North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

3 December 2015

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 8 DECEMBER 2015** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

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

2. Minutes (Page 5)
The accuracy of the Minutes of the meeting held on 24 November 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION ITEMS FOR DECISION

3. Strategic Review of Educational Services - Final Report (Page 11)
Submit report and receve presentation by the Executive Director (Education and Youth Employment) on the final report of the Strategic Review of Educational Services (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Chief Executive

4. Consultation on Provisions for Future Islands Bill (Page 51)
Submit report by the Chief Executive on the response to the Scottish Government Consultation on Provisions for a Future Islands Bill (copy enclosed).

5. Corporate Awards and our 'Good to Great' Journey (Page 85)
Submit report by the Chief Executive on the developing approach to award nominations and on why this is an important part of continuous improvement (copy enclosed).

Reports by the Executive Director (Economy & Communities)

6. Irvine High Street Public Realm (Page 109)
Submit report by the Executive Director (Economy and Communities) on progress with proposals for improvements to the public realm at Irvine High Street and to seek approval of a preferred design solution (copy enclosed).

7. West of Scotland Loan Fund (Page 117)
Submit report by the Executive Director (Economy and Communities) on the proposed replacement of the West of Scotland Loan Fund (WSLF) with Business Loans Scotland (BLS) (copy enclosed).

Reports by the Executive Director (Place)

8. All Ayrshire Local Flood Risk Management Strategy – List of Prioritised Measures (Page 123)
Submit report by the Executive Director (Place) on the development and completion of the Ayrshire Flood Risk Management (FRM) Strategy (copy enclosed).

CONTRACTS

9. Award of Contract - Construction of Roundabout, Access Road, Gated Entrance and associated SUDS Pond at Long Drive, Irvine (Page 147)
Submit report by Executive Director (Finance and Corporate Support) the result of the tender exercise for the Construction of Roundabout; Access Road; Gated Entrance and associated SUDS Pond at Long Drive, Irvine (copy enclosed).

10. Urgent Items
Any other items which the Chair considers to be urgent.

Cabinet

Sederunt:	**Elected Members** Willie Gibson (Chair) Alan Hill (Vice-Chair) John Bruce Marie Burns Anthea Dickson Tony Gurney Ruth Maguire **Church Representatives** Very Reverend Matthew Canon McManus Ms Elizabeth H. Higton Mr Mark Fraser **Teaching Representative** Mr Gordon Smith **Youth Council Representatives** to be advised	Chair: Attending: Apologies: Meeting Ended:

Cabinet
24 November 2015

IRVINE, 24 November 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

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

Also Present
Alex Gallagher and Donald Reid (Agenda Items 8-13).

In Attendance
Elma Murray, Chief Executive; L. Friel, Executive Director, M. Hogg, Senior Manager (Financial Management) and M. McTeague, Category Manager/Team Leader - Supplies and Services (Finance and Corporate Support); C. Hatton, Executive Director and L. Cree, Senior Manager, Property Management and Investment (Place); J. Butcher, Executive Director (Education and Youth Employment); I. Colvin, Director (Health and Social Care Partnership); C. McAuley, Head of Service (Economic Growth) and J. Miller, Senior Manager (Planning) (Economy and Communities); A. Fraser, Head of Democratic Services, J. Hutchison, Communications Officer and D. McCaw, Committee Services Officer (Chief Executive's).

Chair
Councillor Gibson in the Chair.

Apologies for Absence
Alan Hill.

1. Declarations of Interest

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

2. Minutes

The accuracy of the Minutes of the meeting held on 10 November 2015 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Consultation on the Scottish Public Sector Ombudsman's Draft Strategic Plan 2016 - 2020

Submitted report by the Chief Executive on the consultation on the Strategic Plan of the Scottish Public Sector Ombudsman (SPSO) and on a proposed response on behalf of the Council, detailed at Appendix 2 to the report.

Members asked a question and were provided with further information on proposals for handling of Integration Joint Board complaints and were advised that the response calls for greater clarity on what this will entail.

The Cabinet agreed the consultation response, as detailed at Appendix 2 to the report, for submission to the SPSO.

4. Sundry Debtor Write off

Submitted report by the Executive Director (Finance and Corporate Support) which (a) advised of sundry debtor write offs under delegated powers; and (b) requested authority to write off balances which exceed the delegated powers threshold of £1,000.

The Cabinet agreed to authorise the write off of balances over £1,000, as set out in Appendix 1 to the report.

5. Treasury Management Mid-Year Report 2015/16

Submitted report by the Executive Director (Finance and Corporate Support) on the Treasury Management update for the period 1 April to 30 September 2015.

Members asked a question and were provided with further information on the revised limit from 20% to 30% in relation to variable rate borrowing.

Noted.

6. Amendments to Codes of Financial Practice

Submitted report by the Executive Director (Finance and Corporate Support) on amendments to the Codes of Financial Practice.

Members asked a question and were provided with further information on continuing to meet the target timescales for batch processing of invoices.

The Cabinet agreed to approve the proposed amendments to the Codes of Financial Practice, as detailed in the report.

7. Revenue Budget 2015/16 : Budgetary Control Statement to 30 September 2015

Submitted report by the Executive Director (Finance and Corporate Support) which (a) set out the revenue budgetary control position for the Council at 30 September 2015; (b) provided a brief explanation of Services' major variances at Appendices 1 - 8; (c) detailed the proposed virements at Appendix 9; and (d) detailed the Housing Revenue account budgetary control position at 31 January 2015 at Appendix 10.

Members asked questions and were provided with further information on:-

- the £150K contribution from the projected underspend towards the one-off refurbishment costs in association with the creation of the Learning Academy; and
- the actions which will be undertaken to address the overspend in relation to the Health and Social Care Partnership.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) note the current financial projection for the Health and Social Care Partnership and seek assurance that corrective action will be taken to deliver services within available resources; and (c) approve the virements detailed in Appendix 9.

8. Capital Monitoring to 30 September 2015

Submitted report by the Executive Director (Finance and Corporate Support) which provided information on the progress in delivering the Capital Investment Programme as at 30 September 2015.

The Cabinet agreed to (a) approve the revisions to budgets outlined at Sections 2.1 and 2.8 of the report; (b) note (i) the actual General Services and HRA expenditure and revised budgets to 30 September 2015; and (ii) the forecast of expenditure to 31 March 2016; and (c) approve the acceptance of £140,000 from Sustrans for access travel improvements.

9. Independent Review of the Scottish Planning System

Submitted report by the Executive Director (Economy and Communities) on the Independent Review of the Scottish Planning System and a proposed response to the 'Call for Evidence' consultation .

Members asked questions and were provided with further information on:-

- the evidence of stalled sites within less buoyant market areas;
- how the 'processing agreement' approach between the Council and applicant would ensure that commitments are met in relation to development;
- advice given at the pre application stage being 'without prejudice to the formal decision making process'.

The Cabinet agreed that the report be submitted as the Council's response to the 'Call for Evidence' consultation.

10. Review of North Ayrshire Councils Modern Apprenticeship Programme

This item was subject to the call-in procedure per the Council's Scheme of Administration and will be considered at a meeting of the Scrutiny and Petitions Committee.

Submitted report by the Executive Director (Economy and Communities) on the key recommendations made following a review of the Council's Modern Apprenticeship Programme, including (i) an increase to the national minimum wage for the under 18 age group to £3.87; and (ii) a three year plan to create 250 Modern Apprenticeships within the Council.

The Cabinet agreed to approve (a) a 3 year plan to create 250 Modern Apprenticeships within the Council; and (b) to increase the pay rate for the under 18 age group in line with the national minimum wage.

11. Maintenance of Town Clocks in Non-Council Premises

Submitted report by the Executive Director (Place) on the maintenance of clocks which are not in Council ownership and where there is no legal obligation or formal agreement in place at (i) High Kirk Church, Stevenston; (ii) former Barony Church, West Kilbride; (iii) St. Columba's Church, Largs; and (iv) St. Margaret's Parish Churchyard, Dalry.

The Cabinet agreed (a) that the Council ceases to maintain clocks which are not within Council owned or operated properties, given that is has no legal obligation in this regard; and (b) that prior to the cessation of maintenance (i) the outstanding repairs to the clock at St. Columba's Church, Largs are completed to return it to good working order (clock repairs are dependent on the completion of fabric repairs to the clock tower which must first be undertaken by the Church); (ii) a funding contribution of £500 is made toward the final service and repair of the Barony Clock, West Kilbride; and (iii) arrangements are made for the clocks at the High Kirk Church, Stevenston and St. Margaret's Church, Dalry to be serviced.

12. Review of Roads

Submitted report by the Executive Director (Place) on the outcome of a review of the roads service and seeking agreement to implement a number of strategic changes to the service, as detailed in the report.

Members asked questions and were provided with further information on:-

- efficiencies which this Council has achieved in comparison to the lower efficiencies achieved by the Ayrshire Shared roads service; and
- the review of the hierarchy of road classification.

The Cabinet agreed to (a) note the improvements within the Roads Service to date; and (b) approve the implementation of the proposals set out at Section 3 of the report.

13. Award of Contract - Supply of Replacement Cashless Catering Solution

Submitted report by Executive Director (Finance and Corporate) on the result of the tender exercise for the supply, replacement and upgrade of cashless catering.

The Cabinet agreed to award the contract to Nationwide Retail Services Ltd.

The meeting ended at 3.25 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

8 December 2015

Cabinet

Title:	**Strategic Review of Educational Services - Final Report**
Purpose:	To submit the final report of the Strategic Review of Educational Services.
Recommendation:	Agree to (a) approve the proposals contained within Section 3 of the report; and (b) to receive updates on the activities and actions contained within the report.

1. Executive Summary

1.1 The Strategic Review of Education commenced in December 2013 and aimed to:

1. Develop a vision and strategy for the delivery of education in North Ayrshire which ensured that:

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

2. Set out how the Council will engage with our communities and build confidence in the Council's vision and strategy, so that they can be realised.

1.2 Since the Strategic Review of Educational Services commenced the local and national education landscape has been transformed. A new Directorate team is in place who are responsible for the delivery of the Directorate Plan 2015-2018 and for the delivery of the new Quality Improvement Framework. This framework seeks to embed a culture of continuous self evaluation and improvement.

1.3 The Scottish Government's drive to bring about improvement in educational outcomes in Scotland's most deprived communities means that North Ayrshire is one of seven local authorities to receive funding from the Attainment Scotland Fund. This is focussed on primary schools and is targeted on improvement in literacy, numeracy and health and wellbeing. In addition the draft National Improvement Framework for Scottish Education has been launched and aims to present data that shows what is working in Scotland' education system.

1.4 Three cross directorate workstream groups were established to deliver the Review and they were supported by a Programme Board.

1.5 A partnership was established with the Robert Owen Centre for Educational Change to provide an evidence base of national and international research to inform the school and educational improvement strategy. This partnership has served to endorse the Directorate approach and has underpinned the Council's bid to the Scottish Attainment Fund.

1.6 A review of the education estate portfolio was carried out and a new Education ICT strategy was prepared. Both of these seek to ensure that high quality learning environments and equipment are made available to all of North Ayrshire's children and young people.

1.7 Stakeholder and partner engagement continues to play an significant role in the development and delivery of the Directorate plan. Parental engagement is at the forefront of the drive to improve attainment: it's one of the four key research strands being delivered by Robert Owen Centre for Educational Change; the Attainment Challenge Programme incorporates the development of parents as partners in their child's learning, and will support the wider community to engage in the attainment of young people through the development of school led, community based projects.

2. Background

2.1 In 2013 concern was growing in North Ayrshire on the impact of the gap in educational attainment between areas of higher deprivation and the rest of North Ayrshire's communities which means that too many learners do not have the chance to lead the lives they want and deserve. The Strategic Review of Educational Services was approved by Cabinet in December 2013. It was anticipated that the work of the review would be complete by end 2014. In February 2015 Cabinet approved an interim report and agreed to receive the final report by the end of 2015.

3. Proposals

3.1 It is proposed that Cabinet approve the content of the Final Report and agrees to receive a report on the conclusion of the research by the Robert Owen Centre for Educational Change and regular reports of the progress of the four year Attainment Challenge programme.

3.2 That Cabinet approves the Directorate Strategy on the four key areas of the research by the Robert Owen Centre for Educational Change, and notes its endorsement as follows:

- Leadership opportunities: are being led and developed through the introduction of the Council's Professional Learning Academy.
- Learning and Teaching: the Professional Learning Academy will deliver a professional development programme for teachers on evidence based pedagogical practice, with a focus on literacy and numeracy.
- Parental engagement: the Attainment Challenge Programme leads on the development of parents as partners in their child's learning, and on building local ownership in communities for the attainment and achievement of their young people.
- Use of data and evidence: the Quality Improvement Framework was devised to equip school with the tools to accurately self evaluate and bring about a positive impact on future performance.

3.3 That Cabinet approves the need to have a school estate that meets our legislative and regulatory requirements and provides the best possible learning environment for our children and young people; and that this requires to be delivered within a sound financial framework that takes full advantage of the availability of external funding.

4. Implications

Financial:	There are no financial implications arising from this report.
Human Resources:	There are no human resource implications arising from this report.
Legal:	There are no legal implications arising from this report.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	There are no environmental and sustainability implications arising from this report.
Key Priorities:	This review supports the Councils key priority: "Ensuring people have the right skills for learning life and work".
Community Benefits:	

5. Consultation

5.1 The Review was carried out with the support and involvement of the Directorates of Place, Economy and Communities, and Finance and Corporate Support.

JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : JB/JN
For further information please contact John Butcher, Executive Director on 01294 324411

Background Papers
None

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Directorate of Education and Youth Employment

Strategic Review of Educational Services

Final Report

December 2015

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Section 1

Foreword

I am delighted to present this final report on the Strategic Review of Educational Services.

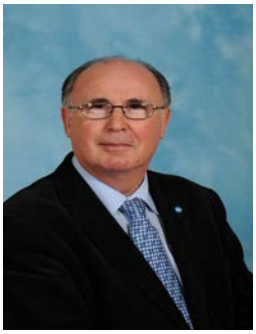
The Review has taken place at a time of great change in education - nationally and locally – and this report details how these national changes have impacted on the work of the Review, as well as how the work of the Review has driven the changes in our local context.

We have been fortunate to work with the Robert Owen Centre for Educational Change at Glasgow University. Professor Chris Chapman and his team are acknowledged as leading the way in educational thinking in Scotland and the UK. Their expertise on what works in transforming education; improving attainment and achievement; and closing the attainment gap, is based on national and international research. They have worked directly with our schools and leadership teams and helped us to understand what is working in North Ayrshire's schools, and their findings are detailed in this report. They have helped to shape and have endorsed our thinking on what should be the next steps. I believe this partnership will put us at the forefront of educational thinking and development in Scotland.

Many people have contributed to the work of the Review from Professors Norman Drummond, Sue Ellis and Graham Donaldson who led key note presentations at our Head Teachers conferences, to Sir John Jones who spent a day inspiring our staff, elected members and corporate teams with his highly acclaimed thinking on leadership and inclusion in our schools. Their contributions along with the work of staff from the Directorate of Education and Youth Employment and the Directorates of Economy and Communities, Place, and Finance and Corporate Support have contributed to and shaped this Review.

And the work goes on. I have always believed that the Strategic Review of Education could not be a static process. I believe it is this work that has laid the foundation for our very successful Attainment Challenge bid which was based on our knowledge of what works and what we need to do to accelerate the pace of change.

I would like to thank the Executive Director of Education and Youth Employment, and all staff from across the Council, as well as external partners for their invaluable contributions. The work of everyone involved will help place North Ayrshire at the forefront of education in Scotland and offer our pupils a high quality education. The authority will be well placed to continue our journey from good to great, ensuring that we have no poverty of expectations, aspirations or opportunities.



Councillor John Bruce
Cabinet Member for Education, Attainment and Achievement

Section 2

Introduction - The Changing Landscape

In 2013, concern was growing in North Ayrshire on the impact of inequality in our communities on educational attainment. This inequality has led to a gap in educational attainment between areas of higher deprivation and the rest of our communities and means that too many learners do not have the chance to lead the lives they want and deserve. On 10 December 2013, Cabinet agreed the remit for a review of educational services in North Ayrshire. The aims of the Review were agreed as follows:

1. To develop a vision and strategy for the delivery of education in North Ayrshire which will ensure that:
    a. The inequality that exists across different groups of learners is reduced
    b. Educational outcomes improve for all learners
    c. The community of North Ayrshire maximises value from available resources
2. To set out how the Council will engage with our communities and build confidence in the Council's vision and strategy, so that they can be realised.

The scope of the review was aligned into three workstreams:

- Educational Environment – to develop proposals for the future shape of the Council's property and ICT infrastructure to support the delivery of a highly effective lifelong learning service.
- Educational Equality – delivered in partnership with external agencies to draw on national and international research and relate to local issues and challenges and put forward approaches which fit a local context.
- Engagement – to identify and engage with key stakeholders using a range of appropriate methods to enable co-design and co-production of ideas and actions.

This report details the outputs of the work of these three workstream and of the cross-Directorate Programme Board which was set up to oversee their work and lead the Review.

National Picture

In recent years, Scotland's qualifications system has changed to meet the needs of learners in the 21st century and to reflect the National Curriculum (Curriculum for Excellence) where children learn and develop skills across different subject areas from the age of 3 to 18. The qualifications build on the strengths of the existing system with the intention of assisting all children to develop the attributes, knowledge and skills for learning, life and work.

Set within the context of Curriculum for Excellence, the First Minister launched the Scottish Attainment Challenge in February 2015. Its key purpose is to focus on narrowing the attainment gap at all levels and in all sectors. The expectations are clear – 'each school and local authority must own its attainment gap and take action.'

The focal point of the Scottish Attainment Challenge is targeted improvement activity in literacy, numeracy and health and wellbeing. It will accompany a broader range of

programmes to ensure that all children and young people reach their full potential. For example, a £1.5 million Access to Education fund provides children and young people in schools in disadvantaged areas with access to additional resources to raise attainment.

In September 2015, the first minister launched a draft National Improvement Framework for Scottish Education. Its purpose is to draw together data that shows what is working in Scotland, why, for whom and in what circumstances.

National Improvement Framework

The Framework will bring together a range of information in six different areas. These are: assessment of children's progress, teacher professionalism, school leadership, school improvement, parental involvement and performance information. These areas are documented internationally as helping to raise standards in education.

For example, one source of data will be new standardised assessments, focused on reading, writing and numeracy which will promote a streamlined, consistent approach across the country. Moreover, the government recognises that high-quality teaching and maintaining teacher numbers is critical to Scotland achieving its aspirations on raising attainment and closing the equity gap. Both of these examples are currently being proactively addressed within North Ayrshire.

The final report of the Wood Commission for Developing Scotland's Young Workforce was published in June 2014. It resolved that all of our young people are entitled to an educational experience that is relevant to the world of work. Developing the Young Workforce is a seven-year programme that aims to better prepare children and young people from 3–18 for the world of work by building on the foundations already in place within Curriculum for Excellence. The programme's fundamental aim is to reduce youth unemployment by 40% by 2021.

The Government's response to this report was published in the form of a Youth Employment Strategy, with a focus on improving work experience, careers information, advice and guidance and providing greater access to vocational learning.

The internationally recognised factors which contribute to raising attainment alongside the government's clear stance to tackle educational inequality are essential components within the vision of North Ayrshire Council's Education and Youth Employment Directorate, who are resolute in their ambitions to raise educational attainment and make North Ayrshire the best place in Scotland for children and young people to live and grow up.

The Local Direction

Since the commencement of the review, the new Executive Director of Education and Youth Employment has been appointed. He assumed the responsibility for chairing the Review from March 2015.

A new three year Directorate Plan 2015-2018 has been prepared which identifies how the Directorate of Education and Youth Employment will contribute to achieving the Council's vision to "be a leading organisation defined by excellent and innovative services". The Plan defines five key priorities that will be undertaken to support the Council's strategic objective:

"Ensuring People Have the Right Skills for Learning, Life, and Work"

These are:

1. We are reducing inequalities and delivering improved outcomes for children and young people
2. High quality learning and teaching is taking place in all our schools
3. Self-evaluation and performance improvement are embedded throughout our schools and central support teams
4. Levels of attainment and achievement are improving for all learners
5. High numbers of our young people are entering positive and sustainable post school destinations

To support the delivery of the Directorate Plan a new team of Senior Managers has been formed. The team has a wealth of experience across all sectors of education and youth employment. Each Senior Manager has both strategic and operational responsibilities that focus on high quality education for all children and young people. They work collectively to support a thoroughly revised quality assurance system taking a partnership approach to ensure that our priorities are delivered.

Psychological Service

There is a new vision for Directorate's Psychological Service, led by a new Principal Psychologist who is a member of the Directorate Senior Management Team, which sees Educational Psychologists playing an integral role in supporting the Directorate's strategic objectives by:

- Placing greater emphasis on capacity building and professional development for staff to meet the needs of a changing teaching profession, and widen impact for *all* learners.

- An enhanced role supporting high quality learning and teaching in the authority, including supporting the professional learning academy, and promoting evidence based practices in terms of numeracy, literacy, wider pedagogy and promoting positive relationships.

- Recent examples of whole school work include the introduction of Restorative Practice and the establishment of a culture of nurture within schools and early years establishments.

- Using the service research function in the context of raising attainment and achievement; and to support career long professional learning for teachers via practitioner enquiry, to make a real difference for children and young people in North Ayrshire.

- Ensuring that self –evaluation is continuous, embedded and outcome focused to ensure the most effective service delivery for children and young people.

- Working with Education Scotland to validate the service approach to self-evaluation (VSE).

- More integrated working at Directorate level, with a greater emphasis on high quality advice and consultation on policy and strategy.

- An ongoing focus on being an accessible service to offer the right support at the right time for the most vulnerable children and young people, through consultation, assessment and intervention advice.

Section 3

Executive Summary

Since the Strategic Review of Educational Services commenced in December 2013 the national and local education landscape has been transformed.

In June 2014, the final report of the Wood Commission for Developing Scotland's Young Workforce was published. It resolved that all of Scotland's young people are entitled to an educational experience that is relevant to the world of work. Developing the Young Workforce is a seven-year programme which aims to reduce youth unemployment by 40% by 2021.

In February 2015, the First Minister launched the Scottish Attainment Challenge. Its key purpose is to focus on narrowing the attainment gap at all levels and in all sectors. It will accompany a broader range of programmes to ensure that all children and young people reach their full potential

In September 2015, the first minister launched a draft National Improvement Framework for Scottish Education. Its purpose is to draw together data that shows what is working in Scotland, why, for whom and in what circumstances.

In North Ayrshire, the new Directorate team are working to deliver the three year Directorate Plan. They have developed a Quality Improvement Framework which places importance on continual self-evaluation that will embed a culture of continuous improvement.

A refreshed Psychological Service will support the Directorate Plan. It will place greater emphasis on capacity building and professional development for staff whilst continuing to focus on providing a service that is accessible and providing the right support at the right time for the most vulnerable children and young people.

The partnership with the Robert Owen Centre for Educational Change has enabled the use of national and international research to inform a high level evidence based approach in the development of an improvement strategy for schools. This work has meant that North Ayrshire was ideally placed to make a robust response to the Scottish Government's timely announcement on the Attainment Scotland Fund. The Council's Attainment Challenge programme is firmly embedded in the Directorate's key strategic aims and will bring about whole system improvement.

Ensuring a school estate that is fit for the 21st Century was at the heart of the Strategic Review. The school estate was subject to a full review using the Scottish Government's School Estate Management Principles and assessed on their physical condition and suitability for delivering a modern curriculum. In addition there has been a review of education provision for pupils with Additional Support Needs, an increase in the amount and flexibility early years education and childcare provision, and a planned introduction of dedicated "nurture bases" in every school that requires them. All of this aims to ensure that every child in North Ayrshire is being educated in a high quality learning environment that meets the needs of every child and young person.

Parental and wider community engagement has become activated with the development of the Robert Owen research into parental engagement within the Ardrossan Academy cluster

and the introduction of community and parental engagement as a key strand the Attainment Challenge programme. This engagement is accompanied by capacity building for parents whose engagement is a powerful lever for raising attainment in schools.

Section 4

The North Ayrshire Context

North Ayrshire is a Scottish West Coast local authority with a population of just over 138,000 people (2.6% of the Scottish population - 2011 census). The authority is geographically, demographically and economically diverse.

Socio-economic environment

According to the Scottish Index of Multiple Deprivation (SIMD) 2012, 25.7% of North Ayrshire datazones were in the 15% most deprived areas in Scotland, the 5th highest local share of deprived datazones among the 32 local authorities in Scotland. Poor areas in North Ayrshire are more widespread than in other authorities, with a few pockets of very high deprivation concentrated in the Three-towns and Irvine / Kilwinning areas.

The distribution of the North Ayrshire school population as at the School Census 2015 is presented in the table below. SIMD Decile 1 represents the 10% of the most socio-economically deprived of the 6505 data zones in Scotland (according to Scottish Neighbourhood Statistics methodology) and the SIMD Decile 10 represents the 10% least deprived data zones in Scotland. The distribution of the school population (approximating the age 5-18 population) matches closely the distribution of the overall North Ayrshire population.

SIMD DECILE	PRIMARY	SECONDARY	SPECIAL	Total
1	17.9%	16.2%	16.5%	17.2%
2	21.2%	20.3%	26.1%	20.9%
3	16.9%	16.4%	22.2%	16.7%
4	5.4%	5.5%	5.7%	5.5%
5	6.5%	6.5%	7.4%	6.5%
6	7.2%	7.0%	3.4%	7.1%
7	10.3%	11.3%	10.8%	10.7%
8	7.3%	8.5%	4.0%	7.8%
9	5.6%	6.1%	2.3%	5.8%
10	1.6%	2.2%	1.7%	1.8%
Total	100%	100%	100%	100%

Educational context

As recorded by the 2011 Census, the average level of education of North Ayrshire residents is slightly lower than the Scottish average. In particular, 31% of the adult population (age 16 and over) have no formal qualification compared to 27% nationally. 20% of the same population group in North Ayrshire have qualifications at degree level or higher – compared to 26% for Scotland as a whole.

Local authority school education in North Ayrshire is provided in 50 primary schools, 9 secondary schools and 4 special schools. There are also 3 special units attached to primary schools catering to communication and hearing-impaired children and a number of independent educational establishments providing special education services, including

residential accommodation. As of September 2015, there were 44 local authority Early Years centres and 21 partner Early Years establishments in North Ayrshire providing childcare services for parents of 0 to 4 year old children.

The average pupil-teacher ratio in North Ayrshire primary schools was, in September 2015, 13.6 – which is in line with the last year's national average of 13.7 pupils per teacher. The overall school rolls have been declining constantly in the secondary sector for the past 10 years but have increased slightly in the primary sector for the last 5 years.

Academic performance

Correlated with higher levels of socio-economic deprivation, educational attainment (measured in SQA examination results) in North Ayrshire secondary schools has been historically lower than the overall Scotland performance. However, North Ayrshire pupils' performance has improved constantly in the past 5 years in multiple aspects of educational attainment.

- Levels of Literacy and Numeracy have increased constantly but specifically since the introduction of the New National Qualifications last year. In 2014, the achievement in Literacy and Numeracy at SCQF[1] levels 4, 5 and 6 of North Ayrshire school leavers has come within 2 or 3 percentage points of the national level, with the percentage of North Ayrshire school leavers achieving Literacy at level 4 being – at 94% - well above national performance.

- North Ayrshire schools have been particularly successful in raising aspirations of their lowest attaining 20%, whose average performance has been consistently above national average. However, achievement of pupils in later stages of Senior Phase and at higher SCQF levels (6 and 7) has been and remains an area for improvement in North Ayrshire schools.

- Given the much higher proportion of school population in the high deprivation SIMD areas[2], even if pupils in all individual SIMD areas are exceeding the national average performance of their peers from similarly deprived areas in the rest of Scotland, the overall average performance of the average North Ayrshire school leaver will remain slightly below the national average. The historic deprivation gap can be prevented from perpetuating the academic achievement gap by raising aspirations of all North Ayrshire pupils and ensuring they achieve more higher tariff awards – be they academic or vocational qualifications.

School Leaver Destinations

The rate of North Ayrshire young people that do not enter employment, training or education by the time they leave school has been, historically, one of the highest in Scotland (15.4% in 2007 compared to 13.6% nationally). This state of facts has been completely reversed in the past 4 years such that, in 2014, only 5.4% of North Ayrshire school leavers have not achieved a positive post-school initial destination compared to 7.7% in the whole of Scotland. The rate of school leavers going into full time higher and further education is

[1] Scottish Credit and Qualifications Framework

2 54% of North Ayrshire School Leavers live in the 30% most SIMD deprived areas of Scotland.

much higher (70.9%) in North Ayrshire than the percentage for Scotland as a whole (64.9%). This is partly due to the good mix of opportunities for further education offered locally (one large campus and several branches of Ayrshire College are located in North Ayrshire) and to the proximity to further and higher educational establishments in the wider Glasgow area. The lack of suitable employment opportunity in North Ayrshire – reflected by an unemployment rate consistently higher than national – has also driven more young people to stay on in school[3] in the past few years as well as to choose further education and training opportunities. The work of education and careers services has also made a considerable difference in the past few years in offering support, more choices and more chances in particular for young people from deprived areas and more vulnerable personal backgrounds.

Attendance Absence and Exclusions

The attendance of pupils in North Ayrshire schools - as suggested in the table below – has been fairly stable over the past 5 years and has been in line with the national attendance in schools across Scotland. Even if the Secondary schools exclusion rate per 1000 pupils was still above the National value (58.4) in 2012/13, the implementation of consistent policies of alternatives to exclusions have brought down the number of exclusion incidents per 1000 pupils year-on-year for the entire period.

PRIMARY SCHOOLS

	2014/15	2013/14	2012/13	2011/12	2010/11
Exclusion Incidents per 1000 pupils	4.10	4.84	5.73	7.54	9.96
% Attendance	95.01%	95.20%	94.74%	95.15%	94.62%
Roll	10,240	10,132	10,115	10,073	10,038

SECONDARY SCHOOLS

Exclusion Incidents per 1000 pupils	48.39	53.30	65.80	79.95	84.21
% Attendance	91.11%	91.69%	91.96%	92.12%	91.47%
Roll	7,749	7,973	8,100	8,255	8,419

SPECIAL SCHOOLS

Exclusion Incidents per 1000 pupils	22.22	46.51	35.09	43.21	18.18
% Attendance	93.98%	93.80%	94.14%	93.64%	94.97%
Roll	180	172	171	162	165

[3] Stay-on at school rates for 16-year olds (S5 – September cohort) has increased from 70% in 2007/08 to 88% in 2013/14.

Section 5

Making Education Work for All – Research and Development with the Robert Owen Centre

Introduction

The Robert Owen Centre (ROC) has been working with North Ayrshire Council since 2013. After an initial discussion period a formal relationship was agreed in order to develop a high-level evidence-based approach to inform the Council's school and educational improvement strategy, specifically in relation to closing the gap and building capacity in the most challenging contexts. In this respect the Council has been at the forefront of national developments, working with the key principles and strategies drawn from the international research evidence that have emerged more recently to underpin the Scottish Attainment Challenge. The fact that some of these principles and strategies have been embedded through the partnership with ROC means that North Ayrshire Council is ideally placed to capitalise on the recent announcements made by Scottish Government.

Specifically, the partnership between ROC and North Ayrshire Council has focused on implementing the ROC model for educational change- *Making Education Work for All. This* underpins North Ayrshire Council's Strategic Review of Education. The model involves applying an innovative research-based methodology to better understand and tackle the relationship between low educational attainment and socio-economic disadvantage. The process involves undertaking a detailed analysis of context and then drawing on expertise located within the Centre, the Local Authority, Schools and their partners to develop bespoke change initiatives which are monitored and refined in light of emerging evidence of impact. The model is underpinned by the development of collaborative relationships and a sustainable partnership approach. The design of the project and methods build on a body of international research that confirms the value of school-to-school networking and cross-authority partnership work as key levers of innovation and system improvement (Fullan 2013).

The model for collaborative action and change is in line with Key Principles of North Ayrshire Council as set out in the Council Plan for 2012, p.6 which stresses the need for making new connections, innovative thinking, inclusive approaches, building the resilience and capacity of communities and promoting and sharing excellence. These principles reflect those contained in the ROC *making education work for all* programme. Moreover, they align with those in the Scottish Government's Attainment Challenge. It is clear that North Ayrshire's strategic approach, evidenced in well-defined priorities in the Directorate Plan, and its engagement with the ROC programme (2013) puts it in the vanguard of educational thought and theory on effective systems change to tackle inequality. North Ayrshire has been piloting ideas and test-bedding new ways of working that are grounded in a large body of international evidence on 'what works'.

Remit for the ROC work

The particular remit of the ROC work goes beyond traditional analyses of the factors influencing disadvantage and attainment, to combine research, experimentation and developmental work to more equitable and innovative practices. The model explores the impact and interaction at three key levels: Within-school, Between-schools and Beyond-

schools. The focus is on working with the Local Authority to enhance internal arrangements and processes in schools (within-school), their relationships with other schools (between-school) and the wider community by promoting equity and innovation (beyond-school) to research, develop and refine a range of holistic strategies and practices that make a difference to the outcomes of students from disadvantaged settings.

The development and impact of these approaches is being monitored and evaluated, both internally by practitioners and externally by the University team, using a range of methods to determine more precisely what combinations of strategies and practices work (and why) in specific contexts. This will enable the development of an underpinning theory of positive change with robust frameworks and tools to inform policymakers and support practitioners to develop their practice. For example, Local Authority brokering and facilitating, school-to-school collaboration and intervention of a broader range of services including social work and health services.

This model offers a context-specific approach that is informed by instructive examples of Policy and Practice to generate more equitable outcomes for young people. It achieves this by drawing on evidence to stimulate innovation, testing and refining what works and why. This model has two main strands and these and their respective methods are detailed in Section 1.2.2 but the key features of the ROC activity are:

- Strategic support for Local Authority capacity building – this has involved identifying the Local Authority's strengths and areas for development
- Case studies and accounts of practice – developing detailed pictures of practice within schools which can be used as a stimulus for reflection and discussion on improving practice
- Support for collaborative action research and knowledge exchange – supporting the development of expertise within schools to undertake research and enquiry projects across networks
- Formative evaluation and testing – evaluation of specific developments, monitoring progress and feeding in recommendations for future developments in real time

From initial discussions with the Local Authority team and scoping activity, the focus of the research and support activity has fallen on two clusters, i.e. Ardrossan Academy and Irvine Royal Academy.

Section 6 - ROC Key Findings

This Section draws together the key findings of the ROC primary research activity, staff survey and interviews, which focused on the four identified work stream areas:

- Leadership opportunities
- Learning and Teaching
- Parental engagement
- Use of data

a) Leadership opportunities - The data indicates that most teachers are not aware of leadership opportunities offered across the cluster, at local authority level or at national level. Included in the possible underlying reasons for this are limitations in IT communication across the education authority. A focus on consistency across establishments would be beneficial, for example, it was found that teacher peer assessment is inconsistent with significant variations across establishments.

b) Learning and Teaching - The survey and interviews indicate that a mixed picture exists in terms of learning and teaching activities within schools and highlights a number of substantial differences between secondary practice and their cluster primaries in relation to; class learning visits, staff receiving feedback on their teaching practice and their planning/ assessment/ evaluation. It is clear that the variation between primary and secondary school practice raises a number of questions regarding the experience of pupils at transition stages.

c) Parental engagement - Schools are usually good at communicating generally with parents. However, parents' active involvement in the learning of their children notably declines as pupils reach secondary school. Schools need to rethink how they engage and involve parents in their children's education. Lack of engagement with the school does not necessary equate with lack of interest or involvement in their child's learning.

d) Use of evidence and data - the research suggests that head teachers and senior management team members are generally responsible for data interpretation in schools. There is also strong evidence that data is used to inform school and classroom practice. However, while class teachers are encouraged to collect their own evidence, the findings also suggest that few teachers have received training on data collection and analysis methods and that good practice in data analysis is not regularly shared at cluster, or authority level.

The findings from the survey and interviews highlighted a number of areas for development and related issues that directly link to raising attainment in the authority across the four work stream areas. However two themes emerged from the survey and interviews as key areas for further scrutiny and development during the 'deep dives' as ROC works with the schools. These were:

- The variation in parental engagement / involvement across schools and particularly between primary and secondary sectors
- The lack of training amongst classroom staff regarding the collection analysis and use of data for promoting pupil attainment at the same time as they are being actively encouraged to do so by school management, local authorities and national guidance

These two areas, ‘parental engagement’ and the ‘use of data’ have begun to provide the main focus for much of the ROC collaborative work in the Ardrossan and Irvine Royal cluster schools and in the local authority.

e) Progress in Irvine Royal and Ardrossan clusters

Schools in the Irvine Royal cluster are focusing their developmental efforts on the use of evidence and data while schools in the Ardrossan cluster are focusing on meaningful parental engagement. The ROC approach is to work closely with colleagues in schools and the wider local authority to support (i) the development of change interventions / measures that address school, local authority and national priorities and policies and (ii) the building of practitioner enquiry expertise that is integral to these interventions.

To date the ROC team have focused their activity on the following:

- Supporting schools through practical advice and conceptual insights to develop their strategies for change and provide mentoring for staff in evaluation and research methods
- Developing a number of narratives that offer rich insights into the current situation and the development of a strategy for change. This informs an overarching analysis of the developments in the context of the overall authority priorities by highlighting key factors and processes involved in the change interventions and their impact

Beginning in August 2015 there were visits to cluster / school management meetings involving the ROC team and a Local Authority Senior Manager (Schools), to map out staff thinking on measures and enquiry to address their respective priorities. These visits have been followed up in some instances with a rolling programme of individual school visits to focus on developing tailored enquiry and change intervention activities that reflect the strategic foci of the respective schools and local authority plans and objectives. This work falls within the ‘Deep Dives’ feature of the ROC research support design which aims to explore in fine detail issues within the school and collaboratively develop plans for interventions and enquiry. This strand of activity will continue until December and develop into continued support for practitioners and staff to establish and embed their collaborative enquiry approaches.

As school staff develop their abilities and capacity and gather sufficient and appropriate evidence, their activity and change interventions will evolve and the critical reflection cycle will hopefully become embedded. However, it is already clear that there is eagerness across staff in the two clusters to engage with the process and an interest in what their enquiry efforts will highlight.

The staff across the two clusters are using the collaborative enquiry process to develop existing activities that can address the two main work streams as well as design and implement new measures that are better suited to tackle education equality.

Irvine Royal Academy cluster

Primary and secondary staff in the Irvine Royal cluster have focused as a single group on the use of data to support raising attainment in mathematics through teacher professional development. In response ROC has been working with the cluster to explore Lesson Study

and Cognitively Guided Instruction (CGI) as two methods to foster developments. To date, ROC has supported two sessions in the cluster focused on these methods and is currently organising a cross authority session to allow North Ayrshire staff to benefit from the experiences of another local authority who have used Lesson Study and CGI. This authority had been involved in the ROC supported Schools Improvement Partnership Programme (SIPP) which had allowed it to develop expertise in both methods.

Ardrossan Academy cluster

In contrast to the Irvine Royal cluster, staff in the Ardrossan cluster have, at this stage, opted to pursue individual school projects as opposed to the collaborative approach developing in Irvine. However, the cluster group will meet regularly to share their experiences and learn from each other's initiatives. Individual school projects include:

- Targeting S3/4 boys' learning
- Developing parent friendly areas in the school
- Revising the traditional parent evening format to secure parental cooperation with pupils' learning
- Exploring parent's perceptions regarding the image of the school, in particular underlying reasons for placing request choices

Commentary and issues for consideration

Progress to date on North Ayrshire's Making Education Work for all initiative fully articulates with the local authority's five key priorities as set out in Education and Youth Employment Directorate 2015-2018[4] p7. ROC team members, North Ayrshire officers and school staff are working collaboratively to develop and implement school and cluster based projects focused on aspects of tackling inequality and improving outcomes for children and young people. Table 1 sets out the authority's five key priorities for education alongside a number of ROC supported responses designed to address these priorities in a sustainable way.

North Ayrshire Key priorities	ROC supported responses
We are reducing inequalities and delivering improved outcomes for children and young people.	Monitoring a range of improvement indicators from LA and National sources. Supporting the establishment of robust initiative based evaluations.
High quality learning and teaching is taking place in all our schools.	Use of CGI and Lesson Study to enhance teaching approaches and reflection on practice. Encouraging the development of collaborative networks to tackle strategic priorities. Acquiring knowledge from the wider literature on effective approaches to raising attainment and feeding this into the system.
Self-evaluation and performance improvement are embedded throughout our schools and central support teams.	Embedding practices and principles in the use of data to inform learning and teaching and monitor impact on attainment. Ensuring findings are exploited by the system.

[4] Our Journey From Good To Great Education and Youth Employment. North Ayrshire Council

Levels of attainment and achievement are improving for all learners.	Monitoring pupil attainment data to identify successful interventions. Acquiring knowledge from the wider literature on effective approaches to raising attainment and feeding this into the system.
High numbers of our young people are entering positive and sustainable post-school destinations.	Monitoring leaver destination data to identify successful interventions. Acquiring knowledge from the wider literature on promoting positive destinations and feeding this into the system.

In both clusters there is senior management support for the initiative and a commitment to engage with the collaborative enquiry and change process. Both clusters have begun to develop ideas with staff for their change interventions, develop what appears to be already working and have recognised the value of using data and evidence in this activity.

Within the two clusters there are a number of plans and nascent measures developing that are translating the identified key issues into the schools' change activity and projects. The remaining ROC *Making Education Work For All* activity will continue to develop and consolidate the emerging commitment and capacity of staff.

The variance in the use of data is being addressed in both clusters although it is a focus for the work in one. The range of issues regarding the variability in the quality of parental engagement is also being tackled in both clusters, while it is also a priority in one. Our previous critical reflections regarding learning and teaching and leadership are also being reflected in the schools' strategies and change interventions as these measures require leadership at all levels to operationalise and learning and teaching approaches (such as CGI) are being incorporated into some schools' responses to the attainment gap.

While support is continuing from the local authority and the ROC team, it is crucial that the schools maintain their focus on their change activities, continue to develop their collaborative enquiry and explore how their work can benefit from broader networking within their cluster, local authority and outwith the authority. The developing Attainment Challenge will likely increase the scrutiny of such measures.

It is still relatively early days in terms of the overall aims of the Making Education Work for All approach regarding demonstrating impact. Reflecting on other similar activity, for example in the SIPP, we would expect the collaborative enquiry projects, depending on their focus, to be able to assess impact on attainment in around one years' time.

Next Steps:

The timeline of the ROC activity has extended in duration compared to that in the original proposal. This has been agreed with the local authority. The costs of the project remain unchanged.

The next major steps for the ROC activity are to:

1. Continue and finalise the Deep Dive activity in the clusters to ensure that (a) the schools have sufficient support to put in place robust and sustainable collaborative enquiry approaches, including an adequate level of staff skills regarding research methods and analysis and (b) the ROC team has sufficient narrative information to understand the change process and inform strategic planning and the conceptual framework.
2. Provide bespoke support to continue to develop staff expertise in collaborative enquiry/ Collaborative Action Research.
3. Provide, where necessary, specialised analytical support where sophisticated analysis is required to assess significant impact in the respective change interventions.
4. Provide reports as agreed.

The changing national policy context, in particular the developing Attainment Challenge and its implications locally, means that the ROC/ North Ayrshire *Making Education Work for All* Programme will, within its allocated resources, aim to reflect these developments. It is envisaged that the team will draw on the lessons learned from the programme to date and their expertise gained from other relevant work to support the local authority's responses to the Attainment Challenge. Indeed, the team has already contributed to ideas on how to evaluate the authority's Learning Academy that forms one component of the Attainment Challenge plan.

ROC Commentary

As noted within the introduction to this section of the review, North Ayrshire's proactive and early engagement with the international research-base and ROC has placed the Authority in a strong position to not only tackle the attainment gap within North Ayrshire, but also to potentially play a role in leading and shaping national developments within this area.

The initial analysis outlined within the body of this section of the report highlights some of the early activity and points to promising developments in practice and cultural shift. It is widely accepted that work in this territory tends to be 'technically simple but socially complex' and while the programme of work is at an early stage, it is worth noting that the commitment, positive relationships and energy within the Authority are creating a firm foundation from which to move forward.

The key imperative is to continue to embed the ways of working that have emerged during this initial period of research and development. It will also be important to connect the work

of attainment advisors, Scottish Government and Education Scotland to *Making Education Work for All*. If the recent work can be embedded and meaningful and coherent connections can be made, this will add significant value to Attainment Challenge plans and support the development of a coherent programme of work over the next four years that has the potency to have a significant impact on the educational outcomes and ultimately the life chances of young people in North Ayrshire and possibly beyond.

Section 7

Attainment Challenge

The Scottish Government announced the establishment of the Attainment Scotland Fund in February 2015. The Fund is £100m over four years to drive forward improvement in educational outcomes in Scotland's most deprived communities. North Ayrshire is one of seven councils to receive funding which will focus on primary schools and target improvements in literacy, numeracy, and health and wellbeing.

Against a backdrop of tight financial settlements for local authorities, a number of key activities supported in North Ayrshire within the framework of the Attainment Scotland Fund will enable the delivery of key strategic aims as follows:

Strategic Aim: To lead and inspire innovative approaches to learning and teaching through collaborative evidence based practice.

- A North Ayrshire Learning Academy will be created to lead evidence based pedagogical practice with a focus on literacy and numeracy. This will improve the quality of teaching and learning across all North Ayrshire schools by enabling teachers to develop their expertise and professional practice.

- The existing learning partnership with Glasgow University's Robert Owen Centre will be extended to enable the development of bespoke change initiatives in schools which will be monitored and refined in light of emerging evidence of impact. This will enable the identification of what works in North Ayrshire as part of the national and international picture.

- Data analysis and performance management will become key functions to equip schools with accurate analysis of data. Improved use of benchmarking and comparative data across schools will result in rigorous tracking and monitoring of children's progress and early identification of learning needs to enhance planned teaching approaches.

Strategic Aim: To support our children's learning needs through engagement and building capacity in the local community.

- A total of 15 nurture classes in mainstream primary school settings will be established within identified areas of deprivation to enable children to be fully supported and prepared to meet the cognitive and social demands of school.

- Nurture training will be provided for all staff involved in the nurture classes with additional enhanced training for those staff who will deliver targeted nurture approaches.

- The attainment and achievement of young people with complex mental health issues will be supported with the addition of two teachers to the Child and Adolescent Mental Health Service. This will enable young people to re-engage with school or enable learning to continue in other environments so that they can secure skills, attain and achieve.

- A Third Sector provider will be engaged to deliver a targeted schools counselling service to promote and support the general well-being of pupils and parents.

- Local communities and parents will become engaged in the education of its young people by working with Locality Partnerships to develop a Participatory Budgeting model through which the community can be involved in and fund school – led initiatives that will improve attainment and achievement.

- Six family learning groups will be established in each locality to offer individual support to parents on how to develop greater involvement in their child's learning.

- Local businesses will be encouraged to support the attainment challenge with attainment tutors/mentors being recruited from local businesses to focus on P6/7 and S1/2 pupils.

Section 8

Making Schools Work for All

In March 2015, Cabinet approved the 'Neighbourhood Vision – Remodelling of the Council's Operational Property Portfolio' paper which set out the key principles which support remodelling of the Council's Property Estate. The Council's Property Management and Investment team carried out detailed work with the ECMT to establish some key principles, potential opportunities, and factors affecting the remodelling opportunities.

The paper highlights 4 categories of property requirements across North Ayrshire, which include Education/Community facilities, to ensure that the structure, layout and quality of the built environment complements the aspirations for improved educational attainment.

The paper acknowledged that where opportunities exist, education provision should be considered in a campus setting which also incorporates 'community hub' space and leisure facilities. The Largs and Garnock Campus developments are regarded as the models for delivering modern and fit for purpose educational facilities in the Scottish context.

The Educational Environment workstream has supported this process of re-modelling neighbourhood assets and the proposal to 'right size' the Council's operational portfolio. A School Estate Remodelling Group was formed by Education and Youth Employment to consider early years, primary, secondary and additional support needs provision across each neighbourhood within the authority.

The following factors were considered during the review of the school estate:

Condition and Suitability

In line with the Scottish Government's School Estate Management Principles and Council's Asset Management Strategy, all schools are assessed on their physical condition and suitability for delivering a modern curriculum. The condition and suitability ratings are based on those devised by the Scottish Government using a rating from A-D. In addition, our strategy recognises 4 further categories within rating B from 1-4, i.e. B1, B2, B3, B4. This provides further clarity on the priority that requires to be attached to schools across the estate.

Current and Projected Occupancy

It is widely accepted across Scotland that an occupancy level of 75-85% is the optimum operational band for effective school management. Long-term operation above 85% is considered to be problematic due to factors including the timetabling of PE and GP spaces. For schools operating below 75%, consideration should be given to alternative use of surplus spaces.

Early Years Strategy

The Children and Young People (Scotland) Act 2014 has increased the amount and flexibility of free early learning and childcare from 475 hours a year to a minimum of 600 hours for 3 and 4 year olds, and 2 year olds who are, or have been at any time since turning 2 years, looked after or subject to a kinship care order. This places a significant demand on Local Authorities to increase the volume of early years provision. With Government policy moving towards 1100 hours of early years provision there will be a requirement to put in place a dedicated change initiative to achieve this.

Additional Support Needs (ASN) Strategy

On 27th January 2015, Cabinet approved proposals to consult on the development of educational provision for pupils with additional support needs. The four ASN schools (James Reid, James McFarlane, Haysholm and Stanecastle Schools) are coming to the end of their useable life. Stanecastle School is scheduled to close by 2018. There is a high priority need for a new ASN school offering provision for children and young people with a wide range of additional support needs. It is expected that the consultation will recommend improvements that will deliver improved outcome for learners with additional support needs and help equip them to meet the challenges of life and learning in the 21st century.

Nurture Bases

In line with North Ayrshire Council's duties and responsibilities in the Getting it Right for Every Child (GIRFEC) approach of the Children and Young People (Scotland) Act 2014, Education and Youth Employment are intent on creating a dedicated "Nurture Base", in each school where there is an identified need. This will require a room to be identified which can be adapted to provide a space that is appropriate to the nurture needs and multi-agency use by the school community.

The group reviewed each of the six neighbourhood areas in turn. Education in North Ayrshire is currently delivered through nine clusters – each relating to the nine secondary schools and their feeder primary schools. This meant that on occasions, more than one cluster was considered within each neighbourhood, e.g. Irvine (Irvine Royal and Greenwood) and the Three Towns (Auchenharvie, Ardrossan and Stevenston). Denominational primary schools were considered within the review of the neighbourhood in which they are located.

Next Steps

In seeking to develop a school estate for the future needs of education and the community, there is a need to have a school estate that:

- is efficiently run, delivers value for money and maximises public value
- is fit for purpose in terms of condition, inclusion and suitability
- is sustainable in terms of design and carbon footprint
- is future-proofed for flexibility and adaptability
- drives and supports high quality, effective learning and teaching
- is an integral part of the whole community

The authority should, within a sound financial framework, continue to invest in its school estate to ensure that every child or young person is being educated in a building that is at least B graded for condition and suitability. When revising its capital plan, the authority should focus on ensuring that:

- buildings can continue to deliver the national curriculum and meet our legislative requirements
- high quality learning environments are provided for all our children and young people
- high quality space for partnership working is provided, and where required, high quality care facilities
- access to high quality play and leisure space is available
- there is opportunity to take advantage of the advances in technology
- the development of Scotland's young workforce can be supported

ICT Infrastructure

There have been many changes in ICT provision in Education over the years, including an increase in the type and number of devices in schools, libraries and community centres, and with expansion of network and server capacity in schools.

Significant investment is already being made in the establishment of a new Infrastructure, providing modern Local Area Network (LAN) and Wide Area Network (WAN), and the deployment of Wireless Access in schools, allowing schools to take advantage of new technologies and devices.

To date, the procurement of ICT devices has been dependent on the priorities set by each individual school resulting in a wide variation of types, numbers and ages of devices throughout the service.

To ensure the service continues to meet the needs of schools and other facilities in the future, an Education ICT Strategy was prepared to ensure the development and use of ICT in educational establishments is embedded within the curriculum.

The strategic recommendations are detailed below.

1. Education & Youth Employment and IT Services should maintain central control of the budget for ICT including decisions for procurement, infrastructure, hardware, training and support being centrally managed and delegated to schools on the basis of an allocation formula, based on for example, pupil numbers or need.

2. Mobile devices such as laptops and tablets will be procured to integrate more easily with the curriculum requirements and support a more modern future proof education environment.

3. ICT devices should be deployed with a core allocation for each school with equality of access adhered to.

4. A three to four year refresh period should be built into the strategy, to ensure that a situation does not arise in the future as is currently faced, whereby old, out of date, and in some cases obsolete equipment is found in schools.

5. A review of the existing governance and communication arrangements is required to strengthen existing relationships.

6. CPD for teaching and technical staff should be a core element and provide a clear development pathway for individuals.

7. The Council should continue to operate a centralised procurement system for schools.

8. A printer consolidation programme should be established to effectively manage the procurement and management of printers and multi-functional devices.

Section 9

Consulting and Engaging Stakeholders

The Council has invested in high quality training in consultation and engagement, validated by The Consultation Institute, for a range of cross-Directorate staff including Education and Youth Employment. Further work includes the development of a Community Planning Partnership engagement and consultation portal to enable sharing of engagement and consultation opportunities between Education and Youth Employment and partners.

The Robert Owen Centre has identified parental engagement as one of the key strands of the research it is undertaking, with staff from the Directorate of Economy and Communities supporting this research and action plan. The Attainment Challenge Programme incorporates the development of parents as partners in their child's learning and will support the wider community to engage in the attainment of young people through the development of Participatory Budgeting. This will foster parental and community involvement in school led projects that are focussed on young people and their educational attainment.

This approach forms an important component of the locality approach currently being developed with our communities. Priorities identified at a local level will become the focus of locality plans and parents and young people will play a full role in this through "participation by experience" as they help to shape local initiatives which will have an impact on their wider achievement and their ability to play a part in local democracy, through, for example, community councils and other community organisations.

North Ayrshire has nurtured youth citizenship and participation and has a reputation of giving young people an influential voice. The ongoing North Ayrshire Youth Council and the unique Joint Cabinet Meetings provide a forum for discussion on the issues within the Strategic Review and the recently launched Youth Citizenship and Participation Strategy 2015 - 2019, developed for and by young people, provides a formal statement of ambition and action in relation to this work.

Additional opportunities for national representation include the Scottish Youth Parliament, the British Youth Council and the LGBT National Youth Council and these also enable rich and active dialogue between schools, communities and young people.

The strategic recommendations in relation to engagement and consultation are as follows:

1. Education & Youth Employment should continue to develop staff and Parent Council skills in engagement and consultation, in partnership with CPP partners, to ensure all relevant views are heard in decision making processes.

2. All key stakeholders in education should be involved in locality planning through "participation by experience" so that pupils, staff and parents can play a full part in achieving their aspirations.

3. Participatory budgeting could be used as an important tool in budgetary allocation, within agreed parameters e.g. within the Attainment Challenge programme.

4. The recently refreshed Youth Citizenship and Participation Strategy 2015-2020 should be used to nurture youth participation, and its aim of widening participation by increasing age range representation will fully include young people who are of primary school age and who are, " capable of forming his or her own views freely in all matters affecting them." (Children in Scotland Act, 1995.)

5. Education and Youth Employment, in partnership with colleagues from the Economies and Communities Directorate, should look to further develop innovative ways of engaging parents with their children's learning. This will be delivered within the framework of the 'Attainment Challenge'.

Section 10

Other Areas of Focus

10.1 Promoting STEM (Science, Technology, Engineering and Mathematics)

The establishment of Irvine's Enterprise Area focussing on Life Sciences is providing opportunities for jobs and economic growth in North Ayrshire. In Scotland, it is anticipated that 60,000 to 90,000 jobs will be created in green technology, in addition to the 80,000 that already exist. Ensuring that the young people of North Ayrshire are well equipped to take advantage of the future job opportunities is a key priority in North Ayrshire schools with an increased focus on STEM in the curriculum across all schools.

The following STEM activities will continue to be a priority across North Ayrshire schools during session 2015-16.

- The Ardrossan cluster and Garnock Valley clusters are working on a National STEM project. This initiative is being led by the Scottish Government and Education Scotland with the main objective being to design a National STEM Self-Evaluation Improvement Framework.
- Continue to promote STEM related pathways and careers across all schools. This work will be further promoted by a "girls into STEM" event taking place in January 2016.
- To continue to promote STEM through our collaborative work with Dumfries House, East Ayrshire and South Ayrshire. A range of events will take place throughout 2015-16 for school pupils across Ayrshire.
- To develop the BGE and Senior phase curriculum through the Secondary subject networks.
- To continue our partnership working with IBioIC. This will further support school links with the Biotechnology, Life and Chemical Science sectors

10.2 Looked After and Accommodated Children.

Children become looked after for a variety of reasons. Some are looked after due to concerns about their wellbeing and risk to them from poor parenting, abuse, neglect and parental substance misuse. A minority of children are looked after because they have committed offences. Children who become looked after away from home have often first been looked after at home. Sometimes they are placed on a child protection register. There may have been an accumulation of concerns and risks for a child, or there may have been a specific event which led to a child being looked after.

Within North Ayrshire, Multi agency teams assess the child's needs, the levels of risk to them living in the home situation and then take a decision based on the best interests of the child. Taking the decision to look after a child away from home is complex and challenging, as staff are aware that outcomes for those children are often poor.

It is also recognised that outcomes for looked after children at home are generally poorer than those for children looked after elsewhere. Looked after children are more likely to be excluded, be placed in non-mainstream settings, and have part-time timetables. For some,

being moved frequently causes significant disruption to important relationships and makes settling into a new school very difficult. Having experienced exclusion and failure, it is much more difficult for many looked after children to achieve.

At the same time, there are some who do succeed in education and achieve very good educational outcomes. The children and young people themselves invariably tell us that they believe education and educational achievements are important to them. They understand that how well they do at school will have an impact on their achievements when they move into adulthood. Education is a key driver to making a difference to the future of these very vulnerable young people.

Wherever children are looked after, we recognise in North Ayrshire that they have the same right to education as any other child growing up in Scotland. Children who are looked after are the only group of children assumed to have Additional support Needs and the named Person has to gather together evidence to confirm or deny this premise. If the child has significant additional support needs then a staged intervention approach is used to determine the level of need. If there is involvement of multi-agency support to the child then a coordinated support plan is established. Best practice in meeting learners' needs is then brought into play with regular reviews taking place to ensure the child, the carer and all agencies plan, implement, monitor and evaluate the effectiveness of the Provision.

The New Child's Plan is based around a GIRFEC approach and ensures a holistic approach is used to plan for the wellbeing needs of the child. We are positively disposed to ensure any looked after child is not at risk of missing out educationally or socially. Schools are asked to track and evaluate the progress and the equality of opportunity for Looked after children and to report their findings to Senior Managers.

Through robust planning and practice and working in close partnerships with health and social care and third party providers, we commit to ensuring that children are given the very best opportunities to succeed.

Next Steps

1. In light of new legislation coming into place in August 2016, opportunities for training for the named person and the lead professional will be organised. This will follow the publication of finalised national guidance. This GIRFEC guidance has been delayed at National level.

2 The Child's plan has been updated through the SEEMIS management tool and all schools have staff trained to construct plans for children. Schools are beginning to plan around the child using the GIRFEC Wellbeing indicators and have submitted samples of planning. Quality Assurance now needs to establish a measure of quality of the targets set within each plan and whether they reflect and measure progress appropriately. This will be based on HGIOS QI 5.3 meeting learners needs and take cognisance of HGIOS 4 in order to benchmark the quality of meeting the needs of Looked After children.

3. Training sessions have been arranged to support the writing of targets based on Wellbeing indicators for children with ASN (including looked after children)

4 A programme of roll out of new planning arrangements is underway, beginning with children with significant ASN including those Looked After.

5. Multi agency working parties continue their work in developing and revising procedures, approaches and communication in working with children, young people and their families in order to be act compliant. These include the NAC GIRFEC and Child Protection working groups and committees.

10.3 Curriculum for Excellence – Senior Phase

In summer 2013, the Council launched the Senior Phase Strategy and Action Plan to ensure the provision of a wide range of educational opportunities including high quality vocational education. The strategy builds on and extends the effective partnerships that exist between schools, Economy and Communities, universities, colleges, Skills Development Scotland (SDS), employers, social enterprises and voluntary organisations.

Next Steps

1. To ensure that the senior phase of Curriculum for Excellence meets the needs of all learners and enables them to obtain qualifications whilst continuing to develop the four capacities.
2. To provide a wide range of experiences to enhance skills for learning, life and work. These skills include literacy, numeracy, skills for health and wellbeing, working with others, employability skills, entrepreneurial and enterprise skills.
3. To raise aspirations and increase the ambitions of the young people of North Ayrshire fostering resilience and independence in preparation for adult life.
4. To provide high quality vocational education experiences for young people that increase their preparedness for the future whether it be in further education, higher education, employment or training in line with Scotland's Young Workforce, including the introduction of Foundation Apprenticeships and pathways into Modern Apprenticeships.
5. To increase the percentage of young people moving into positive and sustained destinations.
6. To improve attainment and achievement for all in North Ayrshire.

The Strategy Action plan was updated in November 2014 to take account of the Report by the Commission for Developing Scotland's Young Workforce (The Wood Report) and the emerging relationship with the new Ayrshire College.

Planning is underway for a new six-column structure for S4-S6 curriculum design which will come into effect in session 2016-17. This will enable learners to select up to six areas of study leading to qualifications in each year of the senior phase. Flexibility is built into this model, which will enable schools to respond better to the differing individual needs of their learners. Learner pathways will be designed which will allow a blend of different types of qualifications to be achieved within the senior phase. An integral part of this new structure will be our partnership with Ayrshire College, which will enable a broader range of vocational qualifications to be offered while our pupils are still attending school. Some pupils will be

able to commence Foundation Apprenticeships whilst still in school, offering a blend of work-based learning whilst continuing to increase their qualifications. This curriculum model will also be built around the development of wider skills for life, learning and work and these skills will be recognised through an increasing number of wider achievement awards.

Section 11

Strategic Context

The Directorate of Education and Youth Employment has responsibilities across a range of strategies that set out what is to be achieved for a particular priority, outcome or targeted group, including what will be done with partner agencies to deliver on agreed outcomes.

The Directorate has a shared responsibility for the development, review and delivery on the following strategies:

Strategy	**Key Strategic Outcome/s**
The Children's Services Plan	Vision: "We want you to have the best start in life and for North Ayrshire to be the best place in Scotland to grow up".
North Ayrshire Early Intervention and Prevention Strategy 2013-2017	To improve outcomes for vulnerable children from 0 to 8 years
Youth Employment Strategy for North Ayrshire 2013 - 2020	Increasing youth employment to above national average by 2020

Section 12

Continuous Improvement

Whilst the review has driven positive changes in our local context, it is acknowledged that continuous improvement is a priority within the Education and Youth Employment Directorate. Self-evaluation is one of five key priorities within the Directorate plan and it is clear, through research, that a sustained focus is a fundamental element in ensuring system improvement.

With this in mind, the Directorate are committed to placing importance on continual self-evaluation and performance management within both current and future focused improvement work. For example, a key driver in raising attainment is ensuring schools are able to accurately evaluate themselves and define their priorities so as to positively affect future performance. To enhance this, a Quality Improvement Framework was devised. Whilst it is beneficial to equip schools with additional skills and tools to evaluate their own practice, there was a clear requirement for the centre to incorporate a model which could be used to ensure all schools are providing high quality learning and teaching for the children and young people of North Ayrshire. The challenge and support which underpins this model guarantees that self-evaluation is rigorous and the achievement and attainment of children and young people remain paramount. Its purpose, to assist in the improvement of standards, will support establishments across sectors on their journey towards excellence.

The quality improvement framework will also enhance the professional capacity of all staff leading to further improvements in attainment. Strategies including Career Long Professional Learning (CLPL) opportunities, peer coaching and professional dialogue feature within the framework which will serve to promote collaborative working within, beyond and across schools – a fundamental methodology recommended by the Robert Owen Centre for Educational Change.

Already, all Head Teachers have received training in the use of measurement data to enhance improvement. This was conducted by Senior Managers in collaboration with the Head of Scotland's Raising Attainment for All programme. This strategic approach has been positively viewed by Senior Managers, HTs and external partners alike.

Whilst implementation is ongoing throughout 2015/16, a vital component to ensure success will be the consistent evaluation of the practices agreed. The impact on our schools and young people will be of utmost priority and adaptations will be made in light of both constructive feedback and new national measures of school improvement – How Good is Our School 4 (HGIOS 4.) Both of these evaluative mechanisms will strengthen its effectiveness.

To demonstrate our commitment to the transparent, rigorous processes of self-evaluation, and in line with this model, we are continuing our work with the Robert Owen Centre for Educational Change who will externally evaluate the impact of the Professional Learning Academy, one of the workstreams of the Attainment Challenge. In this way, we remain at the forefront of educational thinking and development in Scotland.

Section 13

Next Steps

Owner	Action
ROC	The next steps for the ROC research are to: • continue and finalise the Deep Dive activity in the clusters to ensure that (a) the schools have sufficient support to put in place robust and sustainable collaborative enquiry approaches, including an adequate level of staff skills regarding research methods and analysis and (b) the ROC team has sufficient narrative information to understand the change process and inform strategic planning and the conceptual framework. • provide bespoke support to continue to develop staff expertise in collaborative enquiry/ Collaborative Action Research • provide specialised analytical support where sophisticated analysis is required to assess significant impact in the respective change interventions. • Support the Attainment Challenge initiative.
Directorate	School estate: When revising its capital plan, the authority should focus on ensuring that: • buildings can continue to deliver the national curriculum and meet our legislative requirements. • high quality learning environments are provided for all our children and young people. • high quality space for partnership working is provided, and where required, high quality care facilities. • access to high quality play and leisure space is available. • there is opportunity to take advantage of the advances in technology. • the development of Scotland's young workforce can be supported
Education IT	The recommendations contained within the Education ICT Strategy should be adhered to, ensuring the development and use of ICT equipment in schools is embedded within the curriculum.
Directorate	The strategic recommendations in relation to engagement and consultation are as follows: 1. Education & Youth Employment should continue to develop staff and Parent Council skills in engagement and consultation, in partnership with CPP partners, to ensure all relevant views are heard in decision making processes. 2. All key stakeholders in education should be involved in locality planning through "participation by experience" so that pupils, staff and parents can play a full part in achieving their aspirations. 3. Participatory budgeting could be used as an important tool in budgetary allocation, within agreed parameters e.g. within the Attainment Challenge programme. 4. The recently refreshed Youth Citizenship and Participation

	Strategy 2015-2020 should be used to nurture youth participation, and its aim of widening participation by increasing age range representation will fully include young people who are of primary school age and who are, " capable of forming his or her own views freely in all matters affecting them." (Children in Scotland Act, 1995.
Directorate	The following STEM activities will continue to be a priority across North Ayrshire schools during session 2015-16. • The Ardrossan cluster and Garnock Valley clusters are working on a National STEM project. This initiative is being led by the Scottish Government and Education Scotland with the main objective being to design a National STEM Self-Evaluation Improvement Framework. • Continue to promote STEM related pathways and careers across all schools. This work will be further promoted by a "girls into STEM" event taking place in January 2016. • To continue to promote STEM through our collaborative work with Dumfries House, East Ayrshire and South Ayrshire. A range of events will take place throughout 2015-16 for school pupils across Ayrshire. • To develop the BGE and Senior phase curriculum through the Secondary subject networks. • To continue our partnership working with IBioIC. This will further support school links with the Biotechnology, Life and Chemical Science sectors
Directorate and HSCP	Looked after and Accommodated Children: Next Steps 1. In light of new legislation coming into place in August 2016, opportunities for training for the named person and the lead professional will be organised. This will follow the publication of finalised national guidance. This GIRFEC guidance has been delayed at National level. 2. The Child's plan has been updated through the SEEMIS management tool and all schools have staff trained to construct plans for children. Schools are beginning to plan around the child using the GIRFEC Wellbeing indicators and have submitted samples of planning. Quality Assurance now needs to establish a measure of quality of the targets set within each plan and whether they reflect and measure progress appropriately. This will be based on HGIOS QI 5.3 meeting learners needs and take cognisance of HGIOS 4 in order to benchmark the quality of meeting the needs of Looked After children. 3. Training sessions have been arranged to support the writing of targets based on Wellbeing indicators for children with ASN (including looked after children) 4. A programme of roll out of new planning arrangements is underway, beginning with children with significant ASN including those Looked After. 5. Multi agency working parties continue their work in developing and revising procedures, approaches and communication in working with

	children, young people and their families in order to be act compliant. These include the NAC GIRFEC and Child Protection working groups and committees.
Directorate	Curriculum, for Excellence – Senior Phase: Next Steps 1. To ensure that the senior phase of Curriculum for Excellence meets the needs of all learners and enables them to obtain qualifications whilst continuing to develop the four capacities. 2. To provide a wide range of experiences to enhance skills for learning, life and work. These skills include literacy, numeracy, skills for health and wellbeing, working with others, employability skills, entrepreneurial and enterprise skills. 3. To raise aspirations and increase the ambitions of the young people of North Ayrshire fostering resilience and independence in preparation for adult life. 4. To provide high quality vocational education experiences for young people that increase their preparedness for the future whether it be in further education, higher education, employment or training in line with Scotland's Young Workforce, including the introduction of Foundation Apprenticeships and pathways into Modern Apprenticeships. 5. To increase the percentage of young people moving into positive and sustained destinations. 6. To improve attainment and achievement for all in North Ayrshire.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

8 December 2015

Cabinet

Title:	**Consultation on Provisions for Future Islands Bill**
Purpose:	To agree the terms of a response to the Scottish Government Consultation on Provisions for a Future Islands Bill.
Recommendation:	Agree the response attached at Appendix 2.

1. Executive Summary

1.1 In September 2015 the Scottish Government published a consultation paper on Provisions for a Future Islands Bill, which consultation paper is attached at Appendix 1.

1.2 This report considers the key points and proposes a response which is attached at Appendix 2.

2. Background

2.1 Following the 'Our Islands our Future' Campaign by Orkney and Shetland Islands Councils and Comhairlie nan Eilean Siar in 2013, the Scottish Government in June 2014 published their prospectus for the Islands, 'Empowering Scotland's Islands Communities'. The Scottish Government has committed to a Future Islands Bill and this consultation seeks views on the key matters to be contained in the Bill. It asks 14 particular questions.

2.2 The particular issues of relevance to North Ayrshire and its Islands which are covered in the consultation paper are as follows:

- A proposed duty on Scottish Ministers and other relevant bodies to 'island proof' their functions and decisions where these will have an islands impact.

- Empowering island communities - Are the current powers which Local Authorities possess sufficient to deliver positive outcomes for island communities?

- A proposal for a future Scottish Government 'National Islands Plan'

- Amendment of the Local Government Boundary Legislation which restricts Wards to three or four Members. This would allow populated islands to return one or two Members, almost certainly ensuring an elected representative who lived on the island.

2.3 The proposed response supports the principles of island proofing and a national islands plan. It recognises that this is a logical part of locality planning and subsidiarity, as reflected in the former First Minster's Lerwick Declaration. Locality Planning and island proofing have the same objectives, to ensure all public bodies and communities work together to achieve genuine outcomes focussed on the priorities of individual communities. Thus, island proofing by all Community Planning Partners should be an automatic component of locality planning. For this reason island proofing should compliment locality planning and a focus on dealing with inequality contained in the Community Empowerment (Scotland) Act 2015. The response also comments that while there are similar issues common to many, particularly rural and coastal areas of Scotland, it is important to focus on the particular issues facing islands. The one thing they have which is unique is a sea separating them from the mainland which can be both a barrier and an opportunity. The Islands Bill should assist islands to have equal opportunities to the mainland, addressing inequalities but should also enable them to maximise the unique position.

2.4 The response also comments on specific matters which an Island Bill could include. These include issues relating to the ferry access, transport links, fuel availability and affordability, reliable and secure power and communications supplies, housing and availability of land, VAT on construction and digital connectivity.

2.5 The response also makes the point that there is little point raising expectations if Local Authorities do not have the powers or resources to support island communities. Particular powers which are recommended are to extend jurisdiction of Local Authorities beyond the low water mark. This is important if communities are to be able to have a genuine influence on the seas on which much of their livelihood depends. This effects water borne and marine tourism, moorings, fishing and marine conservation, piers and harbours, offshore renewable energy and access to community benefits. An obvious way to take this forward would be to give Local Authorities a power of general competence to support their communities, which would extend to the sea surrounding their coasts.

3. Proposals

3.1 The proposed response is attached at Appendix 2.

4. Implications

Financial:	There are no Financial implications arising from this report.
Human Resources:	There are no Human Resources implications arising from this report.
Legal:	There are no Legal implications arising from this report.
Equality:	Where there is no specific impact on prescribed equalities groups, the response recommends that the guiding principle of the Act should be that of addressing island inequality, which is a key part of locality planning.
Environmental & Sustainability:	There are no Environment & Sustainability implications arising from this report.
Key Priorities:	This supports the key priority of working together to develop stronger communities.
Community Benefits:	There are no Community Benefit implications arising from this report.

5. Consultation

5.1 The response was prepared by Officers in Economy & Communities and Democratic Services in consultation with other Services.

Elma Murray

ELMA MURRAY
Chief Executive

Reference : AF/jm
For further information please contact Andrew Fraser, Head of Democratic Services on 01294 324125

Background Papers
None

Consultation on Provisions for a Future Islands Bill

September 2015

The Scottish Government
Riaghaltas na h-Alba

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Ministerial Foreword

As Scotland's first Government Minister with specific responsibility for the islands, it gives me great pleasure to launch this consultation which seeks the views of island communities and other interested stakeholders on potential measures that may be included within a future Islands Bill.

Scotland's islands have proud traditions, with rich and vibrant cultures. They are wonderful places to live, work, study and visit, and contribute so much to the fabric of Scotland as a nation. From Harris Tweed in the Western Isles to the famous Whisky distilleries in Islay, Scotland's islands are renowned across the world.

Over the last two years the Scottish Government has formed a positive partnership with our island councils to address some of the challenges our island communities face. The launch of the 'Our Islands Our Future' campaign in 2013 and the subsequent establishment of the Island Areas Ministerial Working Group brought these challenges to the fore. The publication of the Scottish Government's 'Empowering Scotland's Island Communities' prospectus in June 2014 sought to set out the most comprehensive package ever put forward by any Government for empowering Scotland's islands and confirmed our commitment to the principle of subsidiarity and local decision making.

There can be no doubt of the Scottish Government's on-going commitment to Scotland's Islands. At the very heart of her first Programme for Government statement, the First Minister pledged to re-convene the Island Areas Ministerial Working Group to implement as many of the commitments from the *'Empowering Scotland's Island Communities*' prospectus as possible within the existing powers of the Scottish Parliament, and to consult on potential measures for inclusion in a future Islands Bill. This work is now being taking forward through the Ministerial Working Group where good progress is being made in delivering on many of the commitments we have made to our island communities. We do however recognise there are still challenges to face around remoteness of location; transport connections; digital connectivity; fuel poverty; and declining populations, and we are working hard to tackle these issues in partnership.

Over the summer I had the opportunity to visit a number of island communities and hear first-hand from islanders about these challenges, but also about the opportunities of island life. I therefore see the launch of today's consultation as the next step in helping inform the Government's thinking about what additional measures may be needed to help shape a more prosperous and fairer future for our island communities. The Scottish Government is keen to hear the views of island communities and other interested stakeholders, and recognise there will be differing opinions. This consultation is therefore an ideal opportunity for ideas to be shared before any decisions are made on what future legislation might look like. I very much look forward to hearing your views.

Derek Mackay, MSP
Minister for Transport and Islands

Part One – Background and context

Aim of Consultation

The aim of this consultation is to seek the views of interested stakeholders on plans for more power and protection for Scotland's islands. These views will help shape the development of a future Islands Bill that will allow the Islands to build a more prosperous and fairer future for their communities.

Our Islands Our Future Campaign

The *Our Islands Our Future campaign* was launched by Orkney and Shetland Islands Councils and Comhairle nan Eilean Siar in 2013, setting out their vision for a stronger future for Scotland's Island communities in the context of the constitutional debate around the Independence Referendum of 2014. The Councils called upon the Scottish and UK Governments to commit whatever the outcome of the Referendum, to ensuring that the needs and status of island areas were clearly recognised in the changed nature of the governance of Scotland.

In particular, the Councils sought additional powers and resources to give them a greater ability to shape their own destinies. This included:

- Control and management of the sea bed around the islands, allowing revenues currently paid to the Crown Estate to be channeled into local needs;
- New grid connections to the Scottish mainland to allow world class wave, tidal and wind energy resources to generate maximum benefits for both the islands and the Scottish economy;
- New fiscal arrangements to allow the islands to benefit more directly from the harvesting of local resources, including renewable energy and fisheries; and
- Clear recognition of the status of the three island groups in the new Scottish Constitutional Settlement and within the European Governance Framework.

Lerwick Declaration

Responding to the Islands campaign the former First Minister, Alex Salmond stated in July 2013, in the 'Lerwick Declaration' that the Scottish Government believed that the people who live and work in Scotland are best placed to make decisions about their future – the essence of self-determination and that therefore the Scottish Government supported the principle of subsidiarity and local decision making.

Island Areas Ministerial Working Group

Following the Lerwick Declaration, the Island Areas Ministerial Working Group was established. The Group was chaired by Derek Mackay MSP, then Minister for Local Government and Planning and other members included Paul Wheelhouse, Minister for Environment and Climate Change, the Leaders and Chief Executives of the three Island Councils. The group met a total of 6 times between August 2013 and June 2014 and discussed a range of issues, including further devolution of the functions of the Crown Estate, Social & Economic matters, Energy, Renewables, Transport and Governance issues.

Empowering Scotland's Island Communities Prospectus

The conclusion of the Ministerial group led to the publication of the Scottish Government's prospectus for the Islands, *'Empowering Scotland's Island Communities'*, in June 2014, which was recognised as a very significant step towards realising the ambitions of the campaign by the leaders of the 3 Island Councils. This was the most comprehensive package for empowering Scotland's island communities put forward by any Government and re-affirmed the Scottish Government' commitment to subsidiarity.

Re-establishment of Ministerial Working Group & Commitment to Islands Bill

In November 2014, Derek Mackay MSP was appointed as Minister for Transport and Islands fulfilling a commitment in the '*Empowering Scotland's Island Communities'* prospectus to provide a focus for Island issues and a voice for all 93 of Scotland's island communities at the heart of the Scottish Government. Following this appointment, the First Minister, Nicola Sturgeon announced as part of her 2014-15 Programme for Government that the Islands Area Ministerial Working Group would be re-convened and the Government would consult on what further measures might be included in a future Islands Bill.

The Ministerial Working Group re-convened in February 2015 and is tasked with taking forward the implementation of as many of the recommendations set out in the Government's Islands prospectus within the powers of the Scottish Parliament. The Group will also oversee plans for the Islands Bill consultation.

Part two: Island-Proofing

One of the key proposals to emerge from the *'Empowering Scotland's Island Communities'* prospectus was the commitment of the Scottish Government to look at the concept of placing a duty within a future Islands Bill on Scottish Ministers and other relevant public bodies to 'island-proof' their functions and decisions.

The principle of island-proofing is about building a broad-based islands awareness into the decision making process of relevant parts of the public sector. Island-proofing consists of considering the particular needs and circumstances of island communities and in taking account of island characteristics when the Scottish Government and other relevant public authorities are exercising their functions and making decisions. Through the *'Empowering Scotland's Island Communities*' prospectus, the Scottish Government committed to this principle, and to consulting on its inclusion within a future Islands Bill to formalise the approach in law. This would include the Government considering:

- when legislating whether particular functions and responsibilities could be given to island communities;

- when legislating, whether there was a particular need for differential application of legislation for island communities;

- the applicability of the principles contained within the Reference Framework on Regional Democracy of the Congress of Local and Regional Authorities of the Council of Europe; and

- when developing, formulating and implementing policy, the needs and circumstances of island communities.

The Scottish Government also committed to liaising with the Scottish Parliament to consider if amendments to the Parliament's Standing Orders were required to reinforce island-proofing within the Parliament's procedures, especially its legislative procedures. It is however acknowledged that the Standing Orders of the Scottish Parliament (Chapter 9: Public Bill Procedures, Rule 9.3 on Accompanying Documents at Paragraph 3.A) already state that a Government Bill shall also be accompanied by a Policy Memorandum which sets out:

a) the policy objectives of the Bill;
b) whether alternative ways of meeting those objectives were considered and, if so, why the approach taken in the bill was adopted;
c) the consultation, if any, which was undertaken on those objectives and the ways of meeting them or on the details of the bill and a summary of the outcome of that consultation; and
d) an assessment of the effects, if any, of the bill on equal opportunities, human rights, **island communities**, local government, sustainable development.

Alongside the commitment to look at this concept the Scottish Government plans to take steps to strengthen its internal mechanisms for how it island-proofs the development of policies and legislation. This will ensure that the Scottish Government will, where relevant, be able to provide a more robust analysis of the impact on island communities in its policy memorandum to Bills in fulfilment of the existing Standing Orders requirement. The Scottish Government in dialogue with the Scottish Parliament also plans to set out what steps it is taking to improve its approach to island-proofing both in terms of legislation and policy development, inviting in turn the Parliament to decide how it may wish to scrutinise the delivery of that.

Island-proofing could also provide a framework to take account of the recommendation of the 1984 Committee of Enquiry and Functions and Powers of the Islands Councils of Scotland (the Montgomery Committee) that Acts of Parliament can in certain respects be varied or adjusted in their application to Island Areas, where there is a reason to do so. The Scottish Parliament already has the power to vary legislation by geographical area. The process of island-proofing would provide an opportunity to consider, on a case-by-case basis, whether this might apply to particular pieces of legislation.

Island-Proofing and Other Public Bodies

Whilst the Scottish Government is keen to lead the way in island-proofing future legislation and policy commitments, it's recognised that certain other public bodies also need to take account of the specific needs and circumstances of island communities when carrying out their the functions and duties. In that regard, as part of the plans put forward in Part 4 of this consultation paper, the Scottish Government proposes to seek the views of stakeholders as to whether it should have the powers to issue statutory guidance to relevant public bodies concerning island-proofing.

Questions

(1). Is the concept of 'Island-Proofing' something the Scottish Government should consider placing in legislation through the proposed Islands Bill? Yes/No. Please explain the reasons for your answer.

(2) If you answered 'Yes' to question 1, do you agree that Scottish Ministers should have the power to issue statutory guidance to other relevant public bodies related to Island-Proofing which they would be required to adhere to in exercising their functions and duties. Yes/No?

(3) If you answered 'Yes' to question 2, please state which public bodies, and what specific decisions this statutory guidance you think this should relate to?

(4) Are there any other areas that you feel the policy of Island-Proofing should cover?

Part three: Empowering Island Communities

The '*Empowering Scotland's Island Communities'* prospectus and the commitments it contained made clear the Scottish Government's support for the principles of subsidiarity, and to looking at more powers for our islands. This support is further emphasised by the passing into law in June 2015 of the Community Empowerment (Scotland) Act, which will enable communities to be more involved in local decision-making.

The Scottish Government is keen to work with all partners to make our islands stronger and let them flourish, and to ensure that they have the right powers and functions to fit these unique parts of Scotland. This needs however to be set in the context of what powers our Islands Councils (and Councils with responsibilities for Islands) already have. This section of the consultation therefore seeks views on what further autonomy for our islands may look like.

Scottish Local Government - Background

Up until the early part of the 20th century, local government in Scotland consisted largely of Royal Burghs, small towns and villages that organised basic services within communities. Scottish local government was first reorganised in 1929, when a complex structure consisting of five kinds of local government area was established.

It remained unchanged until 1975, following the report of the Wheatley Commission. The Commission's proposals were reflected in the Local Government (Scotland) Act 1973. Post 1975, Scottish local government became a two-tier system, consisting of 9 Regional Councils, 53 District Councils and 3 all-purpose island councils (Western Isles, Shetland and Orkney).

Today's Scottish local government structure was the result of the 1996 reorganisation, the legislative basis for which was The Local Government etc. (Scotland) Act 1994. The 1996 reorganisation resulted in the 9 regions and 53 districts being abolished, although the 3 island councils remained geographically unchanged. The district councils and regional councils were replaced with 29 single tier (or unitary) bodies to provide a more economic, cohesive, accountable and effective system.

What Scottish Local Government Does

Scotland's 32 Local Authorities are responsible for the provision of a range of public services. Their powers are conferred by statute and include:

- **mandatory powers** - such as providing primary and secondary education; social work services; roads and transport; and waste management;
- **permissive powers** such as economic development, recreation services; and
- **regulatory powers** - Local Authorities provide regulatory services such as planning, trading standards and environmental health and issue licences for taxis and public events. Planning includes, since 2007, a regulatory role for marine aquaculture developments.

In addition The Local Government in Scotland Act 2003 gave a statutory basis to partnership working between all agencies (such as health boards, benefits agencies, further and higher education institutions) responsible for public service delivery in an area. This partnership approach is called Community Planning. Scottish Local Authorities are responsible for initiating, facilitating and maintaining Community Planning.

The Zetland and Orkney County Council Acts 1974

Alongside the core legislation governing Scottish Local Authorities, in 1974 the UK Parliament passed The Zetland and Orkney County Council Acts. These Acts provided certain regulatory powers and placed duties of conservancy on each Council, over the seas around their coast lines. These powers which, on the whole remain with each Council to this day, allowed the Councils to exercise development control on the advent of the oil era over much of the territorial sea around their coast lines (for Shetland then 3 miles, now 12 miles; and for Orkney around Scapa Flow and various harbour areas); granted certain financial powers to borrow, invest and participate in business; and in the case of Shetland, powers of compulsory purchase relating to Sullom Voe.

A commitment was given in the *'Empowering Scotland's Island Communities*' prospectus that the Scottish Government would not seek to legislate to diminish these powers, and would progress as required any proposals from Comhairle nan Eilean Siar regarding which provisions from the 1974 Acts would also be relevant and appropriate for the Western Isles to have.

Questions

(5) Do you agree that the current powers Island Councils, and Councils with Island responsibilities presently have are sufficient to deliver positive outcomes for their local island communities? Yes/ No.

(6) If you answered 'No' to question 5, please outline what additional powers you feel they require to benefit or better protect the island communities they serve, and explain the reasons for your answer.

(7) Do you feel there is a requirement to make any additions to the existing Zetland and Orkney County Council Acts of 1974? Yes/No. If 'Yes' please state what additions should be made and give the reasons for your answer.

(8) Should any of the powers currently set out in the Zetland and Orkney County Council Acts of 1974 be extended to the Western Isles and other relevant Councils? Yes/No. If 'Yes' please explain which powers and give the reasons for your answer.

Part four: National Islands Plan

One of the proposals for enshrining within a future Islands Act is the possibility of a duty for all future Scottish Governments to prepare a 'National Islands Plan', which would set out an on-going range of commitments across all policy areas of Government to support, promote and empower our Island communities to build a wealthier and fairer future for themselves.

Similar in nature to the Gaelic Language (Scotland) Act 2005, and the British Sign Language (Scotland) Bill, this proposal would see provision within a future Islands Bill for a duty to be placed on Scottish Ministers to publish a 'National Islands Plan' as set out above. The lifespan of the plan would be determined through consultation but could be similar in nature to the duty placed on Scottish Ministers to approve a National Gaelic Language Plan every 5 years, or alternatively it could cover a shorter period e.g. 3 years. Linked to this duty, it would also be proposed that Ministers would have the ability to issue statutory guidance on island-proofing, which relevant public bodies would require to have regard to in connection with the exercising of their functions and duties. These provisions are designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Scotland's Island communities.

The draft 'National Islands Plan' would be subject to parliamentary and public scrutiny as part of its development, and Scottish Ministers could also be required to report annually to the Scottish Parliament on progress with the plan.

Questions

(9) Do you think the Scottish Government should introduce a 'National Islands Plan'? Yes/ No. Please explain the reasons for your answer.

(10) Are there any specific areas you feel the plan should cover and report on?

(11) If such a plan was introduced, what in your view would be an appropriate life span for the plan – e.g. 3 years/5 years/other?

Part five: Constituency Protection for Na h-Eileanan an Iar

Under Schedule 1 to the Scotland Act 1998 the two Scottish parliamentary constituencies for Orkney and Shetland have statutory protection under law. The Na h-Eileanan an Iar Scottish parliamentary constituency does not have this statutory protection. Under Schedule 2 to the Parliamentary Constituencies Act 1986 the UK parliamentary constituency for Orkney and Shetland, and the parliamentary constituency for Na h-Eileanan an Iar also have statutory protection.

One of the commitments therefore set out in the Scottish Government's prospectus '*Empowering Scotland's Island Communities'* published in June 2014 was that statutory protection should also be extended to the Na h-Eileanan an Iar Scottish Parliamentary constituency boundary as the only other constituency composed entirely of islands.

Under the terms of the current Scotland Bill 2015, which is going through its parliamentary processes at both Westminster and in the Scottish Parliament, the powers to provide statutory protection for the Na h-Eileanan an Iar Scottish parliamentary constituency would devolve to the Scottish Parliament. It is therefore proposed that a provision of a future Islands Bill would be to put in place statutory protection for the Na h-Eileanan an Iar Scottish parliamentary constituency.

Questions

(12) Do you agree that statutory protection should be given to the Na h-Eileanan an Iar Scottish parliamentary constituency? Yes/No. Please explain the reasons for your answer.

Part six: Local Government Electoral Wards – populated Islands

Under section 1 of the Local Governance (Scotland) Act 2004 each electoral ward in Scotland has to return 3 or 4 councillors. When designing wards, the Local Government Boundary Commission for Scotland (LGBCS) is required to apply rules in Schedule 6 to the Local Government (Scotland) Act 1973 which include the requirement that the ratio of electors to councillors in each ward in a council area shall be, as nearly as may be, the same.

Although the LGBCS can depart from the rule about the ratio where there are special geographical considerations, the combination of these 2 requirements means that most populated islands have to be placed in an electoral ward which also contains a significant proportion, and often a majority, of mainland population. This has led to concerns amongst some island communities that their distinctive interests are not represented in the council's discussions, and that the island community may not have a councillor among its residents.

There is scope to address this issue if the 2004 Act were amended to give the Local Government Boundary Commission for Scotland the power to allow for wards covering populated islands to return 2 councillors, or even 1 councillor. The Scottish Government is therefore keen to hear views on the merits of this possible change. It should be noted however, that if a change was made it would not affect the current LGBCS reviews which will lead to wards for use in the 2017 local government elections, but could give LGBCS greater flexibility for future reviews, alongside any other changes the Scottish Government may wish to apply in advance of the next review.

We do not propose any change to the current system of a single transferrable vote for local government elections.

(13) Should the Scottish Government consider amending the Local Governance (Scotland) Act 2004 to allow the LGBCS the power to make an exception to the usual 3 or 4 member ward rule for use with respect to populated islands? Yes/No. Please explain the reasons for your answer.

Part seven: Other General Issues not covered elsewhere

(14) Please provide details of any additional issues, not addressed in your other responses, that you think should be considered in relation to the introduction of a future Islands Bill and its potential provisions.

Part eight: About this consultation

The Scottish Government Consultation Process

Consultation is an essential and important aspect of Scottish Government working methods. Given the wide-ranging areas of work of the Scottish Government, there are many varied types of consultation. However, in general, Scottish Government consultation exercises aim to provide opportunities for all those who wish to express their opinions on a proposed area of work to do so in ways which will inform and enhance that work.

The Scottish Government encourages consultation that is thorough, effective and appropriate to the issue under consideration and the nature of the target audience. Consultation exercises take account of a wide range of factors and no two exercises are likely to be the same.

Typically Scottish Government consultations involve a written paper inviting answers to specific questions or more general views about the material presented. Written papers are distributed to organisations and individuals with an interest in the issue, and they are also placed on the Scottish Government web site enabling a wider audience to access the paper and submit their responses. Consultation exercises may also involve seeking views in a number of different ways, such as through public meetings, focus groups or questionnaire exercises.

If you wish to respond, you can do so online, using the Scottish Government's consultation hub, which can be accessed at https://consult.scotland.gov.uk

All Scottish Government consultation papers and related publications (e.g., analysis of response reports) can be accessed at: Scottish Government consultations (http://www.scotland.gov.uk/consultations)

The views and suggestions detailed in consultation responses are analysed and used as part of the decision making process, along with a range of other available information and evidence. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review
- inform the development of a particular policy
- help decisions to be made between alternative policy proposals
- be used to finalise legislation before it is implemented

Final decisions on the issues under consideration will also take account of a range of other factors, including other available information and research evidence. While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.

Handling your response

We need to know how you wish your response to be handled and, in particular, whether you are happy for your response to be made public. Please complete and return the **Respondent Information Form** which forms part of the consultation questionnaire enclosed with this consultation paper as this will ensure that we treat your response appropriately. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.
All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Next steps in the process

Where respondents have given permission for their response to be made public, and after we have checked that they contain no potentially defamatory material, responses will be made available on http:consult.scotland.gov.ukand on the Scottish Government consultation web pages. If you respond using http:consult.scotland.gov.uk, a copy of your response can be emailed to you.

What happens next?

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us.

Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to Darren Dickson, Local Government Division and Analytical Services Division, Address - Area 3-J (North), Victoria Quay, Edinburgh, EH6 6QQ, e-mail: Darren.Dickson@gov.scot

Appendix 2

Consultation on Provisions for a Future Islands Bill

RESPONDENT INFORMATION FORM

Please note that this form **must** be returned with your response to ensure that we handle your response appropriately

1. Name / Organisation

Title Mr ☐ Ms ☐ Mrs ☐ Miss ☐ Dr ☒ **Please tick as appropriate**

Surname

Audrey

Forename

Sutton

Organisation Name

North Ayrshire Council

2. Postal Address

Cunninghame House		
IRVINE		
Postcode KA12 8EE	Phone 01294 324308	Email ksteel@north ayrshire.gov.uk

3. Permissions **I am responding as an…**

Individual	/	Organisation or Group
☐	**Please tick as appropriate**	☒

(a) Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?

Please tick as appropriate
☐ **Yes** ☐ **No**

(c) The name and address of your organisation **will be** made available to the public (in the Scottish Government library and/or on the Scottish Government web site).

Are you content for your **response** to be made available?

Please tick as appropriate
☒ **Yes** ☐ **No**

(b) Where confidentiality is not requested, we will make your responses available to the public on the following basis

Please tick ONE of the following boxes

Yes, make my response, name and address all available ☐

or

Yes, make my response and name available, but not my address ☐

or

Yes, make my response available, but not my name and address ☐

(d) We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

Please tick as appropriate ☒**Yes** ☐**No**

Question 1

Is the concept of 'Island-Proofing' something the Scottish Government should consider placing in legislation through the proposed Islands Bill?

Yes ☒ No ☐

Please explain the reasons for your answer.

North Ayrshire Council welcomes the proposal to develop legislation through an Islands Bill. We recognise the exigencies of island life and their communities and we also value and recognise the increasing aspirations of our island communities. Our islands have a unique culture and this is central to our spectacular tourism product in North Ayrshire. Food and drink is an important industry, as are our creative industries. We wish to support and promote the priorities of our islands communities to create a sustainable and secure future for and with them.

It is important to ensure that the Islands Bill is taken forward in the context of (a) Locality Planning as recently provided for in the Community Empowerment (Scotland) Act 2015, and (b) subsidiarity, that power should be delegated as close as possible to the people. It is encouraging to see that the former First Minister's Lerwick declaration remains at the heart of the Government's proposals.

North Ayrshire Council is already recognising the special role of our islands and is addressing the concept of island specific plans through our Locality Planning arrangements and the Arran and Cumbrae Economic plans. The process of producing these plans has required significant engagement and consultation with island stakeholders and local business communities and this has ensured that we have the support and buy-in of local island people.

The principle of "Island Proofing" would provide the opportunity to embed consultation exercises similar to those outlined above, across all relevant Scottish Local Authorities and North Ayrshire Council are supportive of this aspiration. Retaining flexibility to respond to the specific requirements of an area's island communities should be given high priority and it is suggested that any future Bill should outline a flexible Framework of Principles within which the specific characteristics of each location can be reflected.

We welcome the nature of the bill, which will be high level in nature and focus on empowerment and equality.

However if island proofing is to be more than a last minute checklist, a genuine challenge process is required to allow island communities to engage in policy development.

Question 2

If you answered 'Yes' to question 1, do you agree that Scottish Ministers should have the power to issue statutory guidance to other relevant public bodies related to Island-Proofing which they would be required to adhere to in exercising their functions and duties.

Yes ☒ No ☐

At its heart, Locality Planning and Island Proofing have same objectives, to ensure that all public bodies and communities work together to achieve genuine outcomes focussed on the priorities of individual communities. Island Proofing by all Community Planning partners should be an automatic component of Locality Planning. It is therefore important that island proofing supports Locality Planning and subsidiarity rather than being taken forward in isolation. A one size fits all should be avoided. Legislation and guidance needs to allow scope to tailor outcomes towards the needs of the specific island but additional layers of planning should be avoided where possible.

In the same way that different islands have different needs. It also should be borne in mind that some island authorities, such as North Ayrshire, Highland and Argyll and Bute have a mix of islands and mainland areas. While in an authority such as North Ayrshire, our islands face challenges of equality, equally our mainland areas, particularly those with significant levels of deprivation, also face challenges of equality. This is another reason why, if Island Proofing is not to be seen in conflict with other areas of Government policy, it must be part of the overall policy context of Locality Planning and inequality contained in the Community Empowerment Act.

The principle of Island Proofing is about building a broad-based islands awareness into the decision making process of relevant parts of the public sector. The "Empowering Scotland Islands Communities" prospectus committed the Scottish Government to this principle and to consulting on its inclusion in a future Islands Bill to formalise the approach in law.

North Ayrshire welcomes this approach, acknowledging that current arrangements through the Scottish Parliament's Standing Orders currently allow for Island Proofing arrangements.

We particularly welcome the proposal to strengthen internal mechanisms to island proof the development of future policies and legislation, taking particular cognisance of the impact of policies on islands.

We also welcome the opportunity to develop a framework to take account of the Montgomery Committee (1984) recommendation where Acts of Parliament can vary legislation by geographical area, with particular reference to islands. The issue of electoral wards covered in Part 6 of the Consultation paper is a good example of this.

Question 3

If you answered 'Yes' to question 2, please state which public bodies, and what specific decisions this statutory guidance you think this should relate to?

The statutory guidance should relate to Community Planning Partners and their functions and duties.

Question 4

Are there any other areas that you feel the policy of Island-Proofing should cover?

While there are islands issues which are common to many, particularly rural and coastal areas of Scotland, it is important to focus on the particular issues facing islands. The one thing they have which is unique is a sea separating them from the mainland, which can both be a barrier and an opportunity. In terms of the Islands Bill it should assist islands to have equal opportunities to the mainland but also to enable them to maximise their unique position.

Argyll and Bute, North Ayrshire Council and Highland Council agreed earlier this year to work in partnership to ensure that the West of Scotland islands have a voice in the ongoing discussions about the future of Scottish island communities. With a total of 40 inhabited islands within the three authority areas as well as number of isolated rural areas, the partnership has a sound understanding of the challenges, facing island communities.

The partnership identified a number of priorities.

Transport

Transport, particularly in relation to ferries and air travel, is crucial to the social and economic sustainability of the islands. Significant financial challenges can fall on individual local authorities, and the principle of fair-funding in the provision of ferries and ferry infrastructure should be included in the Bill. Transport also needs to be integrated, with ferries connecting with bus and train timetables, both on islands and the mainland. Scottish Government capital investment is required in key island infrastructure such as ports and ferry terminals in order to facilitate the needs of RET and secure the future economic prosperity of our islands.

Marine Planning

Statutory regional marine planning for the Clyde Estuary has been devolved to the Clyde Marine Planning Partnership (CMPP), in which public authorities, including North Ayrshire Council will have a role to play. The CMPP will provide an opportunity for island communities to promote sustainable development of their own waters, which best reflect the commercial, recreational and conservation interests of the islands.

Ports

Given the need for effective sea crossings, the Bill should deliver the control and enhancement of the ports serving the island routes.

The fact that neither islands communities nor local authorities have any ability to influence issues impacting on the seas surrounding them is a serious omission. This is important in relation to:

- Water borne and marine tourism
- Moorings
- Fishing and marine conservation
- Piers, slips and harbours, some of which may be semi derelict, have no clear harbour authority but represent an opportunity for the community
- Offshore renewable energy and access to community benefits from them
- Education
- Sport, Outdoor Learning and Activity.

At present the jurisdiction of local authorities only extends to the low water mark (Argyll and Bute District Council v Secretary of State for Scotland [(1976) SC 248]. "Land" for most, if not all local authority functions is defined as land and waters above the *low water mark of ordinary spring tides*. Communities, through local authorities need, where desired, to be given greater control over the seas surrounding their area.

Crown Estate

Crown Estate functions are to be transferred to the Scottish Government and are an obvious candidate for onward delegation to local authorities, as envisaged by the Smith Commission statement that delegation should not stop with the Scottish Parliament. When considering issues of crown estate two further points should be borne in mind. Firstly, in islands such as Arran much of the foreshore is not owned by the Crown but is in private hands, potentially limiting the extent to which some communities might use it. Secondly, all coastal authorities, not just islands have an interest in the foreshore.

Digital Connectivity

Good quality broadband and mobile coverage is vital to making our island communities a more attractive place to live, invest and do business. The Scottish Government's Superfast Broadband Programme aims to bridge the digital divide facing islands, delivering access to fibre broadband to around 84% of homes and businesses in Highlands and Islands by the end of 2016. We welcome pledges from the Scottish and UK Governments that no one area will be left behind in the rollout of superfast broadband. Interventions need to continue into the future until all island communities have been provided with the minimum tolerable and future-proofed standard of broadband and mobile services.

The work being undertaken by the Scottish Government, through the Step Change programme to enhance fixed broadband provision beyond commercial coverage, is very much welcomed in relation to Arran and Cumbrae. The provision of service by mobile providers doesn't seem as coordinated and would benefit from an analysis of where and when enhanced mobile coverage will be provided in the future.

Fuel availability and affordability, reliable and secure power and communication supplies, parity for our island and isolated rural communities with regard to mail order delivery surcharges, the removal of water and waste water constraints from our island and isolated rural communities to facilitate economic growth, the recruitment and retention of adequate GP coverage for island and isolated rural communities, housing and availability of land and the issue of VAT on construction are all issues for consideration which have a particular impact on island communities. Island communities can be more prone to monopolies (e.g. construction, natural resources, housing land supply) which can make competition and development more difficult.

Economic development of the islands, including Island Innovation Zone approaches, business rates, skills development and public procurement should be considered. Community ownership can help make island communities more attractive to live in, supporting economic regeneration and sustainable development.

Tourism provides direct economic impact for businesses and individuals and can contribute in the wider context to a diversified and sustainable economy, attracting and servicing inward investment and promoting population growth, including in the creative industries.
As such, any Bill must encompass a policy approach to supporting tourism for island communities.

It is recognised that significant legislation exists that offers a degree of protection for the provision of learning in rural environments. Learning in its broadest context leading to the achievement, attainment and the development of skills is vital to ensure the long term viability of island communities. Consideration should be given, within the framework of the Islands Bill, to how best to promote, maintain and protect the educational opportunities offered to island communities. Technology could play a key part in this strategic objective.

Economic and health inequalities are more polarised on islands. Commodities are expensive. Consideration should be given where possible to enabling variations of responses to inequalities on islands. Locality plans will be focused on addressing inequalities within the delegated powers of the Community Planning Partnership but additional variation may be required to increase the impact of this.

Currently, because the distribution of the local government budget is designed to properly account for characteristics such as remoteness, dispersed populations and characteristics unique to island communities, Shetland, Orkney and Eilean Siar receive greater funding from the Scottish Government, per head of population, than any other local authority in Scotland. The other local authority areas with significant island populations - Argyll & Bute, Highland and North Ayrshire - all receive block grant funding per head of population above the Scottish average.

In addition to their needs-based share of Grant Aided Expenditure, the Islands Councils also benefit from the Special Islands Needs Allowance (SINA), which recognises the increased cost of delivering services to island communities and allocates extra funding to those authorities. SINA redistributes around £20 million each year to authorities with island communities. The three Islands Councils receive around 85 per cent of this sum, reflecting the agreed means of distributing SINA to reflect the additional costs associated with public service delivery in such communities.

Funding for Scotland's Councils with responsibility for islands requires to be kept under review and this process should feature as a key element of island proofing.

Question 5

Do you agree that the current powers Island Councils, and Councils with Island responsibilities presently have are sufficient to deliver positive outcomes for their local island communities?

Yes ☐ No ☒

See 4 above. There are policy areas which are outwith the functions of Councils with island responsibilities which have a major impact on island communities.

The Islands Transport Forum will include representatives from local authorities with island communities and will deal with internal and external ferry, air, and other transport services upon which the island communities depend for social cohesion and sustainable economic activity and growth and will consider opportunities and difficulties, including:

- Improving collaboration between Transport Scotland, RTPs and Islands Councils
- Ensuring clarity with regard to roles, responsibilities and obligations in the context of the CHFS and NIFS Public Service Contracts
- Establishing a process that fully accounts for island-specific views
- Ensuring efficient and effective lines of communication between all key stakeholders to facilitate improved consultation and engagement, sharing of information, cascading of decisions and escalation of issues between and to the most appropriate levels.

This approach to addressing issues which particularly affect island communities is welcome and could be replicated across similar policy areas.

In North Ayrshire, the introduction of locality planning within the Community Planning Partnership provides an excellent opportunity to deliver on the priorities for specific geographies – island or otherwise. This will include the development of six Locality Plans, to include Health and Social Care Plans, local economic plans and local community action plans. We consider that from a local community policy and planning perspective island proofing should be accommodated and promoted where reasonable within this locality planning framework. North Ayrshire has co-produced this approach with its communities and we are therefore confident that we can work with our island communities to identify what works and to address challenges.

Issues associated with land ownership are particularly relevant in island communities and the ability to encourage appropriate development can be impacted negatively in such circumstances. Consideration should be given to a review of compulsory purchase processes in island communities to ensure that socially desirable outcomes are not usurped by land ownership issues.

The unique circumstances of each island should be the driver for collaborative working to be further developed and new models for public service delivery explored.

Question 6

If you answered 'No' to question 5, please outline what additional powers you feel they require to benefit or better protect the island communities they serve, and explain the reasons for your answer.

The Scottish Government has demonstrated its commitment to the islands by undertaking systematic 'Island-Proofing' of the emerging Scottish Planning Policy (SPP). This has led to explicit references to the specific issues for planning in the Island Areas within the SPP, and a tailoring of relevant policies to reflect local circumstances. Land use and ownership is important to island communities. The current Independent Review of Planning will include specific consideration of islands and this is welcome.

The jurisdiction of local authorities should be extended beyond the low water mark, and consideration given to what maritime functions relating to piers, harbours, fishing, pontoons, offshore renewables (and community benefit therefrom) and marine tourism should be brought closer to the community by being delegated to local authorities. In other words, apply the Lerwick declaration principle of subsidiarity to the seas around islands.

In addition, Scottish Government's commitment to devolve to the islands the revenue from Crown Estate assets in our coastal waters is important. This income stream should directly benefit people in the communities where it is generated. The best way to achieve this is for our local authorities to have responsibility for the management of these assets.

Question 7

Do you feel there is a requirement to make any additions to the existing Zetland and Orkney County Council Acts of 1974?

Yes ☐ No ☐

If 'Yes' please state what additions should be made and give the reasons for your answer.

N/A

Question 8

Should any of the powers currently set out in the Zetland and Orkney County Council Acts of 1974 be extended to the Western Isles and other relevant Councils?

Yes ☒ No ☐

If 'Yes' please explain which powers and give the reasons for your answer.

The opportunity to exercise development control over territorial sea around the coast lines and the granting of certain financial powers to borrow, invest and participate in business would be relevant to all Councils with island responsibilities.

Duties of conservancy are also particularly apposite in relation to Arran and the importance of the marine conservation status developed in the Firth of Clyde.

Question 9

Do you think the Scottish Government should introduce a 'National Islands Plan'?

Yes ☒ No ☐

Please explain the reasons for your answer.

The development of a National Islands Plan would provide a consistent and transparent means of planning for and reporting on a range of commitments across all policy areas and would ensure that the empowerment and equality of island communities would be kept on the national local agenda.

North Ayrshire Council believes that this approach would fit well with our developing Locality Approach and that the priorities and equality issues which currently emerge from our island specific work will have the opportunity to be reflected through a National Islands Plan.

It makes sense to ensure that any new planning and reporting requirements and mechanisms fit with the existing landscape, to ensure coherence and relevance to local needs.

Question 10

Are there any specific areas you feel the plan should cover and report on?

In line with the Community Empowerment Act's recommendations, the Plan should focus on inclusive economic growth, reducing inequalities and capacity building in island communities to strengthen communities in fragile areas.

Understanding how island communities are monitoring the pressures and planning for demographic change which affects island life resilience including; work experience for young people, capacity for volunteering among older people, attracting young families, sustaining rural schools, feeding the local employment pipeline and providing local care for older people.

Support for businesses and social enterprises and the development of growth sectors, particularly in relation to distinctive regional opportunities is key.

The application of state aid rules on Scotland's islands should be appropriate and effective and assistance in policy areas, especially agriculture, forestry, fisheries, renewables, tourism, and small business development, will ensure Councils will be better able to develop measures to assist their economies in compliance with state aid rules.

Representation of the islands in the EU is under consideration and should be enshrined within an Islands Bill. The importance of EU funds to islands and their relationship with EU strategies is a major consideration, and includes agriculture and crofting.

Regional aid and assisted area status and EU funding approaches should also be included.

The seabed and foreshore responsibilities of the Crown Estate Commissioners enable them to generate income from leasing and other legal agreements in the islands.

The Scottish Government agrees with the Islands Councils that marine activities in the territorial waters of Scotland adjacent to the islands can have impacts on the community as well as delivering financial benefits to the local economy. The Scottish Government committed in *Scotland's Future* to ensuring the island communities benefit by receiving more than 50 per cent of Crown Estate seabed leasing revenues and this should be included in the National Plan. Greater involvement in the management of the Crown Estate marine resources should be pursued.

Community benefit from and ownership of renewables, and support for the renewable energy industry is important to island communities and measures should be considered to facilitate community benefit to help to ensure that tangible benefits are realised across island communities.

Ports and harbour capital infrastructure projects require financial support and this should be included.

Question 11

If such a plan was introduced, what in your view would be an appropriate life span for the plan – e.g. 3 years/5 years/other?

Three/five year cycles would fit with Community Planning cycles and would ensure that the focus is kept on island issues.

Question 12

Do you agree that statutory protection should be given to the Na h-Eileanan an Iar Scottish parliamentary constituency?

Yes ☐ No ☐

Please explain the reasons for your answer.

N/A

Question 13

Should the Scottish Government consider amending the Local Governance (Scotland) Act 2004 to allow the LGBCS the power to make an exception to the usual 3 or 4 member ward rule for use with respect to populated islands?

Yes ☒ No ☐

Please explain the reasons for your answer.

It is essential that an elected member is able to adequately represent their locality. Accordingly we agree that the 2004 Act should be amended to allow populated islands to return one or two local Members. At present an island such as Arran, which on any basis has sufficient population to be a ward in its own right, is combined with a mainland area with which it shares little in common. The present rules could mean that Arran might be represented by Members, none of whom live on the island. Depending on transport and digital connectivity this can create difficulties. For example, many community events and organisations will meet in the evening, by which point ferries may no longer be available.

It should also be noted that the 1973 Act requires, as far as possible there should be the same number of electors per councillor in each ward of a local authority. The act provides that while considerations of rurality and deprivation are relevant to the overall number of Members in a Council, they are not relevant within a Council area. Thus the 1973 Act, in addition to the 2004 Act places barriers in the way of island proofing the numbers of elected Members to the needs of islands

The key principle should be one of locality planning, that in the same way as the work of community planning partners should be aligned to localities, similarly, the work of councillors and their wards should also be so aligned. The present boundaries legislation does not facilitate this and can result in wards which have no alignment with locality boundaries. While this is an issue wider than that relating to islands, its impact is particularly acute in islands.

It is therefore extremely important that the Local Government Boundary Commission for Scotland recognises that for islands to be successfully rather than adequately represented, legislation should underpin this.

Question 14

Please provide details of any additional issues, not addressed in your other responses, that you think should be considered in relation to the introduction of a future Islands Bill and its potential provisions.

Consideration should be given to how the **"voice" of the islands** is promoted in future, whether through the Convention of the Highlands and Islands or though other mechanisms.

The Community Empowerment (Scotland) Act is helping to shift the balance of power towards communities. It will give them new rights to have their voices heard in relation to the design and delivery of public services, in the community planning process and at their own initiative, and it will make sure that their proposals to take over public sector assets are properly considered. This is crucial in island communities, where self-reliance and self-efficacy is important.

The Bill will also reinforce the Scottish Government's message that it expects all local authorities, and other public sector bodies, to support communities to become more empowered and to participate in the decisions made by those bodies. However there is no point in simply raising expectations if local authorities are not given powers and resources to deliver on the priorities of island communities.

The introduction of a power of general competence for local authorities, extending over the seas adjacent to its coast would be an important means of removing barriers to community empowerment, allowing local authorities to support their communities in new and innovative ways.

How work proposed in the Islands Bill is able to be expressed will therefore be an important factor in its success.

NORTH AYRSHIRE COUNCIL

Agenda Item 5

8 December 2015

Cabinet

Title:	**Corporate Awards and our 'Good to Great' Journey**
Purpose:	As part of the Council's 'Good to Great' journey our staff, services, work initiatives and places have been nominated for awards. This report outlines our developing approach to award nominations and explains why this is an important part of continuous improvement.
Recommendation:	Agree to (a) approve the submission of awards as part of the Council's Good to Great journey; and (b) note the Corporate Awards Framework attached at Appendix 1, which outlines the operational approach.

1. Executive Summary

1.1 This report outlines the overall value obtained from entering awards, and how this contributes to the Council's aim of being recognised as a 'Great' Council. It recommends that services continue to submit award nominations and asks Members to note the Corporate Awards Framework, developed by the Corporate Management Team, to ensure there is a consistent and proportionate approach to obtain maximum value from award submissions.

2. Background

2.1 Members will recognise that the Council has been on a 'Good to Great' journey to be the best Council possible. This journey involves a number of complimentary streams of work including employee engagement and our staff values, our People Strategy, our Performance Management Framework and undertaking service redesign to provide more efficient and effective services which are sector-leading, to name but a few. An aspect of our journey has been to nominate our work for recognition in appropriate awards. This started by concentrating on the Cosla Excellence Awards and has expanded to allow us to explore how truly innovative we are by assessing ourselves against the wider public sector and, now, the private sector.

2.2 The new North Ayrshire Council Plan 2015-2020 was unanimously agreed by Council on 18 March 2015. Our Vision is ***to be a leading organisation defined by excellent and innovative services*** . Having a culture of innovation is core to achieving this Vision and to the successful future of the Council in managing the worsening financial environment and increasing demand for services.

2.3 Our refreshed ***Performance Management*** Strategy sets out our vision of where we want to be – *we want to be recognised internally and externally as a* ***great*** *Council* . Great means 'stepping up' performance in everything we do, focussing relentlessly on what our customers and communities need and delivering that effectively, efficiently and creatively.

2.4 If we are to be a leading organisation then the innovative nature of individual projects needs evaluated and shared wider with other local government colleagues. Using awards as a platform to achieve this can often be a cost-effective and in some cases, no additional cost, mechanism for this. Other awards are sponsored and promoted on a sectoral basis, e.g. by COSLA, the Scottish Government and by professional public sector organisations. Again, the importance and value of such awards is recognised across local government as a means of ***sharing good practice*** and recognising the important role played by local government in the delivery of meaningful, and, often critical, services.

2.5 Entering leading awards is a clear way to calibrate and evaluate professional standards and the effectiveness of projects. Some of the awards that North Ayrshire Council have won are multi-national, private sector awards. In North Ayrshire therefore we are not only demonstrating that our services compare well with other parts of the public sector but also importantly how they compare with the best of the private sector. This means that our projects and innovative work are being assessed on their individual merit against leading practice across all sectors and provides assurance to our communities that they are receiving the highest quality services.

2.6 Another important aspect of awards is the effect on ***staff engagement and the importance of being valued*** . Being part of leading thinking and practice can have a huge impact on teams and individuals within services. Therefore recognition of the work of staff by being part of benchmarked excellence can boost staff views of their workplace and engagement.

2.7 International accreditations which both assess and promote quality, such as the European Foundation of Quality Management (EFQM) and Investors in People (IIP) recognise that awards have an important role in the ***development of a quality organisation*** . In terms of EFQM, awards provide an important way of benchmarking with other organisations, both within the public sector and private sector, and also provide an independently accredited means of demonstrating results.

2.8 Evidence and leading practice is clear that staff motivation through reward and recognition is key to a ***culture of improvement and shared ambition*** . If we expect staff to demonstrate the values of Focus, Passion and Inspiration, they have to be motivated and also know that this will be recognised and valued by the Council. IIP states that:-

"It's worth spending time working out what motivates your individual team members and then using this to improve performance. Most people will respond to one or all of these:

- Achievement. Success measured against a target
- Recognition/praise. Knowing that others are aware of and appreciate their achievements
- Responsibility. Being able to set objectives and being given new means to achieve them, like training
- Personal growth. Continually learning and upgrading skills

From certificates to social functions, direct verbal praise to award ceremonies, there are lots of ways to reward your people when they achieve something special."

2.9 In a climate of pay restraint and in the absence of many of the 'rewards' available in the private sector it is important to be able to ***recognise staff*** who have achieved outstanding results. Applying for, and success in, awards contributes to this. Ongoing success in awards creates a winning culture where it is important to the quality of our services that we are the best. In turn this delivers continuous improvement of services and cost savings. For some staff such awards will be the high point of their professional career.

2.10 Given the on-going financial landscape, it is rightly important that the ***corporate reputation of the Council*** is fully considered when entering awards. However, this should not prevent services, with careful and proportionate consideration, to showcase their work and also learn from leading practice.

2.11 Success in awards can also significantly enhance North Ayrshire Council's profile, reputation and our ability to recruit the best candidates as an '***Employer of Choice*** '. We already have evidence from exploring the motivation of our new starts that the Council's reputation as an award winning and sector-leading organisation was an important factor in their decision to come to North Ayrshire. In a competitive and challenging environment it is important to be able to attract the best staff.

2.12 Awards also raise the profile, not just of the Council but of North Ayrshire as a whole. They emphasise that this is a dynamic and progressive area to live, work and invest. Awards give huge publicity to North Ayrshire which it could not otherwise obtain. This enhanced national profile brings North Ayrshire onto the radar of potential investors. It emphasises that this is ***an innovative and go ahead place to do business*** .

2.13 What is harder to quantify but should not be overlooked is the impact of award success on our communities. For example, West Lothian Council's success in becoming the only Scottish Council to win 'UK Council of the Year' was undoubtedly something which helped build relations with its communities. In moving towards Locality Planning this will become ever more important.

2.14 Awards can also act as a best-practice knowledge exchange as many of these awards have a very robust evaluation and showcasing/sharing of learning element built within them. Attendance at ceremonies is an opportunity to learn from the best practice of other sector leading authorities.

2.15 In summary applying for awards benefits the Council in the following ways:

- They enable Council performance to be measured against the best in class
- They enable us to be measured against private sector comparators, something KPIs do not always allow
- They provide a measure of where we are on our journey from Good to Great
- They enable us to learn from others and identify opportunities to either improve services or reduce costs
- They support a culture of continuous improvement where staff strive to be the best and do their best for the people of North Ayrshire
- They recognise the achievements of dedicated staff which supports the Council's reward and recognition approach and boost staff morale
- Winning awards raises the profile, not just of the Council but of North Ayrshire as a whole. They emphasise that this is a dynamic and progressive area to live, work and invest.

3. Proposals

3.1 It is recommended that Cabinet agrees to the ongoing submission of awards as part of the journey to becoming a great Council.

3.2 It is important that the value from awards is maximised to ensure that they represent Best Value to the Council. The Performance Management Forum Work Plan 2015/16 included the action: 'Develop a Corporate Awards Framework'. This action was established to meet the need for developing a strategic, coordinated and ***proportionate*** approach to award submissions. The framework which is attached at Appendix One is an operational document, but identifies the relevant main awards and the processes that will support the submitting of award applications where services feel that timing is right.

4. Implications

Financial:	The overall value of awards significantly outweighs the costs in terms of the benefits to the Council. From January 2014 to date the average cost per award is under £600. It should also be noted that much of this cost arises from our success in awards, with the Council being finalists or successful in nearly 70% of awards in this period. As regards the cost of awards it should be borne in mind that we do not apply for all of these. Some, such as APSE awards are nominated by others. Some ceremonies, again such as APSE, take place at the end of a national conference or training event which would attended regardless of whether we were finalists.
Human Resources:	Staff motivation through reward and recognition is key to a culture of improvement and shared ambition. Our staff show a real commitment to continuous improvement and quality and this is recognised through our success in awards. We are transforming through empowered and inspired people who will help us become a Great Council and exceed our customers' expectations. It is important that staff motivation is not inadvertently undermined.
Legal:	There are no legal issues.
Equality:	There are no equality issues.
Environmental & Sustainability:	There are no environmental and sustainability issues.
Key Priorities:	This report supports the Council's vision - *to be a leading organisation defined by excellent and innovative services.*
Community Benefits:	There are no community benefits issues.

5. Consultation

5.1 The Corporate Management Team have been involved in the development of the Corporate Awards Framework.

ELMA MURRAY
Chief Executive

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

Background Papers
Performance Management Strategy

Corporate Awards Framework

November 2015

Corporate Awards Framework

November 2015

1. Introduction

The Council is continuing on the good to great journey. We share a desire to do the best and be the best for our customers. We share a vision of becoming a Great Council and that is: to be a leading organisation defined by excellent and innovative services.

Part of the journey to become a Great Council is continuing to improve, innovate and transform what we do.

We have developed a culture of improvement and shared ambition and our staff show a real commitment to continuous improvement and quality. We are transforming through empowered and inspired people who will help us become a Great Council and exceed our customers' expectations. By continuing in this way and demonstrating **Focus, Passion** and **Inspiration** we will achieve greatness for our communities and be recognised as a leading organisation.

The Performance Management Strategy was agreed by Cabinet on 20 April 2015. This provides the strategic focus and the framework for our continuous improvement journey. The Performance Management Strategy sets out our vision of where we want to be – *we want to be recognised internally and externally as a **great** Council*. Great means 'stepping up' performance in everything we do, focussing relentlessly on what our customers and communities need and delivering that effectively, efficiently and creatively – and doing that in every area of our work. Great will see our staff appreciated, recognised by our customers and partners, and respected by our peers. This strategy is supported by our successes in winning external awards which clearly demonstrates that our successes are being recognised at a national level.

2. The Value of Awards

Applying for awards benefits the Council in the following ways:

- Awards enable Council performance to be measured against the best in class
- They provide a measure of where we are on our journey from Good to Great
- They enable us to learn from others and identify opportunities to either improve services or reduce costs
- They support a culture of continuous improvement where staff strive to be the best and do their best for the people of North Ayrshire
- They recognise the achievements of dedicated staff which supports the Council's reward and recognition approach and boosts staff morale

- Winning awards raises the profile, not just of the Council but of North Ayrshire as a whole. They emphasise that this is a dynamic and progressive area to live, work and invest.

3. Background

The Performance Management Forum Work Plan 2015/16 includes the action: 'Develop a Corporate Awards Framework'. This action was established to meet the need for developing a strategic and coordinated approach to award submissions.

In previous years, some award applications have been submitted and coordinated centrally and feedback from the Performance Management Forum indicated that this is a helpful approach. However, some award applications have been submitted at a service level without any support. This has led to some inconsistencies in approach and a lack of corporate overview.

This framework will identify the relevant main awards and the processes that have been established to support the submitting of award applications. This will also provide a clear guide for anyone who wishes to apply for an external award.

4. Corporate Awards

There are various external awards that the Council regularly submits applications to.

The corporate awards that the Council should focus on are listed below. Submissions to the MJ and LGC awards will take place in alternate years. Further information detailing the specific submission categories for each award body have been included as Appendix 1.

- Convention of Scottish Local Authorities awards (COSLA)
- The Municipal Journal for Local Authority Business Awards (MJ)
- Association for Public Service Excellence (APSE)
- Local Government Chronicle awards (LGC)
- Herald Society
- Guardian Awards

These awards were identified as providing recognition and credibility in specific fields and can lead to the Council being seen as sector leading and influential. Other more specialist awards are entered by specific services and Directorates which are relevant to their own particular areas of work (as detailed in section 6).

5. Process for Award Submission

There are a number of steps involved in submitting an award application. The following steps relate specifically to the corporate awards as outlined above in Section 4. Please note that additional steps have been identified specifically for the COSLA awards and have been detailed in Appendix 2.

- **Step 1: Identify Awards**

An awards timetable showing the corporate award opening and closing dates for submissions will be produced each year by the Policy and Performance Team within Democratic Services. The entry categories will be identified and any changes from the previous year will be highlighted. The awards timetable will be shared with Directorate Performance Officers at relevant times in the year. This will allow award applications to be scheduled into any work plans in advance of the submission deadlines.

The Communications Team will also be provided with the awards timetable in advance so that any required support can be included in their work plan in advance. Support from the Communications Team will include submission proof reading, checking grammar, spelling and language at the final submission stage. Further assistance may be provided if there are subsequent stages in the award process for example, presentations or videos. The level of support will be dependent on requirements and any costs will be required to be met by Directorates own budgets.

Timescales for the detailed steps for submission to each award will be produced each year when the dates and categories for entries are announced.

- **Step 2: Identify Potential Projects**

Each Directorate should consider keeping a list/ database of potential projects throughout the year which could be considered for award submissions. Specific award criteria should be reviewed carefully so that suitable projects can be identified. Unsuccessful previous submissions or submissions to other award bodies should be considered to be re-used if appropriate. This would be relevant if the project may have further results or outcomes which could add to the value or evidence of the application.

The CMT will also consider the submission of outstanding pieces of work, rather than waiting until the next year.

Each Directorate will have responsibility for deciding which projects they wish to put forward for award submission. It may help to produce outline submissions at this stage. The template provided as Appendix 3 can be used and altered as required.

For the corporate awards, the Policy and Performance Team will co-ordinate the process.

- **Step 3: Peer Review Group**

A group of officers will form a Peer Review Group and will meet at various points in the year when award submissions are required. The officers would be appointed by the CMT and would consist of Directorate Performance Officers, Service EFQM assessors and/or previous award winners. The role of this group will be to agree which projects/potential applications will be developed for submission if the awards are oversubscribed. This process will also allow for feedback and possible recommendations to be made to improve submissions.

- **Step 4: Submission Development**

Officers within each Directorate will be responsible for writing award submissions and are usually officers who have a lead role in each project. Submissions should be developed carefully following any guidance that is issued by each award body. Directorate Performance Officers and the Policy and Performance Team within Democratic Services will be able to provide assistance to officers with submission writing where possible.

- **Step 5: Submission Approval**

Each Directorate will be responsible for approving the proposed submissions from their own service. The final submissions should then be provided to the Policy and Performance Team within Democratic Services. The submission should also be passed to the Communications Team at least one week in advance of deadline for reviewing. The role of the Communications Team in assisting services with submissions is to proof read, check grammar, spelling and language.

- **Step 6: Submitting Award Applications**

For the corporate awards as detailed in section 4, the final submissions from all Directorates will be reviewed and approved by the CMT in advance of the submission deadline where required. For service specific awards a process of approval should be in place for each Directorate depending on the awards that they choose to submit to.

The applications to the corporate awards detailed in section 4 will be submitted centrally by the Policy and Performance Team. This ensures that there are clear lines of communication about the progress made by applications, and that we do not exceed any limits in the number of applications permitted for submission to each award.

- **Step 7: Short Leet Preparation**

Submissions which are successful at the first stage may be required to deliver a presentation to the judging panel or submit additional information as part of the application. A proportionate level of input will be provided by the Communications Team which will depend on the requirements of the particular award body. The team can assist with presentation design and any supporting marketing materials however, services should be aware that there could be budget implications depending on their particular requirement. Lead times should also be factored in, particularly if filming is required. Further narrative can also be provided to enhance the submission as can a proofreading and editorial service.

- **Step 8: Publicity**

The Communications Team will normally only issue external press releases and publicity for successful award entries and, on occasions where the Council is shortleeted for a significant number of awards in one awards ceremony. Normal practice is that the team will capture forthcoming awards from the Key Events Forward Planner and will liaise with the relevant shortlisted Directorate before the ceremony takes place. The Communications Team will tweet the award win from the Council's corporate Twitter account and issue a press release to the local (and occasionally, national) media.

6. Directorate/ Service Specific Awards

A list of potential Directorate/ Service specific awards are shown in Appendix 4. This list is an example of some of the awards that are available and is based on awards that have been won previously. There may be other awards that are also relevant that Directorate Officers may be aware of. Directorates will decide if they wish to enter any of the service specific awards. The Communications Team will provide relevant support if this is required and Directorate Officers should contact the Communications Team in advance of any award submissions so that they have the required information to ensure a consistent approach to publicity announcements.

The process for Directorate/ Service specific awards will follow a similar pattern to that outlined in Section 5. Each Directorate will be responsible for submitting their applications to service specific awards.

7. Recording Awards

A spreadsheet is held by the Policy and Performance Team, containing all award submissions and outcomes including relevant dates and other information. An extract from the spreadsheet is attached as Appendix 5. This informs the publication of award achievements on screens in various internal locations. This spreadsheet is updated on a monthly basis by email to Directorates. Each Directorate is responsible for providing updates to the spreadsheet.

8. Assessment

As part of the COSLA awards process, staff members are encouraged to become involved in the external long leeting process. Several Officers have been involved already in the COSLA process. There may be other opportunities to become involved in other external award processes. This can provide valuable experience and insight into the process and can be utilised to assist colleagues with submissions.

There may also be some internal opportunities to become involved in long leeting processes.

9. Feedback and Sharing Good Practice

Feedback to award applicants is important to ensure transparency. Where awards are oversubscribed and a decision is required to be made by an internal review group relating to whether award applications are submitted or not, full feedback will be available to applicants and advice and guidance will be provided on possible next steps.

As part of the COSLA award submissions for 2016, a workshop was held with potential applicants and previous award winners were invited to share their experience and advice for writing submissions. This approach has worked well and it could be built into the process of other corporate awards if needed.

10. Costs

Services should attempt, as far as possible to keep costs of attending award ceremonies to a reasonable level. Services should also capture any savings achieved through the project which is the subject of the award.

APPENDIX 1 – Key Award Categories for Submissions, 2015/16

Please note: These categories have been identified based on the current information. The categories may change once the awards open each year. Updated categories will be issued each year when available.

Awards Body	Description/ Categories
COSLA (Convention of Scottish Local Authorities awards)	COSLA Excellence Awards The COSLA Excellence Awards celebrate the very best in Scottish local government. Emphasis is on rewarding the most innovative and passionate developments, and on recognising projects that are changing lives. Recognises those who are setting new standards and spread their good practice. Categories: • Service Innovation and Improvement • Achieving Better Outcomes • Tackling Inequalities & Improving Health • Strong & Sustainable Communities • Local Matters
MJ (The Municipal Journal for Local Authority Business Awards)	http://awards.themj.co.uk/ Categories ▪ Best Achieving Council ▪ Behaviour Change ▪ Best Council Services Team ▪ Children's Services ▪ Delivering Better Outcomes ▪ Effective Transport and Infrastructure Delivery ▪ Excellence in Community Engagement ▪ Innovation in Channel Shift ▪ Innovation in Finance ▪ Innovation in Procurement ▪ Innovation in Social Care ▪ Legal Services ▪ Public Health Partnerships ▪ Senior Management Team ▪ Trading Standards and Environmental Health ▪ UK Digital City

APSE (Association for Public Service Excellence)	APSE Annual Service Awards 2015 The APSE awards are specific to frontline services provided by local authorities and are UK wide. Categories: 1. Best Employment & Equality initiative 2. Best Housing, Regeneration or New Build initiative 3. Best Efficiency & Transformation initiative 4. Best Health & Well-being initiative (inc. Social Care) 5. Best Partnership Working initiative (under one of the following specific areas) a. Public / Private Partnership working b. Public / Public Partnership working 6. Best Entrepreneurship, Income Generation or Commercialisation initiative 7. Best Community & Neighbourhood initiative (inc. Community Safety) 8. Best Innovation or Demand Management initiative 9. Best Renewable Energy or Energy Efficiency initiative 10. Best service team of the year (individual categories): - a. Construction & Building service b. Catering service c. Building Cleaning & Facilities Management service d. Highways, Winter Maintenance & Street Lighting service e. Transport & Fleet service f. Waste Management & Recycling service g. Street Cleansing & Streetscene service h. Parks, Grounds & Horticultural service i. Cemetery & Crematorium service j. Sports, Leisure & Cultural service 11. Overall Council of the year (Selected from the authorities who have entered submissions in 4 or more of the 20 categories)
LGC (Local Government Chronicle awards)	LGC Awards 2016 Categories: Business Transformation 2016 Campaign of the Year 2016 Children's Services 2016 Community Involvement 2016 Council of the Last 20 Years

	Council of the Year 2016 Driving Efficiency through Technology 2016 Driving Growth 2016 Effective Health and Wellbeing Board Efficiency 2016 Environment 2016 Health and Social Care 2016 Housing Initiative 2016 Innovation 2016 Partnership of the Year 2016 Public Health 2016 Team of the Year 2016 Digital Council of the Year Entrepreneurial Council Service Delivery Model 2016
Herald Society	http://herald-events.com/societyawards/ Categories: Education Initiative of the Year Community Project of the Year Health and Social Care Integration Award Young People's Project of the Year (children or young people under the age of 24) Older People's Project of the Year (65 plus) Environmental Initiative of the Year Campaigner(s(of the Year Partnership Award Herald Society Worker of the Year Herald Society Team of the Year Unsung Hero Award Social Entrepreneur of the Year The Legacy 2014 Award
Guardian Awards	TBC

APPENDIX 2 – Detailed Process for COSLA Award Submissions

Detailed below are the specific steps for award submissions to the COSLA Excellence Awards.

The COSLA Awards will be centrally coordinated by the Policy and Performance Team within Democratic Services.

- **Step 1:**

- When the awards are launched (usually mid-July), the Policy and Performance Team within Democratic Services will issue the guidance and application form to Directorate Performance Officers. This can then be distributed to officers in each Directorate.
- An outline template will be issued by the Policy and Performance Team within Democratic Services to Directorate Performance Officers which will allow project lead officers to provide outlines of their projects.
- Project outlines will be submitted to the Policy and Performance Team by the specified date.
- A meeting will be arranged where potential applicants can present their project outlines and the experiences of previous winners will be shared.

An outline template has been included as Appendix 3 which shows an example of the template that has been used for the COSLA award submissions for 2016. This process can be adapted for other corporate awards if it is required.

- **Step 2:**

- Following the meeting as detailed in step 1 above, a peer review group will be arranged. Members of the group will consist of EFQM Assessors, previous award winners and other relevant members of staff.
- The peer review group will review the outline applications and provide feedback. Directorate Performance Officers will instruct lead officers to start to work up their submissions as agreed by the review group.
- Where categories are oversubscribed, the peer review group will decide if there are any applications that should not be worked up for full submission. This would be the case if submissions were not suitable at this point.
- The CMT will be informed of the potential submissions at this stage.

- **Step 3:**

- Lead officers will work up their submissions to a full submission using the COSLA application form and guidance note.
- Assistance to write the full submissions can be provided by the Directorate Performance Officers and the Policy and Performance Team within Democratic Services where required but the lead officers for each project will be responsible for writing their submissions.

- The final submissions will be provided to the Policy and Performance Team within Democratic Services by the deadline date specified at the start of the process.

➢ **Step 4:**

- A further peer review group comprising of EFQM Assessors, previous award winners and other relevant members of staff will be organised to review the final submission.
- Where categories are over-subscribed, the peer review team will be required to decide which applications should be submitted. Further recommendations may be made.
- Feedback will be provided to applicants.

➢ **Step 5:**

- Once the submissions have been agreed by the peer review group and any additional revisions have been made, the applications will be approved by the relevant Head of Service or the ECMT.
- Final submissions will be passed to the Communications Team for reviewing the amended applications. The role of the Communications Team in assisting services with submissions is to proof read, check grammar, spelling and language.

APPENDIX 3 – Example of Awards Outline Template
Please Note: This Outline template is provided as an example and can be altered to fit other award bodies and will be based on the specific criteria for scoring for each award.

COSLA 2016

Please provide an outline about your potential application:

Category Applied for	
Name of Project	
Lead Service/Directorate	
Outline of your project/key messages *(In no more than 250 words, please describe what this project is about, what it has achieved, and why it is delivering excellence)*	
Does your project align to the Council's strategic priorities or help the delivery of the priorities?	Yes/No Additional comments:
Could your project be easily replicated in other authorities?	Yes/No Additional comments:
Does the project demonstrate innovation?	Yes/No Additional comments:
Does the project demonstrate clear line of sight to better outcomes for communities?	Yes/No Additional comments:
Have you previously submitted project to COSLA or any other award?	Yes/No Award:
Do you have data/trend data? *(Trend data is not essential if this is a new project)*	Yes/No Additional Comments:

APPENDIX 4

Service Specific Awards – ***Examples. There may be other relevant awards that have not been included in the list below.***

Awards Name		**Awards Name**
Customer Service Excellence		Scottish Dementia Awards
Scottish Property Awards		Scottish Education Awards
Royal Town Planning Institute		ASSIST Facilities Management Awards
Scottish Awards for Quality in Planning		City of Glasgow College Apprenticeship Awards
RIBA J Schueco		Investors in People
Geoplace Awards		School Chef of the Year
SOCITM		Lean Six Sigma
Touchstone Awards		Care Accolades
Scottish Resources		MHO Awards
Zero Waste Awards		HR Awards
Royal British Legion		ECCCSA (European Contact Centre & Customer Services Awards)
Clean Britain		Library Awards
Keep Scotland Beautiful		Edge Library Awards
CIWM		Bookseller Library of the Year
Green Tourism		Libraries Change Lives Awards
Scotland's Finest Wood		Eco Schools
Blue Flag		
Marine Conservation Society		
GO Awards Scotland		
Scottish Rural Partnership		
Scottish Transport		
Great Scottish Frozen Desert Competition		
National Concert Band Festival		
Cost Sector Catering		
Food for UK accreditation		
Scottish Centre Healthy Working Lives		
National Housing for Older People		
Development Awards		

APPENDIX 5

Nomination								Result		Status (to be completed by Democratic Services)	Publication (to be completed by Democratic Services		
Date Added	**Provided By**	**Award Body**	**Award Period**	**Award Title**	**Name of Council Nominee(s)**	**Ceremony Date**	**Ceremony Venue**	**Results**	**Other Details**	**Status**	**Published on Web?**	**Published on Screens?**	**Other**
25/06/2015	John O'Boyle	Quality Scotland	2015	Recognised for Excellence (R4E)	North Ayrshire Council	16/06/2015		Winner - 3 Stars		To be reviewed			
05/06/2015	Kate Smith	Scottish Dementia Awards	2014	Best Acute Care Initiative	Health & Social Care Partnership Activity Team			Winner		Published	Yes	Yes	
01/06/2015	Paula Reid	APSE Scottish Building and Housing Awards	2015	Apprentice of the Year 2015.	3 year nominee - Jamie Acheson	12/02/2015		Finalist		Published	Yes	Yes	
01/06/2015	Paula Reid	MJ Local Government Achievement Awards	2015	Best Council Services Team	Facilities Management	18/06/2015		Still to be announced		Waiting on Result			
01/06/2015	Paula Reid	MJ Local Government Achievement Awards	2015	Innovation in Procurement	Facilities Management	18/06/2015		Still to be announced		Waiting on Result			
01/06/2015	Paula Reid	MJ Local Government Achievement Awards	2015	Effective transport and infrastructure delivery	Transport Hub	18/06/2015		Still to be announced		Waiting on Result			

NORTH AYRSHIRE COUNCIL

Agenda Item 6

8 December 2015

Cabinet

Title:	**Irvine High Street Public Realm**
Purpose:	To provide an update on progress with proposals for improvements to the public realm at Irvine High Street and to seek approval of a preferred design solution.
Recommendation:	Agree to: a) the principle of maintaining the status quo in terms of traffic movement; b) the principles of the proposed design solution to allow a detailed design to be developed; and c) a programme of engagement with the community and businesses.

1. Executive Summary

1.1 North Ayrshire Council is committed to supporting the development of our town centres. This forms a key part of the regeneration outcomes contained within the North Ayrshire Economic Development and Regeneration Strategy and the Council Plan.

1.2 The Irvine Vision was approved by Cabinet on June 9, 2015. It set out a high level vision for Irvine and a number of projects that would be transformational in supporting place-making and community regeneration. A key project was the improvement of the town centre public realm at the High Street and Bank Street. The improvement of this area would promote regeneration by making the High Street area a more attractive and accessible environment, encouraging visits, expenditure and further investment.

1.3 This paper provides an update on work to deliver these improvements.

2. Background

Background to Project

2.1 Proposals for improved public realm have emerged following the preparation of the Irvine Vision work and in response to the need to address pedestrian and vehicular conflict, air quality levels and invest in the infrastructure of this part of Irvine town centre.

2.2 Construction work commenced on the new Irvine Leisure Centre in 2014, with completion expected in September 2016. Alongside the construction of the Leisure Centre and Townhouse, as well as recently completed projects such as Bridgegate House and public realm, aspirations for the quality of environment within Irvine town centre have been raised. The desire for improvements was also confirmed at a two day design workshop with the public in April 2015.

2.3 In spring 2015, LA Architects (architects for the Leisure Centre) were instructed to develop a design scheme for Irvine town centre public realm. The aim of the brief was to 'deliver an extensive programme of public realm, streetscape, infrastructure and service improvements which will support future economic growth, encourage community and civic activity and create a safer more appealing environment'. The study area includes High Street, Eglinton Street, Bank Street and associated Vennels, as illustrated at Appendix 1.

2.4 Work to date has included a technical appraisal including surveys of the requirements of service and drainage infrastructure, analysis of traffic movements, attendance by the design team at a design charrette at the Bridgegate, and some initial consultation with retailers on the proposals.

Design Principles

2.4 The nature of transportation movements and access to the subject area is fundamental to the development of a design solution. As it stands, High Street North is closed to traffic other than buses to the south of the Seagate. Cars can access High Street south but require to turn on to Bank Street at the Cross. It is proposed that the existing transportation use of the area is maintained but with identified improvements. The retention of the status quo would:

- Retain around 12,000 bus trips per day as close as possible to the main attractors of the Rivergate, the new leisure centre and major employers;

- Maintain reliability and journey times by separating buses from general traffic. Opening the High Street to general traffic would likely lead to congestion problems, and public transport being perceived as being less attractive; and,
- Ensure a constant flow of people in and around the High St & Bank St areas, helping with activity and hence safety particularly in the evening, a feeling of community, and support for local businesses through discretionary spend.

2.5 Other options which have been discounted include:

- The removal of buses from the High Street to East Road. This would inconvenience passengers who would require a longer walk from Bridgegate shopping centre and considerably further from the station. It would also require buses to mix with general traffic which would cause both delays and safety issues and potentially impacting on the sustainability of some of the bus services;
- The development of a bus station. This would also require buses to be moved off their current route. Furthermore, several of the key bus services serving Irvine are cross-town routes which do not terminate in Irvine Town centre and a bus station may not be best suited to their operation;
- One way System. The implementation of a one way traffic system, with vehicles travelling north or south only on High Street, and vice versa on East Road would also require buses to be re-located onto East Road with similar issues to those set out above; and,
- Introduction of cars after 6pm. This option was considered given the potential to bring further activity to the High Street in the evenings. It would result in only limited benefit given the low number of parking spaces which could be provided, while there may be the potential for users to breach the time limitations set, and for conflict between cars and buses.

2.6 It is therefore proposed that the design solution will maintain the status quo in terms of traffic circulation, but seek to improve the pedestrian environment, transportation facilities, safety, air quality, aesthetics and dwell times. This view has been confirmed by SPT who have offered to make a major funding contribution to the economic regeneration improvements on the basis that it best promotes attractive, seamless and reliable travel.

2.7 Considering the above, the Design Team have produced three designs including: a contemporary solution with many planted areas and trees; a traditional, hard landscaped solution; and, a balance between contemporary and traditional including both soft and hard landscaping. It is proposed that the third option which strikes a balance between both soft and hard landscaping is developed further. This would both respect the historic town centre environment, and provide attractive public realm areas without an unmanageable maintenance burden.

2.8 A plan illustrating the principles upon which the design will be further developed is attached at Appendix 1. In progressing the design further work will be undertaken to confirm matters including:

- The location of bus stops. It is the intention to spread the location of stops to mitigate air quality concerns and reduce congestion. The location of the stops will be subject to agreement with SPT and the bus operators;
- The location of servicing/loading bays and taxi ranks through consultation with traders and taxi operators and consideration of the need for any traffic revision orders; and,
- An understanding of the implications of the design on annual maintenance requirements.

Implementation

2.10 In terms of implementation or the construction period, while works immediately in front of the leisure centre up to the road kerb line will be implemented from August 2016 to allow its completion prior to the opening of the leisure centre, works to the wider public realm and transport system will not commence until 2017. The design team will be asked to ensure complementarity between both this new area of public realm, and the recent works to the Bridgegate.

3. Proposals

3.1 It is proposed that Cabinet agrees to:

a) the principle of maintaining the status quo in terms of traffic movement;
b) the principles of the proposed design solution to allow a detailed design to be developed; and
c) a programme of engagement with the community and businesses.

3.2 Further approval will be sought for the detailed design, and proposals for implementation/phasing. In addition technical approvals will also be required including planning permission, conservation area consent, building warrants and road construction consent.

4. Implications

Financial:	The design team are developing a design solution within a budget cost of £3.4M, made up of the following sources: ● NAC Regeneration £600,000 ● Irvine Bay Regeneration Company £1,800,000 ● Strathclyde Partnership for Transport £1,000,000 (bid subject to Board approval) ● **TOTAL £3,400,000** It is anticipated that the scheme can be implemented within the scope of available budget.
Human Resources:	There are no Human Resource implications arising from the report.
Legal:	There are no legal implications arising from this report
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	The development of the scheme will provide improvements to the physical environment and levels of air quality.
Key Priorities:	This proposal supports the Council Plan Core Priority 1 – 'Growing our economy, increasing employment and regenerating towns.'
Community Benefits:	Any construction contracts let will see the provision of appropriate community benefit in line with the Councils community benefit policy.

5. Consultation

5.1 A project team involves officers from Regeneration, Strategic Planning and Infrastructure, Property Management and Investment, Streetscene and Roads.

5.2 A programme of information and engagement will be developed with a view to:

- Liaising with retailers and residents in the town centre to allow comment on the preferred design option in terms of traffic circulation, aesthetics, usability, access, servicing, etc; and,
- Minimising the impact of construction works. A plan for the phasing of the works will be developed which will include consideration of how best to minimise the impact on retailers and residents.

5.3 The consultation programme will also include:

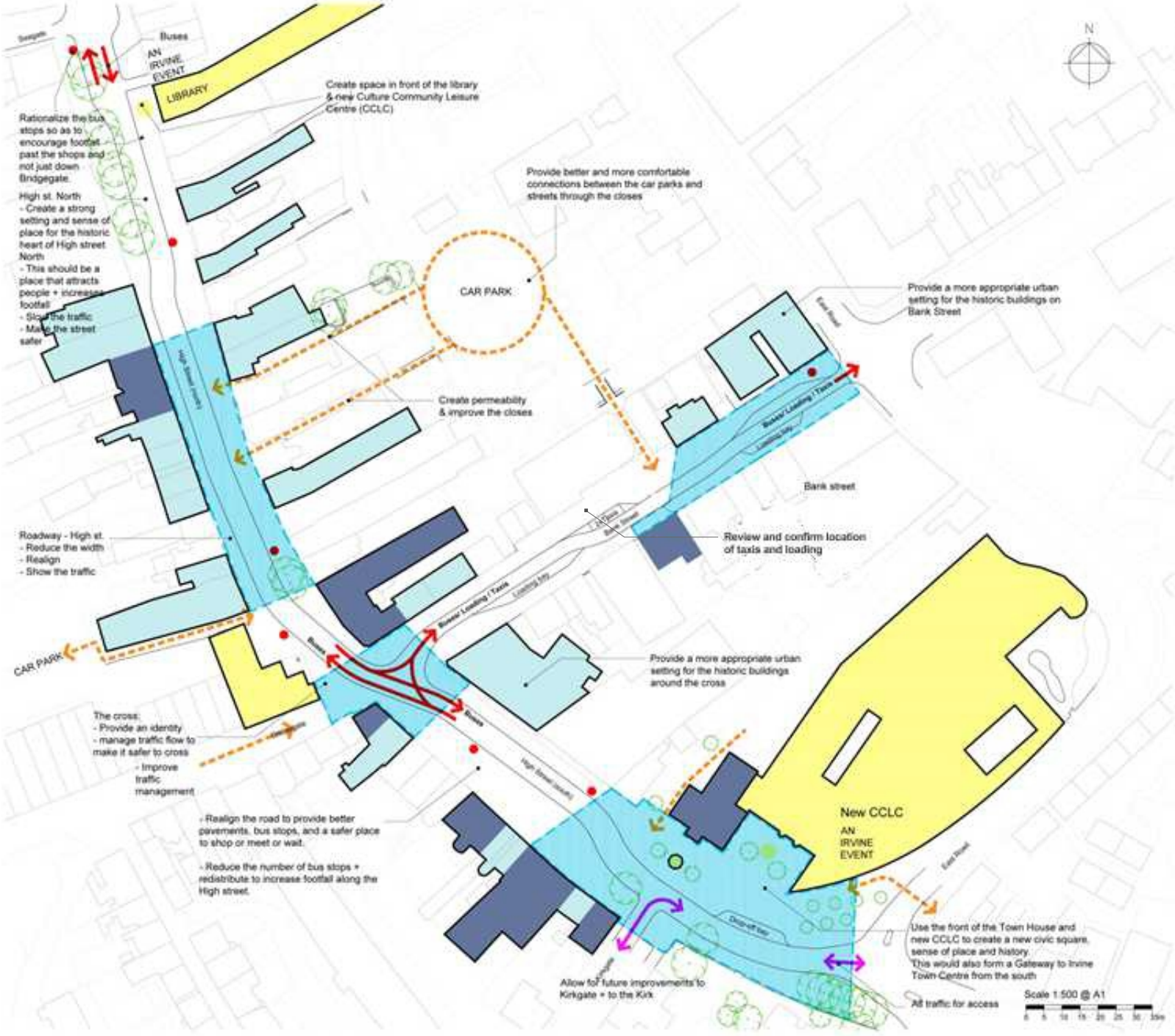
- Dedicated workshops with town centre retailers and residents;
- A mail drop for all town centre residents and retailers;
- Space on the NAC website for people to comment on emerging design proposals;
- Advertising on the 'Big Screen';
- Articles in the local press; and
- Engagement with Working for Irvine Together (WFIT).

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact George Hunter, Town Centre Manager on 01294 324918

Background Papers
None

STRATEGY FOR REPAIR & REGENERATION



KEY

KEY OBJECTIVES:

1 - Regenerate the High st. + Bank st. to allow businesses to start and flourish - build on the existing business and encouraged by improving the urban environment.

2 - Create an identifiable historic town centre and a sense of place which people of North Ayrshire can identify.

3 - Create a more humane environment.

METHOD:

1 - Realign the road for safety and to benefit the shops + businesses.

2 - Rationalize the bus stops to service High st. and Bank st. businesses and not just Bridgegate.

3 - Improve connectivity from the car parks through the closes.

4 - Create spaces that are comfortable and invite the [public to come and enjoy the rather than just avoid or walk through.

5 - Focus on and improve the streets and cross' historical identity.

6 - Align proposals with the Town Centre Toolkit developed by the Scottish Government.

7 - Improve street safety for pedestrians and users by managing and slowing traffic and creating safer easier methods of crossing.

8 - Consult with all retailers + businesses, police, disabled groups, North Ayrshire Access, S.P.T., Historic societies, Taxi companies, NAC.
The general public and stakeholder forums.

LA architects

HIGH ST. BANK ST. REGENERATION

NORTH AYRSHIRE COUNCIL

Agenda Item 7

8 December 2015

Cabinet

Title:	**West of Scotland Loan Fund**
Purpose:	To update Cabinet on the proposed replacement of the West of Scotland Loan Fund (WSLF) with Business Loans Scotland (BLS).
Recommendation:	Agree to (a) approve the transfer to BLS of the existing North Ayrshire Council funds held within WSLF; (b) approve the participation of NAC in BLS; and (c) note the rationale for WSLF exiting regulated Consumer Credit Lending.

1. Executive Summary

1.1 The West of Scotland Loan Fund (WSLF) and East of Scotland Investment Fund (ESIF) are merging to establish a single Scotland wide Local Authority Loan Fund under a new company Business Loans Scotland Ltd (BLS). It is proposed that North Ayrshire Council agrees to transfer its funds of £850,000 currently held within the WSLF to BLS.

1.2 The WSLF has been a key part of Local Authorities support for the business community over a number of years and the move to BLS will enable the continuation of this support.

1.3 The establishment of a Scotland wide Local Authority SME Loan Fund is a Scottish Government supported initiative, developed with the support of COSLA.

2. Background

WSLF, ESIF and BLS

2.1 The WSLF is a consortium of twelve West of Scotland local authorities who collaboratively provide financial support to new and existing local SMEs.

2.2 The WSLF provides ‘gap funding’ in instances where viable business proposals fail to attract funding required for the project to proceed.

2.3 The WSLF is currently part funded by ERDF, and the current programme finishes on the 31st December 2015. ERDF funds constitute 40% of the total funds provided to companies in the form of loans. The other 60% is split evenly between the retained capital for each Local Authority and the leveraged funds from the banking sector secured by WSLF against these funds. The retained capital has been generated through the original sums invested and repayments received against loans.

2.4 The WSLF's counterpart is the East of Scotland Investment Fund (ESIF) established in 2010. The WSLF and ESIF have together invested over £36 million, supporting over 1,700 businesses, generating increased turnover of £680 million and helping to create and safeguard over 29,000 jobs.

2.5 The WSLF and ESIF are working collaboratively to establish a single Scotland wide Local Authority Loan Fund called 'Business Loans Scotland' (BLS) and intend to secure match funding from the new ERDF programme with the Scottish Government committing £40 million to 'Financial Instruments' for the first 3 years of the programme. Due to the delay in the implementation of the new ERDF programme it is envisaged the new fund will start in April 2016.

2.6 A new company, 'Business Loans Scotland Ltd', has been established as an entity. The business (including existing loan books), staff, assets and liabilities of the WSLF and ESIF, along with their obligations under the 2007-2013 EU Structural Funds Programme, will transfer to the new company once the new governance structure has been agreed and the final version of the membership agreements signed and returned by all participating Councils. A transition group has been created from existing Directors of WSLF and ESIF to oversee the formation of BLS, and it is anticipated that a Membership Agreement will be issued in December 2015.

2.7 Currently 27 of 32 Local Authorities have agreed in principle to participate in the establishment of Business Loans Scotland. The other 5 Authorities are currently discussing non-participatory membership of Business Loans Scotland.

2.8 Similarly to WSLF and ESIF, BLS expects to be part funded by ERDF under the new 2014-2020 programme. BLS is in the process of submitting an ERDF funding application to the Scottish Government, which will cover three years of activity in the first instance. Match funding will be provided through the retained funds of BLS (including North Ayrshire Council's share of WSLF assets).

2.9 The membership agreements reflecting the new company are currently being drafted and will be issued in December 2015. As noted, North Ayrshire Council currently has a surplus of funds committed to WSLF which are not committed to the proposed European application. Once the agreements are distributed it is proposed that senior officers review to ascertain if there is opportunity to look at the funding arrangements with a potential to transfer unused funds back to NAC for business support activity. Legal will support the review of the membership agreement.

2.10 Until recently The West of Scotland Loan Fund and the East of Scotland Investment fund were able to lend to a number of different types of businesses including limited companies, limited liability partnerships, partnerships and sole traders. Lending sub £25,000 to sole traders and partnerships of less than 4 people were covered under regulated Consumer Credit lending and monitored by the Office of Fair Trading.

2.11 The regulation of consumer credit has now passed to the Financial Conduct Authority (FCA), and the new legislation means that businesses, such as WSLF and ESIF, that carry on activities covered by the FCA must be authorised by the FCA and have permissions in respect of these activities.

2.12 The implication of this change is primarily focused on the Directors of the WSLF. Under the legislation, each Director is required to register with the FCA as an 'Approved Person', which carried with it a higher degree of personal risk / liability. This increased liability led to the boards of WSLF and ESIF voting to stop regulated Consumer Credit lending.

2.13 As a result of the above changes in legislation, it is now expected that the new BLS provisions will not offer regulated Consumer Credit lending. For information, other sources of finance available to sole traders and partnerships with three or fewer partners operating across Scotland include:

- DSL Business Finance - www.dsl-businessfinance.co.uk
- The Prince's Trust and the www.princes-trust.org.uk
- UK Government's Start Up Loans Programme - www.startuploans.co.uk

Options Open to North Ayrshire Council

There are two options open to the Council:-

2.14 Option 1 - Participate in the establishment of Business Loans Scotland - this would allow continued lending to Scottish SMEs by a Local Authority controlled business loan fund.

2.15 Option 2 - The existing memos and articles of association of the West of Scotland Loan Fund only allow transfer of assets to bodies involved in similar activities. At present there is no mechanism currently available to North Ayrshire Council to offer such lending to SMEs and an alternative North Ayrshire Business Loan Fund would be required to be established.

3. Proposals

3.1 Cabinet is asked to agree to approve option 1 and note the changes with regard to regulated Consumer Credit Lending.

4. Implications

Financial:	It is proposed that existing ring fenced monies invested in WSLF at it's inception will be transferred to BLS. This transfer will therefore have no additional impact on current Economic Growth budgets.
Human Resources:	There are no Human Resource issues resulting from this report.
Legal:	NAC will be required to sign a Members Agreement and a Memorandum and Articles of Association. Once received this will be reviewed by Legal to determine any legal issues. North Aryshire Council will have board representation on BLS as part of the new arrangements. There are no known additional risks to NAC as a result of participating in BLS. The new fund is seen as a being a continuation of the WSLF, and a transition into a new pan-Scotland joint support offering for the local business base.
Equality:	There are no issues resulting from this report.
Environmental & Sustainability:	There are no issues resulting from this report.
Key Priorities:	The continued support to businesses through a loan fund mechanism is critical to supporting growth in the economy and forms a key part of the wider public sector support under Team North Ayrshire approach.
Community Benefits:	There are no issues resulting from this report.

5. Consultation

5.1 The WSLF Board meets quarterly to discuss operational activities as does ESIF. The Transition board of BLS has strongly engaged all Councils through WSLF and ESIF Boards providing adequate consultation with Councils affected.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : 0
For further information please contact Matt Strachan, Senior Manager, Business Development on 01294 324926.

Background Papers
None

NORTH AYRSHIRE COUNCIL

Agenda Item 8

8 December 2015

Cabinet

Title:	**All Ayrshire Local Flood Risk Management Strategy – List of Prioritised Measures**
Purpose:	The purpose of the report is to: i. update Cabinet on the development and completion of the Ayrshire Flood Risk Management (FRM) Strategy; ii. seek agreement on the List of Prioritised Measures (attached at Appendix 1) and the timescale for delivery of the final outcome of the FRM Strategy; and iii. inform the Cabinet of the funding requirements associated with delivering the List of Prioritised Measures.
Recommendation:	Agree to: i. approve the Ayrshire Local Plan District Flood Risk Management Strategy and the List of Prioritised Measures for North Ayrshire; ii. note the progress to date in developing flood risk management plans for key areas within North Ayrshire to enable the submission of a Local Flood Risk Management Plan to Scottish Government by 22 June 2016; and iii. note that progression of the list of prioritised measures will require the identification and securing of appropriate funding.

1. Executive Summary

1.1 The Flood Risk Management (Scotland) Act 2009 requires the lead authority for each Local Plan District to prepare a draft local Flood Risk Management (FRM) Strategy by December 2015 and associated Local Flood Risk Management Plan by June 2016.

1.2 At its meeting on 26 February 2013, Cabinet approved the establishment of the Ayrshire Flood Steering Group, with North Ayrshire Council as the lead authority, to oversee and support the development of an Ayrshire Flood Risk Management Strategy and associated Local Flood Risk Management Plans.

1.3 A report was submitted to Cabinet on 28 October 2014 advising of progress on the development of catchment characterisation, setting of objectives and development of the long and short list of proposed flood risk management measures. National public consultation on these potential measures commenced on 22 December 2014 and closed on 2 June 2015. A total of seven public events were organised across North Ayrshire and supported by SEPA. The list of potential measures was subsequently appraised to develop a National List of Prioritised Measures (attached at Appendix 1).

1.4 The FRM Strategy for Ayrshire (available on the Council's website) being presented to Cabinet for approval as part of this report is also scheduled to be submitted to the Scottish Government for approval in December 2015.

1.5 Approval of the FRM Strategy will enable the development of the Local FRM Plans to commence, which require to be completed and submitted to Scottish Government for approval by June 2016.

2. Background

2.1 The Flood Risk Management (Scotland) Act 2009 requires the lead authority for each Local Plan District (LPD) to prepare a draft Local Flood Risk Management Strategy by December 2015 and the Local Flood Risk Management Plan by June 2016.

2.2 At its meeting on 26 February 2013, Cabinet approved the setting up of the Ayrshire Flood Steering Group, led by North Ayrshire Council, to oversee and support the development of an Ayrshire Flood Risk Management Strategy and associated Local Flood Risk Management Plans.

2.3 The initial meeting of the group took place on 11 September 2013, where it was agreed that officers should develop a project plan, outline the relevant works packages and coordinate resources for all three councils to ensure key milestones and timescales for approval processes within each authority were achieved.

2.4 An update report to Cabinet on 28 October 2014 advised of progress on the development of the characterisation of the catchment, setting of objectives and development of the long and short list of flood risk management measures. A national public consultation exercise in respect of long and short lists for all of the Local Planning Districts ran from 22 December 2014 through to 2 June 2015.

2.5 **Ayrshire Flood Risk Management Strategy**

2.5.1 The draft Ayrshire Flood Risk Management Strategy has now been finalised and sets out the short to long term ambition for flood risk management in Ayrshire. The Strategy states the objectives, as agreed by the responsible local authority, for tackling floods in high risk areas. Actions to deliver the objectives are also described within the document and prioritised in six-yearly planning cycles. The FRM document, which is available for review within the Elected Members section of Connects, contains three sections:

Section 1 - contains background information on the approach taken in Scotland to manage flooding. It explains the duties and aims of organisations involved in tackling flooding, including how they work together and how flood risk management planning is linked to other government policies and initiatives.

Section 2 - is the most important section for those individuals and communities seeking to understand their flood risk and its management. For priority areas (called Potentially Vulnerable Areas) there is a short description of the causes and consequences of flooding. The agreed objectives are clearly set out and the actions that will deliver these objectives are prioritised and described.

Section 3 - includes supporting information on the sources of flooding in wider river catchments and coastal areas. A glossary of terms is also provided.

2.5.2 The draft Ayrshire Flood Risk Management Strategy is scheduled to be submitted to the Scottish Government for approval in December 2015. This will be supported by the Local Flood Risk Management Plan, which is currently being developed and requires to be submitted to Scottish Government for approval by June 2016.

2.6 **Appraisal of Measures**

2.6.1 To ensure statutory deadlines were achieved, public consultation on the long and short list of flood risk management measures progressed in parallel with appraisal of the proposed measures.

2.6.2 The short lists of measures were appraised and the preferred action lists for each LPD area were identified by SEPA, in consultation with Council officers.

2.6.3 Flood risk and wider impacts were identified through the assessment process and where possible, assessed in monetary terms. The life costs and the likely return on investment, expressed as net present values and cost-benefit ratios, were calculated. Some impacts are difficult to quantify or value in monetary terms, and have therefore been described in detail for consideration alongside the monetised values.

2.7 List of Prioritised Measures

2.7.1 SEPA undertook an initial risk-based prioritisation of the projects within the preferred action list, using data gathered through the appraisal work. Prioritisation of each type of action was based on three categories:

- None - the action is not subject to prioritisation and will be delivered as ongoing activity;
- Simple – the action will not be ranked by SEPA using cost and benefit information, and will be assumed to be delivered in cycle 1 (2016-2022) unless local authorities indicate otherwise;
- Detailed – the action will be ranked using cost and benefit information and provided with an indicative delivery date by SEPA.

2.7.2 Workshops were held by SEPA to inform local authorities of the risk-based draft national ranking of preferred actions for the 1st Cycle (2016-2022) and issue the draft list of national priorities.

2.7.3 The final List of Prioritised Measures, as agreed by the National Prioritisation Working Group, is provided in Appendix 1.

2.8 Schemes/ Works

2.8.1 The list of prioritised measures includes three North Ayrshire flood protection schemes/ works:

NAC Schemes & Works	National Ranking	Estimated Cost
Millport Coastal Scheme	10 of 42	£12.1m
Upper Garnock FPS	12 of 42	£14.2m
Millburn FP Works	30 of 42	£1.1m
		£27.4m

2.8.2 An appraisal of coastal flood risk management options for Millport and the island of Great Cumbrae has been undertaken. The study area covered between Millburn Street and Kames Street. The study provided an update and improvement to the existing flood risk maps through calculating the impact of wave action on flood risk and an initial review of potential options to reduce flood risk to properties in Millport. As a result a more detailed options appraisal was undertaken for both the Millport Coastal scheme and Millburn Flood Protection Work which identified the above outline estimates for the projects. It will be necessary to both identify and secure funding to progress these schemes.

2.8.3 The initial design for the Upper Garnock Flood Protection Scheme is now complete and following a public exhibition of the proposals the project was subject to the formal notification process, where a total of 5 objections against the project were received.

2.9 **Studies**

The List of Prioritised Measures also identified the following North Ayrshire-related studies to be undertaken between 2016 and 2022; the studies have no national ranking.

	Estimated Cost
Ayrshire Shoreline Management Plan	£100,000
Brodick Lamlash Flood Protection Study	£30,000-£50,000
Kilwinning (River Garnock, Wood Burn & Bannoch Burn) as part of the Stevenston Point Integrated Catchment Study (ICS) Flood Protection Study	£30,000-£50,000*
Largs (Brisbane Glen Area) Flood Protection Study	£20,000-£50,000
Largs (Gogo Burn & Coastal areas) Flood Protection Study	£30,000-£50,000
	£210,000-£300,000

* This study is incorporated in the Stevenston Point ICS Study scope, therefore the cost associated with this is included within the wider study.

2.9.1 The requirement for the above studies was identified as a result of the work undertaken as part of the process in developing the Flood Risk Management Strategy and will inform the approach to be adopted to address the potential flood risk in these areas. It will be necessary to identify and secure funding to progress these studies.

2.10 **Funding for Schemes, Works, & Studies**

2.10.1 £42m of Scottish Government funding has been agreed in principle for the next 6 years to assist local authorities with Flood Protection Projects. However, this is subject to annual review and it is expected that the budget allocated for 2016/17 will be announced some time early in 2016.

2.10.2 Currently 80% of the funding made available by Scottish Government is allocated to local authorities for Capital Schemes and Works, with the remaining 20% distributed as a revenue grant between each of the 32 local authorities and is distributed on a flood risk basis that considers the parameters such as, e.g. the number of properties at risk of flooding.

2.10.3 The Council has already allocated the 20% contribution it requires for the Upper Garnock Flood Protection Scheme within the capital plan.

2.11 **Surface Water Management Plans**

There are two areas currently being investigated within North Ayrshire for Surface Water Management Planning (SWMP), as outlined below, both of which will inform the Council's Surface Management Plan.

	Estimated Cost
Ayrshire ICS Option Study	£50,000-£80,000
Stevenston Point ICS Needs and Option Study	£200,000-£220,000
Total	**£250,000-£300,000**

2.11.1 Both of the above projects are being carried out in partnership with SEPA and Scottish Water and are being funded from the revenue budget the Council receives annually from Scottish Government for these types of activities. The Ayrshire Integrated Catchment Study (ICS) started in 2012 and is completed to the 'Characterisation Stage', which includes modelling and verification. The next step - objective setting, agreement on mitigation measures and option appraisal - is currently ongoing and anticipated to be completed by 2017. The Stevenston Point ICS has just begun and we are currently at the scoping stage of the project.

3. Proposals

3.1 That Cabinet approves the Ayrshire Local Plan District Flood Risk Management Strategy and the List of Prioritised Measures for North Ayrshire. The progression of schemes and studies will be subject to the identification and securing of appropriate funding.

3.2 That Cabinet notes the progress to date in developing flood risk management plans for key areas within North Ayrshire to enable the submission of a Local Flood Risk Management Plan to Scottish Government by 22 June 2015.

4. Implications

Financial:	The budget from Scottish Government for 2016/17 will not be known until early 2016. Funding for schemes and works is likely to remain at the current 80%/20% Scottish Government/local authority split. The Council has already allocated the 20% contribution it requires for the Upper Garnock FPS within the capital plan. Funding for the Surface Water Management Plans is currently being met from the revenue budget the Council annually receives from Scottish Government to deliver its obligations from the Flood Risk Management (Scotland) Act 2009.
Human Resources:	Any additional human resource implications will be met from within available budgets.
Legal:	The approval of the strategy will enable the Council to undertake its statutory obligations as identified in the 2009 FRM (Scotland) Act.
Equality:	National studies have identified that the impact of flooding is greater within areas of deprivation.
Environmental & Sustainability:	There may be environmental implications for particular schemes or projects and these will be assessed and resolved on an individual basis using Environmental Impact Assessments.
Key Priorities:	Flood mitigation and protection of our communities is a key Single Outcome Agreement, and also addresses the Council Plan key priority of 'protecting and enhancing the environment for future generations'.
Community Benefits:	The proposed projects will provide economic and physical benefits to the community, providing business continuity within the communities currently at risk from flooding.

5. Consultation

5.1 Public consultation on the draft Flood Risk Management Strategy commenced on 22 December 2014 and closed on 2 June 2015. The consultation was led nationally by SEPA through the Citizen Space web platform.

5.2 A total of seven public events were organised across North Ayrshire, supported by SEPA, who used the opportunity to provide additional information to residents on its free Floodline services. No objections to the strategy were submitted.

CRAIG HATTON
Executive Director (Place)

Reference : JS/LH
For further information please contact Joe Smith, Senior Manager (Roads & Transportation) on Telephone 01294 324865

Background Papers
None

Flood Protection Schemes and Works v4 Version Date: 10/09/2015 Incorporating final changes made following NPAG meting 3

Location	Objective	Scheme Description	PV Scheme costs - (* indicates capital / undefined)	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which years)	Supporting Text
							National	LPD	LA					
Falkirk Council **Grangemouth**	Reduce economic damages to residential and non-residential properties in Carron/Carronshore caused by flooding from the River Carron and coastal flooding. Reduce economic damages to residential and non-residential properties in Falkirk caused by flooding from the River Carron. Reduce economic damages to residential and non-residential properties in Grangemouth caused by river flooding and coastal flooding.	The Grangemouth Flood Protection Scheme aims to reduce flood risk in the Grangemouth area. It will include the River Carron, Grange Burn, River Avon and the River Forth Estuary shoreline. The works will include combination of new and enhanced defences in the form of flood walls and defences and possible upstream measures to attenuate flow. Standard of Protection: 200yr+CC	*£108m	PV Damages Avoided £6,044,319,668 1261 residential properties and 99 non-residential properties	58	5	1 Of 42	1 Of 7	1 Of 1	-	C1/2+	Preliminary stages Ongoing Flood Study completed in August 2012. Ground Investigation works ongoing. Option appraisal and development of preferred scheme commencing July 2015. Anticipated completion date is early 2018, with construction thereafter.	Yes, £2.4m identified within the Council's approved Three Year Capital Programme. This total includes the £1.7-£2.2m identified against the corresponding study action.	Grangemouth FPS has been evaluated a BCR of 4 with direct damages only, and 53 with the inclusion in indirect damages. This is due to the impact on National Critical Infrastructure (petrochemical / oil) Preliminary works to commence in 2015/16 with the major project spend of c.£108m extending beyond 2017/18. This spend is based on the assumption that substantial Council funding (c.£12m) and Scottish Government grant (c.£86m) will be provided together with TIF funding of (c.£10m).
Dundee City Council **Broughty Ferry**	Reduce economic damages to residential and non-residential properties and risk to people in Broughty Ferry caused by coastal flooding.	The scheme will include the construction of new sea walls, set back walls, dune replenishment and management and rock armour along the Broughty Ferry coastline. Standard of Protection: 200yr+CC	£9.9m	PV Damages Avoided £96.9m 450 residential and non-residential properties protected	9.8	7	2 Of 42	1 Of 4	1 Of 2	-	C1	Preliminary Stages Ongoing Preliminary stages Completion of the Coastal Study Stage 2 and approval to progress recommendations was reported to City Development Committee on 19/8/13.	Yes DCC Capital Plan 2015-2019 Spread 2015-2019	It is proposed that the Broughty Ferry scheme is implemented in several phases between 2016-2019. Phase 1 - B/Ferry Beach Dunes - implement in 2016/17 Detailed design complete August 2015 Phase 2 - Grassy Beach, Douglas Terrace New Sea Wall to Fisher Street Implement 2017/2018 Detailed design complete April 2016 Phase 3 - Fisher Street / Beach Crescent / Broughty Ferry Castle 2018/2019 Detailed design complete December 2016
Inverclyde Council **Inverclyde FPS - Glenmosston Burn**	Reduce the risk of Glenmosston Burn flooding to residential properties and non-residential properties in Kilmacolm.	The scheme will include upgrading a culvert at Market Place and a new overflow pipe at Gowkhouse Road. Standard of Protection: 75yr	£0.5m	PV Damages Avoided £5.1m Replacement of the culvert will prevent flooding to business premises and closure of arterial road. The new overflow will prevent the flooding of several residential properties by directing flood water back into watercourse.	10.18	1	3 Of 42	1 Of 8	1 of 4	-	C1 (2016)	Preliminary Stages Ongoing Design Tender Awarded wc 29/6/15 Expected Design programme 13/07/15-16/10/15	Yes 2016/2017	Detail design tender for these projects has just been awarded. Design is due to start 13 July. These are small pieces of work and detail design could be carried out relatively quickly. Glenmosston, Coves and Bouverie Burns were originally assessed as a single scheme, however they are on hydraulically separate watercourse and have since been separated.
Inverclyde Council **Inverclyde FPS - Coves Burn**	Reduce the risk of river / surface water flooding to residential properties and non-residential properties in Greenock.	The scheme will include a number of conveyance modification actions including: Construction of a new connection chamber and replacement and upgrade of existing culverts. Standard of Protection: 75yr	£0.4m	PV Damages Avoided £3.7m	9.97	2	4 Of 42	2 Of 8	2 Of 4	-	C1 (2016)	Preliminary Stage Ongoing Design Tender Awarded wc 29/6/15 Expected Design programme 13/07/15-16/10/15	Yes 2016/2017	Detail design tender for these projects has just been awarded. Design is due to start 13 July. These are small pieces of work and detail design could be carried out relatively quickly. Glenmosston, Coves and Bouverie Burns were originally assessed as a single scheme, however they are on hydraulically separate watercourse and have since been separated.

NPAG Restricted

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
Dundee City Council **Dundee**	Reduce economic damages to residential and non-residential properties in Dundee caused by coastal flooding.	Implementation of the flood protection works along the Dundee coastline. Section 1 from Dundee Airport to Discovery Point includes the construction of setback walls and earth bunds. Section 2 from Camperdown Dock to the Tay Road Bridge includes construction of set back walls and raising of existing walls. Standard of Protection:200yr + CC	£6.2m	West of rail bridge to airport BCR 2.2 PVDA £54.8m East of rail bridge to Stannergate BCR 35.8 PVDA £334m 200 residential and non-residential properties protected (1 in 200)	8.7	7	5 Of 42	2 Of 4	2 Of 2	-	C1	Preliminary Stages Ongoing Completion of the Coastal Study Stage 3 and approval to progress recommendations was reported to City Development Committee on 19/8/13 Detailed design forecast completion October 2015 Scheme to be notified January 2015 Forecast scheme completion September 2017 (March 2018 if valid objections)	Yes DCC Capital Plan 2015-2019 Spread 2015-2017	It is proposed that Dundee scheme is implemented in a single contract in 2016/17. The raising of the sea wall at the Central Waterfront is to be constructed in financial year 2015/16.
Orkney Islands Council **Kirkwall**	Reduce risk in Kirkwall from coastal flooding	Flood protection works have been designed to reduce the remaining risk of flooding in Kirkwall not covered by the existing defences. The works include the construction of direct defences to provide protection from medium likelihood floods, including the impacts from climate change. Standard of Protection:200yr + CC	£1.9m	PV Damages Avoided £15.1m Reduction in risk to 383 residential properties 158 non-residential properties currently at risk during 200yr event. Emergency services and utility sites could also benefit.	8.03	10	6 Of 42	1 Of 1	1 Of 1	-	C1 (2016)	Preliminary Stages Detailed design complete, expect to commence with notificaton in autumn 2015.	Yes 2016/2017 Funding originally allocated in 2015 carried over to allow promotion of a formal flood protection scheme	Scheme involves construction of defences around the perimeter of the harbour to provided 200yr plus climate change level of protection. A scheme with lower wall heights (200yr without cc) already has planning permission but Council seeking to upgrade to include Climate Change allowance. Significant increase in risk with climate change.
Perth & Kinross Council **Comrie**	Reduce economic damages to residential and non-residential properties in Comrie caused by flooding from the River Earn and River Lednock.	A 2010 study by Mouchel considered the combined flood risk from the Water of Ruchill, River Earn and River Lednock and recommended a scheme consisting of flood defences and flood storage areas. Standard of Protection: 100yr	*£11.2m	PV Damages Avoided £30.4m 382 residential properties and 15 non-residential properties at risk	6.7	8	7 Of 42	1 Of 2	1 Of 4	-	C1 (latter half)	Preliminary Stages Ongoing Flood study completed in 2010; Current work (to refine study) to be completed in December 2015; Current forecast completion for outline design development is December 2016. Notification: current forecast for scheme publication is June 2017.	No A business case is being submitted to the Council's Capital Programme for consideration in August 2015)	Emergency works costing just under £1M were completed in May 2013 following two severe flooding events on the Water of Ruchill in August and November 2012. The emergency works provide a 1:100 year standard of protection from the Water of Ruchill only, including an allowance for climate change. The wider flood risk from the River Earn and the River Lednock remains and no flood defences are in place to address this. The proposed scheme would manage this wider risk by providing the same 1:100 year standard of protection.
Fife Council **Kinness Burn**	Reduce economic damages to residential and non-residential properties in St Andrew's caused by flooding from the Kinness Burn. Reduce risk to people cause by flooding from the Kinness Burn.	Standard of Protection: 100yr (joint probability scenario)	£1.8m	PV Damages Avoided £10.6m	5.95	7	8 Of 42	3 Of 4	1 Of 1	-	C1	Preliminary Stages Ongoing Optioneering carried out in 2007 but further study is required to refresh and refine options	Partial Finances identified within the Climate Change budget for additional studies. The Capital Plans are reviewed yearly and it is envisaged funding allocation to be "set aside" within the next review period	Optioneering in 2007 has identified a cost-beneficial option, however subsequent berm works in the channel will require this to be revised and is likely to result in a change to cost and benefits.
Inverclyde Council **Inverclyde FPS - Bouverie Burn**	Reduce the risk of river / surface water flooding to residential properties and non-residential properties in Greenock.	Work should be progressed as per the Inverclyde Flood Protection Scheme. The work involves a number of conveyance and storage modification actions including: extension of the new bypass pipe; 3m ø pre-cast concrete chamber. Standard of Protection: 75yr	£0.4m	PV Damages Avoided £2.8m	6.25	3	9 Of 42	3 Of 8	3 Of 4	-	C1 (2016-17)	These are small pieces of work and detail design could be carried out relatively quickly.	Yes 2016/2017	Detail design tender for these projects has just been awarded. Design is due to start 13 July 2015

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
North Ayrshire Council **Millport Coastal**	Reduce the risk of coastal flooding to residential properties and non residential properties in Millport.	The Millport Coastal Flood Risk Assessment (2015) has been completed along with an economic appraisal study of the options recommended in the FRA. The scheme is likely to involve creation of a breakwater with flood walls. It is also recommended that the council look at additional property level protection outlined in the study. Standard of Protection: mainly up to 200yr with one location of 25yr	£12.1m	Protection to 728 residential properties and a number of non-residential properties.	5.24	6	10 Of 42	1 Of 3	1 Of 3	2 Further work is required to develop options for this scheme, allowing others to be progressed first.	C1 (2017-2020)	Study has provided options and cost benefits for these options. The preferred option is to be determined.	No A report is currently being prepared for submission to Cabinet (August 2015) for approval to progress project and request appropriate funding.	
East Lothian Council **Musselburgh**	Reduce economic damages to residential and non-residential properties in Musselburgh caused by flooding from the River Esk and coastal flooding. Reduce risk to people in Musselburgh from flooding from the River Esk. Reduce economic damages to residential and non-residential properties in Musselburgh caused by flooding from the River Esk.	Scheme comprises elements of direct flood defences comprising relatively low (typically 1 to 1.5m) earth embankments and flood walls that would provide a 1:200 year standard of protection against extensive flooding of Musselburgh as a result of the interaction of high river flows in River Esk and high sea levels (due to tides, storm surges and waves). Standard of Protection: 1 in 200yr	£5.6m	PV Damages Avoided £29.6m 1489 residential properties and 417 non-residential properties at risk	5.29	4	11 Of 42	2 Of 7	1 Of 2	-	C1 (2017/2018)	Preliminary Stages Ongoing Flood Study Report to be completed July 2015 Forecast: Notification May 2016 Completion of Scheme March 2018	Yes 2017/2018 Funding available in current approved Capital Budget	A Flood Protection Study for Musselburgh is currently underway and due to report in summer 2015. Draft study outputs have been used to inform the prioritisation. The scheme would be implemented prior to 2021 (proposed for 2017/18 - subject to available funding Economic appraisal is based only on direct damages to properties. No indirect or social damages calculated, therefore BCR may be under-represented.
North Ayrshire Council **Upper Garnock FPS**	Reduce the risk of river / surface water flooding to residential properties and non-residential properties in Kilbirnie, Glengarnock and Longbar.	A study on the Upper Garnock Flood Protection Scheme has been carried out which has recommended a cost beneficial preferred action consisting of storage and direct defences based on up to a 100 year standard of protection. North Ayrshire Council is committed to progressing the scheme subject to available funding. Standard of Protection: Kilbirnie 100yr Dalry 50yr	£14.2m	PV Damages Avoided £61m 169 Residential and 32 Non-Residential properties identified as at risk of flooding during the 200 year event, in the Kilbirnie and Dalry scheme elements which will benefit.	4.3	6	12 Of 42	2 Of 3	2 Of 3	1 A priority for the LA due to the potential risk to people due to the depth and velocity of water predicted in the area.	C1 (2016-17)	Preliminary Stages Ongoing Flood study completed September, 2014. Public consultation undertaken in January, 2 015. Discussions with affected landowners ongoing. Final amendments and supplementary studies are being completed. Notification documents will be concluded during July, 2015, with formal advertisement of the notice taking place as soon as possible following Council approval (expected on 18 August, 2015) of the finalised scheme.	Yes This scheme is identified in the Council`s Capital Plan. The capital funding that has been allocated is adequate to cover the 20% contribution that would be required of North Ayrshire Council if the scheme is approved by the Scottish Government.	The quoted BCR of 4.3 includes a significant proportion of economic of damages attributed to risk to life. The scheme will not remove all risk to life in the area but will greatly reduce the risk. Flood warning is also planned for the area which will also reduce the risk to life. If risk to life is excluded then the BCR is reduced to 1.22

NPAG Progress

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East Dunbartonshire Council **Park Burn**	Reduce the risk of Park Burn /surface water flooding to residential properties in Kirkintilloch.	The Park Burn Flood Risk Assessment has been extended to provide options for the mitigation of flooding from the Park Burn. The study identified cost beneficial works which included re-grading of the channel which would offer protection up to the 1 in 75 year flood. It is recommended that additional PLP options and NFM options are looked at to potentially complement the proposed works. The report noted that a significant proportion of the costs are due to the maintenance that will be required with a small capital cost. This should be factored in by the council. Standard of Protection: 75yr	£0.4m	PV Damages Avoided £1.5m (This option could potentially increase to a SOP of 200 year by adopting individual property level protection. This scheme would benefit by itself circa 70 residential properties.	4.0	6	13 Of 42	4 Of 8	1 Of 1		C1 (2018-2019)	Preliminary Stages Ongoing Completed – FRA / Optioneering studies, Dec 2014 including Cost Benefit Analysis April 2015. Currently progressing with producing Tender doc / Spec and Technical drawings for project work will complete this financial year 15/16. Agreements in place - Will to consult all major stakeholder (i.e. SEPA and Scottish Canals)	Yes Works has been identified in the capital programme and there is capacity to accommodate the 20% contribution towards its delivery. In terms of what year this is flexible as we have an approved 10 year capital programme for the Roads Service and there's always an option to bid for more.	Preliminary stages Commencement of works - We would undertake this work in the first cycle hopefully within the first 3 year period. Completion of works - As above however would be between 2016 – 2019
Comhairle nan Eilean Siar **South Fords**	Reduce risk to south-west Benbecula from river and coastal flooding. Reduce risk to the area surrounding Loch Bi from river and coastal flooding.	Detailed design for works including embankments and beach management actions are currently progressing. Local authority approval to proceed to detailed design obtained and likely to seek formal approval in 2016. Standard of Protection:100yr+CC, locally 200yr+CC	£2.0m	The flood protection works would reduce risk to 58 properties which are estimated to be at risk during medium likelihood floods. The flood protection works would achieve an estimated £7,800,000 of benefits over 100 years. Note the natural approach to flood management which includes beach recharge and dune management requires high ongoing maintenance costs which are reflected in Present Value Cost used in Benefit / Cost justification	3.97	7	14 Of 44	1 Of 1	1 Of 1	-	C1 (2017 – 2018?)	Preliminary Stages Ongoing Detailed design stage to commence in 2015 with construction expected in 2017	Yes The funds are allocated within the authority's risk pot as a specific year for expenditure has not yet been confirmed.	Scheme involves combination of actions including construction of an embankment and shingle recharge to Gualan Island. Significant flood impacts on rural community including flooding to property, local facilities and transport links. Last major storm in 2005 led to 5 deaths as family attempted to escape flood. Significant increase in risk with climate change The Local Authority have undertaken detailed study and are progressing in parallel with design for a bridge option, creating gaps in the existing causeway. This has been taken forwards in conjunction with local community groups and discussions around viable funding opportunities outwith Flood Risk Management are being progressed with the Scottish Government.
Argyll & Bute Council **Campbeltown**	Reduce flood risk in Campbeltown from river flooding	Flood protection works in the form of storage on two burns plus a relief culvert to be taken forward for detailed design. Standard of Protection:200yr	£5.2m	The flood protection works would achieve an estimated £18,300,000 of benefits over 100 years.	3.49	10	15 Of 42	1 Of 4	1 Of 1	-	C1	Preliminary Stages Ongoing Detailed design not commenced. The capital costs will need to be increased for construction inflation over past 7 years.	No	Flood storage on two small burns plus a flood relief culvert are proposed. There has been a number of floods in Campbeltown in recent years including incidence of sewer flooding which the scheme partly contributes to reducing.

NPAG RC

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Scottish Borders Council **Hawick**	Reduce economic damages to residential, non-residential and community properties and risk to people in Hawick caused by flooding from the River Teviot.	A series of walls (set back where possible) and embankments to provide protection to six flood cells spanning the length of the Teviot within the town, additionally including flood proofing to specific identified buildings and provision for storage and pumping of seepage flows. Preferred option utilises some existing walls: an alternative preferred scheme with new walls / embankments throughout has also been considered. Standard of Protection: 75yr	£29.2m	PV Damages Avoided £45.2m 683 residential and 233 non-residential properties at risk. Cost benefit ratio 1:2.88 to 1:3.03 depending on whether existing walls can be re-used (CBR to be confirmed once detailed design has been carried out).	2.88	10	16 Of 42	1 Of 1	1 Of 1	-	C1 (2018-22)	Preliminary Stages Ongoing The following already undertaken: Option Appraisal and Preferred Scheme Economic Assessment October Ground Investigation Preliminary Ecological Survey Topographical and Geophysical Surveys The following currently ongoing: Environmental Scoping and Screening Project Management Plans The following are forecast: Notification Q2 2017 Confirmed Scheme Q4 2017 Scheme commencement Q4 2019 Scheme completion Q4 2021	Yes Spread 2015-2021	Contract to develop scheme recently awarded: outline design to approval, and assuming approval and funding granted through to construction. Extensive hydrological modelling and option assessment undertaken. The Preferred Scheme was presented at a Public Exhibition in July 2012, and proposals were generally accepted. Hydrological update and environmental screening / scoping commenced. Further stakeholder engagement planned. Proactive invasive species control to begin Two options progressed to account for potential existing wall re-use. The lower BCR has been used in prioritisation, however they are close and using the greater is unlikely to affect ranking significantly.
Angus Council **Arbroath**	Reduce economic damages to residential and non-residential properties in Arbroath caused by flooding from the Brothock Water. Reduce risk to people in Arbroath from river flooding.	Flood Protection Strategy for Abroath identified fluvial and coastal actions to reduce flood risk. The proposed fluvial flood protection works will address flood risk from the Brothock Water and include improvements to direct flood defences and the construction of 2 flood storage areas. Standard of Protection: 200yr	*£5.6m	PV Damages Avoided £16.3m	2.89	8	17 Of 42	4 Of 4	1 Of 1	-	C1 (2016)	Preliminary Stages Ongoing The scheme has not completed the notification stage The works/Scheme has been subject to specific approval (reference Report 49/12). The works/Scheme has completed the design stage. Procurement is forecast to be complete by June 2016 and commencement is due in July 2016. The works/Scheme will be 100% completed within the first planning cycle, in 2017.	Yes The works/Scheme has been identified in Angus Council financial plan (reference Report 59/15).	The Arbroath Flood Protection Strategy also identified a coastal risk related to wave overtopping that may result in safety issues to pedestrians, vehicles and property. The identified coastal actions will be implemented in a phased manner by Angus Council.
Dumfries & Galloway Council **Dumfries/ River Nith/ Whitesands FPS**	Reduce the risk of river flooding to properties in Dumfries.	Whitesands Project (Flood Protection Scheme and Public Realm) has been completed which identified works that should be completed within Dumfries including construction of flood defences along the River Nith in Dumfries Standard of Protection: 75yr	*£18.9m	PV Damages Avoided £79.4m In the study area there are 59 residential and 107 non-residential properties which flood in the 200 year + climate change event, which all have a reduced impact of flooding and will benefit from the 1 in 75 year scheme.	2.67	8	18 Of 42	1 Of 5	1 Of 4	-	C1 (2017)	The council would be looking to commence the works in the first half of cycle 1. The study has gone through a number of alterations after public consultation and internal council comment from elected members. Further refinement of the design likely.	Yes Capital funding has been identified for the next three financial years, (2015/16, 2016/17, 2017/18)	The Whitesands area of Dumfries has suffered regular flooding which impacts commercial and residential properties in the area. Over a number of years Dumfries and Galloway council have commissioned a number of studies to examine and understand the flooding issues along with potential mitigation options. The design is looking to enhance the local amenity value of the river while taking account of the local concerns of impact to parking lost. The BCR used in prioritisation was provided by D&G council based on a current draft report prepared for the 1 in 75 year standard of protection Economic damages to properties have been capped at x2 rather than x1 market value. If damages are capped at x1 market value the BCR reduces to 1.8. Risk to life has been economically assessed due to risk from fast flowing deep water. If risk to life is excluded, the BCR reduces to 1.8

NPA Preferred

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Perth & Kinross Council **Milnathort**	Reduce economic damages and number of residential properties at risk of surface water flooding as far as practical.	The Milnathort Surface Water Investigation study by Atkins recommended a surface water scheme (pumping stations). The scheme would provide 1:100 year + climate change standard of protection. The scheme requires detailed design and subject to funding would be implemented in the latter part of the FRMP cycle (2016 - 2022). Standard of Protection: 100yr + CC	*£1.2m	PV Damages Avoided £4.1m Study report shows 66 RPs and 13 NRPs at risk	3	1	19 Of 42	3 Of 7	2 Of 4	-	C1	Preliminary Stages Flood study completed in January 2011 Current forecast completion for outline design development is December 2016. Current forecast for scheme publication is June 2017	No A business case is being submitted to the Council's Capital Programme for consideration in August 2015).	The Milnathort Flood Prevention Scheme was built in 2006 to provide residents with a 1:100 year standard of protection from river flooding on the Back Burn. A second smaller scheme was carried out in 2010 to replace the flood bund which was overtopped and collapsed during the flooding of December 2006. Surface water flooding occurred again in 2009 and 2012 and so this further scheme has been developed to address this flooding mechanism. The proposed scheme will provide a 1:100 year standard of protection against surface water flooding, and will include an additional allowance for climate change
The Highland Council **Smithton and Culloden**	Reduce risk from surface water flooding in Smithton and Culloden.	The Proposed Smithton and Culloden FPS consists of Culvert replacement, sediment and debris management and flood storage area. Standard of Protection: 200yr + CC	£7.9m	PV Damages Avoided £19m The action would result in a potential reduction in risk to 132 properties which are currently at risk during medium likelihood floods. Emergency services and utility sites could also benefit.	2.4	6	20 Of 42	2 Of 4	1 Of 3	-	C1 (2018-19)	Preliminary Stages Ongoing Initial public consultation taken place. Currently refining scheme proposals and completing consultations to recommend for formal consultation before the end of the year (2015).	Yes Planning Development and Infrastructure Committee approved committed funding 2015-2018. Following years to be submitted in due course.	Combination of works to remove culverts, replace debris screens and flood storage to protect communities affected by flooding on a number of occasions in recent years. Further detail design will be completed following discussions with the community on current proposals
Dumfries & Galloway Council **Stranraer work item 4 &6**	Reduce the risk of river / surface water flooding to residential and non-residential properties in Stranraer.	Work Item 4 is concerned with alleviating flooding to properties in the Ochtrelure area. The flooding in the area is widespread, the main reason being hydraulic capacity issues at the head of the system. The favoured option includes diversion of flows. Work Item 6 is concerned with flooding on the Town Burn mainly downstream of the Railway Culvert. The preferred option for the Station Road area is to regulate flow passing through the Railway culvert and therefore alleviate flood risk in this area Standard of Protection: 200yr	£0.4m	PVD Work Item 4 £0.6m PVD Work Item 6 £0.4m There are 160 residential and 31 non-residential properties at risk of flooding during a 200 year river	2.55	2	21 Of 42	2 Of 5	2 Of 4	-	C1 (2017-18)	Currently investigating land purchase and potential framework contractors.	Yes Capital funding has been identified, but is unlikely to fully cover costs of the scheme. Outstanding work items may be promoted as a scheme. Depending on works costs funding may be sought.	The remaining two work packages in Stranraer were identified as part of a larger series of eight works in the area with the other completed work funded by the Council. Work Item 6 may also offer protection to stretches of the A77 and the A717.
City of Edinburgh Council **Water of Leith**	Reduce risk to community facilities and economic damages to residential and non-residential properties in Edinburgh at Roseburn / Murrayfield and Coltbridge, Gorgie and Saughton. Consideration will be given to provision of PLP in other areas on the water of Leith.	Areas yet to be addressed have been reviewed and it is intended to progress future phase defences at Coltbridge, Gorgie and Saughton [Ongoing: Roseburn / Murrayfield Works currently at Tender]	£12.8m [Ongoing: Roseburn / Murrayfield Works £25m]	PV Damages Avoided £22.9m BCR Coltbridge area 2.53 BCR Gorgie area 0.98 BCR Saughton 2.45 Risk to life has been economically evaluated and comprises around 30% of damages avoided in the Gorgie cell	1.79	9	22 of 42	4 Of 7	1 Of 1	-	C1 [Ongoing: Roseburn / Murrayfield Works C1]	Works at Coltbridge, Gorgie and Saughton may be further reviewed The Council has acquired all of the land necessary to construct the defences at Roseburn / Murrayfield and Planning Consent is in place. Dates yet to be set for commencement and forecast completion	No However capital costs have been incurred in developing the Scheme in previous years	Tenders have been returned for Roseburn / Murrayfield and these are currently being assessed. Areas yet to be addressed have been reviewed and it is intended to progress future projects at Coltbridge, Gorgie and Saughton and this is subject to funds being made available. Funding is yet to be identified for future works.

Not for Reference Only

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The Highland Council **Caol and Lochyside**	Reduce flood risk in Caol from Loch Linnhe	The proposed Caol Flood Scheme should be progressed to detailed design and construction. The proposed Caol Flood Scheme includes sections of embankments, sheet piled and concrete retaining walls, and rock armour revetment along the embankment to reduce wave overtopping and protect against erosion. Costs updated to reflect slight changes to preferred option. Standard of Protection: 200yr	£6.2m	PV Damages Avoided £12.2m The scheme will reduce flood risk to 274 residential and 23 non-residential properties,	1.97	7	23 Of 42	3 Of 4	2 Of 3	-	C1 (2017-18)	Preliminary Stages Ongoing Initial public consultation taken place. Currently refining scheme proposals and completing consultations to recommend for formal consultation before the end of the year.	Yes Planning Development & Infrastructure Committee approved committed funding 2015-2018. Following years to be submitted in due course.	Rock armour revetment along the embankment to reduce wave overtopping and protect against erosion, sections of embankments, sheet piled and concrete walls.
Dumfries & Galloway Council **Langholm**	Reduce the risk of river flooding to properties in Langholm.	Langholm Flood Risk Assessment has been completed which identified works that should be completed within Langholm including construction of flood defences along the River Esk and Wauchope Water. The scheme design is being refined to manage potential flood risk from minor watercourses as outlined in the report. Standard of Protection: 200yr	£2m	PV Damages Avoided £4.9m There are 38 residential and 29 non-residential properties at risk during a 25 year river event	2.00	4	24 Of 42	3 Of 5	3 Of 4	4 Additional refinement of the design to incorporate the more prominent risk from smaller watercourses is required.	C1 (2019-2020)	Further refinements to scheme options based on culvert recommendations are being looked at.	No LFRMP Actions including Langholm will be presented to service committee on 14 July 15. Further approval for Capital monies will be required from Policy and Resources Committee.	Flood Warning to be delivered by SEPA. Planned scheme for 2016 on Esk at Langholm This action may also benefit a short section of the primary road A7, but this has not been included in the PVD figure
Dumfries & Galloway Council **Newton Stewart/ River Cree**	Reduce the risk of river flooding to properties in Newton Stewart.	Newton Stewart Flood Study has identified the benefit of potential works within Newton Stewart including construction of direct defences along the River Cree and Penkiln Burn. Consideration is also being given to the raising of a footbridge over the River Cree in combination with direct defences and property protection to increase the design standard f protection of the works. Standard of Protection: 75yr	£7.5m	PV Damages Avoided £12.3m There are approximately 62 residential properties and 63 non-residential properties at risk of flooding during the 200 year event. The scheme would also offer protection to a stretch of the A714 and a number of utilities including and electricity sub-station; telecommunications; fire station and police station.	1.64	7	25 Of 42	4 Of 5	4 Of 4	3 Frequency of flooding and flood history.	C1 (2019-2020)	The Local Authority are exploring alternative scheme options including looking at increasing conveyance, NFM actions and council stored and maintained PLP in addition to direct defences.	No LFRMP Actions including Newton Stewart will be presented to service committee on 14 July 15. Further approval for Capital monies will be required from Policy and Resources Committee.	The Newton Stewart area has a history of flooding, more recently in 2012 and 2013 which caused disruption and flooding to properties within the town of Newton Stewart. The initial flood mitigation scheme to protect these properties was found to be economically unviable and as a result a lower level of protection has been considered. Following consultation with the Local Councillors, the original scheme providing 200 year protection has been revised to provide a 75 year level of protection with freeboard. Modelling indicates that up to 200 year protection could also be provided within the level of freeboard, significantly increasing the benefit of the scheme within the local town including defence of the local Fire Station and Police Station. Flood Warning for Newton Stewart and Minnigaff to be delivered by SEPA, which is planned for 2016
Glasgow City Council **White Cart Water Phase 3**	Reduce the risk of river flooding to residential properties and non-residential properties from the White Cart Water.	The White Cart Water Phase 3 includes the building additional direct defences in locations where properties are still identified to be at risk. Standard of Protection:200yr	£6.1m	PVD Avoided £8.9m 87 residential properties; NRPs responsible for 75% of damages.	1.45	7	26 Of 42	5 Of 8	1 Of 2	-	C1 (2016-2017)	Work is being done to identify the benefits from this phase of the works.	Yes 2016-2022	Full cost benefit ration document provided to SEPA 28 May 2015 and these have been used to modify the data included in the prioritisation.

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
East Ayrshire Council **New Cumnock**	Reduce risk of river flooding to residential properties and non-residential properties in New Cumnock.	New Cumnock Flood Study has been completed which identified works that should be completed within New Cumnock including construction of flood defences along the Afton Water and Connel Burn. Standard of Protection: 200yr		The standard of protection for the proposed scheme is 200 years. There are 108 properties at risk during a 200 year river event, based on strategic mapping. The PVD is £2,660,761 and the benefit cost ratio is 1.27 (figures taken from the 2014 study). This PVD figure includes road network benefit (A76). This action may also offer protection to a stretch of single track railway and a number of utilities including two electricity substations and a telephone exchange, however these have not been included in the PVD figure	1.27	9	27 Of 42	5 Of 5	1 Of 1	-	C1 (2016)	Full design is currently progressing with a consultant being appointed. Land acquisition is currently being looked at. Protected species and habitat study have started.	Yes 2015 – 2016 funding secured. Further funding for the remainder to be confirmed.	New Cumnock has suffered a number of recent flood which have highlighted the risk of flooding within the local community and surrounding area. The identified flooding impacts residential and commercial properties, agricultural and the main trunk road which connects Kilmarnock and Dumfrie
Perth & Kinross Council **South Kinross**	Reduce economic damages to residential and non-residential properties caused by river flooding.	Mouchel's Flood Protection Study recommended a flood scheme for the South Queich, Gelly Burn and Clash Burn. The scheme would consist of flood defence walls and provide a 1:200 year + climate change standard of protection. Standard of Protection: 200yr + CC	£3.2m	PV Damages Avoided £5.5m	1.48	6	28 Of 42	5 Of 7	3 Of 4	Agree with evidence - based LA rank	C1 implemented in the latter part of the FRMP cycle	Preliminary Stages Flood study completed in 2010 (minor update required to text within report – this is a matter of presentation only); outline design development to proceed (once funding situation clarified).	No A business case is being submitted to the Council's Capital Programme for consideration in August 2015)	Following flood events in 1993, 1999, 2006 and 2008 the Council has developed a flood scheme to address the risk of river flooding to the South Kinross area from the South Queich, the Gelly Burn and the Clash Burn. The proposed scheme would provide a 1:200 year standard of protection, and will include an additional allowance for climate change. The scheme requires detailed design / refinement
West Dunbartonshire Council **Gruggies Burn**	Reduce the risk of the Gruggies Burn / coastal flooding to residential properties, non-residential properties and transport in Dumbarton.	The potential for upstream storage should be further investigated, in isolation or in conjunction with direct defences from Hunter's Burn to Castle Street and the wall downstream of Castlegreen Street. These defences are part of a scheme that also covers works in objective 11075. Standard of Protection: 200yr	*£14.5m	PV Damages Avoided £19.5m There are 567 residential properties and 97 non residential properties within the benefiting area of this scheme. In addition Emergency services community facilities, utilities and a section of primary road also benefit from this protection.	1.34	7	29 Of 42	6 Of 8	1 Of 1	-	C1 (2018-19)	Study has brought the 2004 report up to date and looked at refining costs. Benefits are in the report however further work will be required on option development and benefits.	Yes Funding identified in the approved long term capital plan for 2018/19 with additional funding being provided this current financial year to take forward the development and approval of the scheme	
North Ayrshire Council **Mill Burn Millport**	Reduce the risk of river flooding to residential properties in Millport along the Mill Burn.	The Millport Burn Flood Risk Assessment has provided information along with an economic appraisal which identifies potential options to mitigate flooding by diverting flows to a separate receiving watercourse. It is recommended that the council seek funding to progress with the development of the works outlined in the study and further look at the potential environmental and social impacts of the identified works including diversion of reservoir flows and control structures. Standard of Protection: 100yr	*£1.1m	PV Damages Avoided £1.9m 31 residential and 9 non residential properties, The preferred action is the diversion of flows and it is uncertain the impact that this will have on the new receiving watercourse. Although there is limited potential impact to properties there may be alteration to the channel and floodplain of the receiving watercourse.	1.8	2	30 Of 42	3 Of 3	3 Of 3		C1			Flood study has completed with cost benefit analysis. Further works on the potential impacts of the options are required to identify the preferred option. A report is currently being prepared for submission to Cabinet (August 2015) for approval to progress project and request appropriate funding.

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)	Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
The Highland Council **Drumnadrochit**	Reduce flood risk in Drumnadrochit from the River Enrick	Flood protection works in the form of direct defences need to be taken forward to detailed design stage. Standard of Protection: 200yr	£0.7m	PV Damages Avoided £1.0m The flood protection works would reduce risk to 27 properties and reduce disruption and closures to the A831 road	1.44	5	31 Of 42 4 Of 4 3 Of 3	-	C1 (latter half)	Preliminary Stages Ongoing Outline solution developed but further refinement/ consultation needed before formal consultation will take place (anticipating next year)	Planning Development & Infrastructure committee approved committed funding 2015-2018. Following years to be submitted in due course.	Direct defences in Drumnadrochit Significant proportion of damages related to disruption on key transport route.
Aberdeenshire Council **Stonehaven**	Reduce flood risk in Stonehaven from the River Carron and Glaslaw Burn	Flood protection works are recommended to reduce the likelihood of flooding to Stonehaven from the River Carron and Glaslaw Burn from medium likelihood floods. The flood protection works will include a combination of modifications to conveyance through upsizing of culverts and altering bridges, removing weirs and installing trash screens and the construction of direct defences. Standard of Protection:200yr + CC	£16.5m	PV Damages Avoided £20.3m The flood protection works would reduce risk to 372 residential properties which are estimated to be at risk during medium likelihood floods.	1.23	6	32 Of 42 1 Of 3 1 Of 2	-	C1 (2017)	Notification of Flood Order Published 3rd July 2015 Public consultation complete. Publication of Flood Order commenced 3 July 2015 for a period of eight weeks Notification period ends 28th August 2015	Yes Approved by committee and in Capital Plan. Scheme development 2015/2016. Construction programmed for 30/01/17 - 10/09/18	Long history of flooding with most recent floods in 2009 and 2012 causing significant damage / disruption to the town. Commercial centre of the town, a school / nursery and number of vulnerable residents at risk. The current full capital cost for the scheme has been approved by committee, and is allowed for in the Council's Harbours, Coast Protection and Flooding line in the Capital Plan. However, we would still seek Scottish Government Funding for this scheme and any subsequent non-grant aided costs for the scheme would still have this approval in principle.
Aberdeenshire Council **Huntly**	Reduce flood risk in the Meadows area of Huntly (including A96 and A920, Ski Centre and caravan park) from the River Deveron and Meadows Burn	Flood protection works are recommended to reduce the likelihood of flooding to Huntly from the River Deveron and Meadows Burn from medium likelihood floods. The flood protection works will include a combination of modifications to conveyance through upsizing of culverts, constructing embankments and storage of water. Standard of Protection:200yr + CC	*£3.6m	PV Damages Avoided £3.4m The flood protection works would reduce risk to 50 residential properties and 13 non-residential properties which are estimated to be at risk during medium likelihood floods.	1.1	7	33 Of 42 2 Of 3 2 Of 2	-	C1 (2016)	Notice of Final Decision Complete 30th June 2015 Hearing held and final decision made to proceed with the scheme as planned. Under schedule 2 (sections 10 &11), notification of parties of the final decision to Confirm the scheme without modification, as well as confirming the scheme in a local newspaper & Edinburgh Gazette has commenced (June 2015) Deemed planning permission requested under Section 14(2) June 2015. Commencement of Scheme (Section 11) expected August 2015	Yes 2016/2017	History of flooding to the Meadows area of Huntly including several recent floods. A nursing home is a high risk of flooding and has been affected by flooding / evacuated on numerous occasions. The current full capital cost for the scheme has been approved by committee, and is allowed for in the Council's Harbours, Coast Protection and Flooding line in the Capital Plan. However, we would still seek Scottish Government Funding for this scheme and any subsequent non-grant aided costs for the scheme would still have this approval in principle.
Perth & Kinross Council **Scone**	Reduce economic damages to residential and non-residential properties caused by river flooding.	The preferred option consists of raising existing footbridges and constructing riverside defences. Standard of Protection: 200yr	£0.6m	PV Damages Avoided £2.5m 35 residential properties and 9 non-residential properties at risk in a 200 year event	1.14	5	34 Of 42 2 Of 2 4 Of 4	-	C1 (latter part)	Preliminary Stages Flood study completed in 2007; outline design development to proceed (once funding situation clarified).	No A business case is being submitted to the Council's Capital Programme for consideration in August 2015)	Following a flood event in 2004, the Council has developed a flood scheme to address the risk of river flooding to the Goshenbank Park and Burnside area in Scone from the Annaty Burn. The proposed scheme would provide a 1:200 year standard of protection. BCR and scheme costs require updating and assessment for a wider range of return periods prior to detailed design

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
Stirling Council **Bridge of Allan**	Reduce economic damages to residential and non-residential properties in Bridge of Allan caused by flooding from the Allan Water.	Implementation of flood protection works (flood embankments/sheet piling) in Bridge of Allan to protect properties from 1:50 year event. A recent FP study has indicated that protection to 1:200 would not be economically viable. Standard of Protection: 50yr	£4.4m	Preliminary BCR for 50yr: temporary defences 1.22, permanent defences 0.72.	0.72	9	35 Of 42	1 Of 3	1 Of 3	-	C1 (latter part)	Preliminary Stages Ongoing Optioneering completed 2014, Detailed design underway currently Forecast Notification complete 2019 Deemed planning permission granted 2020 Notice of final decision complete 2019 Commencement of Scheme 2020 Completion of Scheme 2021	No The council are aware of the scheme requirements through regular updates and it is minuted that internal funding from Stirling Council is dependent on being successful in a bid for the 80% Grant, Intention would be to fund the construction phase 2019 onwards, the second half of the FRM cycle	A study indicated that protecting the town to 1:200 year protection would be unviable. The 1:50 scheme has two options - demountable defences (BRC + 1.22) or permanent defences (BCR = 0.72). These are considered the only options, however, demountable defences are not considered practically viable due to the length of such defences and their reliability. The BCR does not consider intangible or indirect benefits. Bridge of Allan is hydrologically linked to Stirling - A Stirling scheme could not be progressed without adversely impacting the Bridge of Allan community unless the Bridge of Allan scheme is constructed. There is also a local perception of protection due to the existing defences which are in a poor state of repair and would only provide 1:20 year protection if they were repaired to provide the full protection capacity Bridge of Allan scheme to be implemented prior to Stirling due to knock-on impact on water levels
West Lothian Council **Broxburn Liggat Syke**	Reduce economic damages to residential and non-residential properties in Broxburn, West Main Street, caused by flooding from the Brox Burn.	Construction of the outstanding elements of the Broxburn flood prevention scheme relating to 2 flood storage basins in the catchment of the Liggat Syke with adequate storage to provide protection from 1:100 year event. Standard of Protection: 100yr	*£1.6m	BCR 1.22	1.22	4	36 Of 42	6 Of 7	1 Of 1	-	C1	Outstanding element of Broxburn FPS (Liggat Syke separate from rest of scheme already delivered). Scheme was funded but at less than 80:20 contribution.	Yes 2013-2018 Funding for the Flood Prevention Scheme is included in the Council's current capital programme 2013-18	The Broxburn Flood Prevention Scheme was promoted under the 1961 Act and was confirmed by Scottish Ministers. Construction is at an advanced stage but it will not be possible to construct the attenuation structures in the upper catchment without additional funding from the Scottish Government as there is insufficient Council funding due to the unsatisfactory settlement from the Scottish Government at the time which fell far below the 80% of eligible cost. Phase 2 works are currently out to tender and due to be constructed 2015 - 2017.
East Lothian Council **Haddington**	Reduce economic damages to residential and non-residential properties in Haddington caused by flooding from the River Tyne.	A Flood Protection Study for Haddington is currently underway and due to report in summer 2015. The study has identified the need for flood protection actions including direct flood defences and possibly NFM works which will, subject to funding, be implemented prior to 2021 (proposed for 2018/19)	*£7.4m	PV Damages Avoided £8.8m 231 properties at risk	1.19	4	37 Of 42	7 Of 7	2 Of 2	-	C1	Preliminary Stages Ongoing Option Appraisal Report published in July 2015 Forecast: Notification May 2016 April 2018 - Start on site Completion of Scheme March 2019	No Scheme proposed for 2018/19. Capital Budget only approved for 3 years i.e. until 2017/18	A Flood Protection Study for Haddington is currently underway and due to report in summer 2015. Draft findings have been supplied to SEPA for use in the prioritisation. The study has identified the need for flood protection actions including direct flood defences and possibly NFM works which will, subject to funding, be implemented prior to 2021 (proposed for 2018/19)."
Moray Council **Newmill**	Reduce risk from surface water flooding in Keith (Newmill)	Scheme consists of a network of ditches to the north of the village, a cascade, flood retaining walls and a replacement bridge. Standard of Protection: 200yr + CC	£1.4m	PV Damages Avoided £1.9m 13 Residential and 5 Non-Residential properties at risk	1.32	2	38 Of 42	3 Of 3	1 Of 1	-	C1	Preliminary Stages Ongoing Detailed design underway	Yes 2015/2016	Most recent flooding was in 2009 when flooding occurred in September and November causing damage to a number of residential and commercial properties as well as local infrastructure. Funding for this scheme has been allowed for in the Council's 10 year capital plan. Note this scheme was not included in the strategies and prioritised list as was originally expected to be complete pre-strategy publication

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Location	Objective	Scheme Description	PV Scheme costs - (* indicates	Economic Benefits	BCR	Non-Monetised Score	Ranking (evidence based)			Ranking (local preference) Reason	Proposed delivery Cycle	Scheme Status	LA Funding identified (if Yes, which	Supporting Text
Glasgow City Council **Camlachie Burn**	Reduce the risk of Tollcross Burn and Camlachie Burn flooding to residential properties and non residential properties in Shettleston.	Series of culvert capacity / restriction improvements, including opening urban watercourses. Standard of Protection: 200yr intended however modelling still shows residual risk at lower return periods in some places – work is underway to mitigate	£1.01m	PV Damages Avoided £0.99m	0.9	6	39 Of 42	7 Of 8	2 Of 2	-	C1	Preliminary Stages Ongoing	Glasgow City Council are seeking only 25% of the capital cost for this project as it is linked to the city deals, which will provide further funding.	This is a strategically important scheme which would help to deal with surface water issues in the north of the city.
Stirling Council **Stirling**	Reduce economic damages to residential and non-residential properties in Stirling caused by flooding from the River Forth). Reduce risk to people in Stirling caused by flooding from the River Forth. Reduce economic damages to residential and non-residential properties in Stirling, Riverside and Raploch caused by flooding from the River Forth.	A recent FP study by Mouchel investigated options to protect Stirling against 1:200 year event. None of the options considered were economically feasible. Further investigation into Lower SOP found lower level protection (1:50) would only be a viable option in Riverside due to low damages at lower thresholds. BCR for the 1:200 year options was revisited 2015 but changes to this would be unlikely to allow significant enough increases to allow the BCR to reach unity. Standard of Protection: 200yr	Total £26.2m Riverside £11.1m; Raploch £4.3m; Cornton/ Causeway-head £10.8m; North Cornton £2.2m	PV Damages Avoided £17.7m (total) BCRs (200yr): Riverside 0.69, Raploch, 0.57, Cornton/ Causewayhead 0.39, North Cornton 0.03.	0.7	7	40 Of 42	2 Of 3	2 Of 3	-	C1	Preliminary Stages Ongoing Optioneering completed 2014, outline design to be commissioned 2016 if Scottish Government indicate this scheme is viable for funding Forecast dates Notification 2018 Commencement 2020 Completion 2021 Intention would be to profile funding from 2016 onwards, detailed design to be completed end of 2018 when statutory process would begin with intention to start construction start of 2020.	No The council are aware of the scheme requirements through regular updates and it is minuted that internal funding from Stirling Council is dependent on being successful in a bid for the 80% Grant,	Flooding in Stirling is considered strategically significant with a large number of properties and infrastructure affected at low return periods. Stirling Council have considered a range of options for this area and direct defences were identified as the only viable option but have a marginal BCR. The depth of flooding associated with the 200 year event is well in excess of the ability of PLP products to protect. A lower SoP would only offer limited protection to the 50 year level in one small area and would not safeguard any major infrastructure. Bridge of Allan scheme to be implemented prior to Stirling due to knock-on impact on water levels
Inverclyde **Quarrier's Village**	Reduce the risk of Gotter Water / River Gryfe flooding to residential properties in Quarriers Village.	Flood embankments creating offline storage with control. Standard of Protection: 50yr	£0.24m	PV Damages Avoided £0.27m	1.11	1	41 Of 42	8 Of 8	4 Of 4	-	C1	Preliminary Stages Ongoing Design Tender Awarded wc 29/6/15 Expected Design programme 13/07/15-16/10/15	Yes 2016/2017	Detail design tender for these projects has just been awarded. Design is due to start 13 July 2015
Stirling Council **Callander**	Reduce economic damages to residential and non-residential properties caused by river flooding.	Implementation of flood protection works (flood embankments) in Callander to protect Meadows car park and residential properties from 1:50 year event. Stirling council are keen to implement these works despite the low BCR (0.09). The works would require detailed design and would be implemented in the latter half of the FRMP cycle. Standard of Protection: 50yr	£2.4m	PV Damages Avoided £0.2m BCR = 0.09; 15 residential properties and 15 non-residential properties, Meadows car park and trunk road (A84).	0.09	4	42 Of 42	3 Of 3	3 Of 3	-	C1	Preliminary Stages Ongoing Optioneering completed 2014, Detailed design underway, brief issued May 2015 Forecast Notification 2018 Commencement of Scheme 2019 Completion of Scheme 2019 Intention would be to profile funding from 2017 onwards, detailed design to be completed end 2017 when statutory process would begin with intention to start construction in 2019	No The council are aware of the scheme requirements through regular updates and it is minuted that internal funding from Stirling Council is dependent on being successful in a bid for the 80% Grant,	Due to flooding mechanism in this area (the onset of fluvial flooding in Callander is relatively infrequent and as a result, damages are relatively limited) the CBR for 1:200 scheme is very low. It is considered that protecting parts of town to 50 year levels was more technically and practically feasible. 50 year protection is the maximum level of protection that can be provided that will not adversely impact other areas within Callander and also maintains access along the Trunk Road. Through consultation with Callander community the decision has been reached to progress the 50 year scheme rather than a greater level of protection and to concentrate other efforts on surface water flooding.

Description of the non-monetised scoring elements can be found in Paper 3 – Method (available via Huddle). It comprises a range of community and environmental criteria that are generally poorly represented within economic appraisal.

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Un-prioritised actions

These have not been ranked due specific characteristics (e.g. very low Standard of Protection), lack of available data (e.g. detailed studies yet to complete) or robustness of appraisal (e.g. strategic assessments or legacy studies requiring significant re-work). In some cases Local Authorities have indicated they will seek to fund and deliver these actions themselves during the first cycle.

Location	Objective	Works Description	Works Whole Life Cost	Economic Benefits	BCR	Non-monetised score	Delivery Cycle	Supporting Text
Stirling Council **Aberfoyle**	Reduce economic damages to residential and non-residential properties in Aberfoyle caused by flooding from the River Forth (9002)	Implementation of flood protection works (flood embankments) in Aberfoyle to protect residential and local business properties from 1:5 year event. Stirling council are keen to implement these works despite the low BCR (0.16) to protect property, to maintain access to the school and to maintain emergency service access beyond Aberfoyle. The works depend on the provision of flood warning by SEPA. The works would be carried out simultaneously with flood warning provisions, ideally in first part of FRMP cycle. Standard of Protection: 5yr	Detailed design of 5yr scheme £135K + GI £60K. Scheme construction costs TBC once detailed design complete.	BCR for 200yr = 0.16 (BCR for 5yr not developed will be revised once detailed design complete). 7 residential and 13 non-residential properties, 3 utilities and 1 road (single access to school and villages for 14 miles).	0.16	9	C1	The action would be funded by LA. Council do not wish to pursue scheme prior to installation of Flood Warning
Perth & Kinross **Bridgend Perth**	Reduce economic damages and number of residential properties at risk of surface water flooding as far as practical.	Capita completed a study into surface water flooding at Bridgend Perth which recommended a high capacity drainage channel and outfall to the River Tay.	£241k (LA Funded)	The economic impacts have not been defined at this stage.	-	-	C1	Lack of robust appraisal data to prioritise / legacy study requiring re-work The action would be LA funded
Aberdeen City **Culter Burn**	Reduce flood risk in Peterculter from the Culter Burn	Details of scheme to be finalised but likely to include direct defences and improvements to conveyance.	-	-	-	-	C1	Lack of robust appraisal data to prioritise Detailed design work to commence in 2015 – likely to be ready for construction second half of cycle 1. Outline approval to progress with the scheme has been granted by the Community Housing and Infrastructure Committee. Detailed modelling complete and optioneering / design underway.
Argyll & Bute **Kilcreggan**	Reduce the economic damages and risk to people from surface water flooding in Kilcreggan.	A range of potential options have been identified to address surface runoff resulting in frequent flooding, primarily to roads with associated wider impacts	-	-	-	-	TBC	Hydraulic modelling and costing undertaken but benefits not economically assessed so lack of data to prioritise Problem and potential options identified, but require further development and benefit appraisal
West Lothian **Livingston, Broxburn**	Reduce economic damages and number of residential properties at risk of surface water flooding as far as practical.	SUDS legacy project	-	-	-	-	C1	Strategic assessment Early SWMP outputs (strategic level appraisal) – There is currently no defined funding mechanism for surface water management
West Lothian **Broxburn**	Reduce economic damages and number of residential properties at risk of surface water flooding as far as practical.	SWMP Actions	-	-	-	-	C1	Strategic assessment Early SWMP outputs (strategic level appraisal) – There is currently no defined funding mechanism for surface water management
Highland **Mill Burn Inverness**	Reduce flood risk in Inverness from the Mill Burn	Scheme will be a combination of flood walls and sheet piling, embankments and a culvert upgrading.	-	-	-	-	C1	Detailed study yet to complete Study is due to report by late summer / early autumn 2015 – if a viable option is identified, Highland Council will seek to progress during Cycle 1 Preliminary Stages Ongoing Outline design completed, some detail design completed. Economic appraisal underway.

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NFM Works – these works are unprioritised but will be progressed by LAs in Cycle 1 unless otherwise stated.

Selected Action	Location	Objective	Indicators	Next-Step	Cost of Next Step
NFM Works (70110003) (70120003)	(07/05)	Reduce economic damages to residential and non-residential properties in Brechin caused by flooding from the River South Esk. Reduce the number of properties at risk of flooding by 230 (1:100yr). (7011) Reduce risk to people from in Brechin caused by flooding from the River South Esk. (7012)	£97,707 Annual Average Damages (Residential Properties) £264,139 Annual Average Damages (Non-Residential Properties). 191 People at Risk (1 in 200 year event). 191 People at Risk (1 in 200 year event)	Natural Flood Management works are continuing following completion of the Brechin Flood Protection Scheme. It includes upland reforestation.	Estimated £20k to £50k
NFM Scheme (110720004)	Loch Lomond and Vale of Leven (11/01)	Reduce the risk of the Gruggies Burn / coastal flooding to residential properties, non residential properties and transport in Dumbarton.	1281 Residential properties; 112 Non-Residential properties; 1.1 km of Road, Annual average damages of £5,862,636.	Currently there are plans for native woodland planting in one of the areas identified, this should be progressed. A natural flood management study to further investigate in detail the remainder of the areas of potential benefit for runoff control to Dumbarton should be considered. Land use management.	TBC
NFM Scheme (120200004)	Irvine to Troon (12/07)	Reduce the risk of coastal / surface water flooding to non residential properties in Troon.	414 Non-Residential properties, Annual average damages of £84,674.	The sand dune propagation in Troon should continue. Ongoing action not looking for funding.	To be provided by South Ayrshire Council
NFM Scheme (120240004)	Prestwick / Ayr (12/09)	Reduce the risk of coastal / surface water flooding to residential properties and non residential properties in Ayr.	227 Residential properties; 116 Non-Residential properties; Annual average damages of £165,612.	The sand dune propagation in Ayr should continue. Ongoing works - allowance of natural processes.	To be provided by South Ayrshire Council.

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NORTH AYRSHIRE COUNCIL

Agenda Item 9

8 December 2015

Cabinet

Title:	**Award of Contract - Construction of Roundabout, Access Road, Gated Entrance and associated SUDS Pond at Long Drive, Irvine**
Purpose:	To advise the Cabinet of the result of the tender exercise for the Construction of Roundabout, Access Road, Gated Entrance and associated SUDS Pond at Long Drive, Irvine.
Recommendation:	Agree to award the contract to Robertson Construction Group Ltd.

1. Executive Summary

1.1 North Ayrshire Council requires to establish a contract for the Construction of a Roundabout; Access Road; Gated Entrance and associated SUDS Pond and Long Drive, Irvine.

1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.

1.3 The contract term is for 28 weeks.

2. Background

2.1 A formal contract notice was advertised on 6 October 2015 under the Open procedure on the Public Contracts Scotland portal. The return date was 3 November 2015.

2.2 The Contract Notice attracted 21 expressions of interest from a wide range of potential suppliers of which 9 submitted responses.

2.3 The nine tenders received were evaluated against the stated evaluation criteria of lowest compliant tender price.

3. Proposals

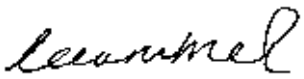
3.1 It is proposed that the contract be awarded to Robertson Construction Group Ltd.

4. Implications

Financial:	The total value of the overall contract is £1,407,079.28. Budget is available for this contract. A total budget of £1.625m is available for this contract and other works, £0.218m will be available to meet the cost of the other works.
Human Resources:	None.
Legal:	The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.
Equality:	None.
Environmental & Sustainability:	The introduction of a roundabout at Long Drive will have a traffic calming effect on this stretch of road. Works to create Sustainable Urban Drainage System offers the opportunity to enhance certain habitats and introduce associated interpretation facilities similar to those already delivered in association with the initial two ponds.
Key Priorities:	The delivery of the infrastructure improvements and development of the Montgomerie Park Master Plan will have an impact on Strategic Priority 1: Growing our economy, increasing employment and regenerating towns.
Community Benefits:	The contractor has agreed to provide various Community Benefits during the contract period including four new entrant recruits (2 x ground workers, 1 x project administrator and 1 x graduate placement), a workshop offering development support to SMEs and Third Sector Organisations, a school project, Science Technical Engineering or Maths (STEM) workshop, school work placement and a career talk for pupils.

5. Consultation

5.1 The draft master plan design for Montgomerie Park has been agreed by the Montgomerie Park Steering Group comprising of officers from the Directorates of Place; Finance and Corporate Support; Education and Youth Employment and Economy and Communities.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2057
For further information please contact Hazel Templeton, Acting Category Manager on on 01294 324547.

Background Papers
None