is a net increase of 15 since 1st April 2013. Savings achieved to date total £0.594m against a target of £0.411m. The net cost of new packages and increases to current packages is £0.779m.

There are minor underspends projected in Employee Costs (£0.066m), Short Break Service (£0.049m) and Respite (£0.039m).

6. MENTAL HEALTH - £0.072m underspend

This represents a decrease in the underspend reported at Period 8 of £0.026m.

The projected employee cost overspend has remained constant at £0.047m.

There are projected underspends of £0.024m in Residential Placements and £0.104m in Community Packages with a small overspend of £0.018m anticipated in Direct Payments including expected recovery of unused service user funds of £0.002m.

There are currently 105 service users in receipt of these packages, a net decrease of 4 since 1st April 2013. Savings achieved to date total £0.208m. These are partially offset by the cost of new packages and increases to current packages of £0.189m.

There is currently an over-recovery of income from charges to service users of £0.059m as well as an overspend in payments to Vol Orgs for advocacy services £0.042m. It is expected these will be non-recurring variances.

7. ADDICTIONS - £0.102m underspend

This is consistent with the Period 8 projection. Projected savings in employee costs of £0.153m are offset by one-off rental and dilapidation costs of £0.046m and staff travel costs £0.016m.

8. CHANGE £0.084m underspend

The underspend relates to slippage in employee costs.

DEVELOPMENT & ENVIRONMENT
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Directorate	224	238	14	
Development Planning				
Management and Admin	96	106	10	
Planning & Protective Services	2,931	2,532	(399)	1
Economic Development	10,581	8,235	(2,346)	1
Environment				
Management and Admin	798	773	(25)	
Roads	6,892	7,017	125	2
Internal Transport	8,744	8,687	(57)	2
Streetscene	5,367	5,370	3	2
Waste Services	6,674	6,592	(82)	2
Facilities Management	9,174	9,321	147	2
Other Housing	7,178	6,926	(252)	3
	58,659	55,797	(2,862)	
Carry forward to 2014/15	-	695	695	
	58,659	56,492	(2,167)	

Subjective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)
	£000	£000	£000
Employee Costs	30,767	29,999	(768)
Property Costs	971	980	9
Supplies and Services	7,324	7,406	82
Transport and Plant Costs	9,221	9,377	156
Administration Costs	1,650	1,662	12
Other Agencies & Bodies	26,071	24,723	(1,348)
Other Expenditure	179	176	(3)
Transfer Payments	129	133	4
Capital Financing	32	32	-
Gross Expenditure	76,344	74,488	(1,856)
Income	(17,685)	(17,996)	(311)
Net Expenditure	58,659	56,492	(2,167)

DEVELOPMENT & ENVIRONMENT

BUDGETARY CONTROL 2013/14

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 Development Planning

Protective Services - £0.399m underspend

Employee costs underspends have risen to £0.120m due to effective vacancy management. There is also a projected underspend of £0.195m in relation to the Local Development Plan of which £0.130m has been identified as a non-recurring resource and will be removed from the base budget in 2014/15. Additional income of £0.062m is anticipated including £0.040m from Historic Scotland for the redevelopment of the Walker Hall in Kilbirnie. It is requested that £0.075m of the underspend be carried forward to support the CARS scheme.

The underspend within Protective Services has increased by £0.165m since period 8 which is largely due to further savings being identified within employee costs (£0.034m), Local Development Plan (£0.025m) and additional grant income (£0.062m).

Economic Development - £2.346m underspend

The service is projecting an underspend of £2.346m which in part is due to the significant budget carry forwards from previous years and additional grant funding income.

The previous European funding programme has been reviewed by Scottish Government and the project funding revised. This has resulted in a favourable variance of £0.391m.

In addition the service has been offered grant funding up to £1.088m to support youth employment within Ayrshire. This funding gives the service an opportunity to enhance its current employability programme and a budget carry forward may be required to support the upscaling of these programmes. There is a projected underspend of £0.600m in relation to the Business Gateway a pan Ayrshire project, due to the slow start up of the project following a change of contractor. Following the report to cabinet on 28th January 2014, a carry forward of the underspend on this project was agreed.

Within the Modern Apprentice programmes there is currently a projected underspend of £0.300m and a projected underspend in the Graduate programme of £0.350m due to the time taken to develop this new programme.

There is also a projected underspend of £0.548m within the ED&R Strategy as projects remain to be identified from the Masterplan review which is currently ongoing.

The service also has an underspend of £0.102m within employee costs due to vacant posts.

The service proposes a virement to re-align both the NAC Modern Apprentice and Business Gateway budget which is detailed in appendix 10.

The projected underspend has increased since period 8 by £0.036m due to increased slippage in project lines.

2 Environment

Roads- £0.125 overspend

Given the winter weather so far there is currently a projected underspend of £0.254m on Winter maintenance. However this may change depending on the weather conditions to the end of the current financial year.

The cost of electrical power is expected to be £0.119m higher than budget as a result of discrepancies within the Scotland Excel contract which is currently being investigated. In addition adjudication payments are due to be made to conclude the previous lighting contract.

There has been an adverse movement in the year end projection of £0.030m since period 8. This is mainly a result of the projected overspend in electrical power supply and the adjudication payment for the lighting maintenance contract. This is partially offset by the additional income from other NAC departments and the underspend on winter maintenance.

DEVELOPMENT & ENVIRONMENT

BUDGETARY CONTROL 2013/14

Transport - £0.057m underspend

There is a projected underspend in the SPT School Transport Contract of £0.181m. This is partially offset by a projected overspend in taxi costs. Further work is being carried out in relation to the taxi cost overspend to identify if sufficient budget provision was transferred from services to the transport hub.

Streetscene - £0.003m overerspend

There is a projected overspend of £0.095m within streetscene operations which is mainly attributable to additional costs being incurred for staffing due to the recent winter weather.

This is largely offset by a projected underspend of £0.092m within streetscene strategy which is mainly attributable to additional income being received from the Forestry Commission of £0.035m and to the early realisation of 2014/15 employee cost savings of £0.044m.

Waste Management - £0.082m underspend

In Waste Services there are projected one off employee underspends of £0.177m however this is partly offset by one-off costs of £0.029m to provide additional resources during the implementation of new working arrangements.

Within Disposal there is a projected underspend of £0.027m in leachate costs as a result of a larger area of the site being covered. Revised landfill site tonnages projections will result in an underspend of £0.138m in Landfill tax. There is also a projected underspend of £0.075m associated with the Organic Waste disposal contract based on revised green and food waste arisings as well as a projected underspend of £0.071m due to a delay in starting the recycling trial to divert street sweepings from landfill. This has been partially offset by a projected shortfall in income from waste gas extraction of £0.151m due to construction issues delaying the installation of the gas pipeline. This was laid in January which should avoid similar issues in 2014/15.

In Refuse there is also a projected shortfall in income from Commercial Refuse charges income of £0.071m partly due to change in customer base and increased use of blue bins compared to grey bins. The provision for bad debt has been increased by £0.045m based on current estimates for 2012/13 and 2013/14.

Within recycling there are potential costs that will be incurred in relation to the blue bin contract due to the levels of contamination. This cost is currently projected as approximately £0.090m which represents an anticipated net budget shortfall of £0.033m which will be offset by the early realisation of savings within waste services. There is also a projected shortfall in recycling income of £0.071m due to a downturn in the market for recyclates.

The projected underspend within Waste Management has decreased by £0.134m which is mainly due to revised projections for employee costs and commercial refuse collection debtors.

Facilities Management - £0.147m overspend

There is an underlying underspend of £0.135m within facilities management largely attributable to vacancies within catering, cleaning, school crossing patrol and also reduced overtime pending the Janitorial review. In recognition of the overall underspend within Development and Environment planned one off severance costs of £0.282m will be met from within the directorate.

BUILDING SERVICES
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Subjective Summary	Annual Budget	Projected Year End Outturn	Annual Variance Adverse or (Favourable)	
	£000	£000	£000	
Employee Costs	9,123	9,186	63	1
Property Costs	333	355	22	
Supplies and Services	5,687	5,334	(353)	2
Transport and Plant Costs	1,334	1,431	97	3
Administration Costs	1,002	907	(95)	4
Other Agencies & Bodies	1,444	1,797	353	5
Other Expenditure	368	-	(368)	6
Capital Financing	562	562	-	
Gross Expenditure	19,853	19,572	(281)	
Income from :-				
Response	(4,535)	(4,027)	508	
Voids	(2,873)	(3,038)	(165)	
Planned	(1,730)	(1,690)	40	
Non-Housing	(975)	(1,700)	(725)	
Projects	(8,080)	(8,080)	-	
Aids & Adaptations	(1,215)	(1,199)	16	
Other	(570)	(428)	142	
Gross Income	(19,978)	(20,162)	(184)	7
Net Expenditure	(125)	(590)	(465)	

EXPLANATION OF MAJOR PROJECTED VARIANCES

1 There is a projected overspend of £0.063m in Employee Costs due to the type of work being more labour intensive than budgeted at the beginning of the year.

2 The projected material underspend is based on the work anticipated however this will change should the level or type of work change significantly.

3 The projected overspend in transport of £0.097m is mainly due to the recharge for additional hire of scaffolding and external hires

4 The projected underspend in administration costs is largely due to an underspend in staff training costs (£0.071m)

5 There is a projected overspend of £0.353m within Other Agencies & Bodies primarily as a result of the employment of agency workers to manage the variability of the workload. This is partially offset by a reduced use of sub-contractors.

6 Building services had a targeted surplus of £0.228m however due to early realisation of efficiencies there is an additional surplus of £0.140m

7 The service has various income streams with the following significant budget variances anticipated:-

		£m Adv/(Fav)
Response Repairs:		
Emergency and Urgent repairs	0.164	
Timber Treatment	0.310	
Storm Damage	(0.060)	
Right to Repair	0.094	0.508
Voids		(0.165)
Planned:		
Catch-up Repairs	0.090	
Estate Based Projects	(0.050)	0.040
Non Housing		
Income from Other NAC Departments	(0.149)	
Recharge to Property Management	(0.576)	(0.725)
Aids and Adaptations		0.016
Other		0.142
		(0.184)

OTHER CORPORATE ITEMS
BUDGETARY CONTROL 2013/14

REPORT FOR THE SIX MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget	Projected Year End Outturn	Projected Annual Variance Adverse or (Favourable)	Note No
	£000	£000	£000	
Requisitions				
Strathclyde Passenger Transport	2,417	2,417	-	
SPT - Concessionary Fares	283	283	-	
Ayrshire Joint Valuation Board	808	808	-	
Other Corporate Costs				
Central Telephones	89	89	-	
Cash in Transit	51	51	-	
External Audit Fees	304	304	-	
Pension Costs	1,733	1,733	-	
Insurance Account	1,567	1,567	-	
Contingency Fund	2,559	2,213	(346)	1
Totals	9,811	9,465	(346)	

EXPLANATION OF MAJOR PROJECTED VARIANCES

1. An underspend of £0.346m is anticipated mainly due to projected savings in the provision which was set aside in the 2013/14 budget process for inflation on non payroll commodities including utilities. Although this budget is no longer required in the current year it will go some way to addressing these issues in 2014/15 . The projection also includes the current known commitments in respect of termination costs.

HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2013/14

REPORT FOR THE TEN MONTHS ENDED 31 JANUARY 2014

Objective Summary	Annual Budget £000	Projected Year End Outturn £000	Projected Annual Variance Adverse or (Favourable) £000	Note No
Supervision and Management	7,906	7,332	(574)	1
Repairs and Maintenance	26,630	25,285	(1,345)	2
Short Stay Hostel	(74)	(109)	(35)	
Homelessness	(49)	(319)	(270)	3
Loan Charges	8,306	7,877	(429)	4
Rental Income	(42,719)	(42,403)	316	5
	0	(2,337)	(2,337)	
Carry forward to 2014/15	0	376	376	2
Totals	0	(1,961)	(1,961)	6

Subjective Summary	Annual Budget £000	Projected Year End Outturn £000	Projected Annual Variance Adverse or (Favourable) £000
Employee Costs	6,592	6,156	(436)
Property Costs	18,648	18,022	(626)
Supplies and Services	302	234	(68)
Transport and Plant Costs	111	97	(14)
Administration Costs	1,487	1,429	(58)
Other Agencies & Bodies	1,747	1,517	(230)
Transfer Payments	200	200	0
Other Expenditure	1,211	739	(472)
Capital Financing	16,864	16,435	(429)
Gross Expenditure	47,162	44,829	(2,333)
Income	(47,162)	(46,790)	372
Net Expenditure for year	0	(1,961)	(1,961)

EXPLANATION OF MAJOR PROJECTED VARIANCES

1. SUPERVISION AND MANAGEMENT - £0.574m underspent

The main factors contributing to the projected underspend are as follows:

	£m	
Staff vacancies	(0.265)	This includes a projected underspend on revenue charges from Property Management & Investment section.
Recharges from Other Services	(0.184)	
Office Accommodation savings	(0.075)	
Consultants	(0.060)	
Software & Computer Equipment	(0.042)	
Debtor Account Write-offs	0.051	
	(0.575)	

2. REPAIRS AND MAINTENANCE - £1.345m underspent

This section includes the direct expenditure on council houses as well as ground maintenance, energy costs, insurance premiums, contribution to the capital programme and bad debt write-offs.

The main elements included within the projection are as follows:

	£m	
Response Repairs	(0.567)	Savings have been achieved through improved processes and revised rates for this category of repairs.
Rent Arrears costs	(0.401)	See note (i) below
Estate Based Projects	(0.268)	£0.257million of this underspend has been earmarked for cfd to 2014/15
Catch-up Repairs	(0.220)	Underspent due to a reduced requirement for this category of repairs during 2013/14.
Non-Adopted Roads & Lighting	(0.119)	This underspend has been earmarked for cfd to 2014/15
Disturbance Allowances	(0.100)	In year underspend based on works undertaken during
Insurance Premiums	(0.099)	Budget surplus has been identified, based on prior year
Heating system maintenance	(0.080)	Procurement savings achieved through renewed tender
Void Repairs	0.166	Due to an increase in empty house numbers
Aids & Adaptations	0.190	

**HOUSING REVENUE ACCOUNT
BUDGETARY CONTROL 2013/14**

Gas Meter Repairs		Unbudgeted costs related to repairs to maintain safety of gas meters and boxes. Will be factored into budget from 2014/15.
	0.200	

(1.298)

Notes

i. Rent Arrears costs - The projected underspend against the budget provision for rent arrears reflects all proposed mainstream rent write-offs for the year plus the estimated increase in the bad debt provision, as a result of increased levels of arrears. The HRA budget for 2013/14 was augmented by £0.500m set aside specifically to meet the estimated impact of under-occupancy during 2013/14. During the current year, high levels of Discretionary Housing Payment have been distributed and this has mitigated the impacts of Universal credit on levels of rent arrears. The projection for Homelessness, as outlined below, also includes a significant underspend in relation to these circumstances.

ii. Response Repairs - the response repairs projection (included above) is an extrapolation, based on current levels of jobs raised and current average job costs, this projection could vary significantly as the year progresses if the demand profile changes compared with recent year's trends.

iii. Void Repairs - in relation to the projected overspend (included above) there has been a 21% increase in the level of voids from the corresponding period last year the projected spend is based on trend analysis of numbers of jobs received, for the previous 3 financial years. Analysis is currently on-going to establish the reasons for this increase.

3. HOMELESSNESS - £0.270m underspent

The projected underspend against this service mainly consists of savings from lower than budgeted costs of rents arrears (£0.156m) staff vacancies (£0.142m) offset to a degree by a reduced level of rental income from Homeless Furnished Units (£0.015m)

4. LOAN CHARGES - £0.429m underspent

There is a projected saving in loan charges for 2013/14 as a result of slippage on the capital programme in recent years, combined with external borrowing falling below anticipated levels due to the short-term use of cash balances currently held by the Council.

5. RENTAL INCOME - £0.316m under-recovered

This projection mainly relates to a shortfall in mainstream house rental income based on current fortnightly rent charges, due to the closure of houses in relation to regeneration projects which has resulted in actual chargeable house numbers being lower than estimated levels. This shortfall in rental income is unrelated to the impacts of under-occupancy, in relation to Welfare reform.

6. HRA BALANCES

	B/fwd from 2012/13	Period 10 Revenue	Proposed cfwds to 2014/15	Transfer between earmarked Funds	Capital Receipt - Vineburgh Phase 4	Funding of Capital Projects	Projected Balance at 31/03/14
	£m	£m	£m	£m	£m	£m	£m
Council House Building Fund	3.712			1.292	0.360	(0.684)	4.680
Welfare Reform	0.000			3.000			3.000
Contingency Balance	0.400						0.400
Furnished Tenancies service	0.146						0.146
Copeland Crescent road reinstatement	0.150					(0.024)	0.126
Estate Based Projects	0.000		0.257				0.257
Non Adopted Roads & Lighting	0.000		0.119				0.119
Uncommitted Balance	2.765	2.337	(0.376)	(4.292)			0.434
	7.173	2.337	0.000	0.000	0.360	(0.708)	9.162

An additional £1.292m has been earmarked to the Council house building fund to contribute towards additional costs of future house building projects and £3m is held in reserve to mitigate the impacts of Welfare Reform, as approved by Council on 11 December 2013, as part of the 2014/15 HRA Capital and Revenue budget paper.

The projected uncommitted HRA balance, at 31 March 2014, has increased by £0.434m from the figure that was reported as part of the Period 8 Revenue Budgetary Control report.

Budget Management - 31 January 2014

Virement/Budget Adjustment Requests

		2013/14	
		Virement £m	Directorate Total £m
	Perm (P) / Temp(T)		
1) Budget Virements			
Development & Environment			
Re-align Modern Apprentice employee budget after the transfer of SVQ budget from HR	T	0.216	
Re-align Modern Apprentice Other Agencies budget after the transfer of SVQ budget from HR	T	-0.216	
Reduce Payment to Contractors budget in Business Gateway	T	-0.427	
Increase Payment to Other Bodies budget in Business Gateway	T	0.422	
Increase Miscellaneous budget in Business Gateway	T	0.005	
Re-alignment of Waste Management Administration budgets	P	0.008	
Re-alignment of Waste Management Employee budgets	P	-0.013	
Re-alignment of Waste Management Other Agencies, Bodies and Persons budgets	P	-0.060	
Re-alignment of Waste Management Other Expenditure budgets	P	-0.033	
Re-alignment of Waste Management Supplies and Services budgets	P	-0.010	
Re-alignment of Waste Management Transport budgets	P	0.023	
Re-alignment of Waste Management Income budgets	P	0.085	
Transfer of Commercial Refuse collection budgets from Education	P	0.303	0.303
Education & Skills			
Transfer Commercial Refuse collection budgets to Facilities Management	P	-0.303	-0.303
Virement Total			0.000

NORTH AYRSHIRE COUNCIL

Agenda Item 13

25 March 2014

Cabinet

Subject: **Capital Monitoring to 31 January 2014**

Purpose: To advise the Cabinet of progress in delivering the Capital Investment Programme as at 31 January 2014.

Recommendation: That the Cabinet agrees to (a) approve the further revisions to budgets outlined at Section 2.1 and Appendix 1; (b) approve the carry forward of funds to 2014/15 as outlined in Sections 2.5 and 2.12 and (c) note (i) the actual General Services and HRA expenditure to 31 January 2014 and (ii) the forecast of expenditure to 31 March 2014.

1. Introduction

- 1.1 The General Services and Housing Revenue Account (HRA) capital budgets were approved at a special meeting of the Council on 30 January 2013. The General Services capital programme approval covered a firm plan for the 5 year period from 1 April 2013 to 31 March 2018 and an indicative plan for the years from 2018/19 to 2022/23. The HRA budget was approved for 2013/14 only.
- 1.2 This report identifies the current programme for 2013/14, taking account of adjustments made to budgets since the meeting on 30 January 2013. The report also advises of actual expenditure to 31 January 2014 and forecast expenditure to 31 March 2014.

2. Current Position

- 2.1 The table below outlines the movements in the 2013/14 General Services budget since the report to 30 November 2013:-

	2013/14
	£m
Budget as at 30 November 2013	38.538
a) Alterations to phasing of projects:-	
2013/14 to earlier years	(0.527)
2013/14 to 2014/15 and beyond	(0.787)
b) Reduction in funding from grants & contributions	(0.097)
Budget as at 31 January 2014	37.127

- 2.2 The re-phasing of budget to earlier years relates to a post-audit adjustment which accrued expenditure of £0.527m on Bridgegate House into 2012/13. This reflects the corresponding budget adjustment.
- 2.3 The majority of the phasing of expenditure to later years relates to the Sun Server Replacement Programme (£0.168m), Montrose House (£0.267m) and £0.378m due to the delay in the requirement to commence construction of a new cell at Shewalton Landfill site.
- 2.4 The reduction in the funding from grants and contributions is primarily due to the cancellation of the Largs Park & Ride project by Strathclyde Partnership for Transport (SPT) as a result of issues which were identified surrounding adjoining land.
- 2.5 Capital Expenditure to 31 January 2014

Actual expenditure to 31 January 2014 (Period 10) amounted to £27.345m or 73.6% (compared to anticipated expenditure of £28.805m or 77.6%) of the revised annual budget for 2013/14 of £37.127m. Details of actual spend by project against the revised budget for 2013/14 can be found in Appendix 1, alongside anticipated spend to 31 March 2014.

The projections are summarised by service in the table below:

Service	Revised Budget 2013/14	Projected Expenditure/ Income to 31 March 2014	Projected Variance Over / (Under) Spend	True Over / (Under) Spend	Net Carry Forward to 2014/15
	£m	£m	£m	£m	£m
Expenditure					
Finance & Corporate Support	8.212	7.926	(0.286)	0.400	(0.686)
Education & Skills	14.304	13.833	(0.471)	(0.035)	(0.436)
Development & Environment	9.307	8.973	(0.334)	(0.123)	(0.211)
Social Services & Health	5.041	5.058	0.017	0.006	0.011
Other	0.263	0.050	(0.213)	(0.213)	
Total Expenditure	37.127	35.840	(1.287)	0.035	(1.322)
Income					
General Capital Grant	(9.595)	(9.595)			
Specific Capital Grant	(0.144)	(0.144)			
Use of Reserve Funds	(3.559)	(3.559)			
Capital Funded from Current Revenue	(2.192)	(2.192)			
Capital Receipts	(0.447)	(0.447)			
Other Grants & Contributions	(5.427)	(5.304)	0.123	0.123	
Prudential Borrowing	(15.763)	(14.599)	1.164	(0.158)	1.322
Total Income	(37.127)	(35.840)	1.287	(0.035)	1.322

2.6 The net true overspend of £0.035m relates principally to the following:-

- a) There is a projected overspend of up to £0.400m in respect of the Bridgegate House refurbishment project as a result of a contractor's claim which includes losses and expenses due to delay and differences compared to the QS valuation. This issue is currently being negotiated with the contractor and so the final figure is not confirmed at this stage. Earlier in 2013/14, £0.500m was removed from the budget for the Bridgegate projects on the basis of projected total expenditure at that time. The £0.500m was at that point transferred to the flexibility budget but the outcome of this claim may result in part of that budget having to be reinstated.
- b) A projected underspend of £0.123m within Roads as a result of some SPT project costs coming in below estimate plus postponement of some works until the 2014/15 programme. This will, however, result in a corresponding decrease in SPT funding in 2013/14.
- c) There is currently a balance of £0.213m in the 2013/14 flexibility budget. In addition, there is currently £0.141m flexibility within the 2014/15 programme. These sums should remain uncommitted pending resolution of the contractor's claim on Bridgegate House.

2.7 On 11 February 2014 a report was submitted to Cabinet by the Corporate Director (Education & Skills) advising of works which are required at James McFarlane and Haysholm Schools to address capacity issues. The report was approved and the corresponding cost of £0.139m will be met from the provision in the capital programme for future development of the wider school estate.

2.8 On 26 March 2013 a report was submitted to Cabinet advising of capacity issues at St Luke's Primary School. At that time approval was given for expenditure of £0.700m to be incurred to provide a 2 classroom extension. Whilst undertaking the detailed design of the project a need to upgrade the existing nursery accommodation was identified in line with the requirements of the Children and Young People Bill. Proposals for this have been incorporated within the scope of works with additional costs met from the associated budget. Due to this work being carried out it is considered prudent to replace elements of the existing heating and ventilation systems as part of this project, incurring costs of approximately £0.077m. In order to facilitate the phasing and programme for this revised scope of works there is a requirement for temporary modular accommodation. The estimated cost of the modular accommodation is £0.057m. Of these total additional costs of £0.154m, £0.020m can be met from the Early

Years budget leaving a shortfall of £0.134m. This can be met from the provision for the wider school estate. The uncommitted school estate provision now stands at £5.473m.

- 2.9 Information on the progress of all projects can be found in Appendix 1.

Housing Revenue Account

- 2.10 The table below outlines the movements in the 2013/14 HRA Capital budget since the report to 30 November:-

	2013/14
	£m
Budget as at 30 November 2013	28.674
a) Alterations to phasing of projects:-	
2013/14 to 2014/15 and beyond	(0.726)
Budget as at 31 January 2014	27.948

- 2.11 The carry forward of funding to 2014/15 is principally to meet expenditure on the Mortgage to Rent scheme (£0.325m) and to fund the new build programmes at John Galt (£0.300m) and the Stevenson Institute (£0.065m). The planned completion dates of the projects are unaffected by the financial reprofiling.

Capital Expenditure

- 2.12 Actual expenditure to 31 January 2014 (Period 10) amounted to £18.446m or 66% of the revised annual budget of £27.948m. Current projections anticipate that there will be an underspend of £0.181m at 31 March 2014. £0.516m requires to be carried forward to 2014/15 of which £0.258m relates to the new build at Redstone Avenue and £0.168m to remedial works in relation to asbestos in properties. In addition, £0.146m and £0.051m respectively require to be carried forward to contribute towards future sheltered housing and door entry programmes. These are partially offset by acceleration of £0.105m from 2014/15 which, since the budget adjustment at paragraph 2.10, is required to meet the costs of Mortgage to Rent acquisitions now expected to complete earlier than previously anticipated.

- 2.13 The net result of the above carry forwards is a true projected overspend of £0.335m which, in the main, is due to the following under and overspends:-

	£m
Overspends:	
Insulated Rendering - programme accelerated due to increased availability of ECO funding	0.507
Dickson Drive House Building - exceptional costs in relation to property purchase and home loss payments	0.091
House Building - unbudgeted feasibility costs of potential projects	0.054
Underspends:	
Redstone Avenue house building	(0.168)
Copeland Crescent house building	(0.158)
Total of Main items	0.326

The excess expenditure noted above is met by a corresponding increase in income. The insulated rendering programme is fully funded by additional ECO/ Government Grant funding of £0.507m and the exceptional costs for Dickson Drive and feasibility costs will be met by a contribution from the Council House Building fund of £0.154m. The underspends will result in a reduced requirement for borrowing.

Full details can be found in Appendix 2.

3. Proposals

- 3.1 It is proposed that:-

In General Services -

The Cabinet (a) approves the further revisions to budgets outlined at Section 2.1 and Appendix 1; (b) notes the drawdown of funds from the flexibility budget and the school estate budget; (c) approves the carry forward of funds to 2014/15 and (d) notes (i) the actual expenditure to 31 January 2014 and (ii) the forecast of expenditure to 31 March 2014.

In the H.R.A. -

The Cabinet (a) approves the carry forward of sums outlined at Section 2.11; (b) notes the actual expenditure to 31 January 2014 and (ii) the forecast of expenditure to 31 March 2014.

4. Implications

Financial Implications

- 4.1 The financial implications are as outlined in the report. Expenditure will continue to be closely monitored to ensure early action is taken regarding any projected underspends or overspends.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal Implications.

Equality Implications

- 4.4 There are no equality Implications.

Environmental Implications

- 4.5 There are no environmental Implications.

Implications for Key Priorities

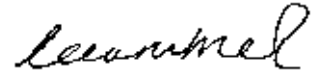
- 4.6 Delivery of the General Services and HRA capital programmes contributes towards the achievement of the Council's key outcomes.

5. Consultations

- 5.1 Consultations have taken place with all services in respect of their projects.

6. Conclusion

- 6.1 The report invites the Cabinet to approve the revisions to budgets for General Services and the Housing Revenue Account, and note the level of capital expenditure to 31 January 2014 and projections to 31 March 2014.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Hazel Hair, Senior Manager (Financial Management) on 01294 324548

Background Papers

0

North Ayrshire Council
Capital Statement
Year Ended 31st March 2014

Project Description	Approved Budget at 1st February 2012 £	Carry Forward from 2012/13 £	Budget Approved Jan 2013	Additional Funds Awarded 2013/14 £	Approved Revisions to Programme £	Total Revised Budget 2013/14 £	Year to Date Budget 2013/14 £	Actual Expenditure to 31 January 2014 £	Year to Date Variance 2013/14 £	Projected Expenditure to 31st March 2014 £	Projected Over/ (Under) Spend for 2013/14 £	True Over/ (Under) Spend £	Carry Forward to 2014/15 £
EXPENDITURE													
Finance & Corporate Support													
Financial Services	62,760	0	0	0	(9,760)	53,000	0	59,798	59,798	53,000	0	0	0
Property	83,392	0	0	162,000	8,000	253,392	0	124,729	124,729	181,285	(72,107)	0	(72,107)
Information Technology	616,113	9,704	0	317,000	(160,000)	782,817	572,804	494,411	(78,393)	729,820	(52,997)	0	(52,997)
Council IT Strategy	0	100,000	0	895,088	(393,705)	601,383	0	17,046	17,046	22,000	(579,383)	0	(579,383)
Office Accommodation	8,192,257	(738,110)	1,900,000	200,000	(3,033,272)	6,520,875	6,729,012	5,419,771	(1,309,241)	6,940,297	419,422	400,000	19,422
Education & Skills													
Nursery Education	0	0	250,000	0	(240,000)	10,000	0	25,761	25,761	19,261	9,261	0	9,261
Primary Schools	12,568,002	493,928	30,000	130,000	(1,140,248)	12,081,682	9,191,328	9,269,194	77,866	11,603,081	(478,601)	(35,211)	(443,390)
Secondary Schools	2,626,750	3,647	600,000	0	(2,863,579)	366,818	236,818	188,385	(48,433)	366,818	0	0	0
Special Education	55,000	4,418	0	0	(49,418)	10,000	1,000	(175)	(1,175)	5,140	(4,860)	0	(4,860)
General School Projects	93,981	15,600	0	0	33,261	142,842	142,842	125,574	(17,268)	134,644	(8,198)	0	(8,198)
Sport & Leisure	1,174,000	(31,695)	0	0	236,480	1,378,785	1,243,628	1,296,291	52,663	1,392,701	13,916	0	13,916
Cultural & Community	209,153	25,431	400,000	229,936	(550,397)	314,123	261,523	237,591	(23,933)	312,820	(1,303)	0	(1,303)
Development & Environment													
Economic Development	154,000	47,807	1,430,000	127,500	(1,480,000)	279,307	84,285	139,836	55,551	279,307	0	0	0
Planning	60,000	194,596	50,000	333,589	0	638,185	526,453	463,352	(63,101)	638,185	0	0	0
Renewable Energy	0	0	0	0	40,000	40,000	36,000	40,392	4,392	40,000	0	0	0
Roads	5,396,000	(813)	0	714,000	(1,253,000)	4,856,187	3,310,621	3,558,680	248,059	4,592,502	(263,685)	(123,000)	(140,685)
Environment & Related Services	3,426,240	97,250	140,000	80,000	(250,820)	3,492,670	2,907,048	2,463,901	(443,147)	3,422,535	(70,135)	0	(70,135)
Social Services & Health													
Management & Support	283,521	0	0	0	(158,000)	125,521	40,663	38,411	(2,252)	125,521	0	0	0
Older People	5,583,833	(107,293)	0	0	(1,426,853)	4,049,687	2,754,321	2,723,567	(30,754)	4,058,024	8,337	6,122	2,215
Physical or Sensory Disabled	994,829	12,815	0	0	(826,313)	181,331	82,131	79,912	(2,219)	189,561	8,230	0	8,230
Learning Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Non HRA	860,000	(35,483)	0	0	(140,000)	684,517	684,517	578,228	(106,289)	684,517	0	0	0
Other													
Other	609,264	72,540	0	84,000	(502,410)	263,394	0	0	0	50,000	(213,394)	(213,394)	
Total Project Expenditure	43,049,095	164,342	4,800,000	3,273,113	(14,160,034)	37,126,516	28,804,994	27,344,656	(1,460,338)	35,841,019	(1,285,497)	34,517	(1,320,014)
Income	(43,049,095)	(164,342)	(4,800,000)	(3,273,113)	14,160,034	(37,126,516)	(8,078,830)	(11,027,910)	(2,949,080)	(35,841,019)	1,285,497	(34,517)	1,320,014
Total Project Income	(43,049,095)	(164,342)	(4,800,000)	(3,273,113)	14,160,034	(37,126,516)	(8,078,830)	(11,027,910)	(2,949,080)	(35,841,019)	1,285,497	(34,517)	1,320,014
Total Net Expenditure	0	0	0	0	0	0	20,726,164	16,316,746	(4,409,418)	0	0	0	0

North Ayrshire Council
Capital Programme Funding

Funding Description	Approved Budget at 1st February 2012	Carry Forward from 2012/13	Budget Approved Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions to Programme	Total Revised Budget 2013/14	Actual as at 31 January 2014	Projected Income to 31st March 2014
	£	£	£	£	£	£	£	£
CAPITAL BORROWING								
Prudential Borrowing	25,323,519	30,601	1,473,000		(12,599,814)	14,227,306		13,064,809
Acceleration borrowing from 2015/16			1,114,791			1,114,791		1,114,791
Acceleration borrowing from 2014/15			420,209			420,209		420,209
SUB TOTAL	25,323,519	30,601	3,008,000	0	(12,599,814)	15,762,306	0	14,599,809
SCOTTISH GOVERNMENT FUNDING								
Specific Capital Grants								
Cycling / Walking Routes	144,000					144,000		144,000
Capital Grants								
General Capital Grant	8,177,000		1,334,000	84,000		9,595,000	8,360,830	9,595,000
SUB TOTAL	8,321,000	0	1,334,000	84,000	0	9,739,000	8,360,830	9,739,000
OTHER INCOME TO PROGRAMME								
Use of Funds								
Capital Fund	157,121					157,121		157,121
Change & Service Redesign Fund		57,317		1,292,088	53,000	1,402,405		1,402,405
Repairs & Renewals Fund	2,000,000					2,000,000		2,000,000
CFCR						0		
Castlepark PS				110,000		110,000		110,000
Dirrans	1,210,000				-210,000	1,000,000		1,000,000
Irvine East PS				20,000		20,000		20,000
General	850,000		118,000			968,000		968,000
Largs Car Park Fund		50,000				50,000		50,000
West Kilbride CC Gym				43,907		43,907		43,907
Grants & Contributions								
Access Paths - CSGN				32,500		32,500		32,500
Access Paths - SPT				25,000		25,000		25,000
Access Paths - SUSTRANS				67,500		67,500		67,500
Access Paths - TRANSPORT SCOTLAND				4,589		4,589		4,589
Access Paths - URC				10,000		10,000		10,000
Cultural Centre, Gaelic Provision						0	50,000	0
SFT Enabling Funds (Garnock Campus)	872,995					872,995		872,995
SFT Funding Garnock Campus & 3 Towns								
Forestry Commission - Timber Transport				300,000		300,000		300,000
Historic Scotland - Saltcoats Town Hall				162,000		162,000		162,000
HRA Funding - Currie Court	1,101,000					1,101,000		1,101,000
SPT Funding - Roads				558,000		558,000	161,297	435,000
Tourism Infrastructure - European Funding				127,500		127,500		127,500
Funding - Bridgegate Projects:	3,213,460			200,000	-3,413,460	0		0
Trinity Church - URC					100,000	100,000	100,000	100,000
Trinity Church - Historic Scotland					399,240	399,240	271,395	399,240
Trinity Church - Other					66,500	66,500	66,500	66,500
Public Realm - URC					1,252,000	1,252,000	1,032,000	1,252,000
Bridgegate House - URC					138,000	138,000	130,000	138,000
West Kilbride Gymnasium				186,029	-25,000	161,029	161,029	161,029
Zero Waste Scotland		26,424				26,424	26,259	26,424
Capital Receipts			340,000	50,000	57,000	447,000	668,600	447,000
Sale of Land						0	541,112	0
Sale of Vehicles						0	127,488	0
Insurance Recovery					22,500	22,500		22,500
SUB TOTAL	9,404,576	133,741	458,000	3,189,113	(1,560,220)	11,625,210	2,667,080	11,502,210
TOTAL CAPITAL PROGRAMME FUNDING	43,049,095	164,342	4,800,000	3,273,113	(14,160,034)	37,126,516	11,027,910	35,841,019

CAPITAL MONITORING 2012/13																		
Year Ended 31st March 2014																		
FINANCE & CORPORATE SUPPORT																		
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE														Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 31 January 2014	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	
Financial Services																		
FINANCIAL SYSTEMS			0	36,784				(36,784)	0	0	6,848	6,848	0	0			No budget	No budget
E PROCUREMENT				25,976				(25,976)	0	0	0	0	0	0			No budget	No budget
E-FORM SYSTEM								53,000	53,000	0	52,950	52,950	53,000	0			99.91%	100.00%
Total Financial Services				62,760	0	0	0	(9,760)	53,000	0	59,798	59,798	53,000	0	0	0	112.83%	100.00%
Property																		
CORP ASSET MANAGEMENT SYSTEM			0	83,392				(57,000)	26,392	0	5,835	5,835	26,392	0		0	22.11%	100.00%
SALTCOATS TOWN HALL				0			162,000	65,000	227,000	0	118,893	118,893	154,893	(72,107)		(72,107)	52.38%	68.23%
Total Property				83,392	0	0	162,000	8,000	253,392	0	124,729	124,729	181,285	(72,107)	0	(72,107)	22.11%	100.00%
Information Technology																		
NETWORK DEVELOPMENT			0	16,250				(16,250)	0	0	0	0	0	0			No budget	No budget
PC REPLACEMENT			0	121,295	(24,742)			90,000	186,553	96,553	120,254	23,701	186,553	0			64.46%	100.00%
MICROSOFT OFFICE UPGRADE			0	276,168					276,168	276,168	260,832	(15,336)	276,168	0			94.45%	100.00%
URL INTERNET FILTERING			0	1,736	(20)			(1,716)	0	0	0	0	0	0			No budget	No budget
ICT SECURITY			0	11,906				(11,906)	0	0	0	0	0	0			No budget	No budget
SUN SERVER REPLACE PROG			0	39,408	(2,025)		162,617	(200,000)	0	0	0	0	0	0		0	No budget	No budget
INFO AND RECORDS MANAGEMENT			0	5,501				(5,501)	0	0	0	0	0	0			No budget	No budget
WINDOWS SERVER MIGRATION			0	31,769	2,384		22,847		57,000	0	16,226	16,226	57,000	0			28.47%	100.00%
NEW COUNCIL ICT STRATEGY			0	112,080	34,107		131,536	(14,627)	263,096	200,083	97,099	(102,984)	210,099	(52,997)		(52,997)	36.91%	79.86%
Total Information Technology				616,113	9,704	0	317,000	(160,000)	782,817	572,804	494,411	(78,393)	729,820	(52,997)	0	(52,997)	63.16%	93.23%
Council IT Strategy																		
WIRELESS ACCESS IN SCHOOLS				0	100,000		190,400	(190,000)	100,400	0	14,516	14,516	15,000	(85,400)		(85,400)	14.46%	14.94%
MANAGED WAN SERVICES							190,395	46,295	236,690	0	1,610	1,610	3,000	(233,690)		(233,690)	0.68%	1.27%
IP TELEPHONY (IPT)							203,468	(150,000)	53,468	0	0	0	0	(53,468)		(53,468)	0.00%	0.00%
LOCAL AREA NETWORK (LAN)							310,825	(100,000)	210,825	0	920	920	4,000	(206,825)		(206,825)	0.44%	1.90%
Total IT Strategy				0	100,000	0	895,088	(393,705)	601,383	0	17,046	17,046	22,000	(579,383)	0	(579,383)	14.46%	14.94%
Office Accommodation																		
CCTV GENERAL				0	30,372				30,372	0	9,990	9,990	30,372	0			32.89%	100.00%
BRIDGEGATE HOUSE REFURB	23-Sep-13	01-Dec-13	10	5,884,417	(347,508)			(865,101)	4,671,808	4,937,316	3,660,903	(1,276,413)	5,071,808	400,000	400,000		78.36%	108.56%
CUNN HOUSE 3RD FLOOR WEST	31-Aug-12	31-Aug-12	0	0				3,447	3,447	3,447	3,451	4	3,447	0			100.12%	100.00%
TRINITY CHURCH REFURBISHMENT	24-Jun-13	02-Dec-13	23	638,881	(346,537)		200,000	73,001	565,345	543,345	475,323	(68,022)	565,345	0			84.08%	100.00%
BRIDGEGATE PUBLIC REALM	08-Jul-13	25-Nov-13	20	1,668,959	(55,319)			(442,999)	1,170,641	1,165,642	1,213,421	47,779	1,170,641	0			103.65%	100.00%
CUNNINGHAME HOUSE PHASE 1	28-Mar-14	29-Aug-14	22	0	(19,118)	1,900,000		(1,801,620)	79,262	79,262	56,684	(22,578)	98,684	19,422		19,422	71.51%	124.50%
CUNNINGHAME HOUSE PHASE 2	19-Sep-14	27-Feb-15	23	0				0	0	0	0	0	0	0			No budget	No budget
CUNNINGHAME HOUSE PHASES 3 TO 6									0	0	0	0	0	0			No budget	No budget
PROPERTY LIFECYCLE INVESTMENT											0	0	0	0			No budget	No budget
Total Office Accommodation				8,192,257	(738,110)	1,900,000	200,000	(3,033,272)	6,520,875	6,729,012	5,419,771	(1,309,241)	6,940,297	419,422	400,000	19,422	83.11%	106.43%
Total Finance & Corporate Support				8,954,522	(628,406)	1,900,000	1,574,088	(3,588,737)	8,211,467	7,301,816	6,115,756	(1,186,060)	7,926,402	(285,065)	400,000	(685,065)	74.48%	96.53%

CAPITAL MONITORING 2012/13																			
Year Ended 31st March 2014																			
EDUCATION & SKILLS																			
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 31 January 2014	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/(Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	
Nursery Education																			
EARLY YEARS CHILDRENS BILL						250,000		(240,000)	10,000	0	25,761	25,761	19,261	9,261		9,261	257.61%	192.61%	
Total Nursery Education				0	0	250,000	0	(240,000)	10,000	0	25,761	25,761	19,261	9,261	0	9,261	257.61%	192.61%	
Primary Schools																			
WOODLANDS PS EXTENSION	30/04/2013	06/05/2013	1	397,894	115,758			178,940	692,592	513,652	475,706	(37,946)	682,529	(10,063)	(10,063)		68.68%	98.55%	
STANLEY PS MODULAR ACCOM									0	0	0	0	0	0			No budget	No budget	
PENNYBURN PS ROOF REPLACE	31/03/2014	31/07/2014	17	28,649	(3,939)			(24,710)	0	0	0	0	0	0			No budget	No budget	
CORRIE PS ANNEXE - STRUCTURAL									0	0	0	0	0	0			No budget	No budget	
KELBURN PARTITIONS	30/08/2013	31/10/2013	9	136,800	(780)			(9,848)	126,172	12,238	12,238	0	126,172	0			9.70%	100.00%	
SKELMORLIE PARTITIONS	30/08/2013	12/08/2013	(3)	61,650	4,350			(30,327)	35,673	35,673	35,673	0	35,673	0			100.00%	100.00%	
SCHOOL ESTATE	01/08/2017	01/08/2017	0	1,000,000				(1,000,000)	0	0	0	0	11,280	11,280		11,280	No budget	No budget	Fees incurred in 2013/14. Budget to be re-aligned
DALRY PS - REPLACEMENT									0	0	0	0		0			No budget	No budget	
ST LUKES PS-EXTENSION PHASE 2								52,500	52,500	0	2,994	2,994	46,977	(5,523)		(5,523)	5.70%	89.48%	
REPLACE SHUTTERS VARIOUS	19/07/2013	21/11/2013	18	12,163	(1,233)				10,930	10,930	3,542	(7,388)	3,542	(7,388)	(7,388)		32.40%	32.41%	
CUMBRAE PS ROOF	07/02/2014	12/09/2014	31	0	(2,111)	30,000		(11,224)	16,665	16,665	11,130	(5,535)	16,665	0			66.79%	100.00%	
ELDERBANK PS	07/04/2014	30/06/2014	12	7,662,998	31,651		20,000	(326,968)	7,387,681	5,003,936	5,094,096	90,160	6,938,534	(449,147)		(449,147)	68.95%	93.92%	External works due for completion Sept 2014
ST LUKES PS-EXTENSION PHASE 1	17/04/2015	17/04/2015		0				0	0	0	(3,423)	(3,423)	0	0			No budget	No budget	
DREGHORN PS UPGRADE REPLC	Complete	Complete		0				31,389	31,389	0	30,321	30,321	42,527	11,138	11,138		96.60%	135.48%	Additional security works and nursery adaptations
CASTLEPARK PS	12/08/2013	16/08/2013	1	3,267,848	350,232		110,000	0	3,728,080	3,598,234	3,606,916	8,682	3,699,182	(28,898)	(28,898)		96.75%	99.22%	Final account to be agreed
Total Primary Education				12,568,002	493,928	30,000	130,000	(1,140,248)	12,081,682	9,191,328	9,269,194	77,866	11,603,081	(478,601)	(35,211)	(443,390)	76.72%	96.04%	
Secondary Schools																			
GARNOCK ACADEMY REPLACEMENT	30/08/2015	14/08/2016	50	2,626,750	13,897			(2,357,665)	282,982	152,982	131,783	(21,199)	282,982	0		0	46.57%	100.00%	Projected 13/14 expenditure includes site acquisition
3 TOWNS CAMPUS					(10,250)	600,000		(505,914)	83,836	83,836	56,602	(27,234)	83,836	0		0	67.52%	100.00%	Projected 13/14 expenditure includes outstanding fees and consultant costs.
Total Secondary Education				2,626,750	3,647	600,000	0	(2,863,579)	366,818	236,818	188,385	(48,433)	366,818	0	0	0	-13.20%	100.00%	
Special Education																			
STANECastle REMEDIAL WORKS	31/03/2014	31/03/2014	0	55,000	4,418			(49,418)	10,000	1,000	(175)	(1,175)	5,140	(4,860)		(4,860)	-1.75%	51.40%	Works planned following 6-monthly inspections.
Total Special Education				55,000	4,418	0	0	(49,418)	10,000	1,000	(175)	(1,175)	5,140	(4,860)	0	(4,860)	-1.75%	51.40%	
General School Projects																			
ARRAN OUTDOOR EDUC CENTRE	31/08/2012	31/08/2012	0	93,981	15,600			(106,081)	3,500	3,500	0	(3,500)	3,500	0			0.00%	100.00%	
ARRAN OUTDOOR CENTRE SLIPWAY	19/08/2013	06/09/2013	3	0				139,342	139,342	139,342	125,574	(13,768)	131,144	(8,198)		(8,198)	90.12%	94.12%	Under water inspection to be carried out 14/15
Total General School Projects				93,981	15,600	0	0	33,261	142,842	142,842	125,574	(17,268)	134,644	(8,198)	0	(8,198)	87.91%	94.26%	
Sports & Leisure																			
LARGS SPORTS DEVELOPMENT	31/03/2012	31/03/2014	104	112,529	5,039			(63,383)	54,185	0	45,319	45,319	54,185	0			83.64%	100.00%	
IRVINE LEISURE CENTRE	15/08/2014	17/07/2015	48	1,061,471	(36,734)			292,578	1,317,315	1,236,343	1,249,642	13,299	1,331,231	13,916		13,916	94.86%	101.06%	Re-tender process in progress
MEADOWSIDE PARK RESURFACING	Complete	Complete		0				7,285	7,285	7,285	7,285	0	7,285	0			100.01%	100.00%	
MONTGOMERIE PARK MUGAS	Complete	Complete		0					0	0	(5,956)	(5,956)	0	0			No budget	No budget	
Total Sports & Leisure				1,174,000	(31,695)	0	0	236,480	1,378,785	1,243,628	1,296,291	52,663	1,392,701	13,916	0	13,916	94.02%	101.01%	
Cultural & Community																			
WEST KILBRIDE CC GYMNASIUM	23/02/2013	10/05/2013	11	87,253	27,852		229,936	(113,646)	231,395	220,093	194,357	(25,736)	223,169	(8,226)		(8,226)	83.99%	96.45%	Final account and consultant fees to be agreed
ARDROSSAN CASTLE	31/03/2014	30/05/2014	9	121,900	(2,421)			(112,979)	6,500	5,852	8,359	2,507	11,974	5,474		5,474	128.60%	184.22%	Works commencing April 2014 in conjunction with Kerelaw Castle. Consultants fees to be incurred 2013/14

CAPITAL MONITORING 2012/13																			
Year Ended 31st March 2014																			
EDUCATION & SKILLS																			
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 31 January 2014	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/(Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	
ABBEY TOWER	31/03/2014	31/03/2014		0		100,000		(69,772)	30,228	30,228	27,240	(2,988)	27,240	(2,988)		(2,988)	90.11%	90.12%	Balance to be transferred to Kerelaw Castle
COMMUNITY DEVELOPMENT FUND				0		300,000		(260,000)	40,000	0	0	0	40,000	0			0.00%	100.00%	
KERELAW CASTLE	31/03/2014	30/05/2014		0				6,000	6,000	5,350	7,635	2,285	10,437	4,437		4,437	127.26%	173.95%	Works commencing April 2014 in conjunction with Ardrossan Castle. Consultants fees to be incurred 2013/14
CASTLES & HISTORIC MONUMENTS									0	0	0	0		0			No budget	No budget	
Total Cultural & Community				209,153	25,431	400,000	229,936	(550,397)	314,123	261,523	237,591	(23,933)	312,820	(1,303)	0	(1,303)	75.64%	99.59%	
Total Education & Skills				16,726,886	511,329	1,280,000	359,936	(4,573,901)	14,304,250	11,077,139	11,142,621	65,482	13,834,465	(469,785)	(35,211)	(434,574)	77.90%	96.72%	

CAPITAL MONITORING 2012/13																			
Year Ended 31st March 2014																			
SOCIAL SERVICES & HEALTH																			
Project Description	COMPLETION DATE			CURRENT YEAR 2013/14 EXPENDITURE															Comments
	Original Target	Revised Forecast	Difference (SPI)	Approved Budget at 1 Feb 2012	Carry Forward From 2012/13	Budget Approved 30 Jan 2013	Additional Funds Awarded 2013/14	Approved Revisions To Programme	Total Revised Budget 2013/14	Year to Date Budget 2013/14	Actual Expenditure to 31 January 2014	Year to Date Variance 2013/14	Projected Expenditure to 31 March 2014	Projected Over/ (Under) Spend for 13/14	True Over/(Under) Spend	Carry Forward to 2014/15	% Expenditure for 2013/14	% Expenditure Projected for year 13/14 (CPI)	
<u>Management & Support</u>																			
HOME CARE SYSTEM	31-Mar-11	31-Mar-14	157	283,521				(158,000)	125,521	40,663	38,411	(2,252)	125,521	0		0	30.60%	100.00%	
<u>Total Management & Support</u>				283,521	0	0	0	(158,000)	125,521	40,663	38,411	(2,252)	125,521	0	0	0	30.60%	100.00%	
<u>Older People</u>																			
MONTROSE HSE REDESIGN FACILIT	18-Oct-14	19-Sep-14	14	2,586,833	(94,425)			(415,956)	2,076,452	1,005,728	962,813	(42,915)	2,078,667	2,215		2,215	46.37%	100.11%	
LARGS OLDER PEOPLE RES CTRE	25-Mar-15	25-Mar-15	0	987,000				(987,000)	0	0	0	0	0	0			No budget	No budget	
CURRIE COURT CONVERSION	18-Oct-13	15-Nov-13	4	2,010,000	(12,868)			(23,897)	1,973,235	1,748,593	1,760,753	12,160	1,979,357	6,122	6,122		89.23%	100.31%	Final account to be agreed
LD DAY CENTRES				0					0	0	0	0	0	0			No budget	No budget	
<u>Total Older People</u>				5,583,833	(107,293)	0	0	(1,426,853)	4,049,687	2,754,321	2,723,567	(30,754)	4,058,024	8,337	6,122	2,215	67.25%	100.21%	
<u>Physical or Sensory</u>																			
DIRRANS REHABILITATION CENTR	18-Jul-14	19-Dec-14	22	994,829	12,815			(826,313)	181,331	82,131	79,912	(2,219)	189,561	8,230		8,230	44.07%	104.54%	Tender accepted Cabinet 14 Jan 2014
<u>Total Physical or Sensory</u>				994,829	12,815	0	0	(826,313)	181,331	82,131	79,912	(2,219)	189,561	8,230	0	8,230	44.07%	104.54%	
<u>Housing Non HRA</u>																			
IMPROVEMENT GRANTS	31-Mar-13	31-Mar-13	0	860,000	(35,483)			(140,000)	684,517	684,517	443,270	(241,247)	684,517	0	0		64.76%	100.00%	
REPAIRS GRANTS			0	0					0	0	0	0	0	0			No budget	No budget	
CARE & REPAIR			0	0					0	0	134,958	134,958	0	0			No budget	No budget	
<u>Total Housing Non HRA</u>				860,000	(35,483)	0	0	(140,000)	684,517	684,517	578,228	(106,289)	684,517	0	0	0	84.47%	100.00%	
<u>Total Social Services & Health</u>				7,722,183	(129,961)	0	0	(2,551,166)	5,041,056	3,561,632	3,420,118	(141,514)	5,057,623	16,567	6,122	10,445	67.85%	100.33%	

North Ayrshire Council
HRA Capital Statement
For Year Ended 31 March 2014

	2013/14												
	Budget Approved 30 January 2013	Budget B/Fwd/ (C/Fwd)	Approved Revisions to programme	Revised budget 2013/14	Year to Date Budget 2013/14	Actual expenditure to 31 January 2014	Year to Date Variance	Projected Expenditure to 31 March 2014	Projected over/(under) Spend for 13/14	% YTD Spend	True (Under)/Over spend	Carry Forward to 2014/15	Comments
Description	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
HOUSING REVENUE ACCOUNT													
MORTGAGE TO RENT	903	704	(1,111)	496	372	422	50	601	105	85%	0	105	It is anticipated that two further acquisitions will be completed prior to 31 March 2014. Budget requires to be accelerated from 2014/15 to cover this additional cost.
COUNCIL HOUSE BUILDING GENERAL ACQUISITION OF HOUSES ON OPEN MARKET	0 0	0 72	0 (19)	0 53	0 40	54 53	54 13	54 53	54 0	0% 100%	54 0	0 0	Spend in relation to feasibility costs for potential future projects, funded from Council House Building Fund, shown at income section, below.
NEW BUILD WINTON AVENUE	0	0	0	0	0	(64)	(64)	0	0	0%	0	0	Final invoice to come through to offset accrual from 2012/13.
NEW BUILD REDSTONE AVE	4,496	6	10	4,512	3,384	2,880	(504)	4,096	(416)	64%	(158)	(258)	around £158,000 will be realised during 2013/14. In addition to this the project profile has changed from the reported position at period 9, £258,000 requires to be carried into 2014/15 to complete the project, the completion date remains unchanged.
NEW BUILD COPELAND CRES	824	467	187	1,478	1,109	1,320	211	1,352	(126)	89%	(126)	0	Projected underspend on this project of £126,000, this saving reduces the requirement to draw on HRA balances for the costs of road reinstatement to £24,000 from original approved level of £150,000.
NEW BUILD JOHN GALT	0	(10)	1,110	1,100	825	526	(299)	1,100	0	100%	0	0	
NEW BUILD STEVENSON INSTITUTE	0	(5)	40	35	26	25	(1)	39	4	100%	0	4	Additional costs of House Building development in relation to property purchase and home loss payments, over and above planned construction costs, to be funded from HRA Council House Building Fund. In addition to this acceleration of £26,000 requires to be drawn from 2014/15 budget.
NEW BUILD DICKSON DRIVE	0	0	35	35	26	89	63	152	117		91	26	Additional spend relates to acceleration of spend from 2014/15, budget will be drawn from that year's programme.
NEW BUILD KILN COURT	0	0	40	40	30	11	(19)	49	9		0	9	Early spend has been realised on this project requiring an acceleration of funds from the approved 2014/15 budget. It is estimated that this project will be completed in July 2015.
NEW BUILD MONTGOMERIE COURT CENTRAL HEATING	0 749	0 (1)	0 200	0 948	0 711	0 462	3 (240)	3 948	34 0	0 49%	34 0	34 0	
RE-ROOFING	0	217	(217)	0	0	0	0	0	0	0%	0	0	Increased spend projected in relation to acceleration of programme in line with revised availability of ECO funding in 2013/14. Offset by increased ECO/Govt Grant funding, shown below.
INSULATED RE-RENDERING	1,026	(228)	47	845	389	494	105	1,311	466	58%	507	(41)	
WINDOW REPLACEMENT	3,274	(3)	0	3,271	2,821	2,161	(660)	3,271	0	66%	0	0	
BATHROOM PROGRAMME	2,206	(19)	0	2,187	1,710	1,741	31	2,187	0	80%	0	0	
KITCHEN PROGRAMME	2,667	37	0	2,704	2,120	1,926	(194)	2,704	0	71%	0	0	
ELECTRICAL REWIRING	1,523	(31)	(200)	1,292	969	659	(210)	1,292	0	51%	0	0	
REGENERATION/REFURBISHMENT PROJECTS	235	445	63	763	572	680	108	733	(30)	89%	0	(30)	Small projected underspend, to be carried forward to 2014/15.
ROOFING & RENDERING	3,665	0	(11)	3,654	2,741	2,927	186	3,654	0	80%	0	0	
DOOR ENTRY SYSTEMS	100	(19)	0	81	61	21	(40)	30	(51)	26%	0	(51)	Slippage on programme due to difficulties in reaching agreement with owner occupiers. The projected underspend will be carried forward to fund the continuing programme in 2014/15.
SHELTERED HOUSING UNITS	2,321	281	(156)	2,446	1,835	1,056	(779)	2,300	(146)	43%	0	(146)	Underspend on programme for 2013/14 to be carried forward to contribute towards future Sheltered Housing development projects.
OTHER CAPITAL WORKS	340	78	0	418	314	201	(113)	250	(168)	48%	0	(168)	This underspend requires to be carried forward to 2014/15 to meet the costs of remedial works in relation to asbestos in properties.
VINEBURGH REGENERATION	0	0	34	34	34	56	22	60	26	165%	26	0	Overspend of £26,000 offset by Capital receipt from Vineburgh Regeneration Phase 3 (£29,000) brought forward from 2012/13 to offset abnormal costs.
PROFESSIONAL MANAGEMENT CHARGES	1,556	0	0	1,556	1,167	743	(424)	1,497	(59)	48%	(59)	0	Reduction in charges from PM&I due to restructure of service and savings in support costs.
TOTAL EXPENDITURE	25,885	1,991	72	27,948	21,256	18,446	(2,810)	27,767	(181)	66%	335	(516)	
SALE OF COUNCIL HOUSES	(986)	0	0	(986)	(740)	(1,037)	(298)	(1,287)	(301)		(301)	0	Additional sales during 2013/14, estimated at 25 within budget, however, 42 sales expected to be completed by 31 March. This reduces prudential borrowing requirement for the year.
SALE OF ASSETS	0	(34)	(34)	(34)	(680)	(646)	(98)	(64)	(64)		(64)	0	Net receipt of £360,000 due to the HRA for disposal of land as part of Vineburgh Regeneration Phase 4. On 27 October Cabinet agreed to allocate this receipt to the HRA Council House Building account, accordingly projection has been revised to take account of this transfer. Further unbudgeted capital receipts (£64,000) included as projection.
CFCR	(8,558)	0	(150)	(8,708)	0	0	0	(8,582)	126		126	0	CFCR previously increased by £150,000 to fund Copeland Crescent roads reinstatement costs - projected underspend on Copeland Project, noted above.
CAPITAL GRANTS - MORTGAGE TO RENT	(226)	(202)	342	(86)	(65)	(68)	(4)	(123)	(37)		0	(37)	reduces requirement for CFR by £126,000.
CAPITAL GRANTS - HOUSE BUILDING	(125)	(19)	(1,150)	(1,294)	(144)	(581)	(437)	(1,298)	(4)		0	(4)	Acceleration of grant in line with additional expenditure, as noted above.
CAPITAL GRANTS - ECO FUNDING	0	0	(518)	(518)	0	0	0	(1,025)	(507)		(507)	0	Budget for ECO funding from energy companies in relation to Insulated Rendering programme - increased in line with Expenditure, noted above.
CONTRIB FROM HOUSE BUILD FUND - SPECIFIC PROJECTS	(492)	0	(47)	(539)	0	0	0	(630)	(91)		(91)	0	Additional drawdown from Council House Building fund to fund additional costs for Dickson drive project. As noted above.
CONTRIB FROM HOUSE BUILD FUND - GENERAL	0	0	0	0	0	0	0	(54)	(54)		(54)	0	Use of House Building Funds to fund feasibility costs of potential future house building projects.
OTHER CAPITAL INCOME - WESTERN GATEWAY FROM URC	0	0	(120)	(120)	(120)	(120)	0	(120)	0		0	0	Contribution from Irvine Bay URC to fund additional works at Western Gateway building projects.
OTHER CAPITAL INCOME - HOUSE BUILDING	0	0	0	0	0	(84)	(84)	(89)	(89)		(89)	0	Kilwinning - included within Regeneration/Refurbishment programme budget
AFFORDABLE HOUSING CONTRIBUTION	(1,318)	0	1,318	0	0	0	0	0	0		0	0	Income from Scottish Water to reimburse costs of infrastructure works in relation to House Building projects, this was unexpected and therefore not budgeted.
PRUDENTIAL BORROWING	(14,180)	(1,770)	287	(15,663)	0	0	0	(14,461)	1,202		645	557	Reduced requirement to borrow due to true savings on Redstone Avenue project, additional Capital receipts and Scottish Water contributions to cost of House Building projects, combined with revised timing of borrowing in relation to slippage of programmes to 2014/15.
TOTAL INCOME	(25,885)	(1,991)	(72)	(27,948)	(1,102)	(2,570)	(1,468)	(27,767)	181	0	(335)	516	

NORTH AYRSHIRE COUNCIL

Agenda Item 14

25 March 2014

Cabinet

Subject:	Saltcoats Town Hall Redevelopment Project
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Purpose:	The purpose of the report is to i) advise on progress in relation to the Saltcoats Town Hall redevelopment project; ii) advise of changes to the proposed accommodation schedule; and iii) request that the balance of the required funding is allocated to the project via the General Services Capital Programme.
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Recommendation:	The Cabinet is asked to i) note progress made with the project to date; ii) approve the changes to the proposed accommodation schedule; and iii) approve the balance of the funding being requested is met via the General Services Capital Programme.
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1. Introduction

- 1.1 On 29 October 2013, a report was presented to Cabinet outlining the progress being made with the Saltcoats Town Hall redevelopment project. At that time it was reported that although £0.162m of external funding had been secured, the outcome of a further funding bid had still to be determined.
- 1.2 The report also highlighted that once the outcome of the outstanding funding bid was known, a further report would be submitted to Cabinet, detailing the known financial position.
- 1.3 As the estimated construction contract value is below the EU tender threshold limit, specific Cabinet approval to seek tenders is not required. Nevertheless, the Council's Financial Regulations require that appropriate funding must be available in the General Services Capital Programme before tenders can be sought.

2. Current Position

- 2.1 In June 2013, an application was made to Historic Scotland's Building Repair Grants Scheme, requesting funding of £0.500m. In response to this application, Historic Scotland agreed to fund 25% of the eligible works, equating to £0.162m. This funding offer was based on an assessment of the cost plan, however, the final grant is based on actual expenditure and it is anticipated that this can be increased through ensuring eligible works are maximised.
- 2.2 In addition to the above, a further £1.1m of funding has been secured from the Regeneration Capital Grant Fund. This funding was secured for the project by Irvine Bay Urban Regeneration Company (Irvine Bay).
- 2.3 A first stage application for £1.1m to the Heritage Lottery Fund (Townscape Heritage Initiative fund) (HLF) was submitted in June 2013. A stage two application followed on 30 August 2013. Unfortunately, a letter declining the application was received in January 2014.
- 2.4 Listed Building Consent for the small extension to the rear of the building was made on 29 July 2013 and subsequently granted on 17 December 2013.
- 2.5 A further Application for Planning Permission and Listed Building Consent, relating to the remainder of the scheme, was submitted for approval on 3 December 2013. There have been on-going discussions with Historic Scotland regarding this application and it is anticipated that the required approval will be forthcoming shortly.
- 2.6 A Building Warrant Application was lodged on 10 December 2013. Comments relating to this application have been received and are being addressed by the design team. It is expected that the Building Warrant will be issued by the end of March 2014.
- 2.7 The completed building will provide the following key accommodation:
 - 200 person capacity main function hall;
 - 100 seat lesser hall/marriage suite;
 - Modern office accommodation for staff;
 - Heritage space and a civic exhibition and display area; and
 - Visitor information point.

- 2.8 The initial plans for the town hall redevelopment incorporated heritage display space and a civic exhibition and display area within the centre of the building. However, following internal consultation, it was deemed appropriate to relocate this display to an area adjacent to the main reception. This will provide increased public visibility and access to this very important display area.
- 2.9 As a result of relocating the heritage display space and amending the proposed layout of the ground floor office accommodation, it is now possible to include Social Services within the scope of the project. These modifications to the building layout will allow 25 members of staff, currently located at Social Services' Vernon Street office, to be accommodated within the redeveloped Town Hall.
- 2.10 A condition survey for the Vernon Street offices was carried out in January 2013. This survey identified that in order to ensure the property is maintained to an acceptable standard, capital investment would be required over the next ten years. By incorporating Social Services within the Town Hall, it is proposed that the Vernon Street property would be added to the Council's property disposal programme.
- 2.11 By including Social Services within the project scope, it will increase the range of Council services available within one location.
- 2.12 The total cost of delivering this project has now been updated to include decant costs, furniture, ICT; this is currently estimated at £3.700m but is still subject to confirmation via the tender process. In addition to the £1.262m of external funding that has been secured, £1.900m has been allocated and approved within the General Services Capital Programme.
- 2.13 It is proposed that the funding shortfall of £0.538m associated with this project is met from the Council's Capital Fund.
- 2.14 The current cost plan includes a 10% construction contingency and based upon current knowledge this is deemed as an acceptable level of contingency. Nevertheless, refurbishing an existing listed building may present various technical challenges that are as yet unknown. Should any unforeseen events arise either during the detailed design stage of this project or once on-site construction has commenced, a further report to Cabinet will be submitted at that time.

- 2.15 It is intended that tenders for this project will be issued during the week commencing 1 April 2014. Construction works are scheduled to commence during July 2014, with the building being operational by early 2016.
- 2.16 The project has been developed and designed through partnership working between the Council and Irvine Bay. Management of the project delivery will be undertaken by the Council's Property Management & Investment Team.
- 2.17 The £1.1m of Regeneration Capital Grant Funding was secured for the project by Irvine Bay and will require to be transferred to the Council. Discussions on how this transfer will take place are ongoing between the Council and Irvine Bay. This funding will require to be committed and spent by 31 March 2015.

3. Proposals

- 3.1 The Cabinet is asked to i) note progress made with the project to date; ii) approve the changes to the proposed accommodation schedule; and iii) approve the balance of the funding being requested is met via the General Services Capital Programme.

4. Implications

Financial Implications

- 4.1.1 The estimated total cost of this project is now £3.700m, representing an increase of £0.200m from the October 2013 projection. This projected cost increase is a result of decant costs, furniture and ICT costs now being included within the scope of the project and is subject to the outcome of a competitive tender exercise.
- 4.1.2 This additional projected cost can be accommodated within the Council's Capital Fund. It is now proposed that an additional £0.538m is allocated to the project from the Council's Capital Fund.
- 4.1.3 This project further supports the Council's office rationalisation programme. Upon completion of the works it is anticipated that a number of existing operational Council offices will be marketed, thereby generating capital receipts.

Human Resource Implications

- 4.2 Council staff who will be relocated to the Saltcoats Town Hall are being consulted, in order to encourage staff involvement with this project.

Legal Implications

- 4.3 There will be no direct legal implications as a result of this report.

Equality Implications

- 4.4 There will be no direct equality implications as a result of this report.

Environmental Implications

- 4.5 The building will utilise energy efficient lighting and heating systems, thereby contributing to the Council's carbon reduction targets.

Implications for Key Priorities

- 4.6 The project will contribute to the Council operating in a more efficient and effective manner.

Community Benefit Implications

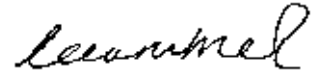
- 4.7 The award of the contract for the works will be subject to the Council's Targeted Recruitment and Training (TRT) Policy.

5. Consultations

- 5.1 Since the submission of the last update report to Cabinet, design development for this project has been ongoing, with internal consultation having taken place with the Council's Corporate Management Team (CMT), Education & Skills and a number of other Council Services with an interest in the project.
- 5.2 A internal stakeholder working group has been established to ensure all stakeholders are involved in this project. This includes representatives from the Council Services that will occupy the building, along with officers from ICT, Development Control, Human Resources, Finance, Property Management and Investment and Facilities Management.

6. Conclusion

- 6.1 The Cabinet is asked to note the progress being made with this project and approve the recommendations contained within this report, including the allocation of additional funding of £0.538m from the Council's Capital Fund.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

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

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 15

25 March 2014

Cabinet

Subject: **Millport Marine Biological Station**

Purpose: To seek Cabinet agreement to progress with i) legal negotiations in relation to the purchase of an area of land required to accommodate a new accommodation block and associated parking; and ii) legal negotiations to grant a lease to the Field Study Council (FSC) for the aforementioned accommodation block.

Recommendation: That Cabinet agrees to commence legal negotiations in relation to i) the land purchase; and ii) the granting of a lease to FSC.

1. Introduction

- 1.1 On 11 June 2013, Cabinet agreed that the operation of the Millport Marine Biological Station (MMBS), by the Field Studies Council (FSC) was the most sustainable use of the facility.
- 1.2 It was also agreed that the Council would provide capital funds of up to £1.5m towards the overall capital required to be invested in the facility by FSC. The Council's contribution will form part of a capital investment of £4m, which will allow the construction of new accommodation and refurbished/extended teaching and accommodation facilities.
- 1.3 A further Cabinet paper dated 25 February 2014 provided a progress report in relation to the project.

2. Current Position

- 2.1 Detailed discussions have taken place between the Council's Regeneration Team, Legal Services and Property Management & Investment over the proposed land and property transactions that require to take place before construction of the new accommodation block can commence.

2.2 Having acquired the MMBS complex and surrounding land from the University of London, FSC retain ownership of the facility at this time.

2.3 To allow the financial support committed by the Council, Scottish Government and Highlands and Islands Enterprise to be delivered and to comply with State Aid regulations, it is proposed that the Council acquires the land required to develop the new accommodation block, procures the new accommodation block and thereafter grants a lease over the new facility to FSC.

2.4 The following has been agreed in principle:-

2.5 **Acquisition Of Site**

The Council will acquire the site on which the new accommodation block is to be constructed. This will include any areas required for car parking, rights of way and required servitude's.

The required land will be purchased for £1.

2.6 **Lease Of New Accommodation Block**

Upon completion of the new accommodation block, ownership of the property will be retained by the Council, with a lease being entered into between the Council and FSC. The proposed terms for the lease are outlined as follows:

- 25 year lease term;
- A peppercorn rent will be payable(as assessed by two independent valuations);
- Rent reviews will occur on a five-yearly basis;
- At year 10 there will be mutual option to break the lease agreement;
- At year 10, FSC will have the right to acquire the facility from the Council at market value for an educational training facility;
- The lease will be granted on full repairing and insuring (FRI) terms and will contain robust provisions in relation to terminal dilapidation provisions;
- Should FSC operate the option to purchase at year 10, the Council will be seeking to ensure appropriate clawback provisions are in place. These provisions would be operated should FSC dispose of their interest in the leased property during a specified timescale.

- 2.7 It is intended that legal negotiations, reflective of the above terms, now commence. However, prior to concluding any legally binding agreement in relation to these transactions a further report will be presented to Cabinet.

3. Proposals

- 3.1 That Cabinet agrees to commence legal negotiations in relation to i) the land purchase; and ii) the granting of a lease to FSC.

4. Implications

Financial Implications

- 4.1 A maximum commitment of £1.5m has been made by the Council to support the continued use of the MMBS. These funds have been allocated from the town centre regeneration budget within the approved capital programme.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 Legal Services will commence negotiations in relation to the purchase of the land and the subsequent lease to FSC based on the principles contained within the report.

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

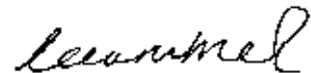
- 4.6 This proposal supports the Council Plan core objective 1 –
'Regenerating our communities and increasing employment.'

5. Consultations

- 5.1 Consultation has taken place between the Regeneration Team, Legal Services, Property Management & Investment and the FSC.

6. Conclusion

- 6.1 The Cabinet is requested to approve the recommendations contained within this report.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

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

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 16

25 March 2014

Cabinet

Subject: **Brodict Harbour Redevelopment**

Purpose: To update Cabinet on proposals by Caledonian Maritime Assets Ltd to implement a comprehensive redevelopment of Brodict Harbour, to agree the case for financial support to be provided by the Council and the source of Council funding.

Recommendation: That Cabinet:

- a. Notes the progress made with proposals for the redevelopment of Brodict Harbour;
 - b. Agrees to prepare and submit a bid for support from the Coastal Communities Fund on behalf of the group;
 - c. Recommends the provision of financial support from North Ayrshire Council subject to a commitment from CMAL that the project will be delivered in a single phase;
 - d. Identify the source of funding of the Council's financial contribution and remits to Council for approval.
-

1. Introduction

- 1.1 Brodict Harbour is reaching the end of its serviceable life, and the existing facilities do not offer adequate provision in terms of passenger facilities, vehicle marshalling and the ability to accommodate concurrent vessel activities. The Ferries Plan (2013-22) confirmed Scottish Government support for proposals to implement an upgrade of Brodict Harbour by 2016, as well as the provision of a second vessel on the Arran to Brodict Route during an extended period in the summer months.
- 1.2 The Cabinet of 25th June 2013 agreed to the formation of a Brodict Pier Redevelopment Group chaired by Councillor John Bruce, although this was later renamed to reflect the redevelopment of the wider harbour area. The report seeks to provide an update on the progress made by the Brodict Harbour Redevelopment Group (BHRG) and to confirm the nature of the Council's support for the proposals.

2. Current Position

- 2.1 Brodick Harbour is owned and operated by Caledonian Maritime Assets Ltd (CMAL). The Ardrossan to Brodick ferry service operated by CalMac Ferries Ltd (CFL) serves approximately 730,000 passengers, 134,000 non-commercial vehicles and 13,000 commercial vehicle trips on an annual basis and is a vital lifeline for residents and businesses on Arran.
- 2.2 The Scottish Government Ferries Plan 2013-22 identified weaknesses in service provision for Ardrossan to Brodick in terms of the frequency and the length of the operating day in the summer. The Scottish Government Ferries Plan (2013-22) confirmed that proposals to upgrade Brodick Harbour would be implemented by 2016 but that 'given the severe pressure on capital budgets, only essential harbour projects are being taken forward, and in each case on a 'do minimum' basis with future phases kept in reserve'.
- 2.3 The CMAL proposals involve up to £18m of investment and the provision of a new two-berth pier to the east of the existing pier and linkspan, a new terminal building with covered walkway, increased marshalling areas, reconfigured and expanded parking and drop off facilities, and a new bus stance (plan attached at Appendix 1). While the Ferries Plan confirmed Scottish Government support for the new Pier, funding is not in place for the projected cost of £18m. It is understood that £14m has been made available by CMAL and Transport Scotland (TS) as the 'do minimum' option.
- 2.4 The implementation of the proposals would be a significant boost to the economy of Arran. The proposals would encourage local employment by supporting jobs within the tourism and service sector and minimising operational costs for businesses dependent on the ferry service for the movement of goods and services.
- 2.5 However, if the full amount is not forthcoming the project runs the risk of being delivered on a phased basis or with the new pier only, with no other facilities. Work commissioned through the BHRG has suggested that the development of new pier facilities and associated infrastructure in a single phase offers the most economically and operationally advantageous delivery option.

- 2.6 The single phase option is anticipated to deliver GVA of £39.6m within the Arran economy over a 25 year period whereas the do minimum option is projected deliver GVA of £19.7m. The implementation of a single phase option would also provide additional benefits including:
- The most operationally efficient solution, minimising abortive works and providing value for money; and,
 - Reducing disruption for visitors which would have a positive impact on visitor perceptions, with tourism being a key sector for the Arran economy.
- 2.7 An additional benefit of the delivery of the entire project in a single phase would be the potential for re-use of the existing terminal building for commercial operations. Discussions with Highlands and Islands Enterprise (HIE) have identified the lack of commercial property suitable for inward investment on the Island and the need to broaden the Island's economic base. The existing terminal building could provide such an opportunity in a high profile location, and capitalise on the proposed major financial investment in broadband provision on the Island. CMAL have indicated a willingness to consider proposals for the reuse of the existing terminal building, and a suitable economic development project could benefit from funds from HIE.
- 2.8 A copy of the work commissioned by the Group, which further articulates the benefits of the proposals is attached at Appendix 2.
- 2.9 To date the main funding bodies (CMAL and TS) have provisionally outlined funding contributions totalling c. £14m for the capital works. There is therefore a funding gap of around £4m. Strathclyde Partnership for Transport (SPT) have confirmed support through a funding contribution towards the public transport elements of the proposal, which could provide £500,000 of the project costs (as well as an additional £500,000 towards additional works not part of the £18m project). An application could also be submitted to the Coastal Communities Fund (CCF) given that the project is considered to meet criteria set out by the fund. However, even accounting for a positive response from these bodies, there remains a significant funding gap which would result in a lesser scale of proposal being procured.

- 2.10 The benefits of the proposal and the case for their implementation through a single phase are clear. Support from North Ayrshire Council could help to bridge the gap between:
- the delivery of a project which would require to omit a significant element such as the Ferry Terminal Building or the covered pedestrian walkway which would require a major additional development phase; and
 - the delivery of a project which could deliver the majority of the benefits envisaged by way of: savings through the procurement process; the exclusion of some minor elements of the proposal; and, the provision of some additional capital funds by CMAL/TS.
- 2.11 It is considered that agreement to provide capital funds of £1.2m would allow the Council to seek a commitment from CMAL and TS that the project would be delivered in a single phase.
- 2.12 CMAL are due to commence the procurement process in April 2014. The decision to proceed on the basis of a do minimum, multi phase or single phase basis will be informed by the level of funds available. Without a commitment to funding support from the Council there is a likelihood that the project would revert to a do minimum or multi phase approach.

3. Proposals

- 3.1 It is proposed that Cabinet:
- a. Notes the progress made with proposals for the redevelopment of Brodick Harbour;
 - b. Agrees to prepare and submit a bid for support from the Coastal Communities Fund on behalf of the group;
 - c. Recommends the provision of financial support from North Ayrshire Council subject to a commitment from CMAL that the project will be delivered in a single phase;
 - d. Identify the source of funding of the Council's financial contribution and remits to Council for approval.

4. Implications

Financial Implications

- 4.1 An £18m project is proposed, of which £14m has been made available by CMAL and Transport Scotland as the 'do minimum' option. Assuming that SPT and the Coastal Communities Fund are forthcoming with funds of £0.8m, it is considered that funds of £1.2m from North Ayrshire Council would allow the Council to seek a commitment from CMAL and TS that the project would be delivered in a single phase.
- 4.2 The Council approved its ten year General Services Capital Plan 2013 - 2023 in January 2013, with further revisions agreed at the Council's annual budget meeting in December 2013. The plan reflects total planned expenditure across all projects/ services of £242.6m. Funding for the Brodick Harbour redevelopment has not been included in the ten year plan to date as the exact nature of the CMAL proposals, their cost and the resultant funding gap have only become apparent in recent months.
- 4.3 The proposed £1.2m further capital expenditure to support the Brodick Harbour redevelopment would require recurring savings in the revenue budget of approximately £0.093m per year for twenty years to meet the annual debt costs resulting from additional prudential borrowing or a draw down of £1.2m from the uncommitted balance on the Council's Capital Fund. Council approval of the funding source if required.

Human Resource Implications

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

Legal Implications

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

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.8 The Council's key objective of regenerating our communities and increasing employment is supported.

5. Consultations

- 5.1 Represented on the Brodick Harbour Redevelopment Group are Caledonian Maritime Assets Ltd (CMAL), Visit Arran, Transport Scotland and Highlands and Islands Enterprise. Extensive public consultation has been carried out by CMAL on their proposals.

6. Conclusion

- 6.1 Proposals to redevelop Brodick Harbour represent a major capital investment in infrastructure, which would bring significant economic benefit to Arran. The Brodick Harbour Redevelopment Group has articulated the case for investment in a single phase, without which there is considerable risk of operation disruption, cost increases and the non delivery of elements of the project resulting in a less than ideal solution for Arran. A funding source for the proposed Council contributions of £1.2m requires to be identified.

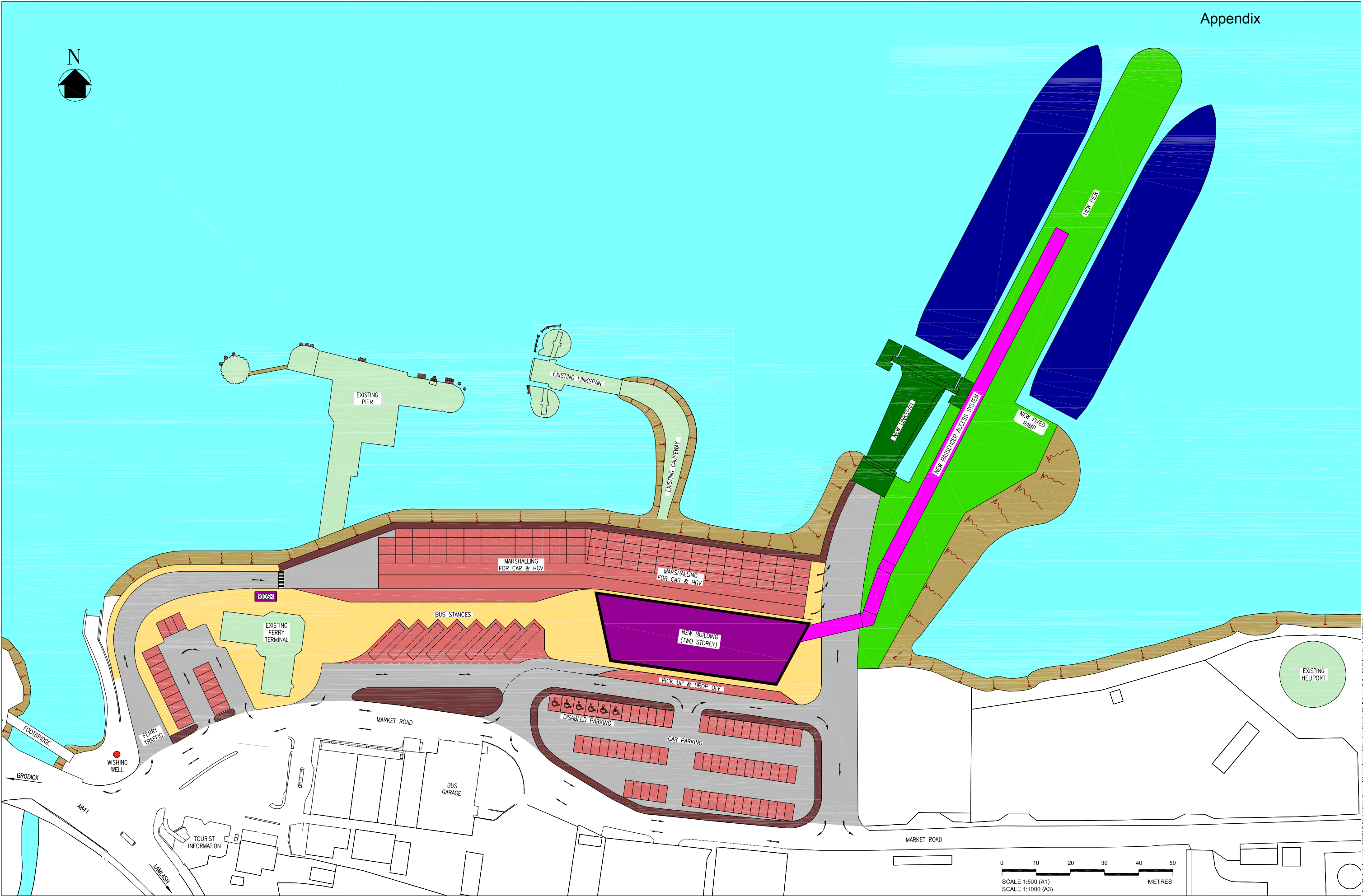


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PROJECT

BRODICK MASTERPLAN

Notes

Rev	By	Chkd	Apprv	Date	Description

Drawing

**PIER
OPTION EAST LOCATION**

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Impact Assessment of Brodick Harbour Redevelopment

Final Report for Brodick Harbour Redevelopment
Group

February 2014

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Executive Summary

The development of new pier facilities and associated onshore infrastructure at Brodick in a single phase offers the most economically and operationally advantageous delivery option.

The single phase option is anticipated to deliver **GVA returns of £40m - £49m** within the Arran and North Ayrshire economies over a 25 year period respectively, which generates a **Return on Investment of £2.42:1 to £3.00:1**.

Support for the implementation of the single phase option is also based upon avoiding the relatively longer period of disruption that could result from a multi-phase approach. This could impact adversely on both the general attractiveness of Arran as a tourism destination, but also impose operational costs on other businesses dependent on ferry services for the movement of goods and services.

The proposals will also support the delivery of a number of additional social and catalytic impacts and benefits:

- **Local employment boost** - creating local jobs within the wider tourism and service sector;
- **Cruise ships and marine leisure** – developing good quality facilities that will help attract cruise ships to Arran and the west coast;
- **Operational impacts** – the single phase will deliver the most operationally efficient solution and minimise abortive works;
- **Visitor and user perception** – the single phase approach (and reduced disruption) will have a positive impact on visitor perceptions, with tourism being a key sector for the Arran economy;
- **Catalytic Impacts:**
 - **Impact on housing** – help to attract new residents to the island and encourage house builders to invest
 - **Attracting investment in business** – potential to support the development of pier side land and encourage businesses to invest
 - **Promoting business growth** - support key sectors such as the Creative Industries, tourism/retail and destination tourism on the island.

Funding Opportunities

To date the main funding bodies CMAL and Transport Scotland have provisionally outlined funding contributions of c. £14m for the capital works. There is therefore a funding gap of around £4m and we have identified a number of other key funding sources that should be considered to support the capital development costs and meet the funding gap.

- North Ayrshire Council
- Strathclyde Passenger Transport
- Highlands and Islands Enterprise
- Scottish Rural Development Programme
- European Regional Development Fund
- Coastal Community Fund
- Special EU Programmes Body

1. Introduction

This study presents a review and socio-economic impact assessment of proposals for the redevelopment of Brodick Harbour on the island of Arran, North Ayrshire, including the associated onshore infrastructure, and the potential commercial re-use of the existing pier facilities.

The study has been undertaken by EKOS Ltd with technical support provided by Ironside Farrar Ltd.

1.1 Project Background

Brodict Pier Redevelopment

Brodick Harbour is the main port infrastructure on Arran and provides a lifeline ferry service to the mainland via Ardrossan Harbour. It is owned by Caledonian Maritime Assets Ltd (CMAL), and operated by CalMac Ferries Ltd.

Existing facilities are reaching the end of their serviceable life and are reaching a stage where they are no longer “fit for purpose”. This is placing an increasing burden (financial, maintenance, resources, health and safety) on the harbour owners and operators. In particular, many operational aspects of the existing facilities are considered inadequate, including:

- its poor physical condition;
- a lack of passenger waiting space;
- limitations to parking and vehicle marshalling areas;
- inadequate depth of berth; and
- as a single berth pier, it cannot accommodate additional vessel activities.

The Scottish Government’s Ferries Plan Review (2013 – 22)¹ provides strategic guidance for the provision of ferry services in Scotland. The Plan identifies investment priorities for the continued delivery of lifeline services between the islands and mainland Scotland and recognises Scottish Government/Transport Scotland support for the proposals regarding the redevelopment of Brodick harbour.

¹ <http://www.transportscotland.gov.uk/strategy-and-research/publications-and-consultations/j254579-00.htm>

In addition, the Plan highlights the potential need for an increased number of daily sailings (increased from five to seven) and the commissioning of a second vessel during the peak months (May to September) – the 3 year pilot started in May 2013.

The proposed development has the potential to deliver a number of benefits to Arran, including, increased passenger and commercial journeys, potential to attract cruise line operators, improved business competitiveness and improved ferry service reliability.

A masterplan was completed in November 2013 and identifies the timescales for development as 2015 – 2017, and a total capital construction cost of c. £18m (not including design and site surveys, etc). The costs are broken down as c. £12m for development of the double berth pier and c. £6m for the supporting infrastructure.

Given the current restricted funding environment and limited availability of capital expenditure for infrastructure projects, there are a number of uncertainties with regards to the level of funding for the scheme, and whether there is a need to adopt a two phase approach. In such an approach, Phase 1 would include the essential pier development and infrastructure works and Phase 2 would include the additional supporting infrastructure including the covered walkway, new terminal building, etc.

Transport Scotland has identified Brodick as one of its 'medium scale' priority projects, and as such there is a commitment in place to provide funding for up to 75% of the essential engineering and infrastructure costs (i.e. the double berth pier), this equates to c. £8m. In addition, as the pier owners, CMAL would provide additional funding c. £6m. However, this leaves an immediate funding shortfall of around £4m for the supporting infrastructure works.

In addition to the development of a new pier, our review has given consideration to options for developing the existing pier for leisure tourism/sailing facilities.

1.2 Study Objectives

The overall objective of the study was to undertake a review of the proposed redevelopment at Brodick pier. Within this there were six key required outputs (as per the study brief):

1. Analyse the CMAL proposals for Brodick Pier and provide suggestions on how, or if any value to the Arran economic may be generated through these. An example includes the costs and benefits associated with the potential reuse of the existing breakwater or terminal building for tourism or commercial leisure purposes. This should include initial technical analysis based on information provided by CMAL and NAC;
2. Value test the proposals for value for money and impact, considering potential limitations on funding;
3. Define the extent of economic benefit which the Pier proposals will bring to Arran in terms of annual impact of additional tourism visits, benefits to commercial operations on the island, and the benefits of construction activity, etc;
4. Outline how these benefits to the Arran economy may be maximised through, for example the nature of the proposals and their procurement;
5. Articulate why the proposals require to be delivered within a single phase of construction; and
6. Examine additional sources of funding which may be targeted to deliver the proposals. This relates especially to the proposals in addition to the pier, i.e. supporting facilities including the terminal building or identified tourism/leisure uses.

The key output of the study is to demonstrate the additional economic returns and wider benefits/impacts for Arran that can be generated by undertaking the delivery of the new pier development through a one phase approach.

1.3 Structure of Report

The remainder of the report is structured as follows:

- Chapter 2: Technical Summary;
- Chapter 3: Economic Impact Assessment – New Pier Proposals;
- Chapter 4: Economic Impact Assessment – Re-use of Existing Pier;
- Chapter 5: Wider impacts;
- Chapter 6: Funding Sources;
- Chapter 7: Conclusions;
- Appendix A: Socio-Economic and Strategic Review;
- Appendix B: Consultation with Cruise Ship Operators; and
- Appendix C: Review of Funding Sources.

2. Technical Summary

Ironside Farrar undertook an independent review of CMAL proposals for the new pier development, including drawings, phasing concepts, Masterplan, and technical assessment. This review included consideration of the proposals through consultation with CMAL, SWOT analysis, and a desk based review of the phasing strategy and capital costings.

Further, in order to inform the review of the potential development options for re-use of the existing pier for a marina/berthing development, a high level review was undertaken to assess the likely costs and technical feasibility.

The key findings/recommendations are summarised below and the full technical reports are available through contacting North Ayrshire Council directly.

2.1 New Pier Redevelopment – Key Findings

The main recommendations are as follows:

- 1 The development of Brodick Harbour would be best delivered in a single phase with single phase delivery offering benefits associated with:
 - delivering the optimal solution in terms of design, operational management and place-making;
 - effective construction management and securing best value; and
 - creating legacy for future economic/social enterprise by minimising disruption to existing businesses and securing new opportunities/space, creating modern 'fit for purpose' facilities and capacity for growth and supporting wider tourism strategy for Arran.
- 2 If development is constrained by available funds then a detailed review of phasing should be undertaken to re-balance the scheme around clear phasing and operational objectives that define 'core deliverables' within each phase. Phasing necessitates a scale of abortive works, compromised operational management, and user disruption that far outweighs in terms of 'best value' the benefits of reduced spend and phased delivery.

Should funds be limited and the full project not deliverable, the assessment recommends that further investigation is given to value engineering of the core elements and that these should include the new pier and linkspan, and new terminal building.

A Hybrid Scheme may be possible. The current full scheme is cost estimated at circa £18m with a Phase 1 scheme circa £12m - £14m. A Hybrid Scheme including core elements above may be deliverable between these two cost points.

- 3 A critical element in setting scheme objectives must recognise the imperative of meeting service standards for the operators and users within any single phase acknowledging the risk that future phases carry a delivery programme risk.

2.2 Re-use of Existing Pier – Key Findings

The key findings from the review are as follows:

Marine Leisure

- a significant opportunity exists to develop step-ashore pontoon facilities;
- market demand at comparable locations suggest high levels of use; and
- the optimal location for facilities is to the west of the linkspan causeway.

Integration with CMAL Proposals

- limited opportunity exists to integrate marine leisure activity with the new piers associated with the CMAL proposals and direct opportunities associated with the new pier are limited to cruise boat activity;
- contract and contractor deployment opportunities may exist to coordinate dredging and rock armour work if programmes allow. Facilities for marine tourism would need to be very rapidly advanced to create compatible contract programming;
- no benefits are likely to accrue from retention of the existing pier which represents a liability in terms of condition and future restoration costs; and
- retention of the linkspan causeway offers a short breakwater creating an area of protection for limited yacht/pontoon.

Step-Ashore Facilities

- important link and coordination with Brodick Bay moorings and wider Arran facilities;
- modest scale of facility achievable with modest cost – subject to further technical study confirmation;
- important opportunity with new pier area Masterplan to develop a facility in scale with site;
- scale of facility to be determined by market, cost and Business Case; and
- potential to consider attenuator to offer greater capacity and protection.

3. Economic Impacts - New Pier Proposals

This section presents the economic impact assessment of the three development options for the redevelopment of Brodick Pier.

We have assumed that the new pier development, through either of the three development options (described below) will at the very least safeguard current tourism activity on Arran. This is estimated at 228,000 visitors and c. £32.1m in GVA per annum (based on VisitArran data).

Therefore, the economic impact assessment measures the change/uplift that will be supported and facilitated by the new pier development.

3.1 New Pier Development Options

The pier is a vital piece of infrastructure that supports lifeline ferry services between Arran and the mainland, and is a key enabling development for a number of sectors including food and drink and tourism. Given the age and condition of the physical structure (the current pier is nearing the end of its commercial use and is no longer fit for purpose) we have discounted the 'do nothing' option i.e. redevelopment of the pier infrastructure (of some form) will take place.

Therefore, based on discussions with key stakeholders and a review of CMAL development proposals we have identified three options for redevelopment of the pier, these include:

1. **Full Development Option** – completion of the new double berth pier development in a single phase based on the proposals outlined in the CMAL masterplan:
 - facilities – double berth pier and supporting onshore infrastructure
 - timescales – 2015 to 2017
 - cost - £18m;
2. **Intermediate Development Option** – completion of the new double berth during Phase 1 then subsequent development of onshore infrastructure during Phase 2:
 - facilities – double berth pier and supporting onshore infrastructure
 - timescales:

- Phase 1 - 2015 to 2017²
 - Phase 2 – 2021 to 2022
 - cost - £18.5m; and
- 3. ***Do Minimum Option***³ – completion of the new double berth pier only:
 - facilities – double berth pier to meet the requirements for providing lifeline ferry services to Arran. There is no upgrade to, or development of onshore infrastructure associated with this option
 - timescales – 2015 to 2017
 - cost - £12m.

Please note that the capital development costs quoted above are unadjusted and based on information provided by CMAL in their Harbour redevelopment Materplan. The estimated intermediate development option costs are based on the full development option costs plus an additional £0.5m increase due to an increase in abortive works (estimate provided by Ironside Farrar).

3.2 Issues Influencing the Economic Impact Assessment

The following issues have influenced our approach to the economic impact assessment and informed our assumptions with regards to attributing gross impacts across the three development options.

Cruise Ship Operators

The new pier development (and the double berth) will enable two vessels to dock simultaneously. There is therefore potential to develop further commercial markets, including attracting cruise ships to the island.

The cruise ship market in Scotland has seen sustained growth over a number of years and the most recent data (2013) show that passenger numbers are up by 10% from the previous year. Total passenger numbers in 2013 were c. 385,000 which was estimated to generate c. £50m for the Scottish economy.

² Timescales for the intermediate development option have not been defined by CMAL, and are therefore in order based on EKOS assumptions.

³ There is a danger that if the new pier is undertaken via a phased approach, the additional on-shore infrastructure may never be able to source sufficient funding resources.

This increase has been driven, in part by the trend towards larger vessels (the total number of vessels docking in Scotland experienced a marginal decrease over the last year whilst passenger numbers grew)⁴.

Cruise Scotland, the industry body representing the sector reports that over the period 2009 – 2013, vessels calling into Scottish ports is up 26%, passenger numbers have increased by 43% and the value/expenditure generated by the cruise ships has more than doubled – 53%. Strong growth within the sector is forecast to continue and as a potential growth sector for island communities (within the wider priority sector of tourism) there is clearly a role for public sector economic development partners, for example HIE to help identify opportunities and support growth of the sector.

In addition, changes to environmental legislation due to come into force in 2015 will mean that cruise operators operating in the Baltic/North Sea/English Channel Emissions Control Area (ECA) will be required to use marine fuel with a lower sulphur content – currently the majority of cruise ships use Heavy Fuel Oil which is the cheapest but does not comply with the impending legislative changes. This new legislation therefore has the potential to impact upon the running costs.

This new legislation, however, will not apply to the west of Scotland and therefore, cruise ship operators can continue to use the cheaper Heavy Fuel Oil to operate vessels, making the west of Scotland potentially a more attractive destination.

The changes to legislation alongside the forecast continued growth of the cruise ship market represents an opportunity for Brodick.

Attracting cruise ships is of course partly dependent on their being a suitable on-island offering to attract the cruise ships and passenger visits. Over a number of years, businesses and other bodies, most notably VisitArran and Taste of Arran have worked hard at establishing the 'Arran brand' and successfully marketing the island's tourism offering. In addition to the natural beauty of the island, there would appear to be enough attractions and facilities to service the cruise ship market, including distillery tours, shopping - Arran Aromatics, and hotels/resorts such as the Auchrannie.

We have undertaken a brief review of cruise line operators ([Appendix B](#)) and the potential for attracting activity to Arran through the new pier development.

⁴ See Cruise Scotland, <http://www.cruisescotland.com/scottish-cruise-ports-on-course-for-another-record>

There is clearly growth potential in the cruise ship market and an opportunity for Arran to take advantage of its strengths as a popular tourism destination on the west coast of Scotland.

Feedback suggests that Brodick is considered to be an attractive destination for cruise operators as the gateway to Arran, and as a stopping point on trips to the Northern Isles or Tobermory. However, there is currently perceived to be a lack of capacity and berthing facilities which constrain cruise operators' frequency of use. The proposals for the new pier development will directly alleviate these constraints. It is considered likely, that increased use by cruise operators could be a major outcome from the proposed pier redevelopment and associated onshore infrastructure.

Impact of Road Equivalent Tariff

The key quantifiable additional economic impact that the new pier development will support will be generated through an increase in visitor/tourist numbers and associated expenditure.

The Road Equivalent Tariff (RET) scheme is sponsored by the Scottish Government and offers subsidies to ferry passengers by setting fares on the basis of the cost of travelling an equivalent distance by road. The scheme was set up in 2008 to encourage economic growth and employment within the fragile island communities.

The Scottish Government announced (November 2011) that the RET scheme was to be rolled out to Arran by October 2014. Discussions with key stakeholders identifies that the introduction of the RET scheme will be a "*game changer*" for the tourism industry on the island, and will help grow tourism into a year-round industry sector.

A report on the impact of the RET scheme was published in July 2011⁵ and identifies that the scheme has contributed to increased passengers/visitor trips across a number of the destinations where the scheme has been piloted – the average uplift in passenger is reported as 20% (ranging from 15% - 30%).

⁵http://www.transportscotland.gov.uk/files/documents/water/ferries/Assessment_of_the_Impacts_of_the_RET_Pilot_-_Final_Report.pdf

Any uplift in visitor numbers for Arran supported by the RET can be expected to be at the high end of this scale, given:

- Arran's relative proximity to the mainland and a concentration of population that the northern isles do not have;
- the relatively short ferry trip to reach the island; and
- Arran's relatively good tourism offering.

In addition to these quantifiable impacts, the RET scheme is also considered to deliver a number of qualitative benefits, these include supporting:

- business and employment opportunities;
- sustainability of communities, including tourism;
- access to schools and healthcare for remote and island communities; and
- the movement of freight to and from these communities.

Impact of Pier and Onshore Infrastructure

The RET scheme will undoubtedly play a role in supporting the development and growth of the tourism (and other) sectors in Arran. That being said, the scheme on its own will not drive visitor numbers and consultation with potential users/cruise ship operators has identified a need for a number of other key requirements over and above having a solid visitor offering for day trips. This includes; suitable and safe facilities for disembarking to/from the ship, and accessible tour operators pick up/drop off points for coaches, etc.

Both CMAL engineers/masterplanners and Ironside Farrar have identified that the single phase approach (delivered through the *Full Development Option*) offers the greatest operational efficiencies, and that there are a number of risks and negative impacts associated with adopting a two phased delivery strategy or not delivering the onshore infrastructure at all, these include:

- health and safety issues from embarking/disembarking from the ferry;
- the passenger access system is at the limits of acceptable passenger access needs, a 330 metre ramped walkway, this is a particular concern given the changing demographics of both residents and visitors (moving towards an ageing population);

- delays to ferry turnaround times and the impact on mainland public transport connections;
- negative impacts on place quality and the environment i.e. the ongoing abortive and construction works;
- significant disruption to foot passenger's, private and commercial vehicles; and
- opportunity costs to shore-side businesses from disruption.

In addition, consultation with key stakeholders, including VisitArran and Taste of Arran (leading industry groups supporting tourism on Arran) has identified that, as the pier effectively acts as a gateway to the island any negative issues associated with the physical infrastructure and operation (as the first thing visitors to the island see) is likely to have an impact on their perception of Arran as a destinations.

While it is hard to quantify the impact that the on-shore facilities and services have on the 'visitor experience', there may be a longer term impact on repeat visits if visitors have a negative experience e.g. delayed disembarking due to abortive works, health and safety considerations (embarking and alighting from the ferry) or issues accessing the terminal building/ticket office during bad weather.

Further, the importance of infrastructure and the role it plays in supporting the growth of the tourism sector⁶ is documented in the Government Economic Strategy:

“Marine planning can support economic growth by ensuring that access to coastal and intertidal areas is protected and/or improved via coordination with terrestrial planning to facilitate the development of appropriate sea and landward infrastructure.

An integrated approach between terrestrial and marine planning is also necessary to facilitate the provision of appropriate coastal infrastructure required by a range of activities e.g. car parking, toilets, jetties, piers, slipways, and marinas.”

Based on the above, it is therefore apparent that good quality and functional pier infrastructure is important to support the growth of the tourism sector, which is effectively the life blood of the Arran economy.

⁶ <http://www.scotland.gov.uk/Publications/2013/07/9185/13>

3.3 Uplift in Visitor Trips and Expenditure

For the purposes of the Economic Impact Assessment we have assumed that the RET scheme will support growth in visitor numbers and expenditure within Arran. This approach recognises that the pier infrastructure plays an important role in securing the benefits from RET, but does not attribute impacts solely to the new pier development.

In recognition that all three development options will likely impact upon visitor's journeys, experience, and perceptions we have applied a sensitivity analysis to differentiate between the anticipated uplift in visitor numbers/expenditure across the three development options.

The average uplift in passenger numbers is unlikely to be uniform across the different types of passenger journeys. For example, given its close proximity to the mainland, Arran will likely attract a greater number of day trips – this has been considered within our assumptions. Please note that the uplift in visitors is based on the Scottish Government's report on the impact of RET and EKOS assumptions.

[Table 3.1](#) identifies the estimated uplift in visitor numbers and expenditure based on the single phase (*Full Development Option*) and multi-phase delivery options (*Intermediate* and *Do Minimum Development Option*).

Table 3.1: Uplift in Visitor Trips and Expenditure Assumptions

Type of visitor	No of Visitor trips	Annual Expenditure	Average expenditure per trip	Estimated uplift	Uplift in visitor trips	Uplift in spend per annum
Estimated Uplift Through Single Delivery Phase – Full Development Option						
Serviced Accommodation	58,690	£9,150,000	£156	10%	5,869	£915,000,
Non-Serviced Accommodation	75,570	£15,520,000	£205	20%	15,114	£3,104,000,
SFR	5,150	£540,000	£105	10%	515	£54,000,
Day Visitors	88,680	£2,900,000	£33	25%	22,170	£725,000,
Total	228,090	£28,110,000	£123	21%	43,668	£5,381,680,
Estimated Uplift Through Multi Phase Delivery – Intermediate and Do Minimum Development Option						
Serviced Accommodation	58,690	£9,150,000	£156	5%	2,935	£457,500
Non-Serviced Accommodation	75,570	£15,520,000	£205	10%	7,557	£1,552,000
SFR	5,150	£540,000	£105	10%	515	£54,000
Day Visitors	88,680	£2,900,000	£33	15%	13,302	£435,000
Total	228,090	£28,110,000	£123	11%	24,309	£2,995,800

Source: STEAM Data, 2012

3.3.1 Full Development Option

The *Full Development Option* includes delivery of the double berth pier and supporting onshore infrastructure through a single delivery phase. This option is detailed within the CMAL masterplan and an independent technical review undertaken by Ironside Farrar confirms that, from an operational perspective, a single delivery phase is the most efficient through minimising disruption and abortive works.

Uplift in Visitors Impact

Based on the calculations and assumptions presented in [Table 3.1](#), the *Full Development Option* is therefore estimated to support an uplift of c. 43,700 visitor trips and £5.4m in expenditure per annum.

Cruise Ship Impacts

In addition, the new pier (double berth) and improved onshore infrastructure also have the potential to attract cruise ships to Arran for day trips.

At this early stage, the stakeholders were unable to identify the potential size of the cruise ship market, however, we identified Portree harbour in Skye as a useful broad comparator to assess the potential number of vessels and passengers Brodick/Arran could attract.

In 2012 Portree attracted 29 cruise ships and c. 13,000 passengers (representing a nearly 70% increase in passenger numbers from the previous year). If we apply these assumptions to Brodick, and based on an average spend of £10 per person, 13,000 cruise ship passengers could generate an additional £130,000 per annum within the Arran economy.

3.3.2 Intermediate Development Option

The *Intermediate Development Option* will deliver the new pier and onshore infrastructure over two phases.

Uplift in Visitors Impact

Due to the anticipated operational issues and impact on passengers experience prior to the delivery of a second phase and during additional construction works, we expect the uplift to be lower over the period that the pier development is not complete, and thereafter the island will enjoy a total uplift similar to the *Full Development Option*.

The *Intermediate Development Option* is therefore estimated to support an uplift of c. 24,300 visitor trips and £3.0m in expenditure per annum, rising to c. 43,700 visitor trips and £5.4m on completion of the onshore infrastructure works.

Cruise Ship Impacts

Given the disruption, operational issues (particularly the walk from the ferry to the ticket office) and abortive works that will impact upon the road infrastructure and accessibility of the pier, we have assumed that for the duration up to 2023⁷ when the second phase works remain uncompleted, that Arran would likely not attract any new cruise ship operators.

⁷ Please note, as identified above the timescales for the Intermediate Development Option are based on EKOS assumptions.

Thereafter, after completion of the second phase there is potential to attract cruise ships to Arran, the impact of which is estimated at 13,000 visitors and £130,000 in additional expenditure per annum.

3.3.3 Do Minimum Option

The *Do Minimum Option* assumes that the new pier infrastructure is delivered in line with the Masterplan, however, CMAL are unable to leverage additional funding support for delivery of the onshore infrastructure.

Uplift in Visitors Impact

The *Do Minimum Option* is therefore estimated to support an uplift of c. 24,300 visitor trips and £3.0m in expenditure per annum. Please note that this uplift does not change for the duration of the appraisal period as this scenario assumes that the second phase is not implemented.

Cruise Ship Impacts

Due to the lack of onshore infrastructure and supporting facilities we have assumed that it is unlikely that Arran would be able to attract a significant number of cruise ship operators. The potential impact arising from the cruise ship market has therefore been discounted from our assessment.

3.4 Gross Economic Impacts and Benefits

Tables 3.2 reports the gross impacts associated with the new pier development option proposals⁸.

Table 3.2: Gross Impacts – New Pier Development Proposals

	FTE Jobs	Salaries per annum	GVA per annum
Full Development Option	100	£1.5m	£2.8m
Intermediate Development Option	50	£0.8m	£1.4m
Do Minimum Option	50	£0.8m	£1.4m

Note: Jobs rounded to the nearest 10 and salaries and GVA to the nearest £0.1m

⁸ Please note that a) gross impacts are the maximum impacts that can be achieved by the developments and b) gross impacts are the same at both the Arran and North Ayrshire levels.

3.5 Net Economic Impacts and Benefits

Net impacts are reported in [Table 3.3](#), where gross impacts have been adjusted to reflect deadweight, displacement, leakage and multiplier effects. It should be noted that that gross and net impacts are not cumulative, but that net impacts are the outturn of the gross impacts after accounting for additionality factors.

Table 3.3: Net Impacts - New Pier Development Proposals

	FTE Jobs	Salaries per annum	GVA per annum
Arran			
Full Development Option	110	£1.7m	£3.0m
Intermediate Development Option	60	£0.8m	£1.5m
Do Minimum Option	60	£0.8m	£1.5m
North Ayrshire			
Full Development Option	130	£1.9m	£3.5m
Intermediate Development Option	60	£0.9m	£1.7m
Do Minimum Option	60	£0.9m	£1.7m

Note: Jobs rounded to the nearest 10 and salaries and GVA to the nearest £0.1m

Here is should be noted that impacts are higher at the North Ayrshire level, reflecting mainly the anticipation of higher levels of supplier linkage benefits across this wider geographic area.

3.6 Construction Impacts and Benefits

In addition to the gross/net impacts that will be generated through an uplift in visitor numbers and expenditure in the local economy, there will also be one-off short term construction impacts associated with project-related construction activity, see [Table 3.4](#). Here, the construction costs and spend profile, which are the main drivers of construction employment impacts, are based on data provided by CMAL.

Table 3.4: Gross and Net Construction Impacts - New Pier Development Proposals

	Gross Impacts			Net Impacts		
	PYE Jobs	Salaries	GVA	PYE Jobs	Salaries	GVA
Arran						
Full Development Option	170	£4.3m	£8.3m	20	£0.5m	£1.0m
Intermediate Development Option	180	£4.4m	£8.5m	20	£0.5m	£1.0m
Do Minimum Option	120	£2.9m	£5.5m	10	£0.3m	£0.6m
North Ayrshire						
Full Development Option	170	£4.3m	£8.3m	120	£2.8m	£5.5m
Intermediate Development Option	180	£4.4m	£8.5m	120	£3.0m	£5.7m
Do Minimum Option	120	£2.9m	£5.5m	80	£1.9m	£3.7m

Note: Jobs rounded to the nearest 10 and salaries and GVA to the nearest £0.1m

Here it should be noted that the impacts associated with the *Intermediate Development Option* are higher, reflecting the increased construction costs associated with this option.

3.7 Cumulative Impacts and Benefits

In order to highlight the true extent of the economic impacts and benefits that each approach offers, we have considered the longer term (25 years) impact of the proposed developments.

Here, cumulative impacts have been discounted at the HM Treasury recommended rate of 3.5% and have also considered the Return on Investment based on the total (adjusted) costs of the proposed developments set against the discounted GVA returns, see [Table 3.5](#).

Table 3.5: Cumulative Impact – New Pier Development

	Cumulative Impacts (NPV)	ROI
Arran		
Full Development Option	£39.6m	£2.42:1
Intermediate Development Option	£33.5m	£2.14:1
Do Minimum Option	£19.7m	£1.81:1
North Ayrshire		
Full Development Option	£49.0m	£3.00:1
Intermediate Development Option	£41.9m	£2.68:1
Do Minimum Option	£24.9m	£2.28:1

The additional economic value (GVA) generated through an uplift in visitors and expenditure through the single phase approach is estimated at c. £40m within the Arran economy and £49m at the North Ayrshire level over the appraisal period.

This generates a return on investment of between £2.40:1 and £3.00:1 at the Arran and North Ayrshire levels respectively.

At the North Ayrshire level, over the long term the *Full Development Option* delivers a GVA return of

- £7.1m greater than the *Intermediate Development Option*; and
- £24.1m greater than the *Do Minimum Option*.

The implementation of a single phase approach generates significantly higher GVA and return on investment than the *Do Minimum Option*. This provides a strong justification for the level of additional capital expenditure associated with the *Full Development Option*.

As highlighted above, our assessment has only considered the economic impacts associated with the wider tourism sector – through an uplift in visitors and cruise ship passengers.

However, the new pier development will allow other commercial vessels to berth and this has the potential to positively impact on other sectors including, haulage/logistics, forestry, mining operations, etc. At this stage we are unable to quantify the scale of any additional activity within other industry sectors, however, the potential qualitative benefits are discussed in [Section 5](#).

4. Economic Impacts - Re-Use of Existing Pier

This section presents the economic impact assessment of the three development options for the re-use of Brodick Pier.

4.1 Re-use of Existing Pier Development options

Consultation with key stakeholders identified that there is potential to take advantage of the growing sailing market within the West of Scotland to develop some leisure/sailing and marine tourism facilities through re-use of the existing pier. At present Arran has only limited facilities at Brodick and Lochranza.

Some outline technical feasibility work has been undertaken (by both Wallace and Stone and Ironside Farrar) as to the potential of redeveloping the existing pier and causeway to act as a breakwater and support the development of berths/moorings, etc. This work has confirmed that the redevelopment of the existing pier to support new activity related to leisure/sailing and marine tourism is feasible.

However, it should be borne in mind that we have not considered the market feasibility or operating models for any such development, but assumed (based on the NAC report into Maritime Improvements in Arran and Cumbrae, 2013 and wider market trends) that Arran could attract and sustain additional leisure/sailing and maritime recreation facilities.

Within the re-use of the existing pier, three options have been examined:

- 1 **Small Scheme** (6 moorings):
 - capital costs - £350,000
 - attract 4,700 additional visitor nights per annum
 - generate additional off-site spend of £0.1m per annum;
- 2 **Medium Scheme** (20 berths):
 - capital costs - £3m;
 - attract 9,900 additional visitor nights per annum
 - generate additional off-site spend of £0.2m per annum; and

3 Large scheme (40 berths):

- capital costs - £5m
- attract 20,000 additional visitor nights per annum
- generate additional off-site spend of £0.4m per annum.

Please note that the outline capital costs have been estimated by both Wallace Stine and Ironside Farrar. However, these capital costs represent a broad brush assessment to feed into the impact assessment and should therefore be treated with caution. Further detailed costing will be required in order to progress the scheme and test the feasibility and commercial viability.

The significant cost increase from the Small scheme to the Medium scheme is primarily due to the Small scheme being able to operate using the existing pier acting as a breakwater, whilst the other options will require construction works for development of a breakwater.

4.2 Uplift in Visitors and Expenditure

Table 4.1 provides a breakdown of potential visitor numbers, expenditure and the assumptions behind these.

Table 4.1: Visitor and Expenditure Assumptions for Marine Leisure Proposals

	No. berths	Total nights	4 months *80% occupancy	8 months* 40% occupancy	Total nights in berths	Total visitor nights	Total spend	Offsite spend
Small scheme	6	2,190	583	583	1,167	4,667	£140,020	£98,014
Medium scheme	20	7,300	1,945	518	2,463	9,851	£295,535	£206,875
Large scheme	40	14,600	3,889	1,036	4,926	19,702	£591,070	£413,749

Assumptions – based on VisitScotland data and EKOS review:

- Total nights based on the number of berths * 365 days
- Occupancy profile based on expected higher uptake during peak months
- Total visitor nights based on an average of 4 people per boat
- Total spend based on an average spend of £30 per night per person
- Off-site spend i.e. spend in Arran economy based on 70% of total spend

4.3 Gross Impacts and Benefits

The gross impacts (FTE jobs) are derived from dividing the total uplift in expenditure (off-site spend) by an appropriate tourism job co-efficient i.e. the amount of additional expenditure required to support one tourism job for a period of one year. The tourism co-efficient has been sourced from Scottish Government data and adjusted to reflect 2013 prices.

Table 4.2 presents the gross impacts.

Table 4.2: Gross Impacts – Reuse of Existing Pier

	FTE Jobs	Salaries per annum	GVA per annum
Small scheme	2	£35,000	£60,000
Medium scheme	5	£70,000	£130,000
Large scheme	9	£140,000	£255,000

Note: Salaries and GVA rounded to nearest £5,000

At the gross level, the project impacts are fairly modest ranging from two to nine FTE jobs across the different schemes.

4.4 Net Impacts and Benefits

Table 4.3 presents the net impacts which takes account of the displacement, leakage and multiplier effects.

Table 4.3: Net Impacts - Reuse of Existing Pier

	FTE Jobs	Salaries per annum	GVA per annum
Arran			
Small scheme	2	£30,000	£60,000
Medium scheme	5	£70,000	£125,000
Large scheme	9	£135,000	£250,000
North Ayrshire			
Small scheme	2	£25,000	£45,000
Medium scheme	3	£50,000	£90,000
Large scheme	7	£100,000	£185,000

Note: Salaries and GVA rounded to nearest £5,000

There is little change in moving from gross to net impacts, and net employment impacts are again estimated to be modest.

4.5 Construction Impacts and Benefits

Table 4.4 presents the one-off construction impacts associated with the re-use of the existing pier development options. As highlighted above, there is a significant increase in the capital costs when moving from the Small scheme to the Medium/Large scheme – this will have a direct effect on the construction related impacts.

Table 4.4: Gross and Net Construction Impacts – Reuse of Existing Pier

	Gross Impacts			Net Impacts		
	PYE Jobs	Salaries	GVA	PYE Jobs	Salaries	GVA
Arran						
Small scheme	5	£85,000	£160,000	0	£25,000	£45,000
Medium scheme	30	£0.7m	£1.4m	10	£0.2m	£0.4m
Large scheme	50	£1.2m	£2.3m	15	£0.3m	£0.7m
North Ayrshire						
Small scheme	5	£85,000	£160,000	5	£85,000	£160,000
Medium scheme	30	£0.7m	£1.4m	30	£0.7m	£1.4m
Large scheme	50	£1.2m	£2.3m	50	£1.2m	£2.3m

Note: Jobs rounded to the nearest 5 and salaries and GVA to the nearest £0.1m

At the gross level construction jobs range from five to 50 PYE jobs. The difference in the net impacts across Arran and North Ayrshire is down to the majority of the construction jobs being based off the island.

4.6 Cumulative Impacts and Benefits

Table 4.5 presents the longer term (25 years) discounted cumulative net impacts of the three options.

Table 4.5: Cumulative Impact – Reuse of Existing Development

Cumulative Impacts (NPV)		ROI
Arran		
Small scheme	£1.2m	£4.17:1
Medium scheme	£2.5m	£1.02:1
Large scheme	£4.9m	£1.19:1
North Ayrshire		
Small scheme	£1.0m	£3.53:1
Medium scheme	£3.0m	£1.19:1
Large scheme	£5.5m	£1.32:1

The additional economic value (GVA) generated through the development of marina/berthing facilities is estimated at c. £1.0m for the Small scheme to £5.5m for the Large scheme at the North Ayrshire level over the long term.

Whilst the Small scheme generates a lower level of absolute economic activity, conversely it generates the greatest ROI due to the comparatively small capital investment required. Overall the development options are estimated to generate a return on investment of between £1.32:1 and £3.53:1 at the North Ayrshire level.

At this stage we would recommended further research into the development of marina/berthing facilities to scope out any commercial opportunities including potential operators.

5. Wider Impacts

In addition to the economic impact and benefits that are considered above, there are a number of wider, and sometimes more qualitative, impacts and benefits that the *Full Development Option* can be expected to deliver, these are considered below.

This section does not try to quantify the extent of these social and catalytic benefits but simply outlines the potential benefits that the proposed development is likely to generate.

Local Employment Boost

Key Points

The delivery of the new pier within a single phase, alongside the RET scheme will significantly increase the number of visitors (and expenditure) to Arran - estimated at c. 20%, with a particular boost for the day trip market. There will also potentially be an uplift in visitors through the cruise ship market (estimated at 13,000 visitors). This will help generate an additional **100 gross FTE jobs** in the wider tourism and service sector.

The Arran economy has performed comparatively well over the last few years, despite even the influence of the recession. However, it still remains a seasonal economy and open to influence from changes in the socio-economic landscape. The new pier development will allow the island to take full advantage of the introduction of the RET scheme in 2015 and help start to build a year-round season. The development will help support the creation for 100 new FTE jobs within Arran, a significant amount for an Island with a population of 5,300.

These new jobs, on the whole, are likely to be seasonal in nature. However, the RET (through reducing travel costs) will also encourage visitors to travel during the out-of-season months. For example, the Auchrannie Resort is one of the islands biggest and most successful businesses, in part because it operates as a year-round destination/attraction. The Resort offers various packages aimed at couples, children, adventure tourism, pampering holidays, etc. and as a result is able to attract visitors during the traditionally out of season months.

There is an opportunity for other accommodation providers and tourism operators to follow a similar model and diversify their visitor offering, which, alongside a reduction in travel costs could be a catalyst to attract more tourists. Bodies such as VisitArran and HIE would have a key role in supporting business development through offering training and other support.

In addition to creating new employment opportunities for local people, there is potential for a number of other benefits to be realised. This includes attracting new people/residents to the island or retaining residents (particularly those within the younger age groups) in response to the increase in employment opportunities. It is hard to know what are the key drivers for the increased out-migration of younger people, however, access to year-round and employment opportunities is undoubtedly a factor.

Cruise Ships and Marine Leisure

Further to above, an improved visitor offering and more sustainable year-round economy could prove attractive to cruise ship operators. Many of the destinations that Arran will be competing with for the cruise ship market may have a more established year round offering. Development and diversification of this key sector would enable the island to compete more effectively and become an established destination on the cruise ship circuit.

The development of leisure/sailing facilities will help attract additional visitors to Arran. Although the direct impacts generated through the development of leisure/sailing facilities are estimated to be modest, it nonetheless adds another 'feather in the cap' for Arran's tourism offering and will create new employment opportunities for local people.

Operational impacts

Key Points

A single phase delivery will help minimise the elapsed time for disruptions and ensure the pier operates efficiently with regards movement of people, traffic and public transport.

As highlighted within the Ironside Farrar technical feasibility report, aside from the pier infrastructure coming to the end of its serviceable life, one of the key issues affecting Brodick is the current layout, accessibility and functionality of the pier, particularly during peak times. Key issues include passenger/user and vehicle conflicts, the need to rationalise and segregate traffic and public transport, and issues with embarking and disembarking with the ferry (turnaround times). The single phase approach is expected to address these constraints and ensure improved operations.

However, in the event the pier is not delivered in a single phase, the abortive works and ongoing construction activity, etc. are likely to cause significant disruption and enhance existing conflicts – this has the potential to impact on the turnaround times and to delay services.

In particular, the conflicts between foot passengers and traffic/public transport, and the walking distance from the ferry to the terminal building is considered to present significant challenges. For example, there are issues with health and safety to consider - those that are older or with restricted mobility, or young children are particularly vulnerable. These issue will be enhanced during peak times.

Visitor and User Perception

Key Points

The new pier will act as a gateway to Arran for visitors, residents and other commercial users and will help enhance the visitor experience

Brodick Pier is the main transport hub to access Arran and, for most, presents the first sight of the island to visitors. It is important, therefore, that the Island's gateway is fit for purpose, effective, and reflects the high quality nature of its tourism offering.

If a new pier is delivered over two phases, or as considered in one of the EIA's scenarios, the second phase does not progress, this (through the disruptions/operational issues, etc) will have a negative impact on the perception and image of the pier and of Arran more generally.

There are other issues with regards getting to and from Arran that can negatively impact upon visitor's perceptions and experience of the island. These include: reliability of the ferry services, the time taken to embark/disembark, the accessibility of the ferry and terminal building, the length of queues for purchasing tickets, the availability of seats or services in the terminal building, etc.

The single phase approach addresses many of these and will help:

- ensure that the pier, from an operational perspective will run smoothly; and
- avoid some of the negative impacts on visual and user amenity associated with a phased approach.

Feedback from VisitArran indicates that first impressions are very important for destinations such as Arran and any negative perceptions will detract from the brand that the island has successfully established over a number of years. Failure to implement a second phase would discourage a percentage of return trips, albeit this would be difficult to quantify.

The aesthetics of the pier will also impact upon those using the leisure/sailing and maritime recreation facilities developed within the existing pier site, by creating a 'better quality' environment.

In addition to creating a 'better quality' environment for those sailing to the island, the single phase approach will deliver a new terminal building. This means there will be potential to develop the current building into an attraction/facility that will complement the new pier and proposed sailing/leisure and marine recreation facilities. Among other options, there is potential to use the terminal building:

- for step-ashore facilities (changing rooms, shower block, washing machine, etc) to support the leisure/sailing facilities for visitors sailing to the island; and
- provide, for example gallery space for local artists etc.

There are a number of possible options to re-develop the building (at a relatively modest cost as it is in good condition) in a manner which enhances the pier areas. In particular, the Brodick Harbour Redevelopment Group (BHRG) should consider the potential for establishing a Community Trust to take on the day-to-day management and operation of the building.

There would of course be some requirement for NAC support around community empowerment and capacity building. In addition, the Trust would have access to a range of funding opportunities outside the scope of what is available to the public sector.

However, it should be borne in mind that, as the owners of the building, CMAL will need to be directly involved and consulted moving forward.

Catalytic Impacts

The development of the new pier is anticipated to have a number of wider economic impacts through acting as a catalytic driver for the wider development market and for attracting new investment to Arran. Below we have considered three areas where it is expected to have an impact.

Impact on Housing

As highlighted above one of the key issues within Arran is the availability of suitable and affordable housing.

The most recent land and housing audit identifies that there is capacity for 300 housing completions. A closer review identifies that a number of sites have planning consent, however, the developers have been sitting on the sites for a number of years, in effect 'land banking'. There could be a number of reasons for this, including the impact of the recession and subsequent downturn in the residential market and the limited capacity of the industry, with one developer understood to dominate the local market. In the absence of a significant shift in the market, it is unlikely that a large proportion of these housing units will be built out by 2019.

The new pier and increased sailings will make Arran more accessible for visitors and residents, and could even act as a commuter destination. More regular sailings and lower cost of the ferry could help to lower construction costs, and increase competition. This, along with the new employment generated by the new pier will support the retention and possibly attract new residents to the island.

For example, the Auchrannie Hotel built out-worker accommodation due to the lack of suitable residential units – the new pier could have a similar impact in stimulating investment in housing or worker accommodation.

There is therefore the potential for the development to increase demand for new housing on the island and this could increase the number of housing completions, although the increase is likely to be fairly small.

Attracting Investment in Business

The investment in the pier and on-shore infrastructure will demonstrate the public sector's and CMALs commitment to supporting Arran and the economic development of the island.

The new pier (delivered in a single phase alongside the RET) is estimated to increase visitor numbers by c. 20% overall. This could encourage businesses on the island (particularly within the tourism/service sector) to invest more in developing their offering to visitors. For example, there will potentially be capacity issues within existing businesses due to the increase in visitor activity, and it could help attract new operators to the island or encourage businesses to operate outside of the peak seasonal months.

Promoting Business Growth

In addition to tourism we have considered the potential knock on benefits and impacts for other sectors, using the creative industries and golfing as examples.

Creative Industries

VisitArran, in partnership with NAC, and HIE are looking to prepare a Harbour Development Plan which:

- highlights the key opportunities in and around Brodick associated with the new pier development; and
- examines the impact it will have on 'releasing land' for commercial development activity.

With the recent announcement (March 2013) regarding the Scottish Government's and Highland & Islands Enterprise planned investment of £146m to bring fibre optic superfast broad to the Highlands and Islands of Scotland, this offers an opportunity for rural communities to become better connected with their customer base.

Discussions with stakeholders have identified some interest in supporting and growing the creative industries sector within Arran, which could include the development of business infrastructure.

Whilst this Harbour Development Plan and sector development strategy is still at an embryonic stage, it is worth noting that, the delivery of the pier alongside supporting infrastructure such as highspeed broadband could potentially act as a catalyst to support growth in the creative industries.

Golf

The delivery of the double berth pier will allow concurrent vessels to berth, including the Ardrossan to Campbeltown service (via Brodick) which is being piloted as of May 2013 during the peak seasonal months, and will run three times a week.

Golf is a key tourism sub-sector for the Ayrshire coast and brings in significant expenditure and visitors to the area and supports around 500 jobs in Ayrshire. There are a number of highly regarded golf courses, including two Open Championship courses: within Arran there are seven courses and there are three in and around Campbeltown, including Machrihanish Dunes.

There is the potential to further link up Ayrshire, Arran and Campbeltown to develop the golfing sector, a 'golfing corridor' that will be linked by the new ferry service from Ardrossan to Campbeltown via Arran and enabled through the new pier development. This could generate further benefits and support the growth in a key part of Scotland's tourism offering.

Other Sectors

While the forecast uplift in tourism activity will be the main source of economic impact from the proposed development, other sectors might benefit to the extent that improvements to the ferry service also impact on the competitiveness of indigenous businesses.

For example. Arran Aromatics has a number of wholesale and retail partners on the mainland and further afield, as well as an online retail market. The development of the new pier, more reliable and increased sailing capacity could allow further expansion of an already successful Arran based business.

Transport and logistics (particularly cost and reliability) are key issues for the business and the development proposals for the new pier will help to alleviate some of the costs and risks.

This could come about via increased frequency of sailings and, for some movements, reductions in costs of transporting goods to and from the island. To a large extent, such benefits will be realised through any of the implementation options, although a single phased approach could mean much lower disruption to transport movements over time, and improve operating efficiency.

More generally, improved access and easier movements of goods and people to and from the island might also make it a more attractive location for businesses from outside of the tourism and leisure sectors. However, a multi-phased approach might be off-putting to some who might otherwise consider the island as a location, given the anticipation of an extended period of disruption.

6. Funding Sources

We have undertaken desk research to identify some of the main funding options/sources available for both the new pier development and the reuse of the existing pier. Within our review we have considered; the objectives of the fund, timescales, amount of funding available, criteria for funding, and the two projects' strategic fit. The key sources considered include:

- Highlands and Islands Enterprise;
- North Ayrshire Council;
- Strathclyde Passenger Transport;
- Scottish Rural Development Programme (SRDP);
- European Regional Development Fund (ERDF);
- Coastal Community Fund; and
- Special EU Programmes Body (SEUPB).

CMAL and Transport Scotland have already been identified and committed (in principal) funds for the development of the new pier. Nonetheless, as highlighted in the introduction there is likely to be a funding shortfall of c. £4m for implementation of the *Full Development Option*.

[Appendix C](#) sets out potential funders, their criteria, examples of funding they have provided and in light of this fit with the project.

6.1 Funding Strategy

It is clear that there is a range of funding sources that, at least in principle, should give serious consideration to applications for funding support for the new pier development. There is, however, a need to develop a strategy for optimising the level of resources attracted from other funding bodies. This could be based on the following steps:

1. Clarify the preferred development option, be it a single or multi-phased approach;

2. Identify the costs associated with each project component, including separate identification of those associated with the re-use of existing facilities;
3. Clarify the level of contributions that can be anticipated from existing partners to the BHRG;
4. Calculate the funding gap that remains once BHRG-partner contributions are allowed for, across project components. Here, care is needed to identify “clean” money that is available as co-financing, especially in a European funding context;
5. Secure funding from key partners. Although at an early stage, initial discussions have identified potential funding opportunities from the following sources to meet capital development costs of a new pier:
 - Transport Scotland – c. £8m; and
 - CMAL – c. £6m.

Securing a funding commitment from the key partners will allow for further match funding opportunities to be investigated and will provide stakeholders with confidence that the tender process can proceed as originally envisaged.

6. At this time, the best prospects for funding support beyond the immediate partners is likely to be:
 - a. North Ayrshire Council;
 - b. Strathclyde Passenger Transport towards public transport; and
 - c. Coastal Communities Fund.

LEADER may also contribute towards research/feasibility studies and to support innovative, community led/business growth project components. The Highlands and Islands ERDF Programme, which in principle could provide funding across project components, although it is possible that capital budgets will be relatively limited for the new Programme period.

7. Make applications for support during 2014/early 2015, for implementation in 2015.

7. Conclusions

The main preliminary conclusions to emerge from this study are that there is merit in pursuing:

- a single-phase approach to the redevelopment of Brodick Harbour; and
- the complementary re-development of existing facilities which would then be redundant. This applies to both the potential for a marina development targeted at visiting leisure craft and re-development of the old buildings as an economic or community asset.

The additional economic value (GVA) generated through the uplift in visitors and expenditure that is likely to be generated through the single phase approach is c. £48m within the Arran economy and £59m at the North Ayrshire level. Also, in comparing costs and benefits, a single-phase development would generate a return on investment of between £2.95:1 and £3.60:1 at the Arran and North Ayrshire levels, respectively.

The implementation of a single phase approach generates significantly higher GVA and return on investment than the 'do minimum' scenario. This provides a strong justification for the level of capital expenditure associated with the *Full Development Option*.

Support for the implementation of the single phase option is also based upon avoiding the relatively longer period of disruption that could result from a multi-phase approach. This could impact adversely on both the general attractiveness of Arran as a tourism destination, but also impose operational costs on other businesses dependent on ferry services for the movement of goods and services;

However, it is clear that the single-phase option has an associated funding gap of around £4 million, and funding sources beyond those within the direct control of the BHRG partners will need to be approached in order to fully fund this, and the complementary developments. A funding strategy should be put in place which makes best use of the opportunities to raise further support, based on making best use possible of BHRG contributions as eligible co-financing.

Appendix A: Socio-Economic and Strategic Review

Baseline Review

The socio-economic baseline provides a summary review of the recent social and economic performance of Arran, and where appropriate draws comparison with the wider North Ayrshire and Scottish levels.

Arran, in many ways, is different to that of a rural community of similar size situated on the mainland of Scotland. As such, Arran's somewhat fragile economy is owing to several factors: the ageing population, the isolated location and its reliance on ferry transport, as well seasonal visitor patterns in which impacts upon employment.

Population and Demographics

In 2011 Arran had a total resident population of 4,660, see [Table A.1](#) which details the population change between 2001 and 2011.

Over the ten year period both North Ayrshire and Scotland have experienced population growth of between 2.0% and 4.5%, this is in contrast to Arran which has experienced a decline of -7.6% over the same period.

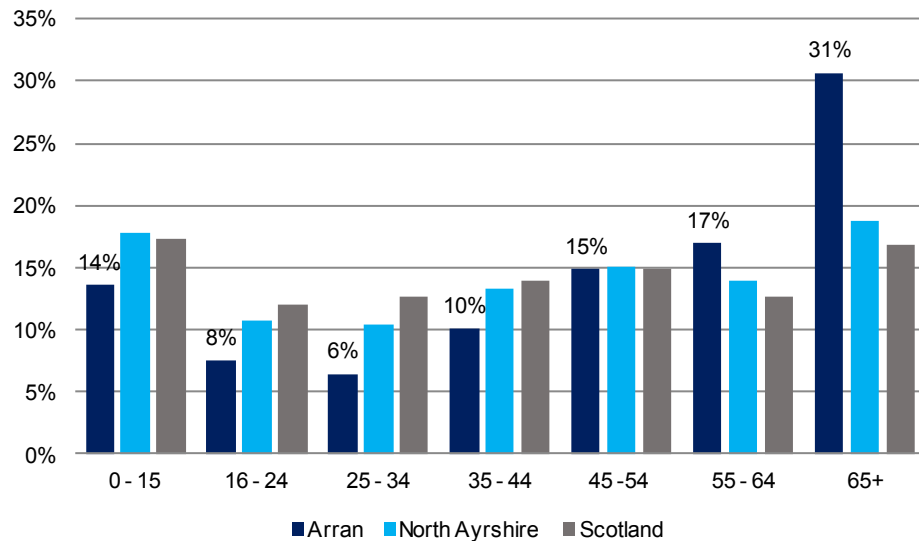
Table A.1: Census Population Trend (2001-11)

	2001	2011	Change	% Change
Arran	5,041	4,660	-381	-7.6%
North Ayrshire	135,800	138,146	2,346	2.0%
Scotland	5,064,200	5,295,403	231,203	4.5%

Source: 2011 Census/SNS

In terms of the demographic breakdown, see [Figure A.1](#) over, Arran's population is skewed more towards an ageing population, with a notably higher proportion of those aged 65+ (representing 31% of total population) when compared to North Ayrshire and Scotland – 19% and 17% of the total population respectively. This high proportion of older residents will have wider effects on the economy, including impacting upon economic activity rates and the demand for and provision of services.

Figure A.1: Population by Age Distribution (2011)



Source: Census 2011

Comparing against North Ayrshire and Scotland there are some stark differences in the residential base, with Arran retaining a lower proportion of residents aged under 45 years old.

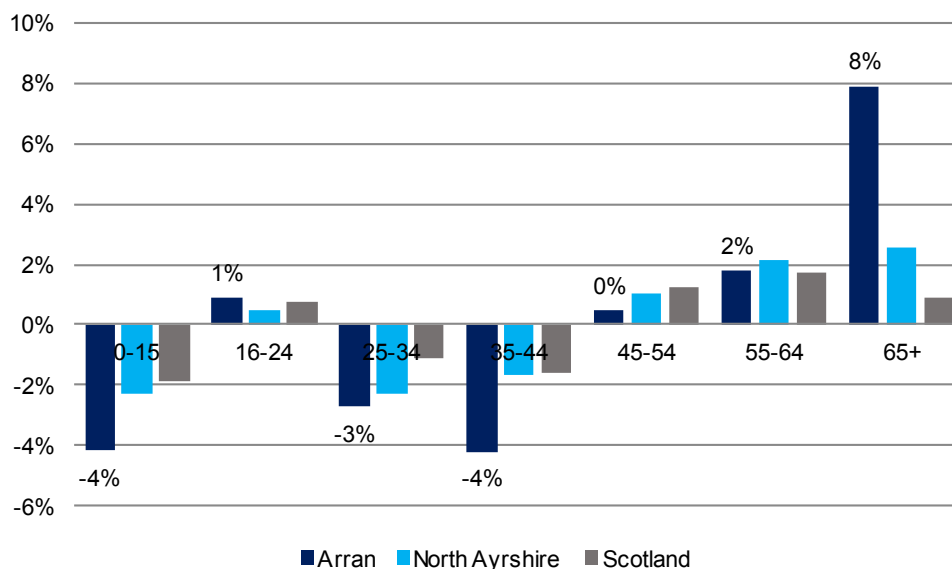
Most noticeably, over the ten year period (2001 – 11), there has been a decrease in the number of children aged 15 and under – 4% points, perhaps indicating a decrease in the number of young families on the island, see [Figure A.2](#).

There could be a number of reasons for this, however, employment opportunities and availability of housing are often key factors in retaining young families within island communities. There is a similar decrease in those aged (35 – 44), showing a 4% point decrease.

Although generally across Scotland there is a shift towards an ageing population, the number of residents aged 65+ on Arran has increased by 8% points, which is more than three times greater the increase at the North Ayrshire level.

This pronounced demographic shift is worrying for a small island such as Arran where even minor shifts in the population base can have a significant impact upon a number of social and economic receptors.

Figure A.2: Age by Percentage Point Change (2001-2011)



Source: Census 2011/SNS

Working Age Population

The working age population, defined as individuals aged between 16-64 years old, is detailed below.

Table A.2: Working Age Population (2011)

	Number	% of total population
Arran	2,599	56%
North Ayrshire	87,765	64%
Scotland	3,488,738	66%

Source: Census 2011

The proportion of working age people in Arran at 56%, is notably lower than both the North Ayrshire (64%) and Scotland (66%) levels. Again, availability of employment opportunities or housing choice may be important in explaining Arran's position.

Arran is a fairly insular economy and therefore the availability of labour i.e. working age residents on the island will play a significant role in shaping the islands economy.

Migration

Recent statistics (2010/11) show that across North Ayrshire the level of net migration has been negligible, effectively static. In contrast, Scotland continues to experience greater levels of net in-migration, see [Table A.3](#).

Table A.3: Migration within Scotland by Local Authority and National Level

	2006/07	2010/11	Change	% Change
In-Migration				
North Ayrshire	4,358	3,579	-779	-18%
Scotland	91,768	87,879	-3,889	-4%
Out-Migration				
North Ayrshire	3,993	3,577	-416	-10%
Scotland	64,957	60,921	-4,036	-6%
Net Migration				
North Ayrshire	365	2	-363	-99%
Scotland	26,811	26,958	147	1%

Source: Local Area Migration (2011)

Housing

Over the period 1995 - 2012, the average annual number of housing completions is around 20.

A review of the NAC housing and land supply audit (2012), which is based on the Local Development Plan and existing planning consents, identifies that across a number of sites there is potential to develop c. 300 residential housing units of mixed tenure.

However, within this it should be noted that a number of the sites with planning consent have either not gone forward or have been delivering one or two units at a time. Over the last two years there has been a dearth in new development activity, affordable housing on the island has been a particular issue, however c. 60 units are planned for completion by 2014 in Benlister South.

Another key issue for Arran is the high proportion of second home ownership and the wider residential market structure which may be 'pricing' young families and young people off the island.

There are seven datazones that make up the island of Arran⁹ and in six of these, at least 15% of all residential units are second homes (i.e. within 86% of the datazones, second home ownership is greater than 15%).

In total, across the whole of North Ayrshire there are only eight datazones with second home ownership above 15% and six of these are in Arran - therefore it is clear that Arran has a disproportionately high level of second home ownership, see [Table A.4](#).

Table A.4: Datazones with 15% or more residents owning a second/holiday home (2007-2011)

	2007		2011	
	Number	%	Number	%
Arran (n=7)	6	86%	6	86%
North Ayrshire (n=179)	9	5%	8	4%

Source: SNS

Employment

[Table A.5](#) provides data on the number of workplace based jobs within the comparator areas.

Table A.5: Employment (2008-2011)

	2008	2011	% Change
Arran	1,824	1,694	-7%
North Ayrshire	40,972	37,190	-9%
Scotland	2,462,816	2,332,738	-5%

Source: BRES

Unsurprisingly, all areas have seen a decline in their employment base over the post-recession period since 2008, although this has been most pronounced at the North Ayrshire level which experienced an overall decline of 9%. Within this period, all comparator areas experienced an increase in employment between 2010 and 2011, perhaps indicating early signs of recovery, although total employment remains some way short of pre-recession levels.

⁹ Data zones are groups of 2001 Census output areas and have populations of between 500 and 1,000 household residents. Where possible, they have been made to respect physical boundaries and natural communities.

In terms of the sectoral breakdown, tourism is a key industry for Arran with accommodation and food services accounting for almost one fifth of all employment, followed by health and retail which account for 14% and 13% of total employment, respectively, see [Table A.6](#).

Table A.6: Arran Employment Base by Sector (2011)

	% of total employment
Accommodation & food services	19%
Health	14%
Retail	13%
Manufacturing	10%
Arts, entertainment, recreation & other services	10%
Construction	8%
Transport & storage (inc postal)	7%
Education	7%
Business administration & support services	3%
Motor trades	2%
Mining, quarrying & utilities	2%
Property	2%
Public administration & defence	2%
Professional, scientific & technical	1%
Wholesale	1%
Agriculture, forestry & fishing	1%
Financial & insurance	1%
Information & communication	1%
Total	100%

Source: BRES

There are issues around data confidentiality and suppression which restrict the level of detail available at the sectoral level, however, as an indicative overview, ten industry sectors have experienced a minor increase in employment since 2009, see [Table A.7](#). This is in comparison to three sectors across North Ayrshire and four in Scotland experiencing growth over the same period.

Changes within the employment base at the sectoral level should be viewed with caution as although large percentage increases are detailed for Arran, the absolute increase may be relatively small. The percentage changes should be viewed in the context of a total employment increase of 87 employees representing an increase of 8% within Arran's employment base.

Table A.7: Employment by Sector (2009-11)¹⁰

	Arran		North Ayrshire		Scotland	
	Change	% Change	Change	% Change	Change	% Change
Agriculture, forestry & fishing	*	-11%	0	0%	2,538	3%
Mining, quarrying & utilities	*	-7%	-87	-7%	2,349	4%
Manufacturing	*	8%	-398	-9%	-16,041	-8%
Construction	21	17%	-283	-10%	-11,186	-8%
Motor trades	*	-16%	-36	-5%	1,628	4%
Wholesale	*	117%	-62	-5%	-6,174	-8%
Retail	*	13%	-193	-3%	-4,818	-2%
Transport & storage	*	28%	-49	-3%	-9,508	-9%
Accommodation & food services	10	5%	-286	-7%	-9,035	-5%
Information & communication	*	200%	58	11%	-192	0%
Financial & insurance	0	0%	-146	-29%	-7,957	-8%
Property	0	0%	-193	-44%	-4,370	-14%
Professional, scientific & technical	*	133%	72	6%	-14,255	-9%
Business administration & support services	*	-8%	-155	-7%	-6,771	-4%
Public administration & defence	*	0%	1,014	48%	3,543	2%
Education	*	-5%	-73	-2%	-3,362	-2%
Health	*	3%	117	2%	-1,843	0%
Arts, entertainment, recreation & other services	*	11%	-50	-2%	-2,289	-2%
Total	87	8%	-749	-2%	-87,740	-3%

Source: BRES 2009-2011

¹⁰ * indicates figures that are suppressed.

Unemployment

Unemployment rate data, reported in [Table A.8](#) is only available for geographic areas above local authority level. North Ayrshire's unemployment rate increased by 7.5% points between 2007 and 2011, and currently stands at 13.8%. This increase is more than twice that of the Scottish level, which helps to demonstrate the extent of the employment issues across North Ayrshire.

Table A.8: Unemployment Rate – 16-64 years old (%)

	2007	2011	% Point Change
North Ayrshire	6.3	13.8	7.5
Scotland	4.8	8.2	3.4

Source: Nomis - ABI

The Claimant Count, [Table A.9](#) provides analysis of those claiming Job Seekers Allowance i.e. those that are claiming unemployment related benefit and actively seeking employment. All comparator areas have experienced an increase in claimants of c. 30% - 32% between January 2009 and January 2013, however it should be noted that the absolute numbers in Arran are low – an increase of 16 claimants.

Table A.9: Claimant Count (Jan 09-Jan 13)

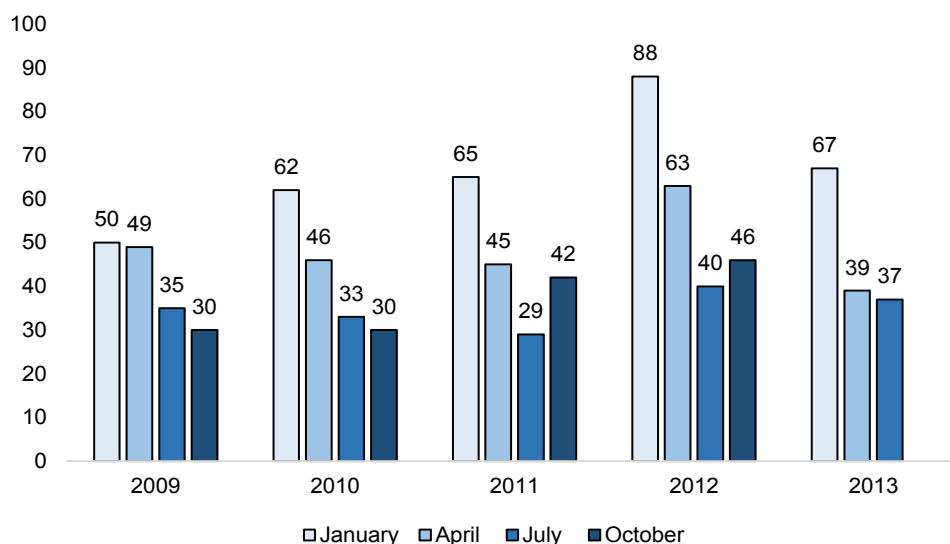
	2009	2013	Change	% Change
Arran	51	67	16	31%
North Ayrshire	4,438	5,849	1,411	32%
Scotland	108,906	141,972	33,066	30%

Source: Claimant Count

Further detail is provided in [Figure A.3](#) showing the quarterly trend within Arran.

Most noticeably, the number of claimants in Arran peaks in the first quarter, i.e. January to March during the out-of-season months. This is unsurprising given the islands reliance on tourism and the highly seasonal nature of the sector.

Figure A.3: Quarterly Claimant Count (2009-13)



Claimant Count

Data for Quarter 4 of 2013 is not yet available.

Key Messages

There are a number of areas where the new pier development can positively impact upon the local economy.

Employment – tourism and the wider leisure/service sector are very important sources of employment on Arran. Together, these sectors account for around 30% of all employment, and indirectly the sector supports a wider range of activity. That being said, the highly seasonal nature of the tourism sector means that Arran is vulnerable to fluctuations in the market and other external influences. For example, many businesses will likely operate at a reduced level during the out-of-season months and rely on the activity during the peak months to support them. A summer season summer with lots of bad weather could have a number of widespread negative impacts for the business base.

The new pier will be able to accommodate concurrent vessels, both daily sailings and cruise ship operators – allowing for faster turnaround times, increased daily sailings during peak times and months.

The new facilities (along with the RET scheme) will help to:

- safeguard the existing visitor numbers and tourism activity; and
- increase tourism numbers to the island and expenditure within the island.

This increase in footfall and spend will support new employment opportunities in the local economy.

Housing – Arran (in comparison with the wider North Ayrshire and Scotland average) has had a low rate of housing completions over a number of years and a significantly high proportion of second home ownership. This often means that younger people (and families) are unable to stay on the island due to a lack of suitable housing or being 'priced out' the market – a key driver for the shift in demographics.

The new pier development will make the island more accessible (to and from the mainland) for both visitors and residents. This, and the potential for job creation, will make the island a relatively more attractive place to live, and has the potential to encourage new residential development that is targeted at a mixed range of occupiers.

Population – Arran, like many island communities has seen a significant shift in demographics towards an ageing population. This will have a number of knock-on effects including; reducing the available on-island labour pool/workforce, impacting upon the demand for housing, and services/facilities (e.g. healthcare facilities).

The new pier development in association with RET will help create new employment opportunities through increasing the number of visitors and spend on the island, and has the potential to encourage new investment in residential and commercial activity. The knock-on effect is that this will make Arran a relatively more attractive place to live and could help to retain existing and attract new residents.

Strategic Review

The strategic case for the new pier development has already been made and accepted by the Scottish Government, largely predicated on providing a lifeline service for Arran.

The reuse of the existing pier/causeway to develop leisure/sailing and maritime recreation facilities will support the growth of the tourism sector in Arran and the wider region – Argyll and Bute, and wider Highlands and Islands area.

The proposed development will contribute to a number of wider strategic goals and objectives, as considered in the summary below.

Highlands and Islands Enterprise

Highlands and Islands Enterprise is the lead body for delivering economic development across the Highlands and Islands of Scotland, and its most recent Operating Plan (2012 – 15) outlines its key strategic priorities as:

- supporting businesses and social enterprises to shape and realise their growth aspirations;
- strengthening communities and fragile areas;
- developing growth sectors, particularly distinctive regional opportunities; and
- creating the conditions for a competitive and low carbon region.

Tourism, is a key priority sector and crucial to the economy of the Highlands and Islands - proportionally more so than in the rest of Scotland. Key targets include, increasing tourism expenditure by £200m per annum, and developing tourism in more remote regions. Arran, like many island communities is heavily reliant on tourism and there has been a focus on supporting the islands to diversify both their economic base and strengthen the tourism offering to create a year round tourism season.

The development of new facilities through reuse of the existing pier to attract sailing, leisure and maritime recreation would add to Arran's strong tourism offering and help bring additional visitors and expenditure to the region.

Ayrshire and Arran Tourism Strategy

The Ayrshire and Arran Tourism Strategy (2012-17) identifies four key targets for growing the tourism sector across the region:

- increase annual number of visitors coming to Ayrshire and Arran by 10%, from 3.5m to 3.85m;

- increase annual spend by visitors by 20% from £348m to £418m;
- increase employment supported by the sector by 10% from 8,915 jobs to 9,807 jobs; and
- enhance and conserve the region's natural, heritage and cultural assets.

It also identifies water sports and maritime recreation, including sailing as currently providing a strong, core offering with potential for expansion.

Whilst there are limited leisure sailing facilities at Brodick and Lochranza, the reuse of the pier/causeway would allow for the development of new berths/moorings for leisure/sailing crafts. The development of new facilities would attract (primarily) visitor boats to the area (estimates of visitor nights and expenditure are provided in [Section 5](#)) and further enhance Arran's tourism offering.

North Ayrshire Economic Development and Regeneration Strategy 2010 - 2020

The Economic Development and Regeneration Strategy (EDRS) sets out a 10 year strategy for addressing regeneration and economic development within North Ayrshire. It highlights five key areas of intervention:

- increasing North Ayrshire's business base;
- tackling North Ayrshire's high worklessness rates;
- improving North Ayrshire's skills levels;
- reducing North Ayrshire's deprived areas; and
- improving North Ayrshire's infrastructure and tourism.

The proposed redevelopment will contribute towards three of these priorities in that it will:

- help to support and diversify the business base;
- contribute towards tackling worklessness; and
- impact directly on the quality of local infrastructure and on the tourism sector.

Local Development Plan

The Local Development Plan sets out the land use Plan for North Ayrshire following the SOA. The current draft plan (2013) outlines priority areas for development over the next ten years, one of which is the development of tourism within the area. It also highlights Arran as the primary destination within North Ayrshire for longer visits.

The LDP supports the provision of:

- accommodation and facilities within settlement boundaries;
- accommodation and facilities within the countryside where a site-specific locational need can be demonstrated;
- facilities which relate to sailing, walking and cycling;
- developments which capitalise on the potential of golf-related tourism; and
- new conference and business tourism facilities.

An overarching aim is to protect, enhance and promote the natural and historic heritage of North Ayrshire.

Key Strategic Messages

A review of relevant policy and guidance identifies a strong strategic fit with the development of marina facilities targeted at the leisure sailing market. In particular, the development will add to the range of good quality tourism and visitor focused facilities that exist on the island and will support the continued growth of a key sector – tourism.

Appendix B: Consultation with Cruise Ship Operators

Fred Olsen Cruises

Fred Olsen Cruises operates two cruises annually around the islands of Scotland on board the 804 person capacity Black Watch Cruise Liner. The first cruise sets out from Dover and stops in a number of English and Irish ports as well as Kirkwall, Stornoway and Tobermory in Scotland. The other cruise takes in Rosyth, Kirkwall, Stornoway, Portree, Belfast, Douglas, Tobermory and Lerwick. Arran is listed as a port of call on the website but there are currently no cruises scheduled which will stop there.

Silver Seas Cruises

Silver Seas Cruises offer two cruises annually in Scotland aboard the 132 person capacity silver explorer. The first is from Portsmouth to Greenock which stops in the Scottish ports of Iona, Tobermory and Inverary.

The other cruise sails from Greenock to Bergen, Norway and calls at Iona, Tobermory, Stornoway, St Kilda, Lerwick and the isle of Noss (Shetland). Silver sea cruises have previously docked at Brodick, but there are currently no plans to stop there in future.

<http://www.cruisescotland.com/>

Hebridean Princess

The 50 person capacity Hebridean Princess makes extensive and varied cruises around the west coast and the Hebrides. Although it does dock in Brodick, it is only occasionally and is not a regular stop like, for example, Tobermory.

Issues such as capacity limits and the need for flit boats to transfer passengers to the shore are thought to be current barriers to more regular use.

A representative of the Hebridean Princess gave some indications as to what it would be looking for in the pier redevelopment. This included adequate fendering due to changeable weather conditions and the ability to resupply with fresh water as such a facility is not common in the area. Furthermore, having an up to date port security plan has become necessary for cruise operators.

The Majestic Line

The Majestic Line offers cruises for up to eleven people at a time and currently operates out of Oban. However it previously operated out of Sandbank Marina and may move back there in future. The company broadly welcomes the redevelopment of Brodick pier as it has faced some difficulties berthing there as the existing pier is unsuitable for its ship.

The company was particularly interested in the development of the marina as that might best accommodate its vessel. If, in future, it decides to resume cruises in the Clyde area, the redevelopment would make it much more likely to dock in Brodick.

Clyde Cruises

Clyde Cruises provide short day cruises around the Clyde area and does not currently dock at Brodick.

Waverley Paddle Steamer

The Waverley Paddle Steamer offers day cruises from a number of locations on the West coast of Scotland including Brodick pier throughout the summer.

Northern Lights Charter

Northern Lights Charter provides wildlife cruises around the Western Isles and rarely venture south, near Arran. However, the company did provide some information as to what it looks for in a destination. The major factor is the attractions available at the site, in this case wildlife but for other cruises castles and local cuisine are important. The most important requirement of harbour facilities is to have sufficient depth and pier facilities for docking, as well as facilities for the easy provision of water, and for rubbish disposal and recycling.

Noble Caledonia

Noble Caledonia offers cruises in Scotland on four different boats ranging in capacity from 84 to 114 passengers, on seven different routes. Most of these cruises take place around the Outer Hebrides, although one does pass the firth of Clyde without making any stops.

<http://www.noble-caledonia.co.uk>

Appendix C: Review of Funding Sources

A number of these funding streams are currently coming towards the end of the programme/project life (for European Programmes usually a seven year period i.e. 2007-2013) and are closed to new applications. While some new programmes are being developed for the forthcoming period (which in the case of the Structural Funds programmes, 2014-2020) there is little detail available regarding new funding priorities. It should also be noted, however, that Structural Funds Programmes will be required to demonstrate close fit with Europe 2020, the European Union's new strategy in which five key priority areas are identified for intervention: employment, innovation, education, poverty reduction and climate/energy.

Highlands and Islands Enterprise

Highlands and Islands Enterprise (HIE) provides strategic support for the six key sectors identified within the Scottish Government's Economic Strategy: Creative Industries; Energy; Business Services; Food and Drink; Life Sciences; and Tourism.

HIE looks to fund projects that will:

“accelerate private sector-led business investment, which target wealth creation through increased employment and enhanced quality of jobs, and which improve productivity and efficient use of resources”¹¹.

There is therefore scope to attract HIE support for the [leisure/sailing development](#) within the reuse of the existing pier as this will help support the tourism sector, but in addition, consider the potential to develop other key sectors that would help diversify and remove the islands heavy reliance on tourism.

Funded Projects

Examples of recently funded projects include:

- Harbour Development for Barra - £125,000 HIE funding was provided to aid the construction of a £1.5m harbour at Ardveenish.

¹¹ <http://www.hie.co.uk/business-support/funding/>

The project received funding from HIE which also acted as the project sponsor to access Coastal Communities Fund and support from Comhairle nan Eilean Siar; and

- Mallaig New Yachting Facility - £900,000 funded a new berthing facility for up to 48 yachts. The project received funding from HIE, Sail West (INTERREG IVA); the Highlands Council, and Mallaig Harbour Authority.

Fit

There is the potential for HIE support for the infrastructure elements based on supporting and driving tourism impacts. HIE could also provide funding for reuse of the pier for [leisure/sailing facilities](#) as it fits well with its focus on supporting the growth of tourism across the region, and in particular diversifying the tourism base.

Although at an early stage, there is also a need to identify other business growth and development opportunities that could be facilitated by the new pier development. It is recommended that further discussion is undertaken with HIE to identify further opportunities for support and collaboration.

North Ayrshire Council

North Ayrshire Council has several strategic plans that fit with the redevelopment of Brodick Pier. Two are particularly relevant, the:

- North Ayrshire Economic Development Strategy; and
- Local Transport Strategy.

Fit

The proposed redevelopment of Brodick Pier fits well with a number of the Council's objectives and would make a contribution to their achievement. This is especially the case for Objectives the Economic Development Strategy for which the project would make a direct contribution. North Ayrshire Council have set out their capital plan for a ten year period from 2013 which currently makes no account for the proposals. While the benefits of the proposals are clear, investment by the Council would require to be considered in light of other competing priorities.

The Brodick pier development fits well with all three priorities of the transport strategy as the new development will increase local residents' and visitors' access to and from the island; will provide a more frequent and reliable service benefiting commuters, traders, residents and visitors; and enable greater partnership working with other transport providers.

In relation to the reuse of the pier, North Ayrshire Council has recently committed to investing £100,000, as of July 2013, for the development and promotion of marine leisure and recreation. This investment would strongly fit with the proposed leisure/sailing development.

Strathclyde Passenger Transport

Strathclyde Passenger Transport (SPT) is one of seven regional transport partnerships across Scotland and has strategic responsibility for the implementation, maintenance and operation of the public transport network in the west of Scotland.

'*A catalyst for change*' is SPT's regional transport strategy for the West of Scotland (2008-21) and identifies the strategic objectives and goals for the transport network as:

- improved connectivity;
- access for all;
- reduced emissions; and
- attractive, seamless and reliable, travel.

SPT are a key partner in supporting the development of a reliable and good quality public transport service within Brodick and Arran more generally.

Fit

The project proposals (via the *Full Development Option*) will look to deliver an improved integrated public transport hub for buses and tour coaches to serve both residents, but in particular visitors to the island. The project has a strong fit with and will contribute to the strategic goals of SPT.

In addition, an improved hub for public transport at the main ferry terminal could also have a positive effect on attracting cruise ship operators.

Scottish Rural Development Programme (SRDP)

The Scottish Rural Development Programme is the umbrella under which numerous projects are co-financed by the European Agricultural Fund for Rural Development (EAFRD). It has the objective of improving economic, social and environmental aspects of rural communities and while the current programme is nearing its end, preparations for 2014-2020 are underway. More information has been provided regarding LEADER – one of the main axis of SRDP activity.

LEADER

LEADER is a bottom up programme which helps support the delivery of the Local Development Strategies of local authority areas within Scotland. There are 20 Local Action Groups (LAGs) across the country, which are responsible for selecting projects and administering funding. Arran and the Brodick Pier development would be eligible to apply for support from the Argyll and the Islands LEADER LAG.

Applications for Argyll and Bute LEADER for 2007-2013 are now closed, however consultation work is underway for the following programme period (2014-2020) to determine the priorities that will inform the Argyll and the Islands LEADER 2014-2020 Programme's Local Development Strategy.

For the programme period 2007-13 in total LEADER delivered support amounting to £52m (accounting for 5% of SRDP funding). It should be noted that an additional £19.2m Convergence Funding was awarded to seven LAGs in the Highlands and Islands to account for the remote location and previous status of being a disadvantaged area.

In particular LEADER funds projects which demonstrate a strong fit with the Local Development Strategy, and has historically prioritised innovative actions, especially those involving community empowerment and capacity building. It also has supported business networks to build knowledge and skills, and encourage innovation and co-operation.

Funded Projects – Argyll and Islands LEADER

Recent examples of funded projects under the Argyll and Islands LEADER programme are:

- Fionnphort/Iona Masterplan - £11,250: masterplan commissioned to understand issues and develop a clear plan for regeneration;
- Arran & Cumbrae Maritime Recreation Access Improvement Study - £10,000: to carry out seabed survey and consultations;
- Argyll Coastal Waters – £150,000: to improve access to marine leisure activities for both local residents and tourists; and
- Arran: The Island – Destination Development: £60,000: VisitArran sought funding to further market the island as a tourist destination.

Fit

While the detail of the future LEADER Programme is not expected to emerge much before the end of 2014, there is likely to be some scope to attract support for the appropriate re-use of existing facilities at Brodick Pier. The prospects for success will be enhanced if the new uses were linked in some way to:

- community-based initiatives;
- encouraging diversification of the rural economy, particularly in favour of new and/or growing sectors such creative industries; and/or
- the development of the social economy.

While LEADER does not normally have large pots of funding available to support capital investment, it could make a contribution to the refurbishment costs. Beyond this LEADER funding could be applied for to support the costs of market demand or feasibility studies for the development of leisure/sailing facilities or, for example, to support the development of a Community Trust/Social Economy Business to operate any leisure/sailing development.

European Regional Development Fund (ERDF)

The ERDF Regional Operational Programme for the Highlands and Islands of Scotland 2007-2013 is structured around four key priority axis¹²:

1. Enhancing business competitiveness, commercialisation and innovation (approx. 41% of total funding);
2. Enhancing key drivers of sustainable growth (approx. 32% of total funding);
3. Enhancing the sustainable growth of peripheral and fragile communities (approx. 25.% of total funding); and
4. Technical assistance (approx. 2.5% of total funding).

Priority Axis 3 focuses on those communities based on islands or remote mainland areas where access to services is limited. Transport is identified within this priority.

Details of funding priorities and key thematic areas of intervention for the next programme period (2014-2020) are yet to be announced; over 2007-2013 a total of £73m funding was made available for Axis 3 projects.

Funded Projects

Cromarty Firth Port Authority is a recent example of an ERDF funded project within Scotland. A £2.6m contribution was awarded for capital works costing a total of £20 million (an intervention rate of around 13%), including the reclamation of land, in a project focused primarily on developing the harbour to support growth in the energy sector.

¹²

http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PER=2&gv_PAY=UK&gv_reg=ALL&gv_PG_M=1015&gv_defL=7&LAN=7

Fit

One issue with accessing ERDF support for the new pier development is State Aid – in effect, ERDF support might be interpreted as a direct subsidy to a private company (CMAL), and there may be limits on the intervention rate that is permissible. Also, a number of ERDF projects are focused on sector or industry development, whilst the new pier is a lifeline service for the island.

Without further information regarding the 2014-2020 Programme¹³ it is difficult to identify the key opportunities for the new pier development – there may be opportunities with regards developing commercial business space on land that is released indirectly through the development of the pier or for the transport hub i.e. bus stances, parking, etc.

Coastal Community Fund (CCF)

The main objective of CCF is to encourage economic development within UK coastal communities through funding to support sustained economic growth and job creation. The funding is provided by the Crown Estate and the Big Lottery Fund.

The funding timescale was originally 2013-15, however, the Government has extended it to 2016. Applications for 2013/14 are now closed with Scottish allocations being announced in December 2013. Further detail regarding applications for 2014/15 has recently been announced.

A total of £2.85m will be available for projects based within the Highlands of Scotland in 2014/15 with a further £1.95m available for the rest of Scotland. In the first year of funds, eighteen projects received a total of £3.55m funding ranging from a low of c. £50,000 to a high of c.£370,000 with an average funding amount received being c.£190,000.

¹³ It is our understanding that the process of completing the Draft Operational Programme is underway and that this will be submitted to the European Commission for negotiation early in 2014. This means that the first round of funding is unlikely before late 2014

The funding stream has proved popular and therefore competition between projects is high. In year one a higher the number of applications submitted significantly outstripped the available funding which meant a need for prioritisation. This was based on the following criteria¹⁴:

- clear, evidential outputs;
- job creation (particularly direct and indirect jobs within the project timescale);
- ability to deliver outcomes within the project timescale; and
- sustainability of activity and longer term impact.

Funded Projects

As mentioned, eighteen projects were funded in the first year; eight within the Highlands and Islands and ten elsewhere in Scotland. Examples include:

- Isle of Gigha Hertiage Trust - £270,925: to re-position and improve the existing visitor moorings and expand the number and type of moorings offered as well as refurbishing the jetty and pontoon. The improvements were made to increase the marine tourism to the island as well as creating and sustaining jobs;
- Eyemouth Harbour Trust - £115,487: delivery of pontoon facilities including berthing for a range of leisure vessels; and
- Angus Council - £220,000: increasing and enhancing the leisure and commercial facilities to expand the fishing villages remit to a tourist destination.

Fit

The proposed project fits well with the objectives of this Fund, especially in terms of its ultimate aim of generating economic development for coastal communities. In addition, the:

- new pier development would provide stronger links to the mainland, delivering a more frequent and reliable service for residents and visitors; and

¹⁴ <http://www.biglotteryfund.org.uk/global-content/programmes/uk-wide/coastal-communities>

- redevelopment of the existing pier for leisure/sailing facilities fits well as it helps develop coastal offerings for supporting the tourism sector.

The Coastal Communities Fund is a potentially valuable source of funding, especially for the complementary investment in refurbishing existing facilities for alternative uses in the future. Also, it does not have a standard intervention rate, and in the past projects have received up to 100% funding.

INTERREG IVA Programme

The INTERREG IVA Programme seeks to address socio-economic opportunities that can be generated through cross border cooperation and partnership working. It has supported projects in Ireland, Northern Ireland, and Western Scotland. Sail West is a current project funded under INTERREG IVA.

Sail West

Sail West (Malin Waters) Project has created a marine leisure development strategy for the North West including Ireland, Northern Ireland, and the West Coast of Scotland, and provides provide financial assistance to development projects, including ports and harbours, in a bid to increase tourism.

The project received €7,025,046 under the INTERRED IVA Programme, however future funding details are not yet in the public domain.

Funded Projects

Girvan Harbour is a recent example of a Sail West funded project. South Ayrshire Council secured £500,000 (funding from South Ayrshire Council, Scottish Enterprise and INTERREG IVA) to replace 35 pontoons within the harbour. The redevelopment was to benefit both the local residents and visitors to the area.

Fit

Both the pier and marina developments on Brodick fit well with this funding source, at least in terms of its current priorities: a number of other pier and harbour developments have been supported. Future potential to access funding from this source will again depend on the details for 2013 to 2020.

INTERREG IVB Programme

North West Europe Programme

The North West Europe Programme is part of INTERREG IVB Transnational. The aim of the NWE programme is to make the region “more competitive, environmentally friendly and cohesive”¹⁵. The programme has four priority areas:

1. Developing the NWE knowledge-based economy by capitalising on capacity for innovation;
2. Sustainable management of natural resources and of natural areas and technological risks;
3. Improving connectivity in NWE by promoting intelligent and sustainable transport and ICT solutions; and
4. Promoting strong and prosperous communities at transnational level.

Priority 3 encompasses the management of transport growth; multimodal interoperability on land, water & air and the use of ICT.

Applications have closed for the current INTERREG IVB Programme however a new Programme is currently being prepared. A total of €355 million is available for the North West Europe Programme with ERDF providing a 50% grant rate.

Fit

Funding is primarily reliant in transnational cooperative projects, and therefore there are little linkages with the proposals at Brodick.

¹⁵ <http://www.seupb.eu/programmes2007-2013/interreg-overview/transnational/northwesteuropesprogramme.aspx>

NORTH AYRSHIRE COUNCIL

Agenda Item 17

25 March 2014

Cabinet

Subject:	Road Maintenance Programme 2014/15
Purpose:	To seek the agreement of the Cabinet to the proposed Structural Roads and Street Lighting Maintenance Programme for 2014/15.
Recommendation:	That the Cabinet agrees (a) to note the approach taken to determining the asset maintenance programme for roads and street lighting and (b) approves the maintenance programme for 2014/15, as shown at Appendix 2a and 2b.

1. Introduction

- 1.1 North Ayrshire Council has a statutory obligation under the Roads (Scotland) Act 1984 to manage and maintain its public road network. The adopted road network within North Ayrshire has a total length of 1031km. The core roads assets are currently estimated at a value of approximately £1.7billion.
- 1.2 North Ayrshire Council has no responsibility for the maintenance of the Trunk Road Network. This is the responsibility of Transport Scotland and their management contractor, Scotland Transerve. The Trunk Road network includes the A78, the A737 from Kilwinning to the East Renfrewshire Boundary and A738 from the Pennyburn Roundabout to the A737 Dalry Road Kilwinning.
- 1.3 North Ayrshire Council's roads are the Council's largest Community Asset and play a vital role in supporting the local and wider economy by facilitating the movement of people, goods and services and connecting people with economic opportunities.
- 1.4 The Roads Asset Management Plan (RAMP) was submitted to and approved by the former Executive of North Ayrshire Council on 28 February 2012.

- 1.5 The maintenance strategy developed within the RAMP complies with the recommendations contained within the 'Well Maintained Highways' Code of Practice, ensuring that the Councils statutory obligations as delegated Roads Authority are being met.
- 1.6 The Code of Practice states that the establishment of an effective regime of inspection, assessment and recording is the most critical component of road maintenance. The characteristics of the regime including frequency of inspection, items to be recorded and nature of response should be defined following an assessment of the relative risks.
- 1.7 This approach to roads maintenance assists in not only providing a sustainable road network for the future but one that promotes social inclusion and contributes to economic growth within the area. This approach also ensures the Council is providing value for money on any investment attributed to road maintenance.

2. Current Position

- 2.1 The structural roads and street lighting maintenance programme for 2014/15 has been produced using the associated Lifecycle Plans, developed in accordance with the strategy contained within the RAMP for managing the core assets. The Lifecycle Plans provide the level of detail required for informed decisions to be made on the location and type of maintenance treatments that will maximise return on investment.
- 2.2 As part of the Asset Management process condition assessments are carried out on the public road network on an annual basis. All locations are assessed using a risk assessment process.
- 2.3 Condition assessments are carried out simultaneously with the Coarse Visual Inspections (CVI's) in accordance with the pre-determined timescales contained within our Safety Inspection Manual. All faults are logged within our electronic Routine Maintenance System (RMS).
- 2.4 All carriageway and footway locations where the condition assessment score is assessed as being 11 or more require a full priority assessment to be carried out.

Sample Assessment

Extent	CONDITION			
	1 (Acceptable)	2 (Safe but poor appearance)	3 (Minor deterioration)	4 (Major deterioration)
1 - Up to 25%		5	9	13
2 - 25% to 50%		6	10	14
3 - 50% to 100%		7	11	15
4 - 75% to 100%	4	8	12	16

- 2.5 The data from the condition assessment is then entered into a Prioritisation Matrix for consideration for inclusion onto the Councils Strategic list of priorities. The assessment matrix is attached in Appendix 1.
- 2.6 The assessment matrices take into account information gathered from a variety of sources. The main factors considered are:-
- Road Condition – based on detailed visual inspection and the Scottish Road Maintenance Conditions Survey (SRMCS). Non-destructive testing of columns.
 - Road Hierarchy – this takes account of the strategic importance of the road and is determined from our Local Transport Plan.
 - Community Concerns – this takes consideration of requests from Members, requests from the community and third party claims.
 - Assistance to Other Council Priorities - this takes account of other priorities such as economic development, access to shops, amenity housing or schools.
- 2.7 Each location that progresses onto the prioritisation process is rated using the additional criteria and is placed on the strategic list of priorities relative to its score. Each location is also reviewed at least once a year depending on its location within the Roads Hierarchy as part of the routine inspection process.

- 2.8 There are various types of surfacing materials and processes available depending on the particular road type, location and level of existing deterioration. Options available for treatment include preventative measures such as surface dressing, micro surfacing or asphalt preservation. Resurfacing options such as screeding, resurfacing (inlay and overlay), retread and overlay and depending on the severity of deterioration full reconstruction may be the most effective option.
- 2.9 The level of investment required to be allocated to the varying treatment types was identified using the Society Chief of Transport Scotland cost projection model that was developed as part of the Roads Asset Management Planning project. The model assists with identifying what effect the use of various treatments will have on the on-going condition of the carriageway. This enables us to determine a more accurate design life for the treatments currently available and to assist in ensuring that we are achieving value for money on their use.

Treatment Option	Cost / Sqm	Extension to life
Surface Dressing	£4.81	Up to 10 years
Micro Surfacing	£4.80	7 - 10 years
Asphalt Preservation	£3.00	Up to 5 years
Screeding	£8.22	5 - 10 years
Retread	£11.80	Up to 20 years
Inlay HRA	£26.99	Up to 20 years
Inlay SMA	£20.70	Up to 20 years
Overlay <100mm	£20.19	Up to 20 years
Structural Overlay <100mm	£26.95	Up to 20 years
Reconstruction <200mm	£79.39	Up to 20 years

- 2.10 An option appraisal matrix has also been developed to assist with the identification of the most appropriate treatment to be used at each location.
- 2.11 Street Lighting column replacement is also driven by prioritisation as a result of non-destructive strength testing to determine the level of deterioration associated with the columns. Following testing, columns are categorised within the Asset Management database for road lighting.
- 2.12 Testing is carried out in accordance with the Institute of Lighting Engineer's Technical Report No.22 Managing a Vital Asset: Lighting Supports as well as UK Lighting Board Code of Practice: Well-lit Highways.

- 2.13 Once results are input, the database then compares these results against the more general age profile to determine a final list of priority repairs. This produces recommendations in order of priority for both individual units and whole streets or areas.
- 2.14 Recommendations are generally categorised as Category A through K as follows:
- A: Immediate replacement
 - B: Replace urgently or reinspect within 6 months
 - C1: Column Material failure, replace as soon as possible or reinspect within 1 year
 - C2: Bracket failure, sleeve where possible or replace unit within 1 year
 - D: Foundation failure, realign, reinstate and reinspect within 6 months
 - E: Material approaching failure, replace as soon as possible or reinspect within 2 years
 - F: Material approaching failure, replace as soon as possible or reinspect within 5 years
 - G: Condition reasonable, but age expired and certified insured for 2 year periods until replaced
 - H: Condition reasonable, but age expired and certified insured for 5 year periods until replaced
 - I: Acceptable condition but age expired and insured for 5 year periods until replaced
 - J: Sound condition but age expired & visually poor (evidence of concrete cracking etc.)
 - K: Sound condition and not age expired – no current requirement for strength structural inspection, visual only at planned maintenance cycle.

- 2.15 Where non-urgent replacement recommendations (Category F through J) are on an individual column basis, the data is further analysed to determine a percentage value for recommended replacement numbers against the balance of units in a street. If this figure exceeds 30% then the entire street will be considered for higher prioritisation which will address the design class standard of the street beyond individual replacement for safety reasons only.

3. Proposals

- 3.1 That the Cabinet notes the approach taken to determining the asset maintenance programme for roads and street lighting.
- 3.2 That Cabinet agrees the maintenance programme for 2014/15, as shown at Appendix 2.

4. Implications

Financial Implications

- 4.1 The Roads Structural Maintenance Programme will be delivered from allocated Capital and Revenue budgets.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 North Ayrshire Council has a statutory obligation to manage and maintain its public road network under the terms of the Roads (Scotland) Act 1984.

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 Effective management of these assets contributes to a number of key objectives including effective and efficient services, protecting vulnerable people and regeneration our communities and increasing employment.

Community Benefit Implications

- 4.7 Effective management of these assets will enable improved access to services throughout North Ayrshire for all.

5. Consultations

- 5.1 The process of developing the annual programme of works using the Asset Management approach was previously presented to all the Local Area Committees. This was well received by Members and no adverse comments were raised during this process.
- 5.2 The works programme will be placed on the Members page on Navigate, allowing members to view the locations.

6. Conclusion

- 6.1 North Ayrshire Council has a statutory obligation to maintain its public road network. The road maintenance programme has been prepared by adopting an asset management approach with the available budget allocated to the roads and footways in most need of attention throughout the Council area.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : RM/JS/JA

For further information please contact Joe Smith, Senior Manager (Roads),
Environment & Related Services on 01294 225203

Background Papers

0

Environment & Related Services - Roads Carriageway Scheme Assessment Form

**Number**

Town:

Area:

Road Name:

Location:

Comments:

Category: **CONDITION RATING**Type: **CARRIAGEWAY**

Rated By:

Date Rated:

Criteria	Score (S)	Weighting (W)	Priority Score (S x W)
1. Condition		4	
2. Maintenance Category		2	
3. Public Liability Claims / RMS Faults / Elected Members and Accident Statistics		1	
4. Assistance to Other Priorities		1	
Total Priority Score:			

Treatment Type:					
Length:		Breadth:		Area:	
Patching Required:	Area:			Depth:	
Kerbing Required:	Length:				

Additional Comments

Assessed By:	
Assessment Date:	
Checked By:	

Reassessed By:	
Reassessment Date:	
Checked By:	

Scoring System

Criteria	Maximum Score	Weighting	Score
1. Condition	16	4	64
2. Maintenance Category	10	2	20
3. Public Liability Claims / RMS Faults / Elected Members and Accident Statistics	10	1	10
4. Assistance to Other Priorities	10	1	10
Maximum Total:			104

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	Score
Strategic Routes - (A760 / A736 / A71)	10
Main Distributor Routes	8
Secondary Distributor Routes / Bus Routes	6
Link Roads	4
All Other Routes including Local Access Routes	2

Environment & Related Services - Roads

Footway & Footpath Scheme Assessment Form



Number

Town:

Area:

Road Name:

Location:

Comments:

Category: **CONDITION RATING**

Type: **Footway / Footpath**

Rated By:

Date of Rated:

Criteria	Score (S)	Weighting (W)	Priority Score (S x W)
1. Condition		4	
2. Importance / Accessibility		2	
3. Public Liability Claims / RMS Faults and Elected Members		1	
4. Assistance to Other Priorities		2	
Total Priority Score:			

Treatment Type:					
Length:		Breadth:		Area:	
Kerbing Required:	Length:				

Additional Comments

Assessed By:	
Assessment Date:	
Checked By:	

Reassessed By:	
Reassessment Date:	
Checked By:	

Scoring System

Criteria	Maximum Score	Weighting	Score
1. Condition	16	4	64
2. Importance / Accessibility	5	2	10
3. Public Liability Claims / RMS Faults and Elected Members	6	1	6
4. Assistance to Other Priorities	10	2	20
Maximum Total:			100

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

	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

Mainland Roads Programme 2014/15

<i>Carriageway Resurfacing (Inlay / Overlay / Retread)</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Main Road	Gateside	Primary School ent. To Community Centre	£40,000	86
High Street	Kilbirnie	Stockbridge Crescent to Milton Quadrant	£20,000	81
Avils Place	Kilbirnie	Junction Bell Mouth	£15,000	78
A71	Irvine	Greenwood Off ramp to Warrix Int. Westbound	£175,000	77
B7080 Long Drive	Irvine	Eglinton to Hill (Urban Clearway signs to Single Cway Section)	£120,000	77
Dauids Crescent	Kilwinning	Number 34 to Evelyn Crescent	£30,000	77
Viaduct Circle	Kilwinning	Full Length	£45,000	77
Chestnut Avenue	Beith	Spur Number 6 to Number 20	£10,000	75
Hill Street	Saltcoats	Bradshaw to Quay Street	£40,000	75
South Crescent Road	Ardrossan	Full Length	£150,000	75
Moorburn Road	Largs	Flatt Road to Nelson Street	£35,000	74
Saltcoats Road	Stevenston	Hill Street to Old Rail Bridge	£130,000	74
Shavian Terrace	Kilwinning	Full Length	£37,500	73
Blacklands Avenue	Kilwinning	Full Length	£20,000	73
B706	Beith	Jct with C19	£35,000	73
St Margarets Avenue	Dalry	Full Length	£75,000	73
B777	Beith	100m Beyond Baelochside Kennels to Over Hessilhead Farm	£37,500	73

Mainland Roads Programme 2014/15

<i>Screeding</i>				
<i>Street</i>	<i>Street</i>	<i>Street</i>	<i>Street</i>	<i>Street</i>
Bute Terrace	Millport	Full Length	£80,000	82
Inner Circle	Millport	Section going through Breakough Farm	£10,000	75
Crawford Street	Millport	Full Length	£25,000	71
C109	Dalry	Middlebank Farm Access	£7,000	69
U28 Greenhills	Beith	Tandlehills towards Greenhills	£9,000	69
U31 Hessilhead	Beith	C80 towards Hessilhead	£5,000	69
U5 Balgraymuir	Beith	200m past Gatehead Farm heading to Browns Pressure Wash	£5,000	69
U47 Mossnuek	Beith	Roebank Bridge to U44	£5,000	69
U50 Newmill	Beith	100m from junction of U7	£10,000	69
U17 Coldstream	Beith	150m from Renfrew Boundary	£10,000	69
U63 Whitehouse (4 Sections)	Beith	Townend of Shutterflat Farm Renfrew Boundary to Greenend Shutterflat to Greenend Townhead of Shutterflat towards B775	£40,000	69

<i>Micro Surfacing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Burns Crescent	Irvine	Middleton Road - School	£15,000	74
Dickson Drive	Irvine	Hunter Drive to Dick Terrace	£24,000	69
West Doura Court	Kilwinning	Full Length	£6,000	69
Park View	Kilbirnie	Number 23 – Place View	£7,000	69
Auldlea Road	Beith	Number 48 – Number 64	£7,000	66
Head Street	Beith	Headlands Grove to St Innans Drive	£7,000	65
Barra Crescent	Irvine	Number 3 to End	£7,000	65
Arkwright Way	Irvine	Crompton Way Jct around Circular	£40,000	61

Mainland Roads Programme 2014/15

<i>Surface Dressing</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
B778	Kilwinning		£50,000
B896	Millport	Lyons Rock	£30,000
C109		Auchenmade	£22,000
C41		Brisbane Glen Road, Tourgill	£12,000
C27		Perceton Row	£50,000
B7691		West Lamboroughton	£20,000
Marine Drive	Irvine		£35,000
Eglinton Terrace	Skelmorlie		£25,000
C117			£25,000

<i>Footway Resurfacing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
East Road	Irvine	Bank Street to Court House Jct	£10,000	76
High Street	Kilbirnie	Number 65 – Number 71	£10,000	78
Head Street	Beith	Larch Terrace to A737	£5,000	74
Central Avenue	Ardrossan	Strathclyde Avenue to Clinic	£12,000	73
Alton Street	West Kilbride	Orchard Street to Headrigg Road	£30,000	72
Winton Street	Ardrossan	Full Length	£40,000	70
Townhead	Kilbirnie	School Wynd to Number 21 Milton Road	£20,000	72
Auchenhove Crescent	Kilbirnie	Number 95 to Number 105	£12,000	70
Garnock Street	Dalry	Garage Site up to Number 24	£10,000	70
Tarbert Avenue	West Kilbride	Full Length	£25,000	70
Wingate Avenue	Dalry	Full Length	£40,000	69
Mill Road	Kilbrinie	Outside Number 9	£7,500	68
Overtoun Road	Springside	Number 82 – Station Drive	£15,000	68
Brownhill Drive	Kilbirnie	Number 27 – Number 29	£5,000	68
Canal Place	Saltcoats	Full Length	£10,000	68
Bridgepark Road	Ardrossan	Full Length	£30,000	68
The Crescent	Skelmorlie	Full Length	£50,000	66

Mainland Roads Programme 2014/15

<i>Lighting Deteriorated Column Replacements</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
Chapelhill Mount	Ardrossan		£70,000
Longfield / Mid Dykes / Murray Avenue	Saltcoats		£95,000
Muirside Road & Associated Squares	Kilwinning	Pennyburn Phase 5	£110,000
Brodict Avenue	Kilwinning		£80,000
Lewis Terrace & Cramond Way	Irvine		£195,000
B769 Girdle Toll	Irvine		£130,000
Middleton Park Area	Irvine		£115,000
Chestnut Avenue / Hawthorn Crescent / Meadowside	Beith		£140,000
Greeto Falls Avenue / Holehouse Court	Largs		£39,500

<i>Lighting Deteriorated Column Inspections</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
Various Locations		Batch 1	£60,000

<i>Lighting Deteriorated Luminaire Replacements</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
Various Locations		Approx. 400 Units	£120,000

Arran Roads Programme 2014/15

Carriageway Resurfacing (Inlay / Overlay / Retread)

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
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B880 (Part Funded)	Brodick	Glenloig Bridge towards summit	£750,000	80
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Comes in at Number 7 on the programme, but is 50 / 50 funded by Timber Transport.

Carriageway Screeding

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
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A841 Main Street Sannox	Sannox	Main Street Sannox to Corrie Golf Course	£60,000	84
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B880 Main Street Shiskine		Balmichael House to Balnacool Holdings	£30,000	83
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A841	Brodick	Pirates Cove to Rubha Salach	£40,000	82
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Surface Dressing

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
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C147	Whiting Bay	Sections Between Kilmory & Whiting Bay	£60,000
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C147	Blackwaterfoot	Kilpatrick	£40,000
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Footway Resurfacing

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
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West Mayish Road	Brodick	Around Loop at top of Hill	£30,000	73
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Brathwic Terrace	Brodick	Brathwic Place to Car Parking Area	£20,000	69
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Lighting Deteriorated Column Replacements

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
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Alma Road / Brathwic Area	Brodick		£95,500
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Lighting Bulb Change

<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
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Various Locations		All Columns on the Island	£186,000
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This is 92% funded by Salix Finance

NORTH AYRSHIRE COUNCIL

Agenda Item 18

25 March 2014

Cabinet

Subject: **The High Hedges (Scotland) Act 2013 - Application Fees**

Purpose: To set the level of fee for applications made to North Ayrshire Council under the High Hedges (Scotland) Act 2013.

Recommendation: That Cabinet approve the proposed application fees.

1. Introduction

- 1.1 The High Hedges (Scotland) Act 2013 ("the Act") will come into force on 1st April 2014. The Act provides a procedure to deal with the problem of high hedges which interfere with the reasonable enjoyment of domestic property. The Act concerns high hedges and is not designed to impact on woodlands and forests, which as a general rule are not planted as 'hedges'. This report will advise on the fee structure to be applied to applications made to North Ayrshire Council under the Act.

2. Current Position

- 2.1 Cabinet on 28th January 2014 noted the terms of the Act and the associated statutory obligations on the Council and agreed that functional responsibility for implementation and enforcement of the Act be undertaken by the Corporate Director (Development and Environment). Full Council agreed on 19th February 2014 that the Scheme of Delegation to Officers be amended to delegate to Officers the determination of any application arising from these statutory obligations.
- 2.2 Section 4 of the Act states that: (1) an application for a High Hedge Notice must be accompanied by a fee of such amount (if any) as the relevant local authority may fix; (2) an authority may fix different fees for different applications or types of application; (3) a fee fixed by an authority must not exceed an amount which it considers represents the reasonable costs of an authority in deciding an application under this Act.

3. Proposals

- 3.1 The Scottish Governments consultation documents prior to the passing of the Act advised of experiences following the introduction of similar legislation elsewhere. In Wales the fee is set at £320 and in Northern Ireland the limit is £360, whereas in England there is no set fee structure. In England from 2005 to 2011 fees ranged from no fee in one case to a maximum of £600.
- 3.2 The processing of applications will be undertaken by the Planning Service, and it is envisaged that most cases may involve a broadly similar workload to a planning application for a single site, i.e. administration and IT support at registration, case officer site visits, time spent on technical calculations and consideration of issues, etc. It is therefore proposed that the fee for a standard application (ie. with a single applicant and a single distinct hedge) should match the basic planning fee for a change of use of land, erection of a single house etc. This is currently set at £382.
- 3.3 In terms of other fees, there is evidently a requirement to identify the owner of the hedge given the onus on the applicant under section 3(1) to take all reasonable steps to resolve the issue prior to applying, it is not expected that cases where the owner has not been identified will be common and it is not therefore expected that the Council will require to fund any formal searches through Registers of Scotland, Companies House etc.
- 3.4 It is considered that the proposed £382 fee would be a reasonable representation of the workload and costs incurred by the Council in determining the application.
- 3.5 It is also proposed that the application fee provisions be reviewed within 12 months of the commencement of the Act on 1st April 2014 and a further report will be made to Cabinet at that time advising of any recommended amendments.

4. Implications

Financial Implications

- 4.1 It is considered that the proposed £382 fee would be a reasonable representation of the workload and costs incurred by the Council in determining the application.

Human Resource Implications

- 4.2 The provisions of the Act will be administered within the Service.

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 The proposals support the Council Plan 2012 - 17 objective to make North Ayrshire an attractive, safe and sustainable place.

Community Benefit Implications

- 4.7 None

5. Consultations

- 5.1 None required.

6. Conclusion

- 6.1 It is considered that the proposed £382 fee would address the costs incurred by the Council in determining the application, and will be the subject of review within 12 months of the commencement of the Act on 1st April 2014.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : CH/JM/NMcA

For further information please contact Neil McAteer, Assistant Planning Officer, Development Planning Services on 01294 324316

Background Papers

Scottish Government High Hedges (Scotland) Act 2013 Guidance to Local Authorities 2013

NORTH AYRSHIRE COUNCIL

Agenda Item 19

25 March 2014

Cabinet

Subject: **Pan Ayrshire Out of Hours Noise Team**

Purpose: To seek approval to provide a revised response to out of hours noise complaints.

Recommendation: It is recommended that the Cabinet agrees:-

- a. from 1st April 2014, an Out of Hours Service based on dealing with domestic and non domestic noise complaints; and
 - b. an evaluation of the service be undertaken and the report provided to Cabinet by March 2015.
-

1. Introduction

- 1.1 North, South and East Ayrshire Councils agreed to establish a Pan Ayrshire Out of Hours Noise Team in 2005 to deal with domestic noise complaints. This initiative was a direct response to the then Scottish Executive strategy to deal with Anti-Social Behaviour as laid out in the Anti-Social Behaviour Etc., (Scotland) Act 2004.
- 1.2 The operating costs of the Pan Ayrshire Team (£240,000) were met at that time by grant funding from the Scottish Executive. The team flourished and at its peak, it was dealing with over 1,000 complaints a year in North Ayrshire alone. In 2007, the Pan Ayrshire Out of Hours Noise Team won a Bronze Excellence Award from COSLA.

2. Current Position

- 2.1 In 2008/09 as the result of the Concordat between Scottish Government and Scottish Local Authorities, the grant funding for the Pan Ayrshire Team shifted to mainstream funding within each of the Ayrshire Councils.

- 2.2 The provision of the service in South and East Ayrshire Councils has relied on overtime by existing members of staff in order to provide their agreed cover to operate the Out of Hours team. This has proved unsustainable, particularly given the reducing level of complaints.
- 2.3 In January 2012, there was a review of the out of hours service and the service was reduced from four nights a week to a provision on Friday and Saturday nights only.
- 2.4 Recent figures from 1st April 2013 until 3rd February 2014, show the Out of Hours Team has received 306 complaints in North Ayrshire. This equates to six/seven complaints on average per weekend.
- 2.5 In addition to this South Ayrshire Council has confirmed their withdrawal from the Pan Ayrshire Out of Hours Noise Team as of 1st April 2014.
- 2.6 In view of 2.4 and 2.5, a review of options has taken place including a continued shared service with East Ayrshire Council and a stand alone provision by North Ayrshire Council. These are set out in the table below.

Options	Costs	Pros	Cons
1 - A Shared Service provided by East and North Ayrshire Councils operating on Friday / Saturday nights	£26,000	<ul style="list-style-type: none"> ● Partnership Working ● Retention of reactive service 	<ul style="list-style-type: none"> ● Increase in costs of £26,000 from current £19,000 for North Ayrshire
2 - North Ayrshire stand-alone service operating Friday / Saturday night	£50,000	<ul style="list-style-type: none"> ● Retention of the reactive service 	<ul style="list-style-type: none"> ● Significant cost increase of up to £50,000 ● Staff availability to work Friday and Saturday nights 52 weeks in the year

Options	Costs	Pros	Cons
<p>3 - A North Ayrshire stand-alone service responding where there is a history of nuisance on known days and times.</p> <p>The public will register their complaint with Environmental Health and they will be given advice on how Environmental Health can help with their problem. Arrangements will be made to measure the noise levels and agree further action.</p>	£4,000	<ul style="list-style-type: none"> • Reduced costs of £15,000 • Reactive service based on repeat complaints from the public 	<ul style="list-style-type: none"> • No immediate call out service to the first complaint made by members of the public

3. Proposals

- 3.1 It is recommended that the Cabinet agrees (a) from 1st April 2014, an Out of Hours Service based on dealing with domestic and non domestic noise complaints; and (b) an evaluation of the service be undertaken and the report provided to Cabinet by March 2015, as noted in Option 3 above.

4. Implications

Financial Implications

- 4.1 The change in service provision outlined in option 3 would reduce costs by £15,000 to £4,000.

Human Resource Implications

- 4.2 The current Specialist Environmental Health Officer (Noise) contracted to the Out of Hours Team would return to a 35 hour week based around Monday to Friday office hours.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 As part of an Equality Impact Assessment an Equality Screening form for budget proposals has been completed.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 There are no implications for the Single Outcome Agreement and other Key Priorities.

Community Benefit Implications

- 4.7 The move to a North Ayrshire only service will have the benefit of being supported by only local Officers and the move to targeted interventions will mean complaints being dealt with more efficiently.

5. Consultations

- 5.1 Consultation has taken place with South and East Ayrshire Council's Environmental Health staff and Senior Management.

6. Conclusion

- 6.1 The concept of a Pan Ayrshire Out of Hours Noise Team was a good example of a shared service. At its peak, it delivered a very good service as recognised by COSLA. However, the service cannot continue in its current configuration partly as a consequence of the withdrawal by South Ayrshire Council, but also coupled with the ongoing reduction in demand for the service by the public.

- 6.2 A more targeted service should provide a level of appropriate provision commensurate with current demands. A 12 month evaluation of the service will be undertaken and a report provided to Cabinet.

A handwritten signature in black ink, appearing to be 'CH', written over a horizontal line.

CRAIG HATTON
Corporate Director (Development and Environment)

Reference : km/kh

For further information please contact Kevin McMunn, Senior Environmental Health & Trading Standards Manager, Development Planning Services on 01294 324354

Background Papers
None

NORTH AYRSHIRE COUNCIL

Agenda Item 20

25 March 2014

Cabinet

Subject: **Contract Award for Demolition, Downtopping and Redevelopment Works at Dickson Drive, Irvine**

Purpose: To advise the Cabinet of the result of the tender exercise for the demolition, downtopping and redevelopment works at Dickson Drive, Irvine.

Recommendation: That the Cabinet agrees to approve the award of the contract to McLaughlin Construction Ltd.

1. Introduction

- 1.1 The Council requires to put in place a contract for the demolition, downtopping and redevelopment works at Dickson Drive, Irvine. The works comprise: downtopping and over roof of shop premises; demolition of existing flats; and construction of six semi-detached two storey houses and two semi-detached bungalows with associated sitework.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was advertised as an open tender on the Public Contracts Scotland (PCS) portal, as the estimated total value of the is below the Official Journal of the European Union (OJEU) threshold for works.
- 1.3 The duration of the contract is for 40 weeks from the date of possession of the site. Site possession will occur no later than 4 weeks after the date of the award of contract.

2. Current Position

- 2.1 The contract notice attracted expressions of interest from 9 companies, of which 4 submitted a tender.
- 2.2 The tender returns were evaluated against the stated evaluation criteria of lowest compliant price.
- 2.3 The tender outcome report, which provides details of the tender process and award recommendation, is appended to the report.

3. Proposals

- 3.1 It is proposed that the contract is awarded to McLaughlin Construction Ltd, as detailed in the tender outcome report provided at Appendix 1.

4. Implications

Financial Implications

- 4.1 The estimated budget for the contract is £2,100,000.00 and the contract value is £1,963,222.34. This represents a saving of £136,777.66 to the HRA capital budget.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 4 "Operating more efficiently and effectively".

Community Benefit Implications

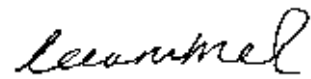
- 4.7 The contract will deliver work for an apprentice groundworker, along with training opportunities for a joiner, a bricklayer and a painter. All staff will be employed for the duration of the contract -40 weeks - except the painter who will be engaged for 20 weeks. McLaughlin Construction Ltd is a local company based in Irvine.

5. Consultations

- 5.1 Discussions have taken place between Finance and Property's Corporate Procurement Unit and Property Management & Investment.

6. Conclusion

- 6.1 It is recommended that the award of the contract is made to McLaughlin Construction Ltd.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference : TR/CG

For further information please contact Chris Garbutt, CPU, Category Manager (Construction & FM) on 01294 324541.

Background Papers

None



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report
For Recommendations over £350K

*Demolition, Downtopping and Redevelopment works at
Dickson Drive, Irvine*

Ref: IRV/694 (NAC/2019)

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8	Authority to Approve	page 5

For the procurement of
Demolition, Down-topping and Redevelopment at Dickson Drive, Irvine

Ref: IRV/694 (NAC/2019)

1 Purpose

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for award of contract for the demolition, down-topping and redevelopment works at Dickson Drive, Irvine. The recommendation is based on the results of the tender evaluation carried out on the responses to the demolition, down-topping and redevelopment at Dickson Drive, Irvine Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tenders for the demolition, down-topping and redevelopment at Dickson Drive, Irvine.

3 Background

- 3.1 North Ayrshire Council is required to establish a contract for down-topping and over roof of shop premises, demolition of existing flats and construction of six semi-detached two storey houses and two semi-detached bungalows and associated site work at Dickson Drive, Irvine.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for 40 weeks, with an anticipated start date of no later than 4 weeks after the date of the letter of acceptance.
- 3.4 The estimated total value of the overall contract is £1,963,222.34 with an estimated annual budgetary spend to North Ayrshire Council of £2,100,000.

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Open procedure in the Public Contracts Scotland Procurement Portal on 16th January 2014 with a return date of 12th February 2014 at 12 noon.
- 4.2 The contract notice attracted 9 expressions of interest from a wide range of potential providers of which 4 submitted offers.

5 Evaluation Process

- 5.1 The evaluation of such Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Price 100%

- 5.3 The assessment of minimum requirements was undertaken by Corporate Procurement. The assessment of the tenders was undertaken by Finance and Property – Property Management and Investment technical staff.

6 Evaluation Results

- 6.1 Price 100%

Contractors were asked to submit prices for the whole requirement which gave the following results and scores:

Company	Price Tendered	Ranking
McLaughlin Construction	£ 1,963,222.34	1 st
Ashleigh Scotland Ltd	£1,979,115.40	2 nd
CCG Scotland Ltd	£2,048,031.07	3 rd
GBM Demolition	£473,640.00 (incomplete tender – demolition work only)	n/a

7 Recommendation

- 7.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to: McLaughlin Construction Ltd.
- 7.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers.
- 7.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with Scottish Procurement Directorate guidance.

8 Authority to Approve

- 8.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel will seek authority from the Cabinet to accept the Tender and award a contract as identified in section 7.1.

NORTH AYRSHIRE COUNCIL

Agenda Item 21

25 March 2014

Cabinet

Subject: **Measured Term Contract (MTC): Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment**

Purpose: To advise the Cabinet of the result of the tender exercise for the MTC for Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment and present a recommendation for the award of the contract.

Recommendation: That the Cabinet agrees to approve the award of the contract to Fortress Security Ltd.

1. Introduction

- 1.1 The Council requires to put in place a contract for the provision of Maintenance, Monitoring and Repairs of Fire and Intruder Alarms Systems and Fire Fighting Equipment to replace existing contracts.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was advertised under the Restricted procedure in the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal, as the estimated total value of the requirement is over the OJEU threshold for Services.
- 1.3 The duration of the contract is for three years with the option to extend annually for a further two years.

2. Current Position

- 2.1 The contract notice attracted twenty three expressions of interest of which eleven submitted Pre-Qualification Questionnaires (PQQs).
- 2.2 The PQQs were evaluated against the stated evaluation criteria which resulted in four companies being short-listed to receive an Invitation to Tender. The tender return date was set at 03 February 2014.

- 2.3 Only two tenders were received by the due return date. One tenderer withdrew during the tender period and another failed to submit a tender. Of the two tenders received only one was considered as the other had qualified their tender thus deeming it non-compliant.
- 2.4 The one tender return was evaluated against the stated evaluation criteria of most economically advantageous (60% price and 40% quality).
- 2.5 The Tender Outcome Report, which provides details of the tender process and award recommendation, is appended to the report.

3. Proposals

- 3.1 It is proposed that the contract is awarded to Fortress Security Ltd, as detailed in the Tender Outcome Report provided at Appendix 1.

4. Implications

Financial Implications

- 4.1 The sum of is £350,000 included in the General Services Property Maintenance Budget to meet the cost of the measured term contract. The annual contract price is £259,000 which represents a saving of £91,000 per annum against the available budget.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contract.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 4 "Operating more efficiently and effectively".

Community Benefit Implications

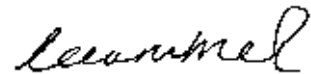
- 4.7 There are no community benefits as the contract relates to non-construction work with a value below £1.0m and less than four years' duration.

5. Consultations

- 5.1 Discussions have taken place between Finance and Property's Corporate Procurement Unit and Property Management & Investment.

6. Conclusion

- 6.1 It is recommended that the award of the contract is made to Fortress Security Ltd at an annual contract price of £259,000.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference : TR/CG

For further information please contact Chris Garbutt, CPU Category Manager (Construction & FM) on 01294 324541

Background Papers

Tender Outcome Report



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report For Recommendations over £350K

NA199

Measured Term Contract 2014 - 2017 Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment

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NA199

For the procurement of

Measured Term Contract 2014 - 2017

Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and
Fire Fighting Equipment

1 Purpose

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to the Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tenders for the Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment.

3 Background

- 3.1 North Ayrshire Council is required to establish a Contract for Maintenance, Monitoring and Repairs of Fire and Intruder Alarm Systems and Fire Fighting Equipment.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for three years plus the option to extend for annually for up to a further two years
- 3.4 The estimated total value of the overall Contract (including any possible extensions) is £1,295,000.00 against an estimated notional spend of £1,750,000.00.

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised under the Restricted process in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 20th September 2013 with a return date of 21st October 2013.
- 4.2 The contract notice attracted twenty three expressions of interest from a wide range of potential providers of which eleven submitted offers.

Following evaluation of Expressions of Interest the following four potential providers were short-listed to receive Invitation to Tenders documents:

- ADT Fire & Security Plc
- Caledonia Fire and Security Ltd
- Chubb Fire and Security Ltd
- Fortress Security Ltd

- 4.3 The return date for completed Invitation to Tender was 3rd February 2014.

5 Evaluation Process

- 5.1 The evaluation of Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Price 60%

Quality 40%

- 5.3 The assessment of the criteria took place on 18th February 2014. The Tender Evaluation Panel consisted of:

Contracts Officer, Property Management and Investment
Senior Contracts Officer, Property Management and Investment

A Procurement Officer from North Ayrshire Councils Corporate Procurement Team was also in attendance to facilitate the meeting but did not score the submissions.

6 Evaluation Results

6.1 Price 60%

Contractors were asked to submit prices a percentage adjustment (plus or minus) to be applied to a notional annual contract value of £350,000. This gave the following results and scores:

Company	% Adjustment	Tender Price	Ranking	Score as % of overall marks
ADT Fire & Security plc	Tender Withdrawn			
Caledonia Fire & Security Ltd	No Response			
Chubb Fire & Security Ltd	Not Evaluated – Non Compliant Tender			
Fortress Security Ltd	-26%	£259,000	1	60%

6.2 Quality 40%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

ADT Fire & Security Plc

The tenderer withdrew as they could not meet the requirements of the contract specification.

Caledonia Fire & Security Ltd

No response.

Chubb Fire & Security Ltd

The tenderer submitted a non-compliant response which detailed various Qualifications to the contract. The contractor also failed to submit a response to the Quality section of the tender.

Fortress Security Ltd

The response was well written and the panel were confident that the Tenderer would be able to fully meet North Ayrshire Council's requirements and expectations.

The summary of the quality element is shown in the table below:

Company	Technical Score	Ranking	Score as % of overall marks
ADT Fire & Security Plc	Tender Withdrawn		
Caledonia Fire & Security Ltd	No Response		
Chubb Fire & Security Ltd	Non-Compliant		
Fortress Security Ltd	152	1	40%

7 Overall Score

- 7.1 Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
ADT Fire & Security Plc	Tender Withdrawn				
Caledonia Fire & Security Ltd	No Response				
Chubb Fire & Security Ltd	Non-Compliant				
Fortress Security Ltd	£259,000	60	40	100	1

8 Recommendation

- 8.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to: Fortress Security Ltd, subject to any challenges during the Standstill Period.
- 8.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4 Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

9 Authority to Approve

- 9.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from North Ayrshire Council Cabinet to accept the Tenders and award a Measured Term Contract to the Tenderer identified in section 8.1.

NORTH AYRSHIRE COUNCIL

Agenda Item 22

25 March 2014

Cabinet

Subject:	Strategic Risk Register 2014/15
Purpose:	To ensure Elected Members are aware of the key strategic risks facing the Council.
Recommendation:	That the Cabinet agrees to note the Strategic Risks for the Council contained in Appendix 1 to the report.

1. Introduction

- 1.1 North Ayrshire Council is committed to ensuring that it responds to and manages the risks impacting on the authority. The Council recognises that a certain amount of risk is inevitable if the organisation is to achieve its objectives. A Risk Management Strategy has been established to support Services in managing these risks ensuring that they are 'risk aware' rather than 'risk averse' and are able to identify opportunities that can enhance Service provision.
- 1.2 The Strategy provides a framework through which a consistent approach to the management of risk can be maintained. The framework is embedded within the Service Planning and Budgeting process and allows Services, and the Council, to identify the significant risks impacting on the authority.
- 1.3 The most significant risks are identified through the Council's Strategic Risk Register. The register identifies the Council's top risks, recognising the challenges facing the authority and demonstrating the arrangements in place to manage these risks. The register forms part of a larger governance process with additional risks and issues identified through Service Plans, Audit Reports and Project Plans.
- 1.4 The aim of risk management is to reduce the likelihood and/or impact of risk by identifying and controlling risks to the Authority. If risk is to be managed appropriately, and Services are aware of these risks, risk management can contribute positively towards the organisation's decision making processes, making the Council more innovative and effective in its approach to service delivery.

2. Current Position

- 2.1 In line with the Risk Management Strategy, the Strategic Risk Register has been reviewed. For each of the risks detailed within the register a number of components are identified:
- current status (high/medium/low) and the risk score;
 - senior officer(s) with lead responsibility for the risk;
 - potential effect on the Council's priorities; and
 - internal controls currently in place.
- 2.2 To assist in the assessment of each risk a risk matrix was used to ensure consistency across the Council. A copy of the matrix is included within Appendix 1.
- 2.3 The Strategic Risk Register is also attached at Appendix 1. The register has been reviewed by the Corporate Management Team with 9 Strategic Risks identified. The top risks for the Council relate to:
- Welfare Reform (risk score 18);
 - Financial Environment (18); and
 - Economic Inequalities (18).
- 2.4 Since 2013/14, no new strategic risks have been identified. One risk, relating to the 'Viability of Private Care Providers' has been removed from the register following a review of the controls adopted.
- 2.5 The 'Information Governance' risk score has been increased from 12 to 15. A recent Internal Audit review raised significant concerns around the adequacy of the current arrangements across the Council. Although the Cabinet has recently agreed funding to create a new Information Management team, the team is not yet in place.
- 2.6 Council services have identified actions within their draft service plans for 2014/15 to help the Council mitigate against its strategic risks. Once the service plans have been approved by Cabinet, these actions will be linked to the strategic risks to assist with performance monitoring.
- 2.7 The Council's Internal Audit Plan 2014/15, which was approved by the Audit Committee on 10th February 2014, is risk-based and clear links are in place between the audit plan and the key risks the Council faces.

3. Proposals

- 3.1 That the Cabinet agrees to note the Strategic Risks for the Council contained in Appendix 1 to the report.

4. Implications

Financial Implications

- 4.1 None.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 A successful risk management framework contributes towards Core Objective 4 (Operating more efficiently and effectively) in the Council Plan 2012-2017.

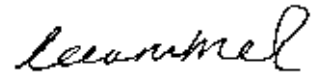
5. Consultations

- 5.1 The Strategic Risk Register has been produced in consultation with individual 'risk owners' and the Corporate Management Team.

6. Conclusion

- 6.1 The Strategic Risk Register for 2014/15 identifies the key strategic risks and demonstrates the Council's commitment to the effective management of risk within the authority.

- 6.2 The risk management framework is embedded within the Service Planning and Budgeting Process ensuring that the management of risk is applied consistently across the authority.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Paul Doak, Senior Manager (Internal Audit, Risk and Performance) on 01294-324561

Background Papers

None.

The Strategic Risk Register forms part of the Council's overall governance arrangements and contributes to the successful achievement of the Council's key priorities.

The Register identifies 9 Strategic Risks, with the table below summarising the assessments made for 2014/15 in comparison with the previous year:

2014/15				
Evaluation:	Low	Medium	High	Total
No. of Risks:	0	1	8	9

2013/14				
Evaluation:	Low	Medium	High	Total
No. of Risks:	0	2	8	10

The risk in relation to 'Viability of Private Care Providers' has been removed from the Register following a review of the controls adopted.

The 'Information Governance' risk score has been increased from 12 to 15. A recent Internal Audit review raised significant concerns around the adequacy of the current arrangements across the Council. Although the Cabinet has agreed funding to create a new Information Management team, this is not yet in place and the risk remains around the security of public information and the requirements of the Public Records (Scotland) Act 2011.

The Corporate Risk Register is attached with the top risks of the Council relating to:

- Welfare Reform (18);
- Financial Environment (18); and
- Economic Inequalities (18).

A summary of the key risks is outlined below:

Welfare Reform

The UK Government's Welfare Reform Act 2012 aims to improve work incentives, simplify the benefits system and reduce both administration costs and the overall cost of welfare benefit. The Act contains a range of reforms that are having significant consequences for all benefit claimants, the wider local community and for the delivery of Council Services and related strategies.

Financial Environment

The performance of UK economy continues to improve with growth being linked to increases in consumer spending and a boom in the housing market. There are some concerns about the sustainability of this upturn as inflation continues to outstrip wage growth. However, despite the good news in the UK economy, current austerity measures will continue for a number of years.

The Council continues to be proactive in responding to the financial challenge. Outcome Based Budgeting (OBB) provides a framework within which budget decision can be taken and will inform the Council's transformation programme.

Economic Inequalities

North Ayrshire has for a sustained period experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. A focus on economic regeneration and effective targeting of resources is essential to maximise opportunity and minimise the impact of the current economic climate on our communities.

Review of the Strategic Risk Register

The actions identified in Service Plans to help mitigate the strategic risks will be updated in October 2014 and a mid-year report will be submitted to the Corporate Management Team in November 2014.

THE RISK MATRIX

Services identify risks through a variety of means:

- Strategic Risks identified through the Corporate Management Team;
- Assurance and Improvement Plans;
- Service Plans;
- through the Community Planning Partnership;
- through Internal or External Audits;
- through the Council's Change Programme;
- Risks associated with projects;
- Service delivery.

Once a risk is identified, the risk matrix allows the level of risk to be quantified by considering the likelihood and impact of the risk occurring. The assessment results in a prioritised list of risks, ensuring that limited resources can be allocated to those areas of greatest risk.

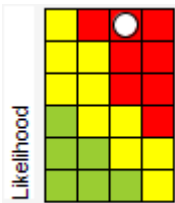

When considering the likelihood and impact Services must be able to demonstrate that the assessments undertaken can be justified and the priority allocated, reasonable. The purpose of the risk matrix and accompanying risk categories, detailed in Appendix 2, are to ensure that assessments undertaken are consistent across Services.

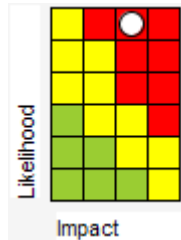

As shown in the matrix below, Impact x Likelihood produces a risk rating.



Likelihood	6 very high	6	12	18	24
	5 High	5	10	15	20
	4 significant	4	8	12	16
	3 Low	3	6	9	12
	2 Very Low	2	4	6	8
	1 Almost Impossible	1	2	3	4
		1 Negligible	2 Marginal	3 Critical	4 Catastrophic
Impact					


The scoring assessment provides an indication of the level of risk and identifies those risks where further review of the controls in place should be undertaken.


- Green:** There is confidence that the risk is being adequately managed and does not present a significant threat to the authority.
- Yellow:** There is uncertainty over the threat presented and additional consideration of the risk should be undertaken to determine any additional controls required.
- Red:** A significant level of risk exists and, where possible, additional controls should be established to minimise the likelihood and/or the impact of the risk occurring.

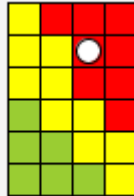

Risk Code & Title		SR01.2014/15 Welfare Reform				Current Risk Matrix
Description	The UK Government's Welfare Reform Act 2012 aims to improve work incentives, simplify the benefits system and reduce administration costs and the overall cost of welfare benefit. The Act contains a range of welfare reforms that are having significant consequences for all benefit claimants, the wider local community and for the delivery of Council Services and related strategies. The risk to be managed by the Council is the impact this change is having on local communities and the demand for Council services.					<div><div>Likelihood</div><div>Impact</div></div>
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	18	Assigned To
Potential Effect	The introduction of spare room subsidy, benefit cap, the Scottish Welfare Fund, the council tax reduction scheme and personal independence payments are all being managed effectively. The number of enquiries received by Council Services such as Social Services, Housing and Customer Services has increased due to claimants receiving less benefit. Failure to manage risks associated with the Act will negatively impact vulnerable people who may not receive the support they require for discretionary housing payments, crisis payments or community care grants. Rental income to the Council has been adversely affected, the levels of personal debt have gone up and the levels of homeless applications have increased. The Council's properties do not meet the DWP definition of supported accommodation, meaning they are not exempt from the under-occupation charge and creating challenges around service provision. The capacity to move benefit claimants into jobs in the current economic climate, including a reducing public sector is challenging. Welfare reforms have exacerbated local needs placing greater demands upon Council Services at a time when budgets are under significant pressure.					Laura Friel; Stephen Humphries
Internal Controls	The Council's cross service Welfare Reform Working Group meets monthly with a remit to identify, co-ordinate and respond to the implications of the reforms, keeping Members and the CMT updated. The group also contains representatives from Jobcentre Plus. The Council's Welfare Reform Action Plan, outlines the key issues to be addressed and is being progressed. Specific actions have been identified around mitigation of those reforms that have been introduced in 2013, employability related issues and the implementation plan for Universal Credit, the timescale for which is now unknown.			Risk Next Review Date	October 2014	

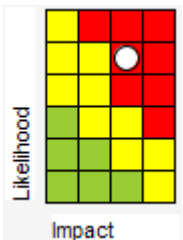

Risk Code & Title		SR02.2014/15 Financial Environment				Current Risk Matrix	
Description	<p>The performance of UK economy continues to improve with growth being linked to increases in consumer spending and a boom in the housing market. There are some concerns about the sustainability of this upturn as inflation continues to outstrip wage growth. CPI is currently at the Bank of England target of 2% and unemployment, although falling, continues to be above the Government target. There are no immediate proposals to amend the current Bank base rate. Uncertainty continues in the US and Eurozone. Despite the good news in the UK economy current austerity measures will continue for a number of years. Alongside economic performance Scotland and the UK have a busy election cycle until 2017. This creates uncertainty around Government priorities and the funding with will be available to deliver local government services. North Ayrshire Council projections outlined in the long-term financial strategy remain at flat cash. Reducing real term resources alongside the demographic challenges which North Ayrshire is facing will result in significant financial challenge for a number of years.</p> <p>The risk is that the Council will require to take increasingly difficult and challenging decisions, potentially operating with increasing levels of risk. This, together with the financial uncertainty and demographic pressures, impacts on the ability of services to meet need against a backdrop of reducing real term resources.</p>						
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	18	Assigned To	
Potential Effect	Reduced funding may result in service reductions. Inability to meet demands for services within available resources, with a potential reduction in the level, quality or performance of services. Failure to meet demand may impact adversely on communities and the reputation of the Council.					Laura Friel; Yvonne Baulk	
Internal Controls	<p>The Council continues to be proactive in responding to the financial challenge. Outcome Based Budgeting (OBB) provides a framework within which budget decisions can be taken and will inform the Council's transformation programme.</p> <p>Robust monitoring of the Council's revenue and capital budgets. Regular refresh of the Council's long term Financial Strategy.</p>				Risk Next Review Date	October 2014	

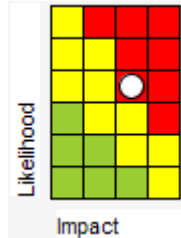

Risk Code & Title		SR03.2014/15 Economic Inequalities				Current Risk Matrix	
Description	North Ayrshire has for a sustained period experienced a continued increase in the level of unemployment and number of residents receiving key benefits. The economic downturn makes the interventions required by the Council, to halt and reverse this trend, both more difficult and of greater importance. Proposed welfare reforms will exacerbate local needs placing greater demands upon Council Services at a time when budgets are under significant pressure. However, there are clear indications that the economic situation is beginning to improve but what is still difficult to gauge is the confidence levels within local businesses to grow and recruit additional staff in line with the increased economic activity nationally. A focus on economic regeneration and effective targeting of resources is essential to maximise opportunity and minimise the impact of the current economic climate on our communities.					<div><div>Likelihood</div><div>Impact</div></div>	
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	18	Assigned To	
Potential Effect	Failure to address the current challenges will result in increased levels of deprivation, failure to improve the health and wellbeing of our communities and higher demand for Council Services.					Craig Hatton; Karen Yeomans	
Internal Controls	The Council is lobbying for resources at a national level, and is prepared to better target local resources, in recognition of the particular challenges facing North Ayrshire. The Economic Regeneration Strategy has led to increased focus on business development and in particular to the introduction of Team North Ayrshire which aims to make the most of partner resources across North Ayrshire and with a particular focus on Growth companies. As well as a marketing campaign to promote North Ayrshire as a place to live, work and invest, a clear focus on targeted employability and skills provision to meet the needs of local companies is also being agreed along with the development of an International Strategy. A new programme (capital) designed to regenerate North Ayrshire towns is also being delivered.				Risk Next Review Date	October 2014	

Risk Code & Title		SR04.2014/15 Health Inequalities				Current Risk Matrix
Description	Communities in North Ayrshire have persistently poorer health compared to Scotland as a whole and the gap is increasing. There are also significant differences in the health of people living in the wealthier parts of North Ayrshire compared to its more deprived areas. Life expectancy in the most deprived areas is 15 years less than the more affluent communities. Health inequality is closely linked to poverty, employment and people's earliest experiences as children. Drug and alcohol misuse is also a major factor. The risk to the Council is that it fails to reduce levels of health inequality within North Ayrshire.					<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div>
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	15	Assigned To
Potential Effect	Inequalities in health at an early age will impact adversely on children’s social and emotional development, affecting their overall life chances. Children living in poverty and with poor health are more likely to require crisis interventions and have lower levels of educational attainment and achievement. Adults affected by drug and alcohol misuse and by chronic health problems are less likely to sustain employment and it is more likely that they will require support to ensure their own and their children’s safety and wellbeing. Older people affected by long term health conditions are more likely to require service provision earlier, have a greater incidence of hospital admission and require long term care at a younger age.					Iona Colvin; Carol Kirk
Internal Controls	The Council is actively engaged in the development of an inter-agency network of family support workers, in partnership with Health, Education and Housing Services, to work directly with vulnerable families to improve early childhood experiences. The Council is working in partnership with a range of organisations to develop advice and services in relation to chronic health problems, drug and alcohol misuse and older people services. In relation to early intervention and prevention a programme board has been established to ensure a strategic overview and to communicate progress to all key agencies involved in improving outcomes for vulnerable children in North Ayrshire. A multi-agency domestic abuse team was established to offer an early response to domestic violence, including support for victims and children and prosecution of offenders. New approaches are also being developed to provide increased personal support for children and young people, specifically in terms of raising attainment. The Council is looking at a new programme designed to regenerate North Ayrshire towns, a refreshed employment strategy to focus on supporting residents into work and a marketing campaign to promote North Ayrshire as a place to live, work and invest. The Council is developing an evidence-based approach to prevention and early intervention and hopes to engage an external partner to assist with the development work. Addressing health inequalities will be a key priority of the new North Ayrshire Health & Social Care Partnership.			Risk Next Review Date	October 2014	

Risk Code & Title		SR05.2014/15 Transition to an Integrated Health & Social Care Service				Current Risk Matrix
Description	From 1 April 2014 all services currently managed within Social Services & Health will become the operational responsibility of the North Ayrshire Health & Social Care Partnership. This will entail a major change in the way that the Council works in partnership with NHS Ayrshire & Arran and other stakeholders and will have to be achieved at a time when demand is rising and resources are stretched. Differences in culture, historic structures, priorities and systems will require to be addressed in order for the Health and Social Care Partnership to achieve significant improvements for service users and patients.					<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	15	Assigned To
Potential Effect	A focus on the establishment of the partnership could result in a loss of focus on service quality and a reduction in performance with adverse impacts on patients, service users and carers. Compromises could be made in order to achieve agreement among partners that might not be the optimal decisions for service users and patients. A perceived failure to achieve an effective and efficient transition will result in negative publicity and adverse scrutiny of the authority and its partners. Consideration requires to be given to the impact of integration on other Council Services and the maintenance of partnership working across existing Council Services.					Iona Colvin; Lisbeth Raeside
Internal Controls	A Transition Integration Board has been established to oversee the establishment of the Partnership. The three Ayrshire Councils and NHS Ayrshire & Arran are working together in the Strategic Alliance to oversee the programme plan for integration. This body meets regularly with the Chief Executives and the Directors of Finance. The Chief Executive chairs the Integration Programme Board which oversees integration from the perspective of the Council.			Risk Next Review Date	October 2014	

Risk Code & Title		SR06.2014/15 Strategic Workforce Issues				Current Risk Matrix	
Description	The Council is making changes to the Services provided, impacting on the size and experience of the workforce. The need to develop additional skills and capacity within the workforce to meet new challenges is recognised. Organisational Development has a key role to ensure the skill sets, knowledge and capabilities are in place to deliver the reformed Service. There is an overarching corporate risk that change management activities which are core to the Council's future delivery models and long-term financial sustainability, fail to deliver and potentially disengage employees. Additionally, required budget savings in relation to workforce costs may present a significant risk to employee relations.					<div><div>Likelihood</div><div>Impact</div></div>	
Risk Status	High Risk	Risk Traffic Light			Current Risk Score	15	Assigned To
Potential Effect	Any gaps in the workforce planning and organisational development arrangements may lead to difficulties in having a workforce with the appropriate knowledge and skills to meet service demand and achieve desired outcomes. It will further impact on the Council's ability to continue to deliver change and achieve the required efficiencies.					Laura Friel; Gavin MacGregor	
Internal Controls	Continuing focus on implementing Organisational Development interventions which support the Council's transformation and improve effectiveness and capability as well as developing an organisational culture which fosters involvement, engagement and high performance. Implementation of the actions from the Council wide Employee Survey Improvement Plan. Change management project support is delivered through a dedicated corporate change management team with key change projects now communicated organisation wide and reviewed with trade unions on a regular basis. Key strategic organisational change issues are developed through regular leadership team conferences. Better integration of workforce planning within the Service Planning and Budgeting Process allows early engagement with the workforce and trade unions where service redesign may impact upon workforce numbers. Ensuring that the Redeployment and VER programmes support service redesign and help manage workforce change.				Risk Next Review Date	October 2014	

Risk Code & Title		SR07.2014/15 Information Governance					Current Risk Matrix
Description	The Council's Information Management and ICT Strategies recognise the need for flexible and enabling service delivery support and also the need to establish Information Governance, protect critical information and comply with information security requirements and standards. Furthermore, the Council requires to meet its obligations in relation to statutory requirements of the Public Records (Scotland) Act 2011. The key risk to the authority relates to the loss of public confidence associated with the loss of personal or sensitive data. Associated financial risks may also be experienced by the authority through fines and service disruption.					<div><div>Likelihood</div><div>Impact</div></div>	
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	15	Assigned To	
Potential Effect	Failure to adopt and comply with strategies, policies and procedures may result in a failure to adequately maintain and protect the information Services are responsible for. There may be a significant impact on the authority through the release of personal and/or sensitive information resulting in a loss of public confidence and significant financial loss incurred through fines and Service disruption.					Andrew Fraser	
Internal Controls	Information Management risks are managed and controlled in a number of ways. Access to information systems is controlled and secure, laptops have data encryption installed along with anti-virus software. The Council adheres to government security standards and guidelines to access and share information securely with central and local government and other partners, all of which are subjected to internal and external audit and compliance processes. The Council has already developed a Data Protection Policy, and this along with the Acceptable Use Policy and other security policies and guidance forms part of Information Governance arrangements. In 2013/14 an additional Records Management Assistant was recruited. In December 2013 Council agreed to create a new post of Data Protection Officer and this will be advertised in February 2014. Senior Information Risk Owners (SIRO) support the Information Management Training Framework to ensure employees and elected members are aware of their roles and responsibilities. The Council also mitigates the risk to information residing on servers through Disaster Recovery contracts and annual business continuity testing as well as standard back-up and off-site storage facilities. This process will be further enhanced with a secondary data facility in Bridgegate House.				Risk Next Review Date	October 2014	

Risk Code & Title		SR08.2014/15 Community Capacity Building				Current Risk Matrix
Description	The development of community capacity and the development of appropriate support mechanisms to allow local communities to determine their own objectives and have their voices heard in the planning and delivery of services is a key priority of North Ayrshire Council. The ability of communities and organisations to do this varies and the Council is committed to providing the appropriate support, according to local need, to ensure that communities are able to achieve their potential in this challenging economic climate. The risk facing the authority is that that varying levels of support are required to empower community groups and organisations across the authority to achieve their aspirations. This support is being identified and resourced.					
Risk Status	High Risk	Risk Traffic Light		Current Risk Score	12	Assigned To
Potential Effect	Where the risk is not managed effectively the potential benefits of community capacity building may be lost. There remains a potential disconnect between those communities where levels of capacity and engagement with the empowerment agenda are high and those with less social capital where interest remains low. This could widen the gap between communities with the ability to influence the planning and delivery of more responsive services and those communities who do not. The potential also exists for a disconnect between what the Council wishes to see in terms of communities embracing the opportunities for increasing ownership of assets and what communities themselves feel able and prepared to commit to. An element of the risk to be managed is the pace of the asset transfer agenda not being aligned with the wishes of both parties and the agenda losing impetus. In terms of the asset transfer agenda the potential remains for community assets to revert back to Council ownership due to ineffective community engagement/participation and a lack of effective business planning for sustainable use of community assets.					Carol Kirk; Audrey Sutton
Internal Controls	North Ayrshire Council has made a public commitment to community capacity building, through the Community Planning Partnership and through the Education and Skills vision and associated service plan. North Ayrshire Council has also identified that the value of continuing to support the community and voluntary sector to develop capacity is central to the well-being of the community and wishes to continue to fund activities which contribute to this. The Council has refined and enhanced its asset transfer guidance and support to community groups. In addition, the Council has also introduced new funding support for individuals and communities in relation to developing excellence in arts and culture and sports (the Nurturing Excellence Programme) and reviewed the way in which it awards community development grants and grants to the elderly to ensure that capacity building is a central feature of support to communities and voluntary organisations. It is also anticipated that groups will be supported to make a greater number of successful funding bids to external bodies via Community and Cultural Services, via the Council's external funding officer and via the North Ayrshire 4 Funding website. Additional resources will be available through ongoing projects with Creative Scotland and Sport Scotland with good practice being shared and promoted. The Community Development Fund has also been introduced and is underpinning the ability of community organisations to undertake sustainable projects.				Risk Next Review Date	October 2014

Risk Code & Title		SR09.2014/15 Sustainability, Energy and Waste Management				Current Risk Matrix
Description	The Council has established a vision of a sustainable North Ayrshire ensuring the environment is enhanced and protected, considering the future implications of our decisions on North Ayrshire and its communities. Commitments under the Single Outcome Agreement, Corporate Priorities and legislation through UK & Scottish Government must be met if the council is to maximise savings and efficiencies from this area. The risk to the Council is that it fails to realise these savings and is unable to meet statutory targets.					<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></di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NORTH AYRSHIRE COUNCIL

Agenda Item 23

25 March 2014

Cabinet

Subject: **Ayrshire Economic Partnership**

Purpose: To submit the Draft Minutes of the meeting of the Ayrshire Economic Partnership held on 19 February 2014.

Recommendation: That the Cabinet notes the Draft Minutes attached at Appendix 1.

1. Introduction

1.1 The Ayrshire Economic Partnership was established several years ago to promote Economic Development across Ayrshire. The approach has focused on sector development:

- Renewable Energy;
- Food and Drink;
- Engineering;
- Tourism.

2. Current Position

2.1 The Ayrshire Economic Partnership last met on 19 February 2014 and meets approximately every two months.

3. Proposals

3.1 The Cabinet is invited to note the Draft Minutes attached at Appendix 1.

4. Implications

Financial Implications

4.1 There are no financial implications arising from this report.

Human Resource Implications

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

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.6 There are no implications for key priorities arising from this report.

5. Consultations

- 5.1 No consultation was undertaken in the production of this report.

6. Conclusion

- 6.1 The attached Draft Minutes are submitted for information.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : KY/AB

For further information please contact Karen Yeomans, Head of Service
(Development Planning) on 01294 324308

Background Papers

None



At a meeting of the Ayrshire Economic Partnership on **Wednesday 19 February 2014** at **5.30 p.m.** Council Chambers, North Ayrshire Council Headquarters, Cunninghame House, Irvine, KA12 8EE

Present:	Councillor Bill McIntosh (South Ayrshire Council) Eilleen Howat (South Ayrshire Council) Lesley Bloomer (South Ayrshire Council) Mark Hastings (South Ayrshire Council) Elma Murray (North Ayrshire Council) Karen Yeomans (North Ayrshire Council) Councillor William Gibson (North Ayrshire Council) Craig Hatton (North Ayrshire Council) Sheena Savage (Shadowing C Hatton) Fiona Lees (East Ayrshire Council) Chris McAleavey (East Ayrshire Council) Douglas Boatman (FSB) Gordon McGuiness (Skills Development Scotland) Willie Mackie (Taste of Ayrshire) Val Russell (Ayrshire Chamber of Commerce) Heather Dunk (Ayrshire Colleges) Sharon Hodgson (East Ayrshire Council) Jim Reid (Scottish Enterprise) Councillor Jim Buchannan (East Ayrshire Council) Bill Costley (Private Sector) Jim English (Hyspec Engineering)	
Apologies:	Wai-Yin Hatton (Ayrshire Chamber of Commerce) Ros Halley (Ayrshire & Arran Tourism Manager)	
In Attendance:	Ashleigh Bennett (North Ayrshire Council)	
ACTIONS AGREED		
	Action Required	Responsible
1.	<u>Actions from Previous Meeting: 12 December 2013</u> The Action Notes arising from the AEP meeting held on 12 December 2013 were noted and agreed. F Lees welcomed Chris McAlvey to the group who has been attending on behalf of Elizabeth Morton. <u>Global Scot update</u> J Reid provided a brief progress update on GlobalScot engagement with each of the AEP sectoral strategies to	

	<p>the group.</p> <p><u>AEP Review</u></p> <p>K Yeomans provided the group with a brief update on the AEP review.</p> <p>M Hastings, S Hodgson and K Yeomans have met to discuss the scope of the AEP review.</p> <p>K Yeomans advised good progress is being made and is currently with the three CEO for review.</p>	NAC/SAC/EAC
2.	<p><u>Presentation Engineering</u></p> <p>J English gave a presentation on Engineering (copy attached for minute purposes).</p> <p>The group agreed this was an interesting presentation.</p> <p>Slides from this presentation will be circulated to the group.</p> <p>The Chair thanked J English for his presentation.</p>	NAC

3.	<p><u>Taste Ayrshire – Plans for 2014/15</u></p> <p>W Mackie provided the group with a brief update on plans for 2014/15.</p> <p>Heather Dunk and Gordon Caldwell have recently joined as Board members, Malcolm Simpson has also re-joined.</p> <p>The relationship between Taste Ayrshire and Ayrshire College is very important and is a good opportunity for students to meet with board members.</p> <p>W Mackie advised a presentation will be given at the next AEP meeting to provide the group with a more in depth update on Taste Ayrshire.</p>	W Mackie/S Hodgson
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4.	<p><u>Thematic Updates</u></p> <p>4 a) Renewables</p> <p>Discussion took place in relation to the Renewables paper. H Dunk advised the group that Ayrshire College is the only college that teach qualifications on wind turbines and</p>	
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	<p>students have recently gained employment.</p> <p>H Dunk suggested that the key representatives of the AEP meet with Keith Anderson, CEO of Scottish Power and Jim English, Managing Director of Hyspec Engineering to discuss how we can work together to maximise the benefits for Ayrshire.</p> <p>4 b) Tourism</p> <p>Discussion took place in relation to the Tourism paper. L Bloomer highlighted three key work streams, Golf, Watersports and Sustainable Development.</p> <p>4 c) Engineering</p> <p>Discussion took place in relation to the Engineering paper. J Reid provided the group with a progress update on the development of a pan Ayrshire Energy Strategy.</p> <p>Scottish Enterprise is hosting an 'Access to Oil & Gas' breakfast event on Friday 28th February in the Marine Hotel, Troon.</p> <p>4 d) Food & Drink</p> <p>Discussion took place in relation to the Food & Drink paper. S Hodgson suggested that she will work together with W Mackie on the Taste Ayrshire presentation for the next AEP meeting.</p>	All
7.	<p><u>AOCB</u></p> <p>There was no AOCB</p>	
9.	<p><u>Next Meeting</u></p> <p>The next meeting of the Ayrshire Economic Partnership will be held on Wednesday 23 April 2014 at 5.30 p.m. in East Ayrshire Council, London Road, Kilmarnock, KA3 7BU.</p>	

The Chair thanked everyone for attending and the meeting concluded at 6.40pm.

NORTH AYRSHIRE COUNCIL

Agenda Item 24

25 March 2014

Cabinet

Subject: **Brodict Pier Redevelopment Group**

Purpose: To submit the minutes of the meeting of the Brodict Harbour Redevelopment Group held on 21 February 2014.

Recommendation: That the Cabinet notes the Minutes at Appendix 1.

1. Introduction

- 1.1 The formation of the Brodict Pier Redevelopment Group was agreed by Cabinet on 25 June 2013 with the objective of pursuing the implementation of proposals. The group was later renamed the Brodict Harbour Redevelopment Group to reflect the broader development proposals.

2. Current Position

- 2.1 The Brodict Harbour Redevelopment Group is chaired by Councillor John Bruce, and the most recent meeting was held on 9 December. Represented on the group, are Caledonian Maritime Assets Ltd, Visit Arran, Transport Scotland and Highlands and Islands Enterprise.

3. Proposals

- 3.1 The Cabinet is invited to note the Minute attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 A report examining funding options will be considered separately.

Human Resource Implications

- 4.2 There are no financial implications arising at this time.

Legal Implications

- 4.3 There are no legal implications arising at this time.

Equality Implications

- 4.4 There are no equality implications arising at this time.

Environmental Implications

- 4.5 There are no equality issues arising at this time

Implications for Key Priorities

- 4.6 The Council's Core Objective 1: Regenerating our communities and increasing employment is supported

5. Consultations

- 5.1 Represented on the group are Caledonian Maritime Assets Ltd, Visit Arran & Transport Scotland.

6. Conclusion

- 6.1 The minute is attached for your information.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : AL

For further information please contact Alasdair Laurenson Senior Manager (Regeneration) on 01294 324758

Background Papers

NA

Minute.....■Appendix 1

Meeting:	Brodict Pier Redevelopment Group	
Date/Venue:	Friday 21 February 2014 Cunninghame House, Irvine	
Present:	Councillor John Bruce (Chair) North Ayrshire Council Karen Yeomans; North Ayrshire Council Alasdair Laurenson: North Ayrshire Council Ramsay Muirhead; CMAL Lorna Spencer; CMAL Alasdair Dobson: Taste of Arran/Visit Arran Richard Hadfield Scottish Transport	
Apologies:	Tom Tracey; Visit Arran	
No.		Responsible
1.	Welcome and Apologies The Chair welcomed everyone to the meeting.	
2	<p>Minutes of Last meeting held on Monday 9 December 2013 were discussed and the following amendments were agreed:</p> <ol style="list-style-type: none"> 1. Section 3 paragraph 3 wording changed to reflect HIE not being in a position to support the current proposals, as well as the paragraph below change to reflect that HIE may be in a position to support developments that deliver economic growth which are enabled by the new harbour. 2. Amendments made to reflect £18 m total for project rather than £16m. <p>A Laurenson updated the actions from the last minutes this included the following:</p> <ul style="list-style-type: none"> • Met with Coastal Communities Fund the week of 17 February 2014; • Work to amend and finalise the EKOS report. 	
3	<p>Update from CMAL</p> <p>R Muirhead updated the group on progress by CMAL on the development of the harbour including:</p> <ul style="list-style-type: none"> • The completion of the design work for Tender process is due in May 2014. • Stage 1 tender process will then take 6 – 8 weeks. • Pre-qualification process is well on track for October – November deadline 2014 with commencement on site at the beginning of 2015. • The REN barge was due to be in Arran last week, but due to continuing weather conditions the barge is docked at Fairlie. • The Harbour Revision Order is to be redrafted before any further public consultation. <p>Additional public consultation was provided to both the Ferry Committee and the Civic Trust and concerns were identified over the length of walk to the pier and the design of the building. Once it was explained the reason for the length of pier, and the building emulating the surrounding building a better understanding was reached.</p>	

	<p>R Muirhead provided the group with images of the Port Terminal building.</p> <p>Discussion on a time line for the project's start and completion were confirmed as the beginning of 2015 with completion due spring 2017.</p> <p>Discussion was held on the ferry replacement scheme; the group were informed it would take around 3 years before any new ships are in operation. The need for a new deeper berth ferry to assist with lowering the high number of ferry cancellations was noted.</p>	
4	<p>EKOS Report and Actions</p> <p>A Laurenson provided an update on the EKOS report and work to simplify and finalise its contents. The content of report was considered easier to read, and it was suggested a summary of the potential funders be provided.</p> <p>Funding opportunities - To date the main funding bodies CMAL and Transport Scotland have provisionally outlined funding contributions of c £14 m for the capital works. There is therefore a funding gap of around £4 m and we have identified a number of other funding sources that should be considered to support the capital investment.</p> <ul style="list-style-type: none"> • A report for funding from the Council will be considered by Members at the earliest opportunity; • Strathclyde Transport - £1m of which £500k would go towards project costs; • HIE – not in a position to contribute; • Coastal Community Fund - bid to be submitted in April for c.£300k; • European Regional Development Fund – considered unlikely, but to be confirmed. <p>CMAL would like to see a commitment from North Ayrshire Council and Strathclyde Passenger Transport (SPT) in reducing the funding gap. A further meeting will be arranged between CMAL and SPT to confirm the exact level of commitment and how much of this will contribute towards the gap identified.</p>	<p>AL</p> <p>AL/RM</p> <p>AL</p> <p>AL</p> <p>RM</p>
5.	<p>Longer Term Harbour Action Plan</p> <p>Meeting with HIE today Friday 21 February 2014 to discuss the potential for support for the business community and the account managed companies through the Business Support Team, opportunities provided by the harbour redevelopment and provision of broadband, etc</p>	AL
6	AOCB	
7.	<p>Date of Next Meeting</p> <p>Friday 11 April 2014 Committee Room 2 Cunninghame House, Irvine.</p>	

Fiona Millar February 2014
KY/FM

NORTH AYRSHIRE COUNCIL

Agenda Item 25

25 March 2014

Cabinet

Subject:	Economic Development & Regeneration Board
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Purpose:	To submit the minutes of the Meeting of the Economic Development & Regeneration Board held on 26 February 2014.
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Recommendation:	That the Cabinet notes the minutes attached at Appendix 1.
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1. Introduction

- 1.1 The Economic Development and Regeneration Board was established in August 2010 and consists of key stakeholders and agencies including representatives from the private sector business.

2. Current Position

- 2.1 The Economic Development and Regeneration Board met on 26 February 2014.

3. Proposals

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications at this time.

Human Resource Implications

- 4.2 There are no Human Resource implications at this time.

Legal Implications

- 4.3 There are no legal implications at this time.

Equality Implications

- 4.4 There are no equality implications at this time.

Environmental Implications

- 4.5 There are no environmental implications at this time.

Implications for Key Priorities

- 4.6 Economic Regeneration is a key priority for the Council.

Community Benefit Implications

5. Consultations

- 5.1 No consultation was undertaken in the production of this report.

6. Conclusion

- 6.1 The attached minutes are submitted for information.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : KY/AB

For further information please contact Karen Yeomans, Head of Service
(Development Planning) on 01294 324308

Background Papers

None

Meeting:	Economic Development & Regeneration Board
Date/Venue:	Wednesday 26th February 2014 at 10.00 a.m. in Council Chambers, Cunninghame House, Irvine
Present:	<p>Professor Alan McGregor, Glasgow University (Chair) Elma Murray, Chief Executive, (North Ayrshire Council) Karen Yeomans, (North Ayrshire Council) Councillor Marie Burns (North Ayrshire Council) Councillor William Gibson, Leader of the Council (North Ayrshire Council) Councillor Peter McNamara, (North Ayrshire Council) Craig Hatton, (North Ayrshire Council) Carol Dutch, Jobcentre Plus Malcolm Simpson, SimpsInns Limited Gordon McLean, UPM Caledonian Patrick Wiggins, Irvine Bay Regeneration Company Val Russell, Ayrshire Chamber of Commerce Jackie Galbraith, Ayrshire College Billy Love, The Scottish Government Theresa Correia, Scottish Enterprise Barbara Hastings, Third Sector Interface</p>
Apologies:	<p>Alasdair Dobson, Taste of Arran Etta Wright, Jobcentre Plus Gordon McGuinness, Skills Development Scotland Paula Chadderton, Scottish government Jim Reid, Scottish Enterprise</p>
In Attendance:	<p>Matt Strachan, (North Ayrshire Council) Ashleigh Bennett (North Ayrshire Council) Lynda Hyndman (North Ayrshire Council) Lauren McNally, (North Ayrshire Council) Amanda Wingate (North Ayrshire Council) Elisa Dunn (North Ayrshire Council) Sally Agass, (North Ayrshire Council) Richard Whitcomb, Ekosgen</p>

ACTIONS

No.	Action	Responsible
1.	<p>Welcome and Introductions</p> <p>The Chair welcomed everyone to the meeting. Apologies were received from Alistair Dobson, Jim Reid, Etta Wright, Gordon McGuinness and Paula Chadderton.</p> <p>Team North Ayrshire video was shown to the board.</p>	Noted.
2.	<p>Actions arising from the Economic Development & Regeneration Board held on Wednesday 13 November 2013.</p> <p>The Action Note arising from the Economic Development and Regeneration Board Meeting held on 13th November 2013 was confirmed. There were no outstanding actions. The Chair thanks Jobcentre plus for their in depth response.</p>	Noted.
3.	<p>Review of Business Support – Presentation by Ekosgen/M Strachan</p> <p>A presentation on Business Support was given to the Board by Ekosgen.</p>	

	<p>The Chair thanked R Whitcomb for his presentation.</p> <p>M Strachan gave a presentation on Business Support Review.</p> <p>The Chair thanked M Strachan for his presentation.</p> <p>Hard copies were circulated at the meeting.</p> <p>The Board was asked to support:-</p> <ul style="list-style-type: none"> • Agreement to progress International Strategy, Business and Forum Engagement • Develop Ekosgen recommendations of R&D and flexible funding options • Creation of Business Advisory Group <p>The Board agreed to support these recommendations.</p> <p>It was agreed that K Yeomans will bring the work that has been undertaken regarding commercial property accommodation, particularly with reference to its suitability to support innovation to the June Board.</p>	<p><i>K/Y/MS</i></p> <p><i>KY</i></p>
4.	<p>Review of Skills & Employability Action Plan</p> <p>Councillor Burns provided the Board with an update on the Employability & Skills Meetings that have taken place. Currently the group have met twice.</p> <p>The Board was invited to support the Employability and Skills review report and support that time – limited work-streams are set up to develop detailed action plans to take forward recommendations.</p> <p>The Board agreed to support these recommendations.</p> <p>Discussions took place on how the Third Sector Interface could be a part of the workstreams.</p>	<p><i>KY/SA</i></p>
5.	<p>Proposed Dashboard Indicators – Presentation by Lauren McNally</p> <p>L McNally gave a presentation on Proposed Dashboard Indicators.</p> <p>The Chair thanked Lauren for her presentation.</p> <p>Hard copies of the presentation were circulated at the meeting.</p> <p>Hard copies of the business survey were circulated at the meeting. Discussion took place on how the survey could be improved and how to approach businesses for completion.</p> <p>It was agreed that quarterly dashboard indicators will be presented at the June Board.</p>	<p><i>KY/LMc</i></p>
6.	<p>URC Monitoring Report</p> <p>P Wiggins provided the Board with an update on URC Monitoring</p> <p>The board was asked to note the contents of the report and await formal response from the Scottish Government.</p> <p>P Wiggins will provide an update on Enterprise Area at a future Board</p>	<p><i>PW</i></p>

	meeting.	
7.	Draft Working North Ayrshire Action Plan K Yeomans updated the Board on the working North Ayrshire Action Plan. It was recommended that the Board agree the draft Action Plan in relation to a Working North Ayrshire and that it should be presented to the March 2014 CCP.	
8.	Quarter 3 SOA Action Plan Report KY advised good progress is being made. The Board was asked to consider the Quarter 3 status of the Single Outcome Agreement 2013-14 Action Plan and quarterly indicators and any remedial action required.	
9.	Any Other Business There was no other business.	
10.	Date of Next Meeting and Future Meetings Wednesday 4 th June 2014 at 2pm Wednesday 1st October 2014 Wednesday 10 th December 2014	

KY/AB