NORTH AYRSHIRE COUNCIL

29 October 2019

Cabinet

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

1.   Executive Summary

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

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

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

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

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

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

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

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

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

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

2. Background

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.11 The successful delivery of the PAMP will mean:

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

Housing Asset Management Plan (HAMP) – (Appendix 2)

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

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

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

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

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

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

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

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

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

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

Open Space Asset Management Plan – (Appendix 3)

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

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

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

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

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

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

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

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

Fleet Asset Management Plan – (Appendix 4)

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

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

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

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

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

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

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

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

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

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

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

Roads Asset Management Plan – (Appendix 5)

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

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

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

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

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

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

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

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

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

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

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

3. Proposals

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

4. Implications/Socio-economic Duty

Financial

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

Human Resources

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

Legal

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

Equality/Socio-economic

4.4 Implementation of the asset management plans underpins the Council's equality and socio-economic duty, by, for example:
- Ensuring availability of affordable, accessible, well-maintained housing
- Ensuring access to public services through availability of well-maintained property assets including schools, libraries and community centres
- Availability of quality public open spaces, for physical activity and health and wellbeing benefits

Environmental and Sustainability

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

Key Priorities

4.6 The asset management plans directly support the Council Plan priorities:
- People and communities are safe
- Effective infrastructure and digital connectivity
- Affordable, modern and well-designed homes that meet residents' needs
- Vibrant, welcoming and attractive places
- A sustainable environment

Community Wealth Building

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

5. Consultation

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

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact David Hammond, Interim Head of Commercial Services on 01294 324570, Yvonne Baulk, Head of Physical Environment on 01294 324398
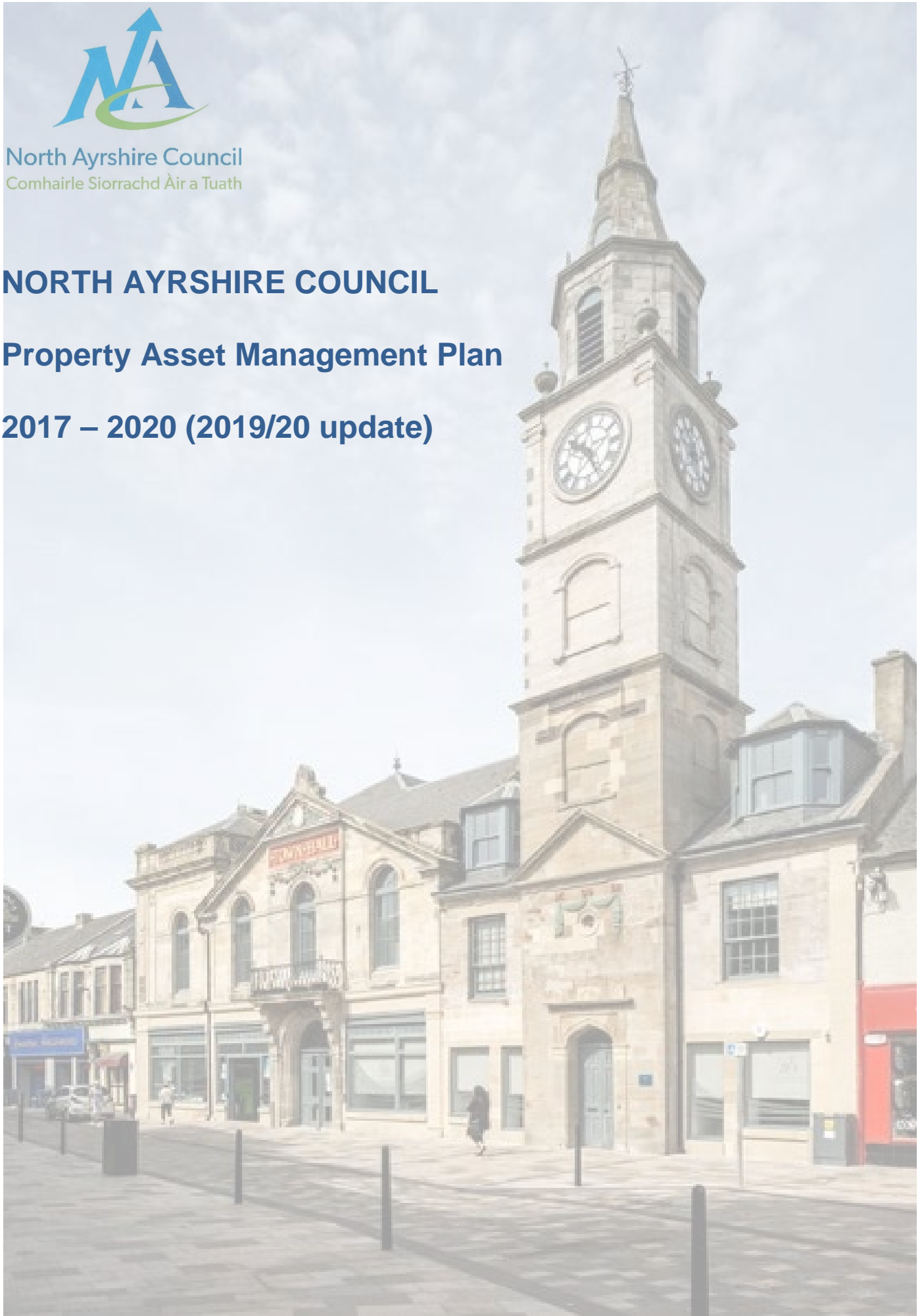
Background Papers
0

NORTH AYRSHIRE COUNCIL

Property Asset Management Plan

2017 – 2020 (2019/20 update)

Contents

1.0   Introduction

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

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

- Set out the Council's objectives, priorities, programme and performance in relation to property

- Provide a clear statement of direction for other property stakeholders and customers.

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

Key statistics

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

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

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

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

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

2.0   Strategic Context

2.1   Overview

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

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

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

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

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

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

It is recognised that:

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

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

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

2.2   Scale of Challenge and Requirement for Change

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

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

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

2.3   Council priorities

The Council's priorities are outlined below:

Aspiring Communities

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

Inspiring Place

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

2.4   Place Priorities

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

Key property priorities for the Directorate are:

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

2.5   PMI Operational Plan

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

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

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

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

PMI service priorities are:

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

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

Key PMI activities include:

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

2.6   Estate Strategy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.0   Current Estate (based on 2015 strategy)

3.1   Neighbourhood Vision

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

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

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

3.2   Overview

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

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

3.3   Current performance of the estate

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

The key questions to therefore consider are:

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

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

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

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

3.4   Condition

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

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

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

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

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

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

3.5   Lifecycle Maintenance

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

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

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

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

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

3.6   Suitability / Sufficiency & Utilisation

Building suitability is defined as:

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

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

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

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

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

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

3.7   **Overall Property Performance**

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

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

3.8   **Operating Constraints**

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

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

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

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

3.9   **Running costs**

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

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

3.10   **Common Good and Trust properties**

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

3.11   Leased out commercial estate

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

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

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

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

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

4.0   Future Estate (based on emerging Transformation Strategy)

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

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

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

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

4.1   Future operating environment

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

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

5.   Key Activities

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

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

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

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

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

Table 3 - Key Activity Areas to deliver the Estates Strategy

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

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

6. Implementation and Delivery

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

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

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

6.1 Delivery approach

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

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

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

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

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

6.2 Mobilising

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

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

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

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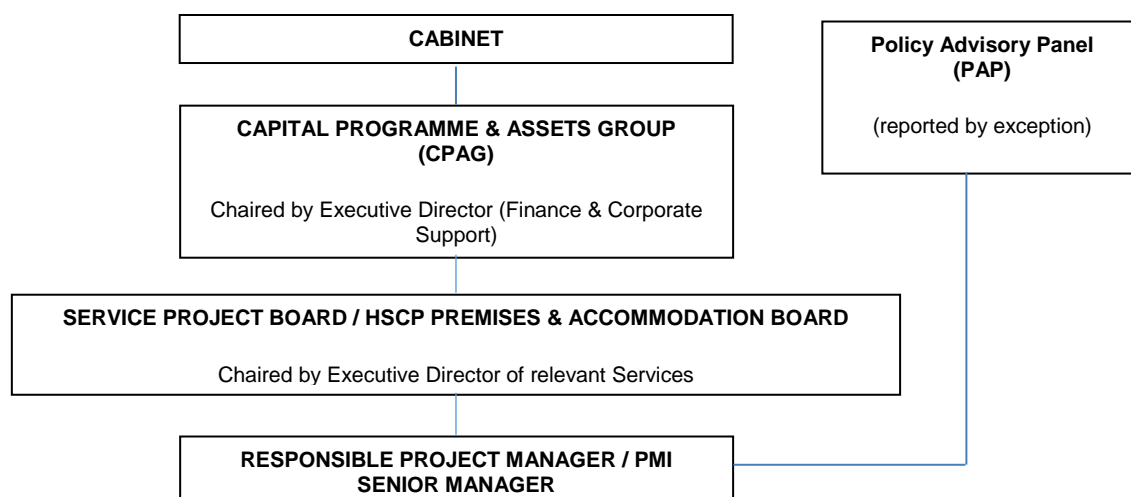- Doing things that will influence others to change.

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

6.3   Governance for Capital Projects

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

North Ayrshire Council, Governance Arrangements for Approved Major Capital Projects

```
┌──────────────────────────────────────────┐          ┌────────────────────────┐
│                 CABINET                    │          │  Policy Advisory Panel │
└──────────────────────────────────────────┘          │         (PAP)          │
                     │                                  │                        │
┌──────────────────────────────────────────┐          │ (reported by exception)│
│   CAPITAL PROGRAMME & ASSETS GROUP         │          └────────────────────────┘
│                (CPAG)                      │
│                                            │
│ Chaired by Executive Director (Finance &   │
│          Corporate Support)                │
└──────────────────────────────────────────┘
                     │
┌──────────────────────────────────────────────────────────────┐
│ SERVICE PROJECT BOARD / HSCP PREMISES & ACCOMMODATION BOARD    │
│                                                                │
│       Chaired by Executive Director of relevant Services       │
└──────────────────────────────────────────────────────────────┘
                     │
┌──────────────────────────────────────────┐
│   RESPONSIBLE PROJECT MANAGER / PMI        │
│            SENIOR MANAGER                   │
└──────────────────────────────────────────┘
```

6.5   Audit Scotland

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

7.   Organisational and Governance Structure

7.1   Organisation structure

The Council recognises the need to manage its property asset base corporately and has therefore established a structured approach with clear roles and responsibilities and clarity of accountability and control.
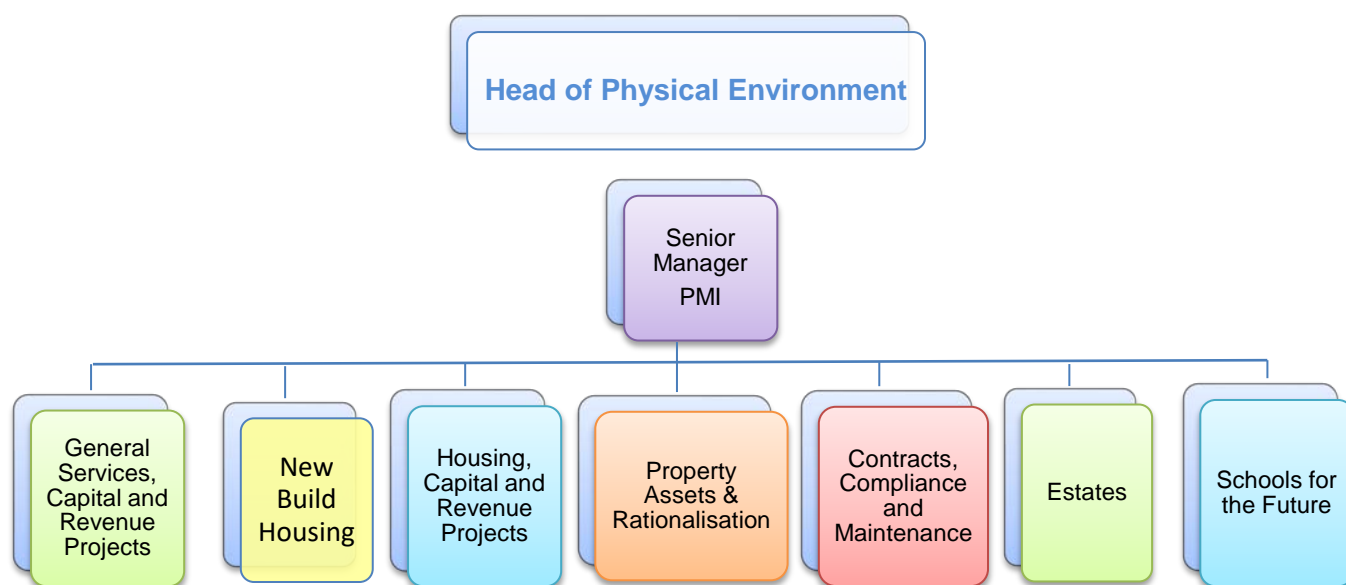
The following diagram shows the principles of this type of approach of asset management through integrated corporate ownership.

7.2 Principal communications of asset management through integrated corporate ownership

Based on RICS *Public Sector Asset Management Guidelines* **2011**

NAC Cabinet
Approval of strategic AM decisions

Executive Leadership Team
Corporate Decision-making body.

Asset Champion
(Director of Place)
An asset voice at management/executive/member level.

CPAG
(Capital Programme & Planning Asset Group)
Developing and delivering NAC's capital investment programme.

Directorate Project Boards

Strategic Property Asset Group
Coordinates asset management strategically and recommends to Executive Leadership Team.

Active involvement with Strategic Asset Group

Team Manager (s) – Estates / Property Assets & Rationalisation
Responsible for rationalising the Council's operational estate & managing commercial leased-out portfolio.

Finance & Corporate Support

Communities

Place

Health & Social Care Partnership

Operational Directorate Asset Representatives

Develop operational plans with AM function

Corporate Landlord - Asset Management Function
Delivered by PMI. Supports SPAG in coordinating AM strategically, assists Directorates in developing future accommodation needs.

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

7.3   **High level PMI structure**

7.4   **Roles & Responsibilities**

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

7.5   **Responsibility for the asset management function**

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

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

7.6   **Asset Champion**

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

7.7   **Strategic Property Asset Group (SPAG)**

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

▪   Aspiring Communities

▪   Inspiring Place

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

7.8   Capital Programme and Assets Group (CPAG)

CPAG has a remit of:

- Ensuring a strategic and corporate financial approach to ensure the Council's resources are deployed effectively in the delivery of major projects and asset management

- Developing and delivering the Council's capital investment programme, minimising slippage on the delivery of the programme

- Developing clear criteria for investment of Council resources on asset matters

- Monitoring the capital receipts strategy

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

7.9   Health and Social Care Partnership Joint Property Group

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

7.10   Relationship & links with other Directorates

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

7.11   Communication

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

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

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the project and documenting specific information concerning their interests, level of involvement and impact on the success of the project

- **Plan communications:** this involves identifying stakeholder information needs and approach to project communications

- **Distribute information:** this is the process of making relevant information available to project stakeholders as planned

- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur

- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

8. Review and Challenge

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

Typical outcomes are summarised below.

- Release of capital receipts for re-investment or debt reduction

- Improved running costs

- Better public service provision by improved property and co-location of services

- Property in an improved condition

- Improved property utilisation and bringing together similar uses into the same property.

- Improved productivity, changes in corporate culture and facilitation of corporate change

- Improved delivery of community objectives through the more effective use of property

- Innovative strategic procurement.

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

8.1 What success will look like?

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

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

8.2 Measuring success

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

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

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

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

8.3 Key Performance Indicators

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

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

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

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

8.4 Performance Challenge

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

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

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

Property Performance Challenge

Performance indicators tailored for different types of property

| Operational | Office | Tenanted | Investment | Surplus | Community |
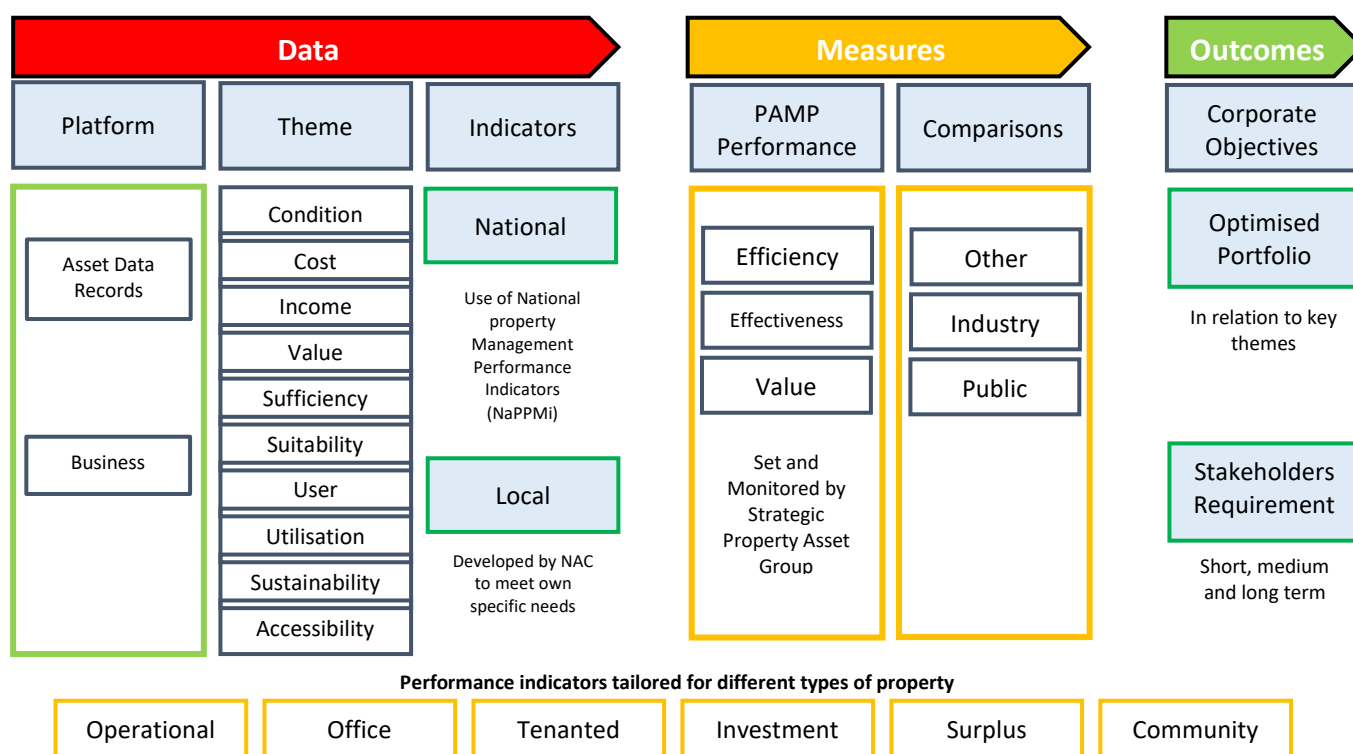
9.0   Risk Management

9.1   Risks to delivery of the PAMP

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

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

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

9.3   Strategic Risks

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

9.2   Project specific risks

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

10.0 Management and Control of the Plan

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

Appendix 1 – Action Plan

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

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

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Change Record

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

CONTENTS   **PAGE**

1.0   Executive Summary

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

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

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

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

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

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

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

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

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

2.0   Introduction

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

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

The HAMP has been developed to complement:

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

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

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

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

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

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

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

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

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

3.0 Management and Control of the Plan

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

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

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

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

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

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

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

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

- the effective implementation of this strategy

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

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

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

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

Property Management & Investment Management Structure (July 2019)

```
                    Head of Physical Environment
                              |
                          Senior
                          Manager
                           PMI
                              |
  ┌──────────┬──────────┬──────────┬──────────┬──────────┬──────────┬──────────┐
General      New        Housing,   Property   Contracts,   Estates   Schools for
Services,    Build      Capital and Assets &   Compliance             the Future
Capital and  Housing    Revenue    Rationalisation and
Revenue                 Projects              Maintenance
Projects
```
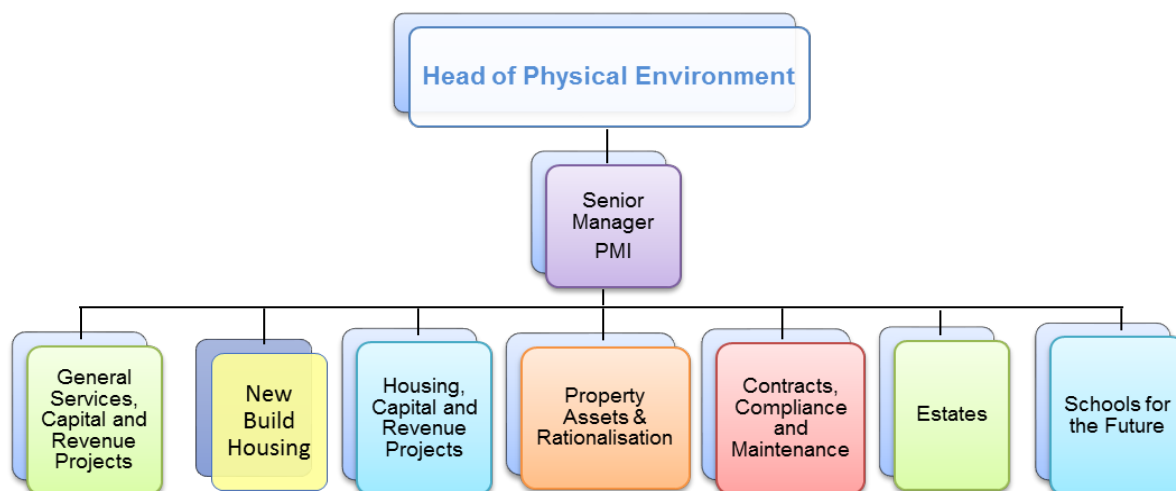
4.0   Asset Management Components and Tools

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

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

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

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

5.0   Description of Assets

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

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

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

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

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

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

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

Asset Valuation as at 31 March 2019

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

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

Housing Services Stock (Location and Bedroom Size)

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

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

6.0 Stock Condition

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

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

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

7.0   Customers and Stakeholders

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

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

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

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

Tenants are consulted and participate on:

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

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

There are three levels of tenant involvement:

- Involvement in the decision-making process via:

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

- Involvement in scrutinising and monitoring the service via:

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

- Providing views and opinions of the service via:

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

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

8.0   Scottish Housing Quality Standard (SHQS)

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

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

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

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

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

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

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

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

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

9.0   Energy Efficiency Standard for Social Housing

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

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

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

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

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

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

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

10.0   Property Factors (Scotland) Act 2011

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

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

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

The Act has three main elements:

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

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

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

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

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

11.0   Future Demands

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

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

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

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

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

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

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

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

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

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

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

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

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

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

12.0   Performance

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

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

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

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

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

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

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

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

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

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

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

The report had three parts, including:

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

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

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

13.0 Lifecycle Planning

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

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

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

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

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

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

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

14.0   Response Maintenance

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

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

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

15.0   Void Repairs

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

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

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

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

16.0   Planned Maintenance

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

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

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

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

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

Expected lifespan for components

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

17.0   Cyclical Maintenance

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

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

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

- Fire Risk Assessments are carried out every three years.

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

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

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

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

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

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

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

18.0   Tenant Alterations & Improvements

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

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

19.0   Medical Adaptations

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

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

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

20.0   Asbestos Management

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

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

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

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

• Management Survey
• Refurbishment and Demolition Survey

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

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

21.0 Energy Efficiency/Conservation and Climate Change

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

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

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

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

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

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

22.0 Financial Summary

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

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

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

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

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

Projected investment required during period April 2019 to March 2044:

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

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

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

23.0   Risk Management

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

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

- Major Capital Projects

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

- Major Capital Projects

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

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

- Other Major Works and Revenue Repair Projects

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

The Council's housing assets are insured with a reputable insurer that has considerable experience in local authority insurance. The Council is committed to adopting best practices in the identification, evaluation and cost control of all risks to ensure that they are eliminated or reduced to an acceptable level.

Subsidence material damage to properties is not covered by our insurers and the Council are self-insured and handle subsidence related housing stock repairs from the HRA. There is also an excess that the Council must pay for each insured risk.

Because of the insurance exclusion for subsidence the Council aims to mitigate the risk through the correct management of dwellings known to be at risk of subsidence.

24.0   Action Plan

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

To deliver the objectives of the 2020-2023 HAMP, an Action Plan is in place and is attached as Appendix I. The Action Plan covers a three-year period, from 2020-2023 and will be updated annually to take account of the successful completion of actions. It is also intended that on an annual basis new actions will be added, to reflect changes in over-arching objectives or changes brought about through legislation.

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

Progress against the HAMP Action Plan will be reported on a quarterly basis to the Head of Physical Environment and reviewed bi-annually by the Executive Director (Place) and Executive Leadership Team prior to being reported to the Council's Cabinet.

Appendix I
2020 - 2023 Action Plan

The following actions have been identified as the Housing Asset Management Plan improvement actions for 2020/23 and are recorded on the Council's performance management system, Pentana.

HAMP ACTION	DESCRIPTION	DUE DATE	MANAGED BY	EXPECTED OUTCOME R/A/G	COMMENT
HAMP_A01	Ensure 100% compliance with SHQS (excluding exemptions and abeyances) is achieved	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A02	Ensure 100% compliance with EESSH (excluding exemptions and abeyances) is achieved	31 December 2020	Laurence Cree Ian Cathcart	GREEN	
HAMP_A03	Work with Housing Services to develop and deliver regeneration projects contained within the Strategic Housing Investment Plan	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A04	Work with Housing Services to develop and deliver projects contained within the Strategic Housing Investment Plan 2017-20	31 March 2023	Laurence Cree Alison Diamond	GREEN	
HAMP_A05	Further enhance the property factoring services within North Ayrshire that are focussed on encouraging owner occupier uptake with major	31 March 2021	Laurence Cree Ian Cathcart	GREEN	

	planned and capital investment works				
HAMP_A06	Continue with the annual programme of percentage stock condition surveys and upload all necessary attributes, condition, life expectancy and cost information to the Asset Management System (Apex)	31 March 2023	Laurence Cree Ian Cathcart	GREEN	
HAMP_A07	Upgrade existing smoke/heat/and CO detection in housing stock	28 February 2021	Laurence Cree Ian Cathcart	GREEN	
HAMP_A08	Work with Housing Services to develop and deliver projects contained within the Estate Based Regeneration 10 year Programme	31 March 2023	Laurence Cree Ian Cathcart	GREEN	

OPEN SPACE ASSET MANAGEMENT PLAN

Streetscene

Contents

1   Introduction

The Open Space Asset Management Plan (OSAMP) sets out the Council's approach for the management and maintenance of all Open Space assets. This should be read in conjunction with the Open Space Strategy 2016. The Key Objective of the OSAMP is to ensure the Council's assets are fit for purpose and managed effectively and efficiently.

Open Space can be defined as:-

'Any open space which provides, or has the potential to provide, environmental, social and/or economic benefits to communities, whether direct or indirect, within and around urban areas. It includes greenspace and hard landscaped areas with a civic function, as well as aquatic open spaces'.

The Council incurs annual revenue expenditure of £7.25 million in the maintenance of approximately 2,410 hectares of open space, consisting of:

- 1 Country Park
- 14 Local Parks
- 84 Equipped Play Areas & Multi Use Games Areas (MUGAs)
- 91 Sports Facilities and Playing Fields
- 44 Cemeteries and Burial Grounds
- 37 War Memorials & Monuments
- 366 hectares of Woodland
- 3 Allotments
- 38 Water Courses and Open Water features
- 16 Beaches - 3 are Sites of Special Scientific Interest (SSSI)
- 5 Promenades
- Residential Greenspace
- Street Cleaning

1.1   Open Space Asset Management

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

Strategic Approach – adopting a strategic approach to maintain and renew the asset and make best use of available resources for the long- term benefit of the asset.

Optimal Allocation of Resources – investment is allocated to prioritise the delivery of corporate objectives and to provide best value to our customers. Asset management provides a framework for this process by identifying and prioritising

needs across the open space as a whole. Lifecycle planning is used to minimise whole life costs to ensure efficient and effective use of resources.

Customer Focus – taking into account the needs and expectations of customers is addressed by developing appropriate levels of service for each asset.

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

1.2 Corporate Asset Management

The Open Space Asset Management Plan links to the Council's Corporate Asset Management Strategy and assists the Council in its' drive to use our resources more efficiently and effectively.

1.3 Strategic Document Framework

The Open Space Asset Management Plan sits within a strategic document framework shown in the diagram below:

Local Outcomes Improvement Plan

Council Plan

Streetscene Operational Plan

Open Space Strategy

Open Space Asset Management Plan
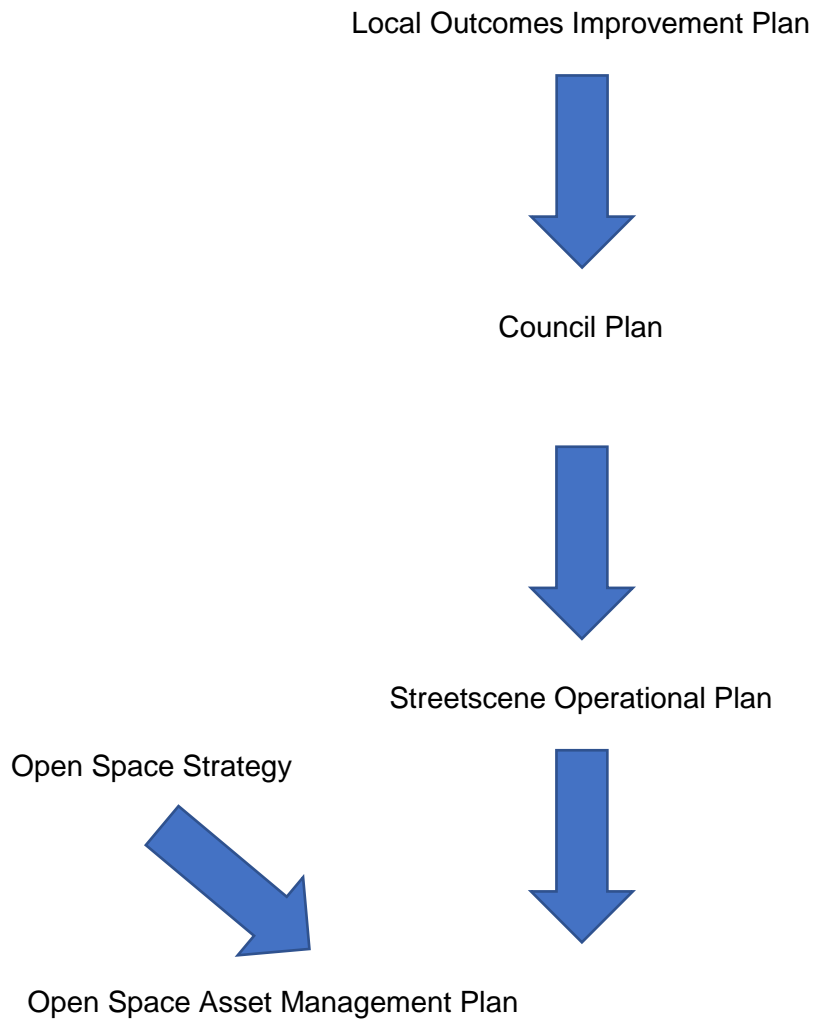
1.4 Asset Management Planning Documentation

The following documents are produced to support the asset management process and are reviewed and regularly updated.

Open Space Strategy 2016 – This will deliver through partnership working, open spaces that are inclusive, accessible and 'fit for purpose' enhancing the quality of life for residents in North Ayrshire and visitors to North Ayrshire. This was approved by the Cabinet on 22 November 2016.

The 6 key strategic objectives of the Open Space Strategy are:

- Open Space will be promoted as a resource for tourism and recreation, economic development & biodiversity.

- Help reduce local inequalities by ensuring that all communities have access to high quality, well equipped clean and safe open space.

- Promote better health by providing diverse opportunities in open spaces, the natural environment and countryside for physical exercise, sport and recreation.

- Protect and enhance all areas of nature conservation value, in particular historic features, sensitive habitats and special landscapes.

- Improve the perception, quality and range of recreational and tourism facilities in the area's open spaces.

- Respond to climate change through the delivery of a connected and integrated network, incorporating water management, woodland area and biodiversity benefits.

Open Space Asset Management Plan – records the service standards for each asset group, identifies risks, and reflects local requirements, customer preferences and current investment strategies.

Data Management Plan – records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data.

Performance Reports – Local Environmental Audit and Management System **(LEAMS)** and Land Audit Management System **(LAMS)** results.

2 Asset Description

2.1 The Open Space Asset

Type	No./Size/Area	Purpose/Use
Local Parks	14	These are areas which are well maintained for public enjoyment of the natural heritage and the provision of formal and informal recreation opportunities.
Country Parks	1	Provides an opportunity for all to participate in outdoor activities such as walking, cycling, horse riding and fishing. It also provides an inspirational educational environment giving an opportunity to those wishing to learn about history, geography and the natural world.
Cemeteries Burial Ground	44	To ensure we have the capacity to bury the dead in a well-managed and safe environment. To meet our statutory obligation to maintain these sites some of which are of historical significance both locally and nationally.
War Memorials & Monuments	37	We will repair and protect our war memorials and monuments in accordance with the War Memorial (Local Authorities Powers) Act 1923. This power extends to the alteration of memorials to commemorate the fallen of any conflict.
Civic Spaces	Information not available	Maintain the existing public realm/civic space and support the development of existing and new sites in line with the Local Plans and the Town Centre Regeneration Strategies. By doing this we will stimulate and develop our towns and villages thereby promoting economic prosperity.

Trees/Woodlands	366 hectares	Woodlands are managed in accordance with the North Ayrshire Council's Tree & Woodland Management Policy.
Hedges/Hedgerows	110,340 linear metres	Hedges & Hedgerows act as green barriers to roads and create a habitat for native flora and fauna.
Allotments/Community Gardens	3	Encourage local communities to develop allotments and community gardens. We have community groups actively pursuing allotment sites.
Sports Areas including Sports Pitches, Tennis Courts and Bowling Greens	91	By continuing to improve sports areas both natural and non-natural surfaces we will encourage residents and visitors to participate in sport.
Play Areas including MUGAs	84	Providing safe and accessible opportunities for children to play. By promoting and encouraging the use of open space for play and adventure we create an opportunity for children to become active and healthy.
Benches including picnic benches	1080	For general seating purposes to enable people to take a rest or to sit to read, take in a view or have a picnic safely. Bench type and design is influenced by the location and its purpose. Memorial benches can also be purchased through the Council's Streetscene Team.
Planters	45	To provide floral displays to enhance our towns and civic amenity spaces.
Fences and Barriers (including bollards)	Information not available- proposals to develop mapping	To prevent or restrict movement across a boundary for safety reasons. Some fences are decorative and serve not only as a boundary but enhance a park or

	information in the longer term.	landscape feature including war memorials.
Litter Bins (1405) & Dog Waste Bins (640)	2045	To enable our residents and visitors to comply with the law when disposing of litter and dog waste and promoting responsible behaviour. Both types of receptacles enable our streets to remain free of litter and dog waste thus creating healthy attractive environments.
Water Courses and Water Bodies	38	Our rivers and inland waters offer a range of opportunities for non-motorised water-based activities and wildlife.
Promenades	5	Used by residents and visitors for exercise and general recreation.
Beaches	16	North Ayrshire has an extensive coastline that is used for educational purposes as well as a wide range of outdoor activities.

A Data Management Plan has been created to record inventory data, storage, updating and validation processes.

2.2 Other Streetscene Assets

Any missing or uncaptured assets will be highlighted in the Streetscene Data Management Plan. This records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data will be produced.

3 Customer Consultation

3.1 Customer Consultation

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

North Ayrshire Council also has representatives who attend various meetings to ascertain views and/or requirements – e.g. North Ayrshire Access Panel, Community

Groups and Estate Based Inspections. Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire.

Consultation is undertaken through the new Locality Partnerships for local people within communities; set in North Coast and Cumbrae, Three Towns, Garnock Valley, Arran, Kilwinning and Irvine. This assists in identifying and addressing local issues, sets out priorities for each locality and how they will be addressed within a developed Locality Plan.

We also work closely with Arran Community Council, Visit Arran and other key stakeholders to consult on works programmed to be undertaken on the Island of Arran and that any concerns are addressed.

The Council has adopted a Participatory Budgeting approach to grounds maintenance. This allows the public to influence how the grounds maintenance budget is used. Participatory Budgeting is conducted through a series of face to face workshops and voting for key priorities.

4   Future Demands

4.1 Asset Growth

Open Space is acquired by the Council in three principle ways:-

- Direct purchase to support a specific Council objective, e.g. regeneration of an area, or service delivery need e.g. to construct a new cemetery.
- Development of vacant or derelict land within the Council's ownership to support a specific Council objective or service delivery need.
- Through the planning process as part of the conditions of development e.g. a play park within a new residential development.

4.2 Asset Disposal

The general availability of vacant and derelict land within the area has enabled the Council to retain high levels of open space and avoid disposal unless a particular area can contribute to the realisation of a wider corporate objective.

Any requests to purchase or transfer land or where the Council wishes to dispose of land to support a corporate objective will be considered in line with the Council's Policy for Property Acquisition and Disposal. In order to support the empowerment of local communities the Council also has a policy to support the appropriate transfer of assets to community bodies. This is in accordance with the Community Empowerment (Scotland) Act 2015.

Equipment and facilities within the Open Space are subject to an inspection programme and will be assessed for future use purposes or replaced when they reach the end of their safe working life. These assets are then disposed of in accordance with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules.

The acquisition of assets is undertaken in line with the Council's Planning Policies and Policy for Property Acquisition and Disposal.

Streetscene is a member of the Council's Strategic Asset Management Group. This is a steering group of Key Services to deal with the management of our large open space and building assets.

4.3 Environmental Conditions

Environmental factors contribute to the demands placed on the Open Space asset management.

Climate change – changeable weather conditions with severe weather extremes are becoming more common. This can result in deterioration of the Open Space Assets and our ability to maintain them to the highest standard.

4.4 Changes in Legislation

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

- Environmental Protection Act 1990
- Code of Practice on Litter and Refuse (Scotland)
- Burials and Cremation Act (Scotland) 2016
- Community Empowerment (Scotland) Act 2015
- War Memorial (Local Authorities Powers) Act 1923
- Wildlife and Countryside Act 1981
- Health & Safety at Work act 1974
- Occupiers' Liability (Scotland) Act 1960

4.5 Gap/Stalled Spaces within Cemeteries

A number of gap sites have been identified within local communities which would benefit from environmental improvements to improve the appearance of our towns and villages. This will also help prevent anti- social behavior problems.

We will work with partners and local communities to identify such sites and liaise with owners to determine opportunities for improvement. This will be done by purchasing or agreement.

This will improve the general appearance and help bring them back to valuable community space.

5   Levels of Service

5.1 Lifecycle Planning and Asset Performance

The Council has a range of plans, policies and strategies in place to inform and co-ordinate the provision, management and maintenance of its Open Space. These set out the approach of the Council in response to national policy and legislation as well

as the delivery of objectives expressed locally by the community. These documents include:

• Open Space Strategy
• Litter, Flytipping & Dog Fouling Prevention Strategy
• Tree & Woodland Management Policy
• Water Safety Policy
• Sports Pitches Strategy
• Fly Posting Policy
• Allotments Policy (currently being updated)
• Children's Play Strategy "The State of Play in North Ayrshire"
• Local Planning Policies

There are inspection regimes in place to ensure that assets are fit for purpose. These inspection regimes are further used to allocate resources and inform future investment programmes. The inspection regimes include the following key activities:-

▪ **Cleanliness Standards**

The success of the cleanliness and maintenance regime is measured through the following mechanisms:-

▪ Local Environmental Audit and Management System (LEAMS). Three inspections per annum of a 5% cross-section sample of streets within the area are assessed against the standards set down in the new Code of Practice on Litter and Refuse (Scotland) 2018 issued to fulfil the duties under the Environmental Protection Act 1990.

• Land Audit Management System (LAMS). A quality-based measure utilizing an assessment standard developed by Keep Scotland Beautiful and validated through APSE. Surveys are undertaken of a random sample of 20 sites on a six-monthly basis.

▪ **Play Areas**
In line with guidance set by the Royal Society for the Prevention of Accidents (ROSPA) the condition of play areas and equipment within the area are assessed on a weekly basis. This regime is supplemented by a detailed annual assessment undertaken to inform the program me to replace equipment and any other works that may be required to the play areas.

▪ **Street Furniture**
Assets are informally assessed by Streetscene Officers and Operatives as part of the cleansing maintenance scheduled and replaced on an 'as required' basis. The location and type of each asset has been mapped on the Council's Geographical Information System (GIS). This information will be utilized to inform a formal inspection and replacement program me, see Management Action Point 1 - 5.

- **Trees and Woodlands**

  Assets are currently inspected on a reactive basis following reports of potential hazards. Following inspection any appropriate arboriculture works identified are undertaken, see Management Action Point 3. An inspection regime of trees along North Ayrshire's A-class road verges began in Autumn 2018.

- **Water Features**

  Safety equipment and measures to restrict access are provided in line with ROSPA guidance and inspected on a weekly basis. Any works required at this time are undertaken as a matter of urgency. Formal inspection of water courses is undertaken in consultation with the Scottish Environment Protection Agency (SEPA).

- **Infrastructure**

  A recent survey of all the infrastructure in cemeteries including walls and paths was completed in December 2016 and an action plan is in place to implement the recommendations.

- **Memorial Testing**

  In line with guidance issued by the Health and Safety Executive (HSE) the Council commenced a rolling five-year program me to inspect and take appropriate action to ensure the stability of the 70,000 memorials currently present within its cemeteries. This is an ongoing programe, see Management Action Point 3.

- **War Memorials**

  The Council has a duty under the War Memorial (Local Authorities Powers) Act 1923 to ensure the maintenance repair and protection of War Memorials within its control.

- **Streetscene Management/Maintenance Programmes**

  In managing and maintaining the Council's Open Space and associated assets, the Council's Streetscene Service operates to agreed service standards. These standards are published on the Council's external website. (See Appendix A).

6   Financial Summary

There is a range of amenities within the Council's Open Space, with an estimated replacement value in excess of £3.5million, these are noted below:

- Play Equipment
- Sports Facilities, such as goal posts, nets etc.
- Benches/Picnic Tables
- Planters
- Fences, Barriers & Bollards
- Litter and Dog Waste Bins
- Memorials

6.1   Asset Valuation

The nature of Open Space is such that a financial value cannot be accurately calculated for all assets. However, the provision of high quality Open Space can enhance the value of adjacent land and areas.

Valuations can be undertaken on an individual basis should planning policies permit a change in designation or where an enquiry in respect of potential purchase is received.

7   Investment Strategies

Investment is planned to coincide with asset conditions and future needs. For example, predicting investment in cemeteries is based on asset
condition survey information and the capacity of current cemeteries, necessitating an extension. This data is invaluable in profiling the capital budget to ensure it is targeted at the right asset, at the right time.

However, predicting the investment required in open space is more difficult as there are outside factors out-with our control such as climate change that can affect the longevity of assets or result in emergency works.

This is mitigated by having a robust inspection regime in place and will help plan our future needs and reduce risk. Regular ongoing maintenance of assets, such as play equipment, also increases the longevity of assets and the planned replacement programme.

Investment - Asset Types

Based on historical information, condition surveys and inspection reports, planned investment is as follows:

Cemeteries: Investment in extending cemeteries (in accordance with the Council's approach to cemeteries and localities), wall repairs, improvements to pathways.

Play Equipment: Weekly inspections and regular maintenance will inform when play equipment reaches end of life and needs assessed.

Street Furniture: Formal and informal inspections will help determine future needs, see Management Action Point 2.

Open Space: Inspections and audits will inform the investment required. Woodlands: Inspections will inform the investment required. The Council's Tree & Woodland Management Policy sets out the circumstances during which trees could be removed or pruned. The 'collector app' will help with planning investment, see Management Action Point 13.

The Open Space maintenance schedule helps ensure structures are kept in a serviceable condition.

The methodology used to allocate Revenue and Capital funding is outlined below.

Revenue

Works carried out under the revenue budget are generally reactive and routine works identified through the inspection regime and/or reported defects from the public.

Works identified, where there is insufficient budget to immediately carry out repairs and where they are not prioritized due to safety reasons, are recorded to be completed as and when funding is available in line with overall priorities.

Funds are allocated to routine preventative and corrective works identified through inspections. Any reduction in the funding of routine maintenance will accelerate the rate of deterioration of the asset.

Capital

This is planned on a 10-year basis. Capital funds are profiled dependent upon when the works are required.

Capital Budget					
Year	2016/17	2017/18	2018/19	2019/20	2020/21
Budget (£)	102,440	1,143,553	1,468,832	960,000	384,000

Net Revenue Budget				
Year	2016/17	2017/18	2018/19	2019/20
Net Revenue Budget (£)	5,523,000	4,833,000	4,833,000	4,525,774
Efficiencies (£)	N/A	690,000	N/A	307,226
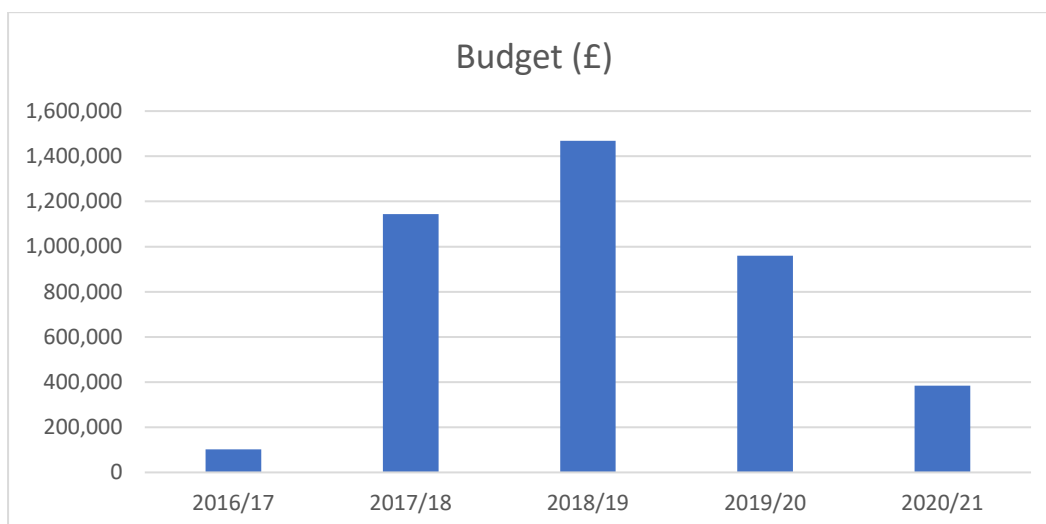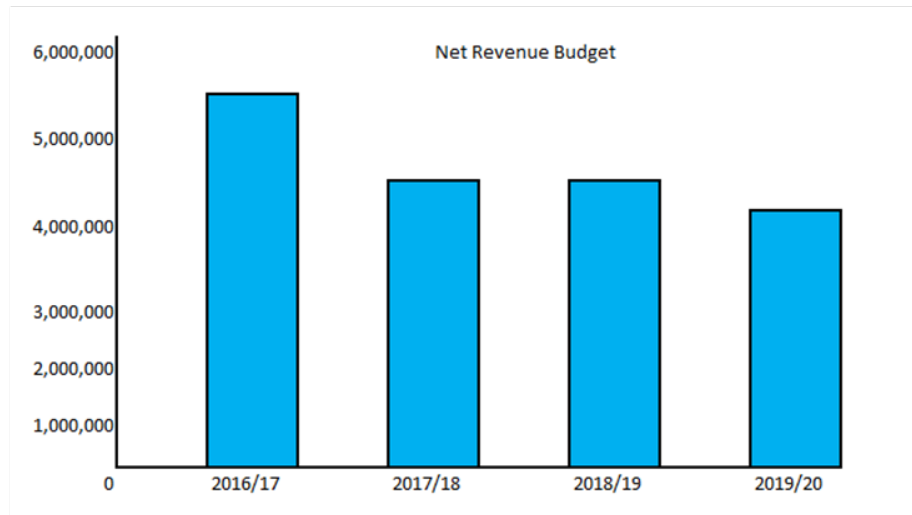
8   Risk Management

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

8.1 Corporate Risk Management Strategy

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

8.2 Risk Identification

Risks are currently identified through formal and informal inspection and customer reporting.

8.3 Risk Categorization

The level of risk associated with Open Space are identified through inspection and customer reporting. The assets are then categorized, and priority repairs are carried out accordingly.

8.4 Risk Control

Risks within the Open Space are controlled by carrying out inspections and maintenance in accordance with Codes of Practice, adherence to the council's policy and compliance with the Open Space Strategy.

8.5 Monitoring and Reporting

Risk is continually monitored by the Streetscene management team. The Executive Leadership Team receive quarterly risk update performance reports through Pentana.

8.6 Risk Register

Risks are noted within the Streetscene Operational Plan. The top-level risks associated with our Open Space assets are outlined below.

Issue	Current Controls
Failure to maintain Assets to an acceptable standard	Asset management plans and supporting programmes are established and in place
Anti-social behavior	Partnership working

Development of Burial Space	Locality Approach record keeping/ planning
Climate Issue	Inspections /Maintenance

9 Management Action Plan

A Management Action plan has been created to support this plan and is included at Appendix B.

10 Management and control of the Plan

Throughout this OSAMP, issues and corresponding improvement actions have been established. These actions are prioritized, programmed, resourced and fully implemented.

10.1 Responsibility

The following Officers are responsible for the delivery of the Open Space Asset Management.

Management of the Open Space Asset Management Plan

Post	Name	Role
Cabinet		Approval of OSAMP
Head of Commercial Services	D. Hammond (Acting)	Approval of OSAMP
Senior Manager - Streetscene	T. Reaney	Implementation of OSAMP Action Plan
Operations Manager - Streetscene	M. McNeil	Implementation of the OSAMP Action Plan – Operations. Updating the OSAMP Operations.
Team Leader - Asset Management	G. Robin	Implementation of the OSAMP Action Plan. Updating and reporting on the OSAMP
Asset Owner - Assets	G. Robin	Updating financial information. Ensuring implementation of improvement actions.
Asset Owner - Streetscene	T. Reaney	
Asset Owner - Operations	M. McNeil	
Asset Owner - Strategy	S. Archer	

Appendix A

Streetscene Service Standards

Streetscene Service Standards

Our Streetscene Service aims to:

- Protect and enhance the built and green environment by providing an efficient and effective Streetscene Service for roads, path networks, open land and recreational areas
- Increase resident's satisfaction with their neighborhoods, by providing an efficient, reliable and effective Streetscene Service and provide for their recreational needs, by maintaining parks and other recreational areas to a high standard of cleanliness and horticultural standard
- Maintain and improve the road and pavement condition by ensuring that verges are well kept and maintained and that weed growth is kept under control by an annual weed control program.
- Protect residents and our environment from pollution and other public health and safety hazards, by ensuring the quick and efficient removal of items of dumped refuse from streets and open land, including dead animals and hypodermic syringes.

Cleanliness standards

The [Code of Practice on Litter and Refuse (Scotland) 2018,](#) issued under the Environmental Protection Act 1990, defines the maximum response times when a litter problem is reported within or to a local authority. Once the new COPLAR is operational (due financial year 19/20), the standard of street cleanliness, assessed in terms of 'litter' will be measured using 6 categories graded as A, B, C, D, E & F.

Grades

A – No litter or refuse is present on any type of land
B – Small amounts of litter and refuse
C – Moderate amounts of litter and refuse, with small accumulations
D – Significant amounts of litter and refuse, with consistent distribution and
   accumulations
E – Substantial amounts of litter and refuse with significant accumulations
F – Incidents of Fly tipping and hazardous/special waste (drug related waste, broken
   glass, animal carcasses, car parts, chemicals and spillages)

Response times – Duty 1

The new COPLAR (2018) Duty 1 response times are structured as four bands that recognize duty bodies' (the Council) investment in prevention.

It reflects that effective measures increase the likelihood of zones being cleaner for longer, which reduces the need for rapid restoration.

The following response times have been identified for Monday – Friday. The operational hours of working during for street cleaning are:

- *Seven days per week 0630-1730*

Streetscene endeavor to maintain all sites to an acceptable standard which requires us to achieve either a grade A or B.

In summary, these maximum response times will only ensure minimum standards as defined by the Code of Practice on Litter and Refuse (Scotland) 2018

The areas were re zoned and sent to Zero Waste Scotland for recording.

Duty 1 response times

The bands and percentage of overall litter/flytipping spend on prevention tactics are:

Band 1: basic response times, based on 0-10% spend on prevention

Zone	F	Litter and Refuse Grade E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	1 hour	2 hours	3 hours	12 hours	Clear of litter and refuse	14 days
2		2 hours	4 hours	5 hours	24 hours		21 days
3		6 hours	8 hours	9 hours	48 hours		28 days
4		24 hours	36 hours	48 hours	7 days		35 days
5		48 hours	60 hours	3 days	14 days		42 days
6		14 days	21 days	28 days	42 days		No additional time

Band 2: Response times based on 11-20% spend on prevention

Zone	F	Litter and Refuse Grade E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	2 hours	3 hours	4 hours	24 hours	Clear of litter and refuse	21 days
2		4 hours	6 hours	8 hours	48 hours		28 days
3		8 hours	10 hours	12 hours	3 days		35 days
4		36 hours	48 hours	3 days	10 days		42 days
5		3 days	4 days	5 days	18 days		49 days
6		21 days	28 days	35 days	49 days		No additional time

Band 3: Response times based on 21-30% spend on prevention

Zone	F	Litter and Refuse Grade E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	4 hours	5 hours	7 hours	36 hours	Clear of litter and refuse	28 days
2		6 hours	8 hours	12 hours	3 days		35 days
3		12 hours	14 hours	18 hours	4 days		42 days
4		3 days	4 days	5 days	13 days		49 days
5		5 days	6 days	8 days	22 days		56 days
6		28 days	35 days	42 days	56 days		No additional time

Band 4: Response times based on >30% spend on prevention

Zone	F	Litter and Refuse Grade E	D	C	B	A	Special Considerations
1	At the earliest practicable opportunity	8 hours	10 hours	12 hours	48 hours	Clear of litter and refuse	42 days
2		12 hours	14 hours	18 hours	4 days		49 days
3		24 hours	48 hours	60 hours	5 days		56 days
4		5 days	6 days	7 days	16 days		63 days
5		7 days	9 days	10 days	26 days		70 days
6		35 days	42 days	49 days	70 days		No additional time

21

Fulfilling Duty 2 – Detritus Grades

The grades are A – D. Grade A reflects that surfaces are free form detritus (the standard). Grade D reflects surfaces that are obscured or at high risk of hazard caused by detritus.

Response times

The scale of detritus accumulations can be reduced through regular sweeping and maintenance. However, it cannot be reduced by influencing people as is the case for litter and refuse. Therefore, there is a single set of response times. (COPLAR 2018).

Duty 2 response times

Zone	Detritus Grade D	Detritus Grade C	Detritus Grade B	Detritus Grade A	Special Considerations
1	1 day	5 days	14 days		28 days
2	2 days	10 days	21 days		35 days
3	3 days	14 days	28 days	No detritus	42 days
4	4 days	28 days	42 days		56 days
5	5 days	35 days	56 days		70 days
6	7 days	42 days	84 days		No additional time

Landscape Maintenance Standards

Streetscene maintains the majority of the landscape within the Council's ownership which includes grassed and shrub planted areas, inland and coastal waterways and trees & woodlands.

Landscape Maintenance Standards	
Operation	**Frequency/standard**
Emptying of litter bins in town centres	Daily
Emptying of litter bins in housing areas	Weekly
Emptying of dog bins	Weekly
Mowing of roadside highway verges (apart from Trunk Roads - responsibility of the Highway Authority)	Twice per annum
Mowing of grass within housing open spaces and parks	Grass will be kept at a reasonable standard during the growing season (April to October) weather dependent
Weed control on road verges, footways, and both hard and soft surfaces	Hard surfaces (twice per annum) Soft surfaces (twice per annum)
Prune ornamental shrub and rose beds	Twice per annum
Inspection of water way life-saving equipment	Weekly
Inspection of play equipment and clean play areas	Weekly

Appendix B Management Action Plan

Ref.	Action	Owner	Timescale
1	Review potential new / existing technology available to develop a process for tree inspections	Strategy Manager	31/03/20
2	Evaluate options to develop an assets lifecycle / maintenance plan	Team Leader Asset Management	31/03/20
3	Develop a working procedure for addressing abandoned vehicles	Strategy Manager	31/03/20
4	Investigate the potential of a volunteers committee / social media to allow collaboration for events throughout North Ayrshire	Strategy Manager	31/03/20
5	Review the options of using third party services to monitor and evaluate coastal water safety aspects (RNLI)	Strategy Manager	31/03/20
6	Review potential for existing technology to capture data on environmental crime.	Strategy Manager	31/03/20
7	Work with local groups and the Royal British Legion Scotland to promote and enhance war memorials	Strategy Manager	31/03/20
8	Develop a formal agreement / process for volunteers and members of the public wishing to adopt bedding areas and planters – ensuring standards are maintained	Strategy Manager	31/03/20
9	Transformation Project: Measure the assets maintained and the maintenance input required to ensure resources are utilised efficiently and to inform the roll-	Senior Manager Streetscene	31/03/20
10	Share knowledge & good practice between Roads & Streetscene Asset team through integrated resources.	Team Leader Asset Management	Ongoing
11	Continue using the Webaspx route optimisation tool for the street sweeping and street cleaning duties	Strategy Manager	31/03/20
12	Work with community groups, using a Locality approach on the community ownership of open space, including parks and play parks.	Streetscene, Economy & Communities and Locality Partnerships	Ongoing
13	Work with partners and local communities to identify gap/stalled spaces and look at options for re-instating them to add amenity value.	Streetscene/ local communities /Regeneration	Ongoing

ASSET MANAGEMENT PLAN

FLEET

Version	Owner	Date
1.8	Head of Commercial Services	01/06/19

CONTENTS   **PAGE**

1.   EXECUTIVE SUMMARY

The Council operates 586 vehicle and road registered items of plant with a replacement value of £18.16 million along with a large number of other plant and machinery to support the delivery of services. Assets are primarily maintained in the Council's workshops at Kilwinning and Arran supported by specialist external contractors where required. The cost of operating and maintaining the assets including fuel use is £4.74 million per year. These assets are supplemented by both externally hired assets to meet long-term specialist needs or short-term business needs accounting for approximately £0.24million annual expenditure.

The table below summarises the profile of vehicles and plant registered for the road by type and replacement value. An exercise was carried out in 2012/13 to formally record and inspect all items of non-road registered plant operated by the Council which enabled an appropriate management regime of these assets to be implemented.

Asset Type	Number 2017	Replacement Value (£) 2017	Number 2019	Replacement Value (£) 2019
Passenger Vehicles	43	0.40m	49	0.57m
Buses and Mini-buses	48	2.01m	30	1.32m
4x4 vehicles	15	0.33m	15	0.33m
Large Goods Vehicles over 3500Kg	83	9.02m	77	8.51m
Heavy Plant including Tractors	30	1.70m	22	1.03m
Sweepers, pavement sweeper	22	1.23m	13	0.91m
Vans and Tippers up to 3500Kg	376	5.63m	332	4.81m
Road Registered Plant	45	0.75m	48	0.68m
Total	**662**	**21.06m**	**586**	**18.16**

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

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

This Fleet Asset Management Plan identifies how it will contribute to achieving the Council's vision *'To be a North Ayrshire that is Fair for All'* and mission statement **"Working together to improve well- being, prosperity and equality in North Ayrshire***".*

The effective allocation, utilisation and operation of a well maintained, fuel efficient vehicle asset fleet, contributes towards many of the deliverables across all Council services which include:

- Aspiring Communities
- Inspiring Place
- How we will work

There is an extensive regulatory regime in place regarding the provision and operation of the assets which in the case of Large Goods Vehicles is enforced by the Traffic Commissioner. A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annually, depending on the type and use of each vehicle. This is supported by a daily reporting system to identify any defects before vehicles are used to ensure roadworthiness. All repairs are documented to ensure that works carried out on Council vehicle assets are recorded to enable effective asset management. Throughout the vehicle's life it is maintained in a safe, legal and roadworthy condition.

The Corporate Transport Hub function was created through the integration of a number of internal transport functions in April 2013. The centralised operation facilitates the enhanced planning, managing, budgeting, scheduling, procuring, regulation compliance, health and safety and aspects of training and development resulting in a more robust, resilient and effective service for the Council.

Since its introduction, the Transport Hub has contributed significantly to the management and effectiveness of the Vehicle Fleet and Asset Management Planning, including:

- a reduction of some 50% reliance on long term externally hired vehicles
- the supply of available fleet or pool vehicles as an alternative in some instances where short term hire requests were received from Services
- a reduction of 56 long term hired vehicles in 2014/15 required from previous years thereby ensuring more effective use of the Councils own fleet. As a result, the revised annual expenditure has reduced by £200,000 over the past 3 years.
- Installation of the Corporate Telematics system into 580 fleet vehicles to provide management information and inform improved utilisation and vehicle availability.
- the provision of a one stop shop facility for Fleet Management and journey provision, including the provision of Grey Fleet mileage alternatives
- achieving budget revenue efficiencies of £978k over the past 6 years

The Transport Hub leads on the review of grey fleet mileage within the Council with a view to providing suitable more sustainable alternatives to incurring a direct expenditure of 0.45p per mile claimed by employees traveling in their private vehicle to carry out their business duties. This grey fleet mileage contributed an estimated 780 tonnes of CO_2 emissions into the atmosphere. The introduction of the travel hierarchy and Car Club scheme has resulted in a significant saving of 20 tonnes of CO_2 emissions and the table below highlights the reduction of miles travelled to date:

Period	Miles Travelled	Grey Fleet	Pool Car Miles	Cost
2014/15	2,569,213	2,569,213	0	£1,155,034
2015/16	2,300,079	2,252,760	47,319	£1,035,035
2016/17	2,166,818	2,051,109	115,709	£975,068
2017/18	1,668,310	1,534,822	133,488	£750,739
2018/19	1,686,338	1,479,543	206,795	£758,852
Total	**10,343,439**	**9,887,447**	**455,992**	**£4,653,435**

There are a number of influences that will impact upon the future requirements and use of the fleet assets that need to be considered including: -

- The Council's transformation programme seeks to review the current methods of delivering services to ensure that the Council can still deliver high quality customer focused services within reduced financial resources. Many of the Council's services utilise fleet assets to support their delivery.

- The need to reduce the environmental impact of transport operations whilst maintaining service delivery and managing the risk associated with new technologies.

- The Council plan details an intended area of focus of *'An efficient Council that maximises resources and provides value for money'*.

Assets are currently purchased outright through the Council's capital programme. Whilst capital financing can be secured this is the preferred method of purchase as it provides maximum flexibility and control in the use and lifecycle of the assets. However, the decision to finance assets will be reviewed on a regular basis to ensure that the most appropriate method is utilised in response to developments within financial markets.

The estimated asset replacement costs together with allocated Capital funding are set out in the table below for each of the next 8 years. The value of the capital programme during this period is less than the replacement value, this reflects the reduction on available capital along with the move to condition-based replacement and further development of the transport hub initiative along with the Council's change programme that are expected to impact upon the number of vehicles and plant provided.

Year	Number of Vehicles Scheduled for Replacement	Estimated Replacement Costs (£)	Capital Programme (£)
2019/20	56	2.58m	1.50m
2020/21	66	2.87m	1.50m
2021/22	60	1.99m	1.50m
2022/23	54	2.26m	1.50m
2023/24	87	2.28m	1.50m
2024/25	83	2.24m	2.00m
2025/26	62	1.96m	2.00m
2026/27	118	1.98m	2.00m
Total	**586**	**18.16m**	**13.50m**

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

- Facilitate a critical fleet review to achieve a saving target of £85k;
- Facilitate a review of Council Transport delivery, alongside partners in the HSCP and Education;
- Further develop and review the transport hub initiative;
- Improve vehicle availability and increase utilisation;
- Reduce emissions associated with operations through better route planning, use of low emission and alternative powered vehicles;

- Purchase and supply vehicles and plant in consultation with users to meet customer needs and support service reviews
- Review method of financing assets on a regular basis;
- Ensure vehicles are roadworthy and available for services in a timely manner;
- Minimise whole of life cost of ownership of assets; and
- Continue to evaluate and implement the actions following the review of the grey fleet and business mileage.

There are a number of key risks to the effective management and use of the fleet assets: -
- Extension of assets life beyond economically viable life thereby affecting the delivery of services;
- Failure to maintain roadworthy and legally compliant assets;
- Increased environmental controls in respect of operations;
- Impact of failure to secure supply of fuel or factors leading to significant price increase;
- Technology failure of alternative powered or low emission vehicles;
- Assets becoming surplus or not fully utilised arising from the Council's change programme; and
- Reduction of capital funding for fleet replacement vehicles which has reduced by 25% over the next 5 years (£2.5m), this will have an impact on revenue budgets due to maintaining the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

Effective management and the implementation of actions set out within this plan will enable these risks to be mitigated and an early warning should further interventions be required.

2.   BACKGROUND

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

The Asset Management Plan is essentially a decision-making framework that identifies assets, their value, their use and how they support the Council's overall aims and objectives. This Asset Management Plan is a valuable tool to assist in the planning of capital and revenue expenditure.

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

For the production of Asset Management Plans, the Council's assets are considered as being one of the following: -

- Property
- Open space
- Housing

- Roads
- Fleet
- Information and Communications Technology

The Council, as a Fleet Operator, manages and maintains a wide range of vehicles and plant to enable a number of services to operate efficiently. The operation has a legislative basis and failure to meet the requirements of the Traffic Commissioner could lead to a suspension of the licence and added costs for the Council to deliver services.

The Council operates a wide range of Vehicles and Plant, with a replacement value of £18.16 million, to support the delivery of services. Assets are procured, maintained and managed by the Transport Hub in consultation with the appropriate operating service. Assets are maintained in the Council's workshops at Kilwinning and Arran.

The Kilwinning workshop is a VOSA approved MOT testing station for classes 4 (cars, light vans and passenger vehicles of up to 12 seats), 5 (passenger vehicles with more than 13 seats) and 7 (goods vehicles up to 3500Kg Designed Gross Weight) and operates a Tachograph calibration and repair facility.

A two-shift working arrangement is in place to enable operational availability of the workshop from 0630hrs to 1800hrs; this pattern maintains the capacity of the service during the core day whilst supporting the daily requirements of fleet users. These arrangements are also complemented by mobile mechanic arrangements as appropriate.

The Arran workshop is available from 0800hrs to 1630hrs and was upgraded in 2012 at a cost of £219k, this upgrade increased its capacity to accommodate large vehicles reducing the need of transporting them to the mainland for repair.

Operation of Large Goods Vehicles is controlled through a regulatory regime enforced by the Traffic Commissioner through an 'Operators Licence'. The Transport Manager is the qualified holder of the 'Operators Licence' for the Council and has responsibility to ensure that all vehicles and drivers operate within the legislative and safety requirements of the conditions and undertakings imposed by the Traffic Commissioner.

When planning for fleet provision, cognisance of the following legislative requirements is required:

- Operator's Licence (Goods Vehicle – Licensing of Operators) Act 1995
- Construction and Use Regulations 1986
- Vehicle Lighting Regulations 1986
- Driving Licences Regulations 1999
- The Road Traffic Act 1991
- Registration and Licensing Regulations 1971
- The Health and Safety at Work Act 1974
- The Management of Health and Safety Regulation 1999
- Provision and Use of Work Equipment Regulations 1998
- Lifting Operations and Lifting Equipment Regulations 1998
- The Climate Change (Scotland) Act 2009

The Transport Hub is an accredited Van Excellence operator which is a scheme designed by some of the best van operators in the UK and facilitated and managed by the Freight Transport Association to recognise excellence and improve operational standards. At its heart is the Van Excellence Code which is a code of practice outlining

'what good looks like in van operations'. This help ensure that the Council continue to operate to nationally recognised best practice standards.

The strategic aims when managing the fleet are:

- To provide vehicles which are fit for purpose and provide both an efficient and safe working environment by meeting all of the requirements of our Operator's Licence and satisfies all Health & Safety, Legislative and Statutory requirements;
- To maintain cost-effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet;
- To maintain a corporate approach to vehicle allocation and utilisation which reflects the requirements of each service area and the council as a whole;
- To ensure all fleet assets are operated, maintained and comply with all relevant legislation;
- To provide vehicles which are a cost-effective solution to operational requirements;
- To maximise levels of vehicle availability and utilisation within resources available.
- Ensuring Fleet Asset Management information and data is collected, stored and used effectively.

In meeting these aims the Transport Hub commits to: -

- Collaboration with stakeholders to identify additional value from the standardisation of vehicles and equipment across North Ayrshire Council;
- Provision and maintenance of a modern vehicle fleet that is fit for purpose and fully supports the delivery of front line services;
- Ensuring Council Services have the appropriate vehicles to carry out their responsibilities and duties
- Demonstrating Best Value
- Considering the needs of Stakeholders
- Ensuring Fleet Asset Management information and data is collected and stored effectively within its Fleet Management System (Fleetwave).
- Ensuring vehicles are maintained to VOSA (Vehicle Operator Services Agency) standard.
- Undertaking safety inspections (currently annual for vehicles under 3500kg and every eight weeks for vehicles over 3500kg as defined by the terms and conditions applicable to our Operators Licence) to ensure vehicles are fit for purpose, kept roadworthy and comply with Construction & Use Regulations.
- Providing in-house Class IV, V & VII MOT facility by VOSA trained mechanics.
- Using approved and calibrated inspection equipment.
- Ensuring vehicles are environmentally sustainable by: -
  - o Using the latest engine technology available in our procurement of replacement vehicles and plant.
  - o Specifying as standard that all new Light Commercial vehicles are electronically limited to 56 mph, this will help to reduce both emissions and fuel consumption.
  - o Facilitate the recommendations following the Green Fleet review with assistance from the Energy Savings Trust
  - o Evaluating and making recommendations on replacement vehicles and alternative fuel types and build on progress to equip vehicles with state

of the art technology as required, allowing users to do their job more effectively.

3.   MANAGEMENT OF THE PLAN

3.1 Plan Management

The Head of Commercial Services is responsible for management and control of the plan, and the Transport Manager is responsible for its implementation.

3.2 Users' Input

The assets are provided to enable or facilitate the delivery of a range of Council services. The requirements of services in the utilisation of these assets, particularly in respect of demand profiles, vehicle specification and future service development, is collated and agreed and in turn forms an integral part of the asset management plan and its continued development.

3.3 Elected Members

This Fleet Asset Management Plan will be presented to Members as a component of the overall Corporate Asset Management Plan.

3.4 Plan Review

The plan will be reviewed annually as part of the Council's service planning and budget setting exercise and in response to planned changes within the delivery of Council services.

4.   DESCRIPTION OF ASSETS

4.1 General Description

The Council currently operates a fleet of 586 vehicles and plant registered for the road along with a large number of other plant and machinery to support the delivery of services.

The table in **4.2** summarises the profile of vehicles and plant registered for the road by type and replacement value.

The permanent vehicle fleet is now supplemented by 61 long-term and a variable number of short-term hired assets to meet fluctuations in business activities, such as the Car Club and seasonal work within the Streetscene Service or short- term contracts within Building Services. A key action detailed within previous Fleet Asset Management Plans was to reduce the number of hired assets to provide best value. This has been achieved with a reduction of 56 long hired vehicles required from previous years and a reduced need for externally sourced short-term hires, thereby ensuring more effective use of the Councils own fleet. As a result, the Councils revised annual expenditure has reduced by £200,000.

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

4.2 Asset Values

The total replacement value of the vehicle and other road registered and heavy plant assets is £18.16m. Individual values range from £10,000 for a small van, through to £150,000 for a Refuse Collection Vehicle.

4.3 Use of Assets

The fleet assets are primarily utilised to support service delivery. Vehicle drivers, passengers and other users are consulted to ensure we are well informed and that we capture the key requirements needed for securing a fleet that is fit for purpose. These groups are users of the fleet assets and their operational knowledge and experience is important in ensuring the procurement of replacement assets focuses on the right requirements. This also empowers users in determining better options.

If users are not consulted there may be opposition to using the vehicles which are procured. Similarly, if the asset management plan is developed without user input, the fleet may not meet the needs of users in terms of fleet size, vehicle type, legislative changes and training requirements. Driver behaviour is an important factor in prolonging vehicle life and reducing required maintenance therefore user buy in is fundamental.

5.   CUSTOMERS AND STAKEHOLDERS

5.1. Service Delivery

The Transport Hub provides and maintains vehicles for a range of Council services as set out in the table below:

Service Area	Owned Vehicles	Long-Term Hired Vehicles	Owned Road Registered/Heavy Plant
Building Services	116	10	0
Roads and Transportation	39	1	3
Streetscene	90	3	65
Waste Management	54	6	2
Facilities Management	37	4	0

Educational Resources	23	1	0
Technical Services	5	1	0
Social Services	113	12	0
Corporate Services	4	0	0
Transport	32	1	0
Car Club	3	22	0
Total	**516**	**61**	**70**

5.2 Citizens

Transport assets are utilised by the Council to assist or facilitate the delivery of services to the whole or part of the community, businesses and visitors. Examples include: -

- Collection of Waste and Recycling from households and businesses;
- Cleaning of Streets and maintenance of public land and open spaces;
- Maintenance and repair of homes for Council tenants;
- Winter maintenance and repair of roads;
- Transportation of school children;
- Care at home and welfare services for elderly and vulnerable members of the community:
- Provision of hub and spoke catering facilities for school meals:

5.3 Council Plan

This Fleet Asset Management Plan identifies how it will contribute to achieving the Council's vision *'To be a North Ayrshire that is Fair for All'* and mission statement **"Working together to improve well- being, prosperity and equality in North Ayrshire***".*

This Asset Management plan outlines our key priorities for the next three years and details how the Fleet asset will support our people to deliver these. This plan also gives an overview of our key actions and the performance indicators that we will use to measure how well we are meeting the needs of the communities we serve.

The effective allocation, utilisation and operation of a well maintained, fuel efficient vehicle asset fleet, contribute towards many of the deliverables across all Council services which include:

- Aspiring Communities
- Inspiring Place
- How we will work

6.   FUTURE DEMANDS

6.1 Journey Provision and Contract Management

The centralised transport hub and vehicle maintenance service allows a more corporate and strategic approach to the management of the supply and demand for transport across services. It has enabled the aggregation of external transport contracts for more effective procurement through the centralisation of the renegotiation and tender processes.

Being able to measure performance is critical to the success of the Transport Hub and indicators have been developed to allow for the reporting and measuring of:

- vehicle availability
- the number of external hires
- fleet produced emissions
- fuel usage
- contract compliance for the provision of Mainstream and ASN school transport

The team are continually working with and reviewing service requests and ensuring best value is demonstrated through procurement and by offering alternative options that may be available including utilising pool vehicles or own buses and drivers. The Hub will work towards achieving future efficiencies and have already achieved savings for 2017/18 and 2018/19 (**Action Reference A01).**

6.2 Legislative Compliance

An operator's licence (or O licence) is the legal authority needed to operate goods vehicles in Great Britain. The licence is issued by the Traffic Commissioner – the independent regulator of the commercial road transport industry; a Traffic Commissioner also has powers to take regulatory action against a licence holder where they fail to meet the expected standards of operation. The Transport Hub acting as the Councils,fleet operator must ensure compliance and relevant process are in place. (**Action Reference A02).**

6.3 Business Development / Commercialisation

Commercialising opportunities now forms part of all future business developments of the Transport Hub, this will include promoting the use of the pool of fleet vehicles and drivers, maximising the potential use of the Council's MOT test centre and maintenance facility, the selling of advertising space on vehicles and review opportunities for shared services with other public-sector bodies. (**Action Reference A03).**

6. 4 Increasing Fleet Utilisation and Transport demand management

Though the introduction of telematics it is now possible to access and manage real time information on the utilisation and efficient use of the vehicle fleet. This ensures that vehicles are being used and driven as efficiently as possible. The information enables the Transport Hub to engage with services and jointly manage demand for vehicles, with the aim to reduce the miles driven, look at whether trips are necessary, and consider if they can be combined or whether the optimum routes are being used.

The Transport Hub will facilitate a critical fleet review during 2019/20. By examining current practices, additional savings could be made, thereby reducing fuel and mileage costs, emissions and even the size of a fleet. A saving target of £85k has been set for phase 1.

The reviewing of efficient vehicle use will ensure that vehicles are being used as efficiently as possible and using the least amount of fuel. The key areas here are driver performance and vehicle maintenance, as both have a significant impact on fuel. The effective deployment and analysis of the telematics data will help support the review

by evidencing the demand for vehicles and key areas where we can optimise the utilisation across the fleet. **(Action Reference A04).**

6.5 Service Transformation

In order to meet the financial challenges facing the Council, services are subject to fundamental review. Where services utilise transport within their delivery it is expected that reviews will seek to utilise this more efficiently. This may impact upon areas including number or type of vehicles, the need for transport and hours of operation.

A key transformation project for 2019/20 will be to undertake a workstream review of the rising demand of transport needs and associated costs within both the Education Service and the Health and Social Care Partnership.
(Action Reference A05).

6.6 Vehicle Advertising

All commercial and light commercial vehicle fleets carry the Council's corporate branding/colours and the Council logo. The Council's distinctive fleet are highly visible throughout North Ayrshire and is a very effective channel for outdoor advertising. It is now standard practice to use these vehicles to promote Council events, services and campaigns, reducing the need for other forms of outdoor advertising. In addition, the Council's staff values are now displayed on the vehicle fleet to raise the profile of our Focus, Passion and Inspiration. **(Action Reference A06).**

6.7 Sustainability

The Scottish Government has set out an ambition to phase out the need for new diesel and petrol cars and vans by 2032. The need for public sector leadership is key to realising this ambition. The Transport Hub faces a tough challenge as it aims to reduce environmental impacts through a combination of cleaner vehicles and fuels, fuel-efficient operation and driving; and by reducing the amount of road traffic it generates. To get to the point where ULEVs can be acquired and deployed into fleets successfully, the infrastructures need to be ready. The Council are already forging the way with network charging options, including closed/private usage for internal fleets and open/publicly accessible charging. We expect these network charging options to continue to develop at pace, as demand increases. We are already seeing some manufacturers introducing trials for mobile rapid charging units in Europe.

The Transport Hub is committed to the deployment of Electric Vehicles within the Council's fleet and pool car scheme. In January 2019, we engaged with Energy Saving Trust and received a Switched-on Fleets Report which analysed the Council's fleet and provided recommendations for ULEV replacements.

For 2019/20, Transport Scotland awarded the following grant funding to the Council:
- Switched on Fleets - £82,400 to enable the public sector to accelerate the procurement of Ultra Low Emission Vehicles (ULEV's) to transition to a decarbonised fleet
- Local Authority Installation Programme - £250,000 for the installation of charging infrastructure which will be part of the ChargePlace Scotland network and is available for public use.

The Transport Hub are members of an internal EV working group and are supporting the development of the Council's EV Strategy to ensure a consistent and co-ordinated

approach across the Council. We are currently working with the Corporate Sustainability Team to review our depots with the view of expanding the workplace on-site charging infrastructure which will allow the Council to upgrade our fleet to ULEVs. Further research is required to investigate the costs and grant funding opportunities available for the installation workplace charging infrastructure.

The Council's aim is to use the lowest emission vehicles appropriate to their role. With existing diesel and petrol vehicles, use the smallest, most efficient vehicle appropriate for the job, and explore new, low emission technologies such as electric vehicles (EVs) or sustainably produced biofuels that may be suitable.

This section sets out the key information needed when considering adopting cleaner fuels and vehicles. The four-main vehicle and fuel technologies include:
- Latest technology petrol and diesel vehicles – these technologies are now meeting ever tighter Euro emissions standards and reduced CO_2 emissions
- Electric and hybrid vehicles – these cover pure battery EVs, hybrid vehicles, plug-in hybrids, hybrid assists and range extenders
- Gas vehicles – the main gas vehicles are those powered by liquefied petroleum gas (LPG) and natural gas
- Biofuels – fuel delivered from organic feedstock such as bioethanol blends for petrol vehicles, biodiesel blends for diesel vehicles and biomethane for use in natural gas vehicles

The Transport Hub continue to successfully engage with the Switched-on Fleet initiative, facilitated by Transport Scotland and The Energy Savings Trust. This initiative offers grant funding which can be used towards the purchase or lease of ULEVs by the Council and our Community Planning Partners. The following table details the grant funding received and vehicles procured over the past five years by the Transport Hub. **(Action Reference A07)**

Year	Grant Value (£)	Vehicles
2015/16	72,000	3 Year Lease of 7 Electric Vehicles
2016/17	53,604	3 Year Lease of 4 Electric Vehicles
2017/18	34,695	3 Year Lease of 3 Electric Vehicles
2018/19	74,073	3 Year Lease of 7 Electric Vehicles
2019/20	82,400	Full allocation for CPP

28% of our current passenger car fleet is now 100% electric.

6.8 Business Travel

In 2014/15, a total of 2.57million grey fleet miles were travelled by some 1698 employees in their private vehicle in carrying out their business duties which incurred a direct expenditure to the Council of £1.15m (0.45p/mile) A Business Travel Working Group, together with Trade Union representation, was set up and met on a monthly basis, consisting of representation across all Directorates. The following suite of improved business travel facilities included;

- the creation of a pool of low emission vehicles available for employees to utilise for their business travel needs;
- the provision of low emission fleet vehicles to high business mileage users;
- the use of short term hires for journeys over 50 miles;

- the provision of electric vehicles to complement the pool vehicles;

These proposals were developed with an employee and Trade Union working group to inform the creation of a Sustainable Business Travel Policy which will realise both financial savings and carbon emission reductions. **(Action Reference AO8).**

The introduction of the travel hierarchy and Car Club scheme has resulted in a significant saving of 20 tonnes of CO_2 emissions and the table below highlights the reduction of miles travelled to date:

Period	Miles Travelled	Grey Fleet	Pool Car Miles	Cost
2014/15	2,569,213	2,569,213	0	£1,155,034
2015/16	2,300,079	2,252,760	47,319	£1,035,035
2016/17	2,166,818	2,051,109	115,709	£975,068
2017/18	1,668,310	1,534,822	133,488	£750,739
2018/19	1,686,338	1,479,543	206,795	£758,852
Total	**10,343,439**	**9,887,447**	**455,992**	**£4.653,435**

7. LEVELS OF SERVICE

7.1 Service Users

The assets enable the Council to deliver an extensive range of services to the community and visitors and support the achievement of corporate aims and objectives.

7.2 Service Level

As part of the implementation of the Transport Hub all of the Councils transport related budgets were consolidated. The cost of transport provision is allocated to services annually based on their specific requirements. Management information regarding vehicle costs and usage is also available to users in a form and timescale that enables appropriate management interventions in respect of use and deployment. The mechanism aims to provide greater transparency and control in the allocation of costs to services in operating vehicles by allocating costs in the following ways: -

- An annual fixed fleet management charge per vehicle in respect of the fixed costs and overheads of service provision;
- A fleet service charge for each vehicle based on planned maintenance and operating cost along with reasonable levels of wear and tear;
- Re-charge of actual costs incurred for repairs undertaken arising from unreasonable or inappropriate use of a vehicle thereby enabling appropriate management intervention;
- Fuel recharges are based on actual consumption by each asset;
- Re-charge of actual contract costs for taxi and plant hire provision.

8.   LIFECYCLE PLANNING AND ASSET PERFORMANCE

8.1 Lifetime Performance

Pressure on the Council's fleet budgets and a desire to optimise vehicle utilisation has led to an increasing focus on making vehicles work longer, harder and smarter. However, simply extending the mileage or length of time for which a vehicle operates is not necessarily the best way to run an efficient fleet.

A well-maintained vehicle fleet provides a positive image of the Council to the public and minimises service disruption attributable to breakdowns and associated re-active maintenance and ensures compliance with the appropriate regulatory frameworks.

Getting the most out of vehicles over a longer period of time and the key aim to maximise the use of each vehicle, maintain regulatory compliance and wherever possible extend its useful life beyond initial planned parameters.

Rather than implementing a fixed vehicle replacement cycle across the fleet, the Transport Hub look at a wide number of parameters such as operational measurements, by interrogating an individual vehicle's data, the team may find that some vehicles are best replaced after a different period. This type of enhanced vehicle replacement forecasting involves the Transport Hub assessing data about specific vehicles, in order to identify inefficient and costly vehicles for disposal or to retain vehicles that are performing more efficiently.

- **Planned Maintenance**
  A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annually depending on the type and use of each vehicle. In addition, having an effective way to report defects is a key part of the Councils vehicle maintenance regime. A 'nil defect' reporting system is in place whereby drivers must undertake a range of vehicle safety checks and complete pro-forma to confirm roadworthiness before use.

- **Vehicle Checks**
  A 'nil defect' reporting system is in place whereby drivers must undertake a range of vehicle safety checks and complete pro-forma to confirm roadworthiness before use. Where safety critical defects are identified, a replacement vehicle must be used until the transport service has completed the appropriate repair.

- **Technology**
  All Large Goods Vehicle are now specified to have lane assist and AEBS (advanced emergency braking system) fitted as standard. All vehicle technological advancements are being reviewed as they become available on the market place for the possible inclusion in our future vehicle purchasing specifications.

  All vehicle inspections, repairs, servicing works, and fuel use are recorded using the proprietary ICT fleet management system (Fleetwave) to establish the whole life costs of each asset. The Fleetwave system ensures that information can be accurately recorded and utilised to inform future asset management and purchasing decisions.

The pilot of in cab work flow devices within Waste Services is proven to be successful.

Telematics has been installed into the majority of fleet vehicles which reports on vehicle usage and driver behaviours this technology allows the Transport Hub to easily capture the necessary data to establish exactly how the fleet is being utilised and where improvements can be made.

- **Driver Training**
  All employees who operate Council owned vehicles are required to complete a driver assessment. This includes a road test to assess competence, and where necessary, recommend appropriate instruction in respect of road awareness, economical driving and legislative compliance. For further information on completion the drivers are issued with a copy of the Councils drivers' handbook.

  The driver's handbook has been refreshed during 2019 and will be issued to all fleet drivers via a presentation Tool Box Talk.

  References are sought and received prior to the commencement of employment for all drivers.

  Professional drivers of Large Goods Vehicles are required by law to undertake 35 hours of periodic Certificate of Professional Competence training over a rolling 5-year period.

  Driver licence checks are carried out every six months for all fleet asset drivers to ensure the staff members continue to hold the required category for the type of vehicles they drive.

  Upon receipt of a new vehicle a formal handover process is provided to drivers and client service, including a Health and Safety risk assessment, guidance on technical specifications and instructions and any additional training required e.g. operation of bin lifts. **(Action Reference FAMP A09).**

- **Fleet Compliance / Trainer**
  On reviewing the findings of a recent High Impact Leadership (HIL) project where a team were assigned to look at "How to Reduce Insurance Costs within the Workplace". A cross service project team consisting of 7 members was asked as part of their participation in the HIL program to investigate and make recommendations and proposed actions relating on "How to Reduce Insurance Costs within the Workplace".
  One of the key recommendations was that the Transport Hub develop a new post which will specialise in driver training, fleet compliance and post-accident investigations, this centralised operation would allow enhanced planning, managing, regulation compliance and all aspects of training and development that would result in a more robust, resilient and effective service for the whole Council. **(Action Reference FAMP A10).**

8.2 Age of Assets

The age profile of the assets is shown in the chart below:
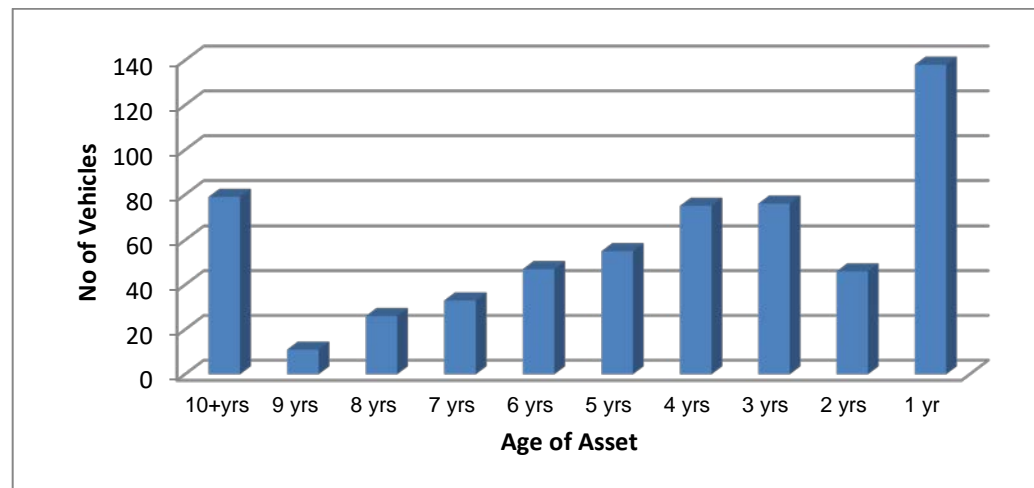
8.3 Expiry

The vehicle replacement plan identifies the anticipated lifespan to enable accurate financial planning. However, in order to maximise the value of each asset replacement is made on a condition basis or a significant change in user requirement. To extend their life vehicles may be transferred to other services, utilised within the central transport pool to reduce the need for hire vehicles or used to replace a vehicle that is no longer economically viable.

It has been agreed that capital funding for fleet replacement vehicles will be reduced by 25% over the next 5 years (£2.5m), this could have a significant impact on the revenue budgets due to maintaining the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

We are also likely to see an increase in the length of lead time for vehicles for all fuel types, but more so for alternatively fuelled vehicles, which have an increasing demand and smaller, more expensive, production runs. Improved planning for replacement cycles for vehicles is therefore essential.

9.   PERFORMANCE

9.1 Performance Indicators

The service has a number of performance indicators in place to measure the availability and cost of maintaining assets, these are benchmarked through the APSE performance networks.

Indicator	2015/16	2016/17	2017/18	2018/19	2019/20 (target)
Fuel Use (litres)	1,946,049	1,893,285	1,820,116	1,656,028	1,650,000
CO2 Emissions (tonnes)	5,035	4,903	4,731	4,290	4,200
% of vehicles serviced within 7 days of schedule	94.05	98.33	98.42	92	99
% of vehicles passing DVSA test first time	97.44	94.67	95.52	100	100

The following is a list of additional Key Performance Indicators (KPIs) which the Transport Hub are regularly reporting. The list is not exhaustive and is for the purpose of demonstrating the types of information that is collected.

- **Vehicle downtime** – the number of days' service lost due to maintenance and repairs. This allows the Hub to focus on the reasons for an increased figure such as an increase in vehicle damage or the workshop being under resourced.

- **Vehicle availability** – the number of days the fleet was available for use. This is used to provide information on availability for service demand.

- **Vehicle utilisation** – this helps identify whether the fleet is too large or too small. It can also be used to help with decision making on fleet size and also to highlight issues with staff absence.

- **Number of accidents** – this highlights staff training requirements.

- **Number of vehicle defects** – these highlight maintenance issues or how an ageing fleet is adding to the Councils cost. It can also be used as information for selecting new vehicles.

- **Number of MOT failures or first time MOT passes** – this is used to measure the performance of the workshop.

- **Grey Fleet Mileage –** Number of miles undertaken by employees in their own vehicles

10.   FINANCIAL SUMMARY

10.1 Annual Revenue Costs

The annual revenue cost of maintaining and operating the vehicle and road going plant items is £4.74 million of which £2.9 million is attributable to fleet management and maintenance and £1.84 million to fuel. These costs are allocated annually to service users through the process set out at 7.2.

The continued development of the Transport Hub will assist all Council services to make more efficient use of the existing fleet and enhanced co-ordination of journeys that will look to avoid unnecessary or duplicate journeys and look to achieve economies of scale that will achieve future budget savings.

10.2 Capital Investment

The estimated asset replacement costs together with allocated Capital funding are set out in the table below for each of the next 8 years. The value of the capital programme during this period is less than the replacement value to reflect the move to condition-based replacement along with the development of the transport hub initiative and the Council's change programme that are expected to impact upon the number of vehicles provided.

The capital funding has been reduced by 25% (£2.5m) over the next 5 years, this could have an impact on the revenue budget as we will have to maintain the assets over a longer period which could potentially result in additional down time and reduce vehicle reliability.

Year	Number of Vehicles Scheduled for Replacement	Estimated Replacement Costs (£)	Capital Programme (£)
2019/20	56	2.58m	1.50m
2020/21	66	2.87m	1.50m
2021/22	60	1.99m	1.50m
2022/23	54	2.26m	1.50m
2023/24	87	2.28m	1.50m
2024/25	83	2.24m	2.00m
2025/26	62	1.96m	2.00m
2026/27	118	1.98m	2.00m
Total	**586**	**18.16m**	**13.50m**

The assets are currently financed through capital purchase. There are a number of ways in which replacement vehicles can be financed. The three principal methods for vehicles and plant are: -

▪ Capital Purchase – vehicles are purchased outright and owned by the Council. This enables total flexibility in the use, length of ownership, mileage etc. Purchases are made utilising the capital budget.

▪ Leasing – vehicles are owned by a leasing company, the Council makes annual payments, from revenue budgets, to the leasing company in return for use of the vehicle. Terms of use are agreed such as length of lease (5 years), return condition, annual mileage, residual value etc. Upon expiry of the lease it can be extended or returned to the leasing company. Financial penalties are applied where use has not been in accordance with the lease agreement.

▪ Contract Hire – A form of leasing where the vehicle provider (leasing company) also undertakes some responsibility for the management and maintenance of the vehicle. As with leasing payments are made from revenue budgets.

An exercise in March 2015 compared the methods of leasing and capital purchase for ten Transit type derivatives. At that time there was no clear differential between the financial benefit of each model. However, where capital finance is available to support outright purchase there are a number of inherent benefits within capital purchase: -

- Avoidance of end of lease costs, particularly in respect of annual mileage and return condition;
- Flexibility in respect of use and length of ownership
- Avoidance of early termination penalties should service reviews identify the requirement for a different type of vehicle.
- Negates premium lease payments to compensate for low residual values associated with specialist vehicles with limited second-hand opportunities.

This exercise is carried out on a regular basis, particularly when purchasing large numbers of vehicles, to ensure the most efficient method of finance is used and to support the Council's budget setting process. Specific vehicles will also be assessed to inform best practice within current market / industry availability. **(Action Reference FAMP A11).**

In order to maximise purchasing power and on-going manufacturer support vehicles are replaced in groups by type and are procured, where possible, through existing Scotland Excel or Crown Commercial Services Frameworks.

10.3 Disposal

At the end of their useful life vehicles are disposed of through an auction house or directly to specialist dealers ensuring that the best price is attained. Such receipts are not expected to exceed £100,000 annually and are returned to the Council's capital fund.

11. RISK MANAGEMENT

11.1 Risk Matrix

There are a number of inherent risks in the operation of the assets and their provision to service users. These risks are assessed utilising an impact and likelihood matrix to establish the extent of the risk and to inform the actions required to mitigate the risk to a level such that operations can be maintained to an acceptable level.

11.2 Key Risks

Risk	Likelihood Rating (A)	Impact Rating (B)	Risk Score (A + B)	Consequence	Current Controls
Extension of asset beyond economically viable life	3	3	9	- Service disruption due to increased breakdowns - Increased maintenance costs - Loss of 'Operators' Licence	- Planned Maintenance programme - Timely replacement programme
Loss of 'Operators' Licence	3	3	9	Cannot utilise transport to deliver services	'Nil' defect daily checklist to be completed prior to vehicle use - Planned maintenance and inspection cycle

					▪ Driver training programme
Increased environmental controls in respect of vehicle emissions	3	2	6	▪ Fleet does not meet legislative standards ▪ Cannot utilise transport to deliver services ▪ Increased costs to hire in appropriately compliant vehicles.	▪ Timely replacement programme ▪ Evaluation of alternatively powered vehicles ▪ Planned maintenance programmes to ensure optimum efficiency in vehicle operation.
Significant increase in Price of Fuel	3	2	6	▪ Increase in budget requirement	▪ Evaluation and implementation of alternatively powered vehicles. ▪ Securing of bulk supply contracts
Securing of Fuel Supply	1	5	5	▪ Essential Services cannot be delivered	▪ Maintain bulk supply. ▪ Work with ACCT to maintain contingency plan. ▪ Evaluation of alternatively powered vehicles to reduce demand
Reduction of capital funding by 25 % over the next five years for fleet vehicle replacement	3	3	9	▪ Increase in revenue costs due to retaining vehicles longer ▪ Disruption to frontline service delivery ▪ Low staff moral ▪ Increase of vehicle downtime	▪ Early engagement within service reviews impacting on transport. ▪ Replacement plan re-phased to significantly reduce number of vehicles being replaced over the next five years

Likelihood	Consequent Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Remote	1	2	3	4	5

Low (1-3), Moderate (4-9), High (10-16), or Very High (17-25)

12.   ACTION PLAN

Action Plan Reference	Action	Responsible Person	Timescale
FAMP A01	Continue to develop and review the Corporate Transport Hub.	Transport Manager	Ongoing
FAMP A02	Continue to maintain compliance of the Council's Operators Licence	Transport Manager	Ongoing
FAMP A03	Continue to review commercialisation and further business development opportunities.	Transport Manager	Specific timescales to be identified through forthcoming Municipalisation Strategy
FAMP A04	Reduce fleet numbers and increase Fleet Utilisation by facilitating a Critical Fleet review. Achieve saving target £85k.	Transport Manager	March 2020
FAMP A05	Support the transformation project in the review of HSCP/Education transport demand and associated costs.	Transport Manager	March 2020
FAMP A06	Engage with services and communications in regard to Vehicle Advertising	Transport Manager	Ongoing
FAMP A07	Continue to improve fleet sustainability	Transport Manager	Ongoing
FAMP A08	Continue to develop sustainable business travel arrangements for our employees	Transport Manager	Ongoing
FAMP A09	Continue to develop programme of driver training and launch revised drivers handbook	Transport Manager	Ongoing
FAMP10	Create new Fleet Compliance / Trainer post	Transport Manger	October 2019
FAMP11	Review method of purchasing and financing vehicles	Transport / Financial Support	Annual Exercise

ASSET MANAGEMENT PLAN

ROADS

July 2019

Road Asset Management Plan

1 Introduction

This Road Asset Management Plan (RAMP) sets out the Council's approach for the management and maintenance of its road assets.

1.1 Road Asset Management

Road Asset Management is defined in the County Surveyors Framework for Highway Asset Management as:

> 'a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers'

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

Strategic Approach – adopting a strategic approach to maintain and renew the asset and make best use of available resources for the long-term benefit of the asset.

Optimal Allocation of Resources – investment is allocated to prioritise the delivery of corporate objectives and to provide best value to our customers. Asset management provides a framework for this process by identifying and prioritising needs across the network as a whole. Lifecycle planning is used to minimise whole life costs to ensure efficient and effective use of resources.

Customer Focus – taking into account the needs and expectations of customers is addressed by developing appropriate levels of service for each asset.

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

1.2 Corporate Asset Management

The Road Asset Management Plan links to the Council's Corporate Asset Management Strategy and assists the Council in its' drive to use our resources more efficiently and effectively.

1.3   Strategic Document Framework

The Road Asset Management Plan sits within a strategic document framework shown in the diagram below:

Local Outcomes Improvement Plan

⬇

Council Plan

⬇

Operational Plans

⬇

Road Asset Management Plan
Flood Risk Management Plan
Road Safety Plan
Winter and Weather Emergencies Plan
Street Lighting Strategy

1.4 **Asset Management Planning Documentation**

The following documents are produced to support the asset management process and are reviewed and updated annually:

Road Asset Management Plan – records the service standards for each asset group, identifies risks, reflects local traffic levels, customer preferences and current investment strategies

Data Management Plan – records methods for collection, validating and updating of asset data and an action plan for improvements regarding estimated or missing data

Road Asset Valuation Report – provides information on data used in the valuation, methods of calculation and interpretation of results

Performance Report – APSE/SCOTS results

Improvement Action Plan – to support the asset management planning process

Customer Information Report – provides current customer information

Road Maintenance Manual – defines how and when each asset group is inspected, categorisation of repairs, condition assessment, prioritisation methods and procurement and management of works

Annual Status and Options Report – provides a summary of the status of each asset group in meeting service standards and a prediction of condition based on varying investment levels

Road Risk Register – details of risks to implementation of the plan

Works Programme – a Strategic List of Priorities is provided from which the annual programme is determined

2 Road Asset

2.1 The Road Asset

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

Asset	Quantity (31st March 2019)	Unit
Carriageway – Mainland	873.64	km
Carriageway – Arran	165.8	km
Footways/footpaths	1014.8	km
Bridges & Culverts	418	no.
Car Parks	66	No.
Retaining Walls	46	No.
Street Lighting Columns	23,360	No.
Traffic Signals	75	No. of sets
Vehicle Activated Signs	37	No.
Real Time Passenger Information	21	No.
Non-illuminated Signs	12,226	No.
Illuminated Signs/Bollards	1,121	No.
Pedestrian Barrier	10,706	m
Grit Bins	485	No.
Safety Fences	40,557	m
Street Name Plates	3,609	No.
Bus Shelters	389	No.
Cattle Grids	11	No.
Verge Marker Posts	4,449	No.
Weather Stations	2	No.

A Data Management Plan has been created to record inventory data, storage, updating and validation processes.

2.2   **Other Road Assets**

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

♦   Drainage systems are not covered by this plan. There is limited recorded information on drainage. New drainage installed or existing drainage that is being worked on, is included in the recording procedures for asset changes. Historic plans of drainage will ultimately be fully recorded on GIS. A flooding focus group has been included in the 3rd phase of the SCOTS asset management project to explore the inclusion of flooding/drainage asset management within the RAMP.

♦   Road & Lighting Infrastructure that is not part of the adopted road network is not currently included within this RAMP.   Work has commenced to collect lighting, carriageway and footway condition data for Housing areas, and limited information regarding additional road infrastructure outwith the adopted road network has been recorded. A methodology for the prioritisation of maintenance on these assets has been developed. Further work is required to ascertain how the financial valuation of these non-adopted assets should be reported. There is a list of additional assets and further assets will continue to be added to the list as they are identified.

♦   Trees are not recorded within the RAMP. Tree ownership across the council area is currently being recorded by the arboricultural officer. The majority of roadside trees are the maintenance responsibility of the land owner.

♦   Cycle paths – inventory relating to cycle paths not forming part of existing carriageways or footways/footpaths is currently being collected and will be complete by March 2020. The status and maintenance of cycle paths will then be included with the RAMP.

The following road assets do not require to be included within the RAMP as the council do not have maintenance responsibility for privately owned infrastructure, although records are held regarding locations.

♦   Private Roads and Footways – those not on the list of public roads

♦   Private Bridges (including Network Rail and Sustrans structures)

3   Customer Consultation

3.1   Customer Consultation

A Roads Service customer survey was undertaken in 2013. The survey covered customer contact and levels of satisfaction with various areas of the service – winter service, road maintenance, street lighting. The surveys identified that although we were delivering a high quality service in the works being carried out, the condition of the roads and footways was perceived to be in decline.

North Ayrshire took part in the National Highways and Transport (NHT) Networks survey in 2016. This survey measures public satisfaction with highways and transport services across the UK with results shared on the NHT website to encourage benchmarking and drive improvement.

To ascertain customer satisfaction regularly, roads specific questions have now been included in the customer surveys that are carried out by our Customer Services.

A winter service customer questionnaire was issued in 2013 to ascertain customer satisfaction levels with our winter service provision. This aspect is now included in the Customer Services survey.

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

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

The Local Transport Strategy 2015-2020 was developed in consultation with a wide range of representatives including public transport operators, economic groups, environmental groups, community groups and health organisations. Following publication of the draft documents, a six-week public consultation process was undertaken. The public consultation was carried out by e-mails sent out to all previous consultees, information and a link to a small questionnaire were provided on the Council's website and draft documents and questionnaires were placed in local libraries and Cunninghame House reception. In addition an advert was published in the Ardrossan & Saltcoats Herald, Arran Banner, Irvine Herald, Largs and Millport Weekly News and the Herald informing of the consultation.

North Ayrshire Council also has representatives who attend various meetings to ascertain views and/or requirements – e.g. North Ayrshire Access Panel, Community Groups and Estate Based Inspections. Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire.

Consultation is undertaken through the new Locality Partnerships for local people within communities; set in North Coast and Cumbrae, Three Towns, Garnock Valley,

Arran, Kilwinning and Irvine. This identifies and addresses local issues, sets out priorities for each locality and how they can be addressed within a developed Locality Plan.

We work closely with Arran Community Council, Visit Arran and other key stakeholders to consult on works programmed to be undertaken on the Island of Arran to ensure that disruption is minimised and that any concerns are addressed.

Public consultation exercises are undertaken prior to final design decisions being made about major projects – for example, consultation has been carried out across West Kilbride to consider improvements to traffic management in the town and also in Gateside to agree traffic calming measures to improve safety. Consultation is also undertaken through local press releases for traffic orders and proposed road closures.

A customer satisfaction survey developed by the SCOTS Performance Group and APSE has been trialled by a number of authorities and is currently under review. A revised survey will be available in April 2020. This survey will then be used to ascertain customer satisfaction and benchmark against other Scottish authorities on an annual basis.

3.2   Consultation Results

The results of the roads service survey of 2013 shows dissatisfaction particularly in the condition of road and footway surfaces, but that customers are satisfied with the provision of street lighting. The 2016 National Highways and Transport (NHT) survey shows similar results for satisfaction with road condition but indicates a lower level of satisfaction with street lighting with 70.7% satisfied with street lighting in comparison to 82% through the service survey in 2013. This may be due to the introduction of LED lighting in certain areas which reduce the light spread by concentrating lighting onto the road network.

The winter maintenance policy is reviewed annually to ensure that an effective winter weather service is provided and disruption due to severe winter weather is minimised. 70% of residents surveyed in 2013 indicated that they were satisfied with the winter service provided.

The Roads Service customer survey carried out in 2013 asked respondents to give a priority rating to each of the services that the Roads Service carries out to indicate how important the public perceives each service to be. Maintenance of Roads and Bridges was rated as the most important area for investment by 46% of respondents and 45% of enquiries made were concerning Road and Path maintenance. The results of this survey are included in the April 2014 Customer Information Report.

The results of our Contract specific customer questionnaires are reported to the Senior Manager on an annual basis in order that areas of concern can be monitored and addressed in pursuit of continuous improvement in the service delivered. 95% of customers are satisfied with the overall result, with 81.4% of customers stating that the service is good or excellent. Issues raised through this process are discussed at the Network weekly progress meetings and with appropriate site personnel. The results of the latest survey are included in the June 2019 Customer Information Report.

The results of the National Highways and Transport (NHT) Public Satisfaction Survey can be found on the NHT website. A comparison with the roads service surveys is included in the April 2016 Customer Information Report and confirms the results of previous surveys carried out by the roads service.

4   Future Demands

4.1   Asset Growth

Asset growth is generally due to the adoption of new development sites.

The carriageway asset has increased by 0.89% over the last 5 years, which has resulted in an additional 9.25 km of carriageway to be inspected and maintained. Due to the increase in new housing developments, it is expected that the carriageway asset growth will increase at approximately 0.2% per year. Growth of our footways/footpaths over the same period was 13.3 km representing a 1.2% increase over the same 5-year period, this is expected to decrease to 0.2% per year.

The number of lighting columns has increased by approximately 3% over the last 3 years. This rate of growth is due both to adoption of new development sites and increased numbers resulting from improvement of lighting to current standards. This trend is expected to continue.

The number of traffic signals remains relatively static with any increases due to a requirement to regulate traffic flow on busy routes and to provide safe crossing points for the public. A number of driver feedback signs are provided, all of which have been installed in the last 8 years.

4.2   Traffic Growth

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

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

There are currently no figures available for traffic volumes on the Island of Arran; however, there is an expectation of increasing volumes of traffic due to the influx of

tourists, in private cars and bus tours throughout the summer months further contributing to the deterioration of Arran's roads. There are projected figures for increases in timber transport calculated from predicted volumes of timber to be felled in future years. It is predicted that haulage traffic will increase by 39% between 2012-2016 and 2017-2021.

Road Equivalent Tariff (RET) has now been introduced on ferry routes to Arran with a reduction in fares for the travelling public. There is currently no information available on any increase in vehicular traffic as a result of this as analysis of traffic counter information recorded on the Island has not yet been completed. However, anecdotal information suggests a significant increase.

4.3   Traffic Composition

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

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

4.4   Utilities

Utility activity can have a major effect on the maintenance and management of the road assets. There are currently no recorded figures to quantify the effect that utility openings have on the road structure but it is widely believed that these lead to an increase in defects and earlier deterioration of the road surface than would otherwise be expected. All statutory undertakers are responsible for carrying out their own reinstatements and the Council enforces a 2-year guarantee on these works.

The Office of the Scottish Road Works Commissioner is currently undertaking a review of the long term damage that can result from utility activity. This includes a review of the current 2-year guarantee period.

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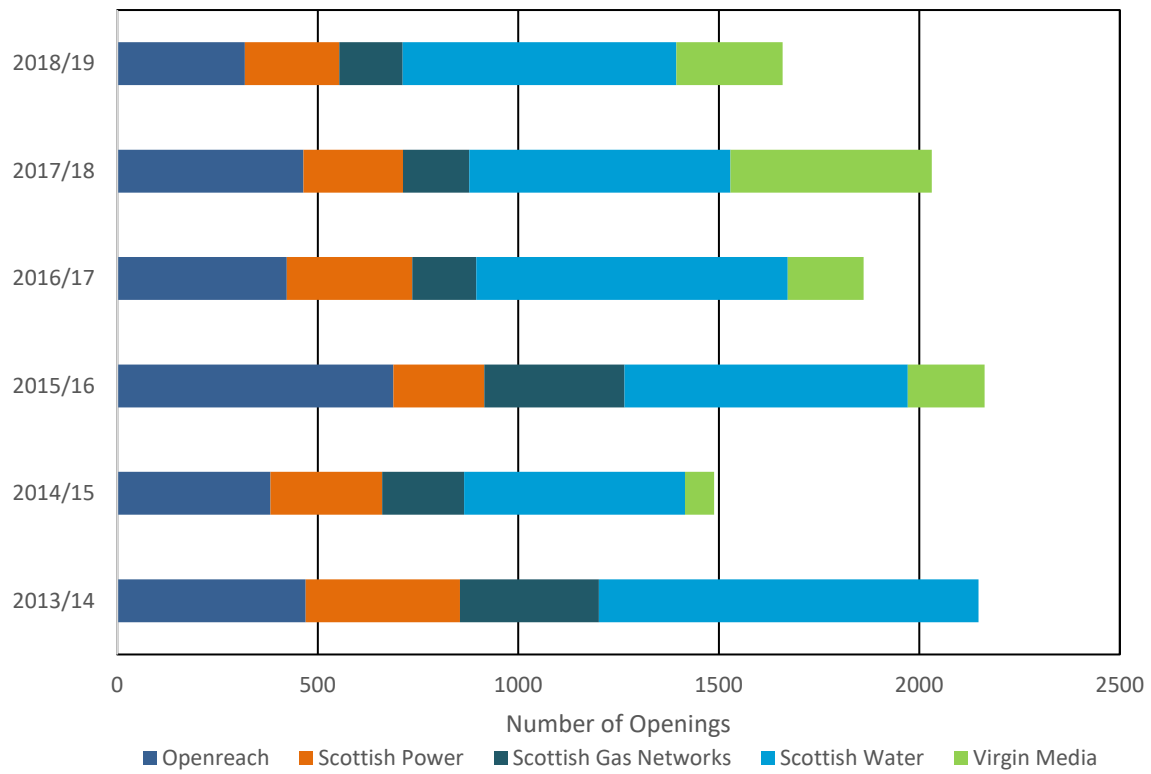
North Ayrshire Council work closely with Utility companies to try to minimise the effects of utility works on the travelling public and to ensure that, as far as is possible, newly surfaced roads are not disturbed for a minimum period of 3 years. However, in the event of emergency works being required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

4.5   Environmental Conditions

Environmental factors contribute to the demands placed on the road asset.

- Climate change – changeable weather conditions with severe weather extremes becoming more common result in rapid deterioration of the road network
- Winter weather – harsh winter weather, particularly the extreme low temperatures during winter 2017/18 caused significant damage to road surfaces
- Flooding – flooding is becoming more common due to prolonged periods of intense rainfall with road drainage unable to cope. This further leads to rapid deterioration on rural roads where there is little or no formal drainage in place.

4.6   Changes in Legislation

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

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

- Flood Risk Management (Scotland) Act 2009
- Disabled Persons Parking Places (Scotland) 2009
- Designing Streets Manual for Scotland
- Section 7 agreements may create further maintenance responsibilities in relation to sustainable drainage systems. Section 7 agreements state that the Roads Authority and Scottish Water may agree to the provision, management and maintenance or use of their sewers or road drains for the conveyance of water bringing shared responsibilities for systems
- Traffic Signs Regulations and General Directions 2016
- Well-managed Highway Infrastructure – A Code of Practice October 2016

4.7 Local Transport Strategy

The Local Transport Strategy may result in additional public transport and walking/cycling routes that will result in increasing future maintenance costs.
North Ayrshire Council is committed to implementing low maintenance solutions, where possible, for example widening existing footways to create shared footway/cycleways rather than constructing separate new cycleways that would incur additional inspections costs.

5 Levels of Service

5.1 Service Standards

The following service standards apply to the road asset and define the level of service that customers can expect. The standards allow the appropriate prioritisation of resources within available funding. Details of how the specific measures are calculated are included in the road maintenance manual.

Service	Measure	Target Standard
	Carriageways	
Safety	Response time to Category 1 defects	4 hours
	Response time to Category 1 defects (Cumbrae only)	24 hours
	Response time to Category 2 defects	5 working days
	Response time to Category 3 defects	60 working days
	Routine safety inspection frequency – Strategic, Main and Secondary Distributors	12 times per year
	Routine safety inspection frequency – Link roads	4 times per year
	Routine safety inspection frequency – all other routes and car parks	once per year
	Utility Inspections	
	% of Sample A Inspections completed against number of potential inspections	50%
	% of Sample B Inspections completed against number of potential inspections	60%
	% of Sample C Inspections completed against number of potential inspections	85%
Condition	Maintain RCI	39.3%
	Maintain condition of A Class Roads at target levels	37%
	Maintain condition of B Class Roads at target levels	40%
	Maintain condition of C Class Roads at target levels	52%
	Maintain condition of U Class Roads at target levels	36%
	Footways	
Safety	Response time to Category 1 defects	4 hours
	Response time to Category 2 defects	5 working days
	Response time to Category 3 defects	60 working days
	Routine safety inspection frequency – footways associated with strategic, main and secondary routes	12 times per year
	Routine safety inspection frequency – footways associated with link roads	4 times per year
	Routine safety inspection frequency – Castlepark and Lower Vennel	Twice per year
	Routine safety inspection frequency – all other footways and footpaths	Once per year

Condition	Maintain % of footways requiring maintenance at current levels	16%
	Street Lighting	
Safety	% of street lanterns with a valid Electrical Test Certificate	50%
Condition	% of lamps restored to working condition within 7 days	95%
	% of lanterns that exceed their Expected Service Life should be no more than	25%
	% of columns that exceed their Expected Service Life should be no more than	15%
	Structures	
Safety	Carry out General Inspections	2 yearly
	Carry out Principal Inspections	6 yearly
Condition	Response time to emergency calls	4 hours
	Target figure for Average Bridge Stock Condition Indicator	85
	Target figure for Critical Bridge Stock Indicator	80
	Traffic Signals	
	Response time to attend urgent faults	2 hours
Safety	Repair/make safe time for urgent faults	4 hours
	Response and repair time for non-urgent faults	12 working hours

Details of our Road Hierarchy are shown in Appendix B
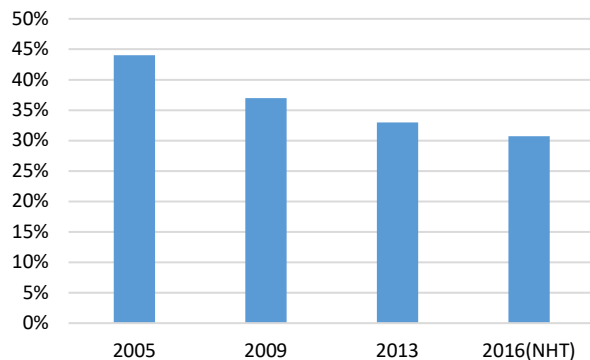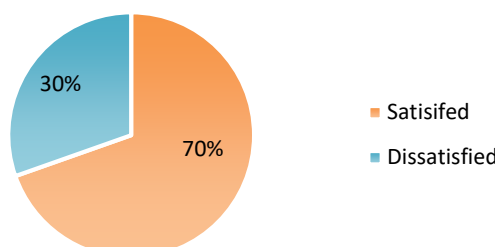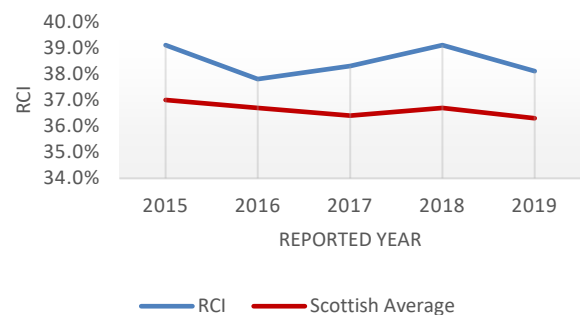
5.2   Road Condition
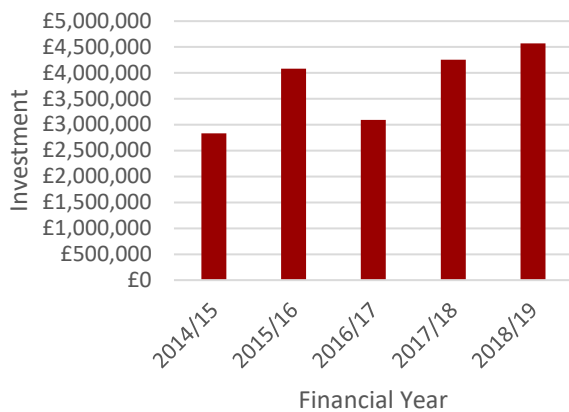
The table below shows the Road Condition Indicators for North Ayrshire Council reported as Statutory Performance Indicators from 2011-2013 to 2016-2018 and the comparison with the Scottish average. Road condition improved from 2013 to 2016 as a result of asset management practices using lifecycle planning to target investment to make optimum use of available resources. Road condition has deteriorated slightly by 1.3% over the last 2 years, additional budget invested in roads infrastructure in 2017/18 and 2018/19 is expected to stabilise road condition.

RCI Comparison to Scottish average							
	2011-13	2012-14	2013-15	2014-16	2015-17	2016-18	2017-19
North Ayrshire	42.7	40.8	39.1	37.8	38.3	39.1	38.1
Scottish average	36.2	36.7	37.0	36.7	36.4	36.7	36.3
Comparison to Scottish average	+6.5%	+4.1%	+2.1%	+1.1%	+1.9%	+2.4%	+1.8
Overall Ranking	25th	21st	20th	20th	22nd	26th	23rd
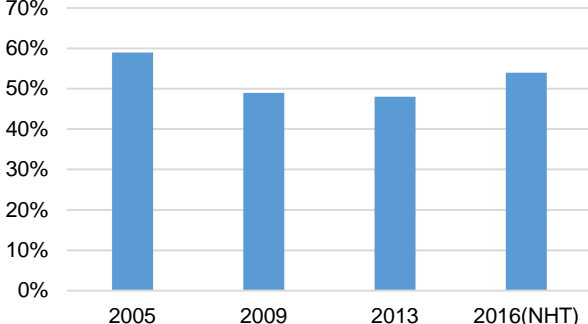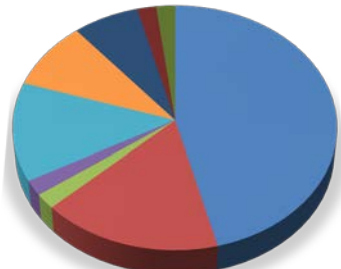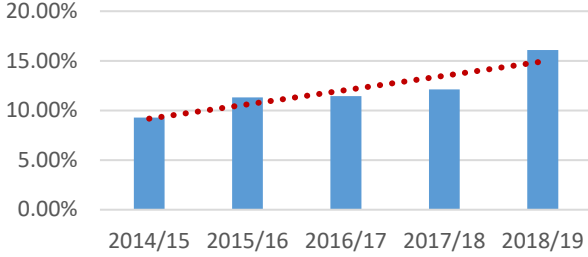
5.3   Asset Group Status Reports

The status of the major asset groups that make up the road asset as at April 2019 are summarised in the following pages:-
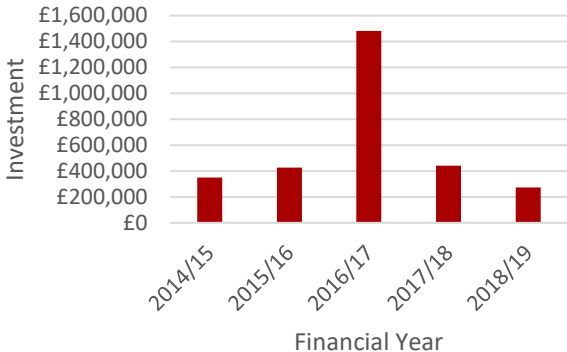
Carriageways	Statistics	Commentary
The Asset	North Ayrshire Council has 1039 km of public road network. Growth of 0.89% over the last 5 years. Growth of 9.25 km over the last five years.	Predicted growth over the next 5 years of 0.2% per year.
Customer Expectations	**% Satisfied with Maintenance of Roads** 2005: ~44% 2009: ~37% 2013: ~33% 2016(NHT): ~31% **Overall Satisfaction with Winter Service** Satisfied 70% Dissatisfied 30%	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of our roads. The 2016 NHT survey indicates the low level of satisfaction with the condition of our roads. This decrease in satisfaction with our road network is despite an improvement in overall road condition and indicates the increasing expectations of the community. A roads customer survey created jointly by APSE/SCOTS to enable national satisfaction comparison will be undertaken during 2019/20. A winter survey carried out in 2013 indicates that 70% of the community are satisfied with the winter service provided.
Condition	**Road Condition Indicator v Scottish Average** (line chart: RCI and Scottish Average, Reported Year 2015–2019, RCI axis 34.0%–40.0%)	SRMCS results in 2017/19 indicate that 38.1% of our carriageways may require attention – approximately 400km. Our RCI has improved over the last year, decreasing by 1%. The Scottish Average has also improved over the same period by 0.4%. Investment in road maintenance in 2019/20 is expected to maintain current overall road condition due to the use of lower cost surface treatments.
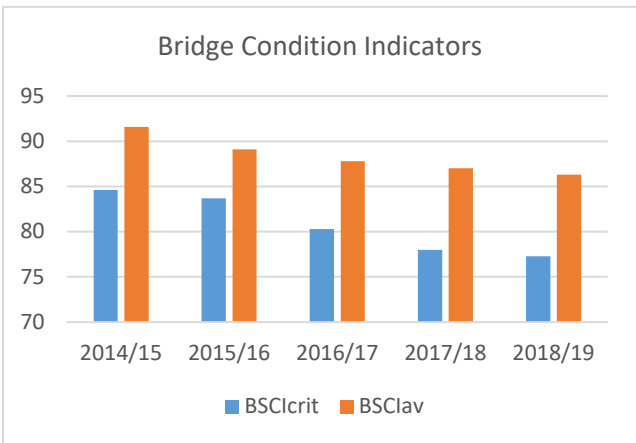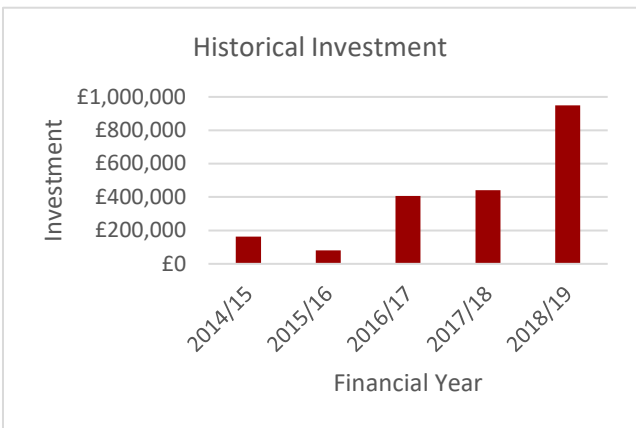
Investment Historical	Historical Investment	These figures include capital and revenue investment in planned maintenance works. The carriageway investment plan from 2018/19 onwards includes £3.3m Capital Investment and £0.5m Revenue. These investment levels were set to maintain steady state in road condition. The reported steady state figure in 2019 has increased to £4.3m. Opportunities to mitigate this can be explored as part of the next Capital Plan refresh, informed by any changes to our RCI figures in 2019/20.
Valuation	Gross Replacement Cost (GRC) £969 million.	Cost to replace the carriageway asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £11.1 million.	Estimated annual depreciation in the carriageway asset if no maintenance is carried out.
	Steady State figure **£4.3million** (May 2019) (Increased from £3.8m in May 2017)	Cost per year to maintain the current Road Condition Indicator (RCI). [1]
	Headline backlog figure is **£34.8million**. (May 2019)	Budget required to remove all defects in one year.
Planned Future Investment	It is calculated that **£11.1million** per year is required to prevent further deterioration across the network. This figure does not include for increasing materials and construction costs.	This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or revenue funding.
Forward Works Programme	A 5 year investment plan has been developed for Arran using Road Condition data and Horizons which uses condition information and our identified community priorities to provide options for optimising investment. A 3 year plan for the Mainland is currently being revised due to changes to the plan as a result of rapid deterioration in some areas.	Locations identified are subject to annual re-assessment. Horizons is utilised to identify the optimum strategy for long term planning for road maintenance which maximises budget efficiency for both Arran and the Mainland.
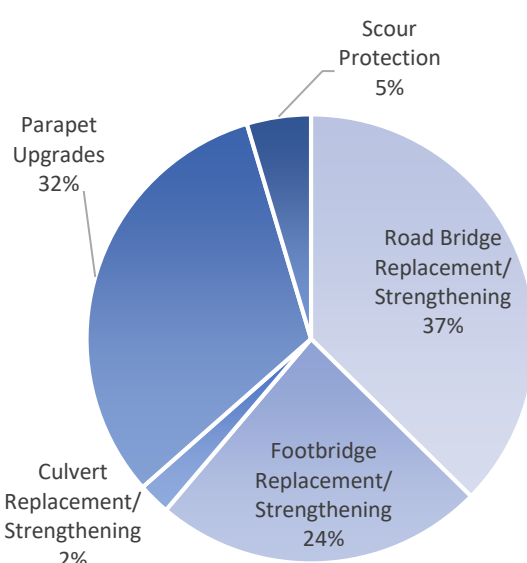
[1]   The Steady State calculation is based on investment required to ensure carriageways currently in amber condition do not deteriorate to red condition, and carriageways currently in good condition do not deteriorate to requiring maintenance treatment. This figure does not include treating all carriageways currently requiring major maintenance works as those in red condition will not deteriorate further.
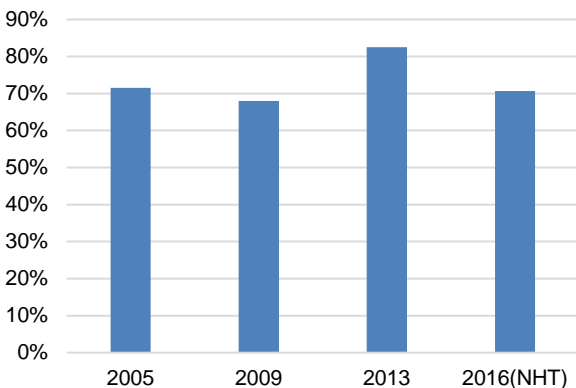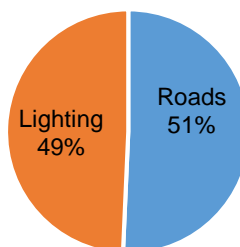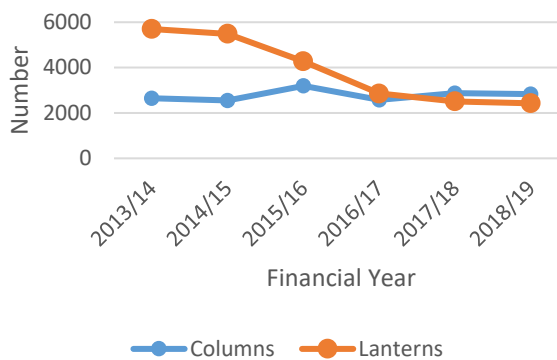
Footways	Statistics	Commentary
The Asset	North Ayrshire Council has 1014.8 km of footway/footpath network. Estimated growth of 1.2% over the last 5 years. Estimated an extra 13.3 km of footway to be maintained.	Predicted growth over the next 5 years of 0.15% per year. Predicted increase in footway length of 7.5 km over the next 5 years.
Customer Expectations	**% Satisfied with Footway/Footpath Surfaces** 	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of footways and footpaths. The NHT survey indicates that this increased to 54% of respondents satisfied with the condition of footways. Footways are second only to roads and bridges maintenance as customer investment priorities, with 17% indicating that this should be a priority for service investment. **Customer Priorities** {table below}
Condition	**% footway requiring treatment** 	A condition survey of the whole footway is completed annually. Assessments are undertaken by the Road Inspectors as part of their inspection programme. Condition assessments carried out on the footway network indicate that footway condition is deteriorating with 16.08% of our footway/footpath network is currently in need of maintenance treatment – approximately 162km.
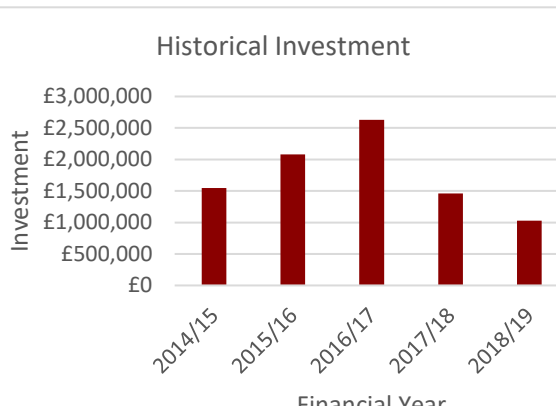
Customer Priorities

Roads & Bridges Maintenance	46%
Pavement & Footpath Maintenance	17%
Winter Gritting	2%
Street Lighting Maintenance	2%
Reduction of Congestion/Traffic Management	13%
Safety Measures/Traffic Calming	9%
Flood Prevention	7%
Maintenance of Public Car Parks	2%
Road Safety Training	2%

Investment Historical	 Historical Investment £1,600,000 £1,400,000 £1,200,000 £1,000,000 £800,000 £600,000 £400,000 £200,000 £0 Investment 2014/15 2015/16 2016/17 2017/18 2018/19 Financial Year	Planned footway maintenance includes footway resurfacing/ reconstruction and planned footway patching. Additional investment in 2016/17 was as a result of capital investment in town centre regeneration projects. Investment in planned footway works has decreased by £150k annually to support carriageway investment. It is expected that footway condition will continue to deteriorate as a result of the reduced investment in this asset.
Valuation	Gross Replacement Cost (GRC) is £73million	Cost to replace the footway asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £0.9million	Estimated annual depreciation in the footway asset if no maintenance is carried out.
Planned Future Investment	It is calculated that **£0.9 million** per year is required to prevent further deterioration in the footway network. This figure does not include for increasing materials and construction costs.	This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or major revenue funding.
Forward Works Programme	All footways requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all footways requiring maintenance works in order of priority.	Locations identified are subject to continual re-assessment.

Structures	Statistics	Commentary
The Asset	The Structures asset consists of: 254 Road Bridges 34 Footbridges 46 Retaining Walls 122 Culverts 7 Subways	The figure for the length of retaining walls is estimated. There are two flood protection schemes currently being developed for Upper Garnock Valley and Millport which will involve the creation of a dam and rock armour sea defences.
Customer Expectations	100% of requests relating to abnormal loads are responded to within service response times.	There have been no adverse comments in respect of Structures.
Condition	**Bridge Condition Indicators** BSCIcrit BSCIav	The Bridge Condition Indicators require that Principal Inspections (PIs) are undertaken over a 6 year cycle. A combination of a backlog of PIs and limited capital investment has resulted in a deterioration of bridge condition. Capital investment from 2016/17 onwards is expected to begin to show a steady improvement in BSCIs. General Inspections (GIs) are undertaken 2 yearly.
Investment Historical	**Historical Investment** 	These figures represent revenue expenditure only from 2013/14 to 2015/16. The application of asset management to maintenance of the structures asset has resulted in planned Capital investment of £560,000 annually for maintenance of Structures assets from 2016/17 until 2027/28. Further additional Capital investment of £300,000 was made in 2018/19 to carry out improvement works.
Valuation .	Gross Replacement Cost (GRC) is £116.7 million	Cost to replace the structures asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £870,000	Cost per year to maintain the structures asset in its current condition.

Planned Future Investment	Estimated Outstanding Maintenance Work Required Pie chart showing: Scour Protection 5% Parapet Upgrades 32% Road Bridge Replacement/ Strengthening 37% Footbridge Replacement/ Strengthening 24% Culvert Replacement/ Strengthening 2%	Value of outstanding maintenance work for the Structures asset is estimated to be £6.7million. This estimate is based on the inspections that have been carried out to date and may rise as inspections are reviewed. A formalised process for establishing the ongoing, long-term budgetary requirements for the maintenance of the Structures Asset, is being developed to build upon existing Capital Programme Asset Group (CPAG) work. The Revenue budget is approx. £135,000 per year. Capital investment of £560,000/year has been agreed to 2027/28.
Forward Works Programme	The capital programme is identified based on the structures prioritisation methodology which ranks assets based on a number of factors including condition, safety, and usage.	The revenue programme is based on priorities from identified maintenance work, this is adapted throughout the year due to defects of a higher priority being identified through the annual inspection process. All works are subject to continual re-assessment. The capital programme may be revised as a result of higher priorities being identified through results of inspections.

Lighting	Statistics	Commentary
The Asset	No. of luminaires 23,624 No. of columns 23,161 Over the last 3 years the no. of luminaires has increased by 887 reflecting a rise of 3.9% per annum and the no. of lighting columns has increased by 497; a rise of 2.2%.	The growth pattern is expected to remain constant due to additional infrastructure as part of new developments. In addition, infrastructure replacement works will continue to increase the number of lighting points to reflect current design spacings.
Customer Expectations	% Satisfied with Street Lighting Provision Customer Enquiries and Service Requests Lighting 49% Roads 51%	Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 indicated an increase in satisfaction with the provision of street lighting. The NHT survey shows a decrease in the level of satisfaction with street lighting. The lower level of satisfaction may be due to the introduction of LED lighting which is being installed across North Ayrshire as part of an energy efficiency programme. These ensure that the lighting is concentrated onto the road network thereby reducing light spread onto surrounding private areas, gardens and pathways. In 2017/18, 49% of enquiries and service requests recorded for the Service were regarding Street Lighting. This is an increase of 8% over the last 2 years. This may be a result of public reaction to the changed perception of lighting levels from the installation of LED lighting.
Condition	Columns & Lanterns exceeding expected service lives (Financial Year: 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19) Columns / Lanterns	The number of lanterns exceeding expected service life has decreased by 55% since 2013/14, due largely to bulk LED lantern changes. The increase in the number of columns exceeding service life may be affected by estimated historic installation date records and will be affected by reprofiled capital investment in the next few years. The value remains under the expected performance target. A SCOTS exercise to further refine the life expectancy of L.A. cable network is ongoing

Investment Historical	Historical Investment	Level of historic investment reflected the ongoing £1m approx. required annually to maintain existing lighting infrastructure depreciation. Reprofiled Capital in 19/20 will result in reduced investment to £700k. An increase in investment from 2014/15 to 2017/18 is due to a major spend to save energy initiative to introduce LED lanterns into approx. 60% of the network. This has resulted in an energy efficiency saving of an estimated £570k per year.
Valuation	Gross Replacement Cost (GRC) is £40.6million	Cost to replace the lighting asset with an equivalent new asset.
	Annualised Depreciation Cost (ADC) is currently estimated to be £1.06million	Cost per year to maintain the lighting asset in its current condition.
Planned Future Investment	Capital Investment 2015/16 - £2,654,000 2016/17 - £2,222,000 2017/18 - £1,460,428 2018/19 - £1,000,000 2019/20 - £750,000	The additional spend to save investment is due to be completed in 2017/18 reducing investment thereafter to the ongoing £1M approx. annual investment to maintain the lighting infrastructure depreciation at status quo. However, reprofiled investment over financial years 2019 – 2021 will impact these statistics.
Forward Works Programme	Structural inspection programme of risk certification is ongoing. Priority major infrastructure replacement programme is drawn from inspection, age profile and asset profile information.	Continued structural inspection manages risk between priority replacement and interim inspection certification.

6 Financial Summary

6.1 Historical Expenditure

Historical expenditure on the Road Asset over the last 5 years is shown in the table below:

Asset	Works	14/15 £	15/16 £	16/17 £	17/18 £	18/19 £
Carriageways	**Reactive**	1,533,551	1,157,468	987,947	1,228,155	1,210,964
	Routine	433,372	443,273	427,432	322,762	371,277
	Planned	2,835,678	[1] 4,082,053	3,092,172	[6] 4,255,254	[7] 4,426,077
Footways	**Planned**	350,787	427,042	[4] 1,481,512	441,394	[8] 272,982
Winter Maintenance	**CW and FW**	955,332	860,897	591,909	924,754	685,632
Structures	**Total**	163,586	[2] 81,320	[5] 406,891	441,236	[9] 950,153
Lighting (excluding energy costs)	**Cyclic**	66,522	194,814	24,412	72,260	47,316
	Reactive	286,186	325,334	298,056	184,049	211,482
	Planned	1,548,886	[3] 2,078,355	2,627,264	1,460,428	1,026,793

[1] Planned expenditure figure includes SPT funding of £925k for improvement works on the Island of Arran. There is also an increase in patching works carried out internally using the Multihog, approximately £280k.

[2] Reduced spend on structures maintenance is as a result of one off expenditure required to undertake Principal Inspections.

[3] Increased spend includes planned programmed invest to save bulk lantern replacements which will continue across 2016/17 before levelling back out at pre 2014/15 levels.

[4] Increased spend is due to investment in footways at The Portal, Garnock Campus and Countess Street, Saltcoats (Total £887,000).

[5] Capital budget £560,000 was allocated for Structures planned improvement works.

[6] Additional Capital investment of £1m allocated for carriageway improvements.

[7] Includes £3.3m Capital, £0.7m Revenue surfacing works, £0.34m planned patching, £0.05m externally funded improvement works

[8] The footway budget has been reduced to maintain carriageway investment

[9] Additional Capital investment was allocated for Structures planned improvement works

Investment in the above asset groups in 2018/19 reflects approximately 46% of estimated annualised depreciation. Expenditure on street furniture and traffic management systems have been excluded from these figures as maintenance is based upon ongoing inspection regimes which determine repairs/replacements to be carried out on a needs basis.

6.2 Asset Valuation

As at April 2019, the Roads asset is valued as follows:

Asset Type	Gross Replacement Cost (£'000)	Depreciated Replacement Cost (£'000)	Annualised Depreciation Cost (£'000)
Carriageways	£968,501	£842,711	£11,085
Footways	£73,329	£55,693	£898
Structures	£116,772	£108,460	£870
Lighting	£40,622	£23,580	£1,059
Street Furniture	£18,703	£9,355	£932
Traffic Management Systems	£3,319	£2,117	£136
Land	£204,920		
TOTAL	£1,426,166	£1,041,915	£14,980

The roads infrastructure is currently estimated to have a value of approximately £1,426 million.

6.3 SCOTS BACKLOG MODEL

A study was completed in 2010 using the 2007 and 2008 SRMCS data to determine the effect of applying different maintenance budgets to the Scottish local public road network. This concluded that the budget required to return to the position where the carriageway is in a good state of repair (the Headline Backlog figure) was £1.539bn. The model was re-run using 2009 and 2010 SRMCS data in order to determine the effect of the February 2010 winter weather resulting in a new figure of £1.729bn, an increase of 12.33%. Analysis of information in 2015 identified that the budget required to remove all carriageway defects in 1 year in North Ayrshire was £30.9million. The backlog figure was re-calculated again in 2017 and 2019. 2017 figures were further revised based on the 2019 Scotland wide treatment costs to provide a comparison with the 2019 figures. The 2019 figures are calculated based on a set of Scotland-wide treatment costs to provide a sound basis for comparison between family groups, although any comparisons must still be treated with caution as the widths of carriageway used in the calculations are a combination of actuals and estimates provided by individual authorities.

Backlog figures for North Ayrshire Council

Authority	Network Length (km)	2017	2017 (Revised 2019 rates)	2019	% Change 2017 - 2019
North Ayrshire Council	1,036	£31,653,000	£36,194,000	£34,807,000	-3.8%
Scotland	52,737	£1.671 billion	£1.919 billion	£1.888 billion	-1.6%

Headline Backlog

RCI for North Ayrshire reduced from 38.3 in 2017 to 38.1 in 2017 which is reflected in a reduced backlog figure in 2019, after recalculation of 2017 figures using 2019 rates.

6.4   Planned Investment

Service standard targets and investment strategies are based on available budgets detailed in the table below. Any changes to these predicted budget levels will require changes to both service standard targets and investment programmes**.**

Asset	Works	£'000			Long Term Funding £'000
		2019/20	**2020/21**	**2021/22**	**Y4-Y10 pa**
Carriageways	Reactive/Routine	£1,500	£1,500	£1,500	£1,500
	Planned	£3,800	£3,800	£3,800	£3,800
Footways	Reactive/Routine	£150	£150	£150	£150
	Planned	£250	£250	£250	£250
Structures	Reactive	£135	£135	£135	£135
	Planned	£560	£560	£560	£560
Street Lighting	Energy Costs	£554	Based on current energy supplier prices. Long term market prices are unpredictable		
	Cyclic	£105	£105	£105	£105
	Reactive	£200	£200	£200	£200
	Planned	£750	£750	£1,250	£1,250

7   Investment Strategies

The strategies in this section have been determined using predictions of future condition over a 10 year period. The predictions enable strategies to be created to look at the whole life cost of maintaining the asset. Using long term predictions means that decisions about funding levels can be taken with due consideration of the future maintenance funding liabilities that are being created. Investment strategies for the major asset types are summarised below. These strategies are designed to enable the service standards in section 5 to be delivered.

Detailed information on anticipated outcomes of alternative strategies can be found in the Annual Status and Options Report.

Investment between Asset Types

In comparison to historical investment future investment is planned to be:

− Carriageways: level of investment - £3.3m Capital investment planned annually, expected to be maintained until 2027-28. Revenue contribution to planned investment expected to be maintained at £500,000.

− Footways: level of planned investment decreased to £250k to assist in maintaining carriageway investment levels

− Structures: level of investment increased from 2016/17 to enable a programme of improvements. Additional Capital investment of £300,000 was granted in 2018/19. Investment of £560,000 is expected to remain steady until 2027/28.

− Street lighting; level of investment was increased until 2017/18 as part of a 'spend to save' initiative to introduce modern efficient LED lighting. Capital investment of £1M annually required to keep pace with annualised depreciation, is being reduced in 2019/20 and 2020/21 to £750k before reprofiled increase to £1,250k in subsequent two years.

Carriageways

The investment strategy for carriageways is to optimise investment by using life cycle planning to undertake targeted improvements to ensure that efficiency of spend is maximised. This will increase investment in lower cost treatments, although investment will also require to continue in higher cost resurfacing where carriageways are in poor condition.   The budget available is insufficient to undertake a full preventative programme as there are areas of major deterioration that must be addressed for public safety. The funding available currently will not be sufficient to improve overall road condition, however, the strategy is to minimise deterioration by optimising available investment in order to maintain current condition.

Traditional Road Maintenance Approach
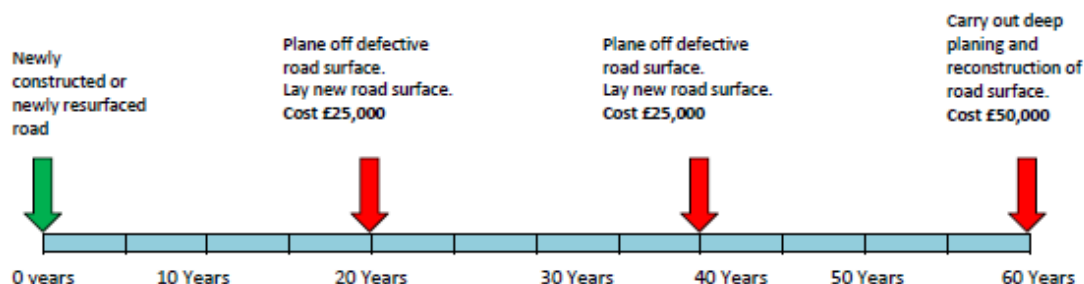
New Approach Using RAMP Principles
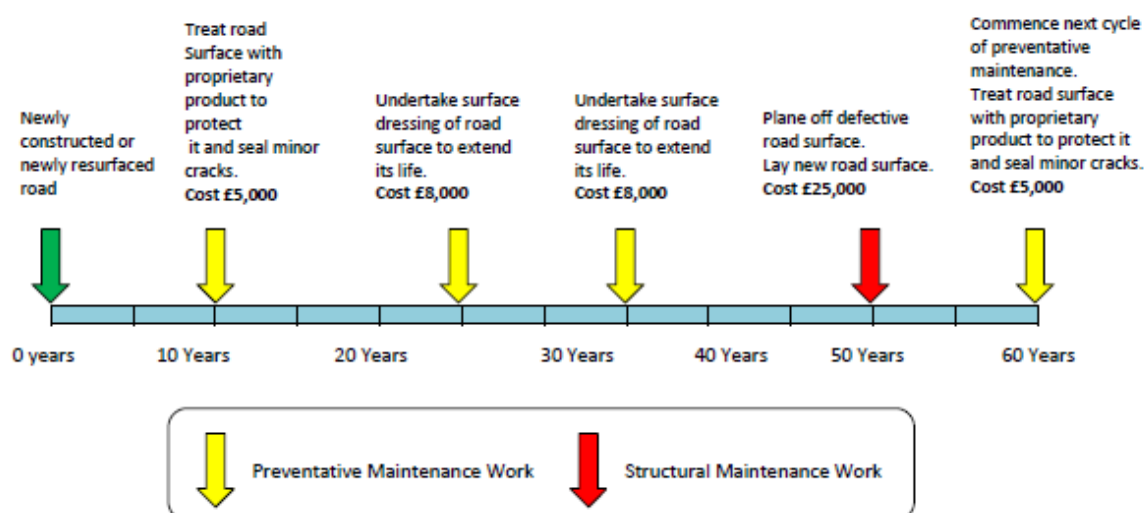
Total cost of maintaining the road using traditional methods £100,000

Total cost of maintaining the road using RAMP methodology £51,000

The above illustration shows that by applying road asset management principles the whole life cost of maintaining the asset is greatly reduced. The use of preventative maintenance treatments at the optimum intervention timings extends the life of the asset leading to less need for reactive and planned maintenance.

As a result of the increased budget reported to be required to maintain steady state, the budget currently allocated for planned maintenance is projected to result in deterioration over 10 years resulting in the percentage of roads in need of maintenance treatment increasing. However actions being taken to prevent this are in place utilising long term planning which looks at whole life costs. An annual programme of planned permanent patching will be undertaken to assist in minimising deterioration in overall road condition. A 2 year surface dressing programme will be carried out over 2018/19 and 2019/20. A programme of carriageway screeding is planned annually to improve our rural road network.

A method of prioritisation is utilised in addition to Scottish Road Maintenance Condition survey data to target investment for long term planning. Carriageway prioritisation data is included at Appendix C.

Road Condition Indicator
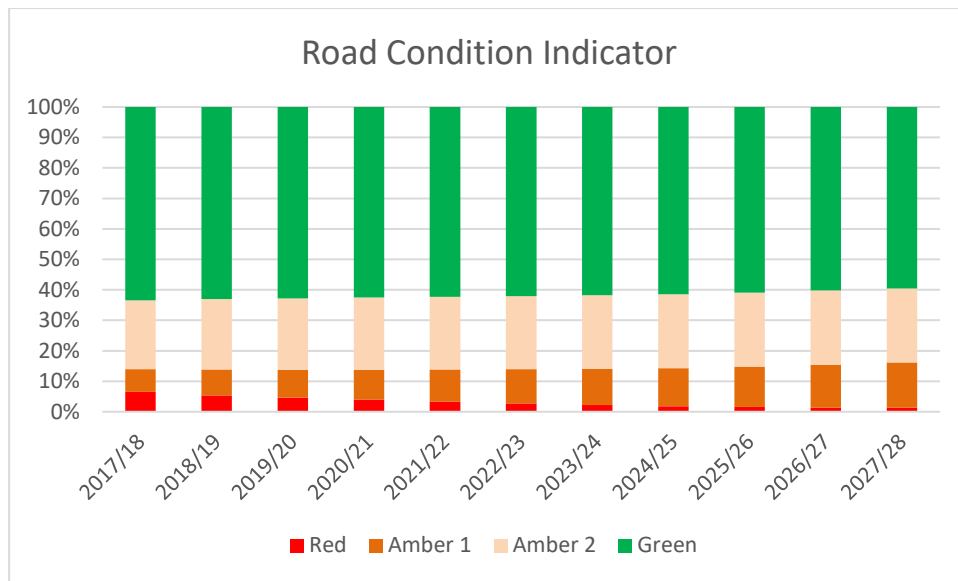
Based on current investment, RCI is predicted to increase to 40.5% by 2027/28. This projection does not take inflationary factors ie, increased material, transport and labour costs into account.

Horizons, a visualised asset management system, is currently being used to determine a long term investment programme. This takes account of road condition, deterioration rates based on historical data for our road network and prioritisation criteria established to meet Council priorities.   It uses life cycle planning to allocate treatments efficiently making optimum use of the available budget.

Expenditure on routine repairs is expected to stay the same. The investment on a Multihog machine which enables first time permanent patching repairs to be carried out by general patching squads is expected to reduce expenditure on reactive repairs as repeated return visits are reduced.

Footways

The strategy for planned improvement works to footways is to continue to use our prioritisation matrix (Appendix D) to develop a long term programme for footway improvements.

Preventative treatments have been used in previous years in residential streets but had poor feedback from the public. As a result of this, all town centre footways are resurfaced in asphalt with white limestone chips or to meet public realm requirements, but all other footways are now resurfaced with a 6mm dense finish as this is a more efficient use of limited funding for footway improvements. Although initial feedback has been varied on this matter, it is more acceptable to our residents than the extended use of thin surfacing treatments.

To move to programming investment in our footway network using lifecycle planning, there is a requirement to use a range of treatments. As thin surfacing treatments are further developed they will be trialled and the results analysed to enable lifecycle

planning to be fully implemented and investment optimised across our footway network.

Routine and reactive repairs are expected to continue at current levels and will be undertaken within available budgets.

Structures

The structures maintenance strategy is to use available funding to ensure the safety of the travelling public by maintaining the structures in a serviceable condition.

The methodology used to allocate Revenue and Capital funding is outlined below.

Revenue

Works carried out under the revenue budget are generally reactive and routine works identified through the inspection regime and/or reported defects from the public.

Works identified, where there is insufficient budget to immediately carry out repairs and where they are not prioritised due to safety reasons, are recorded in the Work Bank which is a list of works to be completed as funding is available.

The maintenance strategy attempts to balance the need to complete essential reactive works, whilst allocating funds to routine preventative and corrective works identified through inspections. A reduction in routine maintenance will accelerate the rate of deterioration of the asset.

Capital

A capital budget has been allocated to the structures asset from 2016/17 and is expected to be in place until 2027/28. This is enabling a programme of strengthening and replacement to be put in place.

The following table contains the current list of locations and estimates for strengthening and upgrade works required.

Strengthening Works - Road Bridges			
C79	St. Brides Bridge	C79-10	320,000
U54	Seven Acres Mill Bridge	U54-30	380,000
C99	Threadmill Bridge	C99-05	200,000
C99	Dusk Water	C99-30	185,000
UNC	Corriegils Bridge	UNC.AA - 410	130,000
UNC	Halketburn Road	UNC TS-210	165,000
B706	Giffenmill Bridge	B706-50	50,000
B7081	Annick Water Bridge	B7081-10	80,000
Strengthening Works - Road Bridges			
UNC	Perceton Bridge	UNC.TI-200	120,000
B779	Nethermains Bridge	B779-10	220,000

U27	Giffordland Bridge	U27-10	50,000
U38	Kirkland Bridge (Busbyhill)	U38-10	60,000
B730	Holmsford Bridge	B730-70	30,000
B777	Hillend Bridge	B777-03	40,000
A735	Brackenburn Bridge	A735-060	120,000
A760	Maybole Bridge	A760-50	200,000
B769	Annick Water Bridge	B769-21	160,000
Parapet Upgrade Work - Road Bridges			
C56	Culvert West of Flashwood	C56-65	10,000
A736	Bungle Burn Bridge	A736-60	30,000
B706	Burnhouse Bridge	B706-070	30,000
UNC	Waterside Street Footbridge	UNC.XL-30	100,000
B7080	Mill Road Bridge, Long Drive	B7080-110	70,000
B752	Rail Bridge No. 4A	B752-10	200,000
C67	Tandlehill Bridge	C67-30	15,000
A737	River Irvine Bridge	A737-20	500,000
UNC	Milton, over Garnock	UNC NM-20	60,000
UNC	Milton, Millside Bridge	UNC NM-30	6,000
UNC	Sundrum Place Footbridge	UNC.XK-110	150,000
U16	Dalgarven Mill Bridge	U16-10	80,000
UNC	Garnock View	UNC TG-230	90,000
UNC	Newton, Lochranza	UNC.AA-610	50,000
Scour Protection Works - Road Bridges			
C147	Catacol Burn bridge	C147-130	80,000
C147	Dougarie Bridge	C147-110	30,000
	Estimated - various		200,000
Strengthening Works - Footbridges			
UNC XA	Barrie Terrace, Ardrossan	UNC XA-110	225,000
UNC	Tarryholm Footbridge	UNC.X1-100	120,000
UNC	Kirkland Road F/B No. 2	UNC.XG-220	80,000
UNC	Montgomery Park	UNC.X1-160	120,000
UNC	Lynn Drive Footbridge	UNC.XK-230	70,000
UNC	Burnfoot Road	UNC.XF-10	50,000
UNC	Cambusdoon Place F/bridge	UNC.XK-120	150,000
UNC	FB Multi Storey Irvine	UNC.X1-110	240,000
B7080	Fencedyke Bridge	B7080-130	150,000
UNC	Merryvale, Irvine	UNC.X1-050	290,000
Support Upgrade Works - Footbridges			
UNC	Stanley Place Footbridge	UNC-XS-050	105,000

Parapet Upgrade Works			
A71	Foulertoun Arches	A71-10	350,000
A737	Academy Footbridge	A737-30	250,000
B7080	Crammond Way	B7080	150,000
Strengthening Works - Culverts			
B777	Gillies Hill	B777-13	56,000
Parapet Upgrade Works - Culverts			
C147	Alt nam-Pairc Beaga Culvert north	C147-088	100,000

These works will be prioritised using the structures prioritisation methodology and a programme of works established. The Structures Prioritisation Matrix is contained in Appendix E.

The annual capital budget allocated is £560,000. This means that the current list of works required would take 12 years to compete.

Street Lighting

The investment strategy for lighting is to continue to use lifecycle planning to undertake targeted improvements of the overall asset infrastructure by using the prioritisation matrix to profile deteriorated, age expired and energy improvement opportunities.

The funding available currently for infrastructure replacement will not be sufficient to improve the age/condition profiles, however the overall strategy is to minimise further deterioration of the asset profile by keeping pace with annualised depreciation.

However, the short term reduced Capital investment resulting from reprofiling will increase the annualised depreciation cost; increase poor condition assessment statistics; increase the impact of energy increases, carbon tariffs and unplanned reactive repairs on future revenue budgets until the balance is redressed from increased spend in subsequent years.

The Capital funding will continue to be required to support annual replacement of deteriorated support column and cable infrastructure on those locations which have been converted to energy savings lanterns, as those supporting networks themselves become deteriorated and age expired.

8 Risk Management

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

8.1 Corporate Risk Management Strategy

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

8.2 Risk Identification

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

8.3 Risk Categorisation

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

8.4 Risk Control

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

8.5 Monitoring and Reporting

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

8.6 Risk Register

Top level risks for Place Directorate are contained within the Council Plan. The top level risk associated with roads is outlined below.

Issue	Current Controls	Council Plan Action
Failure to maintain assets to an acceptable standard	Asset management plans and supporting investment programmes are established and in place.	**C07** Continue to develop and implement actions arising from the Roads Asset Management Plan

A specific risk register for road assets has been produced. However, the major risks associated with Roads are recorded in the following table:

Risk	Controls	Monitoring Process
Less resources leading to a reduction in levels of service and an increase in complaints and legal claims	Inspection frequency Categorisation of defects using risk assessment process Prioritisation scheme for works	Regular monitoring of performance achievable with allocated resources Number of 3rd party liability claims Number of defects reported
Failure of street lighting electrical networks leading to dark area or electrical accidents or injury	Statutory Inspection Regime	Number of units with valid electrical inspection
Failure of street lights leading to accidents	Regular inspection programme in place and investment in replacement programme	Number of reported dark lamps
Failure of street lighting structures leading to damage or injury	Regular inspection programme in place and investment in replacement programme.	Number of age expired units with valid structural inspection certification
Flooding leading to service and local transport disruption and associated financial cost	Emergency plans for flooding Flood Risk Strategy	Ensure control procedures are kept up-to-date Regular inspection of trash screens and culverts
Severe winter weather or failure of proactive winter procedures leading to traffic disruption and impact on the local economy	Ensure winter maintenance policy has been reviewed. Ensure operatives are fully trained in winter procedures.	Monitor and review winter maintenance policy annually. Constant review of measures in place throughout the winter period.

9 Action Plan

An action plan has been created to support this plan and is included at Appendix A. Road asset management actions are also recorded in Covalent.

10 Management & Control of the Plan

10.1 Introduction

Improvement actions have been identified through the RAMP and need to be prioritised, programmed, resourced and implemented in order for an asset management approach to be fully introduced. This section states who will be responsible for the management of the Road Asset Management Plan.

10.2 Responsibility

The following officers are responsible for the delivery of the Road Asset Management Plan.

Post	Name	Role
Cabinet		Approval of RAMP
Executive Director	R McCutcheon	Approval of RAMP
Head of Commercial Services (Acting)	D Hammond	Approval of RAMP (annually)
Senior Manager – Network	C Dempster	Implementation of the RAM Action Plan
Team Manager – Network	S Macfadyen	Implementation of the RAM Action Plan Updating the RAMP Reporting on Progress
Team Manager - Lighting	G Wilson	Implementation of the RAM Action Plan - Lighting Updating the RAMP - Lighting Reporting on Progress - Lighting
Team Leader - Asset Management	G Robin	Implementation of the RAM Action Plan Updating the RAMP Reporting on Progress
Asset Owner-Carriageways	S Macfadyen	Updating Financial Information, Ensuring Implementation of Improvement Actions
Asset Owner-Footways/Cycleways	G Robin	
Asset Owner-Structures	M Miller	
Asset Owner-Lighting	G Wilson	
Asset Owner-Traffic	G Robin	

GLOSSARY

ABBREVIATIONS

The following abbreviations are used in this plan:

Abb.	Definition
ACoP	**Approved Code of Practice**
ADC	**Annualised Depreciated Cost**
AMP	**Asset Management Plan**
BCI	**Bridge Condition Indicator**
BSCIav	**Average Bridge Stock Condition Indicator**
BSCIcrit	**Critical Bridge Stock Condition Indicator**
CSS	**County Surveyors Society**
DRC	**Depreciated Replacement Cost**
GRC	**Gross Replacement Cost**
HGV	**Heavy Goods Vehicle**
IA	**Improvement Action**
LCP	**Lifecycle Plan**
LTS	**Local Transport Strategy**
NRSWA	**New Roads and Street Works Act**
RAMP	**Road Asset Management Plan**
RAUC(S)	**Roads Authorities and Utilities Committee (Scotland)**
RCI	**Road Condition Indicator**
RMS	**Roads Management System**
SCOTS	**Society of Chief Officers of Transportation in Scotland**

Abb.	Definition
SRMCS	**Scottish Road Maintenance Condition Survey**
SRWR	**Scottish Road Works Register**
SPI	**Statutory Performance Indicator**
TRO	**Traffic Regulation Order**
WDM	**Williams Detail Management Limited**
WGA	**Whole of Government Accounts**

Main Definitions The following terms are used in this plan:

Term	Definition
Annualised Depreciation	The cost of annual deterioration of the road network if no maintenance works are carried out.
Asset Management	A strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the Road infrastructure to meet the needs of current and future customers.
Asset Valuation	The calculation of the current monetary value of an authority's assets.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life arising from use, ageing, deterioration or obsolescence.
Depreciated Replacement Cost	Method of valuation which provides the current cost of replacing as asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation.
Gross Replacement Cost	The monetary cost of replacing the existing asset with a modern equivalent asset.
Levels of Service	A statement of the performance of the asset in terms that the customer can understand.
Lifecycle Plan	

Public Realm	Document defining the standards applied to an asset and detailing the management processes used to deliver those standards.
Road Infrastructure Assets	Publicly owned streets, pathways, right of ways, parks, publicly available open spaces; all areas to which the public has open access
	An authority's portfolio of road assets including roads, segregated footpaths and cycle routes, structures, lighting, traffic management systems, etc. Together they function as a system or network which as a whole is intended to be maintained at a specified Level of Service (assessed through performance measures) by the continuing replacement and refurbishment of its assets and elements.
Section 7 Agreement	A Roads Authority and Scottish Water may agree to the provision, management, maintenance or use of their sewers or road drains for the conveyance of water from the surface of a road or surface water from premises and that neither party shall unreasonably refuse to enter into such an agreement or insist on terms or conditions unacceptable to the other party.
Statutory Undertakers	Various companies and agencies with legal rights to carry out works on the road.

APPENDIX A

ACTION PLAN

ROADS

November 2016

The following actions have been identified as the Road Asset Management improvement actions for 2018/19 and are recorded on Covalent.

RAMP ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
19/20 A1	Develop an inspections programme for cycleways/routes	March 2020	🟢	Initial cycleway inspections are being carried out to inform an annual inspection programme
19/20 A2	Develop risk based approach for illuminated sign approval, produce policy document for implementation and assess impact and possible requirement for committee approval	March 2020	🟢	SCOTS feedback reviewed, amendment to risk assessment made, discussions progressing around reflective specification
19/20 A3	Develop a proposal for re-classification of A841 on Arran to reflect usage and design	March 2020	🟢	Guidance provided by Transport Scotland, plans currently being developed
19/20 A4	Implement the new Roads Asset Safety Inspection Policy	March 2020	🟢	New policy developed based on SCOTS guidance to meet the recommendations of the Well-Managed Highway Infrastructure: A Code of Practice
19/20 A5	Implement the strategy for inspection of additional assets and develop a maintenance programme	March 2020	🟢	Survey of additional assets is ongoing to inform the development of a maintenance programme
19/20 A6	Develop a procedure for the management of the risk associated with coal tar	March 2020	🟢	Initial testing is being carried out for the current investment programme, a procedure for the management of risk is under development
19/20 A7	Rationalise carriageway gritting routes to establish 6 priority routes	March 2020	🟢	Thermal mapping completed. Revised P1 routes returned to Vaisala to enable optimisation of routes
19/20 A8	Improve lighting asset structural safety of life expired columns with a valid structural inspection	March 2020	🟢	Baseline being set from this years out turn as per PIs, planned maintenance being actioned

RAMP ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
19/20 A9	Improve lighting asset electrical safety of units with a valid electrical test certificate	March 2020	●	Baseline being set from this years out turn as per PIs, planned maintenance being actioned
19/20 A10	Create a SUDS database as required by the 2009 Flood Risk Management (Scotland) Act	March 2020	●	Discussion required with Scottish Water in order to identify legacy SUDS ponds
19/20 A11	Update the flood asset database to include previously unrecorded culverts and complete inspections	March 2020	●	Survey work is being tendered to allow recording of uncharted culverts
19/20 A12	Carry out upgrades to bridge height signs	March 2020	●	A contract is underway to erect updated low bridge warning signs

The following actions have been identified as those required to improve the extent and management of inventory data. Accurate data is essential to inform maintenance requirements and undertake lifecycle planning in order to maximise efficiency and effectiveness of investment. These are contained within the Data Management Plan.

ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
DMC 1	Transfer surface material information into the carriageway layer in ArcGIS	Sept 2019	●	
DMC 2	Combine various layers of carriageways so that adoption and construction information is stored with inventory data	Sept 2019	●	
DMF 1	Collect remote footpath inventory	March 2020	●	Methodology will be introduced with new inspection routes and inspection team fully resourced
DMS 1	Record maintenance works information in new asset system	March 2020	●	Ongoing
DMS 2	Retaining walls to be inspected	Ongoing	●	Initial assessment to identify poor/fair/good condition completed

ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
DMT 1	Provide each controller with a unique identifier other than serial number	March 2020	●	This will assist with lifecycle planning
DMT 2	Measure actual power usage of individual traffic signal units	Ongoing	●	To identify where efficiencies can be made
DMT 3	Record detailed attributes for signals	March 2020	●	
ACTION	DESCRIPTION	DUE DATE	EXPECTED OUTCOME	COMMENT
DMSF 1	Record asset changes in ArcGIS	Ongoing	●	Asset change forms are currently completed and collated in Excel
DMA 1	Collate list of additional assets	Ongoing	●	An initial list has been compiled, further assets will be added as they are identified

APPENDIX B

Maintenance Hierarchy – Mainland & Island of Cumbrae

Strategic 🟥

Main Distributor 🟧

Secondary Distributor 🟨

Link and Access Roads 🟦
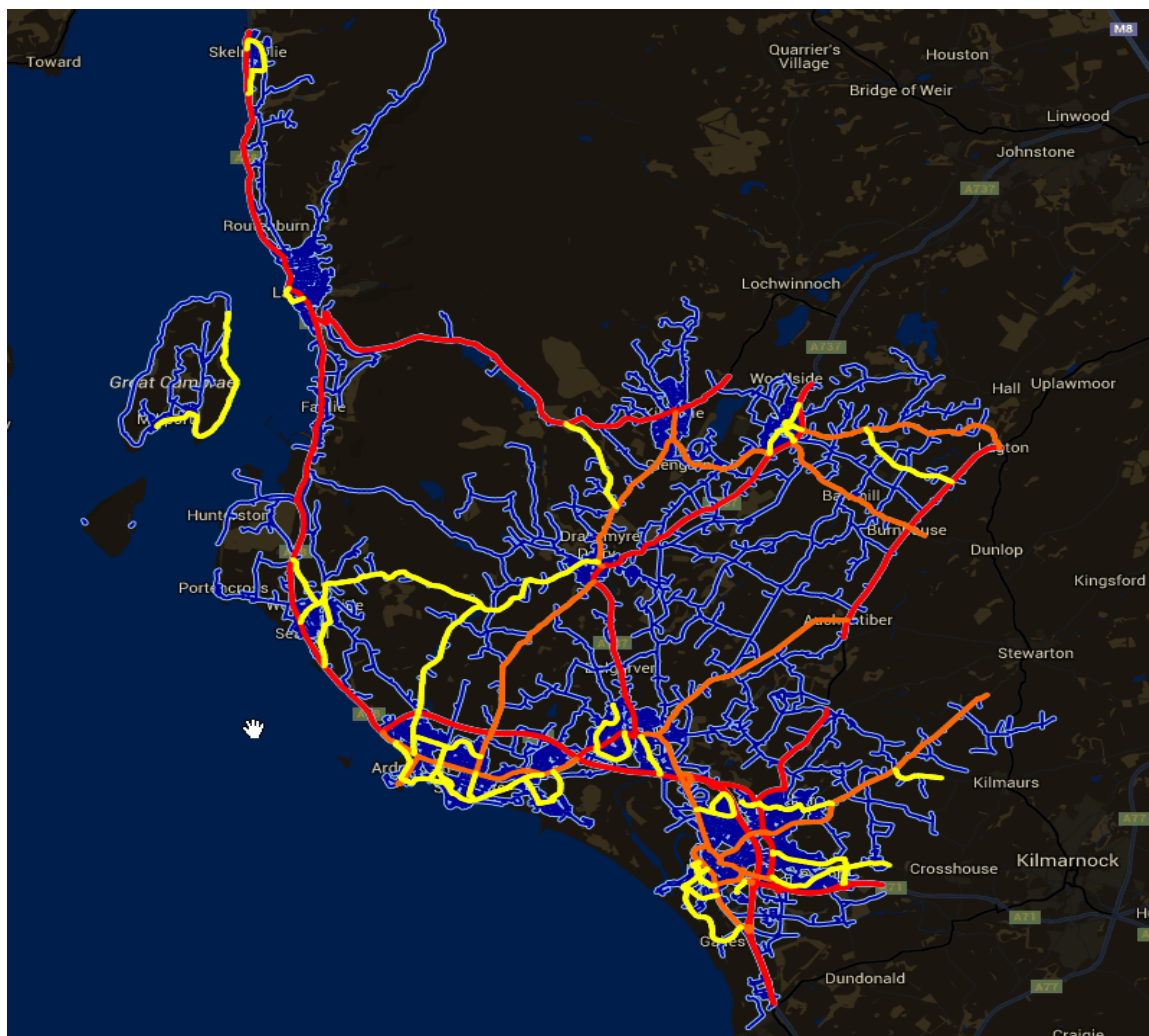
Maintenance Hierarchy – Arran

Strategic	■■■■■
Main Distributor	■■■■■
Secondary Distributor	■■■■■
Link and Access Roads	■■■■■

APPENDIX C

Carriageway Prioritisation Criteria

Condition

Taken from the initial condition assessment score generated during inspection.

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

Maintenance Category – Local Transport Strategy (LTS)

22 – Strategic Routes – (A760 / A736 / A71)

16 – Main Distributor Routes

11 – Secondary Distributor Routes / Bus Routes

Assistance to Other Priorities

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

2 – Adjacent to Local Shops

4 – Adjacent to Amenity Housing, Residential Care Homes and Medical centres

6 – Adjacent to Schools, Leisure Facilities and Tourist Attractions

8 – Business Parks and Industrial Estates

10 – Access to Train Stations and Park & Ride facilities

14 – Town Centre

APPENDIX D

North Ayrshire Council - Roads
Footway & Footpath Resurfacing Scheme Priority System

General

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

Scoring System			
Criteria	Maximum Score	Weighting	Score
1. Condition	16	4	64
2. Importance / Accessibility	5	2	10
3. Public Liability Claims / RMS Faults / Complaints	6	1	6
4. Assistance to Other Priorities	10	2	20
		Maximum Total:	100

1. Condition

Taken from initial Condition Assessment Score generated during inspection

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

2. Importance / Accessibility

	Score
Footway / Footpath Priority 1 Gritting Route	5
Footway / Footpath Priority 2 Gritting Route	3
Footway / Footpath Priority 3 Gritting Route	2
Other Footway / Footpath	1

3. Public Liability Claims / Fault Reports / Complaints

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

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

4. Assistance to Other Priorities

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

- 1 - Shared Cycle / Footways
- 2 - Adjacent to Local Shops
- 4 - Adjacent to Schools, Leisure Facilities and Tourist Attractions
- 6 - Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- 8 - Local Bus Route, access to Train Stations and Park & Ride facilities
- 10 - Town Centre

APPENDIX E

						Structure Name:							
Structure Name:													
Date when the scoring is carried out:													
						Structure Score	Net score	% of total Score					
No.	Factors	Maximum Score				Input					Additional comments		
1	Type of Bridge	1	Score 1 if road bridge and 0 if foot bridge	Culverts, Subways which carry road shall be considered as road bridge as per this scoring system. Structures which carry only pedestrians, cyclists and equestrians shall be considered as footbridge.		1	NA						
2	Route Factor	40	Score based on NAC route hierachy	Route hierachy		0	0	0%					
				Cat 2 - SPT/ NAC strategic routes - 40									
				Cat 3a - Main distributor routes - 30									
				Cat 3b - secondary distributor routes - 20									
				Any other category - 10									
				Routes serving fewer than 5 properties - 5									
3	HGV Restriction factor	20	Score based on weight capacity	Weight restriction		0	0	0%					
				3 tonnes - 20									
				7.5 to 13 tonnes tonnes - 15									
				18 tonnes - 10									
				26 to 38 tonnes - 5									
				No weight restriction - 0									
4	Condition factor	10	Score based on the condition of the bridge	Sliding score based on 0 for very good condition to 10 for poor condition. (10 - (BCI crit/ 10))		0	0	0%					
5	Deterioration factor	10	Score based on the rate of deterioration of the structure	Sliding score based on 0 for very slow deterioration to 10 for rapid deterioration		0	0	0%					
6	Pedestrian factor	30	Score based on pedestrian usage. Bridges with footways of heavy pedestrian usage shall score a maximum of **30**.	Structures with footways in heavily used urban areas score 30. Score 30 if route is access to a school or railway station. Apply a sliding scale going down to 0 for rural structures without footways.		0	0	0%					
7	Flooding factor	40	Score based on the potential for the existing structure to contrubute to flooding	A structure that makes no contribution to flooding risk will score 0. Structures that are know to increase the risk of flooding due to restrictions in width or soffit height will score 30.		0	0	0%					
8	Scour factor	60	Score based on risk of collapse due to expose to scour in heavy flow conditions	Risk of collapse of structure due to scouring. Structures which have been deterioted severely because of inadequate scour protection and on verge of collapse score maximum. Scour risk based on a sliding scale.		0	0	0%					
9	Parapet Condition Factor	15	Score based on the condition of the parapets	Structures with substandard Parapets with poor conditon will score 15 . Structures with substandard parapets with a 'monitor only' recommendation will score 10. Structures which have parapets to current standards will score 0.		0	0	0%					
10	Parapet Risk Factor	10	Score based on risk in the event of a parapet collapse leading to high risk injuries and human casualties.	What is the likelihood of someone getting high risk injury or even death while the parapet is open to use considering the condition of the structure. Risk based on a sliding scale.		0	-5	100%					
11	Delay factor	20	Score based on whether existing restrictions such as limited width cause delays at the structure	Structures where delays are caused by width, weight, height or other restrictions such as traffic lights will be given a score higher than zero. Delays less then 2 minutes at peak times will score 10 and longer than 2 minutes will score 20. Score maximum if fire station, railway station or hospital affected by delay.		0	0	0%					
12	Structure Risk factor	10	Score based on risk in the event of a Structure collapse leading to high risk injuries and human casualties.	What is the likelihood of someone getting a high risk injury or even death while the structure is open to use considering the condition of the structure. Risk based on a sliding scale.		0	0	0%					
13	Maintenance factor	30	Score based on maintenance required to keep the existing structure open.	Score based on known maintenance history and requirement. No maintenance requirement will score 0. Listed structures score 15.		0	0	0%					
14	Diversion factor	20	Score based on the length of the diversion route if the structure is closed in an unplanned manner with no finite time limit.	Score based on diversion length. Any diversion equal to or more than 20 miles scores 20. Score 1 for each mile of diversion up to 20. Score 20 if a road closure adversly affects a fire or railway station or hospital. Score 20 if there is no alternative diversion.		0	0	0%					
							-5						

		Note maximum score that can be achieved for road bridge= 500							
Priority level Chart		**Structure Name:**							
		Date of Scoring:	00-Jan-00						
Priority Level Indicator		**Overall works (500)**		**Structure works (100)**		**Parapet works (70)**		**Scour Protection (60)**	
		Level	Score	Level	Score	Level	Score	Level	Score
No Action Rquired									
Low Priority									
Medium Priority									
High Priority									
Immediate action required									
		Note : Works are divided above into three sub categories as each work can be independent and							
		each has its own significance in terms of attention required.							