



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Cunninghame House,  
Irvine.

21 May 2015

## **Cabinet**

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 26 MAY 2015** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

**1. Declarations of Interest**

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

**2. Minutes (Page 7)**

The accuracy of the Minutes of the meeting held on 20 April 2015 and the special meeting of 12 May 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

### **PRESENTATION**

**3. People Strategy : 'Our People Connect' (Page 17)**

Submit report by the Executive Director (Finance and Corporate Support) on 'Our People Connect', the Council's new People Strategy (copy enclosed).

4. **Grounds Maintenance Pilot Project - Hazeldene Horticulture (Page 35)**  
Submit report by the Executive Director (Place) on the grounds maintenance pilot project being undertaken by Enable Scotland's Hazeldene Horticulture service (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

### **Reports by the Chief Executive**

5. **Regulation of Investigatory Powers (Scotland) Act 2000 (Page 41)**  
Submit report by the Chief Executive on the Council's use of and procedures under the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) (copy enclosed).
6. **Flag Flying Protocol - Cunninghame House (Page 45)**  
Submit report by the Chief Executive on the protocol to determine which flags are flown from Cunninghame House (copy enclosed).
7. **Provost's Civic Events Budget and Fundraising Activity (Page 53)**  
Submit report by the Chief Executive on the Provost's Civic Events Budget forecasted expenditure for period 2015/16 and the details of the Provost's fundraising activity from July 2014 (copy enclosed).

### **Reports by the Executive Director (Finance and Corporate Support)**

8. **Non Standard Lending (Page 59)**  
Submit report by the Executive Director (Finance and Corporate Support) on the recommendations made by the Council's short-life non-standard lending working group (copy enclosed).

### **Reports by the Executive Director (Place)**

9. **North Ayrshire CCTV Ltd (Page 71)**  
Submit report by the Executive Director (Place) on the current issues in respect of North Ayrshire CCTV Ltd (copy enclosed).
10. **North Ayrshire Violence Against Women Strategy 2015 - 2018 (Page 81)**  
Submit report by the Executive Director (Place) on the Violence Against Women Strategy 2015-2018 (copy enclosed).
11. **Road Maintenance Programme 2015/16 (Page 125)**  
Submit report by the Executive Director (Place) Structural Roads and Street lighting Maintenance Programme for 2015/16 (copy enclosed).

## **Reports by the Executive Director (Economy and Communities)**

- 12. Draft Local Transport Strategy 2015-20 (Page 143)**  
Submit report by the Executive Director (Economy and Communities) on the public consultation on the Draft Local Transport Strategy 2015-20 (copy enclosed).
- 13. Review of The Hatchery (Page 227)**  
Submit report by the Executive Director (Economy and Communities) on the continued funding of The Hatchery at £50,000 per annum for 3 years (copy enclosed).
- 14. SPT Grant Funding (Page 231)**  
Submit report by the Executive Director (Economy and Communities) on the offers of grant funding from Strathclyde Partnership for Transport (SPT) for 2015-16 (copy enclosed).
- 15. Grant Offers for Outdoor Access Projects in the Financial Year 2015/16 (Page 259)**  
Submit report by the Executive Director (Economy and Communities) on the projects to improve the outdoor path network and the proposed means of expenditure (copy enclosed).
- 16. Development and Implementation of a North Ayrshire Social Enterprise Strategy (Page 275)**  
Submit report by the Executive Director (Economy and Communities) on the development of a comprehensive and robust partnership based strategy to maximise the social and economic impact of social enterprises in North Ayrshire (copy enclosed).
- 17. Montgomerie Park, Irvine Masterplan Review (Page 285)**  
Submit report by the Executive Director (Economy and Communities) on the Masterplan for Montgomerie Park, and the capital costs of associated infrastructure and enabling works required to deliver further development (copy enclosed).

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## **GENERAL BUSINESS FOR INFORMATION**

- 18. Coastal Erosion: Brodick Beach, Arran (Page 297)**  
Submit report by the Executive Director (Place) on the work undertaken with the local community in respect of coastal erosion at Brodick Beach (copy enclosed).

## **CONTRACTS**

**19. Award of Contract - Cunninghame House, Internal Alterations Phases 3 & 4 (Page 303)**

Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for Cunninghame House, Internal Alterations Phases 3 & 4 (copy enclosed).

**20. Award of Contract - Replacement of Electrical Wiring Installations at 280 Dwellings (Page 307)**

Submit report by the Executive Director (Finance and Corporate Support) on the result of the mini-competition for the Replacement of Electrical Wiring Installations at 280 Dwellings (copy enclosed).

## **MINUTES**

**21. South West Hub Territory Partnering Board held on 26 March 2015 (Page 311)**

Submit report by the Executive Director (Place) on the minutes of the meeting of the South West Hub Territory Partnering Board held on 26 March 2015 (copy enclosed).

**22. Ayrshire Economic Partnership : 11th March 2015 (Page 317)**

Submit report by the Executive Director (Economy and Communities) on the draft minutes of the meeting of the Ayrshire Economic Partnership held on 11th March 2015 (copy enclosed)

**23. Economic Development & Regeneration Board : 31st March 2015 (Page 323)**

Submit report by the Executive Director (Economy and Communities) on the minutes of the Meeting of the Economic Development and Regeneration Board held on 31 March 2015 (copy enclosed).

**24. Urgent Items**

Any other item which the Chair considers to be urgent.

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**Cabinet**

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Sederunt: **Elected Members**

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

Chair:

Attending:

Apologies:

Meeting Ended:



Cabinet  
20 April 2015

**Irvine, 20 April 2015** - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

**Present**

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Anthea Dickson and Ruth Maguire; Elizabeth Higton and Mark Fraser (Church Representatives) (Agenda Item 3) and Erin McAuley (Youth Representative) (Agenda Item 3).

**Also Present**

Donald Reid.

**In Attendance**

E. Murray, Chief Executive; L. Friel, Executive Director, S. Humphries, Senior Manager (Revenue and Benefits), T. Reaney, Procurement Manager (Finance and Corporate Support); K. Yeomans, Executive Director, A. Sutton, Head of Service (Connected Communities) C. McAuley, Head of Service (Economic Growth) and D. Hammond, Senior Manager (Strategic Planning and Infrastructure) (Economy and Communities); I. Colvin, Director (North Ayrshire Health and Social Care Partnership); J. Butcher, Executive Director, S. Quinn, Head of Service (Schools) and L. Santarosa, Research Officer (Education and Youth Employment); C. Hatton, Executive Director, R. McCutcheon, Head of Service (Commercial Services) and D. Mackay, Waste Services Manager (Place); A. Fraser, Head of Democratic Services, M. Davison, Senior Manager (Democratic Services), S. Ross, Senior Manager (Service Reform), A. Todd, Senior Policy and Performance Officer, R. Moore, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

**Also In Attendance**

P. Craig, Audit Scotland.

**Chair**

Councillor Gibson in the Chair.

**Apologies for Absence**

Tony Gurney and Very Reverend Matthew Canon McManus

**1. Order of Business**

The Cabinet, in terms of Standing Order 9.2, agreed to the withdrawal of Agenda Item 8 - Irvine Enterprise Area Strategic Investment Site – Purchase of Land and Investment in Infrastructure.

**2. Chair's Remarks**

The Chair welcomed Caitriona McAuley, Head of Service (Economic Growth), Thelma Bowers, Head of Service (Mental Health) and Margaret Davison, Senior Manager (Democratic Services) to their first meeting of the Cabinet of North Ayrshire Council.

### **3. 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.

### **4. Minutes**

The accuracy of the Minutes of the meeting held on 24 March 2015 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

### **5. Scottish Qualification Authority (SQA) Examination Results 2014**

Submitted report by the Executive Director (Education & Youth Employment) on the performance of North Ayrshire schools in the Scottish Qualification Authority (SQA) examinations of 2014, including the current position in relation to improving attainment in Literacy and Numeracy (Appendices 1a- 1d); Improving Attainment for All (Appendices 2a - 2d); Attainment vs. Deprivation (Appendices 3a - 3b); and Increasing Post-School Participation (Appendix 4).

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

- the continued work with Ayrshire College and across schools to provide a wider range of option choices for senior phase pupils; and
- different data sets used in the online performance evaluation tool (INSIGHT) and Skills Development Scotland (SDS) analysis that has resulted in a statistical discrepancy in respect of the percentage of school leavers moving into positive destinations three months after their school leaving date.

The Cabinet agreed to note the content of the report and the achievements of school leavers in last year's SQA examinations and the measures being taken to improve attainment in 2015-16.

## **6. Directorate Plans 2015/18**

Submitted report by the Chief Executive on the Council's Directorate Plans for 2015/18.

Services have produced their Directorate Plans for 2015/18 in accordance with the revised Directorate Planning and Budgeting Guidance. There are five Directorate Plans in total, as set out in the Appendices to the report. Appendix 6 provided information on the Social Services and Health Service Plan that has been replaced with the Strategic Plan 2015/18 which was approved by the North Ayrshire Integration Joint Board at its meeting on 2 April 2015.

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

### Place

- processes in place to manage and resolve customer complaints; and
- the provision of an annual complaints report that provides information on the volumes and trends of complaints and the improvement actions undertaken by Services.

The Cabinet agreed to (a) approve the five Directorate Plans 2015/18 as set out at Appendices 1 - 5; (b) receive 6-monthly progress reports; (c) to note the Strategic Plan of North Ayrshire Integration Joint Board; and (d) refer the report to the Scrutiny and Petitions Committee for further scrutiny.

## **7. Performance Management Strategy**

Submitted report by the Chief Executive on the revised Performance Management Strategy (Appendix 1) which focuses on continuing to support and underpin the Council's Good to Great journey by embedding a high performance management culture across the Council.

The Cabinet agreed to (a) approve the refreshed Performance Management Strategy; and (b) refer the report to the Scrutiny and Petitions Committee for its consideration on the 27 May 2015.

## **8. North Ayrshire Council - Benchmarking**

Submitted report by the Chief Executive on (a) the Local Government Benchmarking data for 2013/14, including key themes that have emerged from the data at a national level; and (b) the improvements North Ayrshire Council is making across all groups of indicators.

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

- an examination of the indicator in respect of the costs of parks and open spaces per 1000 population that has not performed as well as other councils; and
- further work that requires to be done to improve performance in relation to the indicator for A, B and C class roads that should be considered for maintenance

The Cabinet agreed to (a) note (i) the current position with the Local Government Benchmarking Framework (LGBF); (ii) that the Framework is being used to support continuous improvement and self-evaluation by the Council; and (iii) the performance and progress achieved in moving from a Good to Great council; (b) receive a future report detailing the work undertaken across the full suite of indicators used by Council services detailing how we intend to improve further in 2015/16; and (c) refer the report to Scrutiny and Petitions Committee for its information.

## **9. Revenue Estimates 2015/16 - Common Good and Trusts**

Submitted report by the Executive Director (Finance and Corporate Support) on the anticipated annual income and expenditure in respect of the Common Good Funds and Trusts administered by North Ayrshire Council, and the proposed levels of grant funding to be made available for disbursement in 2015/16.

The Cabinet agreed to (a) approve the 2015/16 revenue estimates for (i) the Common Good Funds of Ardrossan, Irvine, Largs, Millport, Saltcoats and Stevenston and (ii) the Spier's Trust, the Margaret Archibald Trust and the Town Trusts; (b) delegate authority for approval of the individual disbursements from all Common Good and Trusts to the Area Committees, provided that the annual budgeted level of expenditure is not breached; (c) invest cash received from the redemption of government stock in the Council's loans fund; and (d) to delegate authority to the Area Committees for approving proposals in relation to dormant trusts later in the year.

## **10. Corporate Social Responsibility**

Submitted report by the Executive Director (Economy & Communities) on the proposed Corporate Social Responsibility Policy (Appendix 1) and the Action Plan (Appendix 2) which will allow the Council to capture, monitor and report on how the Council approach Corporate Social Responsibility.

The Cabinet agreed to approve the Corporate Social Responsibility Policy and Action Plan as outlined in Appendices 1 and 2 to the report.

## **11. Welfare Reform activity in 2014/15**

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the actions taken in 2014/15 to mitigate the welfare reforms contained in the Welfare Reform Act 2012; and (b) progress made against the Council's Welfare Reform Action Plan, as outlined in the appendix to the report.

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

- the estimated number of people who will claim Universal Credit in North Ayrshire during 2015/16;
- the payment of Universal Credit one month in arrears and the availability of advance payments;
- arrangements in place by a variety of organisations to provide customers with the support they require to complete an online application form and personal budgetary support;
- the development of an automated solution to transfer Universal Credit award information to Councils by September 2015;
- processes in place between Jobcentre Plus and Universal Credit Service Centres to process applications;
- monitoring and evaluation of the turnaround times of the Universal Credit Service Centres; and
- work by the Welfare Reform Working Group to progress the Council's welfare reform action plan.

The Cabinet agreed to note (i) the welfare reform activity in 2014/15; (ii) the progress made against the welfare reform action plan as set out the appendix to the report; and (iii) that a Universal Credit Delivery Partnership Agreement has been entered into with the Department for Work and Pensions for 2015/16.

## **12. Local Scrutiny Plan 2015/16**

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the Local Scrutiny Plan for 2015/16 (Appendix 1) prepared by the Local Area Network of external scrutiny bodies; and (b) that no scrutiny risks had been identified for North Ayrshire which required specific scrutiny in the year ahead. Pau Craig of Audit Scotland spoke to the terms of the report and advised that the overall position was positive.

Noted.

### **13. Audit Scotland Report: An Overview of Local Government in Scotland 2015**

Submitted report by the Executive Director (Finance and Corporate Support) on the recent Audit Scotland report (Appendix 1) on how local authorities are responding to the main challenges that they face; and (b) Audit Scotland's recommendations for Councillors (Appendix 2)

The Cabinet agreed to note (i) the findings of the recent Audit Scotland report; (ii) the current position in North Ayrshire; and (iii) further actions being taken to address the issues within the report.

### **14. Glasgow Prestwick Airport Spaceport Bid**

Submitted report by the Executive Director (Economy and Communities) on the UK Government's proposals for the UK's first spaceport, and the Glasgow Prestwick Airport Spaceport (GPA) bid.

Members asked questions and were provided with further information in relation to the operation of Prestwick Airport as a spaceport alongside the existing commercial airport.

The Cabinet agreed to note (i) recent developments in the UK Government's spaceport site selection process; and (ii) the recent actions undertaken to advance the GPA bid.

### **15. Update: Waste Management Strategy 2012 - 2016**

Submitted report by the Executive Director (Place) on (a) the implementation of the Council's Waste Management Strategy 2012 - 2016; (b) details of the key actions for the development of services to meet the targets and objectives of the Scottish Government's national waste agenda; and (c) statistical information in respect of the household waste recycling performance (Appendix 1).

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

- the recording of information in relation to domestic waste management; and
- work by the Waste Awareness Team to guide and support residents to reduce, reuse and recycle more of the waste they generate.

The Cabinet agreed to note (i) the progress made with the implementation of the Council's Waste Management Strategy; (ii) the current position with the development of a Waste Management Strategy for Arran; (iii) the progress to date with the Clyde Valley Waste Partnership in procuring residual waste treatment facilities; and (iv) the creation of a national Zero Waste Task Force and the work streams being progressed to create a more circular economy.

**16. North Ayrshire Health and Social Care Partnership (NAHSCP) Medium Term Financial Plan - Due Diligence and Risks**

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the current position with the financial governance, planning and management in respect of the Health and Social Care Partnership; (b) the key issues that the Council requires to be alert to as the Partnership becomes operational; and (c) the potential future financial implications of the 2015/16 to 2017/18 budget of the North Ayrshire Health and Social Care Partnership.

The Cabinet agreed to (a) note the due diligence undertaken in establishing the NAHSCP budget for 2015/16 to 2017/18; (b) the risks associated with the current level of funding and the potential future financial implications for North Ayrshire Council; and (c) future financial monitoring and reporting.

**17. Award of Contract - Replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire**

Submitted report by the Executive Director (Finance and Corporate Support) on the tender exercise for the replacement of Central Heating and combined Central Heating and Electrical Re-wiring to various dwelling locations within North Ayrshire.

The Cabinet agreed to approve the award of the contract to McTear Contracts Ltd. at a cost of £2,672.963.81.

**18. Award of Contract - Framework Agreement for the Provision of Mechanical and Electrical Design Consultancy Services**

Submitted report by the Executive Director (Finance and Corporate Support) on the tender exercise for the renewal of the framework agreement for the provision of Mechanical and Electrical Design Consultancy Services.

Members asked questions and were provided with further information in relation to the work of the Community Benefit Officer in monitoring the delivery of community benefits.

The Cabinet agreed to (a) approve the award of the framework agreement to the Hawthorne Boyle Partnership, Clancy Consulting Ltd, Forbes Leslie Network T/A FLN Consulting Engineers and Hulley & Kirkwood Consulting Engineers Ltd; and (b) note that the sum of £1,000,000 is included in the Council's General Services Capital and Revenue budgets to meet the costs of any requirements arising from the framework agreement.

**19. Physical Environment Advisory Panel: Minute of the meeting held on 9 March 2015**

Submitted report by the Executive Director (Place) on the minute of the Physical Environment Advisory Panel held on 9 March 2015.

Noted.

**20. 1st Tier Joint Consultative Committee and Corporate Health and Safety Group: Draft Minutes of meetings held on 16 March 2015**

Submitted report by the Chief Executive on the draft minutes of the 1st Tier Joint Consultative Committee and Corporate Health and Safety Group held on 16 March 2015.

Noted.

The meeting ended at 4.35 p.m.

Cabinet  
12 May 2015

**Irvine, 12 May 2015** - At a Special Meeting of the Cabinet of North Ayrshire at 2.30 p.m.

**Present**

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

**In Attendance**

E. Murray, Chief Executive; L. Friel, Executive Director (Finance and Corporate Support); K. Yeomans, Executive Director, C. McAuley, Head of Service (Economic Growth) and A. Laurenson, Team Manager (Regeneration) (Economy and Communities); C. Hatton, Executive Director and R. McCutcheon, Head of Service (Commercial Services) (Place); R. Moore, Communications Officer (Media and Internal Communications) and A. Little, Committee Services Officer (Chief Executive's).

**Chair**

Councillor Gibson in the Chair.

**Apologies for Absence**

Alan Hill and Anthea Dickson.

**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. Irvine Enterprise Area Strategic Investment Site – Purchase of Land and Investment in Infrastructure**

Submitted report by the Executive Director (Economy and Communities) on (a) the proposals to purchase land within the Irvine Enterprise Area from Scottish Enterprise, as shown in the plan of the site attached at Appendix 1; (b) the Masterplan proposals to sub-divide the site into multiple development platforms in association with infrastructure improvements, as illustrated at Appendix 2; and (c) the scope of the proposed works and costs breakdown as detailed in Section 2.4 of the report.

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

- reasonable abnormal development costs of £2.1m to undertake works that include a range of piling solutions, the provision of a gas membrane/venting, ground de-watering and a water supply upgrade; and
- independent valuations of the site have been undertaken and a price agreed by both parties.

That Cabinet agreed to (a) purchase land from Scottish Enterprise to secure ownership in the Strategic Investment Site; and (b) proceed with proposals to invest in the site with the aim of encouraging investment and employment.

### **3. Exclusion of the Public and Press**

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

#### **3.1 Sale of Co-mingled Dry Recyclates Contract (Blue Bin) - Contract Issues**

Submitted report by the Executive Director (Place) on contractual issues related to the Council's Dry Recyclates Contract.

Members asked questions and were provided with further information in relation to the Recyclates Contract.

The Cabinet agreed to the recommendations as outlined in the report.

The meeting ended at 3.20 p.m.

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 3**

**26 May 2015**

**Cabinet**

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**Subject:** **People Strategy : 'Our People Connect'**

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**Purpose:** To seek approval of 'Our People Connect', the Council's new People Strategy.

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**Recommendation:** That the Cabinet approves the new People Strategy: 'Our People Connect'.

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**1. Introduction**

- 1.1 Our People Connect has been designed by our staff for our staff to support the Council Plan and the delivery of its Strategic Priorities.
- 1.2 A focus group made up of a wide cross-section of employees from across the Council has worked closely together to create our new people strategy. Its aim was to develop something that was meaningful, that staff could identify with and own. This had to be different, it had to build on the existing work of our staff values and employer brand and it had to outline key priorities that would support the Council's journey from Good to Great.

**2. Current Position**

- 2.1 The focus group has created an innovative, intuitive document that outlines four key priorities, shown below, that will develop the right culture to help the Council transform to a leaner, more efficient and high performing organisation where our people can develop and thrive.
- Strengthening leadership across the Council
  - Transforming how we work
  - Supporting our people to develop, perform and thrive
  - Creating a great place to work
- 2.2 Our People Connect has been brought to life by the use of "augmented reality" and the focus group welcomes the opportunity to present to Cabinet prior to launching this throughout the Council.

- 2.3 Our People Connect will be launched at our Leadership Conference in early June 2015, and thereafter, the focus group will promote this via roadshows in a variety of venues throughout North Ayrshire.

### **3. Proposals**

- 3.1 The Cabinet is asked to approve 'Our People Connect' as the Council's new People Strategy.

### **4. Implications**

#### Financial Implications

- 4.1 There are no financial implications directly arising from the report.

#### Human Resource Implications

- 4.2 The four key priorities outlined within Our People Connect will develop the right culture to help the Council transform to a leaner, more efficient and high performing organisation where our people can develop and thrive.

#### Legal Implications

- 4.3 There are no Legal implications arising from the report.

#### Equality Implications

- 4.4 There are no Equality implications arising from the report.

#### Environmental and Sustainability Implications

- 4.5 There are no Environmental and Sustainability implications arising from the report.

#### Implications for Key Priorities

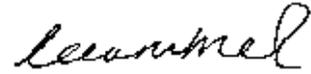
- 4.6 Development and implementation of a new People Strategy will support and drive the Council's vision to be a leading organisation defined by excellent and innovative services.

### **5. Consultations**

- 5.1 The cross service focus group has been key to creating this strategy. Utilising internal skills, energy and innovative ideas of our staff will continue to be core in our people approach.

## 6. Conclusion

- 6.1 In addition to the key priorities identified, this will have a positive impact on employee engagement levels, help us to be an employer of choice, and support working together on collective priorities.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

### Reference :

For further information please contact Gavin Macgregor, Head of Customer, People & Corporate Support or Fiona Walker, OD Manager on Tel: 01294 324053.

### Background Papers

None





Our People *connect*



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

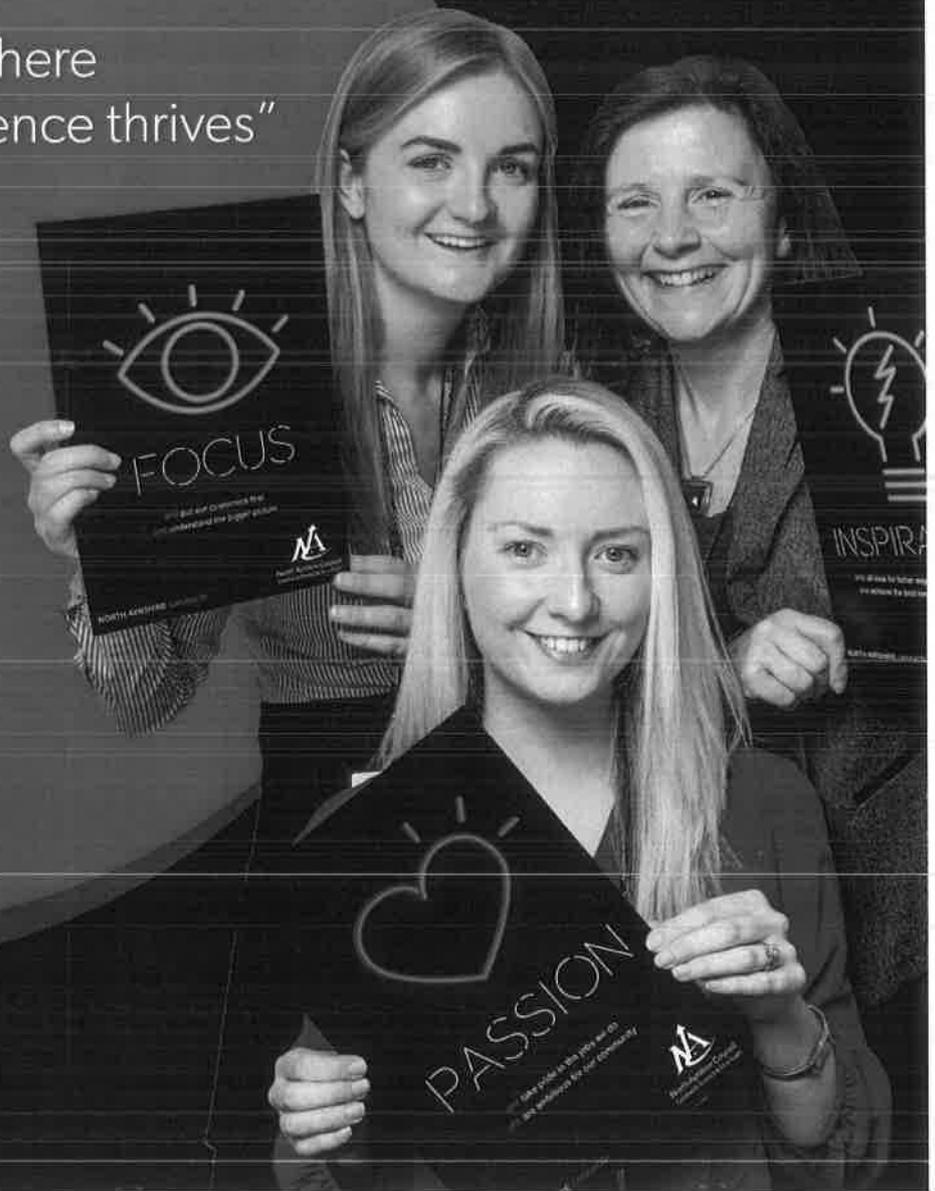
# Our Ambition for our People

“To create a culture where  
innovation and excellence thrives”

## Our People *connect*

This supports delivery of the Council Plan and its Strategic Priorities, through focussing on developing the right culture and helping the Council transform to be a leaner, more efficient and high performing organisation where people can develop and thrive.

Put very simply: It is only through our people, that we will realise the ambition of moving from Good to Great.



# Our Priorities

To support our people's journey from Good to Great the following key priorities have been identified.

At the heart of these priorities are our staff values, **Focus. Passion. Inspiration.**



Our People *connect* has been designed by our people, for our people.

Strengthening  
leadership  
across  
the Council

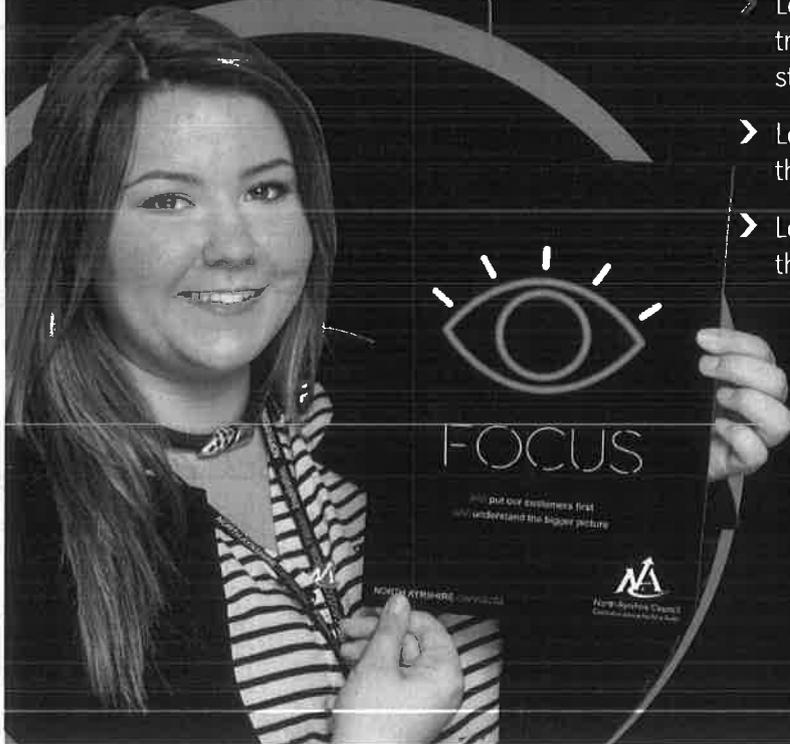
## Our Vision

We need visible, empowering leadership that provides a clear and shared vision for the Council.

It is about leadership integrity and trust with values and behaviours that are demonstrated on a daily basis.

What we will focus on:

- Growing leadership for the future- investing in leadership across all levels
- Leaders who give their people space to grow, treating them as individuals, coaching and stretching them
- Leaders who can inspire and support people through change
- Leaders who embrace collaborative working on the Council's 'big picture' priorities





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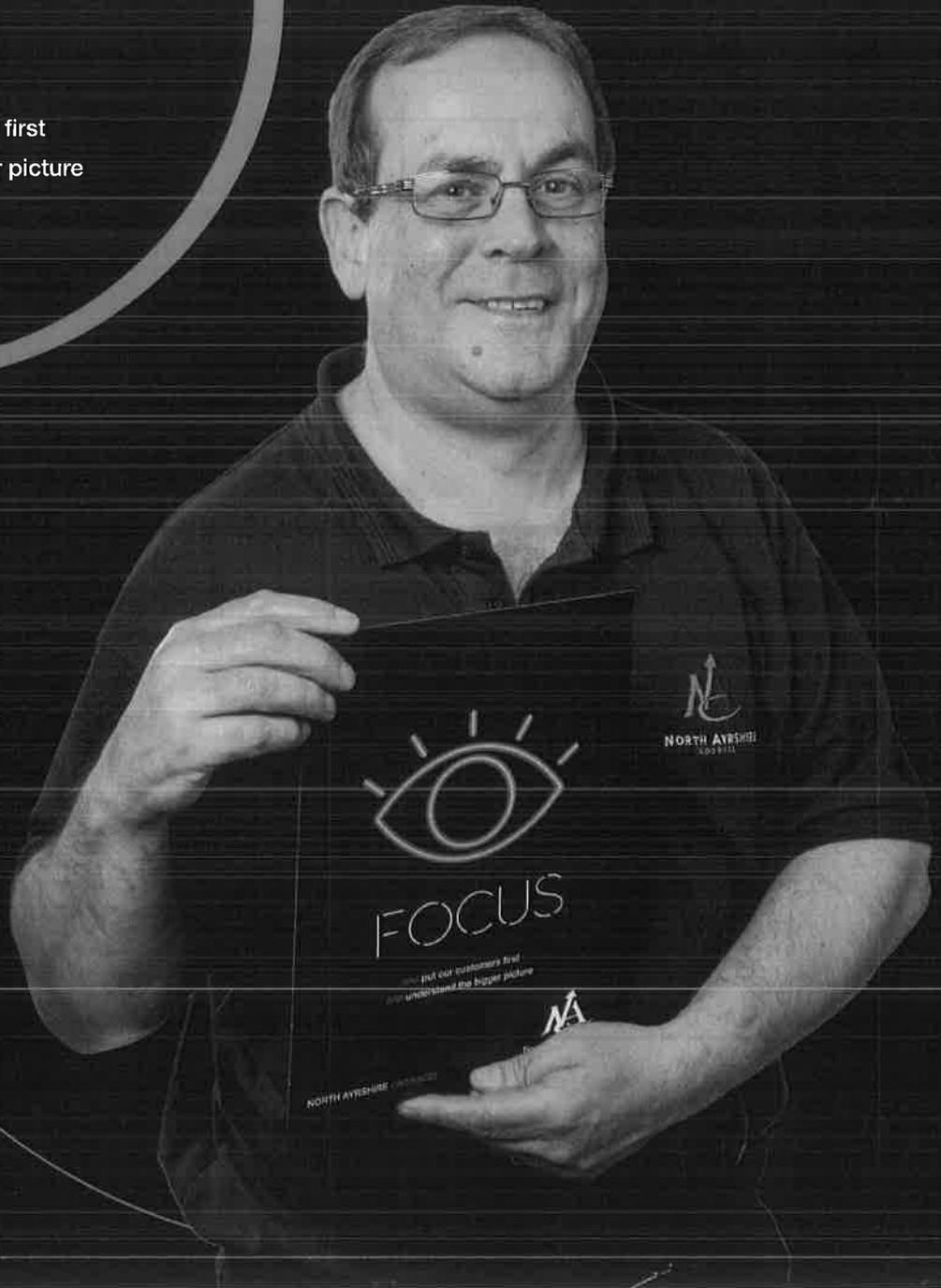
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# Focus.

*we* put our customers first  
*we* understand the bigger picture



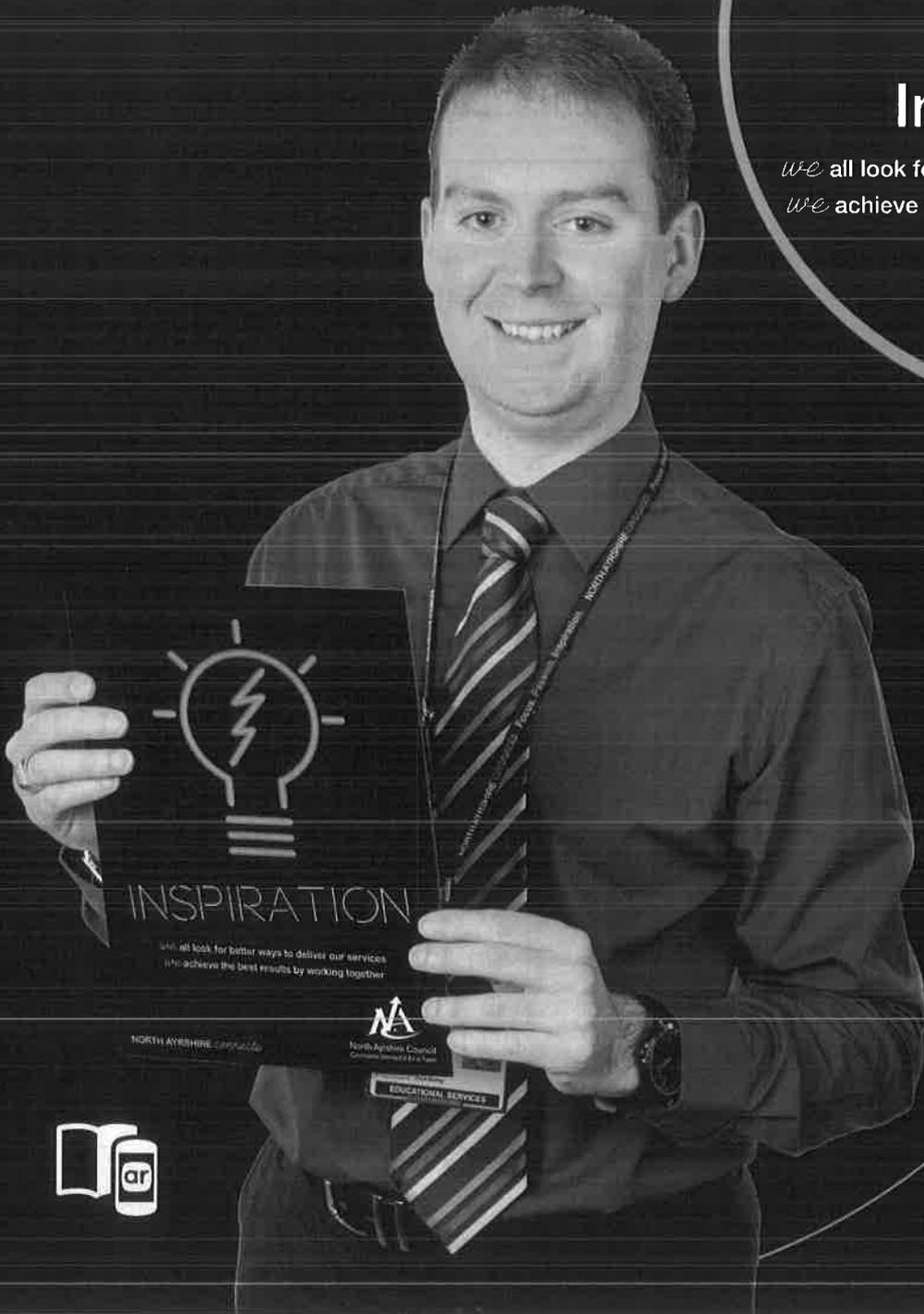
# Passion.

*We* take pride in the jobs we do  
*We* are ambitious for our community



# Inspiration.

*We* all look for better ways to deliver our services  
*We* achieve the best results by working together



# Focus.

*we* put our customers first  
*we* understand the bigger picture

# Passion.

*we* take pride in the jobs we do  
*we* are ambitious for our community

# Inspiration.

*we* all look for better ways to deliver our services  
*we* achieve the best results by working together

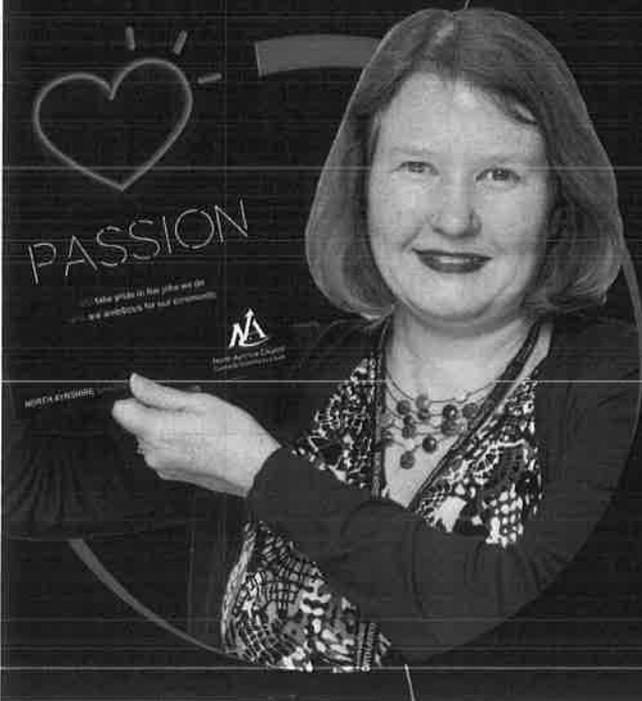
# Transforming how we work

We will work to be 'better not busier' - we will develop smarter, more innovative, lean and agile ways of working to deliver on the outcomes that matter to our customers and communities.

Having structures, systems and processes which are responsive to changing customer needs.

What we will focus on:

- Building flexibility and innovation into the way we work
- Leading change at pace whilst involving and engaging our staff
- Developing agile and change-ready mindsets
- Working beyond boundaries: having a curiosity and desire to lead the way on developing new & innovative ways of delivering services



We will be an 'employer of choice' where the most talented people want to come to North Ayrshire Council, their contributions are valued and we have an energised workplace culture that is 'inspired and inspiring', 'diverse and dynamic', and 'innovative and fulfilling'.

Recognising that our culture will drive organisational transformation in becoming 'great'.

We will focus on:

- Engaging, empowering and energising our People
- Having an employee 'voice' and genuine involvement in decisions
- Values being demonstrated daily through the way we work
- Promoting a culture of health, wellbeing and inclusion

Creating a  
great place  
to work



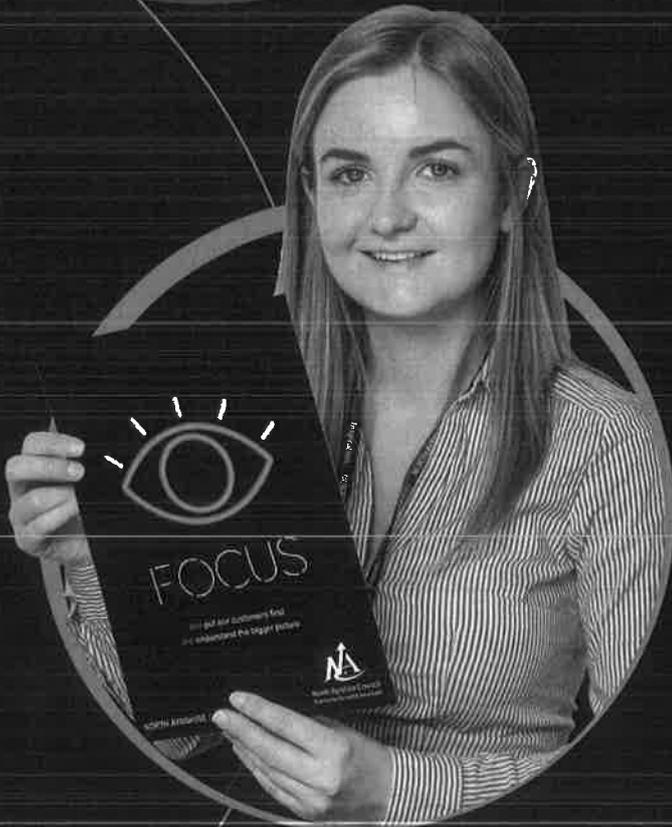
Supporting  
our people  
to develop,  
perform  
and thrive

We want to ensure our people are flexible, adaptable and equipped with the skills they need to deliver great services and to meet present and future challenges.

Each employee will know what is expected of them and how their work contributes to the overall success of the Council.

What we will focus on:

- Having a network of talent, knowledge and skills to meet the challenges now and ahead
- Fostering a culture of high aspiration with a focus and accountability on delivery
- Performance that focuses on excellent customer service
- Having a shared vision and purpose which connects each individuals' role back to the Councils' 'Bigger Picture'



## What success looks like

- We have a shared vision which connects employees across the Council
- We work together as 'One Team' on collective priorities
- We are an employer of choice and our people are proud of working here
- We are recognised nationally as a Council of consistently excellent performance and innovation with a passion to be the best
- We demonstrate excellent service delivery and customer service standards
- We evidence high levels of employee engagement
- Our Values: **Focus. Passion. Inspiration.** are visible on a daily basis in the work we do
- We lead effectively and continually seek to improve



Our People *connect*

# Our People *connect*



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**NORTH Ayrshire Council**

**Agenda Item 4**

**26 May 2015**

**Cabinet**

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**Subject:** **Grounds Maintenance Pilot Project - Hazeldene Horticulture**

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**Purpose:** To provide Cabinet with information on the grounds maintenance pilot project being undertaken by Enable Scotland's Hazeldene Horticulture service.

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**Recommendation:** That Cabinet notes the work being undertaken by Hazeldene Horticulture in the Kilwinning area, as part of a grounds maintenance pilot project.

---

**1. Introduction**

- 1.1 Work has been ongoing within the Council's Streetscene service over the last few months to explore opportunities for developing a partnership arrangement with Hazeldene Horticulture, based in Kilwinning, for the maintenance of some areas of North Ayrshire's open space.
- 1.2 Hazeldene Horticulture is a social enterprise company run by ENABLE Scotland in North Ayrshire, which supports people aged 18-65 who have learning disabilities, to learn skills for work. The trainees learn to grow and sell plants and develop garden maintenance and design skills. They also gain valuable experience in serving customers and applying for jobs. Many of the people who get training at Hazeldene go on to get more work experience, training, or a job.

**2. Current Position**

- 2.1 Following very productive discussions with the Hazeldene Horticulture Manager and ENABLE's Enterprise Manager, agreement has been reached on the scope of a pilot grounds maintenance project to be undertaken in the Kilwinning area during the spring - autumn season of 2015. The pilot commenced on 30 March and will continue for seven months (30 weeks).

- 2.2 The pilot is being undertaken through a Service Level Agreement (SLA), which reflects the Scottish Government guidance on Public Social Partnerships called "A Practical Guide to Forming and Operating Public Social Partnerships" (dated July 2011). The guidance encourages a consortium of public sector and third sector organisations to conduct a short-term pilot, which may help to refine service delivery parameters for the future.
- 2.3 As the basis of the agreement, the areas to be maintained by Hazeldene Horticulture on behalf of the Council over the 30 week pilot period are as follows:
- Hazeldene Work Resources Centre
  - Kilwinning Cemetery
  - McGavin Park
  - Eglinton Formal Gardens
  - Abbeycroft Children's Unit
  - Canmore Children's Unit
  - Woodmill
  - Robert Service Court + neighbouring site
  - Friars Lawn
  - Hazelgrove
  - Smith Crescent
  - Smiddy Court
  - Seymour Avenue
  - Park Lane / Dalry Rd
  - All Garden Tidy properties in Kilwinning
- 2.4 Standard levels of grounds maintenance service have been determined, using the Landscape Audit Management System (LAMS), which will be monitored by North Ayrshire Council Streetscene officers on a weekly basis. The works will include maintenance of grass areas, shrub beds, hard standing and hedges, as well as the removal of fallen leaves and litter.
- 2.5 Hazeldene Horticulture will be formally advised of any concerns with the quality of service and will require to take remedial action as soon as possible thereafter, at no additional cost to the Council. Garden Tidy Scheme customers will also be surveyed to assess their satisfaction with the service provided. The SLA includes arrangements for dealing with non-performance and disputes, should they arise.
- 2.6 A two-weekly work schedule has been developed to cover the areas outlined in paragraph 2.3 above. This has enabled Hazeldene to effectively plan its workforce, vehicle and equipment requirements.

- 2.7 The pilot project will be formally monitored during its 30 week period of activity and a stakeholder review undertaken at its conclusion. The outcome of the evaluation will be used to develop options for the future delivery of the garden tidy scheme and further development of horticulture opportunities with the third sector, across the North Ayrshire Council area.

### **3. Proposals**

- 3.1 It is proposed that Cabinet notes the work being undertaken by Hazeldene Horticulture in the Kilwinning area, as part of a grounds maintenance pilot project.

### **4. Implications**

#### Financial Implications

- 4.1 The cost of the grounds maintenance pilot will be met from the existing Streetscene budget for seasonal workers.

#### Human Resource Implications

- 4.2 There are no direct human resources implications arising from this report. Although the Council has reduced its intake of seasonal Streetscene employees this year to allow the pilot project to be undertaken, this is offset by an increase in the number of trainees to be employed over the same period by Hazeldene Horticulture.

#### Legal Implications

- 4.3 The pilot is being undertaken through a Service Level Agreement (SLA), which reflects the Scottish Government guidance on Public Social Partnerships called "A Practical Guide to Forming and Operating Public Social Partnerships" (dated July 2011). The guidance encourages a consortium of public sector and third sector organisations to conduct a short-term pilot, which may help to refine service delivery parameters for the future.

#### Equality Implications

- 4.4 Hazeldene Horticulture is a social enterprise company run by ENABLE Scotland in North Ayrshire, which supports people aged 18-65 who have learning disabilities, to learn skills for work; the pilot project with North Ayrshire Council will generate additional training and employment opportunities.

#### Environmental and Sustainability Implications

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

## Implications for Key Priorities

4.6 The proposals support the following key priorities:-

- Working together to develop stronger communities;
- Supporting all of our people to stay safe, healthy & active.

## Community Benefit Implications

4.7 Hazeldene Horticulture has demonstrated the potential to increase training and employability options within the local community by training and supporting around forty people every year. Social enterprises by their very nature create employment and employability opportunities for local people, as they develop. The creation of high quality services responsive to local need also has an impact on the local community. This approach will establish a community asset, that will be sustainable and will develop further.

Hazeldene Horticulture is North Ayrshire's first Public Social Partnership involving the Council and ENABLE, with the purpose of supporting the development of a social enterprise and employment project.

## **5. Consultations**

5.1 The pilot project has been developed in consultation with the following internal and external services:

- Democratic and Administration Services (Legal);
- Health and Social Care;
- Finance & Corporate Support (Financial Management & Corporate Procurement);
- ENABLE/ Hazeldene Horticulture.

## **6. Conclusion**

- 6.1 The pilot grounds maintenance project with Hazeldene Horticulture provides an exciting opportunity to support the development of a social enterprise and employment project, whilst exploring opportunities to achieve efficiencies in Council expenditure.



**CRAIG HATTON**  
Executive Director (Place)

Reference : CH/YB/LB

For further information please contact Yvonne Baulk, Head of Physical Environment on 01294 324542

### **Background Papers**

Report to North Ayrshire Council on 9 December 2014 - General Services Revenue Estimates 2015/16 to 2017/18



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 5**

**26 May 2015**

**Cabinet**

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**Subject:** **Regulation of Investigatory Powers (Scotland) Act 2000**

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**Purpose:** To provide an update to Cabinet on the Council's use of and procedures under the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) and to agree a schedule for future reports.

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**Recommendation:** That Cabinet (a) notes the use made of RIPSA in 2014/15 and the progress made following the most recent RIPSA inspection and (b) agrees that use of RIPSA should be reported annually to Cabinet.

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**1. Introduction**

- 1.1 In the course of carrying out its regulatory duties, the Council may require to carry out surveillance. The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) sets up a framework under which surveillance can be authorised and the evidence obtained used in subsequent court actions without challenge under Human Rights legislation. If the legislation is not complied with, it could lead to the Council breaching an individual's right to privacy or for any information gathered to be inadmissible as evidence in court.
- 1.2 The two types of surveillance currently available to the Council are directed surveillance (observing people without their knowledge) and covert human intelligence sources (asking a third party to establish or maintain a relationship to obtain information in secret). Discussions are ongoing relative to the potential to access communications data under the Regulation of Investigatory Powers Act 2000 (RIPSA) and this may be the subject of a separate report to Cabinet.

## **2. Current Position**

- 2.1 The Council is audited on its RIPSAs procedures by the Office of the Surveillance Commissioners (OSC) every three years. The latest inspection took place on 16 April 2014. The recommendations following that inspection related to review of the Central Record of Authorisations, the Council's internal protocols, the training regime and the content of applications. An Improvement Plan was drawn up and the Council has now implemented all the recommendations of the Inspection Report. This has been reported to the OSC who have declared themselves satisfied with the progress made.
- 2.2 In February 2015, the Scottish Government issued revised Codes of Practice relative to the two types of surveillance authorised under the Act. As a consequence the Council's Protocols relative to directed surveillance and covert human intelligence sources were updated. The new Government Codes of Practice suggest that quarterly reports on the use of RIPSAs should be made to elected members and that the RIPSAs policy be reviewed once a year.
- 2.3 Since the Act came into force in 2000, the Council's use of surveillance has gradually reduced. A number of reasons could be responsible for this reduction. As the Council works increasingly closer with agencies such as the Police or Benefits Agency, information is obtained in different ways such as data-sharing. Within other Services, the nature of the work undertaken has changed. For example, within Trading Standards, rather than focussing on enforcement action, a more effective use of resources is to educate retailers to self-police rather than to pursue costly surveillance.
- 2.4 The Council has used surveillance on only two occasions over the past four years, in December 2011 and again in February 2014. The target of the surveillance on each occasion was an employee accused of theft.
- 2.5 It is accepted that regular reporting on the use of surveillance is necessary to comply with the RIPSAs inspection regime. Given the Council's current low use of surveillance, it is suggested that it would be more appropriate to report on an annual basis rather than on a quarterly basis. In the event that RIPSAs requests and authorisations significantly increased, the reporting schedule would likewise be increased.

- 2.6 It is recognised however that despite the low use made of the Act that all Services, particularly those involved in enforcement action, require to be made aware of the provisions of the Act and the requirement for surveillance to be authorised appropriately. To that end, the training regime referred to in the original Improvement Plan continues and a recent course was held at the beginning of March led by Legal Services in conjunction with Trading Standards, with excellent feedback from all attendees. The RIPSA awareness course is now part of the Council's standard courses and is referred to in the Learning and Development Directory. The intention is to hold such a course annually.

### **3. Proposals**

- 3.1 That Cabinet approve an annual reporting scheme on RIPSA with the proviso that more regular reports will be made in the event that RIPSA authorisations increase.

### **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 Compliance with the RIPSA inspection process is a key part of effective governance which underpins the Council's Strategic Priorities.

**5. Consultations**

5.1 None.

**6. Conclusion**

6.1 Given the low use of RIPSAs to date, an annual report on the Council's use of RIPSAs is appropriate.



ELMA MURRAY  
Chief Executive

**Reference :**

For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

**Background Papers**

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 6**

**26 May 2015**

**Cabinet**

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**Subject:** **Flag Flying Protocol - Cunninghame House**

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**Purpose:** To propose a protocol to determine which flags are flown from Cunninghame House.

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**Recommendation:** That Cabinet agrees the protocol relating to flag flying and books of condolence which is attached at Appendix 1.

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**1. Introduction**

- 1.1 As part of the works to Cunninghame House two flagpoles are being erected on the south-side of Cunninghame House. These will replace the flagpole at Perceton House. It is expected that they will be erected in June 2015. Appendix 2 shows an image of the flagpoles.
- 1.2 Prior to the erection of the flagpoles, Officers have proposed a protocol relating to the flying of flags and books of condolence.

**2. Current Position**

- 2.1 The flying of National and other flags can be an important means to celebrate cultural identity and mark festive events. Experience elsewhere has, however, shown that, on a limited number of occasions the issue of which flag to fly has proved controversial. For these reasons, it is normal for a public authority to agree a protocol in advance, setting out the flags to be flown on which dates.
- 2.2 The UK protocol for flying flags is detailed in 'Flying Flags in the United Kingdom - A Guide to Britain's Flag Protocol' published in 2010 by the Flag Institute, in association with the Flags and Heraldry Committee of the UK Parliament and the Department for Culture, Media and Sport. The proposed protocol attached at Appendix 1 is based on this format.
- 2.3 The Council will have two flagpoles, however there is no requirement that two flags should be flown, nor that they are different. If a single flag is flown then it should be flown on the leftmost flagpole, looking towards the building.

- 2.4 There are a number specific events, such as the Sovereign's birthday, Armistice, etc. when it is normal to fly specific flags.
- 2.5 There will also be occasions when it is either appropriate to fly other flags (e.g. the visit of a foreign dignitary) or the Council is asked to fly a flag to commemorate a specific occasion. Moreover, there will be occasions on which it is appropriate to fly a flag at half mast. The protocol provides clarity on all of these matters.
- 2.6 At present, the Council has the following flags - one Saltire, one European flag and one Australian flag. The Union Jack is worn and requires replacement.

### **3. Proposals**

- 3.1 Cabinet is requested to approve the Protocol at Appendix 1.

### **4. Implications**

#### Financial Implications

- 4.1 The cost of any flags will be met within existing resources.

#### Human Resource Implications

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

#### Legal Implications

- 4.3 Subject to the Equalities issues listed below there are no legal implications of this report.

#### Equality Implications

- 4.4 Article 10 of the European Convention of Human Rights requires that restrictions on expression (including flag flying) be adequately prescribed by law. In other words, public policy on flag flying should be clearly set out. The Northern Ireland Human Rights Commission have published a briefing note on Equalities issues relating to the flying of flags and have noted that on very exceptional circumstances the display of flags allied to other sectarian behaviour could breach the statutory duty to promote Equalities. There are, however, no Equalities issues in relation to the protocol proposed in appendix one.

## Environmental and Sustainability Implications

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

## Implications for Key Priorities

- 4.6 The flying of flags to commemorate significant events or North Ayrshire's cultural Identity helps promote the Council and the Council Plan priority of Working Together to Develop Strong Communities.

## 5. Consultations

- 5.1 None undertaken.

## 6. Conclusion

- 6.1 The protocol attached as Appendix 1 sets out proposed roles for the flying of flags and books of condolence.



ELMA MURRAY  
Chief Executive

## Reference :

For further information please contact Andrew Fraser, Head of Democratic Services on telephone number 01294 324125

## Background Papers

'Flying Flags in the United Kingdom- A Guide to Britain's Flag Protocol' published in 2010 by the Flag Institute, in association with the Flags and Heraldry Committee of the UK Parliament and the Department for Culture, Media and Sport.



## North Ayrshire Council

### Cunninghame House

#### Flag Flying Protocol

The following protocol will apply in relation to the flying of flags on the two flagpoles at Cunninghame House.

1. The following flags will be flown on the undernoted days: -

Date	Flags	Event
6 February	Union Flag and Saltire	Her Majesty's Accession
March (2 <sup>nd</sup> Monday)	Union Flag and Saltire	Commonwealth Day
21 April	Union Flag and Saltire	Birthday of Her Majesty the Queen
28 April	Union Flag and Saltire (1/2 Mast)	International Workers Memorial Day – Those killed in work related accidents
9 May	European Flag	Europe Day
13 June	Union Flag and Saltire	Official celebration of Her Majesty's Birthday
11 November	Union Flag and Saltire	Armistice Day
November (2 <sup>nd</sup> Sunday)	Union Flag and Saltire	Remembrance Sunday
14 November	Union Flag and Saltire	Birthday of the Prince of Wales
30 November	Saltire	St Andrew's Day
Day of Council Meetings	Union Flag and Saltire	Meetings of Full Council

2. If a request is received to fly any other flag (eg the national flag of a visiting Dignitary) or to commemorate some other local or national event then subject to provision of the relevant flag by the organisation in question, the decision on whether to fly such a flag on its own or in combination with the Union or Saltire shall be for the Provost.
3. Where two flags are flown then the order of precedence if flying more than one flag is as follows: -
  - i. Union Jack
  - ii. Any other national flag
  - iii. Flag of Europe
  - iv. Saltire/Flag of England or Wales
  - v. Any local authority flag
  - vi. Corporate or organisation flag.

The flag having precedence will be flown on the left, looking towards Cunninghame House.

4. On all other days a single Saltire will be flown.

5. Officers have authority to remove any flag due to risk of loss or damage to the flag, pole or other item through weather, theft or any other cause.
6. Occasions on which flags will be flown at half-mast: -
  - From the announcement of the death until the funeral of the Sovereign, except on proclamation day, when they are hoisted right up from 11:00am until sunset.
  - The day of the funeral of a foreign ruler, subject to special commands from Her Majesty in each case.
  - From the announcement of the death until the day of the funeral of: -
    - Members of the Royal Family (Union Jack)
    - Prime Minister of UK (Union Jack)
    - First Minister of the Scottish Government (Saltire)
    - Presiding Officer of the Scottish Government (Saltire)
  - In the event of an accident or terrorism within the UK involving multiple fatalities. In such a case the Provost, in consultation with the Chief Executive will make the decision as to what is appropriate.

A flag flown at half-mast is flown in a position of two-thirds of the way up the flagpole. The half-masting of a flag indicates respect and part of that respect is the act of lowering the flag to half-mast position. For that reason the flag should be fully hoisted then after a pause for a few seconds lowered to the correct position. Before lowering the flag should again be returned to the fully hoisted position.

7. The Chief Executive, in consultation with the Provost will determine whether books of condolence are to be opened and the locations for such books.





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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 7**

**26 May 2015**

**Cabinet**

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**Subject:** **Provost's Civic Events Budget and Fundraising Activity**

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**Purpose:** To inform the Cabinet of (a) the Provost's Civic Events Budget forecasted expenditure for period 2015/16; and (b) details of the Provost's fundraising activity from July 2014.

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**Recommendation:** That the Cabinet (a) notes the contents of the report; (b) approves the Provost's Civic Events Budget 2015/16; and (c) agrees to receive an update in six months.

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**1. Introduction**

- 1.1 At its meeting on 16 July 2014 the Cabinet agreed to receive an update on the Provost's Civic Events Budget and Fundraising Activity. The available budget for period 2015/16 is £16,000. The budget is allocated to civic events and receptions including Marymass Festival and Largs Viking Festival; contributing toward the costs of the annual Provost's Civic Pride and Charity Awards Dinner, Irvine Remembrance Service and Town Twinning activity in Largs and in Irvine.
- 1.2 In September 2012, the Provost began fundraising for local charities and encouraged North Ayrshire Council staff to assist with this. To date a total of £83,086 has been raised. From July 2014 £22,616 has been raised.

**2. Current Position**

- 2.1 The Provost's Civic Events Budget has been committed to the end of the financial year as detailed in Appendix 1. £600 is currently uncommitted for 2015/16.

**3. Proposals**

- 3.1 The Cabinet is requested to (a) note the contents of the report; (b) approve the Provost's Civic Events Budget 2015/16; and (c) agree to receive an update in six months.

## **4. Implications**

### Financial Implications

4.1 Provost's Civic Events budget is allocated to civic events and receptions including Marymass Festival and Largs Viking Festival; contributing toward the costs of the annual Provost's Civic Pride and Charity Awards Dinner, Irvine Remembrance Service and Town Twinning Activity in Largs and in Irvine.

4.2 A total of of £83,086 has been raised for charity since May 2012.

### Human Resource Implications

4.3 The Provost has received the generous support of Council staff to assist in fundraising activities over the last year and is hopeful of similar support over the next year.

### Legal Implications

4.4 None arising from this report.

### Equality Implications

4.5 The Provost's fundraising activities support a range of equality groups, in particular charities which provide assistance to people with disabilities.

### Environmental and Sustainability Implications

4.6 None arising from this report.

### Implications for Key Priorities

4.7 The Provost's fundraising activity supports Single Outcome Agreement: Local Outcome 11a "Levels of voluntary action and community involvement have increased. The civic and fundraising activities of the Provost also help to raise the profile of North Ayrshire. Effective communication of this underpins the Council Plan priorities.

## **5. Consultations**

5.1 None arising from this report.

## **6. Conclusion**

- 6.1 The Provost takes part in a significant range of civic engagements and fundraising events for the benefit of the local community. The Provost greatly appreciates the considerable contribution made by staff in fundraising for charity.
- 6.2 The civic and fundraising activities of the Provost also help to raise the profile of North Ayrshire, which in turn supports the Council Plan priorities.



ELMA MURRAY  
Chief Executive

### Reference :

For further information please contact Garry Hamilton, Provost's Office  
Co-ordinator on 324123

### **Background Papers**

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**Provost's Civic Events Budget 2015/16**

<b>Date</b>	<b>Description</b>	<b>Amount</b>	<b>Balance</b>
June 2015	Armed Forces Day Event and Reception	£500	£15,500
June 2015	Town Twinning 10 year Anniversary events – Voisins, France	£1000	£14,500
July 2015	Sponsorship of North Ayrshire Open Arts Exhibition	£200	£14,300
August 2015	Marymass Festival Receptions	£5,500	£8,800
August 2015	Accommodation costs for French Delegation attending Marymass Festival	£500	£8,300
September 2015	Viking Festival Reception	£1,500	£6,800
October 2015	Ayrshire Hospice Ball	£900	£5,900
October 2015	Irvine Incorporated Trades – Annual Celebration dinner	£400	£5,500
October 2015	Sponsorship of Juvenile Solo Piping Festival	£100	£5,400
November 2015	Irvine Remembrance Service	£1,000	£4,400
March 2016	Contribution to Provost's Civic Pride and Charity Awards Dinner	£2,500	£1,900
March 2016	Reception for Civic Pride Award Finalists	£300	£1,600
March 2016	Civic Gifts	£1000	£600
	Uncommitted Balance	£600	£0



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 8**

**26 May 2015**

**Cabinet**

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**Subject:** **Non Standard Lending**

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**Purpose:** To provide Cabinet with an update on the recommendations made by the Council's short-life non-standard lending working group.

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**Recommendation:** That Cabinet (a) notes the progress made on the review of non-standard lending recommendations as set out in the action plan at Appendix 1; and (b) approves the recommendations outlined in the report.

---

**1. Introduction**

- 1.1 At its meeting of 24 February 2015 Cabinet noted the progress made by officers in reviewing the twelve recommendations made by the Council's short-life non-standard lending working group.
- 1.2 This reports provides Cabinet with a further update on the progress, as set out in the action plan at Appendix 1.

**2. Current Position**

- 2.1 A summary of the progress made against some of the key recommendations is as follows:

**2.2 Debt and Money Advice Services**

- 2.2.1 The report recommended a re-examination of relationship between debt and money advice services to ensure they meet the needs of customers and provide best value to North Ayrshire citizens. Mapping of current service provision has been completed – there are 3 organisations which are approved to provide debt advice – North Ayrshire Council (within Money Matters and Housing), NACAS and CHAP.
- 2.2.2 Money Matters remit is to provide advice to Social Services and Health service users, it already works with the most vulnerable members of the community. Money Matters has one designated member of staff specialising in “financial capability” support, mainly to people who have received debt and income advice.

2.2.3 Discussions have taken place with Community Planning partners engaged in debt advice in order to identify opportunities for early intervention and prevention and promote services. A “financial capability risk assessment” and financial capability assessment / case working process have been developed and referral pathways and procedures reviewed to ensure access to services and avoid duplication.

### **2.3 Credit Unions and school initiatives**

2.3.1 1<sup>st</sup> Alliance Credit Union is now working with secondary school pupils and those approaching school leaving date and with Education’s Extended Outreach service. Information and guidance sessions are being carried out with the most vulnerable young people to ensure they have access to 1st Alliance services.

2.3.2 Education and Youth Employment Services are running an early intervention pilot in primary schools with Accountant in Bankruptcy Service using a budgeting game called “Skills for bills”; the game has been endorsed by Education Scotland. This is the only pilot of its kind in Scotland.

2.3.3 A grant of £50k was paid to 1st Alliance on the 10 March 2015 and the outcomes achieved from this investment will be monitored.

### **2.4 Not for profit loan fund and rent-to-buy social enterprise schemes**

2.4.1 The original report recommended that the Council investigate the potential for a social enterprise and a Community Development Finance Institutions (CDFIs) offering affordable credit and linked savings products to complement 1st Alliance. There is currently only one CDFI operating in Scotland that can deliver a service to individuals. This service is available online and can already be accessed by North Ayrshire residents. Customers can access a personal computer free of charge in a number of locations throughout North Ayrshire including Council libraries; and digital support is available from the Council and a number of other organisations.

2.4.2 CDFI's are not an alternative to pay day lenders. While rates are lower than other Short Term High Cost Credit providers, loans tend to be over a longer period and interest rates charged are higher than a range of other products.

2.4.3 To bring the scheme to North Ayrshire the Council would be required to make a financial contribution. The number of residents who could be supported, out with the online service which is currently available, would be low. It is therefore recommended that the Council does not progress this particular initiative.

2.4.4 The Store is a web based rent to buy social enterprise portal offering white goods and household goods at a reduced rate compared to other high street rent to buy retailers. One of the recommendations was to look at this option for North Ayrshire.

2.4.5 This model is successfully operated by Housing Associations in other areas. Consideration will be given to this type of model as part of the Council's Social Enterprise Strategy.

## **2.5 Advanced payment of earnings**

2.5.1 Work was undertaken to review the implications of this recommendation. This looked at the main risks and implications of implementing such a scheme within North Ayrshire Council and also looked at alternative options for providing support for staff which are outlined in paragraph 2.5.3 below and appendix 2.

2.5.2 A number of key issues and risks emerged some of which are outlined below:

- a. The administration of personal loans or salary advances to staff would require to be delivered and managed by a third party with the cost of this being met via the advance.
- b. Qualifying criteria would require to be agreed with access to loans / advances being managed via a third party e.g. only available to staff below a certain salary threshold or be means and / or circumstance tested before any assistance could be offered.
- c. This would not be an alternative to pay day lenders; the cost to the borrower would be high if an alternative to payday lending was established, due to high cost of administration.
- d. There may be National Insurance implications for the council and the individual if any approved loans are considered "beneficial loans" under HMRC rules.
- e. Whether offering staff loans or advances is appropriate use of public funds, particularly if those loans/advances were not means and needs tested.

2.5.3 During the review officers were unable to find evidence of this successfully in operation in other public sector organisations. As part of the research undertaken all 31 other Scottish local authorities were contacted to establish their position in relation to Advanced Payment on Earnings for staff. Seventeen of the thirty one authorities responded. All seventeen confirmed that they do not offer employee loan schemes or advanced payment of earnings to staff.

### **3. Proposals**

- 3.1 That Cabinet (a) notes the progress made on the review of non-standard lending recommendations as set out in the action plan at Appendix 1; and (b) approves the recommendations outlined in the report.

### **4. Implications**

#### Financial Implications

- 4.1 The financial implications, a £12 payment for each credit union account open after a year will have to be met from within available resources.

#### Human Resource Implications

- 4.2 None.

#### Legal Implications

- 4.3 None

#### Equality Implications

- 4.4 None

#### Environmental and Sustainability Implications

- 4.5 None

#### Implications for Key Priorities

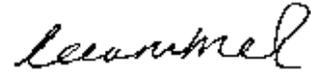
- 4.6 The recommendations can contribute towards the following key Council priorities:
- More vulnerable people are supported within their own communities; and
  - Fewer people are living in poverty.

### **5. Consultations**

- 5.1 In preparing this report, officers consulted with 1st Alliance Credit Union, Prince Bishops Community Bank (Credit Union) and Scotcash as part of the review exercise.

**6. Conclusion**

- 6.1 All of the twelve recommendations made by the Council's short-life payday lending working group have been reviewed by officers and the majority are complete or near completion.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference : SH

For further information please contact Stephen Humphries Senior Manager  
Revenues and Benefits on 01294 310106

**Background Papers**

Non-standard lending - a report for North Ayrshire Council



<b>Non Standard Lending Action Plan</b>			
<b>Recommendation/Action</b>	<b>Lead</b>	<b>Target Date</b>	<b>Status/Progress</b>
<p><b>Credit Union</b> 1st Alliance is supported to grow its membership and loan book across all customer demographics through payroll deductions by Community Planning Partnership and other partners.</p>	Sally Agass	Complete	<p>Posters placed in Council premises promoting credit unions;</p> <p>Discussions held with 1st Alliance to provide credit union accounts as part of the Council's roll out of the Grameen Foundation finance initiative with entrepreneurs; and</p> <p>The Council has written to all CPP Chief Executives encouraging the promotion of payroll deductions for credit unions to their staff.</p> <p>1st Alliance will hold surgeries at Stevenston Employment Hub when it is officially opened May 2015.</p>
<p>Council to consider investing up to £50k in deferred shares with 1st Alliance to increase their ability to lend and retain a capital ratio that meets legislative requirements facilitating an expansion of their membership and loan book.</p>	Stephen Humphries	Complete	<p>A grant payment of £50,000 was approved by Cabinet at its meeting of 24 February 2015;</p> <p>Grant paid to 1<sup>st</sup> Alliance on 10 March 2015; and</p> <p>The outcomes achieved from the investment are being monitored.</p>
<p>Develop an initiative to encourage the use of the Credit Union Current Account</p>	Laura Cook	Complete	<p>1st Alliance Credit Union is working in a number of schools. Input includes a financial management skills lesson for</p>

<b>Non Standard Lending Action Plan</b>			
<b>Recommendation/Action</b>	<b>Lead</b>	<b>Target Date</b>	<b>Status/Progress</b>
<p>amongst 16 to 18 year olds to contribute towards good financial management and open the door to future credit provision.</p> <p>Promote and incentivise young people to open a Credit Union Current Account to deposit their wages, benefit or student grant cheque and utilise the account as their principal form of banking; and as an incentive deposit £12 for each account operational after a year.</p>			<p>secondary school pupils, followed up with support if they open a credit union account.</p> <p>1<sup>st</sup> Alliance Credit Union has delivered input to those approaching school leaving date &amp; working with Education's Extended Outreach service;</p> <p>Information &amp; guidance sessions with Activity Agreement participants have been agreed; ensuring that the most vulnerable young people have access to the services of the credit union; and</p> <p>Education and Youth Employment Services are running an early intervention pilot in primary schools with Accountant in Bankruptcy Service using a budgeting game called "Skills for bills"; the game has been endorsed by Education Scotland. This is the only pilot of its kind in Scotland.</p> <p>The cost of providing a £12 payment for a credit union account that is open after 12 months is under review.</p>
<p><b>Not for profit loan fund and rent-to-buy social enterprise schemes</b></p> <p>Investigate the potential for a social enterprise in conjunction with other Councils and a Community Development</p>	Thomas Reaney	Complete	It has been confirmed that there is currently only one CDFI operating in Scotland that can deliver a service to individuals. This service is available online and can already be accessed by North Ayrshire residents.

<b>Non Standard Lending Action Plan</b>			
<b>Recommendation/Action</b>	<b>Lead</b>	<b>Target Date</b>	<b>Status/Progress</b>
Financial Initiative offering affordable credit and linked savings products to complement 1st Alliance. This service should also offer both bank accounts and savings accounts, and could, potentially embed money advice.			<p>CDFI is not an alternative to Pay Day Lenders. Loans tend to be over a longer period and interest rates charged are still high.</p> <p>An officer review showed that the cost of operating this type of service together with the interest rates offered mean that this would not provide value for money for either the Council or for local residents using the service. It is therefore it has been recommended that the Council does not progress this particular recommendation.</p>
Investigate "The Store" model to meet the needs of low income consumers requiring household goods on a rent-to-buy basis.	Thomas Reaney	Complete	<p>"The Store" is a web based rent to buy social enterprise portal offering white goods and household goods at a reduced rate compared to other high street rent to buy retailers.</p> <p>This model is successfully operated by Housing Associations in other areas. Consideration will be given to this type of model as part of the Council's Social Enterprise Strategy.</p>
<p><b>Debt and money advice services</b></p> <p>Re-examine the relationship between debt and money advice services to ensure they meet the needs of customers and provide best value to North Ayrshire citizens.</p>	Isobel Kelly	Complete	<p>Mapping of current advice services has been completed the service is awaiting confirmation of funding for 2015/16;</p> <p>Early intervention and assessment tool for financial</p>

<b>Non Standard Lending Action Plan</b>			
<b>Recommendation/Action</b>	<b>Lead</b>	<b>Target Date</b>	<b>Status/Progress</b>
<p>Re-assess the resource requirements to extend or refocus the financial capability support (including Money Matters) to the most vulnerable citizens as part of their financial care plan.</p> <p>Discuss with Community Planning Partners the best way to:</p> <ul style="list-style-type: none"> <li>• Help people identify issues at an early stage;</li> <li>• Develop Early intervention and prevention approach; and</li> <li>• Promote services available.</li> </ul>			<p>capability risk factors has been developed;</p> <p>Financial capability casework process developed;</p> <p>Financial Capability Training for Trainers delivered; and</p> <p>Meetings with other providers arranged.</p> <p>Social Services are considering a proposal to amend Money Matters remit in relation to stand alone debt and extending financial capability support; and</p> <p>Proposal for additional European funding for financial capability support to employability projects will be submitted in May 2015.</p>
<p>The Council to reaffirm its own debt collection practices, corporate debt policy and ensure its procedures do not exacerbate people's financial difficulties.</p>	Lesley Aird	Complete	<p>All relevant policies are Equality Impact Assessed (EIA) when they are initially drafted. These are then subsequently updated for any legislative or statutory changes as required. The Council has a rolling 3 year programme of EIA reviews for all policies;</p> <p>An additional review of the Sundry Debtors and Debt Management &amp; Recovery policies and relevant paperwork was carried out in January 2015. No policy changes are</p>

<b>Non Standard Lending Action Plan</b>			
<b>Recommendation/Action</b>	<b>Lead</b>	<b>Target Date</b>	<b>Status/Progress</b>
			recommended at this time; and  A review of the wording of all debt recovery notices and standard letters was also carried out. Some minor adjustments have been made to improve communications.
<b>Community Planning Partnerships</b> Community partners to be invited to consider supporting some or all of the recommendations outlined in the report.	Laura Friel	Awaiting Cabinet approval of actions	CPP to be advised of the progress on recommendations once they are approved by Cabinet and asked to support some or all of them.
<b>Advanced payment of earnings</b> Investigate how North Ayrshire Council could make advanced payment of earnings to its employees.	Lesley Aird	Complete	Work was undertaken to review the implications of this recommendation for NAC. The review highlighted a number of key issues and potential risks around the recommendation. An alternative support process for staff through the staff intranet is being implemented through the staff intranet to provide improved support for staff in this and a number of other Health and Wellbeing areas, see Appendix 2 for further details.



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 9**

**26 May 2015**

**Cabinet**

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**Subject:** North Ayrshire CCTV Ltd

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**Purpose:** To advise Cabinet of current issues in respect of North Ayrshire CCTV Ltd

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**Recommendation:** That Cabinet:

- a. agrees to provide financial support at the current level of £184,000 to North Ayrshire CCTV Ltd, until such time as the national review of public space CCTV is completed;
  - b. agrees that the CCTV company be asked to prepare and present an annual business plan for consideration by the Council and CPP as a condition of grant funding;
  - c. agrees that a Service Level Agreement be developed setting out: the relationships between the funding bodies; management arrangements; and operating parameters of the company;
  - d. notes that additional costs arising from changes to pension regulations and salary structure are matters for the CCTV company to address and finance.
- 

**1. Introduction**

- 1.1 Since 1999, North Ayrshire public space CCTV monitoring has been undertaken by North Ayrshire CCTV Ltd, operating from Saltcoats Police Office. The Company is managed by a Board of seven voluntary Directors from a variety of local organisations including North Ayrshire Council, Cunninghame Housing Association and local community and business groups. The Chairman of the Board is a local elected member; North Ayrshire Council's Senior Manager (Legal Services) acts as Company Secretary.

- 1.2 The Company was established to oversee the development of town centre CCTV systems throughout North Ayrshire. In doing so its aims are to promote and encourage security, increase public safety, secure the regeneration of town centres, prevent and reduce levels of crime and fear of crime, prevent damage to property, protect members of the public and work towards the creation of safer communities across North Ayrshire.
- 1.3 North Ayrshire CCTV currently monitors 45 public space and 3 re-deployable cameras, as well as 3 cameras based on the mobile CCTV unit. Public space cameras are located in Ardrossan, Saltcoats, Stevenston, Irvine, Kilwinning, Dalry, Beith, Kilbirnie and Largs. 17 of the cameras cover the Irvine, Saltcoats and Largs town centre areas.
- 1.4 Historically, both the UK and Scottish Government provided capital funding for investment in public space CCTV, which led to the development of trusts within Scotland which could utilise government and private sector funding to develop and manage local systems. Over the years, public space CCTV funding and governance structures in Scotland have evolved disparately to suit local needs and there is no consistency across local authorities in how these are managed.
- 1.5 The National Strategy for CCTV in Scotland (2011) states '*Public space CCTV plays a significant role in the prevention, detection and prosecution of crime on a daily basis, whilst reassuring our communities that crime is being detected and criminals are being prosecuted*'. Locally, this contributes to the SOA outcomes 'levels of crime and antisocial behaviour have reduced and crimes being detected have increased' and 'fear of crime and antisocial behaviour has reduced'.
- 1.6 Monitoring and recording during the period to 31 March 2014 resulted in the following statistics (figures for 2012/13 shown in brackets):

#### Monitoring Station

- Number of reportable incidents logged: 3,227 (3,151);
- Number of those arrested / reported: 368 (454);
- Number of those receiving Police warnings: 424 (268);
- Number of persons searched: 202 (215).

#### Mobile CCTV Unit

- Number of deployments of the mobile unit: 873 (676);
- Number of reportable incidents logged: 475 (339);
- Number of those arrested / detained: 36 (39);
- Number of persons searched: 155 (102).

- 1.7 A national review of public space CCTV was undertaken by Police Scotland in 2013. As a result of the review a working group has very recently been set up - involving Police Scotland, COSLA and Scottish Government - to prepare an options paper for Ministers. It is understood that Police funding levels will remain unchanged until a formal outcome has been agreed.

## **2. Current Position**

- 2.1 There are a number of issues that the CCTV Company currently face.
- 2.2 North Ayrshire Council carries out a number of functional supports for the CCTV Company. The support arrangements have evolved since 1999 and are not covered by a formal agreement between the two parties; such an agreement is considered best practice and would protect the interests of both organisations. The result of the current arrangement is a lack of clarity over the management role provided by the Council.
- 2.3 North Ayrshire CCTV Ltd's staffing structure comprises a full-time Manager, a part-time Supervisor and six full-time Operators, two of whom are based on the mobile CCTV unit. There are also three relief Operators who are employed on an ad hoc basis to cover shifts as required. Operators and the Supervisor report to the Manager, who in turn reports to the Board of Directors and, on particular issues, management within North Ayrshire Council Community Safety Services.
- 2.4 The CCTV Company has previously requested that the Council undertake a review of salaries for employees within the company. However the employees have no contractual relationship with the Council and as such the Scottish Job Evaluation Scheme does not apply to them.
- 2.5 As part of the UK Government's new Pension Regulations, North Ayrshire CCTV Ltd requires to put a workplace pension scheme in place for its employees by 1 July 2016, and make relevant contributions. The Company Secretary is currently exploring the feasibility of CCTV Ltd becoming an admitted body of the Strathclyde Pension Fund. This would require employer contributions of c.19.3% of employees' gross salaries.
- 2.6 CCTV equipment is repaired and replaced as part of an annual maintenance programme. This avoids the need to replace equipment in bulk when units reach their end of life.

- 2.7 The mobile CCTV unit was purchased by North Ayrshire Council in 2004 at a total cost of £89,528. The vehicle is nearing the end of its useable life and will need to be replaced in the near future. There are currently two full time members of staff operating the mobile unit.
- 2.8 Maintenance costs for the vehicle have remained consistent, although maintenance of the CCTV equipment within the vehicle has risen significantly. Costs were on average £2,100 from 2007 to 2011, rising to £7,615 in 2011/12 and £8,061 in 2012/13.
- 2.9 At present the CCTV Company has not set aside specific funds for the replacement of the vehicle. The purchase of a new smaller vehicle with full installation of the current equipment would cost approximately £25,000.

2.10 The accumulated funds at 31 March 2013 for North Ayrshire CCTV Ltd were £265,035.73. The main sources of income for the year 2013/14 were as follows:

North Ayrshire Council	£184,000
CPP	25,000
Police Scotland	<u>£ 32,494</u>
TOTAL FUNDING	£241,494

2.11 Average operating costs for the years 2012/13 and 2013/14 were £252,784. For the year 2013/14 expenditure outweighed income by £18,663. A breakdown of costs indicates expenses are apportioned as follows:

Employee costs	70.4%
Network costs	11.8%
Equipment and maintenance	9.9%
Mobile CCTV unit	3.3%
Insurance and fees	2.4%
Property costs	0.4%
Other (admin costs and expenses)	1.8%

- 2.12 Effectively, the annual grant income currently available is fully committed to meet the annual running costs of the company; this is before recognising the impact of the additional employee-related issues outlined above.
- 2.13 In terms of the future provision of CCTV services within North Ayrshire, four options have recently been explored by Council Officers. These are as follows:

***Option 1: Retain North Ayrshire CCTV Ltd as an arms length private company***

- 2.14 This option would retain current funding arrangements, with the Company remaining private. To clarify the strategic relationship between North Ayrshire Council Housing and Legal Services and North Ayrshire CCTV Ltd, a service level agreement is recommended. This would include reviewing performance information, regular meetings and ensuring value for money etc, as well as formalising the level and cost of any support provided by the Council.
- 2.15 It should be a condition of the grant funding provided by the partner agencies that the CCTV Company provides an annual business plan. This plan would include issues such as mechanisms to review and improve services, examining areas such as the management structure, governance, financial management and performance. This would include considering the financial sustainability of the Company based on external funding sources, and seeking efficiencies or alternative sources of funding as appropriate.
- 2.16 The Council would continue to have no involvement in staffing issues, such as salary negotiations. This would be an issue to be addressed between employees and the Board of Directors.
- 2.17 There are a number of benefits to maintaining the status quo: current costs to the Council and another partners would remain unchanged; the Company has good local knowledge and a well established relationship with Police Scotland and the Council. There are still, however, the issues set out earlier in the report regarding the longer term financial sustainability of the company.

***Option 2: Local Authority Shared Services***

- 2.18 Neighbouring local authorities in East and South Ayrshire have both brought CCTV operations in house, and may have the potential to provide this service to another Council.
- 2.19 East Ayrshire Council has centralised all monitoring activities as part of an expanded customer service centre, including CCTV, intruder alarms, community alarms, emergency repairs, lone working and other Council reporting and advice services. The purpose built Risk Management Centre operates 24/7. An option to share with East Ayrshire Council was explored in a previous appraisal of North Ayrshire CCTV Ltd. Discussions at that time suggested East Ayrshire Council had little interest in providing these services to other Councils; however the potential to review this option has been raised through the Ayrshire Shared Services Executive.

- 2.20 This option would be beneficial in terms of merging operations with a well established CCTV provider, meeting the shared service agenda and potentially achieving economies of scale. There are however issues for consideration in terms of the level of service provision, the loss of local knowledge and possible implications in terms of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).
- 2.21 There may also be increased infrastructure costs in transmitting images to a station in East Ayrshire.

***Option 3: A Private Sector***

- 2.22 There are a number of providers of both on site and remote CCTV monitoring services covering building sites, office buildings and shopping centres. Companies would be invited to bid for this contract through the procurement process.
- 2.23 If a private sector organisation were to be used to provide CCTV monitoring services, consideration would have to be given to the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) in the procurement process. This statute provides a basis for the authorisation and use of covert surveillance.
- 2.24 In terms of the benefits of this option, it potentially offers significant savings, although a more detailed specification would be required as part of the procurement process. Using an established security provider would allow North Ayrshire Council to tap into an existing skills base and would remove the requirement for additional functional support. Careful consideration would be required in terms of information sharing with a wholly private company, and the need to establish a relationship with Police Scotland. Procuring this service would again have implications in terms of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

***Option 4: Direct Operation by the Council***

- 2.25 In bringing CCTV operations in-house, employees would be transferred to North Ayrshire Council, which may be carried out via TUPE. This would, in the medium term, result in transferred employees moving to the Council's Terms & Conditions. This may lead to increased costs of employment.
- 2.26 In-house management would allow a more in depth approach to performance monitoring and allow the integration of Council processes and procedures. It would also allow the retention of local knowledge and the established relationship with Police Scotland. Furthermore, greater control could be realised in terms of aligning the service to meet the wider strategic aims and objectives of the Council.

- 2.27 This option may allow a more integrated approach to community safety potentially through the creation of a hub similar to that in place at East Ayrshire Council operated by an enhanced concierge service.
- 2.28 The Concierge station would require refurbishment in order to house the additional staff and equipment if the operations were to be merged. Probable costs for this have been prepared and it is estimated, based on current tender rates, that it would cost at least £50,000 to carry out the refurbishment.
- 2.29 There are also a number of implications with regard this option: at present North Ayrshire CCTV Ltd operates from two offices in Saltcoats Police Station, with the Manager based within Community Safety Services in Irvine; free accommodation is provided by Police Scotland, and discussions would have to take place to determine if this arrangement could continue.

### ***Preferred Option***

- 2.30 The national review of CCTV may have an impact on the Police funding arrangement with North Ayrshire CCTV Ltd and the provision of accommodation at Saltcoats Police Station. Given the funding pressures already being experienced by the Company and the financial burden arising from the Government's Pension Regulations in 2016, any reduction in Police funding would have a fundamental impact on the Company's capacity to operate in its current form.
- 2.31 Given the current uncertainty on the level of Police support and associated funding likely to be available in the future, it is recommended that the Council continues to commission services from North Ayrshire CCTV Ltd, at an annual cost of £184,000, pending the outcome of the national review of CCTV. Options for the future delivery model will require to be revisited once the outcome of the review is known.

## **3. Proposals**

- 3.1 That Cabinet agrees to provide financial support at the current level of £184,000 to North Ayrshire CCTV Ltd until such time as the national review of public space CCTV is completed;
- 3.2 That Cabinet agrees that the CCTV Company be asked to prepare and present an annual business plan for consideration by the Council and CPP as a condition of grant funding;

- 3.3 That Cabinet agrees that a Service Level Agreement be developed setting out the relationships between the funding bodies, management arrangements and operating parameters of the company;
- 3.4 That Cabinet notes that additional costs arising from changes to pension regulations and salary structure are a matters for the CCTV company to address and finance.

#### **4. Implications**

##### Financial Implications

- 4.1 The current contribution to North Ayrshire CCTV Ltd is £184,000.

##### Human Resource Implications

- 4.2 There are no Human Resource implications for the Council. Employee relations are a matter for the CCTV company.

##### Legal Implications

- 4.3 The CCTV company has a responsibility to ensure that its operations are legally compliant.

##### Equality Implications

- 4.4 There are no equality implications.

##### Environmental Implications

- 4.5 There are no environmental implications.

##### Implications for Key Priorities

- 4.6 The provision of CCTV contributes to the Single Outcome Agreement outcomes 'levels of crime and antisocial behaviour have reduced and crimes being detected have increased' and 'fear of crime and antisocial behaviour has reduced'. It also contributes to the Council Plan core objective 'protecting vulnerable people'.

##### Community Benefit Implications

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

## **5. Consultations**

5.1 This report has been produced in consultation with the following internal and external services:

- Democratic and Administration Services;
- Finance & Corporate Support;
- North Ayrshire CCTV Ltd.

5.2 The CCTV Board has previously considered the recommendations and have indicated an objection to the requirement to prepare a business plan.

## **6. Conclusion**

6.1 This report identifies a number of issues in the operation of North Ayrshire CCTV Ltd. In agreeing to maintain the status quo, this allows the national review to inform the future strategy for public space CCTV in North Ayrshire.



**CRAIG HATTON**  
Executive Director (Place)

Reference : CH/YB/LB

For further information please contact Yvonne Baulk, Head of Physical Environment on 01294 324542

### **Background Papers**

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 10**

**26 May 2015**

**Cabinet**

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**Subject:** **North Ayrshire Violence Against Women Strategy 2015 - 2018**

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**Purpose:** To seek approval for the Violence Against Women Strategy 2015-2018 (Appendix 1)

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**Recommendation:** That the Cabinet approves the Violence Against Women Strategy 2015-2018

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**1. Introduction**

- 1.1 The current Violence Against Women Strategy was based on a major research project in 2009 entitled 'Understanding and Tackling Domestic Abuse in North Ayrshire'. This sought to gain an understanding of patterns of violence against women, and how to effectively tackle domestic abuse in North Ayrshire.
- 1.2 In June 2014, a new national strategy for violence against women and girls was published "Equally Safe - Scotland's strategy for preventing and eradicating violence against women and girls". This strategic framework identified four key priorities in order for organisations and partners to align their work:
- Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls;
  - Women and girls thrive as equal citizens: socially, culturally, economically and politically;
  - Interventions are early and effective, preventing violence and promoting women's safety and well-being;
  - Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective response.

**2. Current Position**

- 2.1 In response to the new national strategy and the period of time elapsed since the current one was formulated a review of the Violence Against Women Strategy was carried out in 2014.

- 2.2 The review was undertaken through the Violence Against Women Partnership to support delivery of High Level SOA Outcome 'North Ayrshire is a safer place to live', and Intermediate SOA Outcome 'Levels of domestic abuse have decreased and a higher level of support is provided to victims'.
- 2.3 Three consultation events were held for partner agencies and service users to help develop the new strategy document. At the consultation events the following issues were discussed:
- National context;
  - Strengths and weakness of the current strategy;
  - Aims and objectives of the strategy;
  - Opportunities for partnership involvement;
  - Examples of best practice.
- 2.4 In addition to the national strategic framework the proposed strategy 2015-2018 builds on the two previous strategies and utilises feedback and comments received during the consultation events.
- 2.5 The aims of North Ayrshire's Violence Against Women Strategy 2015-18 emulate those of 'Equally Safe', and the strategy document has been developed around these four priorities. They are also reflected in the Violence Against Women Partnership's mission statement *"Our vision is to end violence against women in all its forms, to work with everyone to prevent this violence and ensure that women and children are safe and supported and know how to get help"*.
- 2.6 The Violence Against Women Strategy contains actions and partner owners to deliver the following priority outcomes:-

#### **Priority Outcome 1**

- A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and believe it is unacceptable;
- Wider society is empowered to challenge abusive and violent behaviour.

#### **Priority Outcome 2**

- Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment;
- Women and girls feel safer in their communities, at school and at work;
- Fewer women are involved in commercial sexual exploitation.

### **Priority Outcome 3**

- A reduction in all forms of violence and abuse;
- Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively;
- More people in the wider community, and of all ages, are confident in identifying early signs of abuse.

### **Priority Outcome 4**

- There is a consistent and sustained reduction in incidents of violence against women in North Ayrshire;
- Women and girls have increased confidence in the judicial systems;
- There is an increased range of mandatory and non-mandatory interventions that challenge and support perpetrators of violence against women.

## **3. Proposals**

- 3.1 It is proposed that the Cabinet considers and approves the Violence Against Women Strategy 2015-2018 (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 resources implications arising from this report.

### Legal Implications

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

### Equality Implications

- 4.4 Gender inequality is a root cause of violence against women. The strategy has been the subject of an Equality Impact Assessment and no negative issues have been identified. Adoption of the strategy will have a positive impact on gender inequality.

## Environmental and Sustainability Implications

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

## Implications for Key Priorities

- 4.6 The approval of the strategy will contribute to the Council's objectives outlined by the CPP Safer North Ayrshire Partnership to help address violence against women.

## Community Benefit Implications

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

## 5. Consultations

- 5.1 Three consultation events have been held to seek the views of partner agencies and service users. Their comments and suggestions have been taken into consideration in the development of the Violence Against Women Strategy 2015-2018. Wider consultation was also sought on development of the draft document, which was distributed for comments and feedback.

## 6. Conclusion

- 6.1 The approval of this strategy will enable the Violence Against Women Partnership to continue its work and ensure North Ayrshire is a safer place to live.



CRAIG HATTON  
Executive Director (Place)

Reference : YB/PK/RH

For further information please contact Pat Kelly, Acting Principal Officer (Anti Social Behaviour) on 01294 314672

## Background Papers

None

North Ayrshire  
Violence Against  
Women Partnership

# Violence Against Women Strategy 2015 - 2018



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**Councillor  
Ruth Maguire**

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North Ayrshire  
Council Cabinet  
Member for  
Finance and  
Corporate Support,  
and Chairperson  
of the North  
Ayrshire Violence  
Against Women  
Partnership

# Foreword

I am very pleased to introduce North Ayrshire's third Violence Against Women Strategy.

Our strategy has been developed by the partners represented on the Violence Against Women Partnership. It has also been influenced through extensive consultation, we have spoken with and listened to colleagues, community groups and perhaps most crucially survivors of violence. I would like to take this opportunity to say thank you to the women who came forward and shared their very personal experience and knowledge so generously.

Since publishing our first strategy, we have made good progress in working together to tackle violence against women across North Ayrshire. We recognise our collective responsibility in tackling violence against women in our communities and locally will continue to address the problem through a comprehensive range of innovative multi agency responses. Our new strategy adopts the four key priorities of the national strategy for violence against women and girls, **Equally Safe** and builds on our shared commitment to a "safe and secure" North Ayrshire.

I thank everyone who has contributed to its development, and look forward to continuing to work with you in the future.

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“Violence against women continues to persist as one of the most heinous, systematic and prevalent human rights abuses in the world. It is a threat to all women, and an obstacle to all our efforts for development, peace, and gender equality in all societies. Violence against women is always a violation of human rights; it is always unacceptable. Let us take this issue with the deadly seriousness that it deserves.”<sup>1</sup>

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<sup>1</sup> Ban Ki moon, United Nations Secretary General, extract from Equally Safe: Scotland’s strategy for preventing the causes and consequences of violence against women and girls (The Scottish Government, Edinburgh, 2014)



# Introduction

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No single agency can address violence against women in isolation. By working together more effectively, we can ensure that where violence against women does occur, women are provided with the right support at the right time.

This strategy is underpinned by a recognition and commitment to partnership working, and a shared understanding and approach to tackling violence against women in North Ayrshire. North Ayrshire Violence Against Women Partnership is fully committed to preventing, reducing and responding effectively to all forms of violence against women. The strategy will set out how we will work collaboratively to achieve these aims.

## What is Violence Against Women?

The national definition of violence against women is based on the United Nations declaration on the elimination of violence against women (1993):

“Gender based violence is a function of gender inequality and abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children or affront to their human dignity, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or private life. It is men who predominantly or exclusively carry out such violence and women who are predominantly the victims of such violence. By referring to violence as ‘gender-based’ this definition highlights the need to understand violence within the context of women’s and girl’s subordinate status in society. Such violence cannot be understood, therefore, in isolation from the norms and social structure and gender roles within the community, which greatly influence women’s vulnerability to violence.”



Accordingly, violence against women encompasses but is not limited to the following:

- Physical, sexual and psychological violence occurring in the family, within the general community, or in institutions, including: domestic abuse; rape; incest and child sexual abuse
- Sexual harassment and intimidation at work and in the public sphere
- Commercial sexual exploitation, including prostitution, pornography and trafficking
- Dowry related violence
- Female genital mutilation
- Forced and child marriages
- Honour crimes/honour based violence

## Background

This is the third Violence Against Women Strategy in North Ayrshire. The last strategy, developed for 2010-2013 was informed by a major research project undertaken in 2009 entitled 'Understanding and Tackling Domestic Abuse in North Ayrshire'. This sought to gain an understanding of patterns of violence against women, and how to effectively tackle the issue in North Ayrshire.

North Ayrshire Council and its partners in the Violence Against Women Partnership have made significant progress in tackling violence against women through delivering the previous strategy. A number of services and initiatives have been developed to address violence against women in North Ayrshire.

The previous Violence Against Women Strategy and Action Plan were developed under the Scottish Government Strategy 'Safer Lives – Changed Lives', which had four key outcomes. Key achievements from 2010-2013 Action Plan under these outcomes are:

### Prevention

- A domestic abuse policy with support information for Council employees and management guidance has been developed
- Trainers have been developed to deliver domestic abuse training to various services

### Protection

- Links have been developed between violence against women services and those supporting families with drug and alcohol problems, for

example Children 1st Family Support 4ward Steps, and Family Connexions

- Awareness has been raised of issues for women involved in prostitution and trafficking

### Provision

- The Home Security Project has been promoted, with an aim to improve the safety of women and children experiencing violence
- A rape crisis and counselling service has been commissioned to support survivors of rape and of child sexual abuse

### Participation

- Women have been consulted for views on their experience of using services

Further information about some of these activities is included later in this strategy.

## Aims of the Strategy

The Scottish Government and the Confederation of Scottish Local Authorities (COSLA) have recently introduced a new strategy 'Equally Safe: Scotland's strategy for preventing the causes and consequences of violence against women and girls'. Its aim is to "prevent and eradicate violence against women and girls, creating a strong and flourishing Scotland where all individuals are equally safe and respected, and where women and girls live free from such abuse – and the attitudes that help perpetuate it."

The aims of North Ayrshire's Violence Against Women Strategy emulate those of the national

strategy document. They are also reflected in the Violence Against Women Partnership's mission statement:

**Our vision is to end violence against women in all its forms, to work with everyone to prevent this violence and ensure that women and children are safe and supported and know how to get help.**

This strategy seeks to build on the significant progress that has been made to date in addressing and preventing violence against women in North Ayrshire. It outlines how the wide range of partners will continue to work together over the next three years towards achieving sustainable solutions in tackling violence against women.

## Consultation

In preparing the Violence Against Women Strategy, the Violence Against Women Partnership has consulted widely with service users, partner agencies and other stakeholders to review the previous strategy, and to determine the actions to alleviate violence against women in North Ayrshire over the next three years.

During this review, we held three consultation events in August and November 2014. This provided an opportunity for partner agencies, service users and other community representatives to consider the issues surrounding violence against women in North Ayrshire, and inform them of services already in place to tackle violence against women. The findings from these sessions have been used to inform future priorities.



## Violence Against Women in North Ayrshire

North Ayrshire's rate of domestic violence has consistently been very high. Indeed, there was a 90.5% increase in recorded domestic abuse incidents responded to by Police in North Ayrshire between 2003/04 and 2011/12.<sup>2</sup>

It could be argued that this partly relates to the confidence victims feel in reporting incidents and receiving the response required from Police, as well as the support services available after initial response.

In 2012/13, the number of recorded incidents in North Ayrshire reduced for the first time since 2003/04 by 4.1%.

North Ayrshire does, however, continue to experience amongst the highest levels of domestic abuse in Scotland, with incidents recorded by Police 17% higher than the national average in 2012/13.<sup>2</sup>

## Equal Opportunities

We are committed to ensuring equality of opportunity for all North Ayrshire residents, and to addressing any form of discrimination on the grounds of:

- Gender
- Disability
- Age
- Gender reassignment
- Race/ethnicity
- Religion or belief
- Sexual orientation
- Marriage and civil partnership
- Pregnancy and maternity

Gender inequality is a root cause of violence against women and girls, and despite the many advances being made, there remain persistent inequalities between men and women.<sup>3</sup>

The Scottish Government is tackling this through programmes such as those addressing the gender pay gap, and legislation increasing funding for early learning and childcare.

All Community Planning partners are committed to promoting gender equality and ensuring fairness and equity in tackling harassment and discrimination. The principles of equality underpin and are mainstreamed through their activities. Violence against women is therefore a clear priority for partners in addressing this equality agenda.

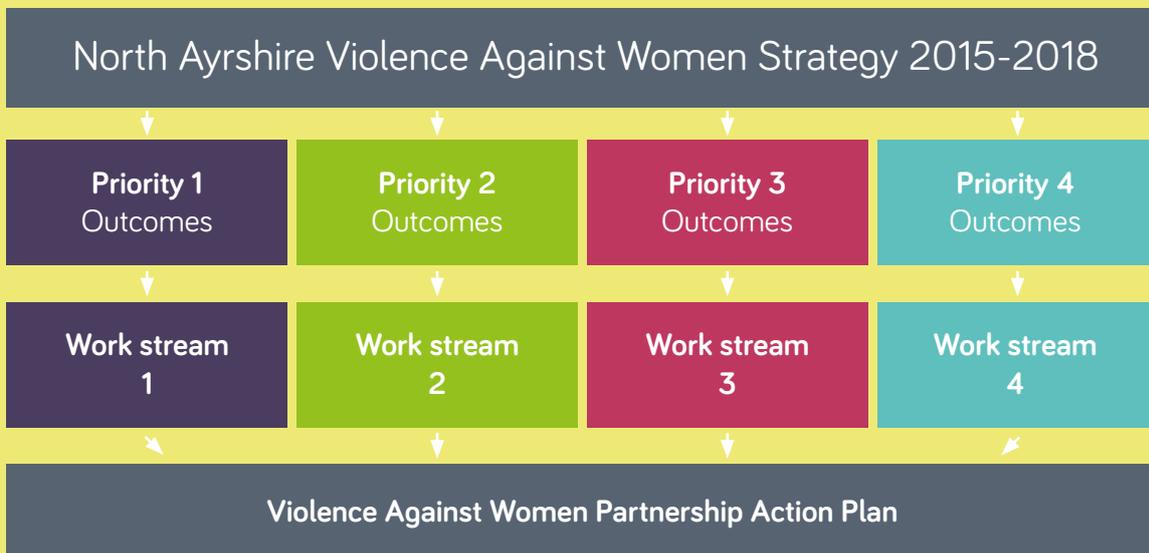
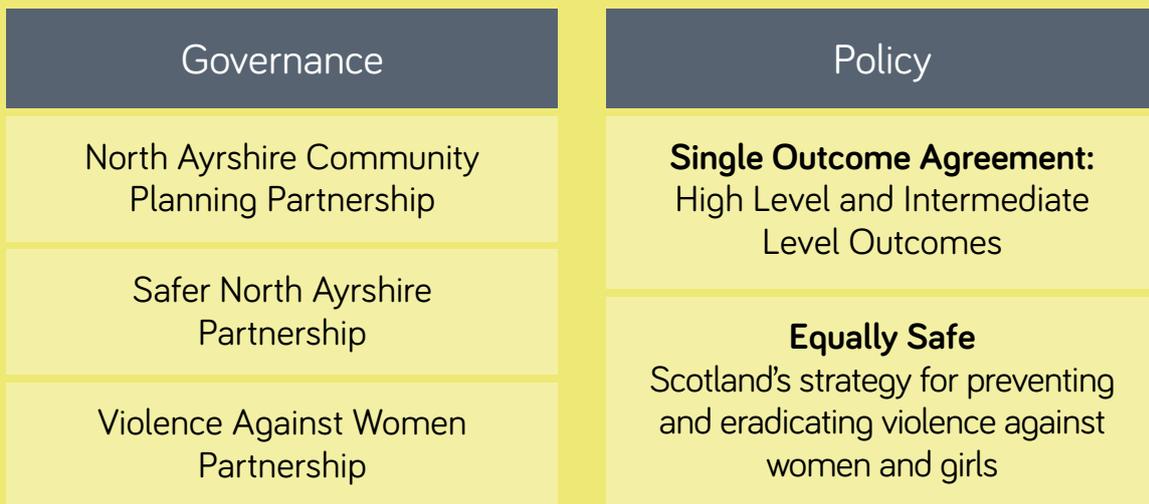
This strategy has been subject to an Equality Impact Assessment and was assessed as having a positive impact on gender equality.

<sup>2</sup> Statistical Bulletin: Domestic Abuse Recorded by the Police in Scotland 2012-13 (The Scottish Government, 2013)

<sup>3</sup> Equally Safe – Scotland's strategy for preventing and eradicating violence against women and girls (The Scottish Government, 2014)

# National Context

The diagram below shows the links between governance and policy, both locally and nationally, and this strategy. It also shows how the Violence Against Women Strategy 2015-2018 will be delivered.



### National Performance Framework

The Scottish Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth:

- Wealthier and fairer
- Healthier
- Safer and stronger
- Smarter; and
- Greener

Tackling violence against women contributes to these strategic objectives, in particular safer and stronger, healthier, and wealthier and fairer.

These strategic objectives are supported by 16 National Outcomes which describe the Government's aspirations for Scotland over a ten year period, and 50 National Indicators which track progress towards the achievement of National Outcomes, and ultimately the delivery of the Government's core purpose.

Our efforts to tackle violence against women contribute to the achievement of the following National Outcomes:

- We live our lives free from crime, disorder and danger
- We have tackled the significant inequalities in Scottish Society
- We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others

- Our children have the best start in life and are ready to succeed
- We have improved the life chances for children, young people and families at risk
- Our public services are high quality, continually improving, efficient and responsive to people's needs
- We realise our full economic potential with more and better employment opportunities for our people
- We live longer, healthier lives

Work to prevent and eradicate violence against women and girls is also interwoven into a range of other Scottish Government strategies, programmes and frameworks.

### Policy and Strategy Context

#### Equally Safe

During the lifetime of the previous strategy there has been significant development, which set a new context for the delivery of the Violence Against Women Strategy 2015-18.

In June 2014 a new national strategy for violence against women and girls was published. 'Equally Safe – Scotland's strategy for preventing and eradicating violence against women and girls' provides the strategic framework to help organisations and partners align their work with one shared goal: a strong, flourishing Scotland where women and girls live free from violence and the attitudes that help perpetuate it.

To achieve the aims of the strategy, work will be shaped around four key priorities:

- Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls
- Women and girls thrive as equal citizens: socially, culturally, economically and politically
- Interventions are early and effective, preventing violence and promoting women's safety and wellbeing
- Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective response

The framework provides a shared understanding of the causes, risk factors and scale of violence against women and girls, and highlights the need to prioritise prevention. It recognises the need to work collaboratively with partners by making best use of available resources and with clear governance and process. It has therefore been used as the basis for developing local outcomes. Outcomes will be further developed and delivered through dedicated work streams and overseen by the Violence Against Women Partnership.



Our vision is 'North Ayrshire – A Better Life'.

# Local Context

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## Tackling Violence Against Women in North Ayrshire Single Outcome Agreement

In 2007 the Scottish Government and local authorities signed a concordat, which led to Single Outcome Agreements (SOAs) being developed between each Community Planning Partnership (CPP) and the Scottish Government. These agreements set out how the CPP will work towards improving outcomes for local people in a way that reflects local circumstances and priorities, within the context of the Government's Purpose and National Outcomes.

The role of the Community Planning Partnership is to set the high level strategic direction for North Ayrshire, to drive that

forward, and to work together in areas of strategic significance to North Ayrshire.

The Single Outcome Agreement in North Ayrshire is an agreement between the CPP and the Scottish Government which sets out what they hope to achieve. The agreement is used to plan how the lives of North Ayrshire residents can be improved. The agreement sets out a vision for North Ayrshire, priorities to be addressed and outcomes to be achieved. The SOA also includes an Action Plan to show how targets will be achieved on the ground and Performance Indicators to measure progress.

**Our vision is ‘North Ayrshire – A Better Life’. Our priorities are to create:**

- A Healthier North Ayrshire
- A Working North Ayrshire
- A Safe and Secure North Ayrshire

This SOA uses a model of high level outcomes to be achieved over the next ten years, related intermediate outcomes covering a three year period, and corresponding indicators. An annual Action Plan is produced to ensure that agreed outcomes are delivered. This will include targets for the indicators and the resources required to deliver the actions.

**North Ayrshire Violence Against Women Partnership**

North Ayrshire Violence Against Women Partnership has formal reporting responsibilities to the CPP Safer North Ayrshire Partnership, who are a strategic partnership with responsibility for delivering against:

- National Outcome 9 - We live our lives safe from crime, disorder and danger
- SOA priority ‘a Safe and Secure North Ayrshire’

The Violence Against Women Partnership has strategic significance in the delivery of the following SOA outcomes:

- **High Level Outcome:** North Ayrshire is a safer place to live
- **Intermediate Outcome:** Levels of domestic abuse have decreased and a higher level of support is provided to victims

The partnership is chaired by an elected member who holds the portfolio for Finance & Corporate Support, and has representation from a number of key service providers, including:

- North Ayrshire Council: Health and Social Care Partnership (Criminal Justice, Youth Justice, Children & Families)
- Place (Physical Environment) (Housing Services – Community Safety & Homelessness)
- Education & Youth Employment (Early Years)
- Economy & Communities (Community Development)
- Democratic Services (Community Planning)
- Police Scotland
- Scottish Fire and Rescue
- North Ayrshire Alcohol and Drug Partnership
- North Ayrshire Child Protection Committee
- North Ayrshire Adult Protection Committee
- South West Scotland Community Justice Authority (CJA)
- NHS Ayrshire and Arran
- North Ayrshire Women’s Aid
- Break the Silence
- Victim Support
- ASSIST
- Ayrshire College

**A key priority for the Partnership is to put the Violence Against Women Strategy into practice.**

**Profile of North Ayrshire**

**Area**

North Ayrshire is situated around 25 miles from Glasgow, has a total area of approximately 340 square miles, and covers a wide and disparate geographical area covering urban areas, rural towns and island communities.

**Deprivation**

The Scottish Index of Multiple Deprivation (SIMD) provides useful information about the comparative position of North Ayrshire and the rest of Scotland. The December 2012 publication showed that there are persistent issues in relation to employment and income deprivation, with North Ayrshire being 4th highest, and equal 3rd in Scotland respectively in these domains. North Ayrshire has 46 data zones in the 15% most deprived in Scotland, an increase of 3 since the last SIMD was published in 2009.

The deprived data zones are concentrated in the Three Towns (Saltcoats, Stevenston and Ardrossan) (19), Irvine (16), Garnock Valley (Dalry, Beith and Kilbirnie) (6) and Kilwinning (5).

In relation to the health domain there has been a significant increase in the number of data zones in the 15% most deprived. Conversely there has been a large decrease in the number of data zones in the 15% most deprived in relation to the education domain and access to services domain. There has also been an increase regarding the crime domain. This information has reinforced the three priority areas identified by the CPP.

In response to the previous version of the Scottish Index of Multiple Deprivation (2009), North Ayrshire Council and North Ayrshire Community Planning Partnership submitted a request to the Scottish and UK Governments requesting a response to North Ayrshire's decline, with support for a significant increase in inward investment. This submission was detailed within a document 'Response to the Scottish Index of Multiple Deprivation 2009 - North Ayrshire, Business Case for Change'. As a result of this lobbying for assistance, the Council received additional support including Enterprise Area Status and funding for Youth Unemployment Initiatives.

The 2012 version of the SIMD indicates that deprivation remains significantly above the Scottish average in North Ayrshire, and that there are pockets of deep rooted severe deprivation in certain areas. These require to be tackled if North Ayrshire's position is to improve. As such, a review of the Business Case for Change has been undertaken. It provides a summary of the SIMD findings and reviews, and details which of the previous priorities have been tackled, which still need to be addressed and any new priorities. The Business Case for Change is used to make a case to the Scottish Government for continuing and additional assistance for North Ayrshire.

### Health

The 2010 Health and Wellbeing Profile for North Ayrshire reports a significantly worse position for North Ayrshire than the Scottish average in relation to 29 of the 59 indicators (approximately 49%). This does demonstrate an improvement, however, from the 2008 Health and Wellbeing profile, when this figure was approximately 62%.

Examples of the 29 indicators that demonstrate North Ayrshire is significantly worse than the Scottish average are:

- Patients hospitalised with alcohol conditions (4th highest of 38 comparator areas of Community Health Partnerships in Scotland)
- Patients hospitalised with drug related conditions; and
- Male and female life expectancy (10th lowest)

Areas where the North Ayrshire position is significantly better than the Scottish average (4 indicators) include:

- Smoking attributable deaths; and
- Households assessed as homeless

### Unemployment

A significantly higher number of working age people are claiming Jobseeker's allowance in North Ayrshire than the Scottish average. In June 2013, North

Ayrshire's Claimant Count rate was 6.3%, compared to 3.8% for Scotland. In June 2013 there were 5,404 claimants across North Ayrshire (3,582 males, 1,822 females).<sup>4</sup>

On the wider measure of unemployment used by the International Labour Organisation (ILO), North Ayrshire's unemployment rate for those aged 16 to 64 years is 13.6% compared to 8.1% for Scotland.<sup>5</sup>

### Demographics

Based on the most recent Census in 2011, the population of North Ayrshire is 138,146, an increase of 2,329 (+1.7%) since 2001. There are 65,804 men (47.6%) and 72,342 women (52.4%). There are 62,498 households in North Ayrshire.

The 2012 based Population Projections for Scottish areas<sup>6</sup> predicts a decline in North Ayrshire's total population between 2012 and 2037 of -8.8%, in contrast to a projected +8.8% increase in Scotland.

The main changes projected in the age structure of North Ayrshire's population between 2012 and 2037 are:

- A 16.5% reduction in children aged 0-15 years
- A 17.8% reduction in the working age population
- A 21.3% increase in pensionable age population

<sup>4</sup> Office for National Statistics, 2013

<sup>5</sup> Office for National Statistics Annual Population Survey Jan 2012 – Dec 2012

<sup>6</sup> National Records for Scotland Population Projections for Scottish areas (2012-based)

### Adult Support and Protection

The Scottish Government introduced The Adult Support & Protection (Scotland) Act 2007 to ensure that adults at risk of harm are afforded the dignity, respect, support and protection that they deserve. This informs all of our work in protecting adults who may be at risk of harm.

The Act covers everyone over the age of 16 years who is at risk of harm, is unable to safeguard themselves and who suffers from any mental or physical infirmity which would make them more susceptible to harm than others.

Everyone has the right to live their lives in safety and free from harm. We all value our independence and the dignity, respect and choices that accompany it.

Harm is identified in the Act as any harmful conduct, including physical, psychological, financial or sexual harm or neglect. Anyone can cause harm and it can take place anywhere.

The Act places a responsibility on statutory sector staff to make an Adult Support and Protection referral to their local Social Services, if they know or believe that an adult who may meet the criteria, is at risk of any type of harm. Staff from across agencies are also required to share information in relation to Adult Support and Protection under the Act.

Anyone can make an Adult Support and Protection referral and the ethos of the Act is that any action taken respects an individual's right to have their wishes and feelings taken into account and to have the minimum amount of intervention into their personal life.

### North Ayrshire Adult Protection Committee

North Ayrshire Adult Protection Committee is a multi-agency group who meet quarterly. Representation on the group includes NHS Ayrshire and Arran, North Ayrshire Council, Police Scotland, North Ayrshire Health and Social Care Partnership, North Ayrshire Alcohol and Drugs Partnership, Scottish Fire and Rescue, carers and service users, and the Third Sector.

The Adult Protection Committee is chaired by an Independent Convenor and takes a strategic and monitoring function in working with all involved agencies to ensure the continuous improvement of adult protection services in North Ayrshire. The Committee promotes public awareness of adult protection issues, improves cooperation between relevant public bodies and office holders, and reinforces and develops, through joint multi-agency practice, the integration of adult support and protection services in North Ayrshire.



### Children and Young People

Children and young people are affected by the full range of behaviours encompassed within the “violence against women” spectrum. They may themselves be subject to forced marriage, female genital mutilation, exploitation, sexual abuse, domestic abuse and trafficking. Any such circumstances should trigger an immediate child protection referral.

Equally, children may be affected by living in a household where the adult carer is at risk of, or subject to, any of the above. Living in an environment where any of these behaviours are present is harmful to children and young people and requires a multi-agency response.

Of the range of violence against women behaviours, domestic abuse is particularly prevalent in North Ayrshire, and is a common feature of referrals to Children's Services. Domestic abuse often commences and/or intensifies during pregnancy and can have a serious effect on the unborn child.

The impact of domestic abuse on a child will vary, depending on factors including the frequency, severity and length of exposure to the abuse and the ability of others in the household (particularly the non-abusive parent/carer) to provide parenting support under such adverse conditions.

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# Living with domestic abuse is a form of emotional abuse of children.

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If the non-abusive parent/carer is not safe, it is unlikely that the children will be. Indeed, children frequently come to the attention of practitioners when the severity and length of exposure to abuse has compromised the non-abusing parent or carer's ability to nurture and care for them.

Living with domestic abuse is a form of emotional abuse of children. Many children can vividly describe incidents of violence within the home and their feelings of terror, powerlessness and fear. In addition to witnessing violent behaviour, children may also witness coercive, intimidating and manipulative behaviour and/or direct threats. These types of behaviour are as frightening and harmful to children as physical violence.

Witnessing the physical and emotional impact of abuse on their parent causes children extreme distress and has a significant impact on their emotional well-being. Children

living in such households are also at increased risk of physical injury, either through their attempts to intervene and protect their parent or as another target for the abusive behaviour.

In situations where children have to leave their homes in order to escape domestic abuse, they are affected by profound feelings of loss. Their home, belongings, neighbourhood, pets, school and friends – everything that contributes to their sense of safety and belonging – are often lost to them. In some cases, their attempts to rebuild their lives and recreate feelings of safety and security are further disrupted by on-going attempts at contact by the perpetrator or by family reconciliation.

Research by Edinburgh University into child deaths and serious abuse in Scotland has identified some common themes in these cases, such as characteristics of the family. From UK wide data, it was found that adults in households where

children die or are significantly abused have frequently been found to have relationship problems and domestic abuse is a common feature. Men are more commonly the perpetrators of abuse and child deaths. In many cases they have a history of relationship difficulties or domestic abuse with previous partners.

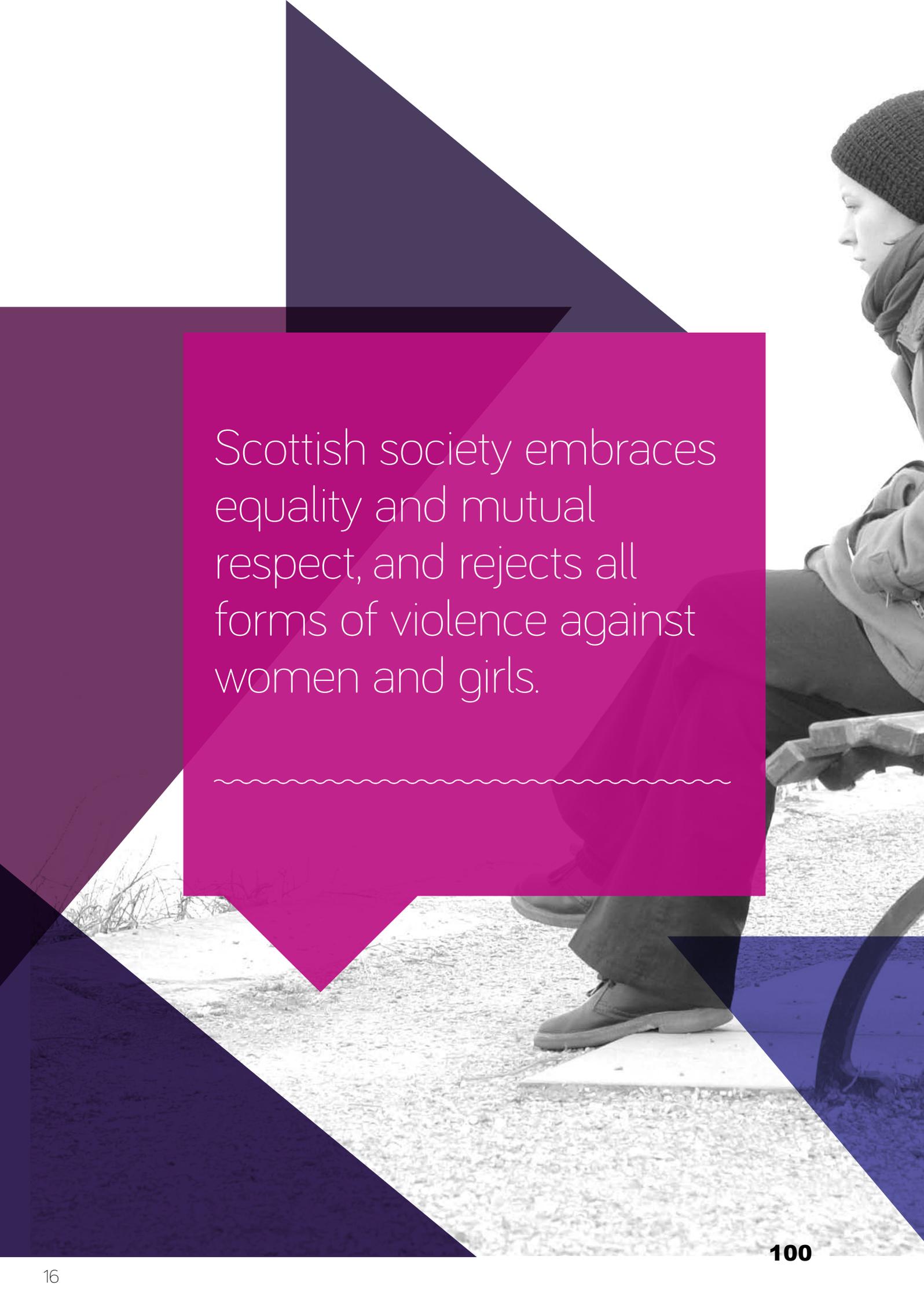
## **North Ayrshire Child Protection Committee**

North Ayrshire Child Protection Committee is the local multi-agency strategic partnership responsible for leading the development of child protection policy and practice across all services in North Ayrshire.

Comprising key partners which include Police Scotland, NHS Ayrshire & Arran, North Ayrshire Health and Social Care Partnership, North Ayrshire Council, Scottish Children's Reporter Administration and the Voluntary Sector, the Committee delivers a robust business plan and programme of continuous improvement.

More detail about the work of North Ayrshire Child Protection Committee, including information about all types of abuse and neglect and how to respond effectively to children affected by abuse and neglect can be found at [www.childprotectionnorthayrshire.info](http://www.childprotectionnorthayrshire.info)





Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls.

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# Priority 1

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In Equally Safe, the Scottish Government identifies their key objectives for this priority as being:

- Positive gender roles are promoted
- People enjoy positive, healthy relationships
- Individuals and communities recognise and challenge violent and abusive behaviour

These objectives have been used to develop the following local outcomes for the Violence Against Women Partnership:

## North Ayrshire Outcomes

- A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and believe it is unacceptable
- Wider society is empowered to challenge abusive and violent behaviour



## What we know

In addressing this priority, it is important to recognise that women and girls are diverse in North Ayrshire, both in terms of equalities, and of the wide range of complex issues and needs they may have. Women may experience abuse differently and have issues with accessing support from mainstream services. Different forms of abuse will include:

- Commercial sexual exploitation, including forced prostitution
- Trafficking
- Sexual harassment and bullying
- Stalking
- Forced marriage
- Female Genital Mutilation
- Domestic abuse, both physical and emotional. Domestic abuse includes that perpetrated by the wider family, not just a partner

The Partnership recognises that whilst this priority is fundamental and should underpin all actions planned and undertaken as part of this strategy, it is also in many ways the most challenging as it involves confronting many ingrained and entrenched cultural norms and stereotypes. Some negative and unhealthy gender roles will have developed in our communities over many years and play a role in how we all respond to the different forms of violence against women and the degree to which we may feel disempowered in addressing these forms of abuse.

It is therefore crucial that the Partnership promotes a zero

It is important to recognise that women and girls are diverse in North Ayrshire, both in terms of equalities, and of the wide range of complex issues and needs they may have.

tolerance approach to abuse in all forms and in all sorts of relationships. In the past, services responding to violence against women tended to focus on violence in intimate relationships, particularly where perpetrated by male partners. Whilst this is still a key part of our work, and one where services in North Ayrshire have achieved much, this priority recognises the wider preventative work required in our communities through the reinforcement of a zero tolerance approach to abuse and the promotion of healthy relationships and gender roles.

A key area of challenge within this priority, and one that in some areas will undermine our approach, is the depiction of women and girls in all forms of media. Highly sexualised and submissive portrayals of women are visible on a daily basis, and will inevitably play a part in

forming and reinforcing gender roles, particularly amongst children and young people who are forming a gender identity and starting to negotiate relationships. The Partnership recognises the need to counter such images by promoting more positive and equal messages.

However, there is evidence that certain women are more at risk from violence and abuse than others, with risk factors including deprivation, which in itself constitutes another form of inequality. During the life of this strategy, it is likely that the impact of continued economic change, and in particular the role of welfare reform and the payment of universal credit to one person in a household, will continue to affect the power balance in relationships and wider society. The Partnership will wish to explore how these risks can be ameliorated.

## Where we are now

During the life of the 2010-13 strategy, a number of services and initiatives were delivered in North Ayrshire that sought to convey the message of zero tolerance of violence against women and girls. In addition, the Violence Against Women Partnership was at the forefront of promoting and supporting a range of high profile national and local campaigns.



### White Ribbon Campaign

White Ribbon is a national campaign to involve men in tackling violence against women. Men are invited to sign the following pledge: **I pledge never to commit, condone or remain silent about men's violence against women.**

The campaign has scored many successes in North Ayrshire including:

- Support from junior football teams in the area, the first junior league in Scotland to support the campaign
- Awareness raising roadshows in the main shopping area in Irvine
- Widespread support from local sports teams, many of whom display the White Ribbon banner during matches

The last strategy also saw the delivery of the zero tolerance and awareness message to young people in particular. We recognise that reaching and working with young people in this way is absolutely key to changing attitudes and empowering a new generation to speak out.



### Young Voices for Change

North Ayrshire Women's Aid supported a group of young women who had experienced abuse to produce a DVD that highlighted their experiences through the medium of 'Daisy', a fictional young woman experiencing abuse. The film is being used as an educational tool to raise awareness and promote the importance of healthy relationships to other young people.

The women involved in the production of the DVD subsequently won a prestigious award from the Scottish Women's Convention, a national group that aims to use the views and experiences of women to influence policy. The award recognised the commitment of the young women and the barriers they overcame in order to produce the film.

## Looking to the future

The Partnership will address this priority and outcomes through a dedicated work stream with Education & Youth Employment (Early Years), NHS Ayrshire & Arran, Ayrshire College, Health & Social Care Partnership (Children & Families), North Ayrshire

Adult Protection Committee, ASSIST and Housing Services (Homelessness) as core members. Actions that will be taken forward by this group will include:

### Establishing a baseline

Research was commissioned by the Partners in 2009 to

inform the 2010-13 strategy. In such a dynamic policy area, and with the greater focus on equality enshrined within this strategy, this research needs to be refreshed. In particular, by gaining a wider diversity of views from women, both those who use services and women from the wider community. A first



Working with children and young people to challenge stereotypes at an early age continues to be a key activity.

step will be to include questions on attitudes in the People's Panel questionnaire. This will give the partnership a greater understanding of current issues in North Ayrshire, pathways into service use and what type of service women value and require.

### **Developing a Communications Plan**

The Partnership will play an active role in challenging negative images in the media through media campaigns that promote positive images and relationships and raise awareness of inequality in society. This will involve both traditional and digital media. A communications plan will identify areas of the media where the Partnership can have an influence or promote the message. As part of this plan, the Partnership will develop a 'brand identity' that will raise its profile and can be used in all communications and campaigns. This will also have the effect of unifying the Partnership and conferring a status similar to that of other local partnerships.

### **Working with young people**

Working with children and young people to challenge stereotypes at an early age continues to be a key activity. As this work becomes more established, its effectiveness can be assessed by monitoring the attitudes of young people as they get older and using this data to improve and develop services.

A lot of work within Children's Services and Youth Services contributes to helping children and young people develop positive relationships and gender roles.

North Ayrshire Child Protection Committee undertakes an ongoing programme of work to

ensure all children understand they have a right to be safe and to be protected from abuse, harm and exploitation. Some of this work includes specific focus on developing healthy relationships and being alert to indicators of exploitation.

The partnership will work with Children's Services, Youth Services, the Child Protection Committee and schools to develop a co-ordinated approach to challenging negative images and stereotypes, and promoting the right to be safe. As part of this, the Partnership will seek examples of best practice across other local authority areas and specialist service providers.

### **Increasing awareness**

Raising awareness of the presence and nature of abuse will continue to be promoted by all partners. This will be aimed across professionals and service providers as well as within the wider community.

Issues which will be covered include the nature of emotional abuse, how abuse can affect women, why women do not leave an abusive situation immediately and why they may return. The Partnership will liaise with services and providers who work with women, particularly vulnerable women, to ensure they have a full awareness of the nature, dynamics and impact of abuse, reinforcing the message that prevention of abuse is 'everyone's job'.





# Priority 2

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These objectives have been used to develop the following local outcomes for the Violence Against Women Partnership:

Women and girls thrive as equal citizens socially, culturally, economically and politically.

In Equally Safe, the Scottish Government identifies their key objectives for this priority as being:

- Women and girls feel safe, respected and equal in our communities
- Women and men have equality of opportunity, particularly with regard to access to power and resources

## North Ayrshire Outcomes

- Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment
- Women and girls feel safer in their communities, at school and at work
- Fewer women are involved in commercial sexual exploitation

## What we know

This strategy, the national strategy and the ongoing work of the Partnership is aimed at promoting and encouraging greater equality in North Ayrshire. As stated within Priority 1, there are many deep seated cultural and societal norms that we need to challenge in order to make steps towards achieving the outcomes associated with this priority.

As this priority indicates, women do not just experience unequal treatment as a result of their gender, but also through the barriers they may have to overcome in order to participate fully in society in other ways. Great strides have been made in the last 60 years, with landmark legislation on equal pay, anti-discriminatory policies and women becoming increasingly visible in senior positions in the workplace, politics and other forms of civic and economic participation. However, this masks the continuing existence of unequal pay, under-representation in many spheres of political and social life and high levels of sexual harassment. All this indicates the type of power imbalances that can lead to violence and abuse.

Many of the partners within the Violence Against Women Partnership are representatives of large, public sector organisations that are major employers within the area. In addition, partners, particularly North Ayrshire Council, have decision making powers that affect our communities and

a leadership role that confers a responsibility to “lead by example”. All partners therefore need to be confident that they are also employers who can demonstrate best practice across equalities functions and promoting the equal role of women in the workplace.

Outwith the workplace, the changes to welfare referred to in Priority 1 will serve to disadvantage the economic role of women. The single payment of universal credit to each household will lead to a loss of independent income for women where the payment for a couple is made to the man. There are also potential disincentives for second earners, frequently women, within the new benefits structure. These factors may lead to a return to the male breadwinner model which challenges women’s financial independence.

One particular manifestation of power and economic imbalances in society is women working in prostitution and other forms of commercial sexual exploitation (CSE). Whilst there is no visible, outdoor prostitution in North Ayrshire such as would be apparent in large urban centres, anecdotal evidence suggests that women in North Ayrshire are either engaged in CSE outwith the area or through less visible means, such as those facilitated by digital technology and through indoor prostitution that is managed through dedicated mobile phones. Women engaged in these activities are frequently at increased risk of violence and abuse.

A key objective of this priority is that women should feel safe and respected in order to participate fully in society and have levels of self-esteem that allow them to challenge abuse. This links to the 2013-17 Single Outcome Agreement, which includes the following target to be achieved over a 10 year period, ‘three out of four North Ayrshire residents feel safe in their communities after dark’. This target is particularly challenging to achieve for women.

North Ayrshire People’s Panel includes approximately 2,000 residents of the various communities of North Ayrshire. Each year, members of the Panel are asked to complete a survey on various matters of interest to the community and to the partners of the North Ayrshire Community Planning Partnership. One of the issues explored within the overall theme of ‘A Safe and Secure North Ayrshire’ is ‘How safe or unsafe do you feel when you are outside in your neighbourhood after dark?’. The 2013 data concluded that 70% of residents feel very or fairly safe. These ratings have only changed marginally since 2012, with 30% indicating that they feel ‘a bit’ or ‘very’ unsafe in these circumstances in both years, although fewer people now consider themselves to be ‘very unsafe’.

## Where we are now

During the life of the 2010-13 strategy, a number of services and initiatives were delivered in North Ayrshire that sought to convey the message of zero tolerance of violence against women and girls. In addition, the Violence Against Women Partnership was at the forefront of promoting and supporting a range of high profile national and local campaigns.



### **16 Days of Action**

The 16 Days of Action Against Gender Violence is an international campaign that starts on 25 November, International Day for the Elimination of Violence against Women, and ends on 10 December, Human Rights Day. The campaign aims to raise awareness about gender-based violence as a human rights issue at the local, national, regional and international level.

Locally, the Partnership has participated fully in this campaign on an annual basis and it has resulted in some particularly successful examples of joint working. This has included:

- Work with sports clubs, community groups and schools, frequently in conjunction with the White Ribbon Campaign (see Priority 1)
- Effectively raising the profile of the issues around violence against women, including successful engagement with the media
- Awareness raising workshops in schools
- Film screenings
- Dramas based on violence against women devised by young people

Partners are working on an ongoing basis to ensure that women feel safe and are provided with practical and emotional help and support through instances of violence.



### **Home Security Project**

The Home Security Project is an initiative delivered by North Ayrshire Council Housing Services, and involving a number of partners. It aims to allow those experiencing persistent harassment, violence and/or anti-social behaviour to remain in their homes. This is achieved through provision of additional security measures such as extra locks, security lights and/or, in more serious cases, installation of a panic alarm linked to a central call centre that can utilise the 999 system. These practical measures are complemented by advice, support and ongoing security assessments.

Also linked to this priority, and concerning economic and power imbalances, is the role of commercial sexual exploitation (CSE).



### **Awareness of CSE in North Ayrshire**

The Partnership has begun to examine and address CSE in the area. So far this has included:

- Production and promotion of an information pack on services to support women involved in prostitution and CSE
- Delivery of a briefing on CSE

## Looking to the future

The Partnership will address this priority and outcomes through a dedicated work stream with Community Development, Health & Social Care Partnership (Youth Justice), Women's Aid, Scottish Fire & Rescue, North Ayrshire Child Protection Committee and Break The Silence as core members. Actions to be taken forward by this group will include:

### Employers' "Health Check"

As major employers in the area, and leaders in the promotion of gender equality, all partners will ensure their policies and procedures are robust, comprehensive, in line with good practice and up to date. Relevant policies will include gender equalities schemes (for public bodies), flexible working policy/procedures and sexual harassment policy. In addition, other relevant policies will be reviewed. As with actions under Priority 1, establishing a baseline of data around numbers of women employed, grades/pay scale, numbers of full and part time employees, will help to inform this priority.

### Working with private sector employers

Whilst many private sector employers are already deploying good practice in their employment policies, there may be lower awareness within some sectors and amongst small and medium employers. The Partnership will promote good practice in equalities amongst



private sector employers to ensure that, no matter where women are employed in North Ayrshire, they will be treated fairly.

### Engagement with equalities groups

Many women from the groups highlighted in the What we Know section of Priority 1 may experience increased barriers to achieving equal treatment due to the potential for being discriminated against for the other reasons, for example, discrimination faced by women from BME groups. They may also experience greater difficulty in accessing services. The Partnership will commit to developing an engagement plan to ensure that the delivery of this strategy meets the needs of these groups.

### Working with young people

As with Priority 1, instilling positive messages about equality and women's role in society at an early age is crucial. Such positive messages build the self-esteem of all children, helping them to develop into young adults with a strong sense of equality, better placed to challenge attitudes and behaviours which are discriminatory or abusive and help them build the confidence to overcome as well as challenge

barriers that prevent them from achieving to the best of their abilities. This action will be delivered in conjunction with the Priority 1 work stream.

### Feeling safe

Baseline data on the extent to which women feel safe in various situations, including at work and in the community, should be compiled through engagement with local women and through the People's Panel. This work will be developed in conjunction with the Safer North Ayrshire Partnership as synergies could be derived from this type of joint working. This baseline will be used to monitor the success of any initiatives developed by both Partnerships.

### Extent of Commercial Sexual Exploitation

Evidence suggests that whilst there is little or no visible prostitution/CSE in North Ayrshire, local women are engaged in these activities. Research into the subject was completed on behalf of the NHS by the Terence Higgins Trust in 2008. The Partnership will consider refreshing this in light of a greater diversity, and less visible, forms of CSE. Knowledge and practice developed by the Glasgow Community Safety Partnership will be drawn on.



# Priority 3

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Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women and girls.

In Equally Safe, the Scottish Government identifies their key objectives for this priority as being:

- Justice responses are robust, swift consistent and coordinated
- Women and girls access relevant, effective and integrated services
- Service providers competently identify violence against women

These objectives have been used to develop the following local outcomes for the Violence Against Women Partnership:

#### **North Ayrshire Outcomes**

- A reduction in all forms of violence and abuse
- Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively
- More people in the wider community, and of all ages, are confident in identifying early signs of abuse

### What we know

Members of the Partnership already provide an excellent range of services that intervene where women are experiencing violence and abuse with many services being delivered on a multi-agency basis. Consultation with women to inform this strategy showed that services were generally well known, well regarded and easy to access. This consultation also revealed that what women most value is services delivered by organisations that are non-judgemental with regard to each woman's circumstances, the nature of the abuse and the decisions she may have made at various stages. This is critical as women experiencing abuse are frequently trying to negotiate a complex, and sometimes conflicting, range of emotions.

However, it may be that by the time the abuse becomes obvious, or where a woman decides to access services due to a crisis point being reached, the abuse may be sufficiently advanced to have created a number of issues that become difficult to resolve and remedy. This will clearly lead to greater distress for the woman concerned and any children she may have, and therefore highlights the role of effective early intervention and, if at all possible, preventing the abuse from happening at all. It also highlights the need for information sharing between services to prevent the many costs of abuse.

We recognise that moving towards earlier intervention and prevention will be challenging. It will not necessarily be just about developing new services, but raising awareness of how to identify abuse at an early stage and how to tackle this sensitively and appropriately with the woman involved. As we know, many women feel a sense of shame, fear and guilt when abuse starts so raising the issue sensitively and without being judgemental is key.

We also know that services can be less effective where a woman does not have children or where her children are looked after away from home. Whilst protecting children and young people is paramount and many services give priority to women with children, this can lead to women without children effectively "falling through the cracks" between services and failing to receive the support they need.

As stated in Priority 1, women are a diverse group and may wish to access services and seek help and support in a variety of ways. There are also different forms of violence and abuse which can affect the type and nature of services and interventions required. It is therefore important to listen to women, discover what they need from specialist services, and how mainstream services can complement the more specialist services on offer.

As well as providing support to women and girls affected by violence and abuse, this priority

is complemented by the work outlined under other priorities around working with children and young people to raise awareness of violence against women and reinforce the zero tolerance message. This, in many ways, should provide one of the most effective mechanisms to preventing violence from occurring in the first place.

### Where we are now

The Partnership developed and delivered a diverse range of services and approaches during the life of last strategy. Many of these were delivered on a multi-agency basis, where a range of partners can effectively wrap services around the woman rather than the woman having to approach different services at a time when she is particularly vulnerable.

#### **Multi-Agency Domestic Abuse Response Team (MADART)**

MADART was established in August 2012 to improve collaboration between agencies on domestic abuse issues. The team comprises Social Services, Housing and Police personnel and works in partnership with a range of services including:

- Addictions
- Health
- Welfare Rights
- Women's Aid
- The Scottish Children's Reporter Administration
- Scottish Fire and Rescue Service
- ASSIST

Referrals are made to MADART from Police Scotland and the team will address all forms of domestic abuse, although it gives a higher priority to those cases involving children. The team monitor performance and outcomes closely and there is evidence of improved outcomes for these families. The first year of MADART's operation saw a decrease in recorded domestic abuse incidents for the first time since 2003/04.

Many women experiencing violence may find it difficult to deal with more practical matters, such as negotiating the criminal justice system or even keeping up with day to day tasks such as paying bills. Services have been established to support women through this.



### **ASSIST (Advocacy Support Safety Information Services Together)**

ASSIST is a specialist domestic abuse service that provides advocacy and support to victims of domestic abuse. ASSIST receives referrals from Police Scotland who offer the service to victims when they are called to a domestic incident. ASSIST aims are to ensure that all victims of domestic abuse are safe, informed and supported throughout the court process and beyond, and the service is linked with the Specialist Domestic Abuse Courts.

### **Multi-Agency Protection Services (MAPS4U)**

MAPS4U is a personalised service bringing together a range of advice and support services for women aged 16-50 years. It is particularly aimed at highly vulnerable women and those who have chaotic lives. The service works around the needs of women by enabling them to access a range of services all under the one roof including:

- Money advice
- Health information
- Housing advice and support
- Tenancy support
- Criminal justice services
- Social care
- Fire safety advice

The service is delivered monthly by a range of partners in North Ayrshire.

Partners have also developed approaches to effectively engaging universal services in the identification of, and effective response to, possible abuse. There is a focus on bringing the services to the family and signposting appropriately.

### **NHS Routine Enquiry of Gender Based Violence**

In 2008, the NHS nationally recognised that violence against women is a major public health issue, due to the serious effects it can have on the health and well-being of women and children, both physically and mentally. As a result, it produced guidance on sensitive routine questioning of women who access health services within six priority areas, including public health nursing and maternity services. Different disciplines within the health service are encouraged to work together and share information to protect a family who have been identified as being at risk.

NHS Ayrshire and Arran introduced routine enquiry in 2009 and have trained and supported significant numbers of staff to ensure they have the skill to respond to these issues effectively.

MAPS4U is a personalised service bringing together a range of advice and support services for women aged 16-50 years. It is particularly aimed at highly vulnerable women and those who have chaotic lives.

### **Police Scotland Concern Hub**

In 2014, the Ayrshire Division of Police Scotland implemented a Concern Hub which enabled the new national vulnerable persons' database. This system is an operational tool which allows the identification, management and dissemination of concerns relating to:

- Adults at risk
- Domestic incidents
- Child protection
- Youth offending
- Hate crimes

The Concern Hub established a team that focusses on processing concern forms, with prioritisation of risk being key. Where immediate action is required, officers, partners and other staff, through ASSIST and MADART for example, are deployed to support the victim and deal firmly with the perpetrator.

In addition to these areas of work, Concern Hub staff also prepare reports for multi-agency meetings, carry out enquiries for partner agencies and attend meetings of partnerships such as Domestic Abuse Multi-Agency Tasking and Co-ordination.

### **Looking to the future**

The Partnership will address this priority and associated outcomes through a dedicated work stream with Police Scotland, Health & Social Care Partnership (Youth Justice), Women's Aid, NHS Ayrshire & Arran, Community Development, Housing Services (Community Safety) and Victim

Support as core members. Action to be taken forward by this group will include:

#### **Review of current practice**

An initial action for this work stream will be a review of current good practice in early intervention from around the UK and internationally. This will be used as a starting point for informing further actions and developing new approaches and initiatives in North Ayrshire.

#### **Identifying abuse at an early stage**

All professionals and front line staff who have regular contact with the public should be trained in how to identify early signifiers of abuse and violence affecting women and girls. Whilst many women will approach Women's Aid or the Police, who have vast experience in dealing with women in this situation, some may approach services that do not routinely deal with women experiencing abuse. As a second phase, these messages will be promoted by the Partnership to those who do not work with the public and third sectors but who regularly come into contact with women, such as private sector employers, the service sector and retailers.

In addition, from 2016, the Children and Young People (Scotland) Act 2014 will require a 'named person' or single point of contact for every child under 18. The named person will provide support for families and raise concerns about a child's wellbeing. This duty will lie with health visitors for children under school age and with the

local authority for all others. It is therefore important that named persons are trained in how to identify early indicator of abuse.

#### **Domestic Abuse Disclosure Scheme**

This scheme has been piloted in Ayrshire from November 2014 for a period of six months. It allows a woman or a third party to make a direct application to Police Scotland for information about an individual who they suspect may have a history of violent abuse towards previous partners. Police Scotland will ask partner agencies to provide relevant information and a decision making forum will decide what should be shared. This is known as the "right to ask". In addition, Police Scotland have the "power to tell" under the scheme where an individual is assessed as being at risk. Where a woman or a third party is seeking disclosure, this could be an indication that there may already be issues of abuse in the relationship and this could present an opportunity to intervene sensitively and potentially work with the whole family. The Partnership will ensure appropriate representation within the Scheme Steering Group, consider any evaluation of the Scheme, and assist in developing the approach in North Ayrshire.

#### **Supporting women without children**

During the consultation that informed the development of this strategy, the provision of support for women without children was identified as a potential gap in provision. Women with children

may be given priority as a result of the duty to protect the children and therefore those women without children in their care may have less intense support. This could be particularly damaging for women who have had children removed because they are in an abusive situation and are potentially suffering distress as a result. The Partnership will explore possible ways to close this gap, including consideration of the provisions of the Adult Support and Protection Act.

### **Early Years Collaborative**

This initiative is a coalition of Community Planning Partners, including many who are represented on the Violence Against Women Partnership. The Collaborative's ambition is "to make Scotland the best place in the world to grow up in by improving outcomes and reducing inequalities". The overall vision is to achieve transformational change in the early years which will provide a stable, nurturing environment for all of Scotland's children. Means of tackling violence against women are being explored using the Collaborative's model of improvement. The Partnership will co-ordinate the mainstreaming of further awareness messages into the work of the collaborative, as violence against women has such a negative impact on the wellbeing of the women and children concerned.

### **Working with young people**

This is a common thread through all the Priorities in this strategy and demonstrates the Partnership's continuing commitment of working with children and young people to promote a zero tolerance message. Greater awareness of violence and abuse amongst young people will also help to identify abuse early, for example, by a child being concerned about the behaviour of a friend and raising this with a teacher or other professional. The extension of this work will be an action across all work streams, with a co-ordinated approach.

### **Peer support**

During the consultation period for this strategy, feedback from the event held with women showed the extent to which the women valued being able to talk and share in a safe and supportive environment. The Partnership will explore the possibility of facilitating a peer support scheme where women experiencing violence can be supported and guided by other women who are familiar with the situation being experienced. As part of this action, examples of good practice across other local authorities and specialist service providers will be sought.



# Priority 4

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Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response.

In Equally Safe, the Scottish Government identifies their key objectives for this priority as being:

- Justice responses are robust, swift, consistent and coordinated
- Men who carry out violence against women and girls are identified early and held to account by the criminal justice system
- Men who carry out violence against women and girls must change their behaviour and are supported to do so

These objectives have been used to develop the following local outcomes for the Violence Against Women Partnership:

#### North Ayrshire Outcomes

- There is a consistent and sustained reduction in incidents of violence against women in North Ayrshire
- Women and girls have increased confidence in the judicial systems
- There is an increased range of mandatory and non-mandatory interventions that challenge and support perpetrators of violence against women



### What we know

We know that there is no such thing as a typical perpetrator of violence against women. They can be from all walks of life and any background. However, as with women who are at risk of violence, there are similar risk factors applying to male perpetrators, such as deprivation and use of and/or dependence on substances such as alcohol. There is a large body of evidence that indicates the role of alcohol in the commission of offences of violence against women, although this clearly does not excuse the behaviour and needs to be addressed.

**Equally Safe** states that the criminal justice system has a key role to play in enforcement of relevant law and prevention of violence against women. It sees robust, consistent and swift judicial responses as being vital and that men who perpetrate violence against women must be held to account through the criminal justice system. It also recognises the importance of prosecution to the survivors of violence and abuse, and that those who have been victims need to have confidence in the system and know that they will receive appropriate support through the process. Consultation with local women carried out as part of the development of this strategy reinforced the importance of firm and appropriate redress and the role this plays in recovery.

The policy for and operation of the criminal justice system such as court disposals, rules of evidence, sentencing and time taken to get cases heard, are the responsibility of the Scottish Government, the Crown Office and the Procurator Fiscal. However, a strong partnership can influence the national agenda through representation on national bodies and fora, positive working relationships with key people in government and active participation in national organisations and networks that aim to influence central government, such as the National Violence Against Women Network.

As with the early interventions described in Priority 3, there is potential scope to deliver services to perpetrators outwith the criminal justice system as soon as they are identified. Research carried out with male perpetrators<sup>7</sup> indicated that periods of change of expectations in an intimate relationship, such as the man assuming he should be the breadwinner, can be a trigger for violence. It is of note that 30% of domestic abuse commences during pregnancy<sup>8</sup>, which marks one of the most profound changes in a relationship. At such times, a perpetrator may seek help but as **Equally Safe** states “a key question however is what opportunities are there for intervention once a perpetrator has been identified by whatever means”.

### Where we are now

The zero tolerance approach described in Priority 1 is also relevant here and campaigns such as White Ribbon, which is aimed at men and boys, continue to promote the message that violence against women and girls is unacceptable under any circumstances. During the life of the 2010-13 strategy, a number of new programmes aimed at male perpetrators were developed and implemented.

#### Caledonian Programme

This mandatory programme, delivered through the South West Scotland Community Justice Authority as part of Community Payback Orders, aims to address men's abusive behaviour and to improve the lives of women, children and men. It does this by working with men convicted of domestic abuse related offences to reduce their re-offending, while offering integrated services to women and children. To be effective in increasing women's and children's safety, and increasing the likelihood of men making positive changes, programmes need to be long term and embedded in a wider system of multi-agency working. Working with men in isolation is potentially dangerous as it may raise the risk of harm to women partners. For example, women may continue the relationship when they might otherwise have ended it or men

<sup>7</sup> Hester, M et al (2006) Domestic Violence Perpetrators: Identifying Needs to Inform Early Intervention accessed via [www.nr-foundation.org.uk/wp-content/uploads/2011/07/DomesticViolence\\_Report.pdf](http://www.nr-foundation.org.uk/wp-content/uploads/2011/07/DomesticViolence_Report.pdf)

<sup>8</sup> Drife, J et al (2005) Why mothers die 2000-2002: Report from the confidential enquiries into maternal deaths in the UK (CEMACH)

may resent having to attend and blame partners while not having yet learned how to stop their abuse. The Caledonian men's programme is therefore accompanied by a service which addresses the safety of women and children.

## Looking to the future

The Partnership will address this Priority and outcomes through a dedicated work stream with Health & Social Care Partnership (Criminal Justice Services), NHS Ayrshire & Arran, Police Scotland, North Ayrshire Alcohol & Drug Partnership, South West Scotland Community Justice Authority and Education & Youth Employment (Early Years) as core members. Actions that will be taken forward include:

### Working with young people

As has been consistently stated throughout this strategy, working with young people to challenge stereotypes and promote healthy relationships plays a vital role within this priority. This will include challenging traditional notions of masculinity and what it means to be a man, promoting positive male role models and awareness of what action to take if young people suspect family and/or friends are perpetrating violence against women or girls. As with previous Priorities, the Partnership will assess and monitor this ongoing work.

### Identifying and supporting perpetrators through non-judicial routes

The question posed by **Equally Safe** was: what are the opportunities for intervention once a perpetrator has been identified? Currently this identification is generally through the criminal justice system and only when a perpetrator is inducted into the system can interventions become mandatory. Consultation with professionals carried out as part of the development of this strategy identified the non-judicial, non-mandatory intervention as a critical gap in current service provision.

This is a challenging area and the Partnership will carry out initial scoping, including a review of current initiatives and practice from around the UK and possibly small scale research and/or consultation with both perpetrators and survivors as to what they feel would have been effective. Examples of existing initiatives include:

- Research previously cited indicates that GPs are the most frequently consulted professional by perpetrators of violence. The NHS in London has produced a short guide for health professionals on working with perpetrators<sup>9</sup>

- The City of Edinburgh Council delivers the Safer Families Initiative which seeks to work with male perpetrators as well as providing support to their families. This initiative is not part of the criminal justice structure, with which an organisation such as Sacro is closely associated

Working with men in isolation is potentially dangerous as it may raise the risk of harm to women partners. For example, women may continue the relationship when they might otherwise have ended it.

<sup>9</sup> [www.domesticviolencelondon.nhs.uk/uploads/downloads/DV-Working\\_with\\_perpetrators.pdf](http://www.domesticviolencelondon.nhs.uk/uploads/downloads/DV-Working_with_perpetrators.pdf)

### Domestic Abuse Disclosure Scheme

The piloting of the Domestic Abuse Disclosure Scheme in North Ayrshire will provide an opportunity for the Partnership to explore methods of intervention. It is expected that this scheme will be rolled out nationally following the pilot period, so there is scope for sharing a body of good practice with the other pilot area, and more widely.

### Working with Addiction Services

There is evidence to support the role of substance misuse in the commission of violence and abuse. The Partnership will explore the potential of building stronger links with addiction services and other relevant services to ensure that perpetrators address their addiction as part of the process of examining their abusive behaviour. Addiction Services are also well placed to identify men who may be at risk of becoming perpetrators to facilitate early intervention.

### Pan Ayrshire Domestic Violence Sub Group

An Ayrshire Criminal Justice Social Work sub group has been established to develop a more structured and consistent intervention for perpetrators of domestic abuse who are subject to criminal justice supervision, but where referral to the Caledonian Programme is not appropriate. All interventions are underpinned by robust risk assessment and risk management. The work of this group will be monitored by the Partnership to identify areas of practice for use by other services.

# Monitoring, Evaluation and Engagement

### Monitoring and Evaluation

Progress towards this strategy will be reviewed regularly by the Violence Against Women Partnership through an annual action plan. The work streams will report to the Partnership on a regular basis on the progress that has been made towards achieving outcomes. Work plans will be reviewed annually to ensure that the strategy is in line with changing national and local policies and priorities.

A suite of performance indicators will be developed to support each of the priorities. These will be based on the outcomes and where possible, will use indicators that are already reported. However, the partners recognise that additional indicators may need to be developed and this will be considered at an early stage in the development of work plans. This should ensure that progress towards the outcomes can be gauged effectively.

### Engagement

Consultation undertaken as part of the development of this strategy demonstrated the importance of engaging with a wide range of stakeholders and in particular, service users. By listening to women who use our services, we can begin to understand how we can develop these to meet their needs. There are also existing engagement mechanisms, such as the People's Panel, which the Partnership can access to obtain the views of the wider population.

Ongoing engagement with stakeholders will therefore form an important part of the work streams and the wider partnership to ensure that this strategy continues to be relevant to our communities.



# Future Priorities

In order to take this strategy forward, the following work streams will be developed as stated throughout this document:

## Priority 1 Work Stream

- Education & Youth Employment (Early Years)
- NHS Ayrshire & Arran, Ayrshire College
- Health & Social Care Partnership (Children & Families)
- North Ayrshire Adult Protection Committee
- ASSIST
- Housing Services (Homelessness)

## Priority 2 Work Stream

- Community Development
- Health & Social Care
- Partnership (Youth Justice)
- Women's Aid
- Scottish Fire & Rescue
- North Ayrshire Child Protection Committee
- Break the Silence

## Priority 3 Work Stream

- Police Scotland
- Health & Social Care
- Partnership (Youth Justice)
- Women's Aid
- NHS Ayrshire & Arran
- Community Development
- Housing Services (Community Safety)
- Victim Support

## Priority 4 Work Stream

- Health & Social Care Partnership (Criminal Justice Services)
- NHS Ayrshire & Arran, Police Scotland
- North Ayrshire Alcohol & Drug Partnership
- South West Scotland Community Justice Authority
- Education & Youth Employment (Early Years)

In order to achieve the actions set out in the Action Plan, each work stream will have responsibility for liaising with other partners, organisations and individuals as required.

The Partnership recognises that in order to fulfil the ambitions and objectives of both Equally Safe and this strategy, there are areas of work that will need to continue beyond the period covered by this strategy. However, a strong start can be made during the life of this strategy and this will provide a solid base for continuing the work of the Partnership beyond 2018.

# Key Contacts

**These services can offer information and support, and can advise about help available in the local area. Anyone contacting these services does not have to give their name.**

Anyone wishing advice or assistance can speak to someone or have information posted to their address, whichever they feel is safer. They can also find out more on the websites provided, which can be accessed for free in local libraries. If someone contacts these services, they can expect:

- The service to listen to what they have to say
- The service to help them, or put them in touch with other services
- Not to be judged
- The service to help them stay as safe as possible, whatever they decide to do

**A person does not have to leave an abusive partner to get help.**

## Police Scotland

### To report domestic incidents:

In an emergency: 999

Non-emergency number: 101

Facebook: [policescotland](#)

Twitter: [@policescotland](#)

For more information and online reporting of domestic abuse incidents as a victim or witness, visit [www.scotland.police.uk/keep-safe](http://www.scotland.police.uk/keep-safe)

## Scottish Domestic Abuse

Helpline (24hr): 0800 027 1234

Email: [sdahelpline@yahoo.co.uk](mailto:sdahelpline@yahoo.co.uk)

## North Ayrshire Women's Aid

Telephone: 01294 602424

Web: [www.nawomensaid.org.uk](http://www.nawomensaid.org.uk)

## NHS

You may wish to speak to your GP, Health Visitor, Midwife, Mental Health or Addiction Service.

## NHS Ayrshire & Arran ([www.nhsaa.net](http://www.nhsaa.net))

NHS 24 – Health information and self-care advice:  
[www.nhs24.com](http://www.nhs24.com)

NHS Inform – Scotland's health information service:  
[www.nhsinform.co.uk](http://www.nhsinform.co.uk)

## North Ayrshire Council Homeless Assessment, Prevention & Advice

Office hours: 01294 314700

Out of hours: 0800 0196 500

Email: [housing-info-advice@north-ayrshire.gov.uk](mailto:housing-info-advice@north-ayrshire.gov.uk)

Web: [www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)

## Victim Support

**Information, help and support for people affected by crime.**

Telephone: 01294 277040

Email: [victimsupport.northayrshire@victimsupportscotland.org.uk](mailto:victimsupport.northayrshire@victimsupportscotland.org.uk)

Ayrshire website: [www.victimsupportayrshire.org.uk](http://www.victimsupportayrshire.org.uk)

Scottish Helpline (8am – 8pm Mon – Fri):  
0845 603 9213

National website: [www.victimsupportscotland.org.uk](http://www.victimsupportscotland.org.uk)

## Job Centre Plus

New claims: 0800 055 6688

Website: [www.gov.uk/contact-jobcentre-plus](http://www.gov.uk/contact-jobcentre-plus)

## Benefits, Welfare Rights and Money Matters

NAC Money Matters: 01294 310456  
 Scottish Welfare Fund applications:  
 01294 310001  
[www.north-ayrshire.gov.uk/resident/benefits/welfare-reform/scottish-welfare-fund.aspx](http://www.north-ayrshire.gov.uk/resident/benefits/welfare-reform/scottish-welfare-fund.aspx)

## North Ayrshire Citizens Advice Bureau (NACAS)

**For someone to talk to if you feel down, depressed or are in distress.**

0808 800 9060  
 Samaritans – Ayrshire: 01563 531313  
 Samaritans – National Helpline: 08457 90 90 90  
 Web: [www.samaritans.org](http://www.samaritans.org)  
 Breathing Space: 0800 83 85 87  
 Web: [www.breathingspacescotland.co.uk](http://www.breathingspacescotland.co.uk)

## Support with Alcohol Issues

Ayrshire Council on Alcohol: 01292 281238  
 Email: [acaayr@btconnect.com](mailto:acaayr@btconnect.com)

## Alcoholics Anonymous

0845 769 7555

## Support in Same Sex / LGBT Relationships

**Confidential support for lesbian, gay, bisexual and transgender people experiencing domestic abuse.**

Broken Rainbow: 0300 999 5428  
 Web: [www.brokenrainbow.org.uk](http://www.brokenrainbow.org.uk)  
 Facebook: [brokenrainbowuk](https://www.facebook.com/brokenrainbowuk)  
 Twitter: [@brokenrainbow](https://twitter.com/brokenrainbow)

Information for perpetrators and professionals about services for those using violence and abuse in their relationships.

## Respect

**Information for perpetrators and professionals about services for those using violence and abuse in their relationships.**

Helpline: 0808 802 4040  
 Web: [www.respectphoneonline.org.uk](http://www.respectphoneonline.org.uk)  
 Email: [info@respectphoneline.org.uk](mailto:info@respectphoneline.org.uk)  
 Twitter: [@RespectUK](https://twitter.com/RespectUK)

## Domestic Abuse Investigation Unit

01563 505131 or 01563 505064

The Domestic Abuse Unit can provide advice and support throughout the process or reporting domestic incidents, including the reporting of historical domestic violence. They can arrange to meet you at a location of your choice. They can also help you with safety planning, and refer you on to other services, such as:

- **ASSIST** – a specialist domestic abuse advocacy services during the court process and beyond



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 11

26 May 2015

#### Cabinet

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**Subject:** Road Maintenance Programme 2015/16

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**Purpose:** To seek approval of the Structural Roads and Street lighting Maintenance Programme for 2015/16.

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**Recommendation:** That the Cabinet (a) agrees to note the approach taken to determining the asset maintenance programme for roads and street lighting; (b) approves the maintenance programme for 2015/16, as shown at Appendix 3a and 3b; and (c) present the programme to Area Committees for consideration.

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#### 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 £1.7billion.
- 1.2 North Ayrshire Council has no responsibility for the maintenance of the Trunk Road Network, which 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 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 providing not only a sustainable road network for the future but also 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 2015/16 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 deliver the maximum return on investment.
- 2.2 A key element of the Asset Management process, condition assessments are carried out on the public road network on an annual basis as part of the inspection regime. 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 the Safety Inspection Manual. All faults are logged within the 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. See attached table at Appendix 1.
- 2.5 The data from the condition assessment is then entered into a Prioritisation Matrix for consideration of inclusion onto the Council's Strategic list of priorities. The assessment matrix is attached at Appendix 2.

- 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 the Council's 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 approach.
- 2.9 The level of investment required to be allocated to the varying treatment types was identified using the Society of Chief Officers of Transportation in Scotland (SCOTS) cost projection model. The model assists with identifying what effect the use of various treatments will have on the on-going condition of the carriageway. This enables officers to determine a more accurate design life for the treatments currently available and to assist in ensuring that the Service is achieving value for money on its use.

Treatment Option	Cost/Sqm	Extension to Life
Asphalt Preservation	£3.00	Up to 5 years
Micro Surfacing	£4.80	7 - 10 years
Surface Dressing	£4.81	Up to 10 years
Screeding	£8.22	5 - 10 years
Retread	£11.80	Up to 20 years
Inlay SMA	£20.70	Up to 20 years
Inlay HRA	£26.99	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 prioritised 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 Engineers 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.

2.16 The total level of investment attributed to the maintenance of the roads and street lighting infrastructure in 2015/16 is approximately £2.9m for work on the mainland and £560k for work on Arran. The programme of work associated with this is identified in both Appendix 3a and 3b.

2.17 A medium term investment programme is being developed for Arran. Once completed a wider public consultation event will be undertaken.

### **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 agree the maintenance programme for 2015/16, as shown at Appendix 3a and 3b.

3.3 That the programme be presented to Area Committees for consideration.

## **4. Implications**

### Financial Implications

- 4.1 The Roads Structural Maintenance Programme will be delivered from the funding available in the approved allocated Capital and Revenue budgets for 2015/16.

### 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 and Sustainability 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 There are no Community Benefit implications, although maintenance of the road network will enable better access to services for everyone.

## **5. Consultations**

- 5.1 The process of developing the annual programme of works using the Asset Management approach was previously presented to all Local Area Committees. This was well received by Members and no adverse comments were raised during this process.

## **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.

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

**CRAIG HATTON**  
Executive Director (Place)

Reference : JS/DMcD

For further information please contact Joe Smith, Senior Manager (Roads & Transportation) on 01294 225203.

### **Background Papers**

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# APPENDIX 1

## 1.4 Survey Outcome

The results of condition & extent will be put together to give the area a score out of a possible 16. Anything with a score of 11 or more will be put forward to have a full Scheme Assessment carried out at the inspectors earliest opportunity.

Condition →	1 – Acceptable	2 – Safe but poor appearance	3 – Minor deterioration	4 – Major Deterioration
Extent ↓				
1 – Up to 25%	4	5	9	13
2 – 25% - 50%	4	6	10	14
3 – 50% - 75%	4	7	11	15
4 – 75% - 100%	4	8	12	16



# North Ayrshire Council - Roads Carriageway Scheme Assessment Form



## APPENDIX 2

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 / Fault Reports / Complaints		1	
4. Assistance to Other Priorities		1	
<b>Total Priority Score:</b>			

<b>Treatment Type:</b>					
<b>Length:</b>		<b>Breadth:</b>		<b>Area:</b>	
<b>Patching Required:</b>	<b>Area:</b>			<b>Depth:</b>	
<b>Kerbing Required:</b>	<b>Length:</b>				

### Additional Comments

<b>Assessed By:</b>	
<b>Assessment Date:</b>	
<b>Checked By:</b>	

<b>Reassessed By:</b>	
<b>Reassessment Date:</b>	
<b>Checked By:</b>	

# North Ayrshire Council - Roads Carriageway Resurfacing Scheme Priority System

## General

The weighting system devised enables the programme of carriageway resurfacing schemes to be objective, rated against a number of important criteria.

Scoring System			
Criteria	Maximum Score	Weighting	Score
1. Condition	16	4	64
2. Maintenance Category	10	2	20
3. Public Liability Claims / Fault Reports / Complaints	6	1	6
4. Assistance to Other Priorities	10	1	10
<b>Maximum Total:</b>			<b>100</b>

## 1. Condition

Taken from initial Condition Assessment Score generated during inspection

Condition → Extent ↓	1 – Acceptable	2 – Safe but poor appearance	3 – Minor deterioration	4 – Major Deterioration
1 – Up to 25%		5	9	13
2 – 25% - 50%		6	10	14
3 – 50% - 75%		7	11	15
4 – 75% - 100%	4	8	12	16

## 2. Maintenance Category - Local Transport Strategy (LTS)

Maintenance Category	Score
Strategic Routes - (A760 / A736 / A71)	10
Main Distributor Routes	7
Secondary Distributor Routes / Bus Routes	5
Link Roads / All other Routes	2

## 3. Public Liability Claims / Fault Reports / Complaints

Score according to the type / source of complaint / fault report / request for service received for the location

- 1 - Public Complaint or a Fault Report resulting in a confirmed defect
- 2 - Multiple Requests for service or Fault Reports resulting in confirmed defects
- 4 - Elected Member Complaint or Request for Service
- 6 - Public Liability Claim

## 4. Assistance to Other Priorities

Use your own knowledge of the surrounding area to rate the location in relation to:

- 1 - Adjacent to Local Shops
- 2 - Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- 4 - Adjacent to Schools, Leisure Facilities and Tourist Attractions
- 6 - Business Parks and Industrial Estates
- 8 - Access to Train Stations and Park & Ride facilities
- 10 - Town Centre

### APPENDIX 3a

<i>Carriageway Resurfacing (Inlay / Overlay / Retread)</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Kylesview	Saltcoats	Full Length	£30,000	90
Main Street	Kilwinning	Church Street to Bridgend	£130,000	85
Raise Street	Saltcoats	Full Length	£60,000	84
Bank Street	Irvine	East Road to Thornhouse Avenue	£100,000	80
Station Road	Stevenston	Old Quarry Road to Rail Crossing	£80,000	80
Dalry Road Service Road 32 - 50	Ardrossan	Full Length	£30,000	79
B896	Millport	From Ferry round Island	£100,000	78
A760 Haylie Brae	Largs	Picnic Area to anti-skid	£100,000	76
Jacks Road Saltcoats	Saltcoats	Full Length	£100,000	76
A760 Blair Park	Largs	Blair park to Jocks castle	£60,000	76
A760 Amenity Site	Largs	Green gates passed skip site	£60,000	76
Cochrane Street	Irvine	Victoria Roundabout to Montgomery Street	£45,000	75
B777	Gateside	U10 Hoodsyard to Gateside Nursery	£100,000	75
Bridgend	Dalry	Full Length	£65,000	74
B7080 Long Drive	Irvine	Shewalton Roundabout to River Bridge	£65,000	72
Shewalton Road	Irvine	Full Length	£100,000	70

<i>Screeding</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
U32 Highfield	Dalry		£10,000	72
Alton Street	West Kilbride	South Road to Bellard Walk	£15,000	70
U28 Greenhills	Beith	C67 Junction	£10,000	70
U45 Milton	Kilbirnie	Blackburn Farm to River Bridge	£30,000	69
U20 Windyedge To Brodicklea	Dalry	Various Locations	£20,000	69
C19	Dalry	C19 Little Barkip	£10,000	69
Anthony Road	Largs	Full Length	£20,000	68
U 15 Bannock Cottage	Kilwinning	Full Length	£20,000	68
U62 Windy Edge	Dalry	Various Locations	£20,000	68
U59 Thirdpart	Dalry	Full Length	£25,000	68
U8 Boag	Kilbirnie	Halfway along Boag	£20,000	68
C67 Nethergree	Beith	300m beyond Browns Pressure Wash to Crookhill Farm	£15,000	68

<i>Micro Surfacing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Telford Place	Irvine	Full Length	£20,000	70
Bridgepark	Ardrossan	Full Length	£10,000	67
Leven Place	Irvine	Full Length	£16,500	67
Heatherstane Way	Irvine	Full Length	£20,000	66
Island View	Ardrossan	Full Length	£10,000	62
Sunderland Court	Kilbirnie		£15,000	61
Deerpark Avenue	Stevenston	Cul-De-Sac	£5,000	61
Fudstone Drive	Kilbirnie	No 41 – 47 Spur	£3,500	60

<i>Surface Dressing</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
B769	Irvine	Between Chapelton and the EAC boundary.	£32,000
B778	Kilwinning	Between Lylestone and Auchentiber	£100,000
U31	Beith	Hessilhead Loop Road	£2,000
U28	Beith	South of the C67	£4,000
U28	Beith	From Tandleview to the C80	£4,000
B780	Dalry	North of the A78	£32,000
B780	Dalry	West of Dalry	£52,000

<i>Footway Resurfacing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Vernon Street	Saltcoats	Number 31 to 49	£10,000	95
Station Road	Stevenston	Various Sections	£50,000	86
Chapelhill Mount	Ardrossan	Number 65 to 94 Number 96 to 102	£40,000	86
Kilwinning Road	Irvine	Flemming Terrace to BP Station	£10,000	84
Glebe Street	Stevenston	Full Length	£12,000	83
Findlays Brae	Saltcoats	Full Length	£5,000	82
Barnett Crescent	Saltcoats	Full Length	£10,000	81
Castlepark Circle	Irvine	Morar Place To Lomond Place	£40,000	80
St Margarets Road	Ardrossan	St Andrews Road to Lawson Drive	£30,000	79
Raise Street	Saltcoats	Odd Number Side	£25,000	78
Townhead Street	Stevenston	Full Length	£30,000	78
Fullerton Place	Stevenston	Number 2 to Number 14	£5,000	78
Quay Street	Saltcoats	Braes Road to Bradshaw Street	£15,000	78
Dalry Road	Saltcoats	Number 1 to Gilfillan	£25,000	77
Portencross Road	West Kilbride	Footway on one side up hill	£10,000	77
West Bay Road	Millport	Between Column R1 and R4	£20,000	74
Church Street	Largs	Full Length	£10,000	72

<i>Lighting Deteriorated Column Replacements</i>			
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>
Auchenharvie Road Craigs Place Mayfield Road Mayfield Place	Saltcoats		£59,800
Arran Crescent Larch Terrace Mid Road Blackthorn Avenue Elms Place	Beith		£65,200
Douglas Place Douglas Street Brisbane Glen Road Brisbane Street	Largs		£130,000
Castlepark Villas Glen Road Montgomerie Avenue School Brae Montgomerie Drive Castlepark Drive Castlepark Gardens	Fairlie		£101,200
Annick Road Bourtreehill Community Route Broomlands Busway Bank Street East Road	Irvine	Irvine Bus Routes	£355,800
Station Brae	Dreghorn		£29,200
Abbots Place Lauchlan Way Dovecot Lane Bankhead Church Street Bridgend	Kilwinning		£90,400

## APPENDIX 3b

<i>Carriageway Resurfacing (Inlay / Overlay / Retread)</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
B880 Main Street	Shiskine	Balgowan To High Feroline	£150,000	79
Kildonan Road	Kildonan	200m prior to Kildonan Hotel for 100m	£30,000	79
B880 Main Street	Shiskine	Shikine Cemetery To Balmichael	£110,000	75

<i>Carriageway Screeding</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Castle Road	Lochranza	Full Length	£15,000	74
Manse Road	Lochranza	A841 to B&B	£10,000	73
U84 Glenrosa Road	Brodick	From Campsite Gate to Track	£10,000	70
U81 Auchencar	Machrie	C147 to 75m past house	£30,000	65
Bellfield Road	Whiting Bay	From cross roads to end	£30,000	65

<i>Surface Dressing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	
C147	Blackwaterfoot	Kilpatrick	£55,000	
C147	Kildonan	Between Kildonan and Kilmory (2 locations)	£70,000	

<i>Footway Resurfacing</i>				
<i>Street</i>	<i>Town</i>	<i>Location</i>	<i>Estimate Cost</i>	<i>Assessment Score</i>
Main Street	Brodick	Market Road To Douglas Hotel	£10,000	83
Main Street	Lochranza	Ferry Slipway to Pontoon	£10,000	75
Main Street	Whiting Bay	Just after school to bus stop opposite playing fields	£25,000	75
Main Street	Lagg	Across bridge towards shop	£2,000	71



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 12**

**26 May 2015**

**Cabinet**

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**Subject:** **Draft Local Transport Strategy 2015-20**

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**Purpose:** To request approval from Cabinet to proceed to public consultation on the Draft Local Transport Strategy 2015-20.

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**Recommendation:** That Cabinet approves the draft Local Transport Strategy 2015-20 for public consultation.

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**1. Introduction**

- 1.1 In 2008, North Ayrshire Council published the 2008-2013 Local Transport Strategy (LTS). The document set out clear aspirations for transport investment within North Ayrshire as well as longer term strategic objectives. The Local Transport Strategy forms part of a structure of local, regional and national transport strategies.
- 1.2 Through the LTS, the Council was able to provide a number of improvements to roads, public transport, and active travel. These improvements included the development of the Roads Asset Management Plan, extension of various park and ride facilities at railway stations, provision of Real Time Passenger Information on bus routes, and the introduction of a Council sponsored cycle to work scheme.

**2. Current Position**

- 2.1 Since the previous strategy, the economic climate has changed considerably. The development of a new strategy looking forward from 2015-2020 provides an opportunity to take transport services and provision in North Ayrshire in a direction which can help address some of the economic challenges and opportunities now faced.

- 2.2 One of our key priorities is economic growth. The North Ayrshire Economic Development and Regeneration Strategy 2010 - 2020 (EDRS) provides relevant context for the LTS by setting out strategic priorities for North Ayrshire, such as improving physical connections to neighbouring areas, creating employment through attracting business to our area and supporting existing business. Developing a new Local Transport Strategy, and not simply refreshing the previous strategy, provides a unique opportunity to prepare a document that integrates the LTS with the EDRS and other Council objectives.
- 2.3 A copy of the draft LTS is provided in Appendix 1. The LTS Delivery Plan contains a variety of actions to help realise the transport vision, but centres on the delivery of four key flagship actions.
- 2.4 These four flagship actions have been developed through extensive engagement and represent the measures which will be prioritised in their delivery. In order to ensure their successful delivery, partnership working arrangements to progress the flagship actions have already been established between the relevant delivery partners.
- 2.5 The four key actions are to:
- Strengthen links to Glasgow.

Strong transport links and connections between North Ayrshire and Glasgow are key to ensuring good accessibility to wider employment opportunities, regional and national services, facilities and attractions, and onwards to the rest of Scotland and further afield through rail and airport links. It is recognised that given our proximity to Glasgow, the area is popular commuter territory and North Ayrshire's range of transport alternatives need to be provided to enable local people to access quality jobs outside our area. We also need to ensure businesses located in our area have good access to Glasgow, the rest of Scotland, and the wider world for supplier, distributor, and customer access. The tourism economy is also important to North Ayrshire and improved links with Glasgow will help support and enhance the contribution this sector makes.

- Increase the Accessibility and Awareness of i3 Irvine Enterprise Area.

The i3 site gained status as an Enterprise Area for Life Sciences from the Scottish Government in April 2012 and aims to become south-west Scotland's leading innovations and industrial investment location. Transport forms part of the promotion package for the site and, situated between the A78(T) and A71, the site is easily accessed by road with good links to Glasgow. Accessibility by public transport is, however, poor with the lack of provision impacting on the businesses located at the site. We want to ensure accessibility of the site by a range of transport modes, enabling people from all North Ayrshire communities to access employment opportunities at i3.

- Improve Ardrossan Harbour.

Ardrossan Harbour is a major asset for North Ayrshire and provides lifeline ferry Services, which are also used for tourism, leisure, and trade. Ardrossan Harbour acts as a west of Scotland gateway to the Islands, and further cementing of this 'hub' role through investment in the terminal and surrounding area and expansion of services (including retention of the pilot Ardrossan - Campbeltown link) would provide this area with much needed competitive advantage.

- Develop Community Transport in North Ayrshire.

Providing for economic growth is important and is one of the key strategy priorities. Economic growth has benefits for our local people with increased employment opportunities leading to increased wealth in the area. However, we are aware that providing the necessary transport links to enable local people to access services and facilities by a range of suitable and sustainable transport options is also vitally important. The provision of safe, secure, affordable, and accessible transport for everyday activities supports an improved quality of life for all our local people. By understanding the current level of transport provision in our varied communities and locations, we aim to ensure that there is equality in the level of provision throughout North Ayrshire. Through engagement with all our communities through the Neighbourhood Planning Areas, we need to identify the local transport priorities for each neighbourhood and implement appropriate transport measures.

Specific actions to realise these four flagship priorities are set out within the document.

- 2.6 The development of the strategy has been led by North Ayrshire Council, but the strategy's vision and delivery will be driven by both the Council and a number of key delivery partners including Strathclyde Partnership for Transport, Irvine Bay Regeneration Company and Transport Scotland. Performance monitoring arrangements include six monthly meetings between the key stakeholders, as well as an annual review of the Delivery Plan actions to monitor progress.

### **3. Proposals**

- 3.1 Cabinet is asked to note the contents of the draft Local Transport Strategy and to provide approval to publish the document for public consultation. A report on the outcome of the public consultation will be provided to cabinet in due course.

### **4. Implications**

#### Financial Implications

- 4.1 There are financial implications arising from this report although priorities emerging out of the LTS are likely to require funding through the Council Capital programme and/or external sources of funding.

#### 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 No Equality Impact Assessment is required for this strategy as the needs of all transport modes and users have been considered when preparing the list of actions.

#### Environmental and Sustainability Implications

- 4.5 In order to comply with the Environmental Assessment (Scotland) Act 2005 and as required by EU Directive 2001/42/EC, the draft strategy has been subject to a Strategic Environmental Assessment (SEA). The strategy will be accompanied by an Environmental Report which communicates the anticipated environmental effects of the strategy and sets out proposals for the monitoring of such environmental effects. Mitigation measures have been developed to avoid, reduce or offset adverse environmental effects of the strategy.

## Implications for Key Priorities

- 4.6 The proposals support several priorities of the Council within the Council Plan and Single Outcome Agreement (SOA). Examples include: North Ayrshire is a safer place to live; connections to neighbouring areas, the West of Scotland, Scotland, the UK and internationally are improved; people are more active more often and road safety has improved.

## 5. Consultations

- 5.1 Extensive consultation was undertaken internally and externally to inform the content of the draft Local Transport Strategy as well as a workshop event which included North Ayrshire businesses, Council representatives and transport organisations.

## 6. Conclusion

- 6.1 The draft Local Transportation Strategy provides a vision for an integrated transport network for North Ayrshire that supports long term, sustainable, economic growth in the area, and reduces economic inequality through improving the accessibility and connectivity of communities to employment and local amenities and includes the following flagship actions:

- Strengthen links to Glasgow.
- Increase the Accessibility and Awareness of i3 Irvine Enterprise Area.
- Improve Ardrossan Harbour.
- Develop Community Transport in North Ayrshire.



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Reference : DL

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## Background Papers

Copy of Draft Local Transport Strategy





# North Ayrshire Local Transport Strategy

This strategy sets out the key priorities for transport in North Ayrshire.

The strategy has been developed by North Ayrshire Council, but the strategy's vision and delivery will be driven by both the Council and a number of key delivery partners.

It is our vision:

*To provide an integrated transport network for North Ayrshire that supports long term, sustainable, economic growth in the area, and reduces inequality through improving the accessibility and connectivity of communities to employment opportunities and local amenities.*

Our Local Transport Strategy (LTS) has three key priorities:

- **Economic growth**

To provide a transport network that underpins and facilitates economic growth by:

- Strengthening the regions connectivity to Glasgow, the rest of Scotland, and beyond
- Improving sustainable transport and active travel links between residential and key employment areas

- **Improving accessibility and connectivity to help reduce inequality**

To provide all local people with a range of suitable and sustainable transport options providing access to necessary shopping, healthcare, education, and recreational facilities.

- **Reducing the negative impacts of transport on communities, businesses and the environment**

To achieve modal shift from private car to sustainable transport and active travel

The strategy provides a framework for delivering the necessary transport measures and infrastructure to facilitate and support long term, sustainable, economic growth, and regeneration in North Ayrshire. We want to ensure North Ayrshire has a first-class transport system that

underpins our economic vision to make North Ayrshire vibrant, connected, ambitious, diverse, and visible.

The strategy seeks to provide for the growth of existing businesses and provide the connections and accessibility of the transport network to encourage inward investment. Our strategy seeks to ensure the people of North Ayrshire can access existing and emerging employment opportunities, both in North Ayrshire and the wider region, by a range of appropriate, accessible transport choices. In addition, the strategy seeks to provide suitable access to emerging employment opportunities in North Ayrshire for people from the wider region, providing additional skills to help new ventures thrive where needed. We recognise that this growth must be sustainable, and the strategy takes cognisance of the environmental, social, and economic limitations faced.

While supporting economic growth, this strategy seeks to provide the necessary measures to ensure connected communities, where the accessibility of local services and facilities is improved for all North Ayrshire residents. We want to provide local people with a range of suitable and sustainable transport options that provide access for all to necessary shopping, healthcare, education, and recreational facilities.

The development of the strategy provides us with an opportunity to establish the facilities and infrastructure required to change the travel habits of our local people and businesses, minimising the negative impacts of transport on communities, businesses, and the environment.

The strategy's Delivery Plan contains a variety of actions to help us realise our transport vision, but centres on the delivery of four key flagship actions. These four flagship actions have been developed through extensive engagement and represent the measures, which will be prioritised above all others in their delivery. In order to ensure their successful delivery, partnership working to progress the flagship actions has been established between many of the relevant delivery partners.

Our four flagship actions are to:

- Strengthen transport links to Glasgow
- Increase the accessibility and awareness of i3 Irvine Enterprise Area
- Improve Ardrossan Harbour and Ferry Terminal
- Develop Community Transport in North Ayrshire

## 1 WHY HAVE A LOCAL TRANSPORT STRATEGY?

The previous Local Transport Strategy covered the period 2008 – 2013, during which the economic climate changed considerably. The development of a new strategy, looking forward from 2015 – 2020, provides us with an opportunity to take transport services and provision in North Ayrshire in a direction that is relevant to the economic and social challenges now faced.

Developing a new LTS, and not simply refreshing the previous strategy, provides a unique opportunity to prepare a document that integrates the LTS with:

- North Ayrshire's Economic Development and Regeneration Strategy 2010 – 2020 (EDRS)
- The aims of the North Ayrshire Community Planning Partnership (CPP)
- The priorities and vision of North Ayrshire's Single Outcome Agreement

North Ayrshire's Economic Development and Regeneration Strategy sets out two bold strategic goals:

- Becoming a leading location for doing business
- Decreasing worklessness to the Scottish level

The Community Planning Partnership for North Ayrshire aims to achieve sustainable development in local communities and tackle:

- Worklessness
- Health inequalities
- Community Safety

The vision of North Ayrshire's Single Outcome Agreement is 'North Ayrshire – A Better Life', with three priorities to create:

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

The Local Transport Strategy's key priorities are:

- Economic Growth
- Improving accessibility and connectivity to help reduce inequality
- Reducing the negative impacts of transport on communities, businesses, and the environment

These priorities have guided the development of Local Transport Strategy's Delivery Plan and together the actions within the Delivery Plan support the goals and successful delivery of the EDRS, while underpinning the aims of the CPP and priorities of the Single Outcome Agreement.

The strategy's three priorities are not mutually exclusive. Growing the economy of North Ayrshire will create jobs for local people with additional wealth generated for both the people of North Ayrshire and the wider region. We understand that enabling local people to lead full, healthy, happy lives is vitally important. Access to essential services and local facilities for shopping, healthcare, and recreational purposes is fundamental for breaking down the barriers of poverty, promoting social inclusion, and reducing inequality. By providing improved connectivity and increasing the accessibility of existing and new employment opportunities and local services and facilities, we can help regenerate our area, and reduce inequality, between our communities, and between North Ayrshire and the rest of Scotland. The development of transport measures and initiatives to support economic growth and increased accessibility and social inclusion, are all framed by our priority to reduce the negative impacts of transport on communities, businesses, and the environment, with a principal goal to achieve modal shift towards sustainable means of transport.

While taking cognisance of the relationship and synergy of the Local Transport Strategy with national and regional strategies and policies (see Appendix A), the Local Transport Strategy sets out the key transport challenges, opportunities, measures and infrastructure required in order to address current and future transport challenges, realise future transport opportunities and work towards local, regional, and national goals.

The strategy's Delivery Plan is at the heart of the strategy and sets out actions to guide our plans and priorities, to work towards a transport system that enables North Ayrshire's people and businesses to flourish.

## **2 STRATEGY DEVELOPMENT**

Engagement to understand the current transport challenges faced and potential opportunities for the transport network has helped guide and shape this strategy during its development.

The strategy has been influenced by a wealth of local, regional, and national views and opinions. A full list of all stakeholder consultees is contained in Appendix B.

### **2.1 Engaging with business**

A major feature in developing the strategy was focused engagement with key economic generators to fully understand their needs and transport requirements. Over 70 local businesses were requested to complete an on-line survey detailing local and strategic transport issues faced by their suppliers, distributors, staff, and customers. Businesses were asked about current transport challenges faced and potential additional transport measures that could be provided to enable their business operations to function more efficiently. We asked what transport measures could be implemented to provide opportunities for business growth as well as asking for any specific transport measures they believed may entice inward investment into their local area.

Alongside the engagement with local businesses, regional and national organisations and bodies were consulted to identify the role transport could play in supporting and achieving their economic aims. Engagement was undertaken with, amongst others: Scottish Development International, Visit Scotland, Highlands and Islands Enterprise, and Irvine Bay Regeneration Company.

### **2.2 Engaging with Local People and Communities**

#### **2.2.1 MP and MSP Engagement**

The elected MP for North Ayrshire and the two elected MSPs covering the area were contacted to provide local input into the strategy's development.

#### **2.2.2 Community Council and Councillor Engagement**

All active Community Councils in North Ayrshire were invited to participate in the consultation by completing a questionnaire covering all modes of travel and transport, and accessibility issues to employment opportunities, local facilities, and local services. Recognising that not everyone reports their concerns to their local Community Council, the same questionnaire was sent to all local Councillors to enable greater insight into local issues.

#### **2.2.3 Public Engagement**

Two forms of direct public engagement were undertaken; a short on-line questionnaire advertised in the local papers, through the Council's Twitter feed, and on the Council's website. Over 70 responses were obtained. In addition, 200 on-street face-to-face in depth interviews were undertaken.

### **2.3 Engaging with local, regional and national stakeholders**

A wealth of local, regional, and national organisations were contacted and their views on transport collated by email, telephone discussion, and meetings. These stakeholders covered a wide range of interests and varying travel modes and included transport authorities, disability action groups, local housing associations, the emergency services, transport operators, and cultural and environmental organisations.

Key to this engagement was Strathclyde Partnership for Transport (SPT), the regional transport partnership for the West of Scotland. Their Regional Transport Strategy *A Catalyst for Change* influences this strategy by providing the overarching strategic aims and objectives for transport in the Strathclyde region with which this Local Transport strategy seeks to align itself.

### **2.4 Engaging with Environmental Consultees**

The *Environmental Assessment (Scotland) Act 2005* requires that public sector strategies, plans and programmes (PPS) are subject to a Strategic Environmental Assessment. This strategy is a PPS as it is adopted by us at a local level. A Strategic Environmental Assessment (SEA) has been undertaken as part of the development of this strategy. Greater detail is provided in Appendix C.

### 3 WHERE ARE WE NOW?

#### 3.1 About North Ayrshire

North Ayrshire lies to the south-west of Glasgow. With a 70km coastline along its western edge stretching from Skelmorlie in the North to Dundonald in the south, and encompassing the Isle of Arran, Great Cumbrae, and Little Cumbrae. Our 885km<sup>2</sup> area contains both urban and rural communities, facing differing transport needs and challenges.

Major settlements include Irvine, Kilwinning, Dalry, Beith, Kilbirnie, Largs, Brodick, and the “Three Towns” of Ardrossan, Saltcoats, and Stevenston. With a population of approximately 138,000, our diverse area includes significant tourism and employment opportunities. The mainland coastline and the islands, Clyde Muirshiel Regional Park, and our many golf courses and marinas are key tourism assets. We sustain a diverse base of commercial activity across a range of sectors, including energy, manufacturing, construction, and a wide range of service-based activities. Together, these sectors provide employee jobs for 36,800 people, approximately two-thirds of whom are employed on a full-time basis.

We have the presence of some major global and innovative businesses and we have available major development opportunities at Hunterston, Ardeer and, most notably, at the newly designated i3 Irvine Enterprise Area, nestled between the A78(T) and A71 to the south-east of Irvine. In addition, our Infrastructure Requirements Schedule, as detailed in our Local Development Plan, sets out ambitious proposals for the development of some 7,500 new homes by 2025.

These opportunities are highly dependent on excellent transportation connections providing links between our local communities and between North Ayrshire and the rest of Scotland and beyond.

We recognise that alongside the many positive characteristics of the area, a number of priorities have yet to be addressed.

The Economic and Regeneration Strategy acknowledges that North Ayrshire has a vulnerable industrial structure and that we face challenges in attracting new business to our area.

The *Scottish Index of Multiple Deprivation (SIMD, 2012)* provides an area ranking of deprivation, dividing Scotland into datazones containing around 350 households. SIMD highlights that 24% of North Ayrshire’s datazones are now in Scotland’s 15% most deprived, with year-on-year increases since 2006. High rates of worklessness and increasing deprivation highlight the effort and focus that will be required to enable us to capitalise on the many opportunities available to us and reverse recent trends. This strategy seeks to provide a transport network to support this goal.

## 3.2 Our current transport connections

Our area is well served with a comprehensive network of road, rail, bus, ferry, and walking and cycling infrastructure providing vital links between our mainland communities, between these mainland communities and those on Arran and Great Cumbrae, and between North Ayrshire and other parts of Scotland.

Two major trunk roads, the A78(T) and A737(T), with the A738(T) linking the two, provide strategic road access to, from, and within North Ayrshire with local routes providing connectivity between urban and rural communities. Around 750 million vehicle-kilometres are travelled on North Ayrshire's roads every year, with one in every ten driver journeys delayed due to traffic.

Direct rail services connect North Ayrshire to the North with Glasgow, and to the south with Troon, Ayr, and Stranraer. Kilwinning Town acts as the area's rail hub with a frequent service passing through between Irvine and Glasgow, but with less frequent service provision between Glasgow and Largs. Rail travel from our area's most northern station at Largs, to Irvine and further south, requires interchange at Kilwinning.

With one in eleven of North Ayrshire's residents using the bus as their main mode of travel to work, (with this rate increasing to one in every seven for those living in an area of high deprivation) it is the most prevalent public transport mode in North Ayrshire. Our area's largest settlements, Irvine and Kilwinning, have good public transport connections and service frequencies to local facilities as well as to Glasgow, and South and East Ayrshire. The rural northern coastal communities and those in the Garnock Valley are less well provided for with more limited bus connections and service frequencies. The total number of bus service miles in North Ayrshire fell by 3% between 2011/2012 and 2013/14. A number of supported bus services are provided by SPT to provide bus provision where no commercial service operates, including all bus service provision on Arran. These supported services account for 13% of the total bus mileage travelled in North Ayrshire. Demand Responsive Travel in the form of SPT's MyBus service provides travel direct from passengers' homes to local amenities and operates throughout North Ayrshire including on the Isle of Arran for less able and vulnerable members of society.

Access to our islands is by regular ferry service from Ardrossan Harbour to Brodick on Arran and from Largs to Cumbrae Slip on Great Cumbrae.

Our Core Paths network provides the basic framework of paths for everyday journeys which links into and supports our wider network of other paths. The network encompasses two National Cycle Network Routes. Route 7 links from the south, through Irvine and the Garnock Valley to Glasgow. Route 73 connects The Three Towns through Kilwinning to Kilmarnock.

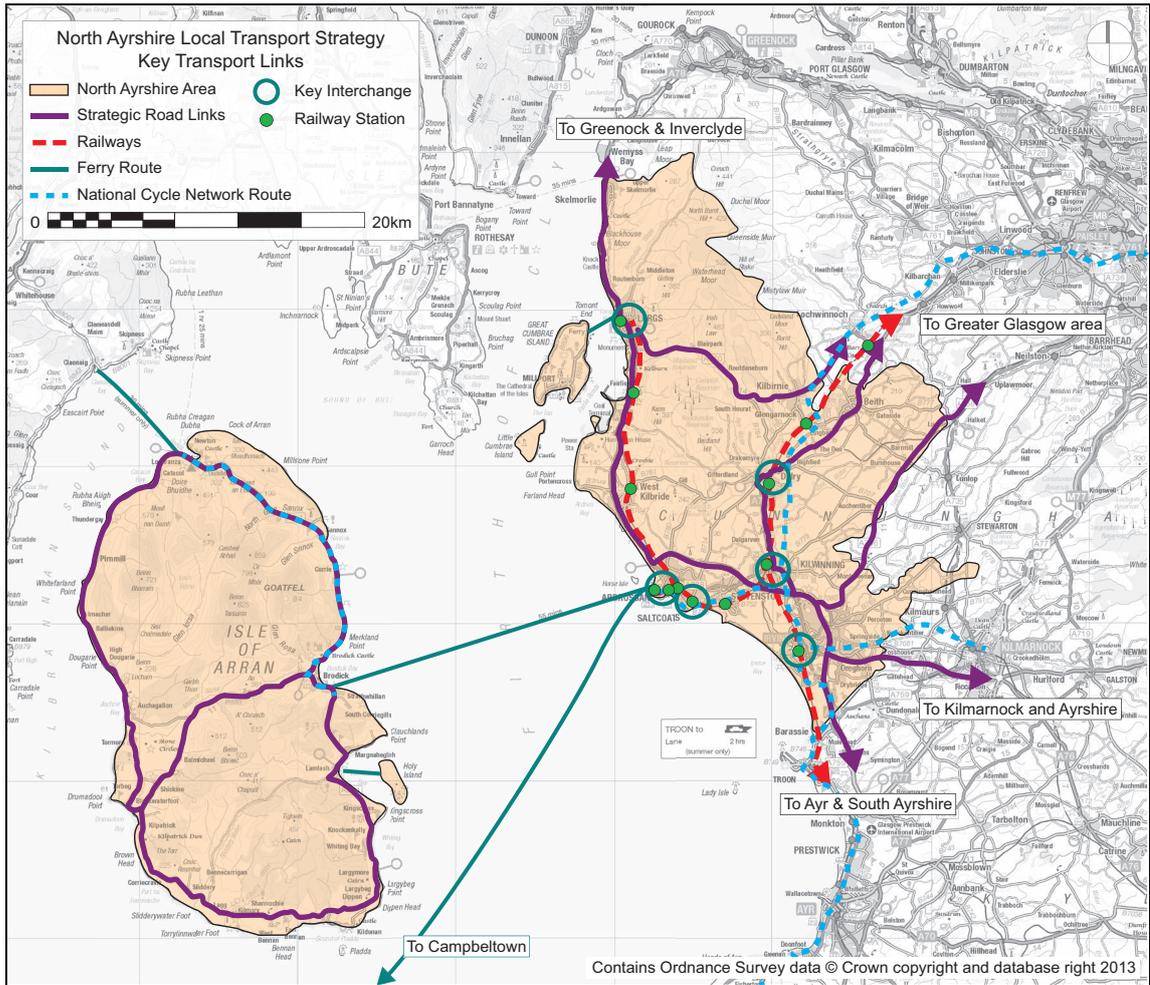


Figure 3.1 : Our Transport Connections

## 4 THE TRANSPORT BASELINE

### 4.1 BUSINESS AS USUAL

This strategy looks to the future, providing resolution for current transport challenges and maximising transport opportunities. North Ayrshire Council already undertakes a range of “business as usual” activities sustaining and improving North Ayrshire’s current transport network and connections, including ensuring the transport impacts of new development are provided for. These activities will continue to be undertaken throughout the lifetime of this strategy and are presented here as the starting platform from which our transport strategy, through the Delivery Plan, will build.

#### 4.1.1 Roads

The Council fulfils its statutory and regulatory obligations under the *Roads (Scotland) Act 1984*; *Transport (Scotland) Act 2005*, *New Roads and Street Works Act 1991* and other legislation associated with the management and maintenance of the roads infrastructure. We are responsible for the management and maintenance of some 1,031km of adopted non-trunk roads, 1,004km of footways, 22,511 street lights, 438 bridges and other infrastructure assets including areas of public realm, retaining walls, traffic signs, signals, and vehicle restraint systems. Our transportation responsibilities require us to allow for the provision of effective traffic management and improve road safety through the implementation of appropriate road safety schemes and road safety training. In addition, we also have a responsibility for the administration and management of new housing and non-housing developments that impact on the road network.

We manage the Roads Infrastructure through a risk based approach and an effective prioritisation process in accordance with the strategy set out within the Council’s Roads Asset Management Plan (RAMP). The RAMP identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the road network and associated infrastructure to meet the needs of current and future users. The development and implementation of bespoke asset and inventory management systems together with associated processes and procedures provides the framework for balancing the long-term plan to provide North Ayrshire with a safe, efficient, and effective road network with the need to support economic regeneration and to promote social inclusion within our communities.

A Winter and Weather Emergencies Plan is annually reviewed and updated through an associated action plan which identifies how the Council fulfils its statutory duty to provide a safe road network during periods of extreme inclement weather. The Council’s priority routes are identified in Appendix D.

We continually collect and collate traffic data as an evidence base for implementing targeted road safety measures, traffic proposals, and for the monitoring of transport behavioural mode change.

Our Road Safety Plan sets out how the Council works with partners and local people to keep North Ayrshire’s roads safe, and reduce road crashes and casualties. This

includes identifying key road safety issues, raising public awareness of road safety risks through training and publicity, coordinating resources, and ensuring they are effectively directed, developing joint working between agencies, and monitoring and evaluating progress towards casualty reduction. Our new Road Safety Plan is to be published in the spring of 2015.

North Ayrshire's Open Space Asset Management Plan guides the Council during on-going improvements to the urban environment around roads and footways including landscaping, and tree planting and vegetation cutting, to encourage biodiversity.

We work to facilitate collaborative working between utility companies to minimise road disruption during periods of necessary maintenance.

We support the movement of freight through representation on SPT's Freight Quality Partnership, aiming to develop a closer working relationship between regional and local government, the freight industry and its customers. We also have representatives on the Timber Transport Forum working in partnership with the Timber Industry, to support their industry, through; ensuring ease of movement for Timber freight; contributing to updates to the Agreed Route Maps for Timber; providing hauliers with up to date information on road closures and road maintenance; and through consideration of any opportunities for rail or boat timber transport to reduce the transport impacts of timber to roads and local communities.

#### 4.1.2 Public Transport

We work with SPT, Network Rail, Transport Scotland, Scottish Government, and public transport operators for bus, rail, and ferry services, to improve the provision and integration of public transport services and provide improvements to the physical infrastructure associated with public transport. This includes: on-going bus corridor improvement works; installation of Real Time Information at bus stops; provision of raised kerbs, bus shelter replacements; promotion of SPT's MyBus demand responsive transport scheme, development and expansion of Park & Ride sites (Irvine, Kilwinning, Dalry), investigation and development of new community transport opportunities; development of quality bus partnerships; liaison with SPT on their provision of subsidised bus services; support for initiatives to improve rail stations and services; harbour improvement works (underway at Brodick and due for completion in 2016); and support for initiatives for upgrades to ferry vessels (new vessel for Ardrossan to Brodick route by 2017) and infrastructure (including pier upgrades). The Council also help facilitate engagement between local communities and the relevant public transport operators when required.

#### 4.1.3 Active Travel

The Council works to provide on-going improvements to North Ayrshire's active travel network through the Outdoor Access Strategy, which includes the Strategic Walking and Cycling Strategy and the Core Paths Plan. Support from the Council, and a range of partners including SPT and Sustrans, is provided for schemes and measures to encourage travel mode change by ensuring good accessibility to employment sites, local facilities and services by active travel means. This includes the development of new shared path infrastructure, maintenance of existing paths, the provision of

appropriate signage, awareness campaigns and support for local, regional, and national schemes. Ensuring North Ayrshire's path network is suitable for all appropriate uses including walking, cycling, and horse riding is vitally important and the Council has representation on SPT's Sustainable Travel Group.

North Ayrshire Council works with all local schools to encourage active travel to schools with Suitable Routes to Schools for all North Ayrshire's primary schools. We have launched a Travel Smart Webpage detailing information on the accessibility of our area by the full range of travel modes, seeking to change travel behaviour to more sustainable means, and in doing so, reducing dependence on the car. We will continue to update this information and monitor travel behavioural change, and effectively promote the website. In addition, continual development of the Council's Sustainable Travel Plan is undertaken.

#### 4.1.4 Regeneration and Development Planning

Irvine Bay Regeneration Company, set up in 2006 as one of Scotland's second generation of urban regeneration companies, developed five town Masterplans for the settlements of: Irvine, Kilwinning, Ardrossan, Saltcoats, and Stevenston. Many of the Masterplan initiatives were implemented, particularly in Kilwinning. The regeneration company is now focusing their efforts on the development and promotion of i3 Irvine Enterprise Park and North Ayrshire Council are taking forward the town regeneration plans. Work is on-going on "Irvine Vision" aiming to improve the urban environment of the High Street and surrounding area in Irvine Town Centre, including consideration of the connectivity of the Irvine Town's areas, the town centre public transport arrangements and air quality issue on the High Street. The Status of the regeneration company will change in 2017, with the Council taking over future responsibility for regeneration initiatives and activities currently under the remit of the company.

Housing is our most extensive form of development. New housing development influences the perception of North Ayrshire, its ability to attract and retain people and investment, support employment, and advance the regeneration of existing communities. The Council ensures a joined up approach between all its participating services and inter-departmental teams, and with SPT to provide the transport connections for emerging communities to encourage sustainable travel behaviour. Housing developments sites will continue to be sought that are already well located for transport, which is key to reducing the environmental footprint and additional requirements of new development sites. North Ayrshire's Local Development Plan contains policies to ensure transport is considered throughout the planning process.

## 4.2 PREVIOUS STRATEGY ACHIEVEMENTS

While our "business as usual" activities provide the platform on which this strategy's Delivery Plan builds, it is important that we understand accomplishments since 2008 as part of the delivery of the 2008 – 2013 Local Transport Strategy in order to fully understand the transport baseline.

Key achievements from 2008-2013 Strategy			
Roads & Parking	Public Transport	Active Travel	Regeneration and Development Planning
Development of the Roads Asset Management Plan	Introduction of quality bus corridors between Ardrossan and Skelmorlie and Kilwinning and Beith	Beith to Glengarnock shared cycle/footway installation	Kilwinning Main Street upgraded
New traffic signals at Eglinton Park junction on A737 in Kilwinning	Real Time Passenger Information provided on Route 11	Development of Irvine Cycling Friendly Town	Irvine Bridgeway improvements
Foullertoun Arches Bridge replacement (south Irvine)	Crosshouse to Ayr hospital-to-hospital bus service provision	Completion of the Brodick Seafront Cycle Route	
B880 The String and Kilpatrick Farm to Corriecravie (Arran)	Platform extensions at stations on routes within North Ayrshire	Introduction of a Cycle to Work scheme at the council	
Kilpatrick Farm to Corriecravie (Arran) road improvement	Upgrades at Brodick Bus Terminus		
Extension of Park and Ride facilities at Irvine, Kilwinning and Dalry stations	Implementation of Park and Ride Facility at Irvine Town Station		
Development of a Town Centre Parking Strategy	Provision of covered Walkway at Ardrossan Ferry Terminal		
New car park in Irvine Town Centre	Bus priority measures on A737 between Irvine and Kilwinning		
Development of the Council Travel Plan with cycle lockers and showers installed at Council premises			

Figure 4.1 : Key Achievements from the 2008-2013 Local Transport Strategy

## 5 LOOKING FORWARD: THE TRANSPORT CHALLENGES AND OPPORTUNITIES

In order to move forward from where we are now and best provide for economic growth and the future needs of the people of North Ayrshire, we need to fully understand the current transport challenges faced both now and potentially in the future. We need to understand the transport opportunities available to us and how best to capitalise on these. Engagement undertaken in developing this strategy was invaluable for highlighting the current and future transport challenges for our area and how transport can play its part in overcoming these challenges, while realising the aspirations of local people and businesses.

### 5.1 Providing for Business Growth, Employment Opportunities, and Tourism

We sustain a diverse base of commercial activity across a range of sectors where there is growth potential. North Ayrshire has a number of strategic business locations which we have highlighted in our Local Development Plan. These locations provide the greatest opportunities for business growth. These locations include Hunterston, Ardeer, i3 Enterprise Park, South Newmoor, Tournament Park, and Lochshore.

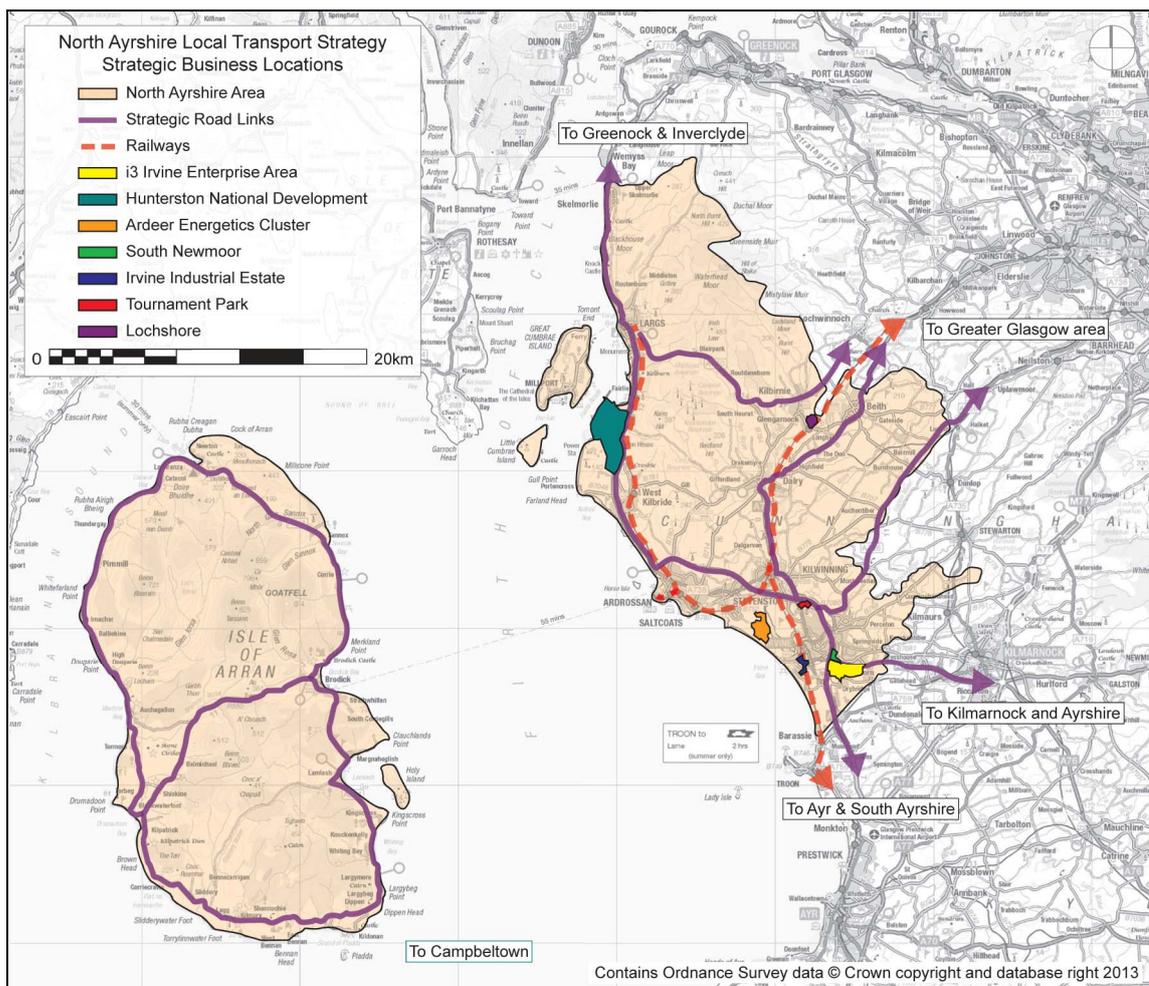


Figure 5.1 : Strategic Business Locations

Of these strategic business sites, the sites at Hunterston, Ardeer, and the i3 Enterprise Area provide the greatest opportunities for North Ayrshire.

While the Hunterston site is named in Scotland's National Planning Framework 3 as a site of national importance, there are challenges in overcoming infrastructure barriers in order to attract significant investment at this site. The site provides an opportunity as a renewables innovation hub (building on the work of the wind turbine testing centre), however, Clydeport, who own the site, do not have any active investment plans. Any development would require a substantial public sector venture, however, it is important to ensure good transport links to and from Hunterston are maintained to allow for longer term investment plans to be accomplished. *Understanding and supporting the short to medium term transport needs of Hunterston B Power station (owned and operated by EDF Energy and due for decommissioning in 2023) and engagement with the Nuclear Decommissioning Authority will be important, especially providing for associated freight traffic on the A78(T) and reducing the impacts of this on local communities.*

The Ardeer site, located between The Three Towns and Irvine, presents development opportunities and *through engagement with businesses currently located at Ardeer, we must understand the infrastructure requirements necessary, to provide appropriate access to the site, and unlock the site's potential.*

Of the three key business sites, i3 Irvine Enterprise Area provides the greatest opportunity. The site gained status as an Enterprise Area for Life Sciences from the Scottish Government in April 2012 and aims to become south-west Scotland's leading innovations and industrial investment location. Transport forms part of the promotion package for the site and, situated between the A78(T) and A71, the site is easily accessed by road with good links to Glasgow, however, the Enterprise Area is nearly three miles from the nearest rail station, at Irvine, with no direct bus link from the station to the Enterprise Area. Accessibility, in general, by bus is limited. Only one bus service, an SPT supported service, routes directly into the Enterprise Area, with the service only running once in the morning to the site and once in the evening from the site. The service's bus stop within the site is not marked and has no shelter, seating, or information on the service provided. The varying shift patterns and origins of those employed at the site means that patronage of the service is low. Other bus services pass the outskirts of the site, but all require a walk from the relevant bus stop into the site, which is not appealing during times of inclement weather and when the shorter winter days introduces personal security issues.

The lack of public transport provision impacts on businesses located at the site with some difficulties in attracting and retaining staff, and issues for those employees with no direct car access to reach their employment during times of inclement weather. In addition, a number of roads within the Enterprise Area lack a footway, and a shared pedestrian/cycle route through the site includes on and off road sections which suffer from encroaching vegetation. Two proposed cycle and pedestrian route improvements are currently being developed providing improved active travel connections between Irvine and the Enterprise Area, crossing the A78(T) by over-bridge and subway, however, on-street parking by both private cars and HGV traffic on internal roads in the Enterprise Area, and HGV movements within the site reduces the attractiveness and safety of walking and cycling.

We want to ensure accessibility to the site by a range of transport modes, enabling people from all our communities to access employment opportunities at i3 safely and securely.

Irvine Bay Regeneration Company undertook the *i3 Irvine Enterprise Area: Transport Strategy and Planning Study (2014)* and the study has provided an in-depth understanding of currently available transport to the site, (including an audit of active travel routes, bus service provision, on-site car parking availability, the shift patterns of on-site businesses, employee numbers, employee trip origins, mode of travel to work, and reason for transport mode choice.) *We must build on this work and progress, in partnership with Irvine Bay Regeneration Company, the development of the i3 Travel Action Plan and its implementation, to improve the accessibility of the site for all, by all modes of travel. We recognise the pressure on transport budgets and the need to ensure that the introduction of any new bus provision to the site should be viable for ultimate commercial operation. We must also understand the impact of commercial traffic within the site on the safety of internal site walking and cycling routes. Directional signage, on both roads and active travel routes to the site requires investment to ensure consistent naming of the Enterprise Area, to create an awareness of the Enterprise Area and its status.*

**This strategy recognises the importance of the i3 Irvine Enterprise Area to the North Ayrshire economy and the need to ensure that opportunities at the site can be realised by all. As such, actions relating to i3 form one of our flagship actions, with the delivery of this flagship action prioritised in the strategy Delivery Plan.**

At just over 30km from North Ayrshire's border to the heart of Scotland's largest city, strong transport links and connections between North Ayrshire and Glasgow are key to ensuring good accessibility to wider employment opportunities, regional and national services, facilities and attractions, and onwards to the rest of Scotland and further afield. We recognise that given our proximity to Glasgow, our area is a popular place to live for commuters and *we need to provide a range of transport alternatives to enable local people to access quality jobs outside our area. We also need to ensure businesses located in our area have good access to Glasgow, the rest of Scotland, and the wider world for supplier, distributor, and customer access.*

**Recognising the importance of Glasgow to North Ayrshire, the strengthening of transport links, by road and public transport, between North Ayrshire and Glasgow is one of our strategy's flag ship actions.**

Rail provision is good between Irvine and Kilwinning and Glasgow. With six trains an hour from Kilwinning, and four an hour from Irvine, and a travel time of approximately 30 – 50 minutes, commuting by train is a viable option. Recent platform extensions and increases in the length of rolling stock have provided for an increase in passenger numbers. The expansion of the Park & Ride sites at Irvine, Kilwinning, and Dalry Stations has also promoted travel by train. SPT are also providing investment for the further expansion of Irvine Rail Station Park and Ride site.

Rail provision from The Three Towns is also good. While only an hourly services runs from Glasgow to Ardrossan Harbour and Town stations, a half hourly service operates

to Ardrossan South Beach, Saltcoats, and Stevenston stations. Non-express services from Glasgow to Kilwinning/Irvine and Ayr have various stopping patterns for stations located in the Garnock Valley; which allow for good rail provision with three trains per hour serving the local Garnock Valley communities.

Rail service for the North Coast of our area is less well catered for. Rail services from Largs to Glasgow (calling at Fairlie, West Kilbride, The Three Towns, Kilwinning, and stations in the Garnock Valley), operate on only an hourly frequency and are non-express services. ***The potential for increased service frequency and an express service from the North Coast villages to Glasgow should be explored.***

Travel by rail from the north coast towns and villages to our major urban centre at Irvine require train interchange at Kilwinning. ***To improve the accessibility of Irvine by rail from our northern communities we need to investigate the potential for the opening of the Kilwinning West Freight line to passenger services, while taking cognisance of the availability of currently operating bus services and any potential impact on their operation.***

The high usage of the Glasgow to Ayr line for passenger services means that opportunities for rail freight are less forthcoming. There are three rail heads in our area at the UPM Irvine Papermill, at the DSM site in Dalry, and at Hunterston. While the rail head at Hunterston is utilised, the rail heads at the Papermill and DSM sites are underused and capacity issues on the line means obtaining an ad-hoc slot for freight on the network can be difficult. Individual business use of rail freight is often not cost-beneficial, but ***a collaborative approach between businesses to better utilise the rail network for the movement of supplies and goods could prove advantageous and needs to be explored, including understanding the current and potential future use of the three rail heads.*** Not only could the transfer of freight from road to rail prove financially beneficial for local businesses, it also has positive environmental impacts, removing associated road-based noise and air pollution from our local communities, while potentially reducing accidents, freeing up vital road space and reducing road maintenance requirements.

Given the good passenger rail provision between the main settlements in North Ayrshire and Glasgow, bus provision is less prolific with infrequent services between more rural areas and Glasgow. A service between Largs and Glasgow (routeing via Skelmorlie and Greenock) provides half hourly additional commuter access to support the hourly rail provision. ***We need to understand and seek opportunities for improved commuter travel by bus between our rural areas and key employment sites,*** enabling people from all our communities to access employment opportunities in Glasgow.

The main trunk route providing road access between Glasgow and North Ayrshire is the A737(T). Linking the M8 at the south-west of Glasgow with the A78(T) coastal route just south of Kilwinning, the A737(T) bypasses Beith before routeing through the heart of both Dalry and Kilwinning with associated town centre congestion. A scheme for a bypass of Dalry is being progressed by Transport Scotland and a Public Local Enquiry took place in December 2014. The bypass, once operational, will alleviate congestion in the centre of Dalry, but the routeing of the trunk road through Kilwinning will persist as an issue.

The road hierarchical structure in North Ayrshire requires development. At present a perceived poor overall road hierarchy is facilitating the use of local, non strategic routes for the purpose of strategic trips. The A737(T) is a single lane carriageway its entire length and poor horizontal alignment in places means the route is considered by many as not fit for purpose. Combined with this, the congestion on the A737(T) in the town centres of Dalry and Kilwinning creates more appealing use of local roads by all vehicle types including heavy goods vehicles. This impacts on our local rural communities, with increased noise and air pollution, and increased road accident potential. It also presents increased road maintenance requirements. Transport Scotland are progressing planning work for the realignment of the A737(T) route at The Den, north of Dalry, to remove existing sub-standard bends and introduce safety benefits. ***An overall improved roads hierarchy, with strategic routes upgraded to a standard commensurate with their intended purpose is required.*** We are already considering potential options for the improvement of our road hierarchy through the North Ayrshire Strategic Routeing Study, and we will support and work with Transport Scotland to act on the outcomes of the study to realise these improvements.

While the rate of car ownership per household in North Ayrshire is near the regional average, the proportion of commuting journey's that are made by car is slightly above the regional average. ***We need to ensure that public transport services and, in particular, bus service provision provides the necessary links between residential and employment sites, to ensure public transport is a viable mode choice and patronage is increased, helping reduce the negative impact of car travel on our communities, businesses, and the environment.***

In addition, ***we need to improve our understanding of freight movements through and within North Ayrshire and develop an Agreed Freight Route Map which provides ease of access for business purposes, but reduces the impact of freight operations on local communities and our road network. We will build on the developing Ayrshire Freight Study to implement any actions and initiatives to improve the movement of Freight.*** Any map development must support the operations of the timber industry and work with the Timber Transport Group to sustain this important commercial operation. ***Consideration regarding the movement of Timber on and from Arran will require development to reduce the impacts to Arran's road network.***

We are well situated for access to two of Scotland's major airports: Prestwick and Glasgow. Prestwick Airport is now in Scottish Government ownership with high levels of investment for the airport unveiled. Only around half of the airports revenue is dependant on passenger traffic and the airport's only remaining passenger carrier, Ryanair, while stressing its commitment to the airport, is launching new routes from Glasgow and transferring some routes from Prestwick to Glasgow Airport. The airport presents a number of opportunities for us. ***With excellent rail connectivity from North Ayrshire to Prestwick Airport we need to work with the Scottish Government, local businesses, and our neighbouring council in South Ayrshire to ensure freight opportunities, including rail to air freight connectivity, at the airport are realised and that passenger services are developed in line with the desires of our local people and businesses.***

Glasgow Airport provides a greater range of destinations than Prestwick Airport, but the accessibility of the airport by public transport from North Ayrshire is deficient and requires interchange. *We need to engage with the airport operators, our neighbouring council in Renfrewshire, and local bus operators to seek improved access to Glasgow Airport with the potential for a direct public transport link from North Ayrshire to the airport explored.*

Ardrossan Harbour and Ferry Terminal is a major asset for North Ayrshire and provides lifeline ferry services, which are also used for tourism, leisure, and trade. Ardrossan Harbour acts as a west of Scotland gateway to the islands, and further cementing of this 'hub' role through investment in the terminal and expansion of services (including retention of the pilot Ardrossan – Campbeltown link) would provide this area with much needed competitive advantage.

The Ardrossan to Campbeltown ferry service offers potential future tourist and business opportunities. *We must work with the ferry operator and the Scottish Government to transparently assess the future operation and service pattern for the route, to ensure that sailing times and service frequency support the long term needs and wants of businesses and local people to secure the long term provision of the service. We must also explore the potential for new ferry routes to expand the destinations served from Ardrossan.*

Major investment is already being made at Brodick Harbour and Ferry Terminal on Arran to modernise Brodick Pier in line with guidance set out in the *Scottish Government Ferries Plan Review (2013 – 22)*. The modernisation, to be completed by Winter 2017, includes the construction of a two-berth pier, an extension to the number of ferry services in the summer, a new terminal building and covered walkway, increased car parking provision and an integrated bus stance. The work will increase capacity, improve service reliability business opportunities and integration between ferry services and the island's bus services.

Investment at Ardrossan Harbour and Ferry Terminal needs to be made, forms part of our wider ambition to work with partners, such as Clydeport and Transport Scotland, to deliver the comprehensive redevelopment of Ardrossan Harbour and Ardrossan North Shore. Improvements are required to modernise the harbours facilities with the renewal of the facilities to bring a travel offer that is reflective of the investment at Brodick Harbour and Ferry Terminal and *we must engage and work with Clydeport to provide an improved harbour experience that reflects the wider context in relation to Ardrossan.*

During inclement weather, Ardrossan harbour's infrastructure cannot support the docking of certain vessel types which can lead to service cancellations and poor service reliability. The improvements at Brodick will reduce this problem for ferry docking on the island, but the issue will still exist at Ardrossan. *We need to work with Clydeport, the ferry operator, and the Scottish Government to improve Ardrossan harbour to enable the safe docking of appropriate vessel types during inclement weather to improve service reliability for all ferry journeys to and from the harbour.*

**Recognising the importance of Ardrossan Harbour, actions relating to improvements to the harbour and ferry connections from the harbour, form one of our priority flagship actions.**

North Ayrshire has varied tourist assets. The Isle of Arran, described by many as “Scotland in Miniature”, is a prime tourist attraction and has stunning beaches, pretty villages, ancient castles, pubs, restaurants, and golf courses. Arran is also a popular cycling destination, with roads providing routes both around and across the island. Road Cycling is increasingly popular in Scotland and we must build on the legacy of the 2012 Olympics, recent British success at the Tour de France and the 2014 Glasgow Commonwealth Games to entice cyclists to our area. The current road network condition on Arran is inadequate in places. Recent SPT investment in road improvements has ensured that low floored buses can operate easily, however, any road works and road closures to improve the condition of the roads have an impact on the ability of the island to provide for cyclists as well as on local communities. Road works and closures, and any reduction in tourist visits then impacts on local island businesses. *We need to work closely with communities and businesses on Arran to agree a combined approach when scheduling and undertaking major roadworks on the island.*

The main access to Arran is by ferry from Ardrossan Harbour to Brodick. The current ferry provision does not allow for daily commuting from or to the island. *We must work with the ferry operator to support local people and enable employment opportunities to be fully realised including ensuring the connecting links by rail and bus at Ardrossan provide ease of interchange.*

Bus service provision on Arran is wholly subsidised by SPT who have invested heavily in island bus services including in the provision of low floored vehicles and in the demand responsive MyBus service. *We need to support SPT in the provision of these Arran subsidised bus services*, suggesting improvements, where appropriate, and support SPT in the provision of low floor buses.

While focusing on Arran is key, we must not lose sight of Great Cumbrae as an attractive tourist destination. While smaller in landmass than Arran, the island is home to the Sports Scotland National Watersports Centre, the Cathedral of the Isles, and the Fields Studies Council Millport Centre. The island also offers an 18 hole golf course, and a round island road route which is popular with cyclists. Access to Great Cumbrae is by ferry from Largs Harbour to Cumbrae Slip. The ferry service operates frequently with a connecting bus service to the island’s town of Millport. Off road access between Cumbrae Slip and Millport by foot and cycle is not provided for, and detracts from the possibility of a scenic walk and safe ride on arrival, and reduces the educational possibilities for visitors on route to the Field Studies Centre. Off-road route provision is being developed and the implementation of this route will bring economical benefits to the island. *We must work with our partners to ensure a shared path route is established and subsequently maintained from Cumbrae Slip to Millport.*

The accessibility of our islands is vitally important transport links to our harbours and ferry terminals needs to be provided for by a range of transport modes. Ensuring adequate parking at the harbours, both on the mainland and islands, ensuring

connecting links between transport modes at Ardrossan, Largs, Brodick, and Cumbrae Slip provide seamless interchange, and improving road signage, will all provide an improved experience for visitors and local people.

The Road Equivalent Tariff (a distance based fares structure for travel by ferry that provides one single overarching fares policy across Scotland) was introduced on sailings to Arran during October 2014 and will be introduced on the Largs to Cumbrae route in the near future. *We will monitor the transportation and economic effects of the implementation of the Road Equivalent Tariff on visitor numbers, employment, business, public transport, and the environment, and ensure that the benefits of the Tariff are fully rolled out across the island communities.*

Our mainland also offers a range of tourist opportunities. We have a wealth of golf courses, and the marinas at Ardrossan and Largs, which offer relaxed environments for enjoying stunning views from our coastline. *Directional road signage to tourist locations and other appropriate signage of walking and cycling routes from public transport interchanges will be important to further unlocking the potential of tourist attractions.*

We want to raise the awareness of North Ayrshire as a place to do business, to visit and to live, and instil a sense of pride in our businesses and local people. *We must provide improved Gateway signage on key routes entering North Ayrshire and on entering our local towns, to create a raised awareness of North Ayrshire and its assets.*

## **5.2 Providing for Local People and Communities**

Providing for economic growth is important and is one of our key strategic priorities. Economic growth has benefits for our local people with increased employment opportunities leading to increased wealth in our area, however, we are highly aware that providing the necessary transport links to enable local people to access local and regional services and facilities by a range of suitable and sustainable transport options is vitally important. The provision of safe, secure, affordable, and accessible transport for everyday activities supports an improved quality of life for all our local people and can help reduce inequality between communities. By understanding the current level of transport provision in our varied communities and locations, we aim to ensure that there is equality in the level of provision throughout North Ayrshire. *Through engagement with all our communities through the Neighbourhood Planning Areas, we need to identify the local transport priorities for each neighbourhood and implement appropriate transport measures.*

### **5.2.1 Providing for Road Travel**

North Ayrshire's road network which is currently estimated at a value of approximately £1.7billion plays a vital role in supporting the local and wider economy by facilitating the movement of people, goods & services, and connecting people with economic opportunities through the provision of a sustainable road network. Our road network requires continued maintenance and implementing North Ayrshire's 2014 – 2017 Roads Asset Management Plan and developing the plan onwards from 2018 will be vital to providing targeted improvements to road surfacing and structures. Significant

additional investment to maintain and improve our roads has been established in the Council's Capital Plan from 2016.

Safety is a key consideration on our roads and implementing North Ayrshire's 2015-2020 Road Safety Plan will be crucial to ensuring a road accident casualty reduction. The development of an Agreed Freight Route Map will ensure that freight movements use appropriate strategic routes reducing the safety impacts on local communities including our rural inland communities.

We are always seeking to reduce congestion on our roads and ensure that traffic flow is maintained with journey time reliability and reduced vehicular emissions. *We will promote sustainable transport to seek behavioural change to work towards a reduction in traffic on the roads.* Our Travel Smart website is part of our approach. We need to ensure travel by public transport and by active travel means are well catered for and provide attractive alternatives. We will be promoting sustainable travel modes through local campaigns and by ensuring information on these sustainable travel choices is widely available. *Promoting car sharing will be part of this strategy and we will further promote SPT's car sharing scheme JourneyShare, which operates throughout our area but it currently under-utilised.*

#### 5.2.2 Providing for Public Transport

Public transport provision, enabling accessibility for all for a range of work and social related purposes, is highly important. We have lower car ownership in North Ayrshire when compared to the Scottish average, so a greater reliance on public transport for undertaking journeys. Good public transport provision, providing for seamless interchange between modes, facilitates reduced dependence on the car and provides a variety of benefits ranging from reduced road congestion and lower vehicular emissions, to personal health benefits. We recognise that we have an increasingly elderly population and the accessibility and ease of use of public transport services plays a vital part in enhancing accessibility to support elderly people in living fuller, more independent lives.

Public transport provision in our area varies a great deal between the urban areas of Irvine and Kilwinning, and the communities on the North Coast, in the Garnock Valley and on the Isles of Arran and Great Cumbrae. The rail network provides good connections between many of our area's towns and Glasgow. Our strategy is to strengthen these links between North Ayrshire and Glasgow. We recognise though that connections between our local towns and villages are also important and that current bus provision is often limited in this regard. While Irvine town centre is considered well served by bus, many of our other settlements not connected by the rail network are inadequately catered for by bus. Infrequent bus service provision exists between local communities in the Garnock Valley and between Skelmorlie, Largs, and The Three Towns. In addition, bus service provision from residential areas in towns to main corridor routes is often infrequent or lacking.

We want our town centres to thrive and providing good links to town centre retail is important. We also want to enable local people to access the wider region's retail opportunities, such as those at Silverburn and Braehead. Direct bus access to these

locations has been reduced and in cases removed by commercial operators in recent years, creating a barrier to these retail centres for those without a car. Ensuring the provision of these connections is important in enabling people from all our communities to access opportunities.

*We need to fully understand the accessibility of our local communities to services and facilities in our area. This will require an understanding of current bus links in North Ayrshire, and between North Ayrshire and the wider region. We need to understand the use of these services and the potential latent demand for services including the potential for earlier, later and weekend provision.*

The frequency, reliability, and connectivity of bus services is key to unlocking latent demand for services. *We need to understand the connectivity between public transport modes and where there is potential to reduce interchange times, ensuring ease of interchange for all passengers between bus, rail, and ferry services.*

We recognise a growing dependence on bus services by the elderly due to an increasing elderly population. Much has already been done to improve the ease of use of buses by vulnerable members of society such as the elderly and disabled, including investment in low floor buses and raised kerbs. In addition, the Concessionary Fares Scheme provides free concessionary travel by bus for those eligible, as well as discounted rail and ferry fares. *The accessibility and ease of use of bus services by the elderly and disabled people needs to be further improved, including understanding the role Community Transport can play in providing vital lifeline services, and the provision of further low floored buses.*

*We will support A Step Change for Bus Policy*, developed by SPT, seeking to ensure; bus services can be provided in areas where needed; integrated ticketing schemes are pursued where commercial operator participation is compulsory; and secondary legislation is developed to strengthen Quality Bus Partnerships. *We need to explore the potential for the development of new Quality Bus Partnerships* to improve the experience of public transport and encourage reduced car use, shifting travel habits to greener alternatives.

Bus service provision is commercially driven and only the bus operators themselves have direct control over the provision of commercial services. In order to fill the gaps within the commercial bus network, including evening and weekend services, a number of socially necessary bus services exist in the form of supported bus services, demand responsive transport, school transport, and community transport.

SPT commission a number of subsidised services in our area, including school bus contracts worth £2.5million (supporting a reduction in car usage for the school run), and other service contracts worth over £1million. This much needed bus provision provides accessibility to rural areas, island communities and Crosshouse and Ayr Hospitals, where commercial operations are limited or non-existent. SPT also provide the demand responsive MyBus service, operated with low floored and wheelchair accessible vehicles, offering assisted door-to-door journeys for the elderly and those less able who meet the service's eligibility criteria and for whom regular public transport is not easily accessed.

Transport budgets are increasingly squeezed, including the available funding for supported services. Ensuring an overall attractive, seamless, safe, and reliable bus network that increases patronage could ultimately lead to commercial viability of bus services on currently subsidised routes, reducing the overall financial pressure on subsidised services. *We will need to work with local bus operators and other partnering organisations to pursue the provision of increased and improved services and ensure the current provision of subsidised services is maintained and enhanced where needed.*

Since 2008, SPT has provided funding of over £3.6million to community transport projects in the West of Scotland, including the capital investment of over £600,000 and the leasing of eight low floor vehicles. Community Transport offers flexible, accessible, and affordable transport designed to meet local needs and is provided by charities and voluntary organisations.

In North Ayrshire, SPT currently provides funding to the British Red Cross to deliver their Volunteer Transport Project on Arran and the mainland. In 2013, the West of Scotland Community Transport Network was established with a Quality Framework for community transport providers developed, and funding and support provided to a range of community transport schemes. SPT are currently developing a Community Transport Public Social Partnership to help build the sector, and develop Community Transport in areas where there is little or no current provision. The North Ayrshire Community Transport Partnership was established in 2014 and is working to consider the development of Community Transport in North Ayrshire. *Where commercial services are not available and subsidised services are unable to be provided, we must cultivate an understanding of how community transport can be developed to enhance the existing commercial and subsidised provision.*

**We recognise the role that Community Transport can play in providing crucial accessibility where commercial and subsidised services are lacking. As such, actions relating to Community Transport form one of our prioritised flagship actions.**

An integrated public transport network which offers comprehensive multi-journey and multi-modal ticketing can provide a more efficient, affordable, and improved experience of using public transport making the use of public transport more attractive and helping change travel habits. With eight local bus operators providing around 50 services, alongside the available rail and ferry services, the establishment of fully integrated ticketing products across all public transport modes will be beneficial to local people and help create a more attractive and seamless public transport offering. *We must support SPT, in their promotion of the ZoneCard, in the potential trialling of the Bramble smartcard on Arran and in the development of an interface with commercial bus operators to advance fully integrated ticketing.*

In order to further change travel habits *we need to engage and work with local businesses, undertaking awareness campaigns promoting public transport availability, ticketing, and benefits, as well as helping businesses in the development of company Travel Plans.*

The availability, location and illegal use of parking facilities is a concern for our area's residents. Effective management of parking and the development of alternative travel modes are central aspects within the development of economic and environmentally sustainable town centres. We want to enhance and support local communities by ensuring a strategy for the provision of parking that improves traffic flows, reduces congestion, ensures adequate availability of parking spaces, reduces carbon emissions, improves air quality, and promotes alternative modes of travel. We need to take cognisance of seasonal disparity in parking requirements especially in key tourist locations, such as Largs.

***North Ayrshire's 2014 – 2020 Town Centre Parking Strategy will be implemented during the lifetime of this strategy.*** The parking strategy covers the towns of Ardrossan, Beith, Brodick, Dalry, Irvine, Kilbirnie, Kilwinning, Largs, Saltcoats, Stevenston, and West Kilbride.

The extensive public consultation undertaken during the development of the Parking Strategy has ensured an approach to parking which supports the wants and needs of our local people.

North Ayrshire Council is one of a small number of Councils that provides free parking – this will be maintained. Free parking supports our local businesses and maintains visitors to areas identified with high levels of deprivation. We want to promote sustainable travel modes to reduce the demand for parking spaces and working with SPT and other partnering agencies will be central to reducing dependence on the car as a mode of transport. We will be reviewing signage both to available car parks and from parking areas to visitor attractions. We want to ensure visitors return and well maintained car parks with safe and secure access routes for pedestrians will be essential. Provision for vital disabled and parent and child parking is considered in our Town Centre Parking Strategy. ***Providing for and monitoring the use of Park & Ride facilities at rail stations will be undertaken*** with particular focus on the provision of new spaces at Irvine rail station, and monitoring of the use of these new spaces and at the heavily used Kilwinning Rail Station Park & Ride site.

We understand that the enforcement of car parking is a primary concern for local people. A draft business case identified the resources required for us to take up powers to decriminalise parking enforcement. The business case estimated a likely shortfall in the revenue needed to cover the costs of implementing enforcement. As such, we will continue to work with the Police to address serious cases of illegal parking. Our Town Centre Parking Strategy will work towards reducing illegal parking through the provision of adequate and well located parking provision, but we will not be pursuing decriminalised enforcement as part of this strategy.

The Town Centre Parking Strategy does not consider parking within residential areas. We realise this can be an issue in many of our communities and ***a further parking study will be carried out, in respect of potential on-street controls (including residents parking), within town centre streets.***

#### 5.2.4 Providing for Active Travel

Promoting walking and cycling as a means of travel is paramount to enabling access to employment and local services by sustainable means that provide healthier, cleaner, and cheaper journeys. Cycling levels as the main mode of transport are low for both commuting and all other trips in North Ayrshire, and just three in every ten North Ayrshire households have access to a bike for private use.

The successful implementation of the North Ayrshire Outdoor Access Strategy, which incorporates the council's strategic approach to active travel and the Core Paths Plan, will be crucial to the promotion of active travel and the changing of travel habits.

We need to invest in well maintained multi-user access to walking and cycling routes on both the mainland and on our islands, and seek to further develop new routes. This will involve improving signage of available routes with appropriately located route maps and providing new and additional cycle facilities at rail stations, libraries and other public buildings. In addition, we need to ensure effective implementation of North Ayrshire's Fly-tipping, Littering, and Dog Fouling Strategy to ensure our pavements and paths provide a pleasant environment for users. ***The condition of our pavements, footways, cycle ways and paths must be improved to allow accessibility for all users with appropriate street lighting, and lighting of off-road routes, to allow safe and secure passage where needed.*** We are already working to promote Irvine as a Cycling Friendly Town and this will continue with further routes developed and current routes maintained. This will take cognisance of our Irvine Vision work and the development of active links to provide connectivity between the Town Centre, Retail Park, Harbourside, and Beach areas. ***We will work with SPT and Sustrans (already key funding partners), and other partnering organisations to fund, provide for, and promote walking and cycling. Active travel promotional campaigns, such as Smarter Choices, Smarter Places, Bike Week, and Walk to Work Week, will form a part of our strategy.***

The promotion of walking and cycling and the associated benefits at a school level is vital to sustaining long term sustainable travel behaviour and reducing the associated congestion on our roads from the school run. North Ayrshire Council's *Go On – Get Out There!* project has provided schools with funding for small scale, innovative projects that promote sustainable travel and responsible access for school journeys. We will continue to work with schools, through the Council's *Go On – Get Out There!* project, to maintain suitable routes for walking and cycling to all schools in our area. In addition we will monitor parking restrictions around schools, and support national school travel awareness schemes.

#### 5.2.5 Providing for Travel to Healthcare

Improving access to healthcare services is vital in ensuring the health and wellbeing of North Ayrshire residents. The stakeholder, community, and public engagement undertaken as part of this strategy highlighted the deficiency in transport provision to healthcare facilities. While this lack of provision was focused on public transport, ensuring the transport network provides the essential access for local people, requires a collaborative approach between a range of public agencies, including the NHS, to ensure that funding is available and the range of accessibility challenges are addressed.

In recent years the NHS eligibility criteria for patient ambulance transport to hospitals have been tightened, leading to a greater reliance by many to access the hospitals unaided. In particular, difficulty in accessing Crosshouse Hospital, located in East Ayrshire, was noted by many during our engagement process. Ayrshire Central Hospital, located close to Irvine and Kilwinning is well served by bus and we are working to maintain and improve walking and cycling routes into the hospital, as well as ensuring future proofing of the site for bus access as the hospital expands. ***We must work with local bus providers, and other partnering organisations to ensure access to healthcare is provided for by a range of travel modes.***

The Scottish Government has awarded funding to SPT to develop an Integrated Health and Social Care Transport Hub for the West of Scotland. The Transport Hub provides an opportunity to integrate health and social care, making better use of community transport as a provider of health and social care transport.

The Hub is currently focused on Glasgow, North Lanarkshire, Renfrewshire, and East Renfrewshire with the Programme Board including representatives from local councils, the NHS, the Scottish Ambulance Service, and the community transport sector. As yet there is no representation on the Programme Board from potential North Ayrshire stakeholders.

***We must engage in the development of the West of Scotland Integrated Health and Social Care Transport Hub. We need to engage with South and East Ayrshire Councils on the development of the Transport Hub to cover Ayrshire, including consideration of the role community transport can play within this, to provide patients with the information and means of suitably accessing healthcare facilities depending on individual circumstances. The development of North Ayrshire's role in the West of Scotland Integrated Health and Social Care Transport Hub is part of our flagship action to develop Community Transport in North Ayrshire.***

## 6 OUR TRANSPORT VISION

An understanding of the transport challenges and opportunities we face and this strategy's three overarching priorities have helped in the development of the strategy's vision.

Our vision is:

*To provide an integrated transport network for North Ayrshire that supports long term, sustainable, economic growth in the area, and reduces inequality through improving the accessibility and connectivity of communities to employment opportunities and local amenities.*

To ensure we can realise this vision we have defined a number of key objectives tackling the challenges and opportunities we face. These objectives relate to; Economy, Accessibility, and Social Inclusion, Safety, Environment and Integration. These five objective areas relate directly to those outlined in the Scottish Transport Appraisal Guidance (STAG).

The objectives have been defined to deliver the strategy's vision while also supporting the vision, objectives and aims of wider regional, national and European strategies.

North Ayrshire Local Transport Strategy Objectives				
Economy	Accessibility and Social Inclusion	Safety	Environment	Integration
Strengthen North Ayrshire's links to Glasgow ensuring improved journey time reliability by all travel modes	Improve public transport connections between communities and facilities and services	Reduce accidents on North Ayrshire's Roads	Reduce transport emissions by: <ul style="list-style-type: none"> <li>• Promoting and providing for active travel and travel behavioural change</li> <li>• Providing good quality connected and well maintained active travel infrastructure and signage.</li> <li>• Demand management</li> <li>• Working with businesses to develop Travel Plans</li> <li>• Educational initiatives within schools</li> <li>• Promoting the health benefits of active travel</li> </ul>	Improve travel mode service integration, information and ticketing
Understand and provide for the needs of Freight movements including creating opportunities for freight transfer from road to air, rail and sea	Ensure good travel mode accessibility by all transport modes for all users	Enhance the safety and security of all transport network users		
Ensure connections to key business areas to allow quality staff to access jobs easily by a range of alternative travel modes				
Encourage tourism through increased accessibility to North Ayrshire's islands and coastline and through island road improvement works				

Figure 6.1 : Local Transport Strategy Objectives

## 7 MOVING FORWARD

We know where we are now and we know where we want to be in the future and the challenges we face. In order to achieve the objectives of our strategy and realise our vision, a Delivery Plan has been developed.

The **Delivery Plan** outlines the actions we need to implement to achieve our objectives and forms the backbone of this strategy. We have ensured the actions in the plan are:

- **Feasible** and can be either achieved or worked towards during the five year timescale of this strategy. This includes consideration of cost and deliverability risk
- **Affordable** through Council funding, utilising our Resource Mapping Methodology, or through joint funding with partners
- **Acceptable** to the general public with actions tackling issues raised during the engagement process

Monitoring of the Delivery Plan through close examination of the actions identified and our progress in undertaking them will allow us to understand the effectiveness of the strategy.

## 7.1 The Delivery Plan

The Delivery Plan presents the key actions which we will undertake during the lifetime of this strategy. The Delivery Plan is an *improvement plan* and builds on current activities. We will continue with our current 'business as usual' activities alongside the delivery of the strategy actions.

### 7.1.1 Achieving our Objectives

The actions contained within the Delivery Plan are presented alongside the main objective they are working towards through their delivery. Actions have been assigned to one of the five key objectives areas of: Economy, Accessibility and Social Inclusion, Safety, Environment, and Integration. This allows ease of identification of how individual actions are seeking to accomplish the strategy's objectives, although we recognise that actions can have benefits across more than one objective.

### 7.1.2 Timescale for Delivery

The Delivery Plan sets out timescales for the delivery of each action. Timescales are noted as either: Short, Medium, or Long Term. We recognise that while some actions are important, they cannot necessarily be delivered quickly.

**Short Term:** Actions which we can achieve within the first few years of the strategy.

**Medium Term:** Actions which we could potentially achieve by the end of the strategy five year timeframe.

**Long Term:** Actions which we will begin working towards during the strategy five year timeframe, but which are unlikely to be delivered before 2020. Many of these actions rely on partner collaboration for delivery.

The actions in the Delivery Plan fall broadly into two types: those that are directly under our control and remit, and those that require partnership working with other organisations. In the case of the latter, into which most actions fall, delivery of the action in a timely manner will be contingent upon respective partnership organisations. We have sought to identify our anticipated delivery partners for each action if other organisational involvement is required.

### 7.1.3 Priority Actions

While we recognise that all actions in the Delivery Plan are important, we have chosen four flagship actions which will be prioritised above all others with their implementation being crucial to realising the strategy vision and we will work with partnering organisation to achieve the successful delivery of these actions.

These flagship actions, detailed in the Delivery Plan, are:

- Strengthen links to Glasgow
- Increase the Accessibility and Awareness of i3 Irvine Enterprise Area
- Improve Ardrossan Harbour and Ferry Terminal

- Develop Community Transport in North Ayrshire

## 7.2 Funding

Funding for maintaining and improving our transport network, comes from two sources:

- **Revenue Budget**  
Includes monies from Council Tax payments. This is typically spent on on-going maintenance and repair of existing infrastructure and operations and includes: roads, pedestrians and cycle facilities, street lighting, winter maintenance, road signing, flood protection, and bridge refurbishment.
- **Capital Budget**  
Includes monies from prudential borrowing and grant funding. This is typically spent on improvement works. Funding is on an individual project basis and grant works often require partnership working.

Grant funding is normally secured through funding applications to external agencies, with funding therefore not guaranteed. Funding for a number of proposals through SPT is included in the *Regional Transport Strategy Delivery Plan (2014 – 2017)* and it's associated *Approved Capital Programme (2014 – 2017)*. SPT funding relates to such measures as walking and cycling improvements, the development of quality bus partnerships, bus corridor improvements works, Park & Ride site development, interchange facility improvement works, freight multi-modal studies and works, and feasibility studies for initiatives such as smart ticketing.

We also recognise that the Scottish Government, and its agency Transport Scotland, provide a vital component of our grant funding. We will continue to seek funding from this source. The Scottish Government has a range of funding programmes to which we will make funding bids where appropriate. These include:

- **The Future Transport Fund**  
Which provides funding for sustainable transport initiatives with funding available for 2012 – 2016
- **Rural Transport Fund**  
Which provides grants for new rural public transport services
- **Central Scotland Green Network Development Fund**  
Providing support to transform the environment of the area for people, the economy and nature.
- **LEADER Programme**  
Which delivers support for rural development
- **Scottish Green Bus Fund**  
Supporting the wider roll out of low carbon buses across Scotland
- **Bus Investment Fund (BIF)**  
Which aims to incentivise and enable partnership working to help improve bus services, standards and infrastructure for communities across Scotland

- Smarter Choices, Smarter Places (SCSP)  
Supporting walking, cycling and public transport initiatives to reduce dependence on the car
- Scottish Stations Fund  
Which aims to lever in third party investment to provide new stations and associated facilities
- Cycling, Walking & Safer Streets  
Providing funding for the implementation of cycling and walking safety initiatives

We also obtain grant funding from a number of other external agencies with whom we will continue to work collaboratively to secure further funding to implement the actions within our Delivery Plan. These agencies and funding programmes include:

- Sustrans  
Community Links Programme funding which seeks to connect communities to amenities through improved cycling and walking paths
- Irvine Bay Regeneration Company  
Which receives its funding from the Scottish Government's Capital Grant Fund for Urban Regeneration Companies
- The Forestry Commission
- Forestry Commission through Strategic Timber Transport Fund (STTF) bids
- European Union



### 7.3 Economy

*Table 7.1 : Economy Delivery Plan (Table 1 of 5)*

Draft

Objective			Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Economy	Action				
Strengthen North Ayrshire's links to Glasgow ensuring improved journey time reliability by all travel modes	EC1	<p><b>Strengthen links to Glasgow</b></p> <ul style="list-style-type: none"> <li>• Support Transport Scotland's planned improvements for the A737(T) at Beith, The Den and Dalry</li> <li>• Investigate potential improvements to the strategic road network through the North Ayrshire Strategic Routeing Study</li> <li>• Investigate and develop public transport connectivity to Glasgow including: <ul style="list-style-type: none"> <li>• Investigating public transport accessibility to key employment areas and regional facilities (including healthcare facilities &amp; hospitals) for all North Ayrshire residents</li> <li>• Understanding the ease of interchange and the time required for interchange for all public transport users</li> <li>• Ensuring existing subsidised bus services are maintained and enhanced wherever possible</li> <li>• Understanding the latent demand for additional services and discussing with local bus operators and SPT the potential to provide additional services where a lack of provision is identified (including additional early morning, late evening, night and Sunday services)</li> <li>• Exploring the potential for the development of new Quality Bus Partnerships</li> <li>• Improving the accessibility by public transport of Braehead Shopping Centre (specifically from Largs/Skelmorie and the Garnock Valley)</li> <li>• Developing the role of Community Transport in providing access to Glasgow</li> <li>• Investigate with local bus operators the potential for a direct bus service between North Ayrshire and Glasgow Airport</li> </ul> </li> </ul>	M	North Ayrshire Council, SPT, Transport Scotland Local bus operators	✓

Table 7.2 : Economy Delivery Plan (Table 2 of 5)

Objective			Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Economy	Action				
Understand and provide for the needs of Freight movements including creating opportunities for freight transfer from road to air, rail and sea	EC2	In collaboration with SPT and the Ayrshire Roads Alliance, undertake a Freight Study involving; <ul style="list-style-type: none"> <li>• Engagement with Ayrshire businesses and haulage companies</li> <li>• Collection and collation of data on freight movements in Ayrshire</li> <li>• Investigating the freight transfer from road to sea and rail</li> <li>• Ensuring the needs of freight access and transfer at Prestwick Airport are understood &amp; provided for</li> <li>• Investigating locations for multi-modal freight facilities</li> <li>• Developing HGV parking locations</li> <li>• Consideration of the accessibility of renewables and forestry locations for freight</li> <li>• Development of an agreed freight route map for Ayrshire</li> </ul>	M	North Ayrshire Council, SPT, Ayrshire Roads Alliance, Network Rail, Clydeport, Roads Haulage Association, Timber Transport Group, Transport Scotland, Scottish Government	
	EC3	Promote and support improvements and accessibility to harbours and ports for freight in North Ayrshire through engagement and a collaborative approach with local hauliers, SPT, Clydeport, ferry operators and Transport Scotland	S	North Ayrshire Council, Local Hauliers, SPT, Caledonian MacBrayne, Clydeport, Transport Scotland	
	EC4	Work with the Timber Transport Forum: <ul style="list-style-type: none"> <li>• to develop alternative means of transporting timber from Arran (floating pier) to reduce the deterioration of Arran's Roads</li> <li>• to ensure road based Timber Routes across the island are strengthened to ensure they are fit for the purpose of carrying freight traffic</li> </ul>	M	North Ayrshire Council, Timber Transport Group	

Table 7.3 : Economy Delivery Plan (Table 3 of 5)

Objective			Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Economy	Action				
<p>Ensure connections to key business areas to allow quality staff to access jobs easily by a range of alternative travel modes</p>	EC5	<p><b>Increasing the Accessibility and Awareness of i3</b></p> <p>Investigate and improve the accessibility of the i3 Irvine Enterprise Area, and accessibility within i3, by bus and active travel means to allow for equality in provision for all through:</p> <ul style="list-style-type: none"> <li>• Progressing the i3 Irvine Enterprise Area: Transport Strategy and Planning work, and development of the i3 Travel Action Plan</li> <li>• Improving access both between the i3 Irvine Enterprise Area and Irvine Town, and within the i3 site, through:                             <ul style="list-style-type: none"> <li>• Path and green space improvements</li> <li>• Creation of a network of inter-linked paths connecting businesses and allowing for improved walking access for employees</li> </ul> </li> <li>• Gaining an understanding of commercial activity within the i3 Irvine Enterprise Area site and the impact of traffic on the safety and attractiveness of walking and cycling routes</li> <li>• Increase the awareness of i3 Irvine Enterprise Area by:                             <ul style="list-style-type: none"> <li>• Ensuring active travel signage accurately reflects the i3 Irvine Enterprise Area name</li> <li>• Ensuring directional road signage on all routes accurately reflects the i3 Irvine Enterprise Area name</li> </ul> </li> </ul>	S	<p>North Ayrshire Council, Irvine Bay Regeneration Company, SPT, Local bus operators, Sustrans</p>	✓
	EC6	<p>Consider the transport requirement for future development at key sites:</p> <ul style="list-style-type: none"> <li>• Hunterston: through engagement with EDF Energy, the Nuclear Decommissioning Authority and Clydeport to understand the short to medium term transport needs of the site and the potential for future development at Hunterston in the medium to long term</li> <li>• Ardeer: through engagement with businesses currently located at Ardeer, consider the infrastructure requirements necessary for the Ardeer site to provide appropriate access to the site, and unlock the sites potential</li> </ul>	M	<p>North Ayrshire Council, EDF Energy Nuclear Decommissioning Authority Clydeport</p>	

Table 7.4 : Economy Delivery Plan (Table 4 of 5)

Objective			Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Economy	Action				
Ensure connections to key business areas to allow quality staff to access jobs easily by a range of alternative travel modes	EC7	Raise the awareness of North Ayrshire as 'the place to be' through improved 'Gateway' signage on key routes into North Ayrshire, on entering local towns and through local towns	S	North Ayrshire Council	
	EC8	Through collaborative working between the council's business, economic regeneration and transportation departments, provide support for local businesses in discussion with transport operators including making initial contact and facilitating meetings to discuss public transport needs	S	North Ayrshire Council, Irvine Bay Regeneration Company, SPT, Sustrans	
Encourage tourism through increased accessibility to North Ayrshire's islands and coastline and through island road improvement works	EC9	<p><b>Improve Ardrossan Harbour and cement Ardrossan's position as the 'Gateway to the Islands' hub</b></p> <ul style="list-style-type: none"> <li>• Further promote the use of Ardrossan Harbour as the port for services to Campbeltown by improving ferry service reliability, potentially increasing sailings on the route, and adjusting ferry sailing times to better suit business and community needs</li> <li>• Explore the potential for new ferry routes to expand the destinations served from Ardrossan</li> <li>• Engage with ClydePort to provide an improved harbour experience that reflects the wider context in relation to Ardrossan including undertaking harbour improvement works to enable the safe docking of appropriate vessel types to minimise cancelled sailings in inclement weather, and expanding harbour parking facilities</li> </ul>	M	North Ayrshire Council, Caledonian MacBrayne, Clydeport, Transport Scotland SPT	✓

Table 7.5 : Economy Delivery Plan (Table 5 of 5)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Economy	Action				
Encourage tourism through increased accessibility to North Ayrshire's islands and coastline and through island road improvement works	EC10	Support and monitor the effect and impacts of the role out of the Road Equivalent Tariff on ferry services to Arran and, when introduced, on the Largs to Cumbrae route, ensuring the benefits brought by the Tariff are fully rolled out across all communities through community engagement ensuring dis-benefits do not occur to current ferry service users.	M	North Ayrshire Council, Caledonian MacBrayne, Clydeport, Transport Scotland SPT	
	EC11	Undertake a study on Arran to determine the economic impact to island businesses of road closures	S	North Ayrshire Council	
	EC12	Improve roads on Arran and Cumbrae to encourage tourist cycling and cycling for work/leisure	M	North Ayrshire Council	
	EC13	Improve signage of available walking and cycling routes on Arran	M	North Ayrshire Council	
	EC14	Provide clearer signage for tourist cyclists and increased awareness of available off-road cycle routes	M	North Ayrshire Council, Sustrans	

## 7.4 Accessibility and Social Inclusion

Table 7.6 : Accessibility and Social Inclusion Delivery Plan (Table 1 of 3)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Accessibility and Social Inclusion					
Improve public transport connections between communities and facilities and services	AS1	Develop and support Community Transport schemes in North Ayrshire to create better connected communities including: <ul style="list-style-type: none"> <li>• Undertaking and progressing the outcomes of the Feasibility Study for the Development of Community Transport in North Ayrshire</li> <li>• Working with SPT, South and East Ayrshire Councils, and other partnership organisations in Health Care to improve access to major healthcare facilities in Ayrshire through SPT's development of the West of Scotland Integrated Health and Social Care Transport Hub</li> <li>• Investigating Council transport fleet scheduling to understand the potential opportunities for community transport use</li> </ul>	M	North Ayrshire Council, East Ayrshire Council, South Ayrshire Council, SPT, Transport Scotland, NHS Ayrshire & Arran, Community Transport Providers	✓
	AS2	Undertake an audit of public transport provision (routes, bus stop placement and service reliability) between towns in North Ayrshire including: <ul style="list-style-type: none"> <li>• Ensuring existing subsidised bus services are maintained and enhanced wherever possible</li> <li>• Understanding the latent demand for additional services</li> <li>• Discussing with local bus operators, SPT and existing community transport providers the potential to provide additional services where a lack of provision is identified</li> <li>• Exploring the potential for the development of new Quality Bus Partnerships</li> <li>• Consideration of additional early morning, late evening, night and Sunday services.</li> <li>• Ensuring all bus stops close to schools are provided with appropriate bus shelters where possible</li> <li>• Providing Real Time Information on A78(T) bus stops from Ardrossan to Skelmorlie</li> <li>• Providing Real Time Information at bus stops in the Garnock Valley</li> </ul>	M	North Ayrshire Council, SPT, Local bus operators, Community Councils, Equality and Disability Groups	

Table 7.7 : Accessibility and Social Inclusion Delivery Plan (Table 2 of 3)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Improve public transport connections between communities and facilities and services	AS3	Investigate the opportunities and explore the potential for: <ul style="list-style-type: none"> <li>• Double-tracking/electrification of Largs to Kilwinning line to allow more frequent train service and possibility of hourly Largs to Glasgow 'express service'</li> <li>• Opening up the Kilwinning West Freight line to passenger trains to allow a direct link between Ayr and Largs</li> </ul>	M	North Ayrshire Council, Network Rail	
	AS4	Through engagement with the Neighbourhood Planning Areas, identify the local transport priorities for each neighbourhood and implement appropriate transport measures	M	North Ayrshire Council	
Ensure good travel mode accessibility by all transport modes for all users	AS5	Promote the SPT MyBus scheme through awareness campaigns in health centres, hospitals, taxis, local libraries, post offices and at Council information days and encourage SPT to provide more detailed information at local bus stops on the MyBus service and how it operates	S	North Ayrshire Council, SPT	
	AS6	Discuss with bus operators the implementation of 'tie-downs' on buses for wheelchairs to ensure safe travel	S	North Ayrshire Council, SPT, Local bus operators, Equality and Disability Groups	
	AS7	Undertake engagement with local businesses and the public to establish the most popular destinations for potential new routes from Prestwick Airport and liaise with new owners of Prestwick Airport (Scottish Government) on potential new passenger routes	M	North Ayrshire Council, South Ayrshire Council, East Ayrshire Council, Transport Scotland	

Table 7.8 : Accessibility and Social Inclusion Delivery Plan (Table 3 of 3)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Accessibility and Social Inclusion					
Ensure good travel mode accessibility by all transport modes for all users	AS8	Investigate the potential to reduce public transport fares for young people, job seekers and the newly employed to ensure access to educational and employment opportunities are more financially viable	M	North Ayrshire Council, SPT, Caledonian MacBrayne, Transport Scotland	
	AS9	Investigate the potential for funding, through the Access for All Fund or Access for All Small Schemes fund, to improve access for disabled people at Dalry and Glengarnock stations	L	North Ayrshire Council, Network Rail, Equality and Disability Groups, Transport Scotland	
	AS10	Action the North Ayrshire Town Centre Parking Strategy and develop a further parking study in respect of potential on-street controls (including residents parking), on town centre residential streets.	S	North Ayrshire Council	
	AS11	Seek to increase the proportion of accessible taxis for disabled users	S	North Ayrshire Council, Taxi Operators, Equality and Disability Groups	

## 7.5 Safety

Table 7.9 : Safety Delivery Plan (Table 1 of 1)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Reduce accidents on North Ayrshire's Roads	SA1	Engage with Transport Scotland on potential improvements on the A78(T) including: <ul style="list-style-type: none"> <li>• implementation of measures to reduce speeding through local villages and towns between West Kilbride and Skelmorlie</li> <li>• safe and appropriately positioned pedestrian crossings on the A78(T) for local villages and towns between West Kilbride and Skelmorlie</li> <li>• noise reducing materials for road surfacing</li> </ul>	S	North Ayrshire Council, Transport Scotland	
Enhance the safety and security of all transport network users	SA2	Work with public transport operators to ensure safe and secure public transport services and facilities	S	North Ayrshire Council, Local public transport operators, Network Rail	
	SA3	Review footway, footpath and cycle path lighting and implement improved lighting where appropriate, taking cognisance of North Ayrshire's Carbon Management Programme	M	North Ayrshire Council	

## 7.6 Environment

Table 7.10 : Environment Delivery Plan (Table 1 of 2)

Objective	Action		Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Environment					
Reduce transport emissions	EN1	<p>Implement the North Ayrshire Outdoor Access Strategy and Strategic Walking and Cycling Action Plan including the update of the North Ayrshire Core Paths Plan (awaiting ministerial direction), including:</p> <ul style="list-style-type: none"> <li>• Implement the Community Links project cycle infrastructure improvements at: Kilwinning; Brodick to Corrie Phase (NCN 73), Kilbirnie; Cumbernauld; Fairlie.</li> <li>• Link existing cycle path north and south of Seamill with improved signage</li> <li>• Provide additional off-road cycle link from coastal cycle route to NCN7 route (at additional location north of current connection at Irvine/Kilwinning)</li> <li>• Develop the Kilwinning to Kilbirnie off-road NCN7 cycle route (route safeguarded as part of the Local Development Plan)</li> <li>• Investigate the potential for an off-road cycle route from Skelmorlie to Largs</li> </ul>	M	North Ayrshire Council, SPT, Sustrans	
	EN2	<p>Investigate demand management at Kilwinning Rail Station Park and Ride through:</p> <ul style="list-style-type: none"> <li>• Encouraging greater car sharing to the station and the provision of increased car share spaces at the rail station</li> <li>• Discussing with local bus operators potential increased bus service provision and adjusted bus timetabling to ensure buses better link with train times</li> <li>• Discussion with Network Rail and Scotrail to ensure the station Park and Ride is only used by those purchasing a rail ticket</li> </ul>	S	North Ayrshire Council, SPT, Local bus operators Network Rail	

Table 7.11 : Environment Delivery Plan (Table 2 of 2)

Objective	Action		Timescale (Short/	Anticipated Delivery Partners	Priority Action
Environment					
Reduce transport emissions	EN3	Provide bus priority measures where appropriate	M	North Ayrshire Council, SPT, Network Rail	
	EN4	Widely promote SPT's JourneyShare Scheme	M	North Ayrshire Council, SPT	
	EN5	Undertake an awareness campaign providing information on available public transport ticketing to businesses and the general public	S	North Ayrshire Council	
	EN6	Monitor Travel Plan implementation at new developments by surveying local businesses and residents on their travel habits, and work with new businesses/residents when sites go 'live' to reach modal share targets	M	North Ayrshire Council	
	EN7	Meet with local businesses to help them instigate travel mode change behaviour in their staff and develop company travel plans	M	North Ayrshire Council	
	EN8	Encourage local transport operators in the provision of more efficient vehicles	S	North Ayrshire Council, SPT, Local bus operators	
Minimise the impacts of transport infrastructure and operations on the environment	EN9	Ensure the development of any transport initiatives and proposals minimises the environmental impact	S	North Ayrshire Council, Network Rail	

## 7.7 Integration

Table 7.12 : Integration Delivery Plan (Table 1 of 1)

Objective			Timescale (Short/ Medium/ Long term)	Anticipated Delivery Partners	Priority Action
Integration	Action				
Improve travel mode service integration, information and ticketing	IN1	Undertake a North Ayrshire-wide audit of bus-rail-ferry connectivity, interchange times (during both Summer and Winter seasons), and inter-modal ticketing and smartcards, and engage with local public transport operators on the potential retiming of services to better link public transport modes and develop integrated ticketing between operators and modes	S/M	North Ayrshire Council, Local transport operators, SPT	

## 8 MONITORING

Monitoring of our transport strategy's Delivery Plan is vital to ensuring that the strategy's vision is realised, and that the actions in the Delivery Plan provide the targeted benefits we seek to attain.

It is essential that a robust monitoring programme is established from the outset and that actions are monitored at appropriate intervals to ensure we are making progress and improvements.

The delivery and effectiveness of the Delivery Plan will be measured annually through a review of the Delivery Plan Actions by monitoring:

- Which Actions have been completed successfully
- Where progress has been made towards an Action and the likely date when the Action will be completed
- Where progress needs to be made on an Action and when work towards the Action is likely to commence

Draft

**A SUPPORTING EUROPEAN, NATIONAL, REGIONAL, AND LOCAL POLICIES, STRATEGIES, AND PLANS**

North Ayrshire’s Local Transport Strategy does not sit in isolation. It forms part of a structure of local, regional, and national transport strategies addressing the transport challenges faced at different geographical levels. At the local level the transport strategy supports and integrates with a number of local strategies and plans sharing common goals and visions.

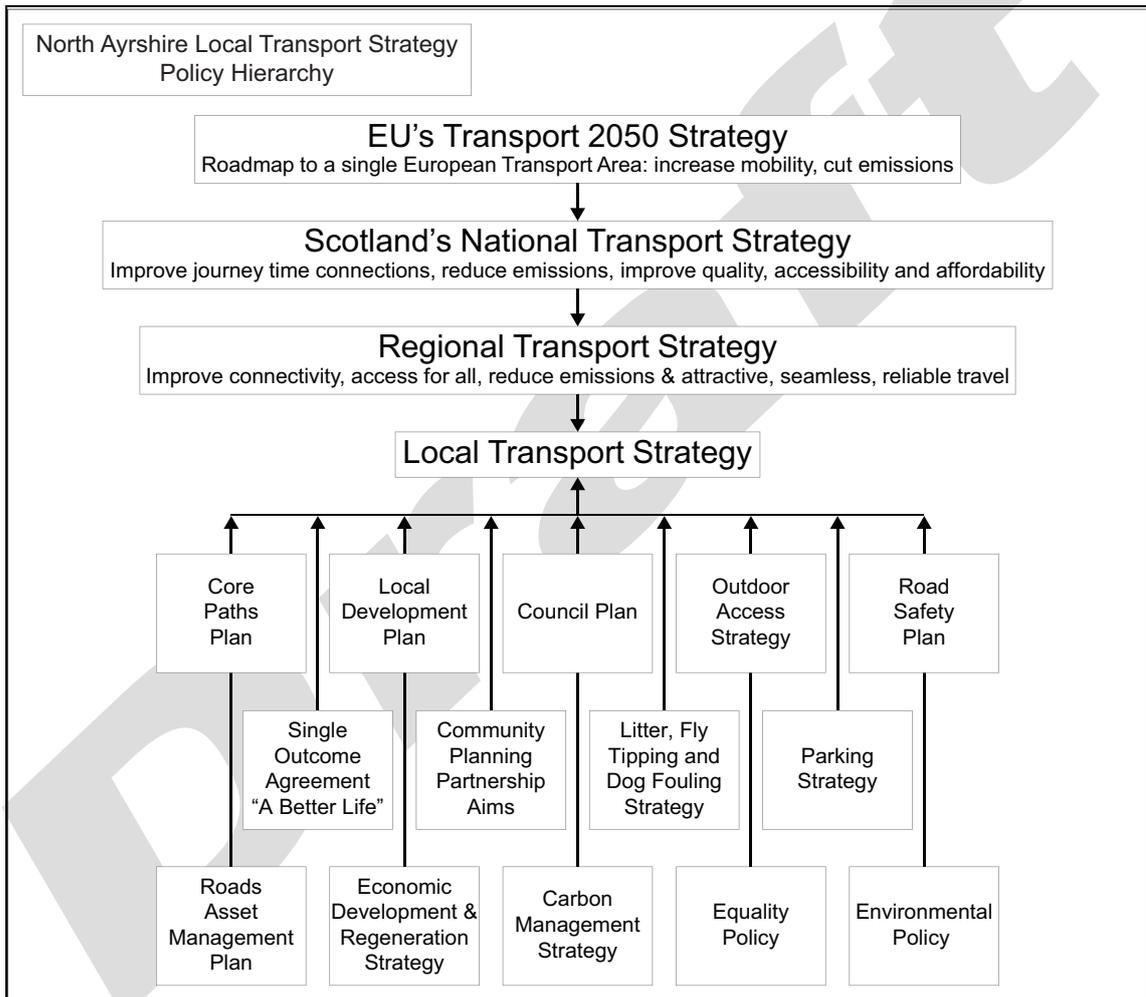


Figure A.1 : Policy Hierarchy

**A.1 Supporting European and National Policies, Strategies, and Plans**

The European Union’s, *Transport 2050: Roadmap to a Single European Transport Area*, sets out 40 concrete initiatives for the next decade to build a competitive transport system for Europe. Its key goal for 2050 is for increased mobility with a reduction in transport emissions. Scotland’s National Transport Strategy supports the European strategy with three aims: to improve journey times and connections; to reduce emissions; and to improve the quality, accessibility, and affordability of transport.

## **A.2 Supporting Regional Policies, Strategies and Plans**

Strathclyde Partnership for Transport (SPT), the Regional Transport Partnership for the West of Scotland, provides the over-arching framework for the Local Transport Strategy through its Regional Transport Strategy (RTS) *A Catalyst for Change*. The regional strategy vision is for “A world-class sustainable transport system that acts as a catalyst for an improved quality of life for all” with shared goals to: develop the economy, promote social inclusion and equality; improve health; and protect the environment.

The strategy’s strategic outcomes are for:

- Improved Connectivity
- Access for All
- Reduced Emissions
- Attractive, Seamless, Reliable Travel

In order to realise the vision of the RTS and attain the strategic outcomes, nine Action Plans have been developed by SPT as part of the strategy and cover a full range of travel modes, travel purposes and accessibility actions. These Action Plans are implemented through the RTS Delivery Plan, and the Delivery Plan for 2014 – 2017 includes proposals for a number of schemes which directly relate to North Ayrshire.

While the LTS focus is Economic Growth, the strategy has aligned itself with the vision and strategic outcomes of the Regional Transport Strategy and seeks to support the regional strategy through its initiatives.

## **A.3 Supporting Our Local Policies, Strategies, and Plans**

This strategy is a part of our wide range of strategies, policies and plans with common goals, shared visions and priorities. North Ayrshire Council’s vision is for a vibrant, diverse, connected, ambitious and visible North Ayrshire. The long term vision of the EDRS, with two bold strategic goals (becoming a leading location for doing business, and decreasing worklessness to the Scottish level) and eight strategic objectives are set out in our Economic Development and Regeneration Strategy 2010 – 2020.

The Council Plan outlines the transformation change required within the Council to deliver better services, address the challenges of an increasing older population and manage a reduction in public funding.

Our Single Outcome Agreement, *North Ayrshire – A Better Life*, is an agreement between the Community Planning Partnership and the Scottish Government setting out what we hope to achieve for North Ayrshire, with priorities to create a:

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

The Council's Local Development Plan is the land use expression of the Council's vision. It sets out the framework to make North Ayrshire "the place to be" in order to provide a better life for our residents, businesses and visitors. Transport and development planning must work hand-in-hand to ensure the realisation of any spatial strategy and the transport strategy recognises its role in the development planning process.

While supporting these strategies and plans, the transport strategy also takes cognisance of our other Council strategy and plan documents. The Council's Outdoor Access Strategy, Roads Asset Management Plan, Litter, Fly Tipping and Dog Fouling Strategy, Parking Strategy, Carbon Management Strategy, Environmental Sustainability and Climate Change Strategy, Equality Policy, and Environmental Policy all play a role in supporting the delivery of the transport strategy, and cognisance is taken of their aims in this strategy.

## B STAKEHOLDER CONSULTEES

Table B.1 : Stakeholder Consultees (Table 1 of 5)

Type	Organisation
Government	MP - North Ayrshire and Arran
	Cunninghame North MSP
	Cunninghame South MSP
Community Councils	Arran Community Council
	Cumbræ Community Council
	Dalry Community Council
	Fairlie Community Council
	Irvine Community Council
	Kilbirnie & Glengarnock Community Council
	Kilwinning Community Council
	Largs Community Council
	Saltcoats Community Council
	Skelmorlie Community Council
	West Kilbride Community Council
Councillors	North Ayrshire Councillors
Tenants & Residents Associations	Beith Tenants' & Residents' Association
	Blair Residents' Association
	Boutreehill & Broomlands Tenants' & Resident's Association
	Cunninghame Housing Association Ltd
	Cunninghame Housing Association Ltd
	Fullarton Tennant's Association
	Hayocks Tenants' & Residents' Association
	Irvine Housing Association
	Loadingbank Tenants' & Residents' Association
	Meadowfoot Tenants' & Residents' Association
	Saltcoats High Flats Tenant's & Residents' Association
	Skelmorlie Tenants' & Residents' Association
Commerce & Tourism	Ayrshire Chamber of Commerce and Industry
	Ayrshire Timber Transport Liason Group
	Institution of Civil Engineers
	Highlands and Island Enterprise
	Scottish Enterprise Ayrshire
	Visit Scotland (Tourist Board)
	Largs Initiative Ltd.
	Largs Matters (BID)
	Scottish Development International
	Irvine Bay Regeneration Company
	Clyde Muirshiel Regional Park
	Federation of Small Businesses

Table B.2 : Stakeholder Consultees (Table 2 of 5)

<b>Area</b>	<b>Organisation</b>
Transport Organisations	British Motorcyclists Federation
	DB Schenker Rail (UK) Ltd
	Freight Transport Association
	Motorcycle Action Group
	MAG Scotland
	Road Haulage Association
	Road Safety Scotland
	SCOTS Road Safety and Traffic Management Working Group
	Sustrans Scotland
	TRANSform Scotland
	National Federation of Bus Users
	Scottish Association for Public Transport
	Community Transport Association
	Scottish Taxi Federation
Passenger Focus	
Active Travel Organisations	Cycling Scotland
	Cycle Touring Club Scotland
	Sustrans Scotland
	Ramblers' Association Scotland
	British Horse Society Scotland
	Living Streets
Emergency Services & Health	British Transport Police
	Scottish Ambulance Service
	Scottish Fire and Rescue Service
	Police Scotland
	NHS - Local Health Care Manager - Primary Care Services
	NHS - Childrens commissioner NHS Ayrshire and Arran
Equality	NHS - Clinical Support Services
	Equality & Human Rights Commission
	Disability Rights UK
	Children in Scotland
	Mobility and Access Committee for Scotland
	The Access Association
	Scottish Disability Equality Forum
	Age Concern Scotland
	Help the Aged
	Scottish Accessible Transport Alliance
	Inclusion Scotland
	North Ayrshire Access Panel
	Visual Impairment Scotland
	West of Scotland Seniors Forum
National Bodies	Forestry Commission Scotland
	Scottish Environmental Protection Agency (SEPA)
	Scottish Natural Heritage
	National Trust for Scotland
	Historic Scotland

Table B.3 : Stakeholder Consultees (Table 3 of 5)

<b>Area</b>	<b>Organisation</b>
Transport Operators	Caledonian MacBrayne Ardrossan Mini Coaches Cumbrae Coaches First ScotRail Freightliner Marbill Coach Services Ltd Network Rail Scottish Taxi Federation Shuttlebuses Stagecoach West Scotland
National Transport Body	Transport Scotland
Regional Transport Body	Strathclyde Partnership for Transport Scotland TranServ
Local Transport Authorities	East Ayrshire Council Inverclyde Council Renfrewshire Council East Renfrewshire Council South Ayrshire Council
Businesses - Garnock Valley	Hillhouse Quarry Group, Ltd. Burnhouse Engineering & Fabrication, Ltd. Burnhouse Manor Hotel Scotplants, Ltd. TR Bonnyman Son & Co., Ltd. Pernod-Ricard Barr Quarries DSM Nutritional Products (UK)(Roche), Ltd. McTaggart Construction Reids Food Services W I & A Gilbert, Ltd. Wilson Auctions Anderson Stewart Castings J. & D. Pierce (Contracts), Ltd. Skotland Joinery Abacus Valves Alba Tyre Management, Ltd. Ayrshire Tree Surgeons, Ltd. Hydroklear Services, Ltd. W & J Knox, Ltd.

Table B.4 : Stakeholder Consultees (Table 4 of 5)

<b>Area</b>	<b>Organisation</b>	
Businesses - North Coast	Coastworks Operations, Ltd.	
	Fairlie Furniture Works	
	John Pearson Motors, Ltd.	
	Largs Yacht Haven, Ltd.	
	Nardini's of Largs, Ltd.	
	Nicolson Maps	
	Hunterston B Power Station	
	2-do-sport	
	Cumbræ Oysters, Ltd.	
	Hireaband, Ltd.	
	Seamill Hydro	
	Seamill Hydro Hotel	
	Businesses - Three Towns	Chemring Nobel Energetics, Ltd.
		Access Plus (Scotland), Ltd.
Hay & Anderson (Kilwinning), Ltd.		
James Frew, Ltd.		
Scott Engineering Co., Ltd.		
Dawn Meats UK T/A Highland Meats		
RDK Construction, Ltd.		
Caledonia Care Home		
Premier Leisure		
Right Cars, Ltd.		
Businesses - Irvine	Abbotsford Nursing Home	
	Breen Roofing & Building Contractors	
	Home Hardware (Scotland), Ltd.	
	Robertsons Fine Foods	
	Clyde Marina Ltd	
	Ardagh Glass, Ltd. (RockWare)	
	Dundonald Links	
	Glaxo-Smithkline	
	Howco Group, Plc.	
	Sigma-Aldrich Co., Ltd.	
	Simpsinns	
	Stellar UK	
	Businesses - Kilwinning	UPM Caledonian Papermill
Scottish Maritime Museum		
A. Vogel Herbal Remedies/Bioforce		
XS Stock		

Table B.5 : Stakeholder Consultees (Table 5 of 5)

<b>Area</b>	<b>Organisation</b>
Businesses - Arran and Great Cumbrae	Ayrshire College
	Blair Tavern
	Hugh King & Co.
	Kilwinning Community Sports Club
	William Engineering
	Auchrannie Leisure, Ltd.
	A Taste of Arran
	Arran Aromatics
	Isle Of Arran Distillers, Ltd.
	John Thomson Construction, Ltd.
	The Kinloch Hotel, Ltd.
	Field Studies Council
	Businesses - Ayrshire-wide
Sainsburies	
Asda Stores Ltd	
Tesco Stores Limited	

## **C STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)**

### **C.1 Introduction**

In Scotland, the 'Environmental Assessment (Scotland) Act 2005', referred to hereafter as the 'SEA Act', transposes the EU Directive (2001/42/EC) into Scottish legislation and Section 1 of the Act sets out the primary requirement, to secure the completion of an environmental assessment during the preparation of a qualifying plan or programme.

The SEA Act requires that public sector plans, programmes and strategies are subject to a Strategic Environmental Assessment (SEA).

In order to comply with the SEA Act, this strategy has been subject to an SEA.

The aim of the SEA process is to identify potentially significant environmental effects created, in this instance, as a result of the implementation of the North Ayrshire Local Transport Strategy on issues such as: biodiversity, population, human health, fauna, flora, soil, water, air, material assets, heritage, landscape and the interrelationship between all of these factors.

This strategy is accompanied by an Environmental Report which communicates the anticipated environmental effects of the strategy and sets out proposals for the monitoring of such environmental effects.

The purpose of the Environmental Report is to:

- Provide information on the scope and content of the North Ayrshire Local Transport Strategy;
- Identify, describe and evaluate the likely significant effects of the Local Transport Strategy and its reasonable alternatives; and
- Provide an early and effective opportunity for the public and the Consultation Authorities to offer views on any aspect of this Environmental Report.

A Scoping Report was prepared and consulted upon during July 2014 with the three statutory consultees (the Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH) and Historic Scotland). The comments received were taken into account in the assessment and preparation of the Environmental Report.

### **C.2 SEA Assessment of the Local Transport Strategy**

The SEA Act requires the Environmental Report to identify, describe and assess the likely significant effects on the environmental baseline of implementing the North Ayrshire Local Transport Strategy.

The SEA will identify and evaluate 'likely significant effects' of implementing the North Ayrshire Local Transport Strategy on the baseline and likely future baseline associated with each SEA objective.

The Environmental Report presents an assessment of the Local Transport Strategy, as set out within the draft Local Transport Strategy consultation document (April 2015).

The potential environmental effects of the draft Local Transport Strategy are summarised in Table C.1 and Table C.2.

Table C.1 Summary of Environmental Effects – Table 1

Environmental Objectives	Summary of Environmental Effects
To conserve and where possible enhance designated sites in North Ayrshire, create and increase connectivity of habitats, wildlife corridors and passages.	The majority of the draft LTS is predicted to have little or no effect on biodiversity. However some minor negative impacts upon the baseline level of biodiversity within North Ayrshire are likely. These impacts can be mitigated through implementation of action EN9 whereby adverse effects can be avoided or reduced. In addition, the LTS promotes alternatives to travel by private vehicles which may have <b>significant positive effects</b> , although this will be dependent upon the level of uptake in public and active transport. Overall the measures contained within the LTS are likely to have a positive influence upon the baseline position of biodiversity within North Ayrshire, although the significance at this stage is uncertain.
To protect and improve community health, safety and wellbeing.	The majority of actions and policies contained with the LTS promote, and aim to increase safety of, walking, cycling and use of public transport. These also have the potential to improve air quality, safety and therefore health. Proposals for improvements to public transport and shared paths will also benefit the population through improved accessibility. Overall the LTS is predicted to have a <b>significant positive effect</b> on human health, safety and wellbeing within North Ayrshire.
To improve accessibility, social inclusion and access to a functional environment.	Many of the options that are beneficial to human health and community well-being are also beneficial for this objective e.g. <i>reduced congestion means better accessibility, air quality and better health</i> . In addition any improvements to public transport and the road network are likely to have positive impacts. Overall the LTS is likely to have a <b>significant positive effect</b> on accessibility and social inclusion.
Protect and enhance the water quality of North Ayrshire’s rivers, coasts and groundwater and achieve sustainable water resources management	There may be some negative impacts upon the baseline level of water quality and flood risk within North Ayrshire likely due to the provision of new infrastructure as part of the LTS. However through the implementation of mitigation measures and the implementation of action EN9 any adverse effects are likely to be avoided or reduced. The majority of the LTS promotes alternatives to travel by private vehicles which may have positive effects, although this will be dependent upon the level of uptake in public and active transport and any likely reduction in run-off/deposition of pollutants. Therefore the overall potential effects upon water as a result of the LTS are uncertain.
To protect high quality and sensitive soils and prevent soil contamination	Impacts upon soils and land use are likely due to the provision of new infrastructure as part of the LTS. However the significance of these impacts are currently uncertain and the implementation of mitigation measures, and action EN9, should minimise adverse effects. The majority of the LTS promotes alternatives to travel by private vehicles which may have positive effects, although this will be dependent upon the level of uptake in public and active transport and any likely reduction in run-off/deposition of pollutants. Overall no significant impacts to the soil resource of North Ayrshire are anticipated.

Table C.2 Summary of Environmental Effects – Table 2

Environmental Objectives	Summary of Environmental Effects
Reduce air pollution and ensure continued improvements to air quality	If implemented, new infrastructure may cause adverse effects during construction and operation for some specific receptors; however the promotion of sustainable travel and improvements to the transport network, as a result of the LTS, is likely to have <b>significant positive effects</b> on local air quality and associated beneficial effect on human health and climatic factors.
Reduce vulnerability to the effects of climate change; and  Minimise North Ayrshire's contribution to climate change	The potential effects of the LTS on the SEA objectives to reduce vulnerability to, and contribution to climate change have been summarised together as both relate to minimising the probability and consequences of climate change, thereby resulting in similar effects.  When viewed as a whole, the measures within the LTS are likely to work in tandem to achieve a significant positive effect with regards to improving resilience to the effects of climate change. It is also likely to have a positive effect upon reducing the contribution to climate change, which will have an associated beneficial effect on air quality, human health, biodiversity and water quality. The focus is largely upon improving the resilience of the transport network and actions to encourage walking, cycling and use of public transport, which should have a significant effect in the more densely populated settlements within North Ayrshire.
Protect, conserve and, where appropriate enhance the historic environment; and  To conserve and where appropriate enhance character, distinctiveness and scenic value of the area landscape and townscape	The potential effects of the LTS on SEA Objectives 9 and 10 have been summarised together because due to the SEA objectives relating to minimising the probability and consequences of transport initiatives upon cultural heritage, townscape and landscapes, the effects of the LTS are similar.  Overall the impact of the LTS on landscapes, townscapes and cultural heritage are considered uncertain as impacts will relate to the details of specific transport schemes and the impact to archaeological and cultural heritage features which cannot currently be determined.
To protect and promote sustainable use of material assets	Overall there are likely to be <b>significant positive effects</b> with enhancements to existing transport infrastructure and an encouragement of modal shift towards sustainable transport modes throughout the LTS.

The Environmental Report was submitted to the Scottish Government Gateway for comment in April 2015. Statutory bodies such as Historic Scotland, Scottish Natural Heritage (SNH) and Scottish Environment Protection Agency (SEPA) were also consulted in order to ensure consistency with any relevant national objectives.

The Report was made available, throughout the eight week consultation period.

Comments and feedback on the Environmental Report from the Scottish Government, the consulted statutory bodies, and the public will be taken into account in the finalisation of this strategy. Environmental mitigation measures will be further refined with the assistance of stakeholder feedback.

### C.3 Mitigation Proposals

The strategy may have significant environmental impacts which require to be mitigated as a result of related developments. Section 19 of the *Environmental*

*Assessment (Scotland) Act 2005* requires North Ayrshire Council, as the Responsible Authority, to monitor the significant environmental effects of the implementation of the strategy.

The SEA began at the outset of the development of the strategy and it has influenced and, to an extent, mitigated impacts on numerous levels.

The mitigation measures stated are those which North Ayrshire Council has committed to applying in the development of transport schemes. The purpose of these measures, which were developed through the SEA process, is to prevent, reduce, or offset environmental impacts.

Please note that where it is not possible to prevent, reduce, or offset adverse effects using these measures, the reasons are recorded. This information will be monitored to inform future reviews of the strategy.

Although it does not constitute mitigation at an SEA level, it is recognised that transport projects with the potential for significant adverse environmental impacts will be subject to Environmental Impact Assessment (EIA). The need for EIA will be determined on a project by project basis in liaison with the planning authority, following the requirements of the Environmental Impact Assessment (Scotland) Regulations 1999, as amended.

The strategy's Delivery Plan includes a commitment to apply these environmental mitigation measures in the implementation of future transport schemes.

Schedule 3 paragraph 7 of the Environmental Assessment (Scotland) Act 2005 requires an explanation of "the measures envisaged to prevent, reduce and as fully as possible offset any significant adverse effects on the environment of implementing the plan or programme" and to maximise its performance in terms of sustainability. These mitigation measures include both proactive and avoidance of adverse effects as well as the identification of actions to be taken once effects are identified. Measures also often include recommendations for improving beneficial effects.

The mitigation measures set out for the Local Transport Strategy are based upon:

- Level of detail provided in the policies and actions
- Scale of the potential effect
- Level of detail in the baseline information
- Understanding of the environmental and sustainability issues affecting the area
- Requirements/deliverables of the Local Transport Strategy

Example mitigation measures are set out in Sections 6 to 14 within the Environmental Report for each of the SEA Objectives and are summarised within Table 20 (Section 18) of the Report.

Further impacts to the environment will arise from specific proposals put forward to implement the policies outlined in the Local Transport Strategy. These will need to be assessed on a scheme-by-scheme basis and mitigated at project level.

**D ROAD HIERARCHY MAPS**

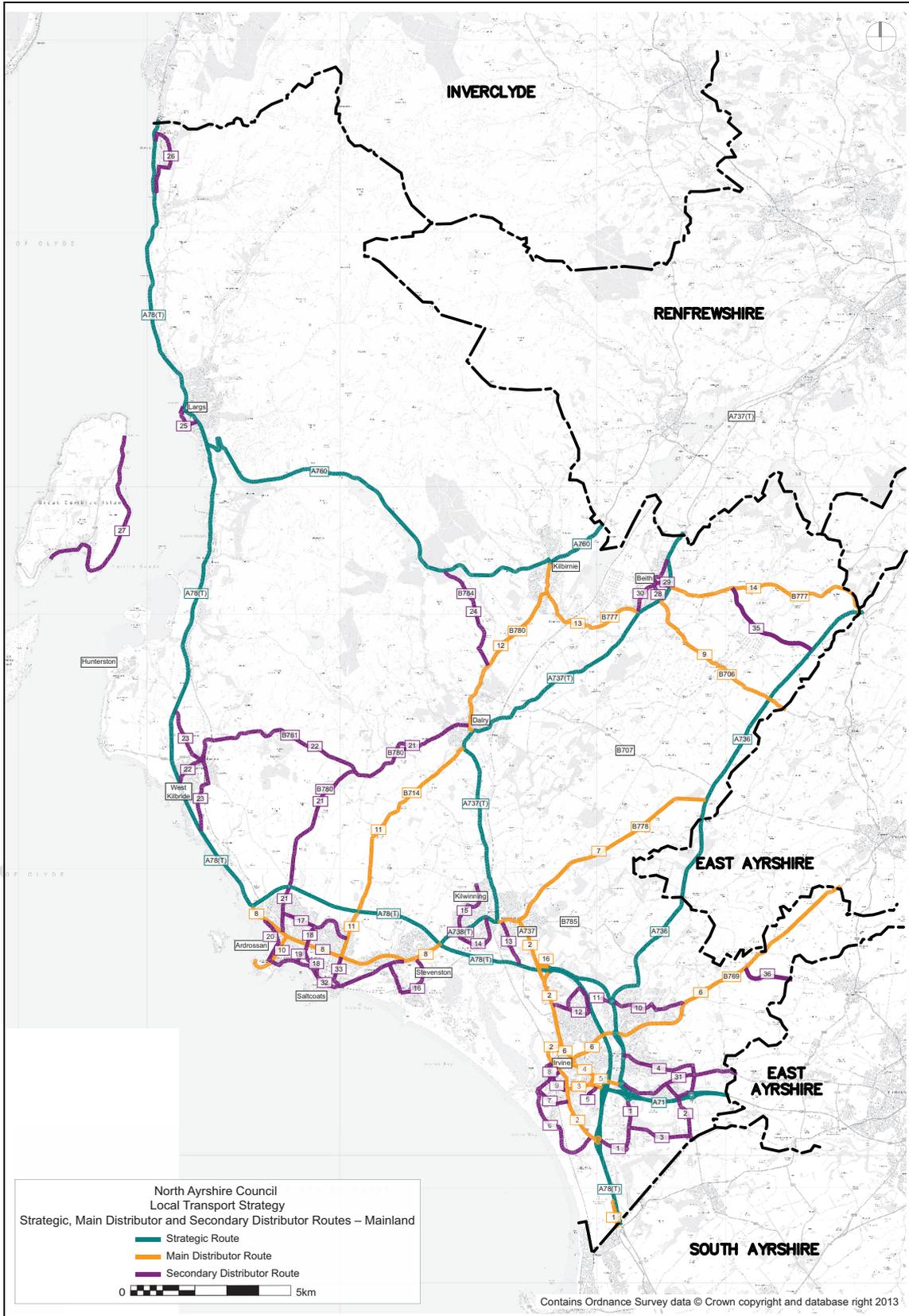


Figure D.1 : Strategic, Main Distributor, and Secondary Distributor Routes: Mainland and Great Cumbrae

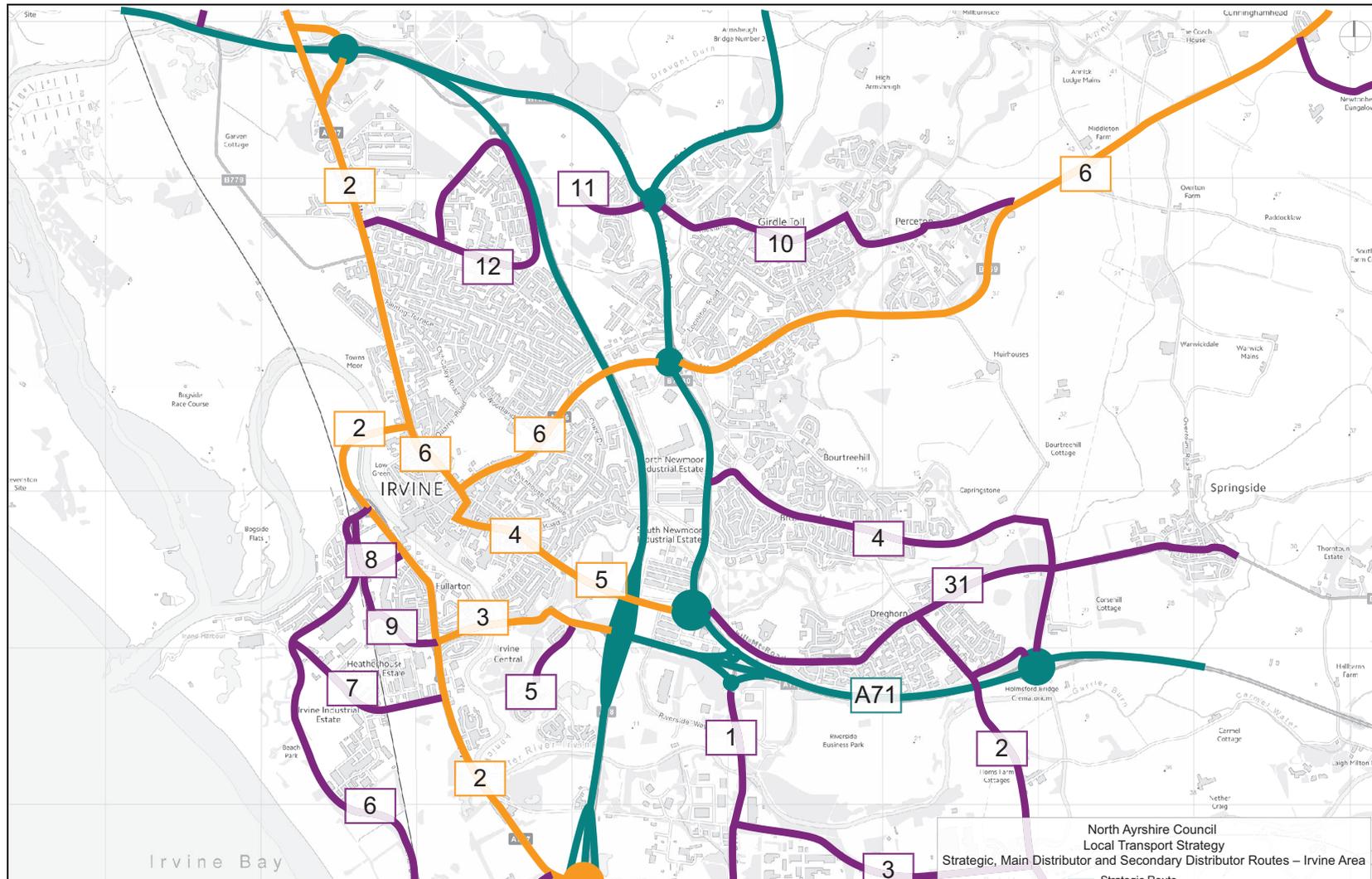
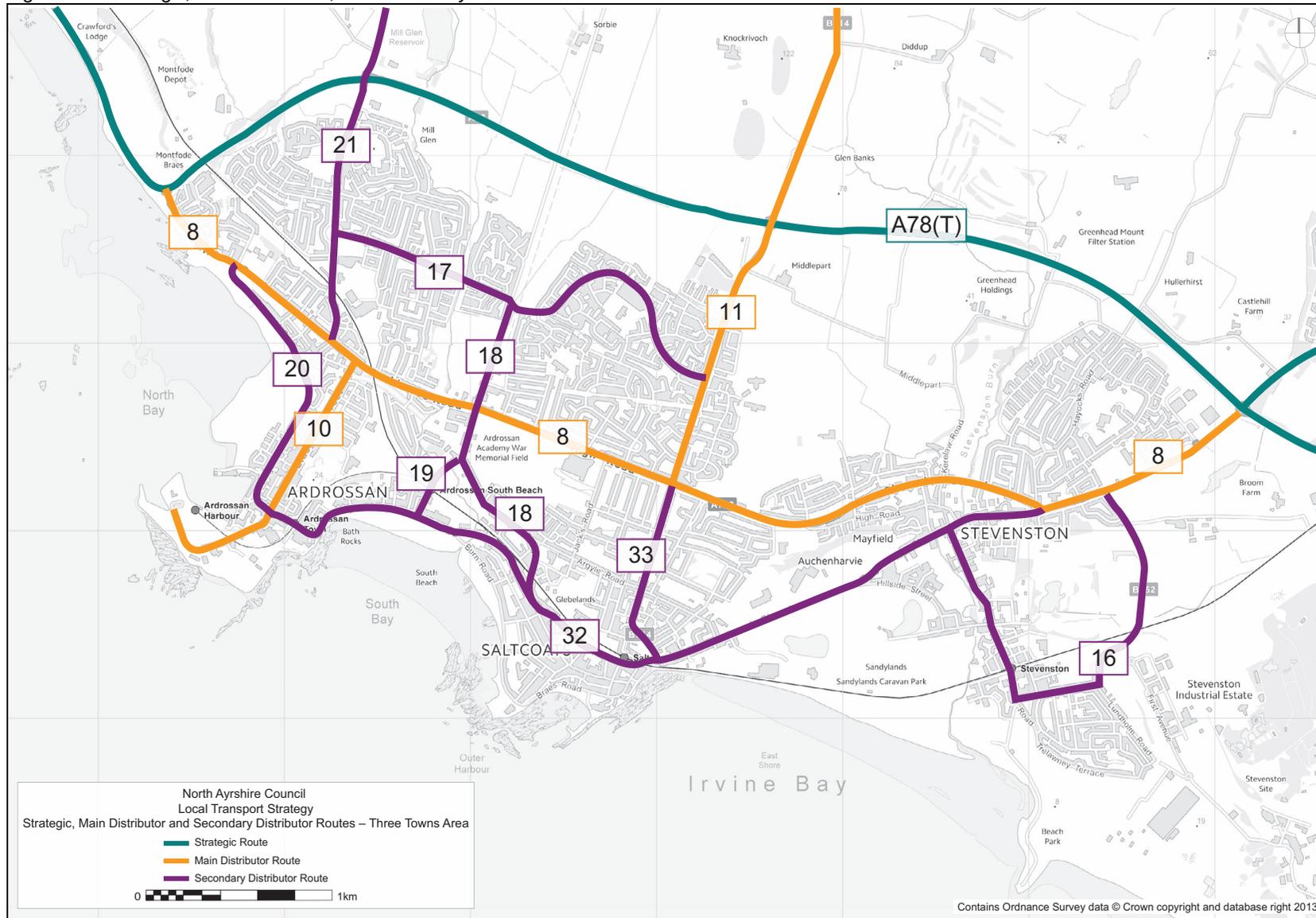


Figure D.2 : Strategic, Main Distributor, and Secondary Distributor Routes: Irvine



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*Figure D.3 : Strategic, Main Distributor, and Secondary Distributor Routes: The Three Towns*

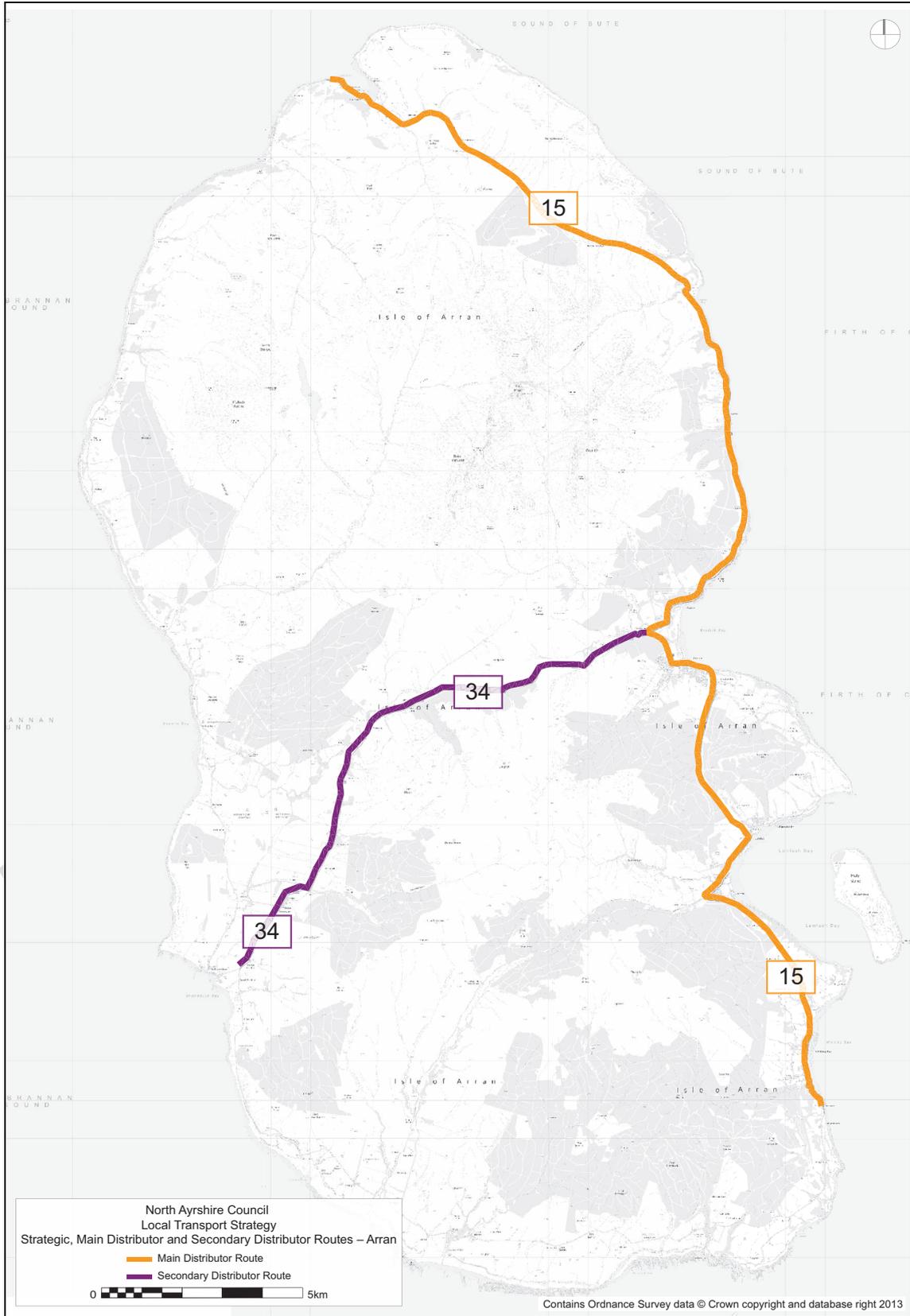


Figure D.4 : Strategic, Main Distributor, and Secondary Distributor Routes: Arran

Table D.1 : Strategic Routes

Route	Route No(s)/ Name	Start Location	Including	End Location
STR 1	A78(T)	Council Boundary South of Meadowhead Roundabout, Irvine		Council Boundary at Kelly Burn, Skelmorlie
STR 2	A737(T)	A738(T)/A737(T) Dalry Road/Howgate junction, Kilwinning		Council Boundary at Roebank, North of Beith
STR 3	A738(T)	A78(T) Pennyburn Roundabout, Kilwinning		A738(T)/A737(T) Dalry Road/Howgate junction, Kilwinning
STR 4	A71	Warrix Interchange, Irvine	Warrix Interchange, Irvine Corsehillmount Roundabout,	Council Boundary East of Corsehillmount Roundabout,
STR 5	A760	A78(T) Irvine Road/ Haylie Brae junction, Largs	Bridgend Roundabout, Kilbirnie	Council Boundary near Lochridge, North of Kilbirnie
STR 6  STR 6a	A736, B7080	Council Boundary at B777 junction, Lugton	Sourlie Roundabout, Irvine Hill Roundabout, Irvine Eglinton Interchange, Kilwinning  Stanecastle Roundabout, Irvine Towerlands Roundabout, Irvine Newmoor Roundabout, Irvine Greenwood	Eglinton Interchange, Kilwinning (North) Greenwood Interchange, Irvine (South)

Table D.2 : Main Distributor Routes (Table 1 of 3)

Route	Route No(s)/ Name	Start Location	Including	End Location
MDR 1	A759	A78(T) Meadowhead Roundabout, Irvine		Council Boundary on Ayr Council Boundary on Ayr Road, North of Barassie
MDR 2	A737	A78(T) at Newhouse Interchange, Irvine	Newhouse Interchange, Irvine Three Stanes Roundabout, Irvine Ayr Road, Irvine, Merryvale Roundabout, Irvine, Fullarton Street, Irvine, Fullarton Roundabout, Irvine, Marress Roundabout, Irvine, Marress Road, Irvine, Kilwinning Road, Irvine, Redburn Roundabout, Irvine, Link Road, (Redburn Roundabout to Eglinton Interchange), Irvine Eglinton Interchange, Irvine Irvine Road, Irvine, Kilwinning,	A738(T)/ A737(T) Dalry Road/Howgate junction, Kilwinning
MDR 3	A71	A78(T) Warrix Interchange, Irvine	Milgarholm Roundabout, Irvine Southern Approach Road, Irvine	A737 at Merryvale Roundabout, Irvine

Table D.3 : Main Distributor Routes (Table 2 of 3)

Route	Route No(s)/ Name	Start Location	Including	End Location
MDR 4	B7081	A71 Milgarholm Roundabout, Irvine	Link Road between Milgarholm Roundabout and Annick Roundabout, Irvine Annick Roundabout, Irvine Annick Road, Irvine	A736 Bank Street/East Road junction, Irvine
MDR 5	B7081	Annick Roundabout, Irvine	Annick Road, Irvine	Newmoor Roundabout, Irvine
MDR 6	A736, B769	A737 Marress Road/Burns Street/Kilwinning Road junction, Irvine	Burns Street, Irvine East Road, Irvine Bank Street, Irvine Manson Road, Irvine Middleton Road, Irvine	Council Boundary near Lambroughton, South of Stewarton
MDR 7	B778	A737 Bridgend/ Bridgend Lane junction, Kilwinning	Bridgend Lane, Kilwinning	A736 at Auchentiber
MDR 8	A738	A78(T) at Pennyburn Roundabout, Kilwinning	Kilwinning Road, Stevenston Hawkhill Roundabout, Stevenston Ardeer Roundabout, Stevenston Hayocks Roundabout, Stevenston Glencairn Street, Stevenston High Road, Saltcoats Parkhouse Road, Ardrossan Eglinton Road, Ardrossan	A78(T) Montfode Roundabout, Ardrossan
MDR 9	B706	A737(T) Beith Bypass		B706 East of Burnhouse
MDR 10	B780	Ardrossan Harbour Ferry Terminal, Ardrossan	Harbour Road, Ardrossan Harbourside Roundabout, Ardrossan Harbour Street, Ardrossan Glasgow Street,	A738 Glasgow Street/ Parkhouse Road/ Eglinton Road, Ardrossan

Table D.4 : Main Distributor Routes (Table 3 of 3)

Route	Route No(s)/ Name	Start Location	Including	End Location
MDR 11	B714	High Road/Dalry Road/Sharphill Road junction, Saltcoats	Dalry Road, Saltcoats	A737(T) at Dalry
MDR 12	B780	A737(T) Townhead Street/ Roche Way junction, Dalry	Roche Way, Dalry North Street, Dalry Braehead, Dalry Drakemyre, Dalry Dalry Road, Kilbirnie Holmhead, Kilbirnie Avils Place, Kilbirnie Newton Street, Kilbirnie	A760 at Bridgend Roundabout, Kilbirnie
MDR 13	B777	Dalry Road/ Holmhead/ Kirkland Road junction, Kilbirnie	Kirkland Road, Kilbirnie Main Road, Kilbirnie Beith Road,	A737(T) at Manrahead Roundabout, Beith
MDR 14	B777	A737(T) Beith Bypass		A736 at Lugton
MDR 15	A841	The 30mph speed limit, South of		The 30mph speed limit,
MDR 16	Eglinton	Eglinton Interchange, Kilwinning	Link Road from Eglinton Interchange to Irvine Road via entrance to Eglinton Park, Kilwinning	Irvine Road, Kilwinning

Table D.5 : Secondary Distributor Routes (Table 1 of 5)

Route	Route No(s)/ Name	Start Location	Including	End Location
SDR 1	B7080	A78(T) Newhouse Interchange, Irvine	Moss Drive, Irvine Oldhall Roundabout, Irvine Long Drive, Irvine Shewalton Roundabout, Irvine Riverside Roundabout, Irvine	A71 Greenwood Interchange, Irvine
SDR 2	B730	Council Boundary South of Drybridge	Link Road from Drybridge Road to A71 Corsehillmount Roundabout	B7081 Dundonald Road/Main Street/Townfoot/Station Brae junction, Dreghorn
SDR 3	Shewalton Road	Shewalton Road/ Dreghorn Road/ Main Street, Drybridge	Shewalton Road, Irvine	Shewalton Roundabout, Irvine
SDR 4	Towerlands Road	Towerlands Roundabout, Irvine	Towerlands Road, Irvine, Capringstone Roundabout, Dreghorn	
SDR 5	Tarryholme Road	A71	Tarryholme Road, Irvine Tarryholme Roundabout, Irvine	Tarryholme Roundabout, Irvine
SDR 6	Marine Drive	Three Stanes Roundabout, Irvine	Marine Drive, Irvine	Portland Roundabout, Irvine
SDR 7	Harbour Area	Ayr Road/ Heatherhouse Road junction, Irvine	Heatherhouse Road, Irvine Portland Roundabout, Irvine Harbour Road, Irvine Victoria Roundabout, Irvine	Marress Roundabout, Irvine
SDR 8	New Street	Link Road between Marress Roundabout and Victoria Roundabout, Irvine	New Street, Irvine Station Roundabout, Irvine	Fullarton Roundabout, Irvine

Table D.6: Secondary Distributor Routes (Table 2 of 5)

Route	Route No(s)/ Name	Start Location	Including	End Location
SDR 9	Riverway	Merryvale Roundabout, Irvine	Riverway, Irvine Riverway Roundabouts, Irvine	Station Roundabout, Irvine
SDR 10	Littlestane Road	Hill Roundabout, Irvine	Littlestane Road, Irvine Littlestane Roundabout, Irvine Lawthorn Roundabout, Irvine	Junction with B769, Irvine
SDR 11	Montgomerie Road (to be completed)	Hill Roundabout, Irvine	Montgomerie Road, Irvine	Eglington Park Roundabout, Irvine (Proposed new roundabout on Long Drive)
SDR 12	Castlepark Road	Kilwinning Road/ Castlepark junction, Irvine	Castlepark Loop Road, Irvine Link Road from Castlepark Link Road to Kilwinning Road, Irvine	Kilwinning Road/ Castlepark junction, Irvine
SDR 13	B779	A737 Lauchlan Way/Howgate junction, Kilwinning		A78(T) at Nethermains junction, Kilwinning
SDR 14	Pennyburn Road	A738(T)/ Townhead/ Pennyburn Road junction, Kilwinning	Pennyburn Road, Kilwinning	A738(T) Stevenston Road/Pennyburn Road junction, Kilwinning
SDR 15	Whitehirstpark Road	A738(T) Stevenston Road/ Whitehirstpark Road junction, Kilwinning	Whitehirstpark Road, Kilwinning Meadow Park Road, Kilwinning	Roundabout at junction with Dalgarven Wynd, Kilwinning
SDR 16	Ardeer	A738 Ardeer Roundabout, Stevenston	Dubbs Road, Stevenston Caledonian Road, Stevenston Shore Road, Stevenston Station Road, Stevenston New Street, Stevenston	New Street/Main Street, Stevenston

Table D.7: Secondary Distributor Routes (Table 3 of 5)

Route	Route No(s)/ Name	Start Location	Including	End Location
SDR 17	Dykesmains	Dalry Road/Burns Avenue junction, Saltcoats	Burns Avenue, Saltcoats Stanley Road, Ardrossan	Stanley Road/Dalry Road junction, Ardrossan
SDR 18	Sorbie	Sorbie Road/Burns Avenue Roundabout, Ardrossan	Sorbie Road, Ardrossan Caledonia Road, Ardrossan	Caledonia Road/Ardrossan Road junction, Ardrossan
SDR 19	South Beach	South Beach Road/Sorbie Road junction, Ardrossan	South Beach Road, Ardrossan	South Beach Road/South Crescent Road, Ardrossan
SDR 20	Montgomerie	Glasgow Street/Harbour Street/Princes Street junction, Ardrossan	Princes Street, Ardrossan Montgomerie Street, Ardrossan North Crescent Road, Ardrossan	North Crescent Road/A738 Eglinton Road junction, Ardrossan
SDR 21	B780	A738 Eglinton Road/Dalry Road, Ardrossan	Dalry Road, Ardrossan West Kilbride Road, Dalry Sharon Street, Dalry	Sharon Street/Roche Way junction, Dalry
SDR 22	B781	A78(T)/Yerton Brae junction, West Kilbride	A78(T)/Yerton Brae junction, West Kilbride	B780/B781 junction at Munnock Reservoir
SDR 23	B7047, B782	2 A78(T) Ardrossan Road/Chapelton Road junction, South of West Kilbride	Chapelton Road, West Kilbride Meadowfoot Road, West Kilbride Curbieshaw Street, West Kilbride	A78(T)/B782 junction at Thirdpart, North of West Kilbride
SDR 24	B784	B780/B784 junction		A760/B780 junction
SDR 25	Charles Street	A78(T) Irvine Road/Charles Street junction, Largs	Charles Street, Largs Mackerston Place, Largs Sandringham, Largs Bath Street, Largs	A78(T) Main Street/Fort Street junction, Largs

Table D.8 : Secondary Distributor Routes (Table 4 of 5)

Route	Route No(s)/ Name	Start Location	Including	End Location
SDR 26	Skelmorlie	A78(T) Shore Road/Eglington Terrace junction, Skelmorlie	Eglington Terrace, Skelmorlie Anneyard Road, Skelmorlie Skelmorlie Castle Road,	A78(T) Shore Road/Long Hill junction, Skelmorlie
SDR 27	Great Cumberae	Largs Ferry slip	B896 Marine Parade Kames Bay Kelburn street Glasgow Street Guilford Street Stuart Street	Quayhead, Millport
SDR 28	B777	A737(T)/Wardrop Street/Head Street junction, Beith	Head Street, Beith New Street, Beith	New Street/The Cross junction, Beith
SDR 29	B706	A737(T)/Barrmill Road junction, Beith	Barrmill Road, Beith Townhead, Beith Strand, Beith	Strand/The Cross junction, Beith
SDR 30	B7049	A737(T) at Manrahead Roundabout, Beith	Dalry Road, Beith Eglington Street, Beith The Cross, Beith Wilson Street, Beith Roebank Road, Beith	A737(T) Beith Bypass at Roebank
SDR 31	B7081	Newmoor Roundabout, Irvine	Corsehillmount Road, Dreghorn, Campbell Place, Dreghorn, Townfoot, Dreghorn, Main Street, Dreghorn, Dreghorn Roundabout, Link Road between Dreghorn Roundabout and A71 Corsehillmount Roundabout, Main Road, Springside, Springhill Terrace, Springside Kilmarnock Road, Springside	Council Boundary near Greenside Avenue, Springside

Table D.9: Secondary Distributor Routes (Table 5 of 5)

Route	Route No(s)/ Name	Start Location	Including	End Location
SDR 32	B780	A738 Hayocks Roundabout, Stevenston	Townhead Street, Stevenston Main Street, Stevenston Fullarton Place, Stevenston Boglemart Street, Stevenston Saltcoats Road, Stevenston Canal Street, Saltcoats Kyleshill, Saltcoats Vernon Street, Saltcoats Manse Street, Saltcoats Ardrossan Road, Saltcoats South Crescent Road, Ardrossan Arran Place, Ardrossan Princess Street, Ardrossan	Glasgow Street/ Harbour Street/ Princes Street junction, Ardrossan
SDR 33	B714	Canal Street/ Kyleshill/Barnett Crescent junction, Saltcoats	Barnett Crescent, Saltcoats Raise Street, Saltcoats Sharphill Road, Saltcoats	High Road/Dalry Road/Sharphill Road junction, Saltcoats
SDR 34	B880	A841 junction, Brodick, Isle of Arran		The junction of the Blackwaterfoot to Lagg Road
SDR 35	Balgray Bond	A736 junction near Middleton, South of Lugton	C80 Balgray Bond Road	B777 junction near Lyonshields, East of Gateside
SDR 36	Cunninghamhead	Cunninghamhead	C20 Cunninghamhead to Kilmaurs Road	Council Boundary at Kilmaurs Mains, West of Kilmaurs

## E GLOSSARY OF TERMS

Table E.1 :Glossary of Terms

Abbreviation	Term
BIF	Bus Investment Fund
CCTV	Closed Circuit Television
DDA	Disability Discrimination Act
DRT	Demand Responsive Transport
EDRS	Economic Development and Regeneration Strategy
EU	European Union
HGV	Heavy Goods Vehicle
JRSO	Junior Road Safety Officer
KPIs	Key Performance Indicators
LTS	Local Transport Strategy
MP	Member of Parliament
MSP	Member of Scottish Parliament
NCN	National cycle Network
NTS	National Transport Strategy
PPS	Public sector strategies, plans and programmes
QBC	Quality Bus Corridor
RAMP	Roads Asset Management Plan
RET	Road Equivalent Tariff
RTS	Regional Transport Strategy
SEA	Strategic Environmental Assessment
SEPA	Scottish Environmental Protection Agency
SNH	Scottish Natural Heritage
SPT	Strathclyde Partnership for Transport
STAG	Scottish Transport Appraisal Guidance

## F USEFUL DEFINITIONS

Table F.1 :Useful Definitions (Table 1 of 2)

<b>Active Travel</b>	Active Travel is an approach to travel and transport that focuses on individual physical activity (such as walking, cycling and horse riding) as opposed to motorised carbon-dependent modes of travel
<b>Bus Investment Fund (Scotland)</b>	A Scottish Government fund aiming to promote partnership working in order to help improve bus services, standards and infrastructure across Scotland
<b>Car Sharing</b>	Car sharing programs match car drivers with other individuals who travel to similar locations. Driver and passengers share the cost of the trip, thereby reducing the cost of transport. Through car sharing, congestion on roads can be reduced, and the environmental impact of using a car minimised
<b>Carbon Management Programme - Strategy and Implementation Plan</b>	A North Ayrshire Council Plan which aims to reduce carbon emissions associated with activities over which the Council has direct control
<b>Community Planning Partnership</b>	A local authority area partnership made up of public agencies working in partnership with communities, the private and third sector to plan and deliver better services
<b>Core Paths</b>	A system of paths sufficient for the purpose of giving the public reasonable access throughout an area required by Section 17 of the Land Reform (Scotland) Act 2003
<b>Demand Responsive Transport (DRT)</b>	DRT refers to any programme or scheme that offers individualised passenger service based on passenger locations and particular needs, the main example in North Ayrshire being SPT's MyBus service
<b>Environmental Assessment (Scotland) Act 2005</b>	Scottish Government legislation designed to gauge the likely impact and the pressures on the environment from any plans, programmes or projects which are likely to affect it
<b>Freight Quality Partnership</b>	A partnership to develop a close working relationship between regional and local government, the freight industry and its customers, to agree and deliver solutions to freight issues.
<b>Junior Road Safety Officer (JRSO)</b>	A scheme promoting road safety to primary school pupils
<b>Local Development Plan</b>	A land-use document that indicates where certain types of development should and should not happen, providing certainty to investors and communities. It sets out a positive, long term vision for growth across an area, identifying land and infrastructure to deliver new homes and for businesses to locate and expand
<b>Mode of transport</b>	'Mode of transport' refers to the method or means of travel to reach various destinations. For example, walking, cycling, car passenger, car driver, bus passenger, train passenger or ferry passenger can all be used as modes of transport.
<b>MyBus</b>	MyBus is a North Ayrshire wide demand responsive transport bus service, operated by SPT, for taking people directly between their home and a destination
<b>Quality Bus Partnership</b>	A partnership involving a local authority(s) or regional authority, and bus operators, working together with the aim to introduce initiatives to make public transport more attractive and accessible

Table F.2 : Useful Definitions (Table 2 of 2)

<b>Regional Transport Strategy</b>	A strategy developed under The Transport (Scotland) Act 2005, which places a statutory duty on the seven Regional Transport Partnerships (RTPs) in Scotland to produce a Regional Transport Strategy (RTS) for their area. The RTS influences all of the future plans and activities of the organisation and informs future national and local transport strategies
<b>Road Asset Management Plan</b>	A Plan providing the framework for continual monitoring and updating of a Roads Maintenance Prioritisation Matrix which defines a programme for area-wide road condition improvements including a programme for the strengthening of bridges
<b>Road Equivalent Tariff</b>	A distance based fares structure for trips undertaken by ferry, which underpins the Scottish Government's commitment to providing one single overarching fares policy across Scotland's entire ferry network
<b>Rural Transport Fund</b>	A fund operated by the Scottish Government which offers grants to; local authorities for rural passenger transport services; rural community transport projects and; rural petrol stations to increase access to transport for all in Scottish society
<b>School Travel Plan</b>	A Travel Plan for an individual school which seeks to increase pupil and staff transport to school by sustainable means (generally walking and cycling) and includes 'Suitable Routes to Schools'
<b>Single Outcome Agreement</b>	An agreement between the Scottish Government and a Community Planning Partnership which sets out how each will work towards improving outcomes for local people in a way that reflects local circumstances and priorities, within the context of the Government's National Outcomes and Purpose
<b>SPT</b>	The Strathclyde Partnership for Transport is Strathclyde's regional transport partnership responsible for setting out policies and plans for the Strathclyde region
<b>Scottish Transport Appraisal Guidance (STAG)</b>	Transport Scotland guidance representing best practice in transport appraisal in Scotland, providing guidance on the methodology and reporting structure to be used when completing STAG appraisal
<b>Sustainable Transport</b>	Sustainable transport refers to any mode, project or plan for transport that is, or approaches being, sustainable. Sustainable transport tends to promote health, minimise carbon dioxide emissions and reduce the long-term impacts of transport
<b>Transport Assessment</b>	A Transport Assessment report (TA) provides detailed information on a range of transport conditions and related issues; before, during and following the construction of a proposed development
<b>Transport Scotland</b>	The National Transport Agency for Scotland. Transport Scotland takes on many of the roles and responsibilities from the Scottish Government including overseeing the safe and efficient running of the Scottish Trunk Road and Rail Networks, as well as establishing and running the national scheme for concessionary travel in Scotland
<b>Travel Plan</b>	A package of measures produced by employers to encourage staff to use more sustainable modes of transport

## G REFERENCES

Table G.1 : References

<b>National</b>	White paper 2011, The European Union's, Transport 2050: Roadmap to a Single European Transport Area	European Commission, 2011	
	Future of Transport White Paper	Department for Transport, 2004	
	Scotland's Transport Future: The Transport White Paper	Scottish Executive, June 2004	
	Scotland's National Transport Strategy	Scottish Executive, December 2004	
	Scottish Transport Appraisal Guidance	Transport Scotland, 2014	
	Development Planning and Management Transport Appraisal Guidance	Transport Scotland, 2009	
	National Planning Framework 3	Scottish Executive, 2014	
	Disability Discrimination Act	Scottish Executive, 2005	
	Flood Prevention and Land Drainage (Scotland) Act	Scottish Executive, 1997	
	Nomis Labour Market Statistics	Office for National Statistics, 2011	
	Environmental Assessment (Scotland) Act 2005	The Scottish Executive, 2005	
	Environmental Impact Assessment (Scotland) Regulations	Scottish Executive, 2011	
	<b>Regional</b>	A Catalyst for Change: The Regional Transport Strategy for the West of Scotland 2007-2021	Strathclyde Partnership for Transport, March 2007
		Glasgow and the Clyde Valley Strategic Development Plan	Glasgow and Clyde Valley Strategic Development Authority, 2007
		Ayrshire Timber Transport Group Partnering Charter	Ayrshire Timber Transport Group, 2007
<b>Local</b>	North Ayrshire Carbon Management Programme Strategy and Implementation Plan	North Ayrshire Council, March 2007	
	North Ayrshire Community Plan 2006 - 2016 "A Better Life"	North Ayrshire Community Planning Partnership, June 2006	
	The North Ayrshire Council Plan 2012-17	North Ayrshire Council, 2012	
	North Ayrshire Council Local Development Plan	North Ayrshire Council, May 2014	
	North Ayrshire Outdoor Access Strategy	North Ayrshire Council, 2001	
	Development Planning Services Roads Winter Service and Weather Emergencies Plan, 2013 - 2014	North Ayrshire Council, 2013	
	North Ayrshire Council's Economic Development and Regeneration Strategy 2010 – 2020	North Ayrshire Council, 2010	
	North Ayrshire Council's Economic Development and Regeneration Strategy 2010 – 2020	North Ayrshire Council, 2010	
	Corporate Asset Management Strategy 2013 -2023	North Ayrshire Council, 2013	
	Litter, Flytipping & Dog Fouling Prevention Strategy 2014-2019	North Ayrshire Council, 2014	
	Town Centre Parking Strategy 2014 - 2020	North Ayrshire Council, 2014	
	Equality Policy	North Ayrshire Council, 2010	
	North Ayrshire Council Environmental Policy	North Ayrshire Council, 2012	
	North Ayrshire Community Safety Strategy 2011 - 2014	North Ayrshire Council, 2011	
	North Ayrshire Road Safety Plan 2011-2014	North Ayrshire Council, 2011	
North Ayrshire Transport Outcomes Report 2014/15	Strathclyde Partnership for Transport, 2014		

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 13**

**26 May 2015**

**Cabinet**

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**Subject:** **Review of The Hatchery**

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**Purpose:** To seek approval for the continued funding of The Hatchery at £50,000 per annum for 3 years.

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**Recommendation:** That Cabinet agrees to the continued support of The Hatchery for a period of 3 years.

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**1. Introduction**

- 1.1 The Hatchery is designed to accelerate early stage and growing business ventures. At the Hatchery (as with the other two hatcheries in Glasgow and Edinburgh), ESpark provides a “collaborative office environment” for beneficiaries (termed ‘chiclets’). This includes free access to IT and Wi-Fi, access to business advice and support, a pool of mentors, networking opportunities, workshops and pitch practice. A strong ethos of the programme is focusing on the individual, developing entrepreneurial mind-sets and behaviours to enable acceleration and growth.
- 1.2 North, East and South Ayrshire Councils each agreed to support the delivery with funding of £50,000 per year per Council which represents a total of £450,000 (£150,000 North Ayrshire) for the period 2012/2015. This paper looks to seek approval to continue funding at the same level for a further period of 3 years.

**2. Current Position**

- 2.1 The Hatchery is pan Ayrshire approach, with East Ayrshire Council as the lead Authority. East Ayrshire Council commissioned Ekosgen to provide a 3 year performance review to assist each Council on funding decisions.

- 2.2 In summary, Ekosgen concluded that there were:
- Commercial benefits:- 61% of respondents (34 beneficiaries) stated that they had experienced turnover sales increases;
  - Return on Investment:- The three Ayrshire Councils account for 41% of ESpark's funding and Ekosgen identifies a positive return on investment of £1.67 of net (GVA) for every £1 investment.
  - Employment increase:- The evidence indicates that survey respondents have employed an average of 1.4 Full Time Equivalent (FTE) employees since they joined the Hatchery.
- 2.3 The report clearly identifies that The Hatchery offers something different within the support landscape and does have the ability to generate significant entrepreneurial spirit and that will stimulate and sustain enterprise.
- 2.4 The Hatchery is complementary for the total support package in North Ayrshire and Cabinet will recall an agreement to develop the concept of an Entrepreneurial Hotspot. The Hatchery has the potential to help develop that concept.
- 2.5 Ekosgen have highlighted the potential for significant returns from The Hatchery. However, within the report they also identified areas for improvement. As such a working party involving officers from each Council and representatives from The Hatchery have developed a new Service Level Agreement (SLA) that helps develop more collaboration.
- 2.6 The SLA delivers a greater emphasis on partnership working and an increase in tangible outcomes and reporting from The Hatchery giving each Council greater clarity on how money is spent and the impacts made.

### **3. Proposals**

- 3.1 It is proposed that North Ayrshire Council agrees to continue funding on current levels of £50,000 each year for the next 3 years based on a more robust Service Level Agreement.

### **4. Implications**

#### Financial Implications

- 4.1 The funding for the proposals has been accounted for within current Economic Growth budgets.

#### Human Resource Implications

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

#### Legal Implications

- 4.3 The Service Level Agreement has been agreed by Espark and is now with respective legal teams in each Council for signing subject to Cabinet approval of the funding. It is envisaged that the 3 Councils will have Cabinet approvals in place by the end of May 2015.

#### Equality Implications

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

#### Environmental and Sustainability Implications

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

#### Implications for Key Priorities

- 4.6 The enhanced level of business support will have a significant impact on Strategic Priority 1: Growing our economy, increasing employment and regenerating towns.

#### Community Benefit Implications

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

### **5. Consultations**

- 5.1 Ekosgen consulted past and present Hatchery chicklets as well as key stakeholders.

## **6. Conclusion**

- 6.1 The report from Ekosgen highlights the potential for significant returns and the development of a more robust SLA allows for greater collaboration and impact analysis for North Ayrshire Council.
- 6.2 The Hatchery is only 3 years old and continues to develop. The pace at which North Ayrshire is developing its offer for business and the focus on Entrepreneurial Hotspot will give positive synergies with The Hatchery.
- 6.3 This is an opportunity to increase levels of entrepreneurship within North Ayrshire.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : MS/AB

For further information please contact Matt Strachan, Senior Manager,  
Business Development on 01294 225165

### **Background Papers**

ESpark Performance Review : Ekosgen

Service Level Agreement: ESpark, North South and East Ayrshire Council

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 14**

**26 May 2015**

**Cabinet**

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**Subject:** SPT Grant Funding

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**Purpose:** To advise the Cabinet of offers of grant funding from Strathclyde Partnership for Transport (SPT) for 2015-16.

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**Recommendation:** That the Cabinet (a) approves the acceptance and expenditure of the grant offers as detailed within the report; and (b) remits the Executive Director (Economy and Communities) to identify potential projects and apply for funding to SPT for projects in 2016/17 onwards.

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**1. Introduction**

- 1.1 The Transport Outcomes Report (TOR) (Appendix 1 to this report) is an annual update provided by Strathclyde Partnership for Transport (SPT) detailing their investments, projects, services and initiatives in North Ayrshire and setting out the plans for the year ahead.
- 1.2 In accordance with the priorities contained within the TOR, bids are made to SPT on an annual basis for capital funding towards projects to deliver the priorities. As a result, for 2015/2016 the following projects have been agreed in principle with SPT and grant funding offers have been provided totalling £1,180,000 from SPT:
- £700,000 A841 Brodick to Lochranza Ferry Link upgrade.
  - £250,000 Hawkhill Roundabout Improvements.
  - £100,000 Arran Bridges Variable Messaging System.
  - £50,000 Irvine Town Centre Bus Infrastructure Improvements.
  - £50,000 General Bus stop Infrastructure improvements.
  - £30,000 Bus Route Congestion Reduction Measures.
- 1.3 It should be noted that funding is allocated to the projects identified and any funding not required to deliver any project is not claimed from SPT allowing them to redistribute their funds.

## 2. Current Position

2.1 More detailed explanations of the specific schemes to which this funding has been allocated are described below. The intention is to utilise 100% of the grant funding available. There are no match funding requirements.

- £700,000 A841 Brodick to Lochranza Ferry Link Upgrade.

**Project:** To upgrade a section of the bus route (A841) between Brodick and Lochranza ferry terminals. This includes widening of sections of the carriageway to accommodate two way flow of buses and other large vehicles, construction of separate pedestrian/cycle facilities together with reconstruction at key locations to provide space for large vehicles to improve journey reliability, particularly for bus operators. The project will include the construction of two new bus lay-bys at Claddach with raised kerbs and increased shelter capacity and the construction of an off-road multi-user pathway continuing NCN 73 and linking to the pedestrian gate at Brodick Castle.

**Benefits:** This will provide carriageway widening and enhanced bus stop provision for all users as well as a safe footway/cycle link to Brodick Castle and other local amenities. Journey time reliability will also be improved.

- £250,000 Hawkhill Roundabout Improvements.

**Project:** The reconstruction of Hawkhill Roundabout, Stevenston, to provide a two lane circulatory route and exit lanes to accommodate buses and other traffic to eliminate the need for buses to merge with other traffic.

**Benefits:** This will improve public transport journey time reliability and reduce congestion on the southbound approach to Hawkhill Roundabout.

- £100,000 Arran Bridges Variable Messaging System

**Project:** Improvements at key points on Arran roads where traffic conflicts occur due to road geometry, especially at bridges, where approaching vehicles are not visible to each other on approach and road geometry prevents large vehicles from passing each other. The project will investigate and, where appropriate, install measures to warn drivers of the presence of oncoming vehicles.

**Benefits:** This project will provide a safer environment for vehicle movements around the island and reduce the risk of vehicle conflict at pinch points along key routes.

- £50,000 Irvine Town Centre Bus Infrastructure Improvements.

Project: Design of improved passenger and bus facilities in the centre of Irvine. Works to include:

- Carry out preliminary design to accommodate buses in the High Street and Bank Street.
- Carry out a detailed design of the bus stop arrangements in High Street South.
- Design a preliminary public realm design for High Street north and Bank Street incorporating improved bus facilities.
- Provide 'mock-up' drawings detailing how the area will look incorporating improved bus passenger facilities and operational area.

Benefits: The design work will provide proposals for consideration as part of the 'Irvine Vision' project. Once implemented, the benefits will be improved bus stop facilities for all users to encourage a modal shift to public transport in the centre of Irvine.

- £50,000 Bus Stop Infrastructure Improvements.

Project: The funding will be used to upgrade old style bus shelter, provide new shelters where possible and install raised kerbs and surfaced footways at various bus stops within North Ayrshire.

Benefits: With this funding we will continue to upgrade various bus stop facilities throughout North Ayrshire where there is a lack of suitable shelters and bus boarders. (12 locations were upgraded during 2014-15)

- £30,000 Bus Route Congestion Reduction Measures

Project: Provide preliminary design feasibility and option development for the installation of an Urban Traffic Control (UTC) system in Kilwinning Road, Irvine to provide improved bus journey time reliability on the Irvine to Kilwinning corridor.

Benefits: This project will improve journey times for all vehicles on the route between Kilwinning and Irvine by linking traffic signals to ease traffic flows.

### **3. Proposals**

- 3.1 The overall grant funding allocation for 2015-16 was approved by the SPT Partnership Board earlier this year. The grant offers have now been received for acceptance. These will be signed and returned to SPT to secure the funding, if Cabinet approval is provided.

## **4. Implications**

### Financial Implications

- 4.1 There are no financial implications for North Ayrshire Council in relation to these projects, all funding will be claimed from SPT and no match funding is required.

### Human Resource Implications

- 4.2 Any staff design or construction time spent on these projects will be charged against the specific grant funding.

### Legal Implications

- 4.3 There are no such implications arising from this report.

### Equality Implications

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

### Environmental and Sustainability Implications

- 4.5 The proposed projects will reduce congestion within North Ayrshire and will contribute to reducing our carbon footprint.

### Implications for Key Priorities

- 4.6 The proposals support several priorities of the Council contained within the Council's Single Outcome Agreement (SOA). Examples include improving connections to neighbouring areas, the West of Scotland, the UK and internationally. Older people are able to use public transport and are more active and independent within their communities. The bids will also help to deliver some of the actions within the emerging Local Transport Strategy, due for publication during 2015.

### Community Benefit Implications

- 4.7 There are no such implications arising from this report.

## **5. Consultations**

- 5.1 No consultation has been undertaken as the funding is being used to improve or replace the existing infrastructure.

## **6. Conclusion**

- 6.1 North Ayrshire Council has been offered £1,180,000 by SPT for expenditure during 2015/2016 to deliver public transport improvements as outlined within this report. Cabinet are therefore invited to approve the acceptance and expenditure of the grant offers.



**KAREN YEOMANS**  
Executive Director (Economy and Communities)

Reference : DH

For further information please contact David Lodge, Team Manager  
(Strategic Planning & Infrastructure) on 01294 324744.

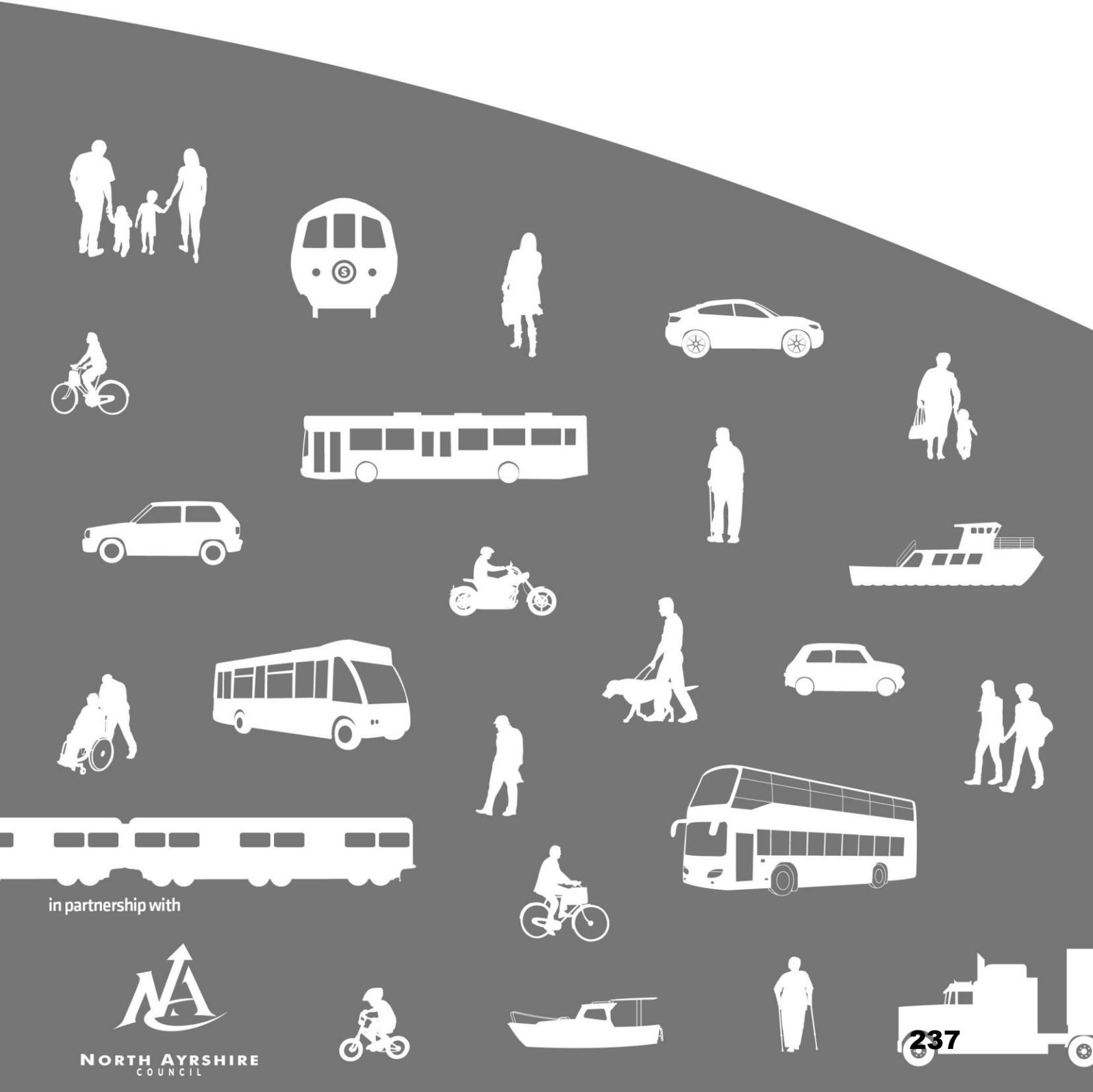
### **Background Papers**

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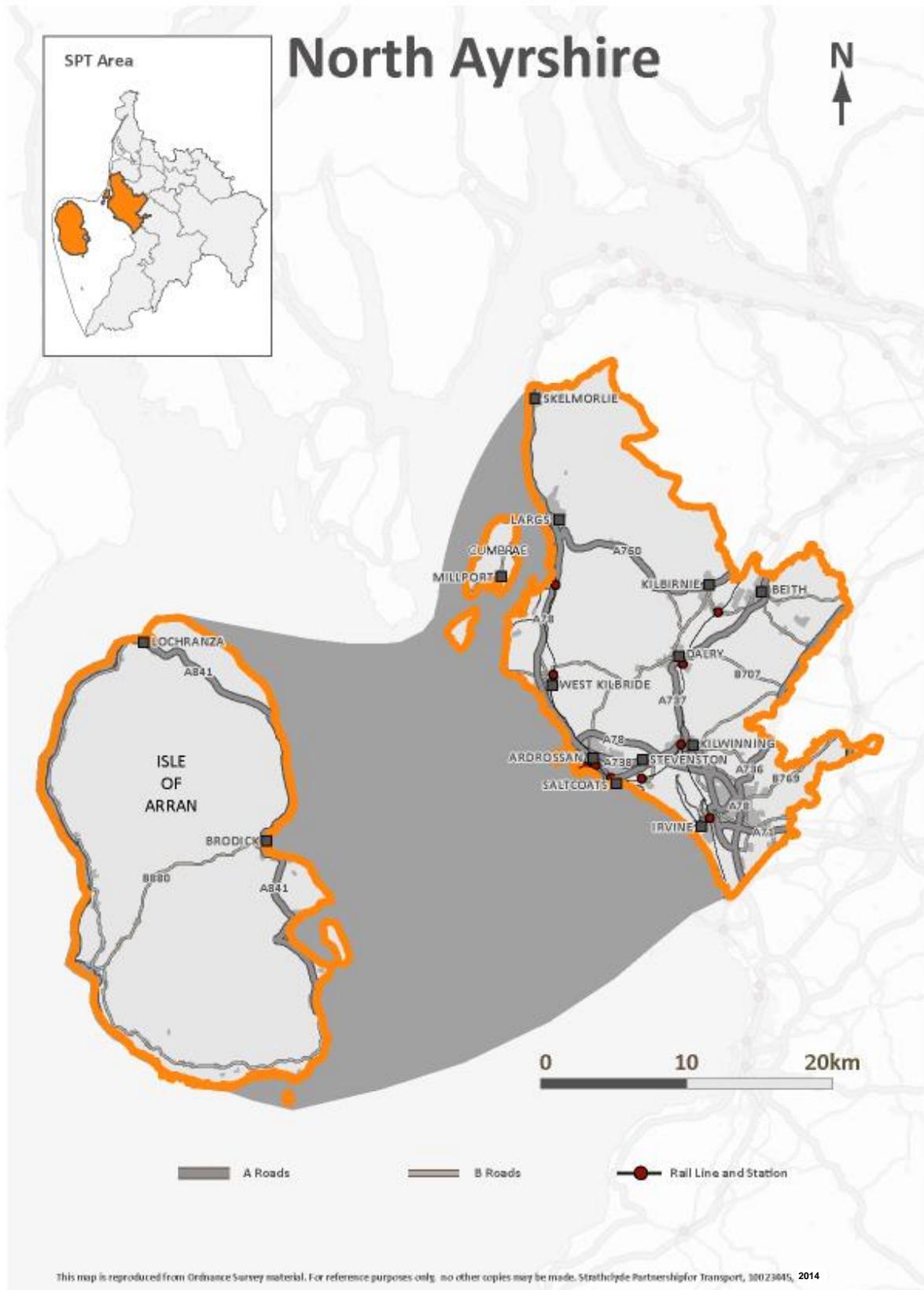
# Transport Outcomes Report: North Ayrshire 2014/15



in partnership with



**NORTH AYRSHIRE**  
COUNCIL



## INTRODUCTION

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland and is a partnership of twelve councils. SPT, in partnership with our member councils and other stakeholders, delivers a range of strategic and local solutions across Strathclyde to enhance and develop our transport network, infrastructure and services, and to promote sustainable development and travel choices.

SPT's core work is directed towards achieving four strategic outcomes for the benefit of Strathclyde residents, businesses and visitors. These four outcomes from the Regional Transport Strategy - Attractive Seamless Reliable Travel; Improved Connectivity; Access for All; and Reduced Emissions – support SPT's long term vision:

*'A world class sustainable transport system that acts as a catalyst for an improved quality of life for all.'*

SPT is a statutory participant in Community Planning and works in partnership with North Ayrshire Council (NAC) and other public, private and third-sector organisations across a range of themes including health, education, accessibility, social inclusion, equalities and community safety. Our strategic outcomes are closely linked to North Ayrshire local outcomes and support key community planning policy priorities including independence for older people, improving the lives of young people, economic growth, stronger communities, more employment and reducing health inequalities.

The Transport Outcomes Report (TOR) is an annual update of SPT investments, projects, services and initiatives in North Ayrshire and sets out the plans for the year ahead. The TOR is directly linked to the new *Regional Transport Strategy Delivery Plan 2014 - 2017* and is the local monitoring and planning element of SPT's suite of strategic plans. This report sets out the joint SPT – North Ayrshire work streams and highlights the links between these work streams and North Ayrshire local outcomes, as set out in *North Ayrshire Community Planning Partnership Single Outcome Agreement 2013 – 2017*.

### North Ayrshire

The 138,000 residents of North Ayrshire make up 6% of the 2.2 million people who live in the SPT area and they live in a mixture of towns, rural villages and island communities. The area covers about 1/8<sup>th</sup> of the SPT area, or 88,000 hectares - 88% of which is classified as rural.

In North Ayrshire, rates of car ownership per household are near the regional average, but the proportion of commuting journeys that are made by car is slightly above the regional average. Increasing public transport patronage through improved services and converting more short trips to active travel remain priorities for SPT and NAC in order to reduce the negative impact of car travel on communities, business and the environment. Increasing active travel levels has the additional benefit of improving health outcomes for residents.

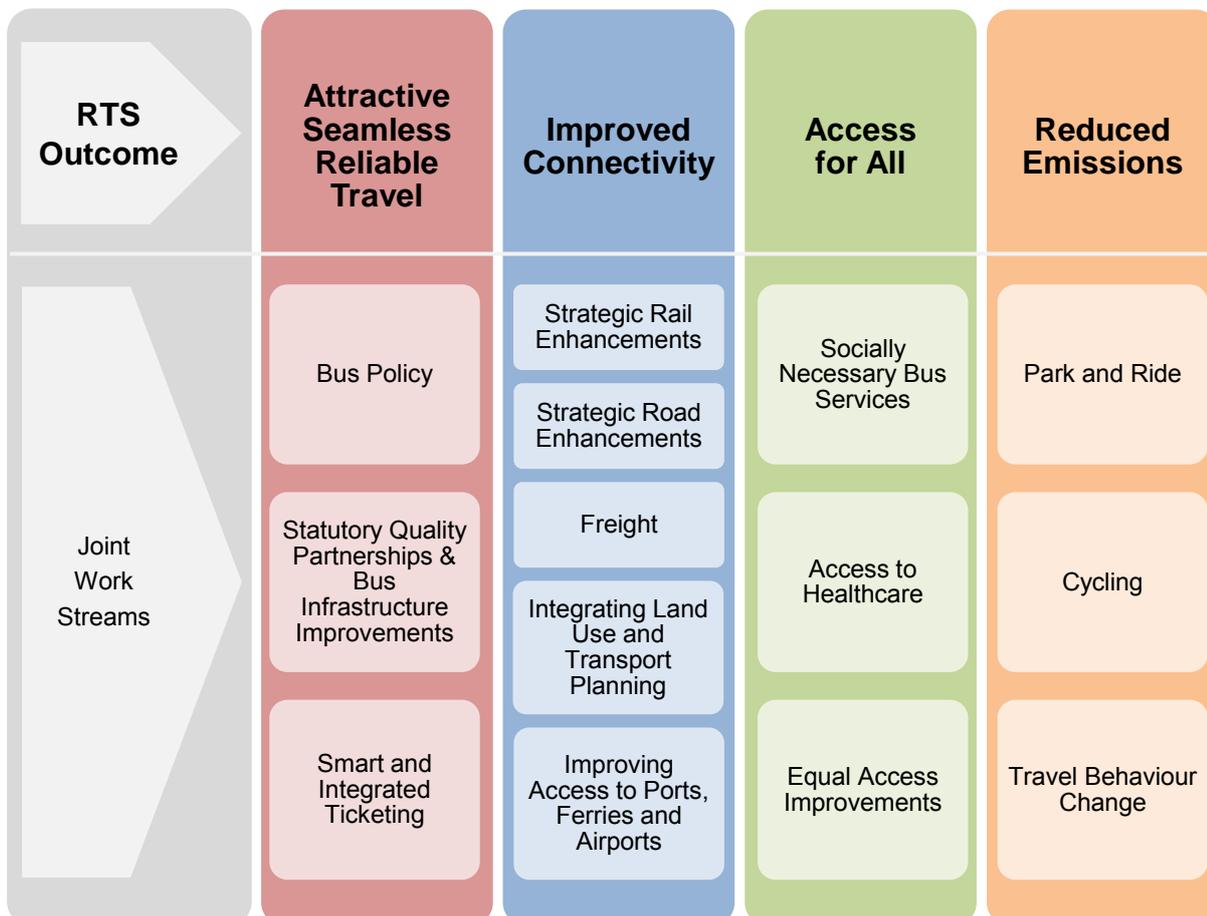
Some communities in North Ayrshire experience high levels of multiple-deprivation and ensuring that residents of these areas, as well as more vulnerable residents across the local authority area, are able to access services and facilities remains a priority for SPT and NAC. The number of people living in North Ayrshire who are aged 60 years or older is projected to increase by 9% over the next five years and planning for this increased demand on specific types of services, especially socially necessary bus services like MyBus, will continue to be a priority.

Integrating land-use and transport planning for developments or relocation of any public services remains a priority for SPT and NAC to ensure that existing transport networks and public transport services are fully utilised and to reduce dependency upon cars to undertake everyday journeys.

## REPORT LAYOUT

- The 2014/15 Transport Outcomes Report for North Ayrshire is structured under the four RTS Outcomes and the **14 joint work streams for SPT and North Ayrshire**. Figure 1 below details the RTS Outcomes and the agreed joint work streams for 2014/15.
- The **local outcomes from the North Ayrshire Community Planning Partnership Single Outcome Agreement 2013 – 2017** that are relevant to transport services, projects or initiatives are set out on **page 4**. The joint work streams that most support the achievement of a local outcome are listed under each local outcome.
- **SPT’s activities and investments that benefit North Ayrshire residents** are summarised on **page 5**. Further information on the figures contained on this page can be found throughout the main body of the document.
- The **main body of the 2014/15 Transport Outcomes Report** provides detailed information on the SPT – North Ayrshire joint work streams for 2014/15 including key issues, progress to date and a look at the year ahead. These are found on the following pages:
  - Attractive Seamless Reliable Travel work streams – pages 6-8
  - Improved Connectivity work streams – pages 9-11
  - Access for All work streams – pages 12-16
  - Reduced Emissions work streams – pages 17-19

**Figure 1: RTS Outcomes and SPT – North Ayrshire joint work streams**



**NORTH AYRSHIRE LOCAL OUTCOMES and the ROLE OF TRANSPORT**

**Local Outcome:** Children’s health and wellbeing is improved by breaking the cycle of poverty, inequality and poor outcomes.

Good access to education, healthcare and safe leisure opportunities is essential for every child to thrive and a safe, high-quality walking and cycling network supports young children and their families to be more active and live healthier lives. Sustainable development supports families to reduce car usage and increase active travel, and improves road safety.

Integrating Land Use and Transport Planning

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Cycling • Travel Behaviour Change

**Local Outcome:** Adults and older people in North Ayrshire live healthier and more active lives.

Safe, accessible transport supports independent living by improving access to services and facilities and reducing isolation by making it easier to visit family and friends and attend social events. Improving conditions for active travel encourages healthy, active lifestyles.

Integrating Land Use and Transport Planning

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Cycling

**Local Outcome:** North Ayrshire is a safer place to live: Road safety has improved.

Improving road safety is achieved through a combination of factors including infrastructure improvements, awareness and training programmes and pedestrian-friendly development.

Integrating Land Use and Transport Planning • Strategic Road Enhancements

Cycling • Travel Behaviour Change

**Local Outcome:** Support is given to the creation of distinctive and vibrant town centres and mechanisms to encourage spend in North Ayrshire are established.

**Local Outcome:** Connections to neighbouring areas, the West of Scotland, Scotland, the UK and internationally are improved.

High-quality, modern transport infrastructure supports physical regeneration efforts; an efficient, reliable transport network built upon sustainable land use development reduces the cost of transport and congestion for business and residents and supports environmental targets; and good access improves employment opportunities.

Bus Policy • Bus Infrastructure Improvements • Smart and Integrated Ticketing

Integrating Land Use and Transport Planning • Strategic Rail Enhancements

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Park and ride • Cycling • Travel Behaviour Change

**Local Outcome:** Worklessness is at the Scottish level and there is less inequality within North Ayrshire.

Good access to services supports residents in fully realising the benefits of available healthcare, education, training and employment opportunities. Promoting active travel and investing in cycling infrastructure supports healthy outcomes for all residents.

Socially Necessary Bus Services • Access to Healthcare • Equal Access Improvements

Cycling • Travel Behaviour Change

## SPT ACTIVITY AND INVESTMENTS FOR NORTH AYRSHIRE

### RTS Outcome

2013/14 activity and 2011/12 - 2013/14 capital projects for NAC

#### Attractive Seamless Reliable Travel

- £1.5 million in grants from the SPT capital programme for bus infrastructure improvements, including on the route of service 11
- £200,000 in grants from the SPT capital programme for the introduction of real-time passenger on along the route of service 11
- 15 identified breaches of traffic regulations across 24 days of local service monitoring
- 1001 bus stops, 355 shelters and 1211 pole-mounted information cases maintained (bus stops and shelters under agency agreement)
- 6 new bus stops, 14 new/upgraded shelters, 11 solar lighting units and 14 pole-mounted information case upgrades delivered by SPT in North Ayrshire with £52,000 from SPT capital programme
- 34,000 bus departures from Buchanan Bus Station for services to North Ayrshire
- 8,000 bus departures from Greenock Bus Station for services to North Ayrshire
- 13,300 ZoneCard tickets purchased by North Ayrshire residents
- £375,000 in estimated savings for North Ayrshire residents through ZoneCard ticketing

#### Improved Connectivity

- Input on the re-development of Crosshouse Hospital

#### Access for All

- £180,000 in grants from the SPT capital programme to re-profile key roads on Arran to allow the operation of low-floor buses
- 15 supported local bus services on 20 contracts carrying 600,000 passengers at a cost of £1 million
- 4 MyBus services on 2 contracts carrying 22,300 passengers at a cost of £170,000
- £129,000 grant to British Red Cross for North Ayrshire & Arran hospital escort programme and Arran Community MyBus services
- 128 school contracts carrying 2,400 schoolchildren per school day at a cost of £2,500,000 (under agency agreement)
- School contract inspections - 44 onsite inspections, 194 vehicle inspections and 479 Disclosure Scotland forms processed
- Estimated savings of £400,000 on rail and Subway travel and £470,000 on ferry travel for North Ayrshire residents through the Strathclyde Concessionary Travel Scheme
- 2,000 National Entitlement Card (NEC) renewals or applications processed for North Ayrshire residents and 5,200 NEC enquiries from North Ayrshire residents
- 50 Mobile Travel Centre visits, 665,000 Travel Centre enquiries

#### Reduced Emissions

- £25,000 in grants from SPT capital programme towards the Largs to Skelmorlie cycle route
- £820,000 in grants from SPT capital programme for additional park and ride spaces at Dalry, Kilwinning and West Kilbride

## RTS OUTCOME: ATTRACTIVE SEAMLESS RELIABLE TRAVEL

Attractive, seamless reliable travel is a modern, cohesive public transport system with high-quality infrastructure and stable service patterns that benefits existing travellers and attracts new passengers.

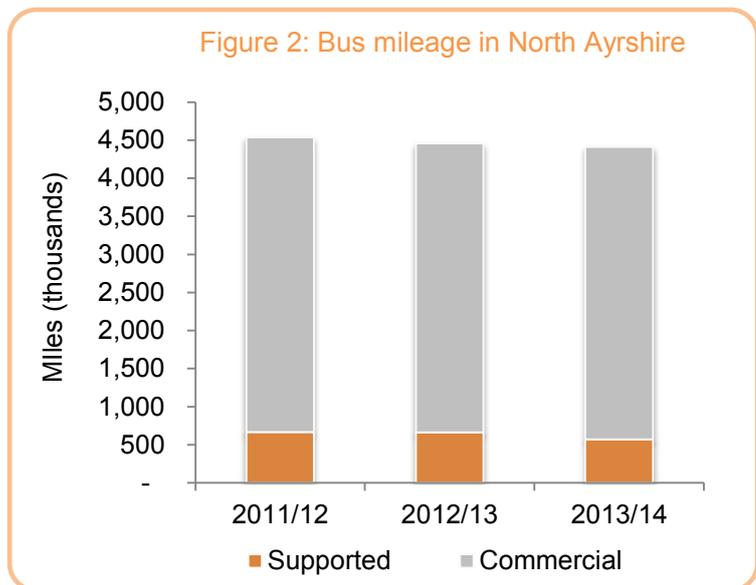
### Bus Policy

SPT seeks changes to existing legislation, regulations and guidance to deliver a higher quality, safer, more comprehensive and integrated bus network that better meets the needs of passengers.<sup>1</sup> SPT is working in partnership with Transport Scotland, Scottish Traffic Commissioner, bus operators and through the national Bus Stakeholder Group to bring about these changes. This work stream underpins other bus-related work streams by ensuring that the necessary powers are in place to be able to increase integration, coverage and stability of services across the bus network, increase safety through greater compliance with vehicle and service standards and establish competitive, attractive multi-operator smart ticketing products to benefit bus passengers and to grow patronage.

One in every 11 North Ayrshire residents uses bus as the main mode of travel to work, although this rate increases to one in every seven residents for those people living within an area of high deprivation.<sup>2,3</sup> Daily bus usage is high in North Ayrshire and one in four residents undertake a journey by bus at least 2-3 times a week.<sup>4</sup>

The total number of bus service miles in North Ayrshire has fallen by 3% over the past two years and supported service mileage comprises 13% of the total mileage (see figure 2). A stable, integrated, high-quality bus network in North Ayrshire is essential to support residents

dependent upon bus travel for their everyday travel needs and to persuade more residents to choose to travel by bus rather than by car for more journeys.



### Local update and year ahead

SPT's '10 Point Plan' sets out a menu of proposed changes to legislation, regulations and powers for transport authorities. SPT, through engagement activities including membership of the national Bus Stakeholder Group, has established the '10 Point Plan' as the basis for driving forward bus policy improvements. Specific areas of work that will be pursued include secondary legislation to permit service frequency specification in sQP areas; mandatory smart, integrated ticketing scheme; greater powers for service compliance inspectors; mandatory Code of Conduct for bus operators; mandatory Electronic Bus Service Registration; and new supported service tendering guidance.

<sup>1</sup> [http://www.spt.co.uk/documents/SP280314\\_agenda7.pdf](http://www.spt.co.uk/documents/SP280314_agenda7.pdf)

<sup>2</sup> 2011 Scotland Census. North Ayrshire residents aged 16 – 74 who are in employment and do not work mainly at home.

<sup>3</sup> Scottish Index of Multiple Deprivation 2012. 15% most deprived data zones.

<sup>4</sup> Scottish Household Survey Travel Diary 2012 – Local Area Analysis; Transport Scotland.

## Bus Infrastructure Improvements / Statutory Quality Partnerships

SPT and North Ayrshire have been delivering significant improvements to bus infrastructure, passenger facilities and local service standards throughout the local authority area. This includes delivering better bus stops and shelters, bus priority measures and real time passenger information, and undertaking regular monitoring of local services and standards. Over two-fifths (43%) of all marked bus stops in North Ayrshire include a bus shelter and half of the shelters have been installed (new or replacement) within the past 5 years.

Statutory Quality Partnerships (sQPs) seek to improve bus services, standards and facilities and improve air quality by placing legal obligations on transport authorities to provide better infrastructure and facilities, and on bus operators to provide services to an agreed standard. Currently there are no sQPs in North Ayrshire, but local residents may benefit when they travel on bus services that are subject to the conditions of the Ayr-Prestwick, Paisley or Glasgow sQPs. The establishment and management of the existing sQPs also provides valuable experience for shaping future sQPs throughout the SPT area including any potential future sQP(s) in North Ayrshire.

### Local update and year ahead

SPT service compliance inspectors identified 15 breaches of traffic regulations across 24 days of local service monitoring in North Ayrshire during 2013/14. These include instances of engine idling and services not operating as registered. Inspectors will continue to undertake local monitoring throughout 2014/15.

SPT bus station staff managed 34,000 departures at Buchanan Bus Station and 8,000 departures at Greenock Bus Station for bus services operating within North Ayrshire during 2013/14.

In 2013/14, SPT maintained 1001 bus stops and 355 shelters under agency agreement and 1211 SPT-owned, pole-mounted information cases in North Ayrshire. SPT delivered 6 new stops, 14 new/upgraded shelters, 11 solar lighting units and 14 bus stop pole upgrades in 2013/14 with £52,000 from the SPT capital programme. SPT will deliver further upgrades in 2014/15 through the SPT capital programme.

North Ayrshire Council delivered infrastructure improvements in Beith, Brodick, Kilwinning, Saltcoats and Millport including bus stop and shelter improvements, real time passenger information and access improvements between bus stops and Kilwinning rail station with £65,000 investment from the SPT capital programme in 2013/14.

NAC will seek to deliver infrastructure improvements throughout North Ayrshire with £70,000 in approved SPT capital funds in 2014/15. SPT will continue to work with North Ayrshire to plan and deliver improvements for Irvine town centre.

SPT will continue to monitor existing sQPs and to take forward proposals for new sQPs in partnership with local authorities and bus operators.

## Smart & Integrated Ticketing

SPT seeks a more integrated and affordable public transport network through the development of smarter and integrated ticketing across all public transport modes in the west

of Scotland. Journeys that require multiple operators can require multiple ticket transactions, which can be confusing and expensive. Smart ticketing helps ensure that passengers benefit from the most efficient fares. Fully integrated ticketing makes for a more efficient public transport network overall as more journeys will be undertaken using the most practical and timesaving services rather than being constrained by a single operator’s network and will encourage patronage growth across all public transport modes.

Establishing smart & fully integrated ticketing across all public transport modes will be beneficial to North Ayrshire by supporting local residents to meet their everyday travel needs both efficiently and affordably. The majority of local bus services in North Ayrshire are operated by a single operator, but passengers using express services into urban areas outside North Ayrshire may need to change to other local services to reach their final destination and this can make the journey expensive, especially for regular travellers needing to go to work, college or university. Overall, North Ayrshire is served by eight local bus operators providing around 50 services.

**Local update and year ahead**

SPT continues to promote ZoneCard integrated ticketing products and provides administrative and secretarial support to the ZoneCard Forum. North Ayrshire residents bought an estimated 13,300 ZoneCards and made around 630,000 trips using a ZoneCard in 2013/14 – saving North Ayrshire residents an estimated £375,000. Additionally, SPT is pursuing the development of a bus-only ZoneCard product.

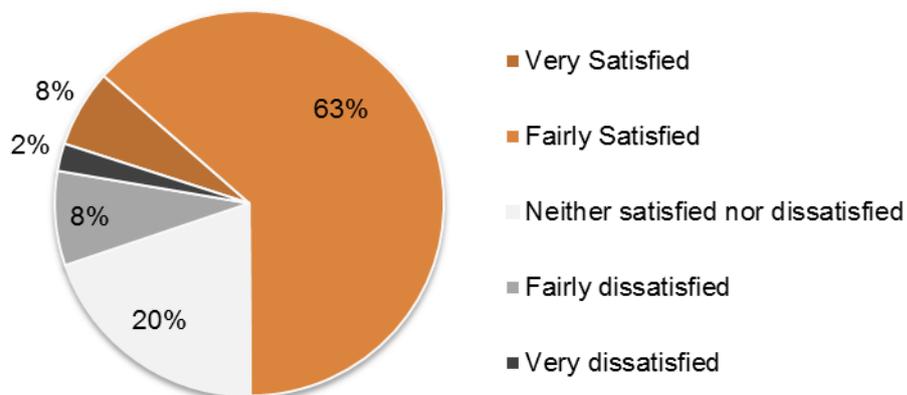
SPT is investigating the options to undertake smartcard trials across the region using the Bramble smartcard including a potential trial on local bus services on Arran.

SPT will seek to develop an interface with commercial bus operators in advance of establishing fully-integrated ticketing products across all public transport modes in the SPT area.

**Local Transport Statistics: Satisfaction with Public Transport**

North Ayrshire residents are generally satisfied with public transport with seven out of ten residents very or fairly satisfied (71%), although one in ten are dissatisfied (10%).<sup>5</sup> Figure 3 shows the full results.

Figure 3: Satisfaction with public transport



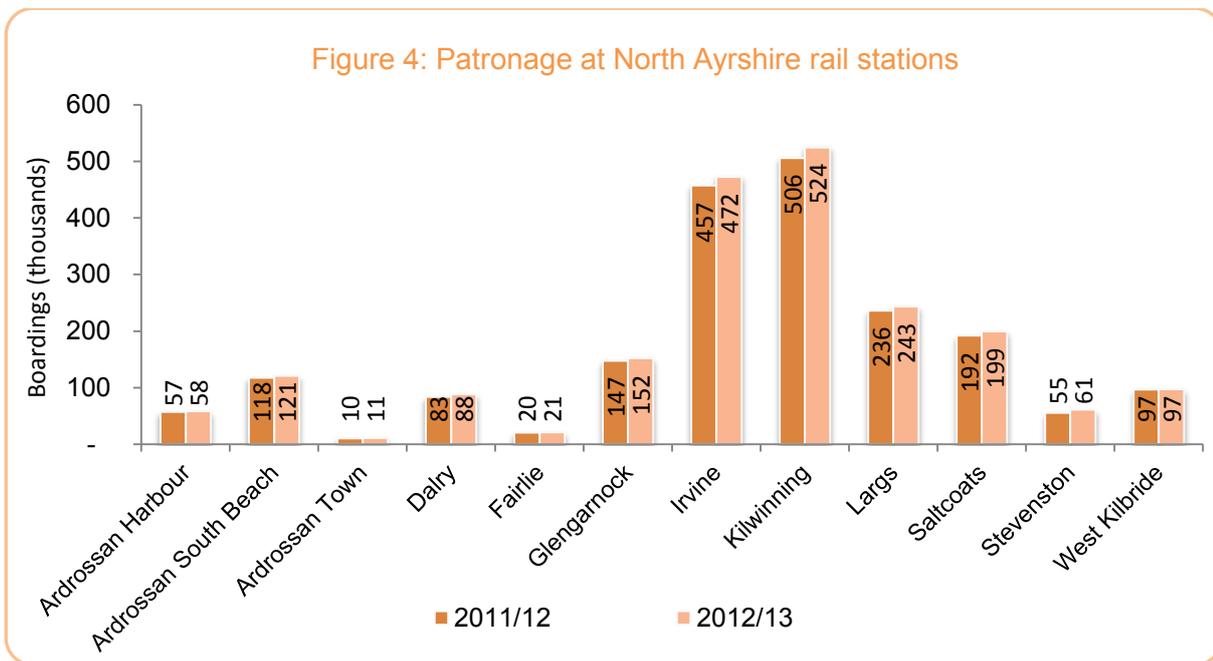
<sup>5</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small and satisfaction levels may be somewhat higher or lower than those shown.

## RTS OUTCOME: IMPROVED CONNECTIVITY

Improved Connectivity is an efficient and sustainable transport network that connects people and business and supports economic growth.

### Strategic Rail Enhancements

About 6% of North Ayrshire residents use a train as their main method of travel to work, which is around the regional average.<sup>6</sup> There were 2 million train boardings at North Ayrshire stations in 2012/13 – about 3.5% of all boardings at stations in the SPT area – and a 3% growth on 2011/12 figures. Figure 4 shows the number of boardings at rail stations in North Ayrshire – Kilwinning is the busiest station and Stevenston had the highest rate of passenger growth at 10% between 2011/12 and 2012/13.<sup>7</sup>



The positive growth in rail patronage occurs within a challenging operational environment and the limitations of ageing infrastructure. Key issues for rail in North Ayrshire include overcrowding at peak times, line capacity on the Largs branch, and reliability of services during periods of bad weather.

### Local update and year ahead

SPT will continue to work with NAC to ensure timetable enhancements best serve the communities of North Ayrshire and enhance interchange opportunities for all modes.

SPT, through the West of Scotland Rail Forum and other engagement activities, will continue to co-ordinate and lead on regional input to the ScotRail franchise including service and timetable changes, fares and ticketing; investment in rail infrastructure; network planning; and new station development.

SPT will continue to play a key role in the Edinburgh-Glasgow Improvement Programme (EGIP) and the development of High Speed Rail (HSR), which will have regional benefits.

<sup>6</sup> 2011 Scotland Census. All North Ayrshire residents aged 16-74 who are in employment and do not work from home.

<sup>7</sup> Rail Station Usage figures 2011/12 and 2012/13; Office of the Rail Regulator.

## Strategic Road Enhancements

Around 750 million vehicle-kilometres are travelled on North Ayrshire roads every year<sup>8</sup> from cars and vans, buses, goods vehicles and other motorised transport vehicles. The consequent traffic congestion on strategic routes, especially through town centres, has economic and environmental costs that are borne by business and residents and any resultant road accidents have obvious harmful impacts.

An efficient, safe road network is vital to both economic growth and the health and well-being of residents and visitors, therefore, SPT invests in road improvements and traffic management measures to improve bus journey time reliability, reduce congestion, and improve safety for all road users including pedestrians, cyclists, bus passengers and car drivers and passengers.

### Local update and year ahead

In 2013/14, North Ayrshire Council delivered major road improvements on Arran with support from SPT.

Previously, SPT has supported NAC to deliver significant improvements to pedestrian crossings and junction signalling through Irvine and along bus route 11.

## Freight

Improving the efficiency, reliability and sustainability of freight movements is vital to both economic growth and reducing the negative environmental and social impact of freight movements including local air quality and noise pollution. Some of the key freight issues for North Ayrshire include increased traffic congestion (both as a consequence of road freight vehicles and as a cost to business); lack of access, interchanges and capacity for rail-based freight; and lack of overnight lorry parking near the trunk road network.

### Local update and year ahead

SPT, as chair of the Strathclyde Freight Quality Partnership and with support from North Ayrshire Council and the Ayrshire Roads Alliance, will undertake a multi-modal freight study to gather appropriate regional and local data to improve transport planning for freight, identify local and regional barriers to more efficient freight movements and establish realistic opportunities to reduce these barriers.

The outcomes of the study will feed into the planned update to the RTS Freight Action Plan, which will be updated in 2015 in partnership with other members of the Strathclyde Freight Quality Partnership including the Scottish Freight Logistics Advisory Group (ScotFLAG).

## Integrating Land-Use and Transport Planning

The integration of land-use and transport planning is indispensable to achieving sustainable communities and sustainable travel patterns. The way land is developed, including the mix of uses, the location and the design, will determine the length of journeys necessary to undertake everyday activities and the modes of transport most likely to be used to undertake those journeys. Planning policy, when implemented concurrently and consistently with

<sup>8</sup> Scottish Transport Statistics 2013 edition; Transport Scotland.

transport planning, can be used to reduce dependency on private cars, encourage active travel and grow the public transport network.

The key integration issues are location and density of development; availability of local facilities, services and jobs; layout and design of streets; quality and availability of public transport; supply of car parking and restraints to car movements; and smart travel measures secured through the planning system.<sup>9</sup>

### Local update and year ahead

In 2013/14, SPT provided input on redevelopment of the Ayrshire Central hospital to improve public transport and active travel access to the site.

In 2014/15, SPT will continue to assist NAC as needed with the development of the North Ayrshire Local Transport Strategy. SPT will continue to work with the Council and developers to ensure that sustainable transport measures are embedded in the delivery of new development.

### Improving Access to Ports, Ferries and Airports

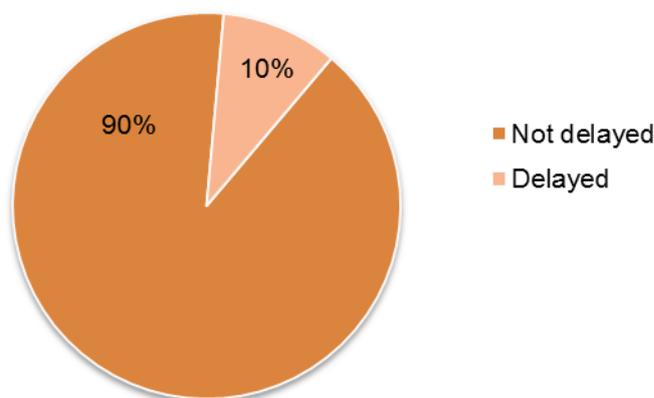
#### Local update and year ahead

North Ayrshire Council, Caledonian Maritime Assets Ltd and SPT will work in partnership to deliver the re-development of Brodick Pier. The re-development will modernise Brodick Pier in line with guidance set out in the Scottish Government's Ferries Plan Review (2013-22) and will increase capacity, improve service reliability, potentially attract cruise line operators and improve business opportunities, and improve integration with island bus services. SPT will invest in improved bus facilities through the SPT capital programme.

### Local Transport Statistics: Congestion

One in every ten driver journeys made by North Ayrshire residents are delayed due to traffic congestion<sup>10</sup> Figure 5 provides the full results.

Figure 5: Driver journeys delayed by congestion



<sup>9</sup> Thriving Cities: Integrating Land Use and Transport Planning; PTEG, July 2011.

<sup>10</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

**RTS OUTCOME: ACCESS FOR ALL**

Access for All is accessible, affordable and safe transport that connects people to the places they want and need to travel. Transport should enable people to fulfil their everyday needs and support individuals to have fuller and more independent lives.

**Socially Necessary Bus Services**

SPT operates and supports the delivery of a variety of socially necessary bus services across North Ayrshire including supported local bus services, MyBus demand responsive transport, school transport and community transport. These services, taken together, fill gaps within the commercial bus network, including evening and weekend services and rural routes; provide direct ‘door to door’ services for older people, people with disabilities and other passengers; transport children between home and school; and support locally-identified transport needs including travel to supermarkets, healthcare facilities, local employers and social events. SPT also invests in low floor accessible vehicles to operate on many of these services to improve physical access.

*Supported local bus services*

SPT supports local bus services in North Ayrshire that provide bus services for rural areas and island communities including Beith, Kilbirnie, Arran and Millport; improve service levels on key routes including coastal routes between the Three Towns, Largs and Greenock, and provide direct access to Crosshouse Hospital. Figures 6 and 7 show the supported local bus services in North Ayrshire in 2013/14.<sup>11</sup>



Figure 6: Supported Local Bus Services in North Ayrshire (2013/14). Map is indicative.

<sup>11</sup> A full list of supported local bus services for North Ayrshire is found in appendix 1.



Figure 7: Supported Local Bus Services in North Ayrshire – Arran only (2013/14). Map is indicative.

**MyBus**

SPT operates a ‘door to door’ MyBus service across North Ayrshire to improve access to everyday needs, particularly for those residents unable to easily access regular public transport. In 2013/14, two-thirds (68%) of MyBus passengers on these services were travelling to go shopping and more than one-quarter (29%) were travelling for social, cultural or personal business purposes. One in every ten MyBus passengers were aged 90 years or older. Figures 8 and 9 provide the full details of North Ayrshire MyBus passengers by journey purposes and age characteristics.

Figure 8: Percent of MyBus passengers by journey purpose

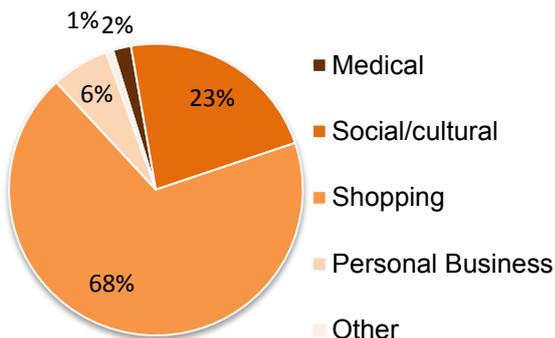
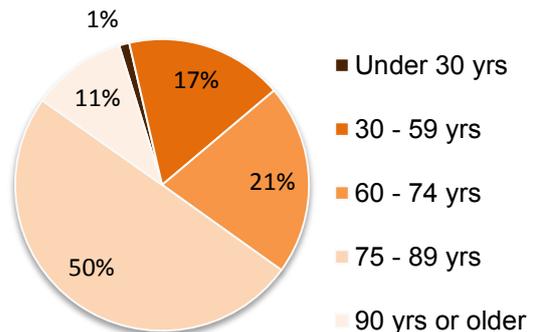


Figure 9: Percent of MyBus passengers by age



### Community Transport

Community Transport is flexible, accessible, affordable transport provided by charities and voluntary organisations and designed to meet local needs. SPT supports the British Red Cross Society in North Ayrshire to supply MyBus services on Arran and to provide North Ayrshire and Arran hospital escort service, which transports residents to hospitals and GP surgeries for scheduled appointments. SPT also continues to be at the forefront of improving Community Transport across the region through the West of Scotland Community Transport Forum.

### School transport

SPT, on behalf of North Ayrshire Council, arranges school transport for children who live beyond the specified walking distance from their local school, or where the council considers it unsafe for a child to walk to that school. In 2013/14, 13% of school children in North Ayrshire (one in eight) were transported to school on a SPT-managed bus service. Additionally, SPT, in partnership with VOSA and Police Scotland as necessary, undertakes a pro-active programme to inspect vehicles, services and drivers to ensure that children arrive at school safely and on time.

### Local update and year ahead

In 2013/14, SPT supported fifteen local bus services in North Ayrshire on contracts that carried 600,000 passengers in total. SPT MyBus services in North Ayrshire carried 22,300 passengers.

In 2013/14, SPT supported the British Red Cross Society with a grant of £129,000 to provide the North Ayrshire & Arran escort programme and Arran Community MyBus.

In 2013/14, SPT managed 128 school bus contracts on behalf of North Ayrshire Council that transported 2400 children to school every school day. SPT made 44 inspections on site at schools, inspected 194 vehicles operating on school contracts and processed 479 Disclosure Scotland forms for potential drivers on school contracts.

In 2014/15, SPT will continue to provide socially necessary bus services in North Ayrshire as well as pursue changes including Electronic Bus Service Registration and bus policy issues that seek to improve bus travel for all passengers.

### Access to Healthcare

Improving access to health care services is essential to realising better health outcomes for North Ayrshire residents both to ensure that appropriate treatment and care is not delayed due to transport issues and to reduce the impact of transport difficulties on individual physical and mental well-being. The general health of North Ayrshire residents is relatively good with four out of five residents rating their health as good or very good, but one in four residents has a long term illness or disability that limits their daily activities.<sup>12</sup>

SPT supports socially necessary bus services that provide direct access to healthcare facilities and hospitals; supports improvements to journey planning and public transport information at hospitals and health centres; improves bus infrastructure at hospitals to improve conditions for patients and visitors and improves active travel links and facilities to improve walking and cycling connections to hospitals.

<sup>12</sup> 2011 Scotland Census; National Records of Scotland.

### Local update and year ahead

In 2013/14, SPT supported the 337 service which provides direct access to Crosshouse Hospital, provided MyBus services for healthcare appointments and supported the North Ayrshire and Arran hospital escort service.

In 2014/15, SPT will continue to provide socially necessary bus services to improve access to healthcare. SPT will work in partnership with other stakeholders to develop an Integrated Transport Hub for Health and Social Care Transport for the west of Scotland. Additionally, SPT will work with NHS Ayrshire and Arran to roll out local bus information and directional maps at hospitals and key healthcare facilities.

### Equal Access Improvements

SPT is working to reduce barriers to accessing public transport so that as many people as possible are able to travel on public transport safely and efficiently regardless of one's physical ability, age, income, gender, race, or any other personal characteristic. Examples of barriers to using public transport may be difficulties in understanding or using travel information or communicating with station staff or bus drivers, difficulties in physically accessing transport or navigating stations due to mobility issues or visual impairment, concerns about personal safety or security and affordability of fares.

SPT invests in low-floor accessible buses for use on socially necessary bus services and requires low-floor buses on all contracts for supported services. SPT also invests in improved infrastructure at bus stops, bus stations, Subway stations and park and ride facilities including lighting, way-finding and high access kerbs.

SPT administers the Strathclyde Concessionary Travel Scheme on behalf of its partner Councils, including North Ayrshire Council, to provide more affordable fares on rail and Subway travel for people with disabilities and for older people. SPT also processes National Entitlement Cards for free bus travel on behalf of North Ayrshire Council.

SPT has undertaken work to engage vulnerable public transport users and non-users to understand the barriers that exist in using public transport. As part of our commitment to promote equality, SPT has developed 'Advancing Equality'<sup>13</sup> – an action plan to implement recommendations following the engagement exercises.

<sup>13</sup> [http://www.spt.co.uk/documents/rtp150213\\_agenda9.pdf](http://www.spt.co.uk/documents/rtp150213_agenda9.pdf)

**Local update and year ahead**

In 2013/14, the SPT Mobile Travel Centre made 50 visits to Largs, Kilbirnie, Dalry and Beith to provide travel advice and information to residents and SPT Travel Centre staff helped 665,000 people with travel enquiries.

In 2013/14, SPT invested £135,000 in road improvements on Arran to allow operation of low-floor buses. NAC will seek to deliver more high access kerbs in 2014/15 as part of the £70,000 grant from the SPT capital programme for bus infrastructure improvements. Currently, about one-third of marked bus stops in North Ayrshire have high access kerbs.

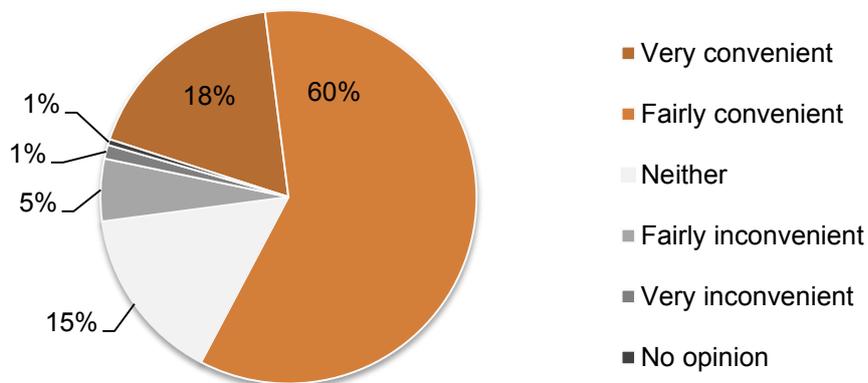
In 2013/14, North Ayrshire residents saved an estimated £870,000 on rail, ferry and Subway travel through the Strathclyde Concessionary Travel Scheme. SPT processed 2000 National Entitlement Card (NEC) applications or renewals on behalf of NAC and handled 5,200 enquiries on NECs from North Ayrshire residents. SPT will continue to deliver these services in 2014/15.

SPT will continue to mainstream the Public Sector Equality Duty and deliver the actions set out in 'Advancing Equality'.

**Local Transport Statistics: Convenience of Public Transport**

One in every 5 North Ayrshire adult residents feel that public transport is very convenient and nearly four out of 5 (78%) feel that it is very or fairly convenient.<sup>14</sup> Figure 10 provides the full results.

Figure 10: Convenience of public transport



<sup>14</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

## RTS OUTCOME: REDUCED EMISSIONS

Reduced Emissions is a cleaner environment through a more informed population making sustainable travel choices by accessing an improved range of travel options and reduced emissions through the use of new technology, fuel types and fewer journeys made by car.

### Park and Ride

One in four journeys made by North Ayrshire residents are to get to work<sup>15</sup> and private cars are used by seven in every 10 (74%)<sup>16</sup> of North Ayrshire commuters as their main travel method to get to their place of work. SPT's park and ride strategy<sup>17</sup> seeks to convert car-only journeys to park and ride journeys where part of the overall journey is undertaken by public transport.

The park and ride strategy, whilst noting the potential to convert journeys undertaken for any purpose, mostly targets commuters travelling into urban centres – recent surveys of people using park and ride at Kilwinning, Irvine and West Kilbride found about four out of every five users were travelling for work purposes and 85% of these users were travelling into Glasgow.<sup>18</sup>

Converting commuting journeys has the greatest environmental impact over time because these are usually very regular journeys that are made during morning and evening peak times when roads are most congested and average vehicle speeds are reduced and less efficient. The park and ride surveys also found that one out of every five park and ride users at Kilwinning would use a car for the entire journey if the park and ride site was unavailable – representing a change from an average 3.5 mile car journey to the park and ride site to an average 34 mile car journey direct to the work place. Figure 11 shows the park and ride capacities at rail stations in North Ayrshire.

Figure 11: Park and ride capacity

Station	Spaces
Ardrossan South Beach	24
Dalry	30
Fairlie	9
Glengarnock	168
Irvine	104
Kilwinning	342
Largs	10
Saltcoats	101
West Kilbride	38
<b>All Stations</b>	<b>826</b>

### Local update and year ahead

In 2013/14, North Ayrshire Council delivered a 15-space expansion of West Kilbride park and ride with a £60,000 grant from the SPT capital programme.

In 2014/15, North Ayrshire Council will seek to deliver the second phase of the Irvine park and ride expansion with a grant of £900,000 from the SPT capital programme.

SPT also will continue to work with NAC to seek a solution for expansion at Largs park and ride and will continue to undertake park and ride surveys as required.

<sup>15</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland.

<sup>16</sup> 2011 Scotland Census; National Records of Scotland.

<sup>17</sup> [http://www.spt.co.uk/documents/sp291113\\_agenda10.pdf](http://www.spt.co.uk/documents/sp291113_agenda10.pdf)

<sup>18</sup> Park and Ride Surveys November 2011; Strathclyde Partnership for Transport.

## Cycling

SPT's cycling strategy and investment programme<sup>19</sup> seeks to boost cycling rates by focusing on completing key gaps in the national and local networks to connect communities with key destinations and to encourage more commuter travel by bike, upgrading existing pathways and improving cycling facilities at transport interchanges including cycle parking facilities. The SPT cycling strategy supports the Scottish Government's Cycling Action Plan vision of 10% of everyday journeys to be made by bike by 2020 and, additionally, SPT is supporting the monitoring of this target by investing in cycle counters to measure changes in the usage of the cycle network.

Bicycle ownership rates in North Ayrshire are around the regional average with just three in every 10 households having access to a bike for private use.<sup>20</sup> Cycling as the main mode of transport is also very low for both commuting trip and for all other purposes. Investing in both infrastructure and cycling initiatives will be necessary to persuade more residents to choose cycling as a viable means of transport for more everyday journeys.

### Local update and year ahead

In 2013/14, NAC completed a feasibility study into a cycle link between Largs and Skelmorlie with £25,000 investment from the SPT capital programme.

In 2014/15, NAC will seek to deliver improved cycling infrastructure in Fairlie with a £200,000 grant from the SPT capital programme. This project also will be funded by NAC and Sustrans and includes improvements to the National Cycle Network 757 in Fairlie and between Fairlie and Hunterston power station.

## Travel Behaviour Change

Travel behaviour change initiatives encourage individuals to voluntarily reduce their car use by drawing attention to the negative effects of travelling by car, highlighting the individual and societal benefits of making more sustainable travel choices and tailoring travel information to specific needs. Initiatives may seek to change people's decisions about where, when or how often they travel and their mode of transport. Recent research shows that travel behaviour change measures can provide very high benefits compared to costs and achieve real reductions in carbon.<sup>21</sup> For example, the average car share between 2 commuters saves 960kg of carbon per year.<sup>22</sup>

Car ownership rates in North Ayrshire are around the regional average with two out of every 3 households having at least one car available for private use.<sup>23</sup> Two-thirds (63%) of adult residents hold a full driving licence<sup>24</sup> and one in every two (52%) use a car at least 3 times a week.<sup>25</sup> Cars continue to be the main mode of choice for a majority of everyday journeys – six of every ten journeys (58%) made by North Ayrshire residents will be made by car on an average day, although this rate is slightly lower than the regional average (61%).<sup>26</sup>

<sup>19</sup> [http://www.spt.co.uk/documents/sp220313\\_agenda9.pdf](http://www.spt.co.uk/documents/sp220313_agenda9.pdf)

<sup>20</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland

<sup>21</sup> 'Soft Measures - Hard Facts' The value for money of transport measures which change travel behaviour; 2011; Department for Health et al.

<sup>22</sup> Ibid.

<sup>23</sup> Scottish Household Survey: Local Area Analysis 2012; Transport Scotland.

<sup>24</sup> Ibid.

<sup>25</sup> Ibid.

<sup>26</sup> Ibid.

SPT supports a wide-range of initiatives that steer individuals towards more sustainable travel choices. These initiatives include SPT JourneyShare – the regional car sharing scheme; travel planning assistance to support employers to develop and implement staff travel plans including a Travel Planning Seminar; promoting season ticket loan schemes to employers as a benefit for their staff which allows the employee to spread the cost of a season ticket over an extended period of time; national Bike to Work week; and the Sustainable Travel Group – a forum established by SPT to share best practice in promoting sustainable travel that includes members from local authorities, health boards, colleges, universities, and other public and private sector employers.

### Local update and year ahead

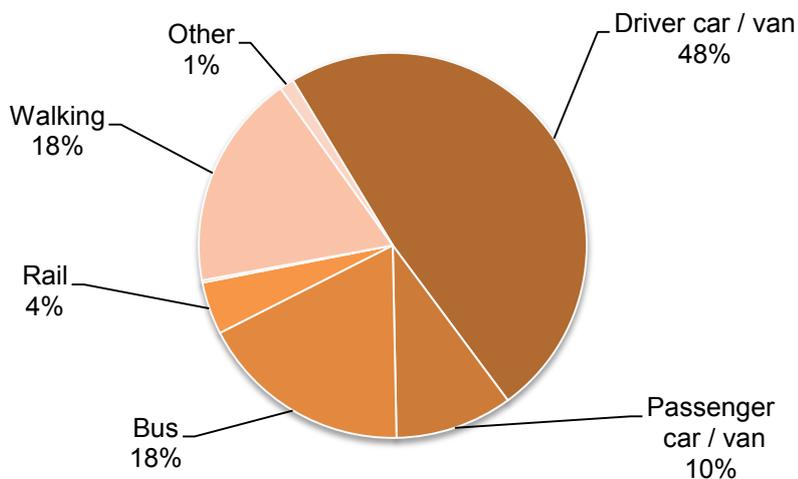
SPT will continue to support car sharing through JourneyShare, which currently has 4,300 members across the region, and will continue to promote best practice in sustainable travel promotion through the Sustainable Travel Group, of which North Ayrshire Council is a member.

SPT will continue to support the season ticket employer loan scheme; to encourage mode shift for commuter journeys through Bike Week, Walk to Work Week and the Cycle to Work scheme; to improve conditions for cycling and walking through the SPT capital programme and will provide travel planning support within available resources.

### Local Transport Statistics: Main Mode of Travel

Two-thirds of all journeys made by North Ayrshire residents are made by car – 48% as a driver and 10% as a passenger.<sup>27</sup> Figure 12 provides the full results.

Figure 12: Main mode of travel for all journeys



<sup>27</sup> Scottish Household Survey Local Area Analysis 2012; Transport Scotland. The sample size is small

## APPENDIX 1: 2013/14 SUPPORTED LOCAL BUS SERVICES IN NORTH AYRSHIRE

Service Number	Route
27	Kilwinning - Irvine
29A	Montgomerie Park - Irvine
32	Kilbirnie (Milton Quadrant) - Beith (Meadside)
113	Stewarton – Irvine
125	Irvine – Kilbirnie - Beith
320	Cumbræ Slip - Millport Pier
320	Kilwinning Station -Woodwynd-Blacklands-Kilwinning
321/322/323/324	Arran Services & Ferries
337	Beith - Kilmarnock
576/578	Greenock - IBM - Inverkip - Wemyss Bay - Upper Skelmorlie - Largs
585A	North Ayrshire Flexibus / Largs - Ardrossan - Stevenston

# Useful contacts

## Strathclyde Partnership For Transport

Consort House  
12 West George Street  
Glasgow G2 1HN  
0141 332 6811  
enquiry@spt.co.uk  
complaint@spt.co.uk  
www.spt.co.uk

## Local bus operators

### Bennets of Kilwinning

No4 Dalry Road  
Kilwinning  
Ayrshire KA13 7HD  
01294 551 112  
www.bennettskilwinning.com

### Cumbræ Coaches

14 Marine Parade  
Isle Of Cumbræ  
Ayrshire KA28 0ED  
01475 530692  
www.cumbræcoaches.co.uk

### Gillens Coaches Ltd.

11 Dellingburn Street  
Greenock  
Renfrewshire PA15 4RN  
01475 744 618

### JAS Transport

55 Montgomerie Street  
Ardrossan  
KA22 8HR  
01294 607 777  
jasolution@talktalk.net  
www.jastransport.co.uk

### McGill's Bus Service Ltd.

99 Earnhill Road  
Larkfield Industrial Estate  
Greenock PA16 0EQ  
08000 51 56 51  
www.mcgillsbuses.co.uk

### Millport Motors Ltd.

7 Crawford St  
Isle Of Cumbræ  
Ayrshire KA28 0EY  
01475 530 954

### Shuttle Bus

Caledonia House  
Longford Avenue  
Kilwinning KA13 6EX  
0800 072 0373  
www.shuttlebuses.co.uk

### Stagecoach West Scotland

Customer Services  
Sandgate  
Ayr KA7 1DD  
Ardrossan - 01294 607007  
Arran - 01770 302000  
Ayr - 01292 613 500  
Cumnock - 01290 421930  
Dumfries - 01387 253496  
Glasgow - 0141 552 4961  
Kilmarnock - 01563 525192  
Stranaer - 01776 704484  
Disability Helpdesk: 07736 892 253  
westscotland.enquiries@stagecoachbus.com  
www.stagecoachbus.com

## Local rail operators

### ScotRail

ScotRail Customer Relations  
PO BOX 7030  
Fort William PH33 6WX  
0845 601 5929  
scotrailcustomer.relations@firstgroup.com  
www.scotrail.co.uk

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 15**

**26 May 2015**

**Cabinet**

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**Subject:** **Grant Offers for Outdoor Access Projects in the Financial Year 2015/16**

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**Purpose:** To seek approval for projects to improve the outdoor path network and the proposed means of expenditure.

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**Recommendation:** That the Cabinet agrees to (a) note the grant funding submissions made; (b) approve the acceptance and expenditure of the grant offers; (c) approve the proposal to apply to the European Regional Development Fund Green Infrastructure Programme; and (d) remit to the Executive Director (Economy and Communities) to identify potential projects and apply for funding for 2016/17 onwards.

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**1. Introduction**

- 1.1 The Land Reform (Scotland) Act 2003 provides the public with a right of responsible access to the outdoors and places a number of statutory duties, obligations and powers on Local Authorities. The production of an Outdoor Access Strategy and Core Paths Plan are key stages in the translation of the Land Reform legislation into a local context. These documents provide a framework for reviewing the existing situation in terms of provision, use, policy and resources. They also provide a means for coordinating priorities for outdoor access development and inform applications for available external funding. The North Ayrshire Core Paths Plan was adopted in January 2009 and the Outdoor Access Strategy, North Ayrshire Naturally Active, was reviewed in 2014/15.

- 1.2 Significant levels of funding are required to implement the Strategy and Core Paths Plan on the ground, for example, to upgrade paths, create short links and improve signage and infrastructure. A 10 year capital allocation of £50,000 per annum was agreed by Cabinet in January 2013 for on-going implementation of the Outdoor Access Strategy and Core Path Plan. The Council also receives an annual Cycling, Walking and Safer Streets (CWSS) grant allocation from Transport Scotland. This grant is utilised alongside the capital allocation to secure external funding thereby maximising the level of resources available to implement the Strategy and Plan. Together these allow considerable levels of match funding to be provided and enable significant improvement to be made to the path network.
- 1.3 This report provides an update on the grant offers received to date for 2015/16 and an outline of the proposed means of expenditure.

## **2. Current Position**

### **Funding Applications**

- 2.1 A range of potential projects were identified to implement the Strategy and Core Paths Plan in 2015/16. The list of projects was developed in partnership with local communities, Elected Members, Council Services and the North Ayrshire Outdoor Access Forum, as agreed by Cabinet on 6 May 2014. A range of funding opportunities were examined to identify the most appropriate funds to submit applications to. The projects were then prioritised on the basis of the objectives and assessment criteria set out by the funding bodies. The CWSS grant of £207,000 was utilised alongside the £50,000 capital allocation for the Access Path Network Programme as match funding for the applications. Most funds require a minimum match funding contribution, which is generally 50% of the total project costs.
- 2.2 Applications were submitted to a wide range of funding sources including the: Central Scotland Green Network (CSGN) Development Fund; Sustrans Scotland's Community Links Fund; Transport Scotland's Smarter Choices Smarter Places Fund; and Strathclyde Partnership for Transport's (SPT) Capital Fund.
- 2.3 Offers of funding totalling £1,831,333 for 2015/16 have been received to date. This is comprised of: £565,000 from SPT's Capital Programme; £60,000 from Irvine Bay Regeneration Company; £158,333 from Smarter Choices Smarter Places; £55,500 from the Central Scotland Green Network Development Fund and £992,500 from Sustrans Scotland. The outcome of the remaining applications is anticipated in May 2015. Appendix One provides further details of the applications submitted, the benefits of the projects and the outcome of the applications to date. The projects are required to be undertaken in the current financial year and will assist in achieving the Council's objectives in terms of economic growth, active travel, tourism and the development of the Central Scotland Green Network.

- 2.4 Separately, additional funding has also been secured by East Ayrshire Woodlands from the Forestry Commission towards the Green Network Skills Training Programme. This is a partnership project between East Ayrshire Woodlands and the Council. This will deliver a range of access and environmental improvements across North Ayrshire through a six month Intermediate Labour Market (ILM) training programme for five young unemployed people from the local area. This builds on the success of the Green Network Skills Training Programmes undertaken over the last four years.

### **Green Infrastructure Programme**

- 2.6 Scottish Natural Heritage (SNH) invited expressions of interest to the European Regional Development Fund (ERDF) Green Infrastructure Programme in late 2014. Approximately one hundred expressions of interest were received of which 25 applications have been invited to the detailed application stage. It is envisaged that further guidance will be supplied to potential partners in June 2015 with applications being submitted in July 2015 and projects commencing thereafter. This project aims to assist in implementing the Irvine Vision and complement the works being undertaken in relation to the implementation of the Irvine Cycle Friendly Town Study. The Green Infrastructure Programme aims to:

- Improve the health and well-being of communities;
- Create better places for people and nature;
- Support economic growth;
- Increase biodiversity;
- Create opportunities for community engagement and empowerment; and
- Support adaption for climate change.

- 2.7 An expression of interest was submitted to the ERDF programme for a project to improve the corridor of the River Irvine between the i3 Enterprise Area and Irvine Town Centre in partnership with Irvine Bay Regeneration Company. This has been successful in being invited to the detailed application stage. It is envisaged that the proposed project will be developed in partnership with a range of Council Services, Working For Irvine Together and Irvine Bay Regeneration Company. This will be informed by the forthcoming guidance from SNH and engagement with local communities and interest groups. A summary of the proposed project is provided in Appendix Two. The Cabinet is invited to approve the development of the proposal and the submission of a further report to consider any offer of funding should the project be successful in securing funding.

### **3. Proposals**

- 3.1 The Cabinet is invited to agree to:-

- (a) Note the grant funding bids submitted as detailed at Appendix 1;
- (b) Approve the acceptance and expenditure of the grant offers from Sustrans Scotland's Community Links Fund, SPT's Capital Fund and the CSGN Development Fund and any future grant offers as detailed in Appendix 1;
- (c) Approve the proposal to develop the River Irvine Corridor project and apply to Scottish Natural Heritage's ERDF Green Infrastructure Programme for its implementation; and
- (d) Remit to the Executive Director (Economies and Communities) to identify potential projects for 2015/16 onwards (in partnership with Elected Members, local communities, internal Council Services and the North Ayrshire Outdoor Access Forum) and apply for funding for 2015/16 onwards.

### **4. Implications**

#### Financial Implications

- 4.1 The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the external grant funding offers, the £207,000 CWSS grant allocation and the £50,000 Capital Allocation for the Access Path Network Programme.
- 4.2 The works undertaken will result in a substantial deferment of the Council's maintenance responsibilities and costs in relation to the paths for a significant period of time. This could equate to 10 to 15 years as the projects will result in the paths being upgraded to an "as new" condition.

#### Human Resource Implications

- 4.3 There are no Human Resource implications arising from this Report.

#### Legal Implications

- 4.4 Where necessary traffic orders path creation agreements and other legal agreements will be promoted.

#### Equality Implications

- 4.5 The projects will provide increased opportunities and improved access for all ages and abilities to the Council owned path networks in North Ayrshire.

#### Environmental and Sustainability Implications

- 4.6 The projects will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire in accordance with the Council's Environmental Sustainability and Climate Change Strategy.

#### Implications for Key Priorities

- 4.7 The implementation of the projects will contribute to the delivery of a wide range of the Council's strategic objectives. In particular it contributes to the delivery of the Council Plan's mission to improve the lives of North Ayrshire people and develop stronger communities by:
- Helping all of our people to stay safe, healthy and active through the creation of new and improved opportunities for active travel, recreation and physical activity;
  - Protecting and enhancing our environment for current and future generations through the delivery of the Central Scotland Green Network within North Ayrshire and improving the biodiversity value of our path networks; and
  - Growing our economy, increasing employment and regenerating towns through the creation of new and improved opportunities for active travel to key employment areas, town centres, services and local attractions.
- 4.8 The projects will also assist in achieving a number of the aims and objectives of the Core Paths Plan, Local Transport Strategy and Council Plan.

## Community Benefit Implications

- 4.9 The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process. A number of the projects will be delivered through the Green Network Training Programme in partnership with East Ayrshire Woodlands which offers community benefits through the provision of training placements to local young unemployed people.

## **5. Consultations**

- 5.1 Physical Environment Services and Planning Services have been consulted on the proposed projects and support their implementation. Consultation has been undertaken with the North Ayrshire Outdoor Access Forum and a variety of local organisations, who also support the implementation of the projects.
- 5.2 The projects are informed by proposals received from Elected Members, local communities, other Council Services and external partner organisations. Public consultation on the details of the projects for example path design and specification will be undertaken on a project by project basis.

## 6. Conclusion

- 6.1 A significant level of external funding has been secured to date for the implementation of outdoor access projects in 2015/16 totalling £1,775,833. This complements the works that have been undertaken in previous financial years and demonstrates the continued levels of funding secured for the implementation of outdoor access projects. The implementation of the projects will result in significant improvements to the path network within Council ownership and to provide a contribution to the economic growth, quality of life, health and well-being and social inclusion agendas.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : LK/MS

For further information please contact Louise Kirk, Access Officer on 01294 324766

### **Background Papers**

North Ayrshire Core Path Plan

North Ayrshire Council Plan

North Ayrshire Local Transport Strategy

North Ayrshire Outdoor Access Strategy

North Ayrshire Single Outcome Agreement



## Funding Applications Update 2015/16

The following tables summarises the applications submitted and the decisions received to date for 2015/16. This includes a brief summary of the projects, the benefits they will provide and the potential contribution required from the Access Path Network Capital Budget and Cycling, Walking and Safer Streets (CWSS) grant allocation. Please note that the Council contribution does not account for Officer time to implement the projects and will be dependent on the final valuation of the projects.

### Capital Funding

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
<p>Irvine Cycle Friendly Town Implementation</p> <p>Summary: Improvements across Irvine and between the Town Centre and i3 Enterprise Area including path upgrades, barrier removal and an active travel programme.</p> <p>Benefits: This will improve opportunities for active travel across Irvine</p>	£500,000	<p>£250,000 from Sustrans</p> <p>£225,000 from Strathclyde Partnership for Transport (SPT)</p>	£25,000	<p>£250,000 secured from Sustrans</p> <p>£225,000 secured from SPT</p>
<p>NCN Route 757 Fairlie Community Links</p> <p>Summary: Construction of Fairlie Coastal Path between Bay Street and the South Car Park.</p> <p>Benefits: This will improve opportunities for active travel between Fairlie and West Kilbride and to Hunterston and Clydeport.</p>	£450,000	<p>£225,000 from Sustrans</p> <p>£180,000 from SPT</p>	£45,000	<p>£225,000 secured from Sustrans</p> <p>£180,000 secured from SPT</p>
<p>NCN Route 7 Kilbirnie Community Links</p> <p>Summary: Improvement of the links between NCN Route 7 and Kilbirnie including new path design, barrier removal and path upgrades.</p> <p>Benefits: This will improve opportunities for active travel to the Garnock Campus and between Kilbirnie and Beith</p>	£450,000	<p>£225,000 from Sustrans</p> <p>£205,000 from SPT</p>	£20,000 or £225,000 if not changed to a Category 1 project by SPT*	<p>£225,000 secured from Sustrans</p> <p>SPT identified the project as a Category 2 project.</p>

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
<p>NCN Route 73 Brodick to Corrie Phase 5 Construction</p> <p>Summary: Construction of the sections of path between Cladach and Merkland Wood.</p> <p>Benefits: This will improve opportunities for active travel between Brodick and Corrie and to key attractions such as Brodick Castle and Country Park.</p>	£340,000	<p>£160,000 from Sustrans</p> <p>£160,000 from SPT</p>	£20,000	<p>£160,000 secured from Sustrans</p> <p>£160,000 secured from SPT</p>
<p>Cumrae Community Links</p> <p>Summary: Improvements across Cumrae including the second phase of the Cumrae Coastal Path and a feasibility study for an off road route between Millport</p> <p>Benefits: This will increase opportunities for active travel between the Ferry Terminal and Millport.</p>	£250,000	<p>£125,000 from Sustrans</p> <p>£125,000 from SPT</p>	£0 or £125,000 if not changed to a Category 1 project by SPT *	<p>£125,000 secured from Sustrans</p> <p>SPT identified the project as a Category 2 project.</p>
<p>Dalry Community Links</p> <p>Summary: Detailed design of the first section of the off-road route between Dalry and Kilwinning including links to Dalry Railway Station.</p> <p>Benefits: This will improve opportunities for active travel and allow the submission of a funding application for implementation in 2016/17.</p>	£15,000	£7,500 from Sustrans	£7,500	£7,500 secured from Sustrans
<p>Connecting Communities – Kilwinning Green Network</p> <p>Summary: Improving access and the open space network around the National Cycle Network Routes 7 and 73 including links to Eglinton Country Park.</p> <p>Benefits: This will improve the path and open space network for the local community and includes training and volunteering opportunities.</p>	£44,000	£22,000 from the CSGN Development Fund	£22,000	£22,000 secured from the CSGN Development Fund

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
<p>Connecting Communities – Kilbirnie Green Network</p> <p>Summary: Enhancing the existing green network in Kilbirnie including supporting works for the Kilbirnie Community Links Project. Please note the two funding packages are linked.</p> <p>Benefits: This will improve the path and open space network for the local community and including training and volunteering opportunities.</p>	£478,500	<p>£33,500 from the CSGN Development Fund</p> <p>£225,000 from Sustrans</p> <p>£205,000 from SPT</p>	£15,000	£33,500 secured from the Central Scotland Green Network Development Fund

**Note \***: Please note that there may be insufficient match funding available for this project if this cannot be moved from a Category 2 to a Category 1 project by SPT as part of their Capital Programme. This is currently being investigated with SPT.

It should be noted that there may be an opportunity to secure additional funding from SPT and Sustrans later in the financial year. The practicality of this will be investigated when the full extent of any additional funding is identified.

## Revenue Funding

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
<p>Travel Smart</p> <p>Summary: A programme of active travel behaviour change activities in the Garnock Valley, Fairlie and Irvine to encourage modal shift from car use to sustainable travel.</p> <p>Benefits: This will actively encourage and promote active travel and modal shift in the three geographic areas and compliment the path infrastructure works in these areas and the development of the Garnock Campus.</p>	£316,666	<p>£158,333 from Smarter Choices Smarter Places</p> <p>£60,000 from Irvine Bay Regeneration Company</p>	<p>£88,333</p> <p>£10,000 in kind contribution from volunteers.</p>	<p>£158,333 secured from Smarter Choices Smarter Places</p> <p>£60,000 from Irvine Bay Regeneration Company</p>

## **Appendix 2**

### **Green Infrastructure Programme River Irvine Corridor Project**

#### **Background:**

The River Irvine Corridor project has been prepared in response to Scottish Natural Heritage's (SNH) call for applications to their Green Infrastructure (GI) application to the European Structure and Investment Funds (ERDF). This is a proposed partnership project between the Council, Irvine Bay Regeneration Company (IBRC), Scottish Wildlife Trust (SWT) and the Royal Society for the Protection of Birds (RSPB) to deliver a range of co-ordinated activities along the River Irvine Corridor for economic, social and environmental benefits.

#### **What is the River Irvine Corridor Project?**

The 'River Irvine Corridor Project' is partnership project between the private, public and voluntary sector to create a multifunctional greenspace corridor along the River Irvine between the i3 Enterprise Area and the RSPB Bogside Nature Reserve.

The project is a proposed five year programme of an estimated £1.45 million of improvements to the local environment through greenspace and path network enhancements. Examples of the specific improvements include the:

- Creation of a wetland at Tarryholm to reduce flood risk in Low Green and Waterside and improve the biodiversity and recreational value of the site;
- Enhancement of the River Corridor through the removal of invasive weeds and creation of wildflower corridors;
- Construction of all abilities access paths to replace existing poor standard paths; and
- Enhancement of existing wildlife sites in partnership with RSPB and SWT.

The partners include the Council, IBRC, SWT and RSPB. The project was identified as meeting the key eligibility requirements and priorities of the GI fund and having a good mix of potential delivery partners.

#### **Funding**

If successful, SNH would grant fund up to £579,000 which equates to approximately 40% of the project costs, leaving a balance to fund of £868,500. An initial funding package for the balance has been prepared subject to securing Cabinet approval to proceed, if the project is successful. The funding menu is based on contributions from partner organisations (SWT, RSPB), external funding (Sustrans, Strathclyde Partnership for Transport), internal Services (Regeneration and Roads and Transportation) and internal resources from the Access Path Network Programme Capital allocation. Funding applications were submitted to Strathclyde Partnership for Transport's Capital Programme (SPT) and Sustrans Community Links Fund in support of this project. These bids also related to the implementation of the Irvine Cycle Friendly Town and are being considered for approval as part of this Report.

The Council contribution will be met from allocations from existing capital and revenue allocations within the partner Services and have been agreed with the relevant Services subject to the project being successful in securing the funding from the Green Infrastructure Programme. It is envisaged that additional capital or revenue funding will not be required on this basis. The cross Service funding package is due to the wide ranging and cross cutting

nature of the enhancements which will be delivered and benefits which will be derived from the project. These are summarised below.

Initial investigations into the potential to link the project with a European Social Fund (ESF) funded training programme have been undertaken with Employability Services. A number of models are currently being investigated in advance of confirmation of the ESF Programme for North Ayrshire. Initial investigations are positive however the final model will be informed by the ESF Programme when further detail is available from Europe. This will continue to be investigated with Employability Services during the development of the project.

### The Project Benefits

The activities identified meet the key eligibility requirements and priorities of the GI fund and aim to assist in achieving a number of the aims and objectives of existing strategies including the Biodiversity Action Plan, Outdoor Access Strategy and River Irvine Corridor Study. In particular, the project aims to assist in achieving the Vision for Irvine by re-building and improving connections within the town. This will be further informed by the Irvine Vision as it progresses.

The project would deliver a range of benefits that deliver on the key priorities of the Council Plan as follows:

- Growing our economy, increasing employment and regenerating towns through the creation of a more attractive and improved setting for business by enhancing areas around the i3 Enterprise Area, Town Centre and Rivergate.
- Working together to develop stronger communities by creating opportunities for participation and volunteering and by improving the community’s relationship with and connections to the local environment.
- Ensuring people have the right skills for learning, life and work by delivering the project through employability training programmes wherever possible. This would provide training and employment opportunities for local young unemployed people providing them with vocational and practical training and work experience.
- Helping all of our people to stay safe, healthy, and active through the creation of new and enhanced opportunities for outdoor access and enhancing greenspace to encourage physical activity and recreation.
- Protecting and enhancing the environment for future generation by enhancing the natural and physical environment along the River corridor and tackling a number of environmental issues such as invasive weeds and unattractive and unwelcoming areas.

The range of specific economic, environmental and social benefits of the project are summarised as follows:

Benefit type	Benefits:
Economic	<p>The project will:</p> <ul style="list-style-type: none"> <li>• Be delivered wherever possible through employability programmes which will create increased opportunities for local unemployed people to participate in training and employability training programmes.</li> <li>• Create improved environments in which to work and do business which will make the area more attractive to existing and new businesses.</li> <li>• Create improved access to employment opportunities for local communities through the creation of active travel links.</li> </ul>

Benefit type	Benefits:
	<ul style="list-style-type: none"> <li>• Improved skills, knowledge within local communities.</li> </ul>
Environmental	<p>The project will:</p> <ul style="list-style-type: none"> <li>• Reduce the flood risk at the Waterside and Low Green areas of Irvine.</li> <li>• Enhance the River corridor for biodiversity and recreation.</li> <li>• Control and remove invasive weeds along the River corridor.</li> <li>• Create a green corridor along the River Irvine to conserve and promote biodiversity.</li> <li>• Increase and improve opportunities for everyday journeys and active travel and reduce car journeys to school, work, facilities and attractions.</li> <li>• Increase and improve access to greenspace for recreation and biodiversity.</li> <li>• Green vacant and derelict land removing it from the Scottish Vacant and Derelict Survey register.</li> </ul>
Social	<p>The project:</p> <ul style="list-style-type: none"> <li>• Improve social connections with local environment and the River.</li> <li>• Increase opportunities for volunteering and training.</li> <li>• Improve capacity and civic pride within the local community.</li> <li>• Increase opportunities for physical activity and recreation.</li> <li>• Improve social interaction and cohesion within the local community.</li> <li>• Improve skills and knowledge within the local community.</li> </ul>

## Consultation

A range of internal Services have been consulted on and engaged in the development of the proposed project. This includes Place through Streetscene and Roads and Transportation Services and Economy and Communities through Regeneration and Strategic Planning and Infrastructure Services. Further consultation is planned with internal Services and stakeholders during the development of the detailed proposals and application.

Public consultation will be undertaken on the design of specific elements of the project through the Central Irvine Connections Study and Wetland proposals for Tarryholm. Initial consultation has been undertaken through the Irvine Town Centre Design and Place-making Workshop as part of the Irvine Vision process. Working For Irvine Together (WFIT), local residents, groups and stakeholders will be consulted on the proposals and engaged in the project through this process.

## Next Steps

At the partner information session in April 2015, SNH advised that the project delivery team would be established in June 2015 with the call for applications from partner organisations being in June/July 2015. It is envisaged that the successful projects for Phase One of the fund would be selected in Summer 2015 with projects being implemented from Summer 2015 onwards. Subject to Cabinet approval, it is proposed that the project be developed with partners and through public engagement and consultation in line with these timescales.



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 16**

**26 May 2015**

**Cabinet**

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**Subject:** **Development and Implementation of a North Ayrshire Social Enterprise Strategy**

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**Purpose:** To seek Cabinet agreement to develop a comprehensive and robust partnership based strategy to maximise the social and economic impact of social enterprises in North Ayrshire.

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**Recommendation:** Cabinet approves the development of a North Ayrshire Social Enterprise Strategy utilising the methodology outlined.

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**1. Introduction**

1.1 Social enterprises are businesses that trade for social purpose. They focus on social objectives with any surpluses reinvested back into the business or the community. The potential advantages of social enterprise relate to their community links and responsiveness to local need, with a reputation for being open and accountable through social or community ownership and the potential to reach groups where other mainstream approaches have failed. Employability and employment opportunities can be generated, especially for those furthest from the labour market.

1.2 The term social enterprise is an all encompassing one that covers a range of business models with social purpose and includes:

- Community Interest Company;
- Cooperative;
- Company Limited by Guarantee with Charitable Status;
- Partnership;
- Public Social Partnership;
- Social Firm;
- Trust.

See Appendix 1 for further details.

- 1.3 The Scottish Government's support for social enterprise is aimed at ensuring that they contribute to achieving sustainable economic growth whilst having a greater involvement in the design and delivery of public services. Building a New Economy: Scotland's Vision for Social Enterprise 2025 was published in January 2015 by organisations including Social Enterprise Scotland, Senscot, InspirAlba and Hisez. It states that the social enterprise sector needs to build a movement, capability and markets, and build on the potential of existing human and physical assets.

## **2. Current Position**

- 2.1 Research conducted in 2011 as part of the North Ayrshire Social Economy Growth Programme indicated that the social enterprise sector in North Ayrshire is underdeveloped.

It found:

- A low overall number of enterprising third sector organisations of local origin;
  - A concentration of social enterprise activity in Irvine, Kilwinning, and the 'Three Towns' area;
  - Relatively modest levels of staffing and turnover;
  - High levels of dependence on grant funding;
  - A range of development needs that focused largely on securing a stable and sustainable funding base.
- 2.2 North Ayrshire Social Economy Support Programmes have been delivered by CEiS, Cunninghame Housing Association and more recently by the Third Sector Interface. This has assisted over 50 enterprising third sector organisations to realise their social enterprise potential. A recent evaluation shows that this relatively small scale programme has performed well given the shallow pool of established social enterprises activity in the area. Research by CEiS has highlighted significant opportunities to develop new social enterprise activity in a range of business, consumer and public markets.
- 2.3 Partners for Change is a Scottish Government programme led locally by Economic Growth and designed to bring Public and Third Sector partners together at a local level. The specific aim is to work together to realise an increased share of Public Sector expenditure for the Third Sector through engagement in service design, commissioning and procurement activities. This provides a solid foundation to build on.

2.4 Social enterprises and community based organisations are now playing an increasingly important role in delivering social care and support services across North Ayrshire. They now represent 25% of total spend of contracted Health and Social Care services. North Ayrshire Health and Social Care Partnership is well placed to use its expenditure creatively and is committed to supporting the development of enterprising activities and social enterprises working with or aspiring to work with the Partnership.

The key focus is:

- Providing access for service users and patients to meaningful experience to achieve their full potential and enhance their quality of life;
- Rehabilitation after chronic illness through positive support to individuals to remain with an existing employer;
- Developing supported and intermediate opportunities for service users and patients in the social economy;
- Providing a pipeline into work by supporting service users and patients who are able to move into the labour market and secure and sustain employment;
- Developing innovative and integrated models of service development including the pursuit of new funding and locally inspired opportunities created by Self-Directed Support.

2.5 The intention is to develop a comprehensive and robust partnership based strategy to maximise the social and economic impact of social enterprises in North Ayrshire. The strategy will complement and add value to the Economic Development and Regeneration Strategy and the EDR Board will be actively involved in the development process. The Social Enterprise Strategy will be segmented and provide strategic direction focused on the following:

- North Ayrshire Social Economy;
- North Ayrshire Council Corporate;
- North Ayrshire Health and Social Care Partnership.

- 2.6 The strategy development process will consider:
- Awareness and encouragement for social entrepreneurs;
  - Growth opportunities and sustainability;
  - Procurement opportunities;
  - Innovative forms of investment;
  - Development of innovative funding programmes;
  - Development of an implementation framework for a £800k business rates incentivisation scheme;
  - Development of innovative funding programme e.g. non-domestic rates;
  - Intervention and support mechanisms;
  - Key influencers and levers;
  - Networking and learning from good practice;
  - Raising the profile of the social enterprise sector;
  - Maximising impact and social value.
- 2.7 It is proposed that the potential of community enterprise will also be investigated. Community enterprise is a significant sub-sector within the wider social enterprise sector. However, a community enterprise is more specific in that it is based in, and provides benefits to a particular local neighbourhood or community. A community enterprise is owned and managed by members of a community for that community.
- 2.8 The development of supported businesses will also be considered. Supported businesses are enterprises where over 50% of their workforce has a disability. Article 19 of the EU public procurement directive allows public bodies to make the decision to reserve public contracts for supported businesses. This is enacted in Scotland by Regulation 7 of the Public Contracts (Scotland) Regulation 2012 and as a public body, North Ayrshire Council can make use of these regulations to restrict the tendering process for goods or services to supported businesses only.
- 2.9 The potential of social entrepreneurship amongst the young particularly in disadvantaged areas will be investigated. This could bring new thinking, solutions and direction and allow young social entrepreneurs to utilise their interests and creativity to address community problems which directly affect their own lives, whilst gaining transferable skills which place them in a positive position in relation to future employment and business opportunities.
- 2.10 It is proposed that effective linkages and support mechanisms are considered with the Social Enterprise Network coordinated by the Third Sector Interface (TSI). A cross-service Social Enterprise Forum will be considered at a Corporate level within North Ayrshire Council to support developments and the exchange of knowledge and best practice. Connections will be made with Scottish and UK wide social enterprise support organisations to maximise benefits and impacts locally.

## Methodology

- 2.11 The methodology proposed incorporates the guidance provided by HM Treasury and builds on experience in undertaking strategy development, multi-disciplinary analysis, option appraisals and consultation exercises.
- 2.12 The process proposed is based on:
- An open and managed process with clarity of key milestones;
  - Engagement with and ownership by, the key stakeholders at all stages of the process;
  - An analysis of national and local strategic context and objectives for social enterprise;
  - A logical approach which examines all available options;
  - An evidence based strategy developed through weighted criteria, strategic analysis and professional input.
- 2.13 Six basic research questions will underpin the strategy development process:
- Where are we now? (achievements & baseline);
  - What are the key challenges and barriers? (constraints);
  - What has been successful? (performance);
  - What will success look like? (vision & aspiration);
  - What are the key lessons? (learning & best practice);
  - What are the priorities and actions? (strategy & action).

### Steering Group

- 2.14 The Steering Group will be a crucial element of the success of this process to confer ownership and commitment of key stakeholders to the strategy. It will provide strategic direction, specialist input and test developments and ideas throughout the lifetime of the process. It is anticipated that there will be three meetings of the Steering Group during the lifetime of this process to coincide with key milestones.
- 2.15 The Steering Group will be chaired by Barbara Hastings, Chief Executive of the Ayrshire Community Trust. The Steering Group will include senior representatives including the Cabinet Member for Economy and Employment, Director/Senior Managers from Economic Growth, Connected Communities and the Health and Social Care Partnership, Member of the Economic Development and Regeneration Board, Head of Procurement, Social Entrepreneurs, representatives from Scottish and UK wide social enterprise focused organisations and an Academic.

## Strategic and Economic Context

- 2.16 A desk review of strategy and policy will be undertaken to ensure that identified priorities are aligned to strategy and action at a local and national level. This will provide an understanding of what other initiatives are in place to maximise linkages, partnership working, benefits and impacts. The current baseline position will be confirmed including details of the size, scale and density of social enterprise activity.

## Identification of Best Practice

- 2.17 A review of social enterprise activity in selected, comparable local authority areas will be undertaken. Potential case studies that demonstrate elements of good or best practice in relation to strategy and action would be used as a source of learning and influence.

## Consultation and Engagement

- 2.18 An early stakeholder and partner consultation event is proposed that would involve up to 30 participants to brief them on the purpose, progress and emerging priorities of the strategy development process. This would secure early buy-in and enable work in progress to be tested, challenged and most importantly enhanced by stakeholders, partners and staff.
- 2.19 Face-to-face interviews with key stakeholders and partners would be undertaken to assist the movement towards a set of shared priorities and potential actions. Focus group(s) can be run to test and verify the emerging strategy.

## Reporting

- 2.20 There will be a formal reporting mechanism established with the North Ayrshire Health and Social Care Partnership Integration Joint Board. A draft strategy will be presented to the Steering Group by 31 August 2015. A final strategy will be presented to the next possible Cabinet for approval following any final changes to content.

## **3. Proposals**

- 3.1 Cabinet approves the development of a North Ayrshire Social Enterprise Strategy utilising the methodology outlined. The finalised strategy and proposed actions will be presented to Cabinet at the first available opportunity prior to implementation.

## **4. Implications**

### Financial Implications

- 4.1 This strategy will be developed by designated staff of North Ayrshire Council and its partners. No finance will be required from North Ayrshire Council during the development of the North Ayrshire Social Enterprise Strategy. The implementation of the strategy will include an implementation framework for a business rates incentivisation scheme.

### Human Resource Implications

- 4.2 A Working Group will utilise existing and expert technical skills including project management that are available from within Economic Growth and the Health and Social Care Partnership alongside those drawn from partners.

### Legal Implications

- 4.3 There will be no legal implications as a result of the strategy development process proposed.

### Equality Implications

- 4.4 The results of an initial equality impact review are clear that this approach will make a contribution to North Ayrshire Council's statutory duty to promote equality. The philosophy and principles of social enterprises is based on inclusion and equality and this will be practiced at all stages of the development and implementation of the strategy.

### Environmental and Sustainability Implications

- 4.5 There will be no environmental implications as a result of the strategy development process proposed.

### Implications for Key Priorities

- 4.6 The implementation of the Strategy will contribute to the single outcome agreement, specifically:
- Impact on Worklessness, Employment and Economy;
  - Enterprise Start-Up and Enterprise Development;
  - Reducing Local Inequalities;
  - Building Community Capacity and Community Engagement.

## Community Benefit Implications

- 4.7 Social enterprise by their very nature will create employment and employability opportunities for local people as they develop. The creation of high quality services responsive to local need will also have an impact on local communities. This approach will establish community assets that will create both sustainable economic and social impact.

## 5. Consultations

- 5.1 Internal consultation and engagement has been extensive involving key representatives from North Ayrshire Council Enterprise Growth, Social Services and Health and Procurement. External engagement has involved the Third Sector Interface, the Social Enterprise Network and Scottish Enterprise.

## 6. Conclusion

- 6.1 There are major opportunities for social enterprises in North Ayrshire. The fast moving and ever changing environment demands a high quality response. Social enterprises can play a key role in generating local economic and employability impacts. However, this will not happen without a cohesive approach to intervention and support. Opening up procurement opportunities, establishing innovative forms of funding and investment including a framework for a business rates incentivisation scheme, consistently high quality enterprise development mechanisms and effective networking and learning from the good practice that exists can maximise economic and social impact.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : JG/AB

For further information please contact Karen Yeomans, Executive Director (Economy and Communities) on 01294 324030.

## Background Papers

none

## **Appendix 1**

### **Social Enterprise Models**

The term social enterprise is an all encompassing one that covers a range of business models with social purpose including:

#### **Community Interest Company (CIC)**

Description: A legal form created specifically for social enterprises. It has a social objective that is regulated ensuring that the organisation cannot deviate from its social mission and that its assets are protected.

Implications/Risks: This model is relatively easy to set up but cannot have charitable status. The model would need to satisfy the regulator that the purpose could be regarded as being in the community or wider public interest. It also needs to confirm that access to the benefits it provides will not be confined to a restricted group.

#### **Cooperative (Co-op)**

Description: A business organisation owned and operated by a group of individual members for their mutual benefit. It can be defined as a business owned and controlled equally by the people who use its services and/or by the people who work for it.

Implications/Risks: Success is based on the existence of a long term regulated competitive environment that created the space and margins which allowed them to adopt welfare objectives different from mainstream business. Competition and increasing financial pressures can erode the distinctiveness and challenge the social objectives of this model.

#### **Company Limited by Guarantee**

Description: A company limited by guarantee can be registered for non-profit making functions. The company has no share capital. A company limited by guarantee has members, rather than shareholders, the members of the company guarantee to contribute a predetermined sum to the liabilities of the company. It cannot distribute its profits to its members and is therefore eligible to apply for charitable status if necessary.

Implications/Risks: This model does foster a focused, independent legal entity with more efficient decision-making and an entrepreneurial culture with community engagement. It can take time to establish such a structure and get it to an effective functional state. Independence demands self-sustainability, which in turn raises the level of risks involved, in terms of survival and economic viability in the long term.

#### **Partnership**

Description: Partnerships are quick and easy to form costing much less than any other forms to establish and operate with extensive partner engagement. They can generally capitalise on existing networks and offer good potential to 'kick-start' delivery.

Implications/Risks: Partnerships tend to lack focus and commitment from partners to deliver in the long-term and lack independence, implying slow decision making and

lack of innovation. They also have a more limited ability to attract funds from outside the partner network.

### **Public Social Partnership**

Description: Public Social Partnerships (PSP's) bring together local authorities and social enterprises to create well-designed services and to break down the barriers to commissioning services from the social enterprise sector. PSP's are based on the Italian 'co-planning' model that has been extremely effective in helping social enterprises to tender for and win contracts with the public sector in Italy.

Implications/Risks: Partners need to have strong working relationships to tackle the challenges and secure the opportunities that they will face. Services may be transferred from traditional public sector delivery which may have detrimental effect on individuals who face job disruption. Once a design and pilot phase is complete there is a requirement for competitive tendering.

### **Social Firm**

Description: A unique form of social enterprise. It is a commercial business driven by the social purpose of creating employment opportunities within a supportive working environment for people who are severely disadvantaged in the labour market. Any profits are reinvested back into the company to further its social goals and objectives.

Implications/Risks: Identifying business opportunities that have a sufficient profit margin to fulfil social objectives is an issue. Often this model requires a level of subsidy or charitable contribution. A more commercial approach to contractual relationships does help to overcome this but can often create a tension with social objectives particularly in the transition from benefits to paid employment.

### **Trust**

Description: A widely acceptable model is an independent charitable trust and an associated not-for-profit limited company as its operating arm. As an independent legal entity the trust has powers to make decisions. A trust model will include independent trustees and management board, with wider tie-ins with partner agencies.

Implications/Risks: This model does foster a focused, independent legal entity with more efficient decision-making and an entrepreneurial culture with community engagement. It is useful for non-profit organisations that require corporate status (banking benefits), marketing and fund raising capabilities with associated tax benefits.

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 17**

**26 May 2015**

**Cabinet**

---

**Subject:** **Montgomerie Park, Irvine Masterplan Review**

---

**Purpose:** To present a revised concept Masterplan for Montgomerie Park, and the capital costs of associated infrastructure and enabling works required to deliver further development.

---

**Recommendation:** That the Cabinet approves:  
a) the revised concept Masterplan for Montgomerie Park; and,  
b) a programme of capital expenditure amounting to £1,625,000 funded from land receipts to support the ongoing development of the Masterplan.

---

**1. Introduction**

- 1.1 North Ayrshire Council inherited land at Montgomerie Park from Irvine Development Corporation as part of the Community Related Assets Transfer procedure in 1996.
- 1.2 The successful promotion of land at Montgomerie Park has seen the construction of over 350 houses and has yielded capital receipts well in excess of the valued achievable had the land been sold unserviced as an entirety to a developer. To date, some £17.34M has been received in gross receipts, less the value of almost £4M in high quality infrastructure provision and £3M in abnormal cost deductions.

**2. Current Position**

- 2.1 To reflect changing market conditions, the Cabinet of 12 March 2013 agreed to a review of the Montgomerie Park Masterplan to:
- reflect changes to Scottish Government Planning and Design Policies; and
  - remove costs from the development to counteract the effects of reduced land values following the housing market crash of 2007/08.

- 2.2 Prior to the the difficulties in the housing market experienced over recent years, each individual land sale was predicated on the developer covering upfront infrastructure costs to service further development. This provided development on serviced sites without the need for the Council to deliver the advance capital costs. However, this approach became unsustainable to the development industry after the market decline in what is a secondary market area. The mechanism for securing development must reduce infrastructure costs to the development industry while still addressing the costs abnormal ground conditions.
- 2.3 There are currently two developers on site. David Wilson Homes is developing out the last part of their site with the aim of completing works on site by December 2015. Persimmon Homes is at an earlier stage of development and are likely to be building out for a further 2 - 3 years. Receipts from the Persimmon development are on the basis of a percentage of sale receipts (rather than an upfront land sale).
- 2.4 A revised Masterplan (Appendix 1) has been prepared to guide future development of the site, supported by engineering strategies for the delivery of service infrastructure for future development. The Masterplan embraces the concepts contained in the Scottish Planning policies 'Designing Places' and 'Designing Streets'. Revisions also include a redesign of vehicle movement through the development area removing the wide distributor road and associated corridor planting through the centre of the site. This allows for both an increase in the level of developable land, and a masterplan focused less on access through the site by car. With the exception of two development plots which can be serviced from the existing distributor road, the design concept will see housing frontage onto more modest streets, designed to lower traffic speeds and which prioritise pedestrian use of shared surfaces. A primary route capable of supporting bus services through the development will also be incorporated.
- 2.5 Although the net developable area of the initial and interim phases has reduced from 54.5 to 49.5 acres (20 Hectares) a density of 550 houses will still be achievable on this new design concept.
- 2.6 To accommodate future development, the following advanced infrastructure provision is required:
- the construction of a new roundabout on Long Drive in the vicinity of the existing pedestrian access into Eglinton Country Park;
  - a section of spur road into the access points to the first two western development sites;
  - construction of SUDS facilities to the north east of Long Drive to drain the surface water associated with the proposed developments.

- 2.7 The implementation of the works will support further site marketing, designed to follow through from the completion of development on the David Wilson Homes site and in accordance with prevailing market conditions.
- 2.8 Receipts are currently being secured through the ongoing Persimmon development. Receipts from this site are projected to amount to a level whereby the cost of infrastructure can be wholly met during the financial year 2017/18, although the implementation of works will start during 2016/17 given the existing level of funds in place.

### **3. Proposals**

- 3.1 It is proposed that the Cabinet approves:
- a) the revised concept Masterplan for Montgomerie Park, Irvine;
  - b) a programme of capital expenditure amounting to £1,625,000 funded from land receipts to support the ongoing development of Montgomerie Park.

### **4. Implications**

#### Financial Implications

- 4.1 The estimated capital cost of the proposed roundabout, access spur and SUDS treatment area is £1,375,000. In addition the costs associated with addressing the maintenance of the future development sites have been projected. These would cover fencing of areas for grazing lets, access from adjacent housing areas and water supply. Some structural landscaping will also be required. Costs for these two elements are projected to be £250,000.
- 4.2 The combined projected total for Infrastructure and enabling works is therefore £1,625,000. This can be met from the minimum guaranteed income of £1,825,000, although income projected from housing developments already under construction is currently around £2,500,000. Any additional receipts from marketing of the retail site identified within the masterplan could facilitate earlier infrastructure provision than forecast. Some 54.5 ha will also remain available for development thereafter.
- 4.3 The balance of funds generated above £1.625m (both from the Persimmon site currently under construction, and thereafter future development released by the proposed infrastructure work) will contribute to the capital programme. The point at which additional funds are generated depends on house sales but is currently forecast to be from 2017/18 and following the completion of associated infrastructure works.

- 4.4 Lower revenue costs will also be delivered as the number of houses within the development increases. This will reduce the Council's ongoing contribution to landscape maintenance costs on an annual basis until the point at which all costs for maintenance are covered by proprietors within the Deed of Conditions area.

#### Human Resource Implications

- 4.5 There are no Human Resource implications.

#### Legal Implications

- 4.6 There are no legal implications.

#### Equality Implications

- 4.7 There are no Equality implications.

#### Environmental and Sustainability Implications

- 4.8 The introduction of a roundabout to Long Drive will have a traffic calming effect on this stretch of road. Works to create the Sustainable Urban Drainage System offers the opportunity to enhance certain habitats and introduce associated interpretation facilities similar to those already delivered in association with the initial two ponds.

#### Implications for Key Priorities

- 4.9 The delivery of the infrastructure improvements and development of the Montgomerie Park Master Plan will have an impact on Strategic Priority 1: Growing our economy, increasing employment and regenerating towns.

#### Community Benefit Implications

- 4.10 There is an obligation to provide Community Benefits on all contracts in excess of £100,000. Clauses can be inserted into any further contracts to request the contractor to utilise young unemployed and/or longer term unemployed on any construction contract within the site.

## **5. Consultations**

- 5.1 The draft Masterplan design has been agreed by the Montgomerie Park Steering Group, comprising officers from the Directorates of Place; Finance and Corporate Support; Education and Youth Employment and Economy and Communities.

## 6. Conclusion

- 6.1 Land at Montgomerie Park has seen ongoing development given the proactive and innovative approach taken to the sale of land, which has secured ongoing development in a difficult market. The Council has demonstrated confidence in the local housing market by facilitating development viability through the removal of hurdles such as up-front infrastructure costs and actively marketing sites. This supports the Council's strategic aim of pursuing population growth and encouraging economic activity in the local construction market.
- 6.2 The revised Concept Masterplan for Montgomerie Park offers North Ayrshire Council the opportunity to continue to promote the site proactively.



KAREN YEOMANS  
Executive Director (Economy and Communities)

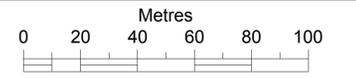
Reference : DH/ST

For further information please contact Sandra Taylor, Regeneration Officer  
on 01294 324776

### **Background Papers**

None





Phase 2

Schedule of approximate net residential site areas.

- Site A = 7.4 acres approx
- Site B = 8.4 acres approx
- Site C = 6.3 acres approx
- Site D = 7.5 acres approx
- Site E = 5.9 acres approx
- Site F = 4.8 acres approx
- Site G = 8.6 acres approx

Key :

- Residential site
- Retail site approx 1.6 acres
- Educational facilities site approx 6 acres
- Reserve site suitable for use by either adjacent uses approx 1.8 acres
- Proposed SUDS pond
- Land identified for short term use for grazing /horse and longer term for housing.
- Proposed primary road. detail design to comply with "Designing Streets"
- Existing properties
- Proposed roundabout access from Long Drive
- Proposed pedestrian paths

**MONTGOMERIE PARK, IRVINE**  
OVER ALL MASTERPLAN REFRESH MARCH 2015  
(SCALE 1:2500@A1)

STATUS: PRELIMINARY  
DWG NO: 2475\_14C  
Rev A: Pavilion Layout added Mar 2015  
Rev B: Boundaries updated, Areas added May 2015  
Rev C: Updated as per comment from client. May 2015

DATE : Mar 2015  
DRAWN BY : RN  
CHKD BY : KS



empire house 131 west Nile Street Glasgow G1 2RX  
tel 0141 332 6804 fax 0141 333 0813  
projects@gdlodge.co.uk  
www.gdlodge.co.uk





Metres  
0 20 40 60 80 100

### LEGEND

- Site boundary
- Phase 2 development boundary.
- Existing trees
- Proposed new trees.
- Existing houses retained.
- Proposed new roundabout junction
- Indicative "Primary Road" detail design to comply with "Designing streets".
- Indicative "Secondary Road" detail design to comply with "Designing streets".
- Indicative residential street
- Proposed footpath to link into existing walkways
- Existing walkways
- "Nodes/ Events" as principal character zones with controlled architectural+landscape theme
- Existing roundabout dressed to form "Village Square" with controlled architectural+landscape theme
- Outward looking frontage
- Proposed linear public amenity space with tree groupings and walkways
- Potential land for grazing/horse stabling for interim period
- Suds basin
- Approximate extent of ground needing mineral stabilization subject to further investigation

# MONTGOMERIE PARK, IRVINE

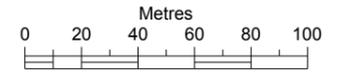
## PHASE - 2 INDICATIVE INITIAL MASTERPLAN (SCALE 1:2500@A3)

STATUS: PRELIMINARY  
 DWG NO: 2475\_07G  
 DATE : Mar 2015  
 DRAWN BY : RN  
 CHKD BY: KS



**gd lodge architects**  
 empire house 131 west Nile Street Glasgow G1 2RX  
 tel 0141 332 6804 fax 0141 333 0813  
 projects@gdlodge.co.uk  
 www.gdlodge.co.uk





**L E G E N D**

- Site boundary
- Development boundary
- Sites serviceable from the existing distributor road. 15.8 acres approx
- Sites serviceable from the new roundabout access off Long Drive. 33 acres approx.
- Sites identified for short term use for grazing/horse stabling and long term housing 10.7 acres approx.

Note : All areas stated to be considered approximate or there by.



**M O N T G O M E R I E P A R K , I R V I N E**  
 PHASE - 2 INDICATIVE PHASING ( SCALE 1:2500@A3)

STATUS: PRELIMINARY  
 DWG NO: 2475\_09H  
 DATE : Mar 2015  
 DRAWN BY : RN  
 CHKD BY: KS



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 18**

**26 May 2015**

**Cabinet**

---

**Subject:** Coastal Erosion: Brodick Beach, Arran

---

**Purpose:** To update Cabinet of the work undertaken with the local community in respect of coastal erosion at Brodick Beach.

---

**Recommendation:** That Cabinet note the work being undertaken in conjunction with the local community in respect of the Brodick Beach area.

---

**1. Introduction**

- 1.1 The Council occupies through the terms of a lease, land up to the high water mark at Brodick Beach, Arran as shown on the plan attached at Annex A
- 1.2 In response to coastal erosion that was causing material from the historic landfill site in this area to become exposed and escape onto the beach and in accordance with the terms of the lease the Council undertook works in 2010.
- 1.3 The works undertaken consisted of an interlocking revetment formed from geotextile containers filled with sand material. The containers were covered with sand with Marram Grass planted across to provide a natural appearance and stabilise any loose sand.

**2. Current Position**

- 2.1 The geotextile containers have proved successful in terms of preventing further escape of material from the historic landfill site and ensuring that the Council meets its obligations in respect of the lease to occupy this area. However, aggressive tidal action has prevented the Marram Grass from becoming established and has resulted in the sand, despite replenishment, being washed away.
- 2.2 The tidal action has also resulted in erosion further along the coastline to the North of the Cloy Burn resulting in the loss of part of the original line of the coastal path known as 'Fisherman's Walk'.

- 2.3 The continued exposure of the geotextile containers and the partial loss and continued threat to a section of 'Fisherman's Walk' has given rise to considerable concern amongst the local community as these areas form part of the tourist offering to visitors.
- 2.4 The responsibility for management and maintenance of coastal areas lies with the landowner, in this instance Arran Estates. The Council as the Coastal Protection Authority has permissive powers under the Coastal Protection Act. However, it should be noted that there are no properties at risk of flooding, unless during an extreme event, from the erosion.
- 2.5 In light of local concerns and the importance of tourism to the local economy, officers have been working closely with representatives of Brodick Improvements Committee, Brodick Golf Club, Save the Beach Group and the landowner to identify options for implementation.
- 2.6 A study of the options to improve the appearance of the beach has identified that the removal of the material within the historic landfill site and allowing the beach to find it's own level is the most cost effective at £450,000. This is a timebound opportunity due to the availability of suitable disposal space on Arran.
- 2.7 Local representatives have discounted this option due to concerns they hold regarding the impact of tidal movements upon coastal erosion and have indicated a preference for a series of groynes.

Specialist support has been commissioned to design a suitable scheme for consideration.

- 2.8 Whilst the design is undertaken a number of local improvement works have been agreed including:
- The removal of the fencing on top of the geotextile containers with repairs undertaken as appropriate;
  - The removal of one of the access ramps along with the extension of the remaining ramp at it's top and bottom to afford safe passage to and from the beach;
  - The replenishment of sand along the top row of the geotextile containers; and
  - Additional signage directing visitors to beaches further along the coastline.

- 2.9 In respect of 'Fisherman's Walk' it has been agreed with the local representative group that re-aligning the pathway is the most practicable approach. However it must be noted that given the tidal movements and sea level that the pathway will not always be passable.
- 2.10 Specialist support has been commissioned to design a suitable pathway and support to the footbridge to prevent erosion undermining the current foundations.
- 2.11 The Council has commissioned designs for additional coastal defences for the beach, and the re-routing of 'Fisherman's Walk' to enable submissions to be made to Marine Scotland for permission to undertake works. However, any works to be undertaken will require local funding either by the landowner or local community groups. Officers are continuing to work with the representative group to identify external funding opportunities.
- 2.12 Officers have also supported the submission of a bid to Sportscotland 2014 Active Places Fund to improve the play facilities and further potential sources of funding will be investigated.
- 2.13 There are two further issues that require addressing and fall within the Council's responsibility:
- Erosion by the Cloy Burn exposing landfill material - The Council has commissioned a design to contain the material and will undertake appropriate works once this is received.
  - Presence of Japanese Knotweed - The Council will arrange for appropriate treatment.

### **3. Proposals**

- 3.1 That Cabinet note the work being undertaken in conjunction with the local community in respect of the Brodick Beach area.

### **4. Implications**

#### Financial Implications

- 4.1 These are currently being met from within existing budgets.

#### Human Resource Implications

- 4.2 There are no human resource implications.

#### Legal Implications

- 4.3 Responsibility for management and maintenance lie with the landowner. The Council has permissive powers as the Coastal Protection Authority.

#### Equality Implications

- 4.4 There are no equality implications.

#### Environmental and Sustainability Implications

- 4.5 Habitat assessments will be required as part of the scheme design.

#### Implications for Key Priorities

- 4.6 This supports the Council priority of working together to develop stronger communities.

#### Community Benefit Implications

- 4.7 The Council is working with the local community to realise improvements to the beach area.

### **5. Consultations**

- 5.1 In response to local concerns Officers are working with local community representatives to respond to coastal erosion along Brodick Beach.

### **6. Conclusion**

- 6.1 It will be necessary to gain approval of Marine Scotland prior to the commencement of works.



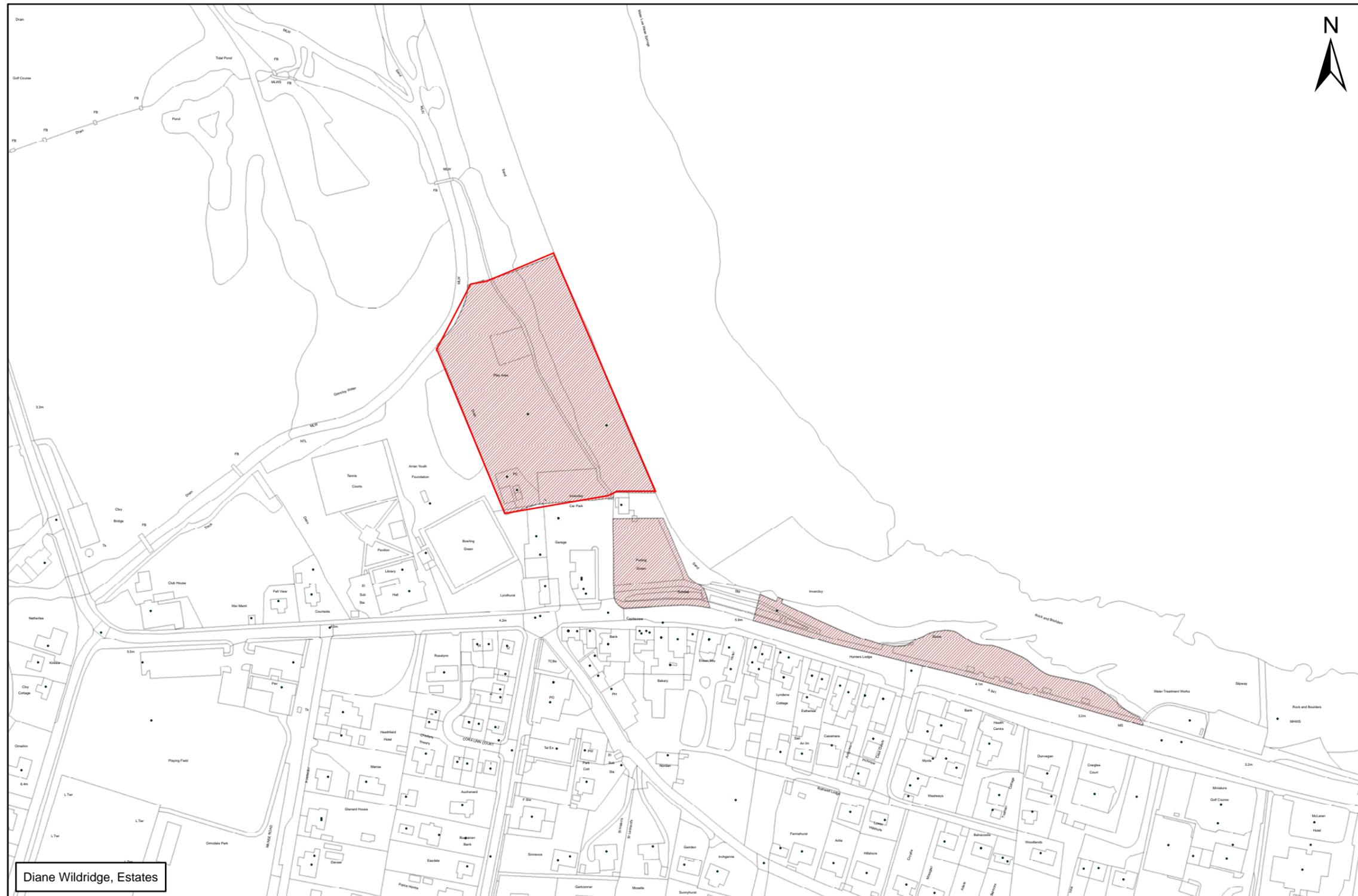
CRAIG HATTON  
Executive Director (Place)

Reference : CH/LB

For further information please contact Craig Hatton, Executive Director (Place) on 01294 324312

#### **Background Papers**

N/A



Diane Wildridge, Estates

### Brodick Beach

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 19**

**26 May 2015**

**Cabinet**

---

**Subject:** **Award of Contract - Cunninghame House, Internal Alterations Phases 3 & 4**

---

**Purpose:** To advise the Cabinet of the result of the tender exercise for Cunninghame House, Internal Alterations Phases 3 & 4.

---

**Recommendation:** That the Cabinet agrees to approve the award of the contract to James Frew Ltd.

---

**1. Introduction**

- 1.1 North Ayrshire Council requires to establish a new Contract for Internal Alterations Phases 3 & 4 at Cunninghame House, Irvine.
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 1.3 The Contract term is for 49 weeks.

**2. Current Position**

- 2.1 A formal contract notice was advertised on 4th November 2014 under the Restricted procedure in Public Contracts Scotland Procurement Portal. The return date for the PQQ was 28th November 2014 at 12 noon.
- 2.2 The contract notice attracted 29 expressions of interest from a wide range of potential contractors of which 13 submitted Pre-Qualification Questionnaires.
- 2.3 Following evaluation of Pre-Qualification Questionnaires the following six suppliers, were short-listed to receive an Invitation to Tender: Ashleigh (Scotland) Ltd, Balfour Beatty Civil Engineering Ltd, Clark Contracts Ltd, ISG Construction Ltd, James Frew Ltd and Morris & Spottiswood.
- 2.4 The return time and date for completed Invitations to Tender was 8th April 2015 at 12 noon at which point five tenders were submitted.

### **3. Proposals**

- 3.1 It is proposed that the contract be awarded to James Frew Ltd.

### **4. Implications**

#### Financial Implications

- 4.1 The total value of the overall Contract is £2,014,367.92. A budget of £2,199,744 is available for this requirement.

#### 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 and Sustainability Implications

- 4.5 None

#### Implications for Key Priorities

- 4.6 The procurement tender plan helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.

## Community Benefit Implications

- 4.7 The Community Benefits from this contract are: 1 x apprentice joiner (52 weeks); 2 x apprentice plumbers (26 weeks each); a development workshop for Third Sector Organisations; a project agreed in conjunction with Education & Skills involving local school pupils or community groups; a workshop either in a school in North Ayrshire or on-site linked to Curriculum for Excellence and relating to Science, Technical, Engineering or Maths (STEM); a workshop in a community group or youth group in North Ayrshire with a view to introducing/developing employability skills; 2 x work placement for a minimum of 5 days for an S4, S5 or S6 pupil from a North Ayrshire School; extended work placement for a total period of 15 days for a school pupil from a North Ayrshire School; a programme of 5 career talks in North Ayrshire schools; 2 x work experience of a minimum of 5 days for unemployed person & one to one or small group tutoring support for youngsters working towards their Construction Skills Certification Scheme (CSCS) card.

## 5. Consultations

- 5.1 There was consultation with Property throughout the tender process.

## 6. Conclusion

- 6.1 It is recommended that the award of the contract is made to James Frew Ltd at a price of £2,014,367.92.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference : NAC-2034

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

## Background Papers

Appendix 1 - Tender Outcome Report



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 20**

**26 May 2015**

**Cabinet**

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**Subject:** **Award of Contract - Replacement of Electrical Wiring Installations at 280 Dwellings**

---

**Purpose:** To advise the Cabinet of the result of the mini-competition for the Replacement of Electrical Wiring Installations at 280 Dwellings.

---

**Recommendation:** That the Cabinet agrees to approve the award of the contract to G.D Chalmers Ltd.

---

**1. Introduction**

- 1.1 North Ayrshire Council requires to establish a contract for the Replacement of Electrical Wiring Installations to 280 dwellings. This is procured through a mini competition via the existing Framework Agreement (HO/137).
- 1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a mini-competition exercise was undertaken.
- 1.3 The works will be completed by 31st March 2016.

**2. Current Position**

- 2.1 A formal contract notice was advertised under the Quick Quote (mini competition) process in the Public Contracts Scotland Procurement Portal on 12th March 2015 with a return date of 12 noon on 31st March 2015.
- 2.2 The contract notice was issued to the eight suppliers on the Framework of which five submitted offers.

**3. Proposals**

- 3.1 It is proposed that the contract be awarded to G.D Chalmers Ltd.

#### **4. Implications**

##### Financial Implications

- 4.1 The total value of the overall Contract is £552,956. A budget of £560,000 is available for this requirement.

##### 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 and Sustainability Implications

- 4.5 None

##### Implications for Key Priorities

- 4.6 The procurement tender plan helps to support the efficient delivery of the strategic priorities within the Council Plan 2015-2020.

##### Community Benefit Implications

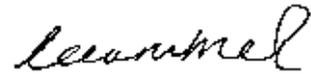
- 4.7 The Community Benefits included in this contract are: A workshop to assist Third Sector Organisations with tendering development; a project agreed in conjunction with the Council's Education and Youth Employment involving local school pupils or community groups; a workshop either in a school in North Ayrshire or on-site linked to Curriculum for Excellence and relating to Science Technology Engineering & Mathematics; a workshop in a community group or youth group in North Ayrshire with a view to introducing/developing employability skills; a work placement for a minimum of 5 days for an S4, S5 or S6 pupil from a North Ayrshire School; a programme of 5 career talks in North Ayrshire schools; work experience of a minimum of 5 days for unemployed person (not necessarily young person); a programme of mock interviews for pupils & one to one or small group tutoring support for youngsters working towards their Construction Skills Certification Scheme (CSCS) card.

**5. Consultations**

5.1 There was consultation with Property throughout the tender process.

**6. Conclusion**

6.1 It is recommended that the award of the contract is made to G.D.Chalmers Ltd at a price of £552,956.



LAURA FRIEL  
Executive Director (Finance and Corporate Support)

Reference : H0/137/003

For further information please contact Thomas Reaney, Procurement  
Manager on 01294 324097

**Background Papers**

Appendix 1 - Tender Outcome Report



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 21**

**26 May 2015**

**Cabinet**

---

**Subject:** **South West Hub Territory Partnering Board held on 26 March 2015**

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**Purpose:** To submit the minutes of the meeting of the South West Hub Territory Partnering Board held on 26 March 2015

---

**Recommendation:** That the Cabinet agrees to note the Minutes attached at Appendix 1

---

**1. Introduction**

- 1.1 South West Hub is a partnership vehicle through which the Council can procure its capital projects.

**2. Current Position**

- 2.1 The South West Hub Territory Partnering Board (TPB) comprises of representatives from each of the constituent public bodies. The Board meets regularly to consider appropriate strategic issues and also review the pipeline of work available to Hub.
- 2.2 The minute of the most recent meeting on 26 March 2015 is attached at Appendix 1.

**3. Proposals**

- 3.1 That the Cabinet agrees to note the Minute attached at Appendix 1.

**4. Implications**

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental and Sustainability Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6 There are no implications.

Community Benefit Implications

- 4.7 There are no implications.

**5. Consultations**

- 5.1 No consultations were required in the preparation of this report.

**6. Conclusion**

- 6.1 The attached Minute is submitted for information.



CRAIG HATTON  
Executive Director (Place)

Reference :

For further information please contact Yvonne Baulk, Head of Physical Environment on 01294 324542

**Background Papers**

none

The hub initiative: SouthWestTerritory

## Minutes of Meeting of the hubSW Territory Partnering Board (TPB)

26<sup>st</sup> March 2015,

Board Room, Hairmyres Hospital, Eaglesham Road, East Kilbride, G75 8RG (NHS Lanarkshire)

### Attendees

<b>Name</b>	<b>Organisation</b>	<b>Initials</b>
John Wright (Chair)	NHS Ayrshire & Arran	JW
Gordon Sherriff	Scottish Futures Trust	GS
Lawrance Cree	North Ayrshire Council	LC
Bill Martin	South West hub	BM
Derek Craig	South Lanarkshire Council	DC
Donald Gillies	South Ayrshire Council	DG
Claire Renton	Dumfries and Galloway Council	CR
John Paterson	NHS Lanarkshire	JP
Martin Blencowe	Scottish Futures Trust	MB
Mary Anne Robb	North Lanarkshire Council	MAR
Michael McBrearty	South West hub	MMcB
Ian Bryden	NHS Dumfries & Galloway	IB
Morag Wallace	Scottish Futures Trust	MW

### Apologies Received

<b>Name</b>	<b>Organisation</b>
Alan McHardy	Police Scotland
Robin McNaught	State Hospital
Yvonne Baulk	North Ayrshire Council
Arthur Watson	Irvine Regeneration Company

## 1. Welcome & Presentation

JW welcomed those in attendance and listed apologies received. A short presentation on the Territory Partnering Agreement was then given by MW followed by open discussion.

MW identified the following responsibilities of the TPB :

- strategic input into the partnering arrangement
- review financial management and performance of hubco
- undertaking a programme overview identifying areas of concern
- to raise any ongoing issues or areas of concern at the shareholders forum or SWhub Board
- exchange of ideas and identifying opportunities for collaboration
- hubco performance report review and regular review of KPI performance

Actual approvals required by the TPB include :

- any adjustments to partnering services cost rates
- TDP additions (annually)
- Allocation of "Qualifying" status to projects

Other areas discussed included :

- BM to circulate the current of notified TPB members
- KPI's to be reviewed quarterly (ie at each TPB meeting)
- An annual KPI review will be carried out jointly with hubco during May/June. Any updates must retain the current minimum standards with respect to Track Record Test and Significant Performance Failure levels. There is however opportunity to review Continuous Improvement levels.
- There is a need for openness with the TPB being fully aware of potential issues or KPI failures to allow input into resolving or ensuring not happen on other projects.

**BM**

**2. Previous Minutes 27<sup>th</sup> November 2014** (January meeting was cancelled due to weather)

The minutes were approved as an accurate record of events.

**3. Matters Arising/Outstanding Actions from previous meetings**

Business Plan

The Business Plan to be issued to BM by hub. This will allow circulation to shareholders

**MMB**

**4. NPR / Stage 1/ Stage 2 Report Update**

BM will issue an update on the above at each meeting. This will ensure TPB members are aware of programme changes in the period, programme performance in terms of meeting Stage 1 and Stage 2 submission targets, and the level of development fees being charged on each project in comparison to the allowed cap.

**BM**

**5. TPB Meeting Schedule**

BM issued a meeting schedule for 2015. All to note in diaries and if unable to attend to ensure a substitute attends in their place

**All**

## 6. SWhub Report

MMB gave an overview of the hub report and discussion followed.

The HSE report into the accident at Kilsyth had not yet been issued. DC asked that any findings be presented to the TPB when available

**MMB**

MMB reported that an FM contractor (FES) had been procured jointly by participants and was an excellent example of hub facilitating collaboration between participants. GS stated that performance reductions were to be at the same level as the Greenfaulds project (it has transpired they are have been reduced). MMB believed this was not a serious issue and would be dealt with.

**MMB**

In accordance with the TPA an annual supply chain performance review had been carried out by hubco. MMB to forward for circulation to TPB members along with any proposed actions.

**MMB**

MMB to provide a Working Capital update to the next meeting following audit of the accounts which is ongoing

**MMB**

## 7. Annual PerformanceReport

The annual performance report has been received from hubco (13/3/15) and is being assessed by BM on behalf of the TPB. A response is required from the TPB within a month (ie 13/6/15).

**BM**

## 8. Supply Chain Refresh

MMB presented a proposal that the 3 year supply chain refresh required under the contract be delayed until year 5 on the basis that there were other business priorities in term sof programme demands, the contract was unclear on the requirement and the current Tier 1's are performing well.

Considerable discussion then took place.

DC stated concern that to delay would create a procurement challenge risk as the Alliance Community Partnership bid was based on 3 years. In addition the refresh would allow opportunity to provide additional capacity. JP agreed with this view.

DG suggested that potentially a 4 year refresh could take place as a compromise and take account concerns raised by hubco on undertaking the refresh at year 3. DG was concerned with respect

to the potential impact on hubco meeting the investment challenge while carrying out the refresh process. MMB confirmed that hub would manage any resourcing demands resulting from a 3 year refresh.

DG queried how long the refresh would take. MMB stated that the process would take 3 to 6 months and would require to be in place by Nov 2015. However a detailed timeline would require to be compiled.

JW expressed concern that in event that a delay to refresh was agreed then this may result in compliance issues unless there was clear evidence that approving a delay could not be subject to challenge.

Some debate followed around the interpretation of the wording in the TPA which states the supply chain refresh will take place "not less than every three years". MMB suggested that this meant the refresh could take place anytime after 3 years. DG stated that the wording may be unclear but his view was that the intention was that it was a constraining value in that the refresh had to take place within 3 years. MAR stated her view that the refresh was not open ended and that during the procurement phase Alliance Community Partnership consistently confirmed the refresh would take place at year 3 and there would be no issues.

In summing up JW stated that a key responsibility of the TPB is to ensure compliance with the TPA and members should consider this carefully when deciding. A vote then followed.

**MMB**

The TPB agreed that in accordance with the TPA hubco are requested to carry out the Tier 1 supply chain refresh by Year 3 (ie November 2015). MMB to provide a detailed programme.

## **9. AOCB**

JW has now completed one year as Chair and asked that any members interested should express an interest to BM by 2/4/15

**All**

MMB stated that delayed resolution of the ESA10 issue will impact on reaching project financial close. However it is currently not affecting any projects.

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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 22**

**26 May 2015**

**Cabinet**

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**Subject:** **Ayrshire Economic Partnership : 11th March 2015**

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**Purpose:** To submit the Draft Minutes of the meeting of the Ayrshire Economic Partnership held on 11th March 2015.

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**Recommendation:** That the cabinet notes the Draft Minutes attached at Appendix 1.

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**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 11 March 2015 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 and Sustainability Implications

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

#### Implications for Key Priorities

- 4.6 There are no implications for key priorities arising from this report.

#### Community Benefit Implications

- 4.7 There are no community benefit implications 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.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : KY/AB

For further information please contact Karen Yeomans, Executive Director (Economy and Communities) on 01294 324030

### **Background Papers**

none



At a meeting of the Ayrshire Economic Partnership on **Wednesday 11<sup>th</sup> March 2015** at **5.00 p.m.**, East Ayrshire Council HQs, London Road, Kilmarnock, KA3 7BU.

<b>Present:</b>	Lesley Bloomer (South Ayrshire Council) Councillor Bill McIntosh (South Ayrshire Council) Karen Yeomans (North Ayrshire Council) Fiona Lees (East Ayrshire Council) Chris McAleavey (East Ayrshire Council) Ros Halley (Ayrshire & Arran Tourism Manager) Councillor Marie Burns (North Ayrshire Council) Jill Cronin South Ayrshire Council Ada Galloway (Ivano Solutions) Jim Reid (Scottish Enterprise) David Hammond, North Ayrshire Council Eileen Howat (South Ayrshire Council) Mark Hastings (South Ayrshire Council) Val Russell (Ayrshire Chamber of Commerce)	
<b>Apologies:</b>	Bill Costley (Private Sector) Councillor Douglas Reid (East Ayrshire Council) Wai-Yin Hatton (Ayrshire Chamber of Commerce) Councillor Willie Gibson (North Ayrshire Council) Gordon McGuinness (Skills Development Scotland) Heather Dunk (Ayrshire College) Jackie Galbraith (Vice Principal of Strategy, Planning & Performance) Theresa Correia Scottish Enterprise Councillor Jim Buchanan (East Ayrshire Council) Elma Murray (North Ayrshire Council) Willie Mackie (Taste of Ayrshire) Sharon Hodgson (East Ayrshire Council)	
<b>In Attendance:</b>	Theresa Mackin (North Ayrshire Council)	
<b>ACTIONS AGREED</b>		
	<b>Action Required</b>	<b>Responsible</b>
1.	<u><b>Welcome and Apologies</b></u>  Everyone was welcomed to the meeting and apologies were noted.	
2.	<u><b>Actions from Previous Meeting:</b></u>  The Action Notes arising from the AEP meeting held on 17 December 2014 were noted and agreed.  For noting Cllr Bill McIntosh, South Ayrshire Council did not attend the last meeting as indicated in the Minutes of 17 December 2014.	

3.	<p><b>Presentation – Home Based Businesses</b></p> <p>A presentation on home based businesses was given to the partnership by Hisashi Kuboyama, Development Manager, Federation of Small Businesses.</p> <p>It was noted that Broadband is an issue for Ayrshire businesses and that there is a need to consider the gamechangers opportunity for new home based businesses and also assist in the developing of existing ones. It was noted that more in-depth research into Ayrshire would give clearer idea of what is required.</p>	David Hammond
4.	<p><b>Youth Employment Update</b></p> <p>Hugh McAloon, Employability and Skills Division, Scottish Government provided an update on youth employment.</p> <p>Hugh advised that there is a significant element in developing the young workforce which is based on the relationship between Education Services and Employers. The aim is to look at improving further education and developing partnerships between industries, schools and colleges whilst reducing youth unemployment levels in Scotland. The objective is to encourage more employers to recruit young people. Hugh stated that they have met a variety of employers and there has been a consistent message delivered on understanding what businesses can do. The Commission have recommended establishing 15 young industry groups which will be overseen by an industry led group to consider proposals from all parts of Scotland. There is a small amount of funding attached to bringing together the business communities. The approach that is being taken is by college region. Ayrshire recently had a session in February, where all partners were represented. The meeting was successful and the discussion centred on working to develop strong ambitious, priorities in and for Ayrshire. The First Minister and Rosina Cunningham were invited to highlight that Ayrshire wants to be engaged with this and wants to do more to ensure that there are partnerships across Local Authorities.</p>	All
5.	<p><b>AEP Review – Gamechangers</b></p> <p>A presentation on AEP Gamechangers was given to the partnership by David Hammond and Mark Hastings.</p> <p>Three gamechangers have been identified and agreed.</p> <p>Glasgow's playground</p>	

	<p>Tourism</p> <p>Leisure offer</p> <p>It was noted that one of the key areas is around marketing and promotion, particularly around Glasgow's playground. Is it too narrow and where does it fit in the global scale?</p> <p>It was noted to plot the gamechangers analysis on a graph to show delivery on impact in creating more high value jobs.</p> <p>Smart Ayrshire is the approach the partnership has agreed upon as it is substantial and meaningful.</p> <p>It was noted that there is still a significant piece of work to be done, particularly around what capital investment strategies are going to deliver in the next 5 -10 years.</p> <p>The project team have committed to come back to the June AEP Meeting to review the role of the AEP.</p>	<p><i>David Hammond</i></p> <p><i>David Hammond</i></p> <p><i>Lesley Bloomer / Karen Yeomans</i></p>
6.	<p><b>Theme Updates</b></p> <p><b>Renewables</b></p> <p>The contents of the Renewables paper were agreed and noted.</p> <p><b>Tourism</b></p> <p>The contents of the Tourism paper were agreed and noted.</p> <p><b>Engineering</b></p> <p>The contents of the Engineering paper were agreed and noted.</p> <p><b>Food and Drink</b></p> <p>The contents of the Food and Drink paper were agreed and noted.</p>	
7.	<p><b>Any Other Business</b></p> <p>No other business was raised.</p>	
8.	<p><b>Date of Next Meeting</b></p> <p>The next meeting will take place on Wednesday 24<sup>th</sup> June at 5pm.</p>	



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**NORTH AYRSHIRE COUNCIL**

**Agenda Item 23**

**26 May 2015**

**Cabinet**

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**Subject:** **Economic Development & Regeneration Board :  
31st March 2015**

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**Purpose:** To submit the minutes of the Meeting of the Economic Development and Regeneration Board held on 31 March 2015.

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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 31 March 2015.

**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 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 and Sustainability Implications

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

#### Implications for Key Priorities

- 4.6 There are no implications for key priorities from this report.

#### Community Benefit Implications

- 4.7 There are no community benefit implications 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.



KAREN YEOMANS  
Executive Director (Economy and Communities)

Reference : KY/AB

For further information please contact Karen Yeomans, Executive Director (Economy and Communities) on 01294 324030

### **Background Papers**

None

<b>Meeting:</b>	<b>Economic Development &amp; Regeneration Board</b>	
<b>Date/Venue:</b>	<b>Wednesday 31<sup>st</sup> March at 3.00 p.m. in Committee Room 3, Cunninghame House, Irvine.</b>	
<b>Present:</b>	<p>Professor Alan McGregor, Glasgow University (<b>Chair</b>)          Karen Yeomans, North Ayrshire Council          Councillor Marie Burns North Ayrshire Council          Councillor William Gibson, Leader of the Council, North Ayrshire Council          Malcolm Simpson, SimpsInns Limited          Caitriona McAuley, North Ayrshire Council          Patrick Wiggins, Irvine Bay Regeneration Company          Elma Murray, North Ayrshire Council          Val Russell, Ayrshire Chamber of Commerce          Jim Reid, Scottish Enterprise          Gordon McLean, UPM Caledonian          David Hammond, North Ayrshire Council          George Hunter, North Ayrshire Council          Matt Strachan, North Ayrshire Council          Jim Burns, Jobcentre Plus          David Groves, EC Harris          Jackie Galbraith, Ayrshire College</p>	
<b>Apologies:</b>	<p>Alasdair Dobson, Taste of Arran          Billy Love, The Scottish Government          Councillor Peter McNamara, (North Ayrshire Council)          Henrietta Wright, Jobcentre Plus          Barbara Hastings, Third Sector Interface          Elisa Dunn, North Ayrshire Council          Gordon McGuinness, Skills Development Scotland</p>	
<b>In Attendance:</b>	Theresa Mackin (North Ayrshire Council)	
<b>ACTIONS</b>		
<b>No.</b>	<b>Action</b>	<b>Responsible</b>
1.	<p><b>Welcome and Introductions</b></p> <p>The Chair welcomed everyone to the meeting.</p>	Noted.
2.	<p><b>Review of Minutes of 10 December 2014 and Action Log</b></p> <p>It was noted that a number of the actions are completed and it was agreed to close them off and remove them. Outstanding actions will be discussed during the meeting.</p>	
3.	<p><b>Presentation on Developing an Economic Development and Regeneration Vision for North Ayrshire</b></p> <p>A presentation on Developing an Economic Development and Regeneration Vision for North Ayrshire was given to the Board by Karen Yeomans.</p> <p>The main focus is to create 23,000 jobs and to tackle unemployment. It was noted that the new Scottish economic strategic is being published which will set out an economic vision and provide more direction as to where Council's should go. It is envisaged that this will better articulate the challenges and the issues whilst tasking private sector board members in creating jobs.</p> <p>Karen explained the strategic jigsaw which highlights the agenda for North Ayrshire. It was noted that plenty of work is underway and the EDR Board has observed this.</p>	

	<p>Feedback from the Board is the diagram is excellent and displays a greater focus on raising the productivity of the workforce to reflect business competitiveness. The strategic policy ties in closely with the Council's delivery.</p> <p>It was noted that there is a real opportunity for manufacturing, particularly around the Ayrshire wide game changers initiative which is focusing on the sciences and the enterprise area. The time horizon should be between 5 – 10 years.</p> <p>The Government economic strategy work that has been done places the EDR Board in a good position. The business pledge means there is more clarity in terms of growing a more competitive business base. It was agreed that when the detail of the Government economy strategy emerges, it is vital to see how that fits and how the Board position itself to look at systematically the development of economic geography and demographic pressures. It was noted that if the Government are serious about aligning the economy that there is a degree of distribution that has to happen or the problems will not be resolved.</p> <p>It was noted that the Entrepreneurial Hotspot will be increasingly important as it will be focusing on youth employment with the hope to change the mind set in next 5 – 10 years.</p> <p>EDR Strategy refresh would be progressed.</p>	KY/A McGregor
4.	<p><b>Update on Irvine Vision – Presentation</b></p> <p>A presentation on Irvine Vision was given to the Board by George Hunter.</p> <p>It was noted by the Board that it is important to maintain the level of engagement between the Council and the local neighbourhood meetings which have already taken place.</p> <p>There are a number of ambassadors who are attending meetings who are trying to encourage businesses to come to Irvine. The regeneration of Irvine is critical to the economic growth.</p> <p>It was noted that the whole process has been fantastic; however, the question was asked if is there any concern around securing money in bringing the Irvine Vision model alive. Is it over ambitious and is it achievable? It was noted that another area which has set the bar pretty high is Dundee who have been successful in their approach. North Ayrshire needs to set the bar high and look to rationalise the capital programme and tap into a number of external opportunities such as cinema and leisure facilities.</p> <p>The public realm project is developing an excellent track record. This is evidenced by obtaining £8.3 million investment for Millport. If the Council have the right project, this should attract investment. The big challenge is where the Board can bring in more private sector businesses.</p>	KY / CMcC
	<p><b>Energy Strategy</b></p> <p>A presentation on the Energy Strategy was given to the Board by David Groves, EC Harris. The progression noted.</p>	
6.	<p><b>Business Support Review</b></p> <p>Matt Strachan discussed the report and the North Ayrshire 15/16 Action</p>	

	<p>Plan. The private sector board members have proposed a number of recommendations. The paper highlights the progress made against these objectives.</p> <p>It was noted that the hatchery is open to all 4,000 businesses. However, it was noted that there has been a dwindling intake in and would be better to engage with all local businesses. Each business has the opportunity to develop but need to identify how this can be captured.</p> <p>It was noted that the progress made to date is excellent. It was noted that it is important to understand what the Government is seeking to do. There is a real opportunity to lead the way in joined up partnership.</p> <p>It was asked if there are the resources available to complete the Action Plan, it was stated that there is sufficient resource in place.</p>	Matt Strachan / Private Sector Board Members
7.	<p><b>Employability and Skills Update</b></p> <p>Cllr Burns provided an update on Employability and Skills. It was noted that there is a resource issue, however, currently looking to recruit an Employability and Skills Manager who will be involved in a number of projects which are currently being developed, eg – the employability hub and recruitment portal.</p> <p>Councillor Burns also discussed the Action Plan and currently looking to link Ayr Campus and Irvine Royal Academy to deliver fast track modern apprenticeship programmes which will provide high quality work placements in engineering companies.</p> <p>It was also noted that John Butcher, Executive Director Education will join LEP (Local Employability Partnership). At the next LEP meeting, John will be presenting on the curriculum.</p>	Cllr Burns/KY
8.	<p><b>EDR Chair of Board</b></p> <p>Professor Alan McGregor stated that this is his last meeting as Chair. He advised that he has found the role an excellent experience and he has really enjoyed participating in the EDR Board. Professor Alan McGregor advised that he believes that the people who are on the Board are really committed to the public, private and third sector. It was announced that Gordon McLean will be taking over as the Chair of the EDR Board. Gordon McLean thanked Professor Alan McGregor for his leadership and direction.</p>	
9.	<p><b>FOR INFORMATION:</b></p> <p><b><u>Community Planning Partnership</u></b></p> <ol style="list-style-type: none"> <li>1. SOA 2014 – 15 Quarter 3 Performance Report</li> <li>2. Draft Single Outcome Agreement Action Plan 2015 - 2016</li> </ol> <p>The contents of the papers were agreed and noted.</p>	
10.	<p><b><u>AOB</u></b></p> <p>No other business was raised.</p>	
11.	<p><b><u>Date of Next Meeting</u></b></p> <p>Monday 15<sup>th</sup> June at 9.30am, Cunninghame House, Irvine</p>	

