North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

15 June 2017

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 20 JUNE 2017** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

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

2. **Minutes (Page 9)**
   The accuracy of the Minutes of the meeting of the Cabinet held on 23 May 2017 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).

3. **Lay Representatives on Cabinet (Education) (Page 13)**
   Submit report by the Chief Executive on the progress in terms of lay representative appointments to serve on the Cabinet when it meets to consider Education Authority business (copy enclosed).

EDUCATION ITEMS FOR DECISION

4. INSIGHT School Leavers' Attainment Results 2016 (Page 17)
Submit report and receive presentation by the Executive Director (Education and Youth Employment) on the overall performance of the 2016 North Ayrshire Council school leavers[1] as highlighted in the INSIGHT benchmarking tool (copy enclosed).

5. Cross Boundary Agreement for Early Learning and Childcare Places (Page 31)
Submit report by the Executive Director (Education and Youth Employment) on the proposed protocol for cross boundary early learning and childcare places (copy enclosed).

6. Initial Destinations of Senior Phase School Leavers 2015/2016 (Page 45)
Submit report by the Executive Director (Education and Youth Employment) on the latest statistical information about North Ayrshire school leavers from the School Leaver Destination Return (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Executive Director (Education and Youth Employment)

7. Chartered Institute of Public Finance and Accountancy (CIPFA) Report Recommendations
Submit report by the Executive Director (Education and Youth Employment) on the CIPFA Report Recommendations (copy to follow).

Reports by the Chief Executive

8. Petition: Arran Toilets (Page 53)
Submit report by the Chief Executive on the outcome of consideration by the Audit and Scrutiny Committee of a petition in relation to Arran toilets

9. End of year 2016/17 Progress Reports - Council Plan/Directorate Plans (Page 81)
Submit report by the Chief Executive on the progress of the Council Plan 2015/20 and Directorate Plans 2015/18 as at 31 March 2017 (copy enclosed).

Reports by the Executive Director (Finance and Corporate Support)

10. Maximising Attendance Performance – 2016/17 year end summary (Page 235)
Submit report by the Executive Director (Finance and Corporate Support) on the year end summary of sickness absence for 2016/17 (copy enclosed).

Reports by the Executive Director (Economy and Communities)

11. Active Travel and Transport External Funding 2017/18 (Page 245)
Submit report by the Executive Director (Economy and Communities) on the acceptance of grant offers to allow the implementation of projects to improve active travel and transport (copy enclosed).

12. Planning Performance Framework (Page 259)
Submit report by the Executive Director (Economy and Communities) on the Planning Performance Framework 6 for publication and submission to Scottish Government (copy enclosed).

13. Ayrshire Growth Deal (Page 311)
Submit report by the Executive Director (Economy and Communities) on the development of the Ayrshire Growth Deal and seek approval for funding the Programme Management Office and related projects (copy enclosed).

14. Tax Incremental Finance (Page 317)
Submit report by the Executive Director (Economy and Communities) on the outcome of a bid to the Scottish Government for Tax Incremental Finance pilot project status for investment in Irvine Enterprise Area (copy enclosed).

15. Community Asset Transfer Application: Garnock Rugby Club (Page 325)
Submit report by the Executive Director (Economy and Communities) application by Garnock Rugby Club to seek ownership or a long lease of the grounds currently leased to them at Kilbirnie Lochshore (copy enclosed).

16. Community Asset Transfer Application: Skelmorlie Community Sports Club (SCIO) (Page 335)
Submit report by the Executive Director (Economy and Communities) on the application by Skelmorlie Community Sports Club to secure a long lease of the grounds adjacent to Skelmorlie Primary School, Innes Park Road, Skelmorlie (copy enclosed).

17. Revised Public Realm Improvements Associated with Largs Masterplan (Page 341)
Submit report by the Executive Director (Economy and Communities) on the outcome of a public consultation on the Largs Public Realm Project and subsequent to this agree revisions to the proposals (copy enclosed).

Reports by the Executive Director (Place)

18. Largs Promenade Sea Wall Repairs (Page 345)
Submit report by the Executive Director (Place) on the sea wall repairs required at Largs promenade (copy enclosed).

19. Housing Revenue Account Rent Structure Review (Page 351)
Submit report by the Executive Director (Place) on the Housing Revenue Account rent structure (copy enclosed).

20. Scottish Government Consultation: Energy Efficiency and Condition Standards in Private Rented Housing (Page 357)
Submit report by the Executive Director (Place) on North Ayrshire Council's response to the Scottish Government Consultation on Energy Efficiency and Condition Standards in Private Rented Housing (copy enclosed).

21. District Heating Proposals for Irvine (Page 465)
Submit report by the Executive Director (Place) on the results of a feasibility study considering the establishment of a core district heating network in Irvine, and to seek approval to proceed with the planned next steps for the project (copy enclosed).

CONTRACTS

22. Award of Contract - Overcladding and Re-roofing, Auchenharvie Academy, Saltcoats (Page 477)
Submit report by the Executive Director (Finance and Corporate Support) on the result of the tender exercise for the Design & Build Contract for Overcladding and Re-roofing, Auchenharvie Academy, Saltcoats (copy enclosed).

EXEMPT INFORMATION

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

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

23.1 Strategic Property Acquisition, Irvine (Page481)
Submit report by the Executive Director (Economy and Communities) on an update on Irvine Town Centre (copy enclosed).

23.2 Social Work Complaints Review Committee - Mr G (Page 489)

Submit report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 16 May 2017 (copy enclosed).

23.3 Social Work Complaints Review Committee - Mr F (Page 501)

Submit report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 29 May 2017 (copy enclosed).

24. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt:

Elected Members

Joe Cullinane (Chair)
John Bell (Vice-Chair)
Alex Gallagher
Louise McPhater
Robert Foster
Jim Montgomerie

Church Representatives

Very Reverend Matthew Canon McManus
Ms Elizabeth H. Higton

Teaching Representative

Youth Council Representatives

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
23 May 2017

IRVINE, 23 May 2017 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present
Joe Cullinane, John Bell, Alex Gallagher, Jim Montgomerie and Robert Foster.

Also Present
Jimmy Miller, Donald L Reid and Ian Murdoch

In Attendance
E. Murray, Chief Executive; C. Hatton, Executive Director (Place); L. Friel, Executive Director, F. Walker, Interim Head of Service (People and Transformation), A. Young, HR Operations Manager and A. Lyndon Team Manager (Corporate Procurement) J. Walls, Team Manager (Health & Safety) (Finance and Corporate Support); S. Brown, Interim Director (Health and Social Care Partnership); K. Yeomans, Executive Director (Economy and Communities); J. Butcher, Executive Director (Education & Youth Employment); A. Fraser, Head of Democratic Services, A.Todd, Senior Policy & Performance Officer, M. Gilmour, Senior Communications Officer, S. Nicholls, Marketing and Events Officer and H. Clancy, Committee Services Support Officer (Chief Executive's Service).

Chair
Councillor Cullinane in the Chair.

Apologies for Absence
Councillor Louise McPhater

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. 2017 Directorate Plan Updates

Submitted report by the Chief Executive on the performance of all Directorates as at 30 September 2016 against the priorities in the 2015/18 Directorate Plans.

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

Finance & Corporate Support (FACS)

- the importance of healthy work life balance which aims to reduce absence and increase wellbeing; and
- a review of the FACS structure to ensure a fit with future service delivery models.

Education & Youth Employment

- raising attainment and achievement so that more of our young learners are securing positive and sustainable post-school destinations;
- schools being fully staffed with good quality teachers next term; and
- the partnership arrangements with Health & Social Care Partnership to help reduce inequalities and improve outcomes for vulnerable children and their targeted support.

Place

- energy efficiency advice to tenants and homeowners to help eradicate fuel poverty

Health and Social Care Partnership

- promotion of self-management to enable people to take control and better manage their own health, additional services to support people in avoiding hospital admission and increased opportunities for people to get involved in their local communities; and
- detailed annual performance report showing what has been achieved and the success within H&SCP.

The Cabinet agreed to (a) approve the 2017 updates on the 2015/18 Directorate Plans as set out at Appendices 1 - 5; (b) note the Health and Social Care Partnership's Strategic Plan at Appendix 6, (c) receive 6-monthly progress reports and (d) refer the report to the Audit and Scrutiny Committee for further scrutiny.

3. Creation of Champions

Submitted report by the Chief Executive on which Champion positions will be created for the Council.

The Cabinet agreed to appoint Councillor Larsen as Carers Champion; Councillor Macauley as Young People's Champion; the Provost as Veterans Champion; Councillor Sweeney as Mental Health Champion; and Councillor Miller as Older People's Champion.

4. Health and Safety Annual Performance Report for 2016

Submitted report by the Executive Director (Finance and Corporate Support) on the Health and Safety performance within Council Services over the 12 month period, 1st January 2016 to 31st December 2016.

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

- aggression and violence incidents that have increased significantly and that services continue to work with groups to examine causes, develop reduction strategies, particularly within Additional Support Needs establishments; and
- the new electronic system that has increased awareness and ease of reporting incidents which has resulted in an increase in the number of incidents recorded.

The Cabinet agreed to note the Annual Health and Safety Performance update as at end of December 2016.

5. Procurement of Canal Court Sheltered Housing project via the Hub South West

Submitted report by the Executive Director (Place) on the procurement exercise undertaken regarding the new Canal Court Sheltered Housing Unit, Saltcoats and details of the Chief Executives decision, using delegated powers to appoint Hub South West to deliver the new facility.

Members asked a question and were provided with clarification in relation to Hub South West Scotland's procurement process which follows strict European procurement rules and is designed to ensure a fair and transparent tender process. It also complied with Scottish Government recommendations introduced in November 2013 designed to exclude companies involved in blacklisting from public contracts.

The Cabinet agreed to note the use of delegated powers by the Chief Executive to appoint Hub South West (HubSW) to deliver the construction of the new sheltered housing complex at Canal Court, Saltcoats.

6. Award of Dynamic Purchasing System (DPS) for the Provision of Transport Services

Submitted report by the Executive Director (Finance and Corporate Support) on (a) the result of the tender exercise for a Dynamic Purchasing System for the Provision of Transport Services and (b) the award of the first round of contracts.

Members asked a question, and were provided with clarification in relation to the Dynamic Purchasing System being more flexible as new service providers can apply to join at any time during the life of the DPS.

The Cabinet agreed to approve the establishment of the Dynamic Purchasing System to the service providers noted and to award the first round of contracts.

7. Exclusion of the Public

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

7.1 28 Mackintosh Place, South Newmoor, Irvine

Submitted report by the Executive Director (Finance and Corporate Support) on the on-going work to rationalise the operational depot estate at 28 Mackintosh Place, Irvine.

The Cabinet agreed to (a) approve the on-going work to rationalise the operational depot estate; and (b) approve the purchase of the Streetscene depot at at 28 Mackintosh Place, Irvine as detailed in the report.

The meeting ended at 3.50 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

20 June 2017

Cabinet

Title:	**Lay Representatives on Cabinet (Education)**
Purpose:	To update the Cabinet on progress in terms of lay representative appointments to serve on the Cabinet when it meets to consider Education Authority business.
Recommendation:	That the Cabinet agrees to:- i. approve, with immediate effect, the nomination of Gordon Smith by the Local negotiating Committee for Teachers as its non-voting teacher representative on the Cabinet when it considers Education Authority business; ii. to note that the Executive Director (Education and Youth Employment) will identify two young people (one male, one female) on a meeting-by-meeting basis, to serve as non-voting pupil representatives on the Cabinet when it considers Education Authority business; and iii. to note that a public notice has been published seeking nominations from local denominational groups to fill the third Church representative position, with such nominations to be reported to the Cabinet for consideration at its next meeting.

1. Executive Summary

1.1 This report updates the Cabinet on lay representative vacancies which require to be filled in terms of the Council's Scheme of Administration and invites the Cabinet to approve or note the appointments, as appropriate.

2. Background

2.1 At its meeting on 17 May 2017, the Council considered a number of committee appointments, including the appointment of a number of additional members to the Cabinet when it meets to consider Education Authority business. The Council agreed:-

i. to appoint the Very Reverend Matthew Canon McManus and Ms Elizabeth Higton as the Roman Catholic Church and Church of Scotland representatives, respectively;

ii. to issue a public notice seeking nominations from church or denominational groups to fill the third church representative position;

iii. to approve the appointment of a non-voting representative to be nominated by the Local Negotiating Committee for Teachers;

iv. to appoint two non-voting pupil representatives (one male, one female), to be drawn from a pool of Youth Council members on a meeting -by-meeting business; and

v. to remit to Cabinet to agree such appointments.

2.2 A nomination has now been received from the Local Negotiating Committee for Teachers, for Mr. Gordon Smith to continue in the non-voting teacher representative role which he fulfilled during the previous Administration.

2.3 The Executive Director (Education and Youth Employment) has undertaken to identify two pupil representatives on a meeting-by-meeting basis to attend the Cabinet when it meets to consider Education Authority business.

2.4 A public notice has been published inviting local denominational groups to submit nominations to fill the third church representative position. One nomination has been received to date and this, together with any further nominations received by 30 June 2017, will be presented to the Cabinet for consideration at its next meeting. In order to assist the Cabinet in its decision-making, nominating church bodies have been invited to provide background information on the geographical areas covered, the length of time the church has served the area and the size of its congregation.

3. Proposals

3.1 The Cabinet is invited to:

i. approve, with immediate effect, the nomination of Gordon Smith by the Local Negotiating Committee for Teachers as its non-voting teacher representative on the Cabinet when it considers Education Authority business;

ii. to note that the Executive Director (Education and Youth Employment) will identify two young people (one male, one female) on a meeting-by-meeting basis, to serve as non-voting pupil representatives on the Cabinet when it considers Education Authority business; and

iii. to note that a public notice has been published seeking nominations from local denominational groups to fill the third church representative position, with such nominations to be reported to the next meeting of the Cabinet for consideration.

4. Implications

Financial:	None arising from this report
Human Resources:	None arising from this report
Legal:	None arising from this report
Equality:	None arising from this report
Environmental & Sustainability:	None arising from this report
Key Priorities:	None arising from this report
Community Benefits:	not applicable

5. Consultation

5.1 Committee Services has liaised with Education and Youth Employment regarding the nomination from the local negotiating committee for teachers and on the identification of young people to form part of the rota of youth representatives

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Melanie Anderson, Committee Services Team Leader on 01294-324131

Background Papers
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NORTH AYRSHIRE COUNCIL

Agenda Item 4

20 June 2017

Cabinet

Title:	**INSIGHT School Leavers' Attainment Results 2016**
Purpose:	To update Cabinet on the overall performance of the 2016 North Ayrshire Council school leavers[1] as highlighted in the INSIGHT benchmarking tool.
Recommendation:	(i) Agree to note the content of the report and the achievements of school leavers in last year's SQA examinations; (ii) Approve the measures being taken to make further improvements to the attainment and achievement of future school leavers.

1. Executive Summary

1.1 This report summarises the key performance measures for all school leavers in the session 2015-16, and outlines proposals for future actions to secure further improvements in performance.

2. Background

2.1 Since 2014, the Scottish Government has produced a customised web interactive analytical tool to benchmark and inform performance evaluation in schools and education authorities. INSIGHT is published twice a year - interim release in September and main results in February - based on the annual Scottish Qualifications Authority (SQA) examination results and awards offered by other accredited providers. Schools are now engaging with the various dashboard, which are designed to analyse, compare and improve performance of young people in the senior phase. INSIGHT promotes a collaborative approach to analysing the data and working together to improve attainment and achievement.

2.2 INSIGHT is consistent with the Curriculum for Excellence ethos as it emphasises the best achievement at the point of exit from school[2], rather than at stage-by-stage level, although it still allows users to drill down to cohort, level, subject or socio-demographic characteristics of pupils.

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[1] The leavers' cohort in INSIGHT does not completely match with the Skills Development Scotland (SDS) leavers return. This will be the case across all local authorities due to the inherent difficulty in matching individual data sets.

INSIGHT continues to be updated and upgraded to include a wider range of qualifications from more qualification providers and aims at reducing the risk of creating adverse incentives through the performance measures provided.

2.3 The new benchmarking methodology used by INSIGHT is centred on the idea of a "Virtual Comparator" replacing the group of "comparator schools/authorities" used in STACs. This virtual school is built around four key characteristics, which go into the make-up of any school: gender balance; staying-on rates; percentage of time spent in mainstream classes vs. time spent in special education classes and deprivation based on the Scottish Index of Multiple Deprivation (SIMD). From these four areas, the tool matches ten leavers from across Scotland to every one of the leavers in each school/authority and treats this matched group as the virtual school/authority.

2.4 The main analysis of 2016 attainment and achievement for secondary schools were released by the Scottish Government on 25 February 2017. This report follows on from the interim overview of the 2016 SQA results provided to Cabinet in October 2016. The February 2017 edition of INSIGHT is updating the information from the September 2016, in that it presents the *National Indicators* describing the attainment of **school leavers 2016,** irrespective of the stage they were at the time they left school. The October 2016 Committee paper on SQA 2016 attainment has discussed the INSIGHT *Local Indicators,* which are computed on the basis of the stage cohorts, irrespective of the fact that a pupil was a 2016 school leaver or stayed on in school. This Report is structured - as in previous years - along the four key national benchmarking measures aimed at:

1. Improving attainment in Literacy and Numeracy (% of candidates attaining Literacy and Numeracy)
2. Improving attainment for all (Average Total Tariff Score distribution)
3. Tackling Disadvantage by Improving the Attainment vs. Deprivation Gap (Average Total Tariff Score by SIMD decile)
4. Increasing Post-school participation (School Leaver Destinations for 2016).

2.5 **Improving attainment in Literacy and Numeracy** (These highlights are supported by charts in Appendix 1)

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[2] The 2016 benchmarking "point of exit" indicators published in INSIGHT on 25 February 2017 are called "National Benchmarking Measures". The set of similar indicators referring to specific cohorts are designated as "Local Benchmarking Measures" in INSIGHT.

[3] The data for previous years' attainment is annually updated, to account for some corrections in the national methodology and the inclusion of some school leavers' records that were not available at the time. Therefore, the values of the indicators in this Paper will not match exactly the figures available in the report presented to Members this time last year.

2.5.1 The percentage of leavers in North Ayrshire achieving Literacy at SCQF level 4 is consistently over 95% for the past two years, exceeding the Virtual Comparator and overall National levels. **Literacy** at Level 5 or better in 2016 has significantly increased to 79.4%, compared to 74.1% in 2015. This not only exceeds the Virtual Comparator performance, but - for the first time - is just over the National performance. This is a reflection of the continued focus on core Literacy and Numeracy skills from the Broad General Education stage and throughout the Senior Phase - with most learners being challenged towards achieving SCQF levels 4 and above in English and Mathematics SQA qualifications.

2.5.2 The performance of North Ayrshire school leavers in Numeracy has been increasing steadily, year-on-year, for the past five years both at level 4 and level 5. While North Ayrshire performance in Numeracy exceeds the one of the Virtual Comparator in both measures it has also reduced the gap with respect to national performance at Level 4 and has exceeded the National performance in Numeracy at level 5, for the second year running.

2.5.3 Although not part of the National Benchmarking Indicators, Literacy and Numeracy results at level 6 are also on the increase. At 53% of school leavers attaining in Literacy at Higher level or above (27% in Numeracy), North Ayrshire performance exceeds Virtual Comparator levels in both measures. These achievements and improvements in Literacy and Numeracy are essential for developing learners' skills in other areas and constitute a solid foundation to build further achievement.

2.6 **Improving attainment for all** (These highlights are supported by charts in Appendix 2)

2.6.1 This measure focuses on the average total tariff score of the candidates' latest and best qualifications. Tariff points are assigned to each unit or course achieved by learners. The information is presented as the average total tariff score per stage cohort and is broken down into the three categories of the lowest attaining 20%, the middle attaining 60% and the highest attaining 20%.

2.6.2 The average total tariff score of the lowest attaining 20% of leavers (Appendix 2) has dipped slightly in 2016 but has remained well above the Virtual Comparator and National performance. In four of the last five years, the performance of the lowest attaining 20% of leavers in North Ayrshire has been greater than the National performance and remains on an upward trend over the last 5 years.

2.6.3 The performance of the middle attaining 60% of school leavers from North Ayrshire has steadily improved over the last 5 years (Appendix 2). At an average total tariff score of 786 in 2016, North Ayrshire is in line with the Virtual Comparator, and while we currently remain below the National performance, the gap is narrowing.

2.6.4 The performance of the highest attaining 20% of leavers (Appendix 2) has considerably improved in 2016, exceeding the corresponding performance of the Virtual Comparator and reducing the gap with respect to National levels.

2.7 **Attainment vs. Deprivation** (These highlights are supported by charts in Appendix 3a - 3b)

2.7.1 The INSIGHT measure aimed at tackling disadvantage presents the Average Total Tariff Score (ATTS) compared across the SIMD datazone deciles[4] where the school leavers reside.

2.7.2 The chart referring to this measure (Appendix 3a) highlights "bubbles" for which the centre is marking the ATTS of leavers in the respective decile and the size of the bubble suggests the proportion of the total cohort residing in the respective SIMD decile areas. The "lighter" bubbles represent North Ayrshire and the "darker" bubbles designate the national picture. The steeper the line through the bubbles, the more pronounced the disparity between the attainment of leavers residing in more deprived areas and that of leavers from less deprived areas.

2.7.3 The Attainment vs. Deprivation chart for 2016 (Appendix 3a), clearly shows that - in SIMD deciles 1 to 3 - North Ayrshire school leavers have performed broadly in line with that of the National establishment. Considering that 50% of our school leavers reside in SIMD decildes 1 to 3, this has a considerable influence over the overall performance of school leavers in North Ayrshire. School leavers in SIMD decile 4 to 8 have performed significantly higher than the National establishment, which also exceeds previous year's performance for these segments. Pupils in the least deprived 10% areas in Scotland (a very small number in North Ayrshire) continue to perform below school leavers from similar areas around Scotland.

2.7.4 Looking at the cumulative attainment of 2016 school leavers (Appendix 3a), the average trend line for North Ayrshire has shifted discernibly above National trend line, indicating higher average performance, with a similar attainment vs. deprivation correlation.

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[4] The Scottish Index of Multiple Deprivation (SIMD) - 2016 update - ranks the 6976 datazones across Scotland according to a composite of measures of socio-economic deprivation. We are able to pinpoint the SIMD deprivation decile of the area where a pupil resides using the pupil's postcode as collected on the occasion of the annual School Census. SIMD decile 1 represents the 10% most deprived datazones in Scotland while SIMD decile 10 represents the least SIMD deprived of datazones in Scotland. INSIGHT

has now updated their analysis is based on SIMD 2016 and the new (redrawn) datazones based on the 2011 population census.

2.7.5 The cumulative attainment of school leavers (in terms of the total tariff score of the average school leaver of each year's cohort) is derived from the information provided by INSIGHT, Attainment vs. Deprivation measure. Appendix 3b shows the seven-year trend of the average total tariff score in North Ayrshire vs the National establishment.

2.7.6 The pace of improvement in average total tariff score is greater in North Ayrshire than nationally and our performance in 2016 has exceeded the average figure for Scotland as a whole. This is only a rough indication that curriculum choices available to our learner and the individual attainment of school leavers from the different SIMD areas has improved the potential for higher attainment to all North Ayrshire school leavers and opportunities at all stages and levels have started to reflect positively in last year's performance. Sustainability of this improving path should now be the priority for all schools in the authority.

2.8 **Increasing Post-School Participation** (Appendix 4)

2.8.1 Skills Development Scotland (SDS) has ceased to publish the School Leavers Destination Return (SLDR) and has now started publishing the ***Participation Measure*** - which takes into account the entire 16-19 year-old population within an area. Consequently, INSIGHT has become the only source for the annual School Leavers (initial) Destinations indicator. For the purpose of Appendix 4, it should be noted that the INSIGHT leavers' cohort does not match exactly the cohort reported until 2016 by SDS. This is a statistical discrepancy due to slightly different data sets that had been used in INSIGHT and SDS analyses. Over the last few years, the percentage of school leavers moving into positive destinations has been one of the highest across Scotland. In 2016, the INSIGHT leavers' cohort was considerably smaller than the 2015 leavers' cohort (1317 vs. 1520). Although the 2016 percentage of leavers into positive destinations is - at 94.84% - slightly lower than last year (95.92%) it remains well above the national performance and is consistent with the longer term increasing trend over the past 7 years.

3. Proposals

3.1 It is proposed that Cabinet agrees to note the content of the report and the achievements of the leavers as highlighted in this annual INSIGHT report.

3.2 The following improvement actions are proposed in respect of the key performance measures in INSIGHT:

3.2.1 **Improving attainment in Literacy & Numeracy**: Key messages from the Scottish Survey of Literacy and Numeracy will be shared with head teachers and incorporated into improvement plans for the year ahead to address issues arising from the national publication. North Ayrshire's Attainment Challenge will continue to focus on developing better literacy and numeracy skills for targeted groups of learners.

3.2.2 **Improving Attainment for All**: There will be a continuation of the focus on the middle and highest achieving learners to ensure that our performance continues to reduce the gap between North Ayrshire and the National performance. Specific work will also be undertaken to improve the performance of the lowest achieving school leavers in S4, which our analysis has identified as an area for further improvement. Part of our work will include a further expansion of available courses and units to ensure that the Senior Phase is meeting the learning needs and aspirations of all learners. Separate analysis is undertaken to monitor and track the performance of Looked After Children and Young People against key measures. A separate report on LAC will be brought to Cabinet in the Autumn.

3.2.3 **Attainment versus Deprivation**: North Ayrshire's Attainment Challenge will continue to implement interventions for pupils living in the most deprived areas to improve their attainment and achievement levels. This work will be accelerated in session 2017-18 through the introduction of the Pupil Equity Fund. There will also be an ongoing focus on the learners living in decile 10 (least deprived areas) to endeavour to bring their performance into line with national levels.

3.2.4 **Increasing Post-School Participation**: Improvement actions to address this measure are contained within a separate Cabinet paper, also dated 20 June 2017.

4. Implications

Financial:	There are no financial implications.
Human Resources:	Legal Implications.
Legal:	There are no legal implications.
Equality:	There are no equality implications.
Environmental & Sustainability:	There are no environmental and sustainability implications.
Key Priorities:	North Ayrshire CPP SOA 2013-17: Priority - "A Working North Ayrshire". NAC Council Plan 2015-2020: Priority 3 - "Ensuring people have the right skills for learning, life and work". Education and Youth Employment Directorate Plan 2015-2018: Priorities - 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. 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.
Community Benefits:	N/A

5. Consultation

5.1 During the early implementation phase of the Scottish Attainment Challenge national initiative, the focus of the Leadership Team in Education and Youth Employment has been predominantly on primary schools. Nevertheless, Leadership Team and Senior Managers have visited secondary schools and met frequently with head teachers and their senior management teams to discuss achievement results for 2015, to help and support all young people in meeting their full potential. Challenging discussions have taken place on how schools are using the analysis of their attainment as a mechanism to inform their targets, particularly on presentations for National 5 and Higher for the session ahead.

5.2 A common approach to target setting and tracking has been introduced across all secondary schools. Schools are using a combination of SEEMiS monitoring and tracking module and a bespoke approach to matching pupil characteristics to the tracking entries, which is ensuring more robust target setting, tracking and monitoring is taking place this session and the years ahead. It has been recognised that a more rigorous approach to tracking and monitoring at Broad General Education (BGE) stages will provide considerable benefits in adapting curricular choices to each pupil's potential and personal abilities and will maximise attainment in the Senior Phase.

JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : AMcC/LB
For further information please contact Andrew McClelland, Interim Head of Service on 01294 324413

Background Papers
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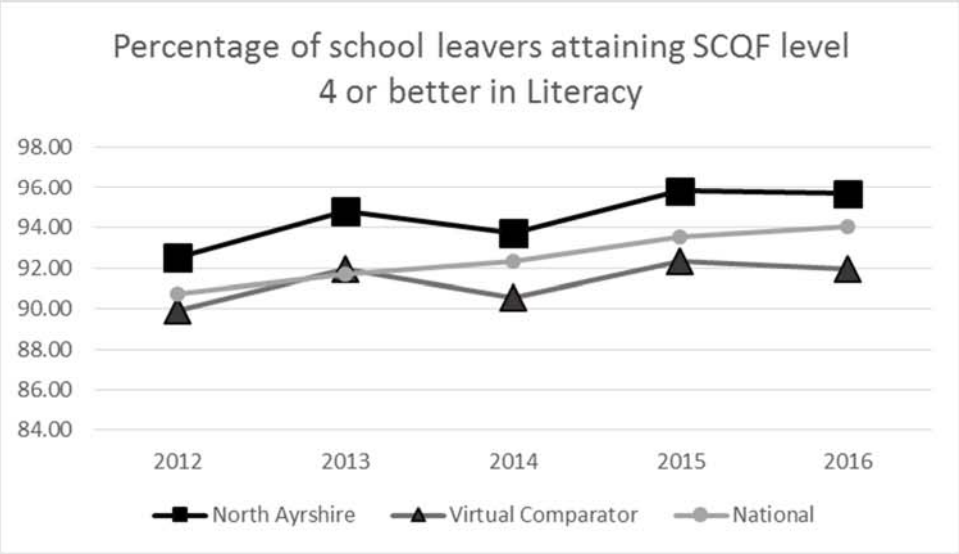
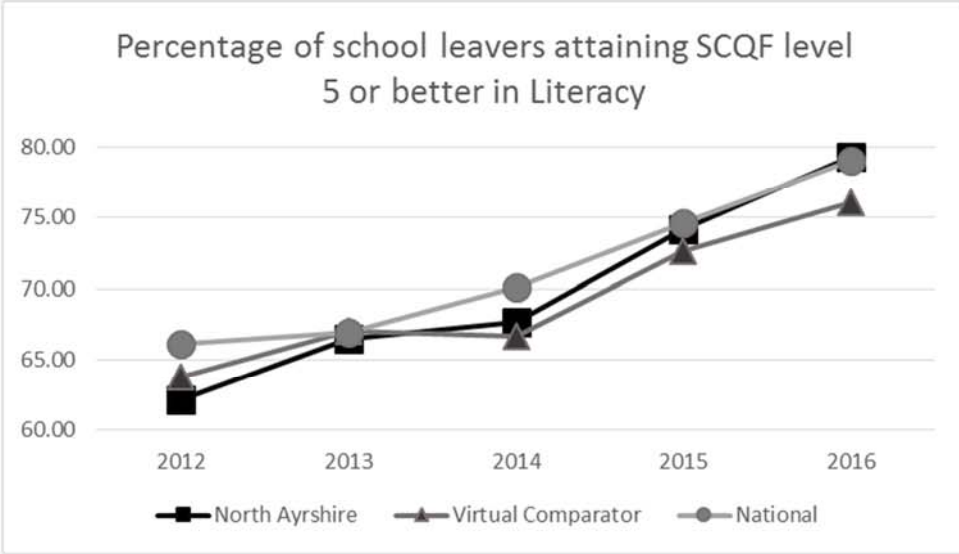
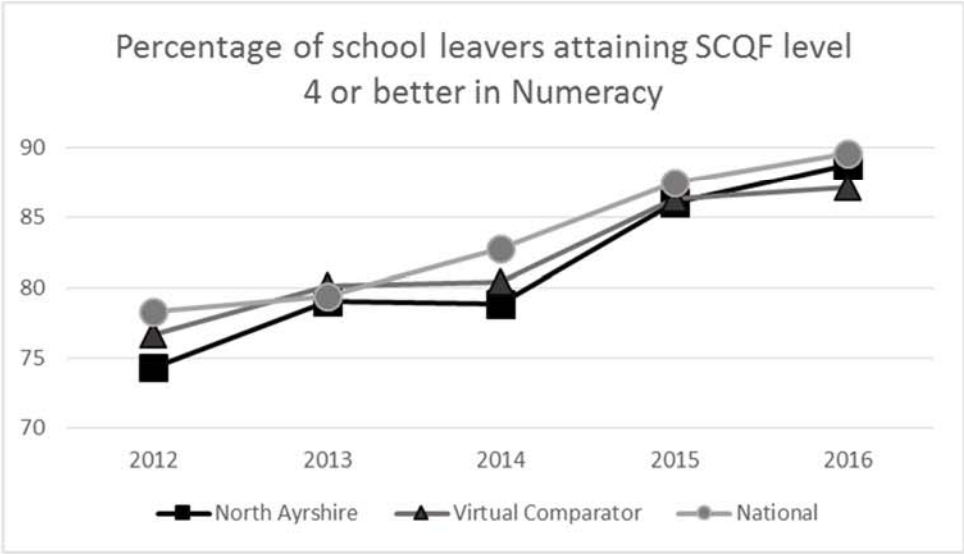
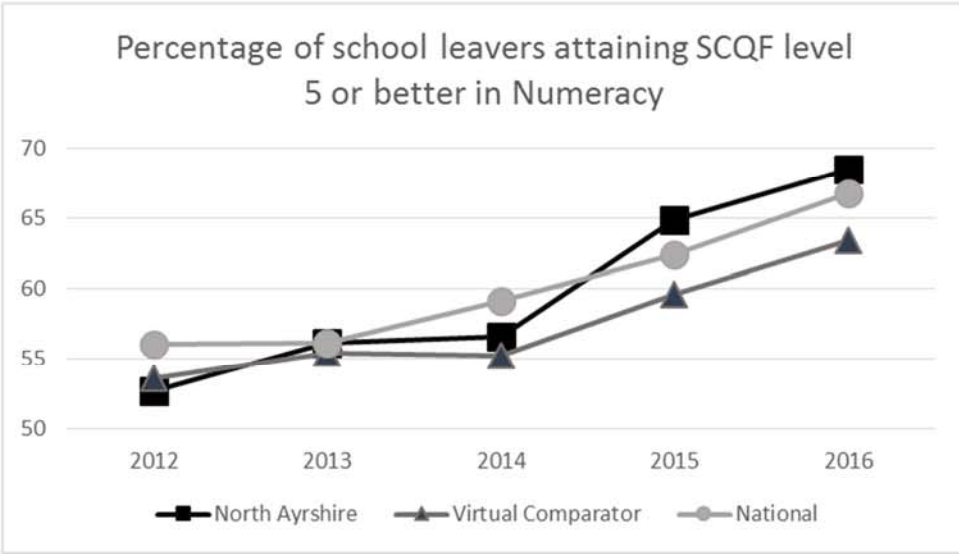
Appendix 1


Percentage of school leavers attaining SCQF level 4 or better in Literacy
98.00
96.00
94.00
92.00
90.00
88.00
86.00
84.00
2012
2013
2014
2015
2016
North Ayrshire
Virtual Comparator
National

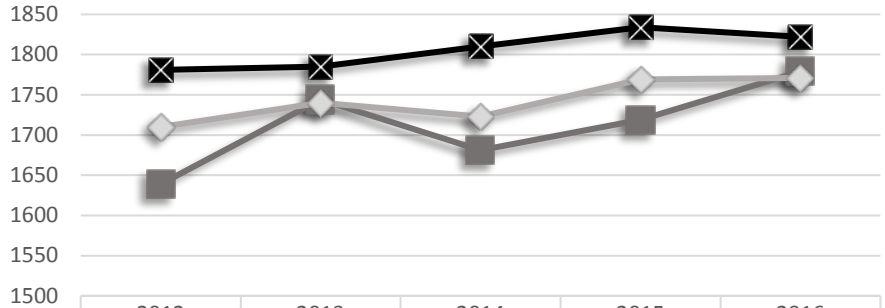

Percentage of school leavers attaining SCQF level 5 or better in Literacy
80.00
75.00
70.00
65.00
60.00
2012
2013
2014
2015
2016
North Ayrshire
Virtual Comparator
National


Percentage of school leavers attaining SCQF level 4 or better in Numeracy
90
85
80
75
70
2012
2013
2014
2015
2016
North Ayrshire
Virtual Comparator
National


Percentage of school leavers attaining SCQF level 5 or better in Numeracy
70
65
60
55
50
2012
2013
2014
2015
2016
North Ayrshire
Virtual Comparator
National

Appendix 2

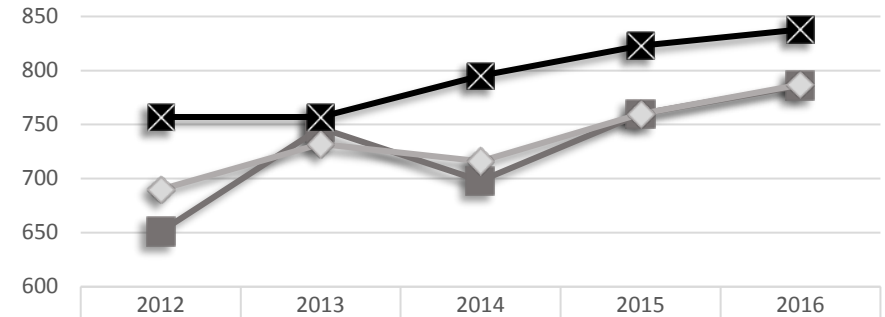
Attainment for All - Highest 20%



	2012	2013	2014	2015	2016
North Ayrshire	1639	1744	1681	1719	1779
Virtual Comparator	1710	1740	1723	1769	1771
National	1781	1785	1810	1834	1822

North Ayrshire Virtual Comparator National

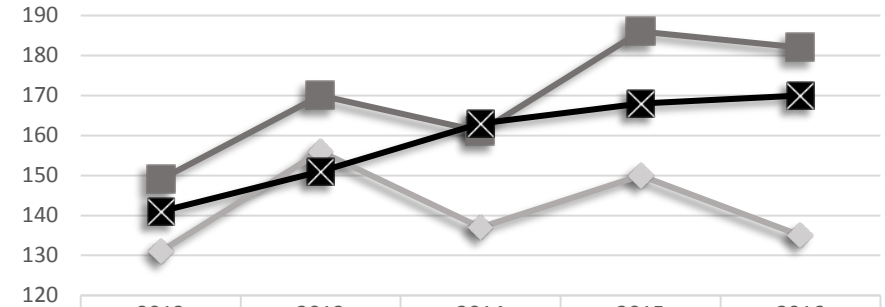
Attainment for All - Middle 60%



	2012	2013	2014	2015	2016
North Ayrshire	651	747	698	760	786
Virtual Comparator	690	732	716	760	787
National	757	757	795	823	838

North Ayrshire Virtual Comparator National

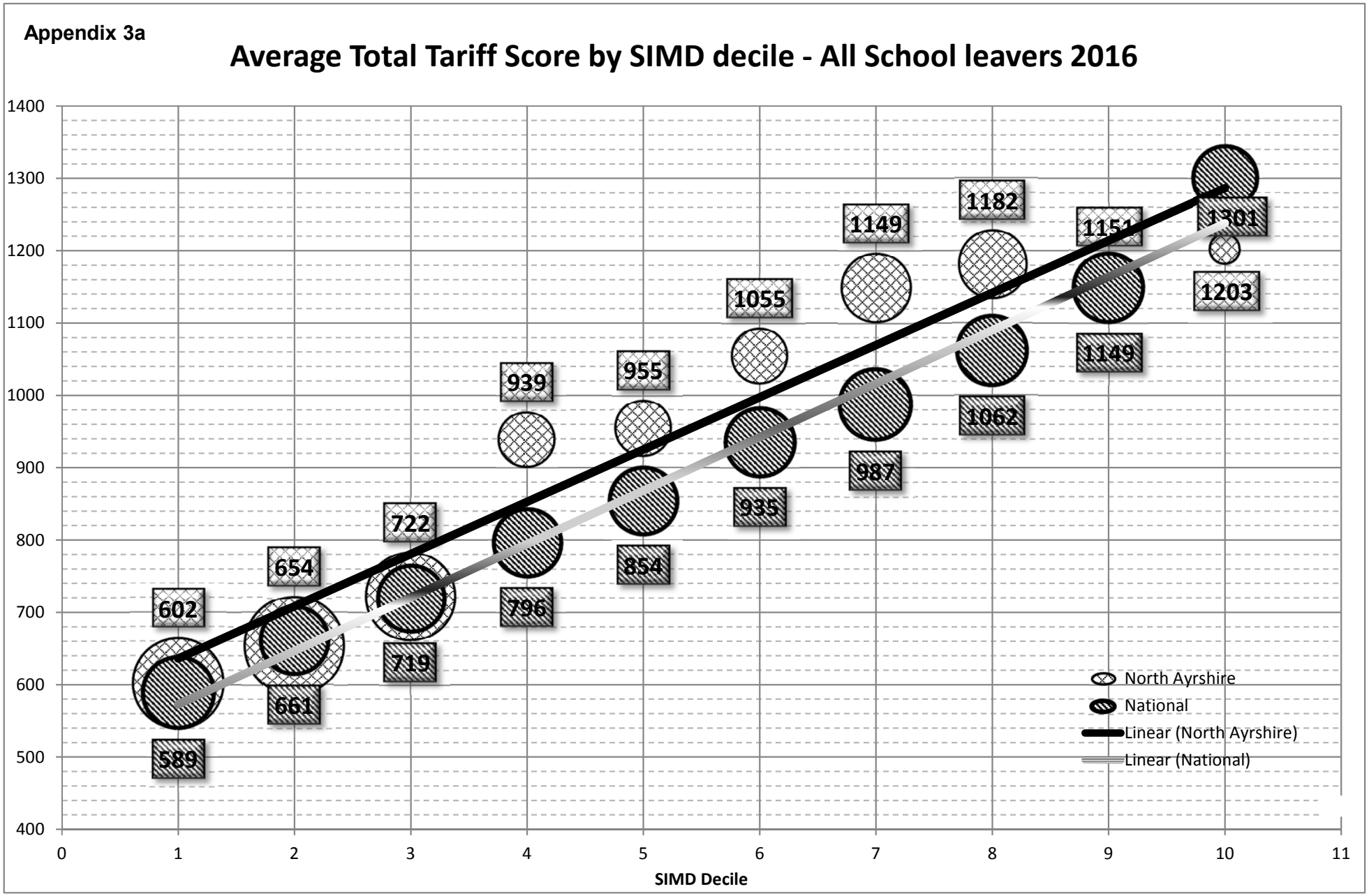
Attainment for All - Lowest 20%



	2012	2013	2014	2015	2016
North Ayrshire	149	170	161	186	182
Virtual Comparator	131	156	137	150	135
National	141	151	163	168	170

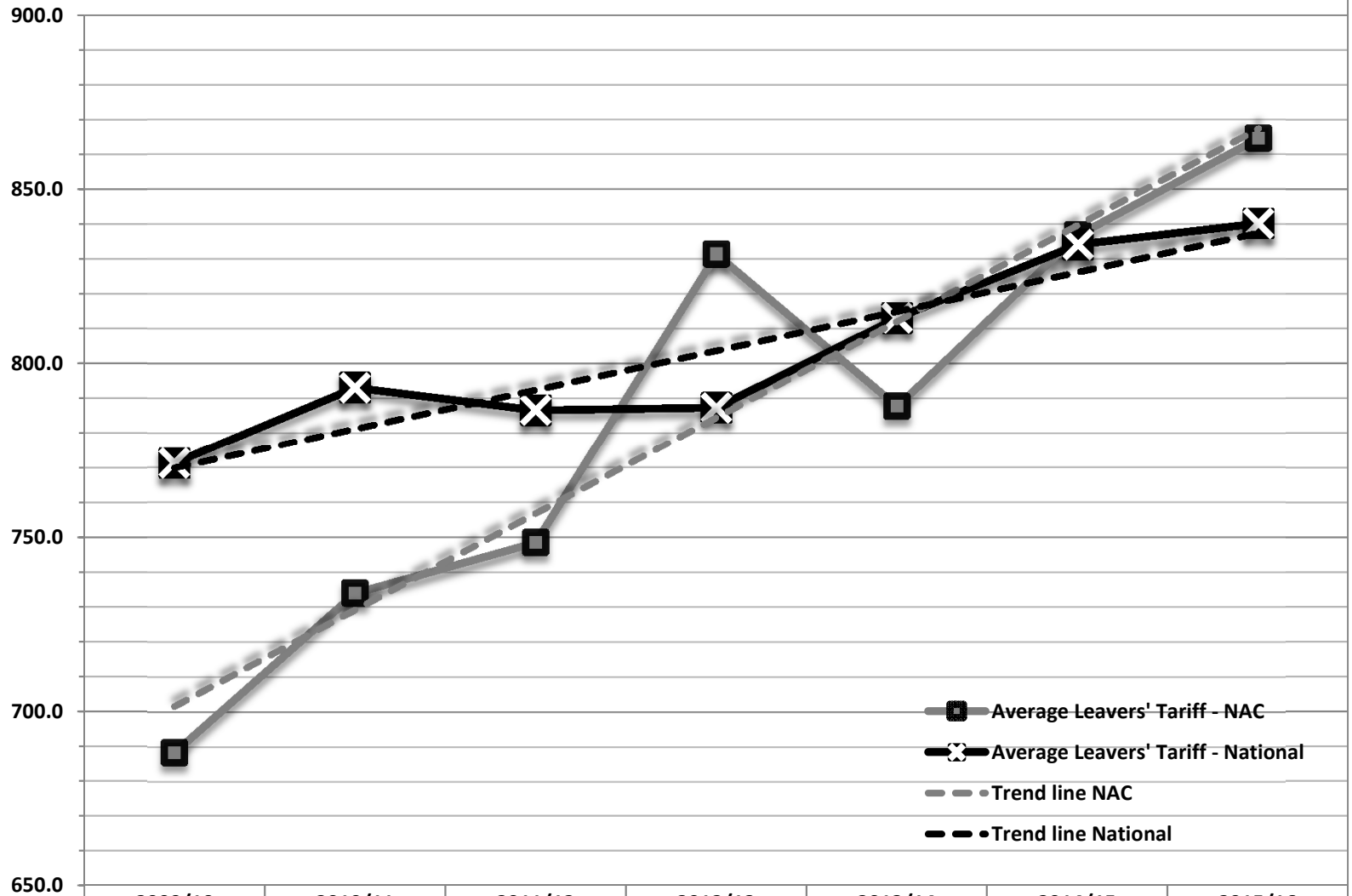
North Ayrshire Virtual Comparator National

Appendix 3a


Average Total Tariff Score by SIMD decile - All School leavers 2016
1400
1300
1200
1100
1000
900
800
700
600
500
400
0
1
2
3
4
5
6
7
8
9
10
11
SIMD Decile
602
654
722
939
955
1055
1149
1182
1151
1301
589
661
719
796
854
935
987
1062
1149
1203
North Ayrshire
National
Linear (North Ayrshire)
Linear (National)

Appendix 3b

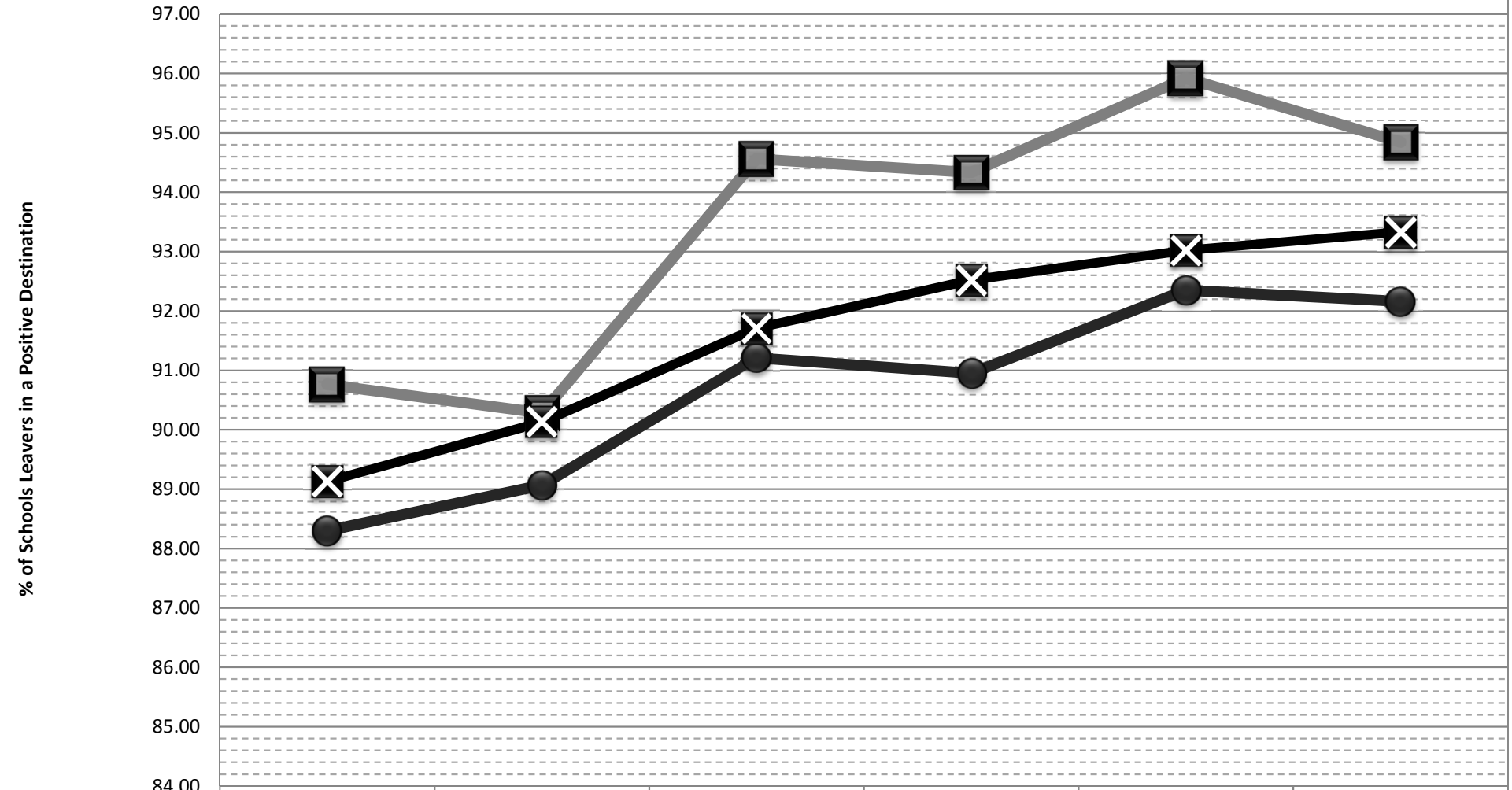
Average Total Tariff Score per School Leaver - 7 years



	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Average Leavers' Tariff - NAC	688.4	734.0	748.5	831.4	787.7	836.9	864.7
Average Leavers' Tariff - National	771.4	793.1	786.6	787.4	813.1	834.2	840.3

Appendix 4

School Leaver Destinations - INSIGHT Leavers cohorts 2011-16



	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
North Ayrshire	90.76	90.28	94.56	94.33	95.92	94.84
Virtual Comparator	88.30	89.07	91.21	90.95	92.35	92.16
National	89.13	90.13	91.71	92.52	93.02	93.33

NORTH AYRSHIRE COUNCIL

Agenda Item 5

20 June 2017

Cabinet

Title:	**Cross Boundary Agreement for Early Learning and Childcare Places**
Purpose:	To inform Cabinet of the proposed protocol for cross boundary early learning and childcare places.
Recommendation:	Cabinet approve the protocol for cross boundary early learning and childcare places.

1. Executive Summary

1.1 The Children and Young People (Scotland) Act 2014 placed a duty on local authorities to increase the entitlement of all eligible 3 – 5 year old children to 600 hours of early learning and childcare. Issues arose where parents required to access an early learning and childcare place in another local authority to support their childcare needs.

1.2 The Scottish Government requested that neighbouring authorities meet and agree a protocol whereby places were granted through a reciprocal agreement when places were available and where numbers in each authority were similar.

1.3 The local authorities listed below have drawn up a draft protocol to take this forward from August 2017. List of local authorities involved in draft Cross Boundary Protocol Agreement:

- North Ayrshire
- South Ayrshire
- East Ayrshire, Glasgow
- East Renfrewshire
- Renfrewshire
- Inverclyde
- East Dumbartonshire
- West Dumbartonshire
- South Lanarkshire
- North Lanarkshire

2. Background

2.1 The Children and Young People (Scotland) Act 2014 placed a duty on local authorities to increase the entitlement of all eligible 3 – 5 year old children to 600 hours of early learning and childcare. The Act also asked local authorities to provide an appropriate level of flexibility to allow parents / carers some choice when deciding to access services.

2.2 A significant number of parents / carers are opting for this level of flexibility and choice to meet childcare and family requirements; in particular they are requesting early learning and childcare funding from a local authority where they do not reside. For clarity of purpose we will refer to these authorities as host authorities.

2.3 The duty for providing early learning and childcare lies with the authority where a child lives. These authorities are referred to as resident authorities.

2.4 While it is clear there is no legislative requirement for local authorities to accept funding requests from non-residents; *Glasgow City Council, East Renfrewshire Council, Renfrewshire Council, Inverclyde Council, East Dunbartonshire Council, West Dunbartonshire Council, South Lanarkshire Council, North Lanarkshire Council, South Ayrshire, North Ayrshire and East Ayrshire* have collaborated to produce clear guidelines and protocol to support the spirit of the Act and provide parents/carers and families with the opportunity to make such a request.

2.5 In North Ayrshire we have supported parents to access places in cross boundary authorities and where there was no reciprocal agreement in place, North Ayrshire funded the child at the rate of payment agreed for North Ayrshire Partner Providers.

3. Proposals

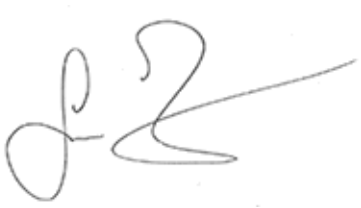
3.1 It is proposed that North Ayrshire Council follow the protocol and issue the guidelines to parents and partner providers.
Appendix 1

4. Implications

Financial:	There are no financial implications as there will be a reciprocal agreement in place.
Human Resources:	Officer time to attend cross boundary meetings.
Legal:	There are no legal implications.
Equality:	Where available parents/carers will be able to access ELC places to suit their needs.
Environmental & Sustainability:	There are no environmental and sustainability implications.
Key Priorities:	N/A
Community Benefits:	N/A

5. Consultation

5.1 This has been shared with all Early Years Managers and Partner Providers.



JOHN BUTCHER
Executive Director (Education and Youth Employment)

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

Background Papers
-

Inter-Authority Cross Boundary Funding Protocol

April 2017

Cross Boundary Inter- Authority Funding Protocol

For parents/carers that are requesting Cross Boundary Funding for children aged 3-5 years placed in Private and Voluntary Provision

Rationale

"It is recommended that a cross-boundary no charging policy is implemented uniformly by education authorities. However this clearly only works where authorities consistently implement a cross boundary no charging policy. Reciprocal arrangements will work best where there is a balance of children in and out of an education authority area. It is recommended that local authorities meet on a regional or neighbouring basis to identify movement and places across boundaries; and, reach sustainable and mutually beneficial arrangements.

Where there is an imbalance of children, there needs to be a clear agreement on funding and admission policies. On-going work will be required to resolve those issues.

It is important to note that in addition to the benefits that early learning and childcare brings to young children, it is also essential to removing barriers and increasing flexibility for those parents who are working, training or studying. Reciprocal cross boundary arrangements are therefore fundamental to realising the social and economic benefits of early learning and childcare for families and society."

(Early Learning and Childcare Statutory Guidance, Scottish Government, August 2014)

Purpose of Protocol

The Children and Young People (Scotland) Act 2014 placed a duty on local authorities to increase the entitlement of all eligible 3 – 5 year old children to 600 hours of early learning and childcare. The Act also asked local authorities to provide an appropriate level of flexibility to allow parents / carers some choice when deciding to access services.

A significant number of parents / carers are opting for this level of flexibility and choice to meet childcare and family requirements; in particular they are requesting early learning and childcare funding from a local authority that they are **not** resident in. For clarity of purpose we will refer to these authorities as **host authorities**.

The duty for providing early learning and childcare lies with the authority where a child lives. These authorities are referred to as **resident authorities**.

While it is clear there is no legislation requirement for local authorities to accept funding requests from non-residents; ***Glasgow City Council, East Renfrewshire Council, Renfrewshire Council, Inverclyde Council, East Dunbartonshire Council, West Dunbartonshire Council, South Lanarkshire Council, North Lanarkshire Council, South Ayrshire, North Ayrshire and East Ayrshire*** have collaborated to produce clear guidelines and protocol that would support the spirit of the Act and provide **parents/carers** and families with the opportunity to make such a request.

Procedure

1. Parents / carers can ask a Private and Voluntary provider working in partnership with any of the named authorities to make a request on their behalf to the host local authority of a child for early learning and childcare funding. The timing of this request is important to ensure it complies with existing host local authority timelines for allocating funding to partner providers.

2. An **Inter Authority Cross Boundary Admission Panel** inclusive of representatives from all participating local authorities will meet in May each year to review funding requests and agree levels of cross boundary funding for the new session commencing August. Funding requests will be granted in the first instance on a reciprocal basis (i.e. the resident authority will match the host authority with funding requests, therefore eliminating the need for payment between local authorities.

3. Where there is an imbalance of number of children placed between host and resident authorities; negotiation will take place to agree the level of cross boundary funding, with payment rates being invoiced at the rate of the host authority.

4. Levels of funding will be agreed within the constraints of resident local authority budgets.

5. To ensure equity and fairness, funding requests will be approved according to the published Inter Authority Cross Boundary Admission Criteria**.** Funding will be considered within Banding Criteria 1 – 5, with 1 having the highest priority. **(refer NOTE 1)**

6. Host local authorities will notify their partner providers of the outcome of their request for funding. Thereafter, service providers or local authorities (depending on resident authorities existing protocols) will notify parents/carers of the decision.

7. If requests received exceed the level of funding available, a ballot may be necessary to determine who is successful in receiving funding. Private and Voluntary providers will be supported by host local authorities to carry out the ballots.

8. Parents/carers should be made aware that successful funding requests will commence the term after the child's 3rd birthday, irrespective of the Admission Policy of the named authorities. Cross boundary funding is granted for two years, returning children remaining with a partnership provider are not required to make a further request for funding, however partner providers must ensure that returning children are discussed during the Inter Authority Cross Boundary Admission Panel meetings.

9. All local authorities are committed to monitoring closely the number of children attending their Private and Voluntary providers to ensure that cross boundary numbers are consistent with those agreed by the Inter Authority Cross Boundary Admission Panel. Where there appears to be a discrepancy, then this must be flagged up to the partner provider and parent/carer to ensure they are aware that the funding has not been granted and that neither the resident or host authority will provide funding for the early learning and childcare provision.

10. The **Inter Authority Cross Boundary Admission Panel** will meet in **November** each year to review uptake of funding requests and to highlight any discrepancies and imbalances between the previously agreed reciprocal arrangements. Where this is the case, further reciprocal arrangements, or if applicable invoicing may be agreed.

NOTE 1: Inter Authority Cross Boundary Admission Criteria

1. *Any child in need of protection, Looked After, Kinship Care and ASN (must be supported by either single or multi-agency referral).*
2. *Children granted deferred entry by local authority (excluding parental choice to defer).*
3. *Preschool children returning.*
4. *Preschool and Ante-preschool children (new applicants).*
5. *Other.*

Inter Authority Cross Boundary Process Timeframe

- End of May **Inter Authority Cross Boundary Admission Panel**
  - sharing information of funding requests
  - agreeing funding requests

- Beg of June **Parents/carers** informed of outcome funding request

- November **Inter Authority Cross Boundary Admission Panel**
  - sharing information of uptake of funding

- Ongoing Communication and Monitoring

- March Invoicing

Quality Assurance

"Where an education authority accepts children from neighbouring authorities, this can impact on funding as well as responsibilities for quality assurance, staff training and CPD in host authorities."

(Early Learning and Childcare Statutory Guidance, Scottish Government, August 2014)

It is essential that excellence is at the heart of all service delivery and as such we will ensure that all children will receive high quality early learning and childcare. An Inter-Authority Sub-Group has been established to devise clear quality assurance procedures. All Private and Voluntary Providers working in partnership with the named authorities will be routinely involved in ongoing quality assurance activity. Moving forward, these procedures will form part of this Protocol.

In addition, as we move towards 2020 and the expansion of Early Learning and Childcare we are committed to inter-authority partnership working to develop clear pedagogical guidance and to deliver high quality Career Long Professional Learning (CLPL) opportunities for the Early Learning and Childcare Workforce.

Financial Implications

This Protocol is written in an attempt to minimise the administrative burden of Inter Authority Cross Boundary Funding whilst maximising parental choice in where a child is placed. Every attempt will be made to have reciprocal arrangements where there is a balance of children in and out of an education authority area. However, it is recognised that on occasions there may be an imbalance of funding requests between local authorities. This Protocol is designed to facilitate discussion and agreement and to ensure neither host nor resident authorities are held liable for funding without agreement. It should be noted that this agreement is made within the confines of resident local authority budgets. No additional funding will be charged without this formal agreement and as such **parents/carers** and partnership providers should be made fully aware of this Protocol.

Monitoring and Evaluation

Host authorities will continually monitor the children attending partnership provider establishments, reporting any discrepancies to the resident authority immediately.

Where it is apparent that parents/carers are receiving funded hours.in both the resident and host authority, the parent/carer will be liable for any charges incurred by the host authority.

The Inter-Authority Early Learning and Childcare Strategic Group will evaluate this Protocol one year from implementation.

Template for funding request

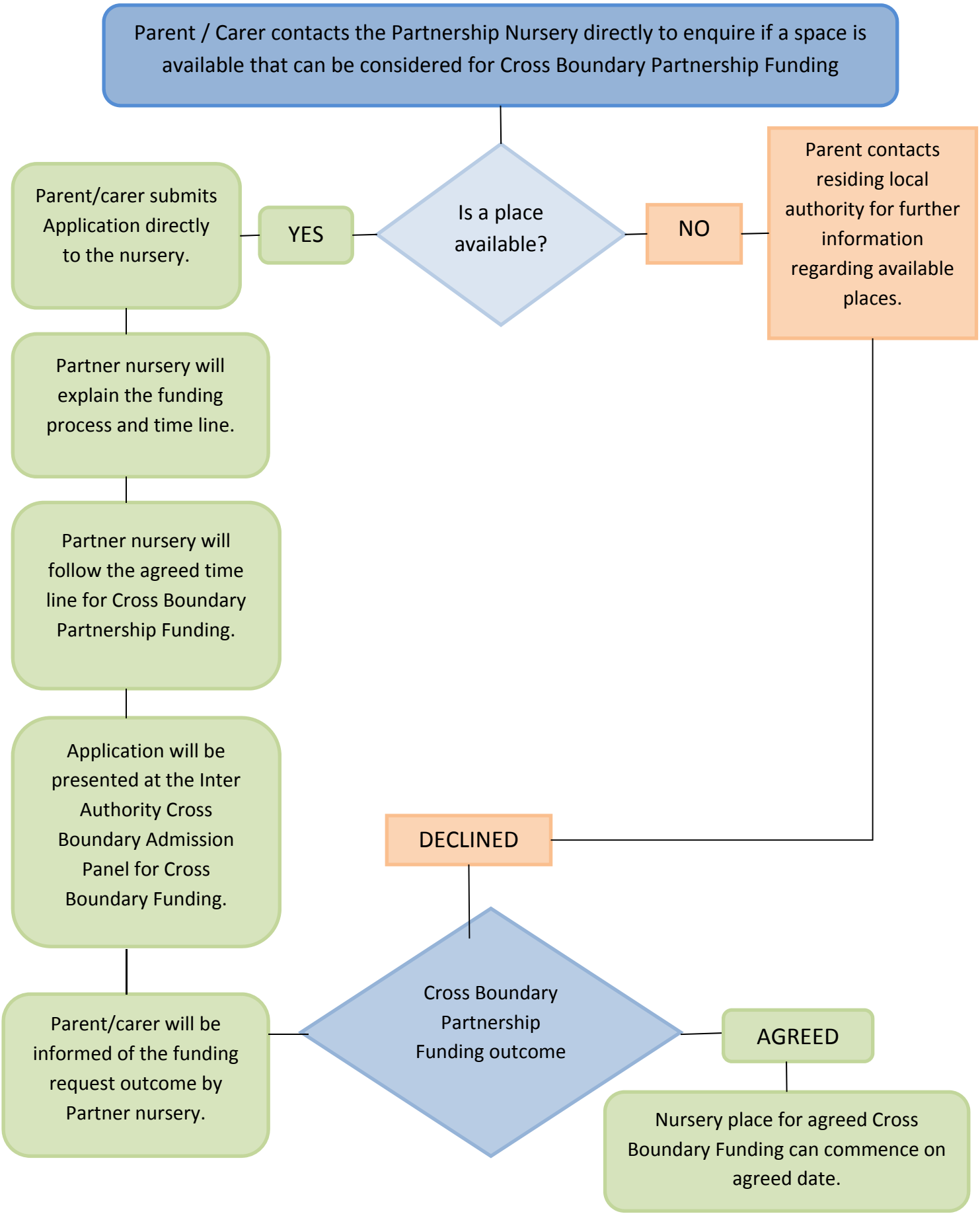
Session: _____

Local Authority: _____

Nursery	Cost Centre	Surname	Forename	DOB	Admission Start	Admission End	Authority Funded Hours This Week	Address	Priority Banding

*Spreadsheet can be produced from NAMS system

Application Process for Cross Boundary Partnership Funding



Partner Process for Cross Boundary Partnership Funding

Partner establishment must communicate directly with the parent: the process and timeline for Cross Boundary Funding

Submission of Cross Boundary Partnership Funding: information to their local authority – (NAMS or resident internal Council process). Submission must include all information on Prioritised banding / Protocol / Agreement.

Local Authority takes Cross Boundary Funding Application to Inter Authority Cross Boundary Admission Panel and informs Partner of the outcome.

Partner communicates the outcome of Cross Boundary Application back to parent/carer.

APPROVED

Place can be allocated and must be in line with the Inter Authority Cross Boundary Funding Protocol.

DECLINED

Partner provides support to parents/carer on how to access a Local Authority place.

All Cross Boundary Funding Applications must be granted at the Inter Authority Cross Boundary Funding Admissions Panel.

If an application is not granted and a child starts at an establishment without being granted – the establishment will not receive funding for this child and parent/carer will be liable for any monies due for service provision.

Appendix 4

XXXX Nursery

Parent / Carer's name and address

Date

Cross Boundary Funding Request: Session

Early Learning and Childcare: Child's Name and Nursery

Thank you for your request for Cross Boundary Funding for Session 2017 / 2018. I have passed on your request to XXXXX (insert Local Authority). Your request will be considered in accordance with their Cross Boundary Agreement with XXXXXX (insert Local Authority) and the outcome of your funding request will be communicated to you by 30 June 2017.

Should you have any questions in respect of this request please do not hesitate in contacting me at the nursery.

Yours sincerely

NORTH AYRSHIRE COUNCIL

Agenda Item 6

20 June 2017

Cabinet

Title:	**Initial Destinations of Senior Phase School Leavers 2015/2016**
Purpose:	To inform Cabinet of the latest statistical information about North Ayrshire school leavers from the School Leaver Destination Return and the ongoing monitoring and tracking of the destinations and participation of young people after leaving school.
Recommendation:	That the Cabinet agrees to note: (i) the information set out in the School Leaver Destination Report (ii) the continued development of the Data Hub, its related statistical information (Annual Participation Measure) and (iii) to agree to the ongoing development work to enhance outcomes for young people that will result in initial positive destinations being sustained.

1. Executive Summary

1.1 The School Leaver Destination Report (SLDR) is produced as a result of work undertaken each year by Skills Development Scotland (SDS) on behalf of the Scottish Government. The information is based on the status of each leaver from publicly funded Secondary School, who left during school session 2015/2016 and their destination on a snapshot date (October 2016)

1.2 This year 94.8% of North Ayrshire school leavers moved into an initial post-school destination, 1.1% down from last year but 1.5% above the national average.

1.3 Our approach in schools will be refreshed to take account of the slight decline this year and to ensure that the improving trend over the past number of years is sustained.

1.4 The main challenge for North Ayrshire, continues to be the sustaining and subsequent transitions for young people beyond their first successful transition. We propose to carry out research on the increasingly more detailed data we have available which will in turn better inform our work with partners

1.5 In addition to informing Cabinet of this year's statistical information, this paper will outline some of the latest key developments and the potential impact they have to enhance our work to improve young people's longer term outcomes in the future.

2. Background

2.1 The Council uses information about school leaver destinations to inform initiatives and programmes developed as part of our approach to our Youth Employment Strategy and developments in relation to "Developing Scotland's Young Workforce" (DYW). The data provides evidence that our schools continue to ensure that young people are developing Skills for Learning, Life and Work and that the transition from school to post-school is being effectively supported.

2.2 The Methodology involved in this measure has changed. In August 2016 the Annual Participation Measure (APM) was published for the first time (ref Cabinet Report 25/10/16) and going forward this will be the key metric for measuring success in relation to the "Increase the proportion of young people in learning, training and work" indicator in the National Performance Framework.

2.3 Although the APM will be the key measure of success for sustained destinations, initial leaver destinations will continue to be measured and presented in Insight, Education Scotland's Parentzone website and the Scottish Governments publication "Summary statistics for attainment, Leaver destinations and healthy living".

2.4 Other agencies and partners use the information to inform their programmes and initiatives, for example, SDS use the "person level" data to identify individuals who have not moved into a positive destination. They are then able to offer their advice and guidance to support them into a future positive destination. Universities working on widening access programmes are able to use the statistical information to identify the geographical areas most needing their support. Colleges, training providers and central Government Departments are further examples of organisations using this data to further enhance the work they are doing to improve outcomes for young people.

2.5 The report provides information on a school by school basis. It highlights the number and percentages of the initial destination for school leavers. The table highlighting this summary information is attached at Appendix 1.

The key findings from the report for 2015-2016 are as follows:

- In North Ayrshire there was a total of 1317 leavers from our secondary schools. In 2014-2015 the total cohort was 1529 (although because of changes in methodologies, the parameters of these 2 cohorts is marginally different).
- Overall the percentage of leavers entering a positive destination from North Ayrshire secondary schools is **94.8% -** a decrease of 1.1% from the comparator statistic for 2014-2015. This is **1.5% above the national average of 93.3%.**
- The percentage of leavers entering Higher Education (classed as HNC or above) is **38% a rise of 1.6%** from last year, but **2%** lower than the national average.
- The percentage of leavers entering Further Education is **34%** a drop of **2.4%** from last year **and 7%** higher than the national average.
- The percentage of leavers **entering Employment is 20%,** the same as last year, and **2%** below national average.
- The percentage of leavers not moving into an initial positive destination is **5.2%**. **4%** of those are reported as seeking employment and the others are "not seeking" and will have a variety of barriers such as ill health.

2.5 In addition to the high level statistical data we receive, individual pupil data enables us to work with our partners to provide appropriate post school interventions. SDS case officers provide support to the young people who are under 18 and unemployed. Those who are 18+, will have additional support from Job Centre Plus.

3. Proposals

3.1 It is proposed that we focus our future work in two distinct areas:

- Those which affect young people while still at school; and
- Those where we can work with our post-school partners to shape practice that will result in longer term sustainable outcomes for our school leavers.

3.2 Priority 1

We propose to build on the excellent practice our schools have established by:

- Further developing links with Further & Higher Education providers to ensure that all school leavers are aware of the range of options open to them. We have regular partnership dialogue with Ayrshire College and Scottish Universities, particularly on their Widening Access programmes.
- Further developing links with local employers to make sure that our schools have a good awareness of the local labour market. This will ensure employers become better informed and engaged in the work being carried out in schools to prepare young people for the world of work.
- Ensure that school staff have the knowledge and expertise required to better prepare school leavers for the world of work. This work includes the full implementation of the recommendations contained in "Scotland's Youth Employment Strategy", which built on the "Developing Scotland's Young Workforce Report" (DYW). These include the introduction of national standards for Work Experience and Career Education together with offering pupils the opportunity to work towards "Foundation Apprenticeships" as part of their school curriculum. A Principal Teacher in each Secondary School, plus an ASN lead Principal Teacher, will take forward the recommendations in DYW.

3.3 Priority 2

We propose to build on existing work with our post-school partners to ensure that young people are not only achieving a first positive destination, but that those positive progressions are either (a) sustained in the long-term or (b) lead to further positive destinations.

We will continue to build on:

- Work with Skills Development Scotland (SDS) both nationally and locally to make best use of the data that is becoming available through the data hub. This is now being populated by all Scottish post-school partners (except employers) providing an effective tool to monitor and track young people 16-19 (and potentially beyond). It allows us to identify when a young person has dropped out of, or completed a short college or university course, as well as training courses administered by SDS. This means that partners can now take prompt action to work with young people and move them into a subsequent positive destination.
- Work with colleagues in East & South Ayrshire Councils, Ayrshire College and SDS to establish a protocol that identifies roles and responsibilities for partners, when young people drop out of or complete college courses.
- Work with Ayrshire College to improve aspects of school to

college transition planning for school leavers. This will ensure that the college has the best possible information to help them support school leavers. This should improve the support available to more vulnerable groups. It will enable the college to intervene quickly when students face barriers and challenges that might affect their ability to sustain a college place.

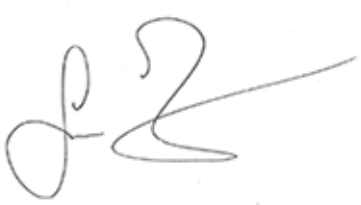
- Share good practice that exists across all our schools. In particular how we support school leavers and encourage post-school partners to take learning from our practice, ensuring progression to a positive outcome remains everyone's priority.

4. Implications

Financial:	Funding available from Scottish Government will fund the temporary responsibility payment for the Principal Teachers in our schools to ensure that DYW is implemented in full. This is in line with the recommendation in the report that a "senior staff resource" should be allocated to this.
Human Resources:	There are no HR implications arising from this report.
Legal:	The sharing of data is subject to a data sharing agreement with SDS which was approved by Legal Services.
Equality:	Our proposals will further improve outcomes for disadvantaged groups - there are specific recommendations in relation to this in DYW and our local implementation plan.
Environmental & Sustainability:	There are no Environmental and Sustainability implications arising from this report.
Key Priorities:	● National Priority - "Increase the proportion of young people in learning, training or work". ● North Ayrshire Council's Priority 3 - "Ensuring people have the right skills for learning, life & work". ● Education & Youth Employment's Priority 5 - "High numbers of our young people are entering positive and sustained post-school destinations".
Community Benefits:	N/A

5. Consultation

5.1 No specific consultation was undertaken as part of this report, however there is extensive ongoing partnership with all schools, Skills Development Scotland and Ayrshire College.



JOHN BUTCHER
Executive Director (Education and Youth Employment)

Reference : AMcC/LC/JN
For further information please contact Andrew McClelland, Interim Head of Service on 01294 324416

Background Papers
-

North Ayrshire - Initial Destinations of School Leavers 2015/16 (Destination Percentages) - Source: Insight												
School	Total Leavers	Higher Education	Further Education	Training	Employment	Voluntary Work	Activity Agreements	Unemployed Seeking	Unemployed Not Seeking	Unconfirmed	Positive	Other
Ardrossan Academy	**137**	32.1	38.0	3.6	21.2	0.7		4.4			**95.6**	4.4
Arran High School	**51**	54.9	2.0		37.3	3.9		2.0			**98.0**	2.0
Auchenharvie Academy	**97**	35.1	33.0	7.2	15.5		1.0	6.2	2.1		**91.8**	8.2
Garnock Community Campus	**173**	38.2	36.4		22.5			2.9			**97.1**	2.9
Greenwood Academy	**256**	36.7	33.6	3.9	19.5	0.4		5.1	0.8		**94.1**	5.9
Irvine Royal Academy	**90**	20.0	48.9	2.2	13.3		5.6	8.9		1.1	**90.0**	10.0
Kilwinning Academy	**138**	26.1	42.0	2.9	20.3		0.7	5.1	2.9		**92.0**	8.0
Largs Academy	**169**	59.2	20.1	1.2	17.8			1.8			**98.2**	1.8
St Matthew's Academy	**206**	36.4	38.3	1.0	18.4	0.5	0.5	3.9	1.0		**95.1**	4.9
North Ayrshire	**1,317**	37.6	34.1	2.4	19.7	0.4	0.6	4.3	0.8	0.1	**94.8**	5.2

North Ayrshire - Initial Destinations of School Leavers 2015/16 (Destination Figures) - Source: Insight												
School	Total Leavers	Higher Education	Further Education	Training	Employment	Voluntary Work	Activity Agreements	Unemployed Seeking	Unemployed Not Seeking	Unconfirmed	Positive	Other
Ardrossan Academy	**137**	44	52	5	29	1		6			131	6
Arran High School	**51**	28	1		19	2		1			50	1
Auchenharvie Academy	**97**	34	32	7	15		1	6	2		89	8
Garnock Community Campus	**173**	66	63		39			5			168	5
Greenwood Academy	**256**	94	86	10	50	1		13	2		241	15
Irvine Royal Academy	**90**	18	44	2	12		5	8		1	81	9
Kilwinning Academy	**138**	36	58	4	28		1	7	4		127	11
Largs Academy	**169**	100	34	2	30			3			166	3
St Matthew's Academy	**206**	75	79	2	38	1	1	8	2		196	10
North Ayrshire	**1,317**	495	449	32	260	5	8	57	10	1	1,249	68

NORTH AYRSHIRE COUNCIL

Agenda Item 8

20 June 2017

Cabinet

Title:	**Petition: Arran Toilets**
Purpose:	To advise Cabinet of the outcome of consideration by the Audit and Scrutiny Committee of a petition in relation to Arran toilets.
Recommendation:	That the Cabinet considers the recommendation by the Audit and Scrutiny Committee to consider the terms of the petition.

1. Executive Summary

1.1 At its meeting on 30 May 2017, the Audit and Scrutiny Committee considered a report by the Chief Executive on a petition of 10 signatures, supported by 2,000 online signatures, that had been received requesting that the Council reconsiders the closure of Arran Public Toilets. Appendix 1a to the report provided details of a letter from Pierhead Tavern, Lamlash, requesting that the decision be reconsidered. The letter was accompanied by a further 194 signatures. Correspondence, posters and a further 100 signatures were attached at Appendix 1b to the report. Appendix 1c to the report outlined email correspondence from a constituent of Councillor Billings. The Executive Director (Place) provided a briefing note on the background to the closure of public toilets and this was appended at Appendix 2 to the report. Details of signatories to the petition and their comments were made available for inspection in the Members' Lounge.

2. Background

2.1 Petitioners, Hilary Paton, Jane Howe and Bill Calderwood, addressed the Committee and asked the Council to reverse the decision of the previous administration.

2.2 They expressed concern about the closure of the toilets on Arran which would be an inconvenience to all visitors and residents on Arran, including families with young children, those who are have medical conditions and elderly people. The decision to close the toilets will have a detrimental effect on the islands tourism and local businesses, the environment and public health.

2.3 Ms Jane Howe, owner of Pierhead Tavern, Lamlash reported that since the toilets in Lamlash have closed, she has had up to 40 people a day using the facilities in her establishment. Other local establishments have now placed a restriction on the use of their facilities and whilst Ms Howe does not want to turn people away, her business is not a replacement for the public facilities that have been closed. She placed a petition within her establishment and received over 400 signatures in support of the toilets being reopened. She urged the Committee to rethink the decision that had been taken.

2.4 Bill Calderwood, Arran Community Council, referred to a number of meetings that had taken place that have resulted in the Asset Transfer of toilet facilities to the communities of Whiting Bay, Kilmory, Sandbraes and Glen Sannox. For a number of reasons, other Arran villages were not in a position to progress to an Asset Transfer and have requested further time to explore all available options. He referred to the dispersal of the £3.1m Community Investment Fund to the Locality Planning Partnerships that would allow officers to work with the community on alternative proposals and called for the Council to reverse its previous decision, as it had in respect of the toilets in Ardrossan and Saltcoats.

2.5 Councillor Billings expressed the view that the toilets are a valued part of the infrastructure that are much appreciated by the large number of visitors to Arran. Lochranza is a main transport hub within the island and with no other toilet facilities for 11 miles, requires public toilets for departing and arriving ferry passengers. He referred to the Council Plan which states "We are hugely ambitious for North Ayrshire and its residents and are committed to making sure the areas reaches its fullest potential". He also referred to the Plan's priorities such as growing our economy, increasing employment and regenerating towns and to have sustainable island communities and asked that the Council work with the people and businesses of Arran to find an alternative to the closure of the toilet facilities.

2.6 The Head of Service (Physical Environment) referred to the written update that provided information on the closure of the public toilets in North Sannox, Blackwaterfoot, Lochranza, Lamlash and Brodick. The update also gave details of the progress of arrangements for the asset transfer of the public toilets at Cumbrae, Irvine Beachpark, West Kilbride, Whiting Bay, Kilmory, Sandbraes and Glen Sannox.

2.7 Members asked questions and received information from the Petitioners on the following areas:-

- that the volume of users, the existing condition and the costs to upgrade the toilets in Brodick had resulted in a lack of interest in this facility;

- that one size does not fit all and some local communities require more time to work with the Council to find alternatives to the closure of toilets;
- that communities had examined a range of options in order to take over these facilities, including income streams and running costs; and
- the location of the toilet provision at Blackwaterfoot that requires to be explored further.

2.8 Members asked questions and received information from officers on the following areas:-

- the high cost of Pay as You Go facilities that had discounted this scheme as a replacement for existing facilities;
- that seasonal opening of facilities could be examined as an option for some areas; and
- the budget saving of £44,000 that comprised mainly staff costs, but included water, rates, utility and cleaning costs.

2.9 Councillor Hill, seconded by Councillor Marshall, moved that the Committee refer the petition to Cabinet for its consideration. There being no amendment, the motion was carried.

2.10 Accordingly, the Committee agreed to refer the petition to Cabinet for its consideration.

3. Proposals

3.1 The Cabinet is invited to consider the terms of the petition.

4. Implications

Financial:	None arising from this report.
Human Resources:	None arising from this report.
Legal:	None arising from this report.
Equality:	None arising from this report.
Environmental & Sustainability:	None arising from this report.
Key Priorities:	None arising from this report.
Community Benefits:	None arising from this report.

5. Consultation

5.1 The Executive Director (Place) was made aware of the terms of the petition and provided a briefing note to the Audit and Scrutiny Committee (Appendix 2).

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Angela Little, Committee Services Officer on 01294 324132

Background Papers
Report to the Audit and Scrutiny Committee on 30 May 2017;
Appendix 1a - letter from Pierhead Tavern, Lamlash, requesting that the decision be reconsidered;
Appendix 1b - correspondence, posters and a further 100 signatures were attached to the report;
Appendix 1c - email correspondence from a constituent of Councillor Billings;
Appendix 2 - a briefing note by the Executive Director (Place)

NORTH AYRSHIRE COUNCIL

Agenda Item 2.1

30 May 2017

Audit and Scrutiny Committee

Title:	**Petition relating to the Closure of Arran Public Toilets**
Purpose:	To advise the Committee of the terms of a petition in respect of the Closure of Arran Public Toilets
Recommendation:	That the Committee considers the terms of the petition and agrees, or otherwise, to make a recommendation to the Cabinet.

1. Executive Summary

1.1 In terms of the Scheme of Administration, the Audit and Scrutiny Committee has a remit "To receive all petitions and deputations submitted to the Council except those relating to the Council's planning functions, which shall be considered by the Planning Committee. The arrangements for receiving petitions are as set out in Appendix B to the Standing Orders relating to Meetings and Proceedings of the Council and Committees".

1.2 This report sets out the background to a petition signed by at least 10 petitioners and supported by more than 2,000 online signatories in relation to the Closure of Arran Public Toilets.

2. Background

2.1 The petition, signed by at least 10 petitioners and supported by approximately 2,000 online signatories, asks in the following terms that the Council reconsiders the closure of Arran public toilets:-

"**Stop the Closure of Arran's Public Toilets.**

This is a beautiful island which relies heavily on tourism. Tourism is successful on this island because we provide facilities which help tourists enjoy their visit. Whether its a day trip or a week. This petition was started to persuade you, the decisions makers, that these facilities are a valued part of the infrastructure on the island.

As you can see many people who have signed the petition are keen to keep the public conveniences, they include families, older folks, people with medical conditions, disabilities, cyclists, walkers, locals, delivery drivers, business owners, visitors, tourists, and normal everyday visitors to this island.

As a visitor and sometime resident of the Island of Arran over the last 40 years, I have been saddened to learn that NAC is planning to shut the majority of the islands toilets.

I now have young children and our days out around the island are planned around access to toilets and facilities. As you will see from the comments attached to this petition, others feel the same, in fact 1131 people to be exact. Visitors, tourists, residents and workers on the island all use these toilets and are astonished as am i that they will be either closed completely or forced to use toilets in shops. This is not a practical solution to the problem, neither is asking communities to adopt the toilets. Closing these toilets will send out a message to visitors that we are not a welcoming community and make days out doubly difficult for the elderly, unwell and those who have disabilities - as well as young children. People have huge choice of holiday destination nowadays and will simply not return if the facilities are not up to scratch.

Please reconsider this decision and keep Arran open and inclusive for all visitors as well as business.

I implore you to keep Arran's toilets OPEN!"

2.2 Supporting documentation has also been submitted in respect of the petition:-

Appendix 1a - letter from the Pierhead Tavern (Lamlash) (which was accompanied by a further 194 signatures, available for inspection as background papers)

Appendix 1b - correspondence and posters submitted by the lead petitioner (accompanied by some further 100 signatures and a copy of the electronic petition, available for inspection as background papers)

Appendix 1c - email correspondence from a constituent of Councillor Timothy Billings

2.3 The Executive Director (Place) has provided a briefing note on the background to this matter, which is set out at Appendix 2.

2.4 In terms of the procedure for petitions and deputations set out in Standing Orders, representatives of the petitioners have been invited to attend the meeting and to address the Committee. Spokespersons should be restricted to addressing the specific points raised in their petition.

2.5 The spokespersons have, collectively, 10 minutes to address the Committee. This may be extended at the discretion of the Chair.

2.6 Once the Committee has heard from the spokespersons for the petitioners, the Chair will invite Members of the Committee to ask questions of the spokespersons.

2.7 While it is for the Chair to decide the stage at which Officers should speak to their briefing, previous Committee practice has been for the Cabinet Member or Officer to speak to this after the Committee has heard from the petitioners. The Cabinet Member or Officer will then respond to any questions that Members of the Committee may have.

2.8 The Committee will then deliberate and determine the matter.

3. Proposals

3.1 It is proposed that the Committee considers the terms of the petition and agrees, or otherwise, to make a recommendation to the Cabinet.

4. Implications

Financial:	None arising from this report.
Human Resources:	None arising from this report.
Legal:	None arising from this report.
Equality:	None arising from this report.
Environmental & Sustainability:	None arising from this report.
Key Priorities:	None arising from this report.
Community Benefits:	None arising from this report.

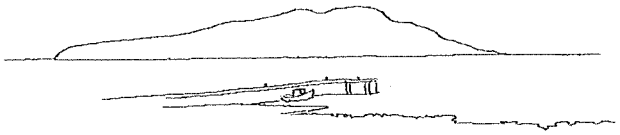
5. Consultation

5.1 The Executive Director (Place) was made aware of the terms of the petition and invited to provide a briefing note (Appendix 1).

ELMA MURRAY
Chief Executive

Reference :
For further information please contact Melanie Anderson, Committee Services Team Leader on 324131

Background Papers
Details of signatories to the petition and their comments are available for inspection in the Members' Lounge or by contacting Committee Services on tel: 01294 324131.



THE PIERHEAD TAVERN
LAMLASH · ISLE OF ARRAN
01770 600418 · WWW.THEPHT.CO.UK

2nd May 2017

RECEIVED
08 MAY 2017
BS-FINANCE & GENERAL

FAO Elma Murray - The Chief Executive of North Ayrshire Council
& Joe Cullinane - Council Leader
North Ayrshire Council
Cunninghame House
Irvine
KA12 8EE

Dear Sir/Madam,
Stop the Closure of Arran's Public Toilets. - Documents in support of the deputation raised by Hilary Paton

I am writing to you to present the latest petition sheets and comments that I have collected regarding the closure of the public toilets as proposed by the above. There is a very strong anger present both from the community and tourists regarding the needless closure of a basic facility.

This is a beautiful island which relies heavily on tourism. Tourism is successful on this island because we provide facilities which help tourists enjoy their visit. Whether its a day trip or a week. This petition was started to persuade you, the decisions makers, that these facilities are a valued part of the infrastructure on the island and since the closure of the toilet opposite my business in Lamlash, I have been greatly affected by this.

The Pierhead Tavern is directly opposite the playground and the now closed lavatories on the shore. Over the Easter holidays we counted 45/50 people a day using our facilities. This meant that I was constantly cleaning the floor, sweeping up sand & mud walked in from the beach along with people in wet gear from boats and swimming. Furthermore, we had to replace a flush in the toilet and on several occasions, unblock the men's loos due to the constant use.

Visitors, tourists, residents and workers on the island all use the public toilets and are astonished as am I that they have been closed completely, forcing people to run around looking for facilities in local businesses. This is not a practical or fair solution to the problem, neither is asking communities to adopt the toilets, especially the Lamlash toilet which will cost a huge amount to bring up to standard and maintain. Closing these toilets will send out a message to visitors that we are not a welcoming community and make days out doubly difficult for the elderly, unwell and those who have disabilities - as well as young children. People have huge choice of holiday destination nowadays and will simply not return if the facilities are not up to scratch. Please see the comments attached and note that there are several visitors talking about not returning to Arran due to this issue.

Please reconsider this decision and keep Arran open and inclusive for all visitors as well as business.

Yours sincerely

Jane Howe, Owner of The Pierhead Tavern

Melanie Anderson
North Ayrshire Council
Committee Services Team Leader
Committee Services
North Ayrshire Council,
Cunninghame House,
Irvine, KA12 8EE

13 May 2017

Dear Madam,

Petition, "Stop the Closure of Isle of Arran Public Toilets"

Further to my earlier email submission of the above petition, I am writing in response to the letter from Melanie Anderson of NAC dated 24th March, I was advised by Melanie Anderson that the following was required for the petition to be heard by the forthcoming Audit & Scrutiny Committee on 30th May.

1. **Steps Taken by Communities on Arran to resolve the issue prior to Submission –**
   - 1.1. **Arran Community Council** has continually been fighting the issue and trying to come to an arrangement with NAC for the last 18 months. Indeed they have 243 items of letters and emails on the subject over the last 18 months. **In March 2016, NAC confirmed to the ACC that they did not have a statutory responsibility to provide toilets for humans, but did have to provide dog poo bins and bags for dogs and their owners to use.**
   - 1.2. **Villages Improvements Committees** on the island have all addressed the issue and many have concluded that they simply don't have the funds to adopt the toilets and provide adequate provision to upgrade, maintain and clean the facilities as they stand. A general lack of investment in the facilities over the years has let them to be in a poor state of repair. Now the sum of £26,500 will be needed to bring the various facilities up to standard. Can't really blame improvement associations for not wanting to take this on.
   - 1.3. **Lochranza Community** has approached CalMac to ask them to adopt the Lochranza toilets as they do not have their own at the nearby ferry terminal however Cal Mac had previously refused to take responsibility for these toilets, saying they do not need toilets as they are provided on the ferry. Now CMAL are reviewing all port facilities and Lochranza may yet be upgraded. There is also a community effort started to support a commercial approach to operate the toilets while CMAL decide what they are doing.
   - 1.4. **Lamlash Improvements Association** do not currently have funds and have no way of raising significant funds to take on toilets.
   - 1.5. **Brodick Improvements Committee** Also do not currently have the funds to take ownership of the Brodick Green toilets, also they feel that the provision at the public hall is insufficient as it has limited opening hours, i.e. it is closed Mon, Wed, Sat & Sun.

1.6. **Corrie & Sannox** have built and opened their own toilets outside the village hall. These are excellent.

1.7. **Kilmory** have adopted and improved their toilets by way of funds from NAC which were to be used to dismantle the toilets when they were decommissioned, and they remain open. Kilmory await the ownership paperwork.

1.8. **Glen Sannox** toilet are closed but apparently will re-open in August when NAC provide a new facility and transfer ownership to the community there.

1.9. **Whiting Bay** at Sandbraes remain open and are to be adopted by the local community and sponsored by Howdens Kitchens which does business on the Island.

2. **Steps Taken by myself to resolve the issue of the closure of Arrans Public toilets**

2.1. I have written to the following and received replies from some, varying from interested and helpful to completely unable to help and washing their hands of the issue and passing it back to NAC. Their responses are also attached.

2.1.1. **Patricia Gibson MP,** Unable to help & directed me back to NAC as it is their decision. Mentions local tourist offices taking over toilet provision but Arran only has one tourist office right next to the pier where toilets are provided already.

2.1.2. **Kenneth Gibson MSP**, Unable to help directs me back to local Authority as their decision, tells me that all 30 NAC councilors agreed to the closure of the toilets, **even the ones supposedly representing Arran!** Says it a non-statutory service

2.1.3. **John Bruce NAC Councilor,** tried to be helpful to my requests, sent me a detailed briefing report on the condition of each toilet building. Contacted Director of Place Craig Hatton & Cllr Jim Montgomery on my behalf, I did not receive a reply from either member. Cllr Bruce explained the situation about toilet provision going forward with no reference to an attempt to change the decision.

2.1.4. **Anthony Gurney NAC Councilor,** No Reply

2.1.5. **John Hunter NAC Councilor,** replied to say he was making further enquiries then heard nothing. Assume he realized John Bruce was responding.

2.1.6. **Peter McNamara NAC Councilor**. Initially Replied said he'd make further enquiries and then heard nothing, assume he realised John Bruce was responding.

2.2. I have written to the Arran banner several times, to encourage others to make representations

2.3. I have made FOI requests to NAC to gain information on the running costs, condition and budgetary reasons for this closure.

2.4. I have contacted ACC, LIC, BIC, Lochranza Community Member, Chris Trail and many others on Arran and asked them for assistance.

2.5. I wrote to the BBC, who came and filmed on the island which helped to raise the profile of the issue. The Glasgow Herald, Ardrossan & Saltcoats Herald, West FM and many other publications have also featured interviews and articles about the issue.

2.6. I have made much use of social media and gained a lot of support for the issue, none more than after the toilets were Closed in April and local business started to feel the strain of providing a public service with small and substandard plumbing which was not built to cope with increased demand of so many extra visitors. Local business owners not only found this challenging at firth but they are still at a loss as to how to explain the logic of such a decision.

3. When the toilets were closed at the end of March 2017, the council wasted no time in erecting the "For Sale" boards on the Lochranza, Lamlash and Blackwaterfoot buildings, despite some villages and

communities not having fully finalised their paperwork to save them. Additionally, the closing date was extremely short therefore not allowing the interested parties time to formalise any bids.

4. I have already submitted more than 10 pen & ink signatures (now, 255, as required by section 2.3 of the guidance) from different households as well as the online 2138 digital signatures which have been obtained at www.change.org I understand that these will be accepted as I have submitted the paper ones as well.
5. I know that several other letters have been received by you pertaining to this matter will be added to the tally of representations received. This will demonstrate how strongly the Island residents and visitors feel about the closure of the toilets.
6. I have chosen a selection of the comments from the online petition and pasted them below to help you visualise the problem people are facing.
   - 6.1. *"I have a 90 year old father who worries about going out in case there are no toilets available in the vicinity. Closing the toilets would mean anyone caught short no doubt using any area of cover and is it not an offence to urinate/defecate in a public place?"*
   - 6.2. *"As a frequent visitor to Arran I think it's a travesty closing these amenities I'm on the island most months of the year walking and camping , basically I and my companions RELY on the toilets . Please rethink these proposed closures"*
   - 6.3. *"I'm born and bred on Arran and quite honestly, we have had enough of the Council cut backs. It always seems to be Arran that suffers even though it is a thriving island. Public toilets seem inconsequential to some but they ARE an essential part of our island."*
   - 6.4. *"It is surely a basic human right to have adequate toilet facilities provided. In Sannox it is many miles from the public toilets to any other toilet facilities. In an area which encourages hundreds of walkers and cyclists, the alternative to no public toilets is disgusting, not to mention a health hazard. The dog population has far superior facilities."*
   - 6.5. *"I think it is a shockingly short sighted decision"*
   - 6.6. *"What an absolute disgrace to be even considering this. Visit Arram on a regular basis and ALL of the toilets are necessary in the villages - for example: Lochranza ferry terminal what would you do without them for the dozens of people waiting around? Do not get rid of the toilets, getting rid of them will make life inconvenient to THOUSANDS of people."*
   - 6.7. *"I was born and raised on Arran, and know the amount of tourists that visit. Public toilets are an ESSENTIAL necessity for visitors. If the tourist industry is to continue to expand on Arran, the visitors need to have access to all public amenities, and therefore a) will be encouraged to revisit; and b) tell all their friends of their positive experience, thus widening the visitor pool."*

6.8. *"How can visitors be expected to enjoy a visit without toilet facilities. I would feel awkward asking to use the toilet in public buildings or finding a sports center and what happens if those buildings are closed?"*

It is also my hope that you will read and digest the full list of comments posted online (pdf submitted) and written on the paper petitions (attached). In doing so I hope you will understand the strength of feeling myself, local people and visitors from around the world have on this issue. **You will understand that this issue has not gone away and that people, including many who are your constituents and who pay council tax, are asking you to reverse the decision made by the previous administration in Feb 2016 and REOPEN Arrans public toilets.**

About me: I am a frequent visitor to the island myself, my parents brought my sister and I to Arran as babies and loved it so much my father proceeded to build our own family holiday home on the Island. Over the years I have lived and worked on the island, both during school and university holidays. Now 40 years later I am married to an Arran boy, Josh Paton, who was born in Lamlash hospital and learnt his trade to become a mechanic in Angus Lambies Garage, now we have two children together, we visit the island frequently with our 2 young children who are 2 and 5. Not only is the closure of the toilets inconvenient to myself and other parents with young children, who need the toilet every ten minutes, I can see that the decision to close the toilets will have a detrimental effect on the islands tourism numbers and thereafter the economy. I have spoken to many people both online and in person about the subject and I know it is already affecting their decision of where to holiday "next time". Simply put there are better more well equipped places to go which cater wholeheartedly for families, it's hard enough dealing with stroppy toddlers or a crying baby having no facilities when away from home would be something I would seek to avoid. When on holiday people want an easy life, places like Centre Parks and other holiday villages do this VERY well. Arran must compete with these places or it will lose out!

I trust the above meets with your approval and will enable the petition to be validated and heard by the Audit & Scrutiny committee on 30th May. At the time of writing we have 2138 online and 255 written signatures.

We wish to send 3 people to the meeting, Hilary Paton (Lead), Jane Howe (owner of the Pier Head Tavern Public House, Lamlash) and Bill Calderwood from Arran Community Council.

Yours faithfully

Hilary Paton (Mrs)

(By Email)

Also of The Rustics, Brodick, West Mayish, Isle of Arran, KA27 8AF

Enc. Written Petition signature pages, Letter from Lamlash Improvements Committee, copies of letter from the Arran Banner, (Updated Comments & updated digital online signatures emailed along with a copy of this letter to Melanie Anderson)

15th May 2017

Councillor Timothy Billings - timothybillings@north-ayrshire.gov.uk
Councillor Anthony Gurney - agurney@north-ayrshire.gov.uk
Councillor Ellen McMaster - ellenmcmaster@north-ayrshire.gov.uk

Dear Sirs and Madam,

REQUEST FOR PUBLIC TOILETS TO BE REPROVIDED ON THE ISLE OF ARRAN

Congratulations on your recent success in being elected as councillors for Ardrossan and Arran, North Ayrshire Council.

As councillors for Ardrossan and Arran you will be very aware of the controversy surrounding the council's decision to close public toilets on Arran, with effect from 1st April 2017. We are writing to request your support in reversing the council's decision to close public toilets on Arran, in particular those in Lamlash, where we live. The reasons for this request include:

- Impact on Tourism and Economic Development
- Impact on Businesses
- Impact on the Environment
- Impact on Public Health
- Impact on the Local Community, including Families, the Elderly and People with Health Conditions / Disabilities
- Impact on Public Behaviour and Decency

We would also like to draw the council's attention to the:

- Inability of Lamlash Improvements Association to assume financial operation of the public conveniences
- Willingness of Lamlash Improvements Association to Engage in Discussions with Council Officers

Impact on Tourism

Arran is a tourist destination, and many local businesses in Arran and Ardrossan are dependent on tourism and visitors from mainland Scotland. Visitors to the Island frequently express dismay at the lack of public conveniences in the island, since their closure.

The island community is highly dependent on tourism and visitor numbers to keep businesses and the local economy strong. Attractive, clean and well maintained public conveniences are a visible sign that the island is open (or closed) for business. Lack of public toilets is potentially hindering economic development on the island and Ardrossan, despite economic development being within the remit of the council.

Lamlash is a popular destination for large events and visiting groups due to its picturesque location. In 2017, Lamlash has hosted over 700 scouts at a jamboree, and will host Grinduro, an international whole island cycling event, in addition to other long distance cycling and triathlon events.

Whilst events such as these require organisers to provide toilet facilities at their main hub, large numbers of people are in the village, and need toilet facilities out with the main location.

Impact on Local Businesses

Whilst the council may have anticipated a positive consequence to the closure of the public toilets in Lamlash (due to increased footfall, and increased trade for local businesses), this has not in fact been the case.

Local businesses have experienced an increase in the number of people using their facilities, at a cost to the business for cleaning and supplies, without a corresponding increase in trade. A number of local businesses have now decided to opt out of the 'Toilets for Visitors' scheme that previously operated in the village, because of the adverse impact of the closure of the public toilets. The Pierhead Tavern, the pub closest to the former public toilets, now has over 50 additional people (not customers) /day using its toilets. This includes sailors who use the pub's toilets as a changing facility. The Pier Café has closed its door to non-customers.

There has been no rates relief for local businesses that are bearing the brunt of this decision.

Impact on the Environment and Public Health

The Village Green has been well provided with dog bins to collect dog waste. However, with the closure of the public toilets, human waste is becoming a much more serious issue.

Visitors to the beach have commented on human waste in the dunes. This has an impact both on the environment and on public health.

Human excreta are a known source of parasitic worms, blood borne viruses, and disease. It attracts flies and adds to general littering to downgrade the cleanliness of the environment.

Lack of handwashing in a clean public convenience, prevents good hand hygiene, after play on the beach, increasing the risk of spread of viruses such as norovirus.

Impact on the Local Community, Families, the Elderly, and People with Health Conditions and / or Disabilities

Most of the toilets available in local businesses are in hotels or on licenced premises.

Some of these are not accessible to people with disabilities. They have not been designed to be fully wheelchair accessible, as buildings predate DDA legislation.

Families with small children often do not choose to take children into a pub, however other businesses are some distance away from the pier and playpark in the village.

People with health conditions such as continence issues or a colostomy require private washing facilities which are not readily available elsewhere.

Impact on Public Behaviour and Decency

Since the public toilets closed, residents in the village have witnessed people urinating in public beside the bushes adjacent to the toilets. This is distressing to people who see this behaviour, and is against the law.

Inability of Lamlash Improvements Association to assume financial operation of the public conveniences.

The closure of the public toilets was debated at meetings of the Lamlash Improvements Association (LIA). Whilst acknowledging the importance of the public toilets, the LIA was unable to commit to meeting the costs of public liability insurance, water and waste water charges, electricity, supplies, cleaning, and maintenance including replacement of the waste system as these exceed the annual income of the LIA.

North Ayrshire had assessed the condition of the toilets as poor. The toilets are not on the mains sewage system. The council did not provide any information on the condition of the waste treatment / sewage plant in its report on the condition of the facilities.

The LIA hold less than £1,500 in funds. Getting the toilets into a suitable condition has been estimated by the council at approximately £6000. The costs of connecting to the mains was not quantified by the council.

As North Ayrshire Council will be aware, Lamlash does not have any other community assets that attract or generate income; Lamlash community facilities are part of the high school, and all income generated by hire of halls is routed into K A Leisure.

Willingness of Lamlash Improvements Association to Engage in Discussions with Council Officers

Whilst unable to take on ownership of the public toilets, Lamlash Improvements Association would be willing to discuss any other way that the council thinks we could assist in ensuring the public conveniences are open for the community and visitors.

We, the undersigned, call on North Ayrshire Council to reopen the public conveniences closed on 31st March 2017, particularly in Lamlash.

Thank you for giving this matter your full consideration. We look forward to receiving your response.

Kind Regards,

Kirsty Forsyth and Karine Russell
On behalf of Lamlash Improvements Association

CC
Karen Yeomans, Executive Director (Economy & Communities) - karenyeomans@north-ayrshire.gov.uk
Craig Hatton, Executive Director (Place) - craighatton@north-ayrshire.gov.uk
Arran Community Council Chair - acc.chair17@gmail.com
Visit Arran - info@visitarran.com
Arran Trust - info@arrantrust.org
Hilary Paton - Hilarybruce@hotmail.com
Lamlash Improvements Association - info@lamlashimprovements.co.uk

Yours sincerely
Hilary Paton (Mrs)
BSc MSc

PLEASE Sign the Petition
ASKING
North Ayrshire Council
TO RE-OPEN/SAVE ARRAN'S
REMAINING PUBLIC TOILETS.
The toilets on Arran we closed by NAC in April 2017, some were adopted by community groups an others were simply closed, few alternatives remain for the thousands of visitors to the island. We think its a vital public service and so do 1800 other who have signed already, but we need more to show NAC we really care about the islands visitor facilities.
A new council has been elected and we are hoping that the new administration may vote to re-open and save Arrans public toilets.
Please take the time Google "arran toilets petition" or find the petition on www.change.org - and ask friends and family to sign it.

PLEASE Sign the Petition

ASKING

North Ayrshire Council

TO RE-OPEN/SAVE ARRAN'S REMAINING PUBLIC TOILETS.

The toilets on Arran we closed by NAC in April 2017, some were adopted by community groups an others were simply closed, few alternatives remain for the thousands of visitors to the island. We think its a vital public service and so do 1800 other who have signed already, but we need more to show NAC we really care about the islands visitor facilities.

A new council has been elected and we are hoping that the new administration may vote to re-open and save Arrans public toilets.

Please take the time Google "arran toilets petition" or find the petition on www.change.org - and ask friends and family to sign it.

If this email is not something you can deal with it please pass to appropriate department.
The closure of the public toilets in Blackwaterfoot is a disgrace. I have now seen 5 people urinating on the grass behind the locked toilets and would like to know what can be done about this as it will only escalate during the holiday season.

Kinloch Hotel

BlackWaterfoot

Appendix 5

Closure of Public Toilets

At its annual budget meeting in February 2016 the Council agreed to close the public toilets in Arran, Cumbrae, Irvine and West Kilbride from 1 April 2017. This decision and the associated saving of £55k recognised the severe financial challenges being faced by the Council and the need to protect statutory and essential services, including education and health and social care. There is no legal requirement for local authorities to provide public conveniences.

Officers have worked with local community groups during the last 12 months to identify options that would enable them to take responsibility for the toilets, through Community Asset Transfer agreements.

Arran: There are nine public conveniences on Arran. Council officers held discussions with representatives of the Community Council and local community associations during the last year. Support and advice was provided to assist them in creating a community business model which, following asset transfer, would enable them to assume operational responsibility for the facilities. The outcome of these negotiations is as follows:

- A temporary occupation licence has been granted to the local community association in respect of the facilities in Whiting Bay, pending finalisation of the formal Community Asset Transfer process. Some improvements were made to the Whiting Bay facilities before transfer to ensure they were handed over in reasonable working condition. The Whiting Bay chemical toilet waste disposal facility will be retained in its current location and maintained by the Council. The responsibility and ownership of the facilities at Kilmory and Sandbraes were transferred to local groups with effect from 1 April 2017. Grant funding was provided for each of the three facilities to support further improvement works and a small stock of cleaning supplies was also provided;

- The facilities at Glen Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. New, equivalent prefabricated facilities are currently being procured by the Council. These are expected to be delivered and installed during August 2017, at which time the local community association will assume responsibility for their operation and maintenance through the Community Asset Transfer process.

- The toilets at North Sannox are beyond their useful economic life and consequently were decommissioned and closed on 31 March 2017. Demolition is currently being arranged;

- There were no expressions of interest in the Community Asset Transfer of the public conveniences at Blackwaterfoot, Lochranza or Lamlash prior to the Council's approved closure date of 31 March 2017. The premises were therefore decommissioned and closed on 31 March and marketed for sale.

Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus buildings. The resultant offers are currently being considered by the Council's Estates team. The Council is currently working with officers from Scottish Water to develop options for the relocation of the existing chemical toilet disposal facility located adjacent to the public conveniences at Blackwaterfoot.

- Due to their condition and lack of local volunteers to provide ongoing maintenance, the public conveniences at Brodick Green closed on 31 March 2017, with members of the public able to access the nearby facilities in Brodick Hall during opening hours. Brodick Improvements Group have expressed their concerns regarding the limited opening hours of the hall, but so far have been unable to identify volunteers to enable a Community Asset Transfer of the facilities on the Green to take place. The Council has sought the approval of the landlord, Arran Estate, to demolish the surplus building.

- During the last year Council officers had discussions with CMAL, requesting that they take responsibility for the operation of the Lochranza toilets. CMAL confirmed that they did not wish to take on this responsibility.

Cumbrae: Extensive discussions took place in the last year with Cumbrae Community Development Company (CCDC) and other community groups on the island with a view to reaching an agreement on the community asset transfer of the five public toilets on the Island. The Council appointed a financial advisor to support CCDC in the preparation of a business plan. CCDC confirmed in late November 2016 that they were willing to take on this responsibility, subject to the following terms:

- All toilets to be handed over in working condition;

- The Council should transfer ownership of the six portaloos provided on the island to support major events;

- A grant of £65k to be provided to support essential improvement and accessibility works, also recognising the impact of the closure of Millport Town Hall in 2016; and

- A joint meeting should take place with Scottish Water to discuss long standing underground drainage works and issues in Millport.

CCDC assumed responsibility for the facilities on Cumbrae under a temporary occupation licence with effect from 1 April 2017, pending the finalisation of the formal CAT process.

East Road, Irvine: The East Road public conveniences closed on 31 March 2017. Members of the public have been redirected to the nearby Portal Leisure Centre, which has public toilets for use within the main entrance. Following receipt of several expressions of interest, a closing date of 25 April 2017 was set for formal offers to purchase the surplus building. The resultant offers are currently being considered by the Council's Estates team.

Irvine Beach Park: Coastwatch have assumed responsibility for the toilet pavilion at Irvine Beach Park under a temporary occupation licence, pending the finalisation of the formal CAT process. These facilities will remain operational and available to the general public. The Council carried out internal and external maintenance works prior to handover. Coastwatch are considering extending the use of the toilet block to incorporate a kiosk and office for their own operation.

West Kilbride: Following discussions with West Kilbride Civic Society, the group took responsibility for the public conveniences at Glen Road car park with effect from 1 April 2017 under a temporary occupation licence, pending completion of the CAT process. The Council has agreed to pay some servicing contract costs for the first year and has also provided the group with a stock of supplies.

Officers within Connected Communities are continuing to provide support and advice to all community groups concerned in order to finalise Community Asset Transfer agreements. The public conveniences subject to Community Asset Transfer have been operating under a licence agreement since 1 April 2017 and will continue to do so until the formal CAT process is completed later this year.

NORTH AYRSHIRE COUNCIL

Agenda Item 9

20 June 2017

Cabinet

Title:	**End of year 2016/17 Progress Reports - Council Plan/Directorate Plans**
Purpose:	To advise as to the progress of the Council Plan 2015/20 and Directorate Plans 2015/18 as at 31 March 2017.
Recommendation:	Agree to (a) approve the progress made in implementing the Council Plan 2015/20, (b) approve the revised set of Council measures for 2017/18, (c) approve the performance of all Directorates as at 31 March 2017 against the priorities in the 2015/18 Directorate Plans; and (d) refer the Council Plan and Directorate Plan Performance Reports for the consideration of the Audit and Scrutiny Committee on the 22 August 2017.

1. Executive Summary

1.1 This report provides an update on the progress of the Council Plan 2015/20 and the Directorate Plans 2015/18.

1.2 The performance reports on the Directorate Plans provide more detail and narrative about the activity that is being delivered to deliver the Council's strategic priorities.

2. Background

2.1 The Council Plan 2015/20 was approved by Council on the 18 March 2015. The Directorate Plans 2015/18 were approved by Cabinet on the 20 April 2015.

2.2 Council agreed that Council Plan progress would be reported annually and that the Directorate Plans would form the basis for reporting progress on the Council Plan and be reported on a six monthly basis to the Executive Leadership Team and Committee.

2.3 As part of our focus on delivering our Council Plan and ultimately, our vision, 'to be a leading organisation defined by excellent and innovative services', we are committed to creating a culture of continuous performance improvement. Crucial to this has been the development and implementation of Performance Review meetings. These form a key component of our Performance Management Strategy.

2.4 Performance Review meetings were scheduled to take place throughout the months of May and June. All Executive Directors present their six monthly performance to a Panel chaired by the Chief Executive.

2.5 The Performance Review meetings provide a sound basis for robust scrutiny of the performance of Directorates.

2.6 A peer review of the performance reports was also undertaken at the Heads of Service meeting on the 18 May 2017.

2.7 A number of highlights and areas for focus are noted below. More detailed information is included in the performance reports.

2.8 **Highlights** include:

Strengthening Communities and Improving Equity:

- Establishing Locality Partnerships with active Community Planning partner and local representative engagement
- £90,500 distributed to community groups through 6 Locality Participatory Budgeting events
- £3m European Social Fund/Lottery Fund secured for poverty and social inclusion

Regenerating Places:

- Opening of The Portal – bringing the old and the new together in the centre of Irvine
- Opened Garnock Community Campus – a state of the art learning environment which brings together 3-18 provision, alongside a first class pool and leisure centre
- Environmental Sustainability and Climate Change Strategy 2014/2017 has realised a reduction in CO2 emissions of 19.2% during the year resulting in a total reduction of 19.2% during the life of the strategy
- Reduced the number of households in fuel poverty by 3.7% at March 2017
- Increased our house building programme from 500 new homes to 750 new homes for delivery by March 2021

- Agreed a new Strategic Housing Investment Programme that will realise the construction of over 1000 new social homes by 2021
- Issued 566 Fixed Penalty Notices through our new Litter and Fly-tipping enforcement team
- Winning the right to keep our Arran ferry operating from Ardrossan with the potential to unlock £100m investment, some through the Ayrshire Growth Deal

Customer First:

- Streamlining of processes within Council Tax has helped to reduce processing times and drive efficiency
- Continuing to improve customer satisfaction levels particularly with our Roads and Lighting service
- Increased take up of the e-bill for Council Tax - 18% above target
- Introduced our new Housing Repairs policy to deliver repairs quicker and 'right first time'

Caring for People:

- Managed a 30% increase in demand for Care at Home service whilst maintaining our improved Care Inspectorate grades
- Housing Services secured Investors in People Platinum award level
- Whole Council secured Healthy Working Lives Gold level award

Children and Young People:

- Successful upskilling of Throughcare staff with the secondment of a CAHMS Nurse to support a whole system approach to psychological and emotional well-being
- Received a 6-star rating for quality of care and support for young people for our Throughcare Supported Carer Scheme
- Young people attending our nurture classes showing significant developmental progress
- 79% of all school leavers achieved literacy at SCQF Level 5 or better (74% in 2015).
- 94.8% of all school leavers achieved positive destinations, which remains above the national performance.

2.9 Key **Areas of Focus** for the next six months include:

- Publish our Local Outcomes Improvement Plan with CPP Partners
- Host the Ladies and Men's Scottish Open Golf championships
- Publish our new Long Term Financial Strategy
- Publish Digital Strategy to think 'Digital First'
- Completion and opening of the new Largs Campus
- Publication of our new Waste Strategy
- Launch our 'Enterprising Approach' to maximise our use of our assets, skills and capacity to mitigate against the financial challenges of future years
- Mitigate and help our communities manage the roll-out of Universal Credit

3. Proposals

Council Plan 2015/20

3.1 A status summary from the 1 April 2016 to 31 March 2017 for each of the 57 performance measures is provided in Appendix One.

3.2 The ***latest available*** expected outcomes shown for the performance measures with values and targets indicate that 77% of measures are on target or slightly adrift of target: -

On target	Slightly adrift of target	Significantly adrift of target
67% (33)	10% (5)	22% (11)

3.3 Detailed explanations for those measures adrift of target are provided in Appendix Two.

3.4 Performance improved in 48 % of indicators with trend information over the one year period and in 55% over the three year period.

2016/17 Summary of short term/long term trends		
	Short Term	**Long Term**
Improved	48%	55%
Declined	50%	45%
No change	2%	

3.5 The Performance Management Forum has reviewed the Council Plan measures to ensure that we have robust performance measures in place to assess our progress. The Executive Leadership Team agreed the measures for 2017/18 on the 12 April 2017. The revised set of measures are attached at Appendix Three.

Directorate Performance Reports

3.6 The performance reports provide a balanced view of performance across the Council and demonstrate delivery of the Council's Strategic Priorities. The Reports for each Directorate are set out in Appendices as follows:

Directorate	Appendix
Democratic Services	Appendix 4
Finance and Corporate Support	Appendix 5
Education and Youth Employment	Appendix 6
Economy and Communities	Appendix 7
Place	Appendix 8
Health and Social Care Partnership	Appendix 9

3.7 It is proposed that Cabinet agree to (a) approve the progress made in implementing the Council Plan 2015/20, (b) approve the revised set of Council measures for 2017/18, (c) approve the performance of all Directorates as at 31 March 2017 against the priorities in the 2015/18 Directorate Plans; and (d) refer the Council Plan and Directorate Plan Performance Reports for the consideration of the Audit and Scrutiny Committee on the 22 August 2017.

4. Implications

Financial:	There are no financial implications, as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Human Resources:	There are no human resources implications as all commitments in Directorate Plans, are aligned with the Council's agreed budgets.
Legal:	There are no legal implications.
Equality:	The Plans outline Directorates' commitment to fulfilling its statutory duty and also their proactive approach to Equalities.
Environmental & Sustainability:	The Plans support the Strategic Priority - *Protecting and enhancing the environment for future generations*
Key Priorities:	The Directorate Plans support delivery of the Council's Strategic Priorities.
Community Benefits:	There are no community benefit implications.

5. Consultation

5.1 The Executive Leadership Team discussed this report on the 7 June 2017. The Performance Management Forum and Heads of Service have peer reviewed the content of the reports.

Elma Murray

ELMA MURRAY
Chief Executive

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

Background Papers
Council Plan 2015/20
Directorate Plans 2015/18

Council Plan 15/20 - List of all PIs

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Priority SP 1. Growing our economy, increasing employment and regeneration towns

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_DE_P04 Number of Modern Apprentices supported through North Ayrshire sponsored initiatives	220	?	188	✓	↓	↓
EG_03 Gross weekly earnings – Workforce based	£479.80	✓	£522.70	✓	↑	↑
EG_11 Leverage of External Funding	2.03				?	?
EG_28 Town Centre Footfall	6,814,037		7,137,165		↑	↑
REC201213_30 Business Gateway Start-Ups			269	✓	?	↑
SOA15-16_WNA02 Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability activities	428	?	704	●	↑	↑
SOA_WNA4 Gross value added	£42,944.00	●	Available Q3 17/18		↓	↓
SOA_WNA12 Percentage of working age population in employment	65.1%	✓	64.7%	✓	↓	↓
SOA_WNA21 Youth employment rate	43.4%		44.8%		↑	↓
SOL_ECDEV01 % Unemployed People Assisted into work from Council operated / funded Employability Programmes	8.2%		20.6%		↑	↑

Priority SP 2 Working together to develop stronger communities

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_08 The number of adult learning opportunities accessed provided by Connected Communities	72,746	✓	13,574	✓	↓	↓
CC_09 The number of volunteers who are active in Connected Communities and Third Sector Interface activities	7,633	▲	26,016	✓	↑	↑
SOA_WNA9 Resident confidence about the future wellbeing and economic prospects of local area	31	✓	Available late 2017		?	↓
SOA_WNA15 Tourism visitor numbers	1,661,870	✓	Available July 2017	?	?	?
SP_ES_P_E01 Number of Active volunteers who have participated in training delivered by Connected Communities	11,285	✓	14,727	✓	↑	↑
SP_ES_P_E02 Number of Groups who have participated in training delivered by Connected Communities	2,669	●	1,351	✓	↓	↓
SP_ES_P_E03 Number of groups accessing support and guidance by Connected Communities	600	✓	710	✓	↑	↓

Priority SP 3 - Ensuring people have the right skills for learning, life and work

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CC_01 The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result	96.5%		97.9%			
E&S_P_B01 % of children achieving their developmental milestones at the time the child starts primary school	72%		Available Aug 2017			
E&YE_PI_D01 % of leavers attaining literacy at National 4 (SCQF Level 4)	95.67%		Available Feb 2018			
E&YE_PI_D02 % of leavers attaining literacy at National 5 (SCQF Level 5)	76.04%		Available Feb 2018			
E&YE_PI_D03 % of leavers attaining numeracy at National 4 (SCQF Level 4)	88.76%		Available Feb 2018			
E&YE_PI_D04 % of leavers attaining numeracy at National 5 (SCQF Level 5)	68.49%		Available Feb 2018			
E&YE_PI_D07 Average tariff score: All Leavers	864.7		Available Feb 2018			
E&YE_PI_D09 Average tariff score: LAC Leavers	317.3		Available Feb 2018			
SOL_CHN11 % of school leavers entering positive destinations	94.8%		Available Feb 2018			

Priority SP 4 Supporting all of our people to stay safe, healthy and active

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
HS - PI003 Number of new build Council housing units reaching completion on a yearly basis	56		7			
NAHSCP_02 Money Matters – income generation for service users (£)	£7,614,139.00		£8,234,082.46			
NAHSCP_29 Percentage of ASP Inquiries completed within 5 days	51.9%		56.5%			
SOA1013_04b_002 % of formerly looked after young people entitled to aftercare in employment, education or training	36.59%		36.99%			
SOA_HNA25 Percentage of service users indicating an improvement in their recovery capital following the introduction of the Recovery Capital Questionnaire	61.22%		50%			
SOA_SSNA5 Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark	29%		Available late 2017			
SOL_SW03 % of people aged 65 or over with intensive needs receiving care at home	34.23%		Available Feb 2018			
SPI 10_B_01 Number of attendances per 1,000 population for indoor sports and leisure facilities excluding pools	11,193		11,313			
SPSS_P_E03 Percentage of learning disability service users accessing employment support activities	28.13%		24.3%			
SPSS_P_E14 Number of Carers assessments completed	34		27			
USCR.04B Delayed Discharges 2 week waits - North Ayrshire H&SCP	4		2			

Priority SP 5 Protecting and enhancing the environment for future generations

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FCS_001 Overall carbon emissions (tonnes)	50,709		46,052			
SENV03b Street Cleanliness Index - % Clean	95.8		90.6			
SOL_ENV04b % of Class A roads that should be considered for maintenance treatment	35.6%		36.2%			
SOL_ENV04c % of Class B roads that should be considered for maintenance treatment	33.6%		36.8%			
SOL_ENV04d % of Class C roads that should be considered for maintenance treatment	48.7%		50.8%			
SOL_ENV04e % of unclassified roads that should be considered for maintenance treatment	35.4%		34.6%			
SOL_ENV06 % of total household waste that is recycled (calendar year as per SEPA)	56%		55.3%			

Priority SP 6. Enabling Delivery

Code & Short Name	2015/16		2016/17		Short Term Trend	Long Term Trend
	Value	Status	Value	Status		
CP_FACS_004 Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	90.18%		72.2%			
CP_FACS_005 Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	69.83%		83.1%			
CP_FACS_010 Staff Engagement Level - Council Wide	69.6%		69.6%			
CP_FACS_011 % of Council-Wide Stage One (Frontline Resolution) Complaints Handled on Time	91%		90%			
CP_FCS_002 Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure	98.4%		98.3%			
CP_FCS_003 Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	95.47%		91.7%			
CP_FCS_007 Percentage of Capital Projects completed on time	72.97%		91.9%			
CP_FCS_008 Percentage of Capital Projects completed within budget	100%		94.6%			
CP_FCS_009 % of Council-Wide Stage Two (Investigations) Complaints Handled on Time	90%		92%			
SCORP06a Sickness absence days per teacher	6.03		5.95			
SCORP06b Sickness Absence Days per Employee (excluding teachers)	9.9		10.96			
SOL_CORP08 Percentage of invoices sampled that were paid within 30 days	92.5%		92.96%			
SP_D&AS_A10 Freedom of Information requests responded to in 20 working days (%)	88%		89%			

Council Plan 15/20 - List of all PIs

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Scorecard Hierarchy Priority SP 1. Growing our economy, increasing employment and regeneration towns

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
SOA_WNA4	Gross value added	£47,518.00	£42,944.00		£45,767.00					**2016/17 - Quarter Four Update**: Most recent data relates to 2015/16. Gross Value Added per employee is a measure of economic productivity in North Ayrshire. Data is available annually in Quarter 3. The medium-term outlook is for slower GVA growth due to local and national economic conditions.
SOA15-16_WNA02	Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability activities		428		765	704				**2016/17 - Quarter Four Update**: This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SOA15-16_WNA02 shown within the Council Plan.)

Scorecard Hierarchy Priority SP 4 Supporting all of our people to stay safe, healthy and active

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
NAHSCP_29	Percentage of ASP Inquiries completed within 5 days	80%	51.9%		80%	56.5%				**2016/17 - Quarter Four Update**: Target for the quarter was not met. Target was 80% compliance to the 5 working days timescale - actual compliance was 51%. For the year compliance average % was 56.5% compliance. Due to the number of Local Authorities highlighting that they are struggling with the notional 5 working day target (originally set just after the introduction of the ASP Act and not based on practice experience at that time) and reporting that the 5 days are unachievable - a benchmarking exercise will seek to identify the average time taken to complete ASP Inquiries over as many West of Scotland Local Authorities as possible and report on the average across the responding LAs. In North Ayrshire the average number of actual working days (stats taken from Jan - March 2016) to complete an ASP Inquiry was 13 working days.
SPSS_P_E03	Percentage of learning disability service users accessing employment support activities	30%	28.13%		30%	24.3%				**2016/17 - Quarter Four Update**: Options for employment continue to be limited for this service user group. An employability project is being developed and will hopefully have an impact on the performance in 2017-18.
SPSS_P_E14	Number of Carers assessments completed		34		36	27				**2016/17 - Quarter Four Update**: The numbers of Carers assessments completed remains low. However, with the new Carers bill being enacted, new processes are being put in place to ensure all carers are offered a carers assessment and where they choose to have one, an assessment of their needs is completed. Recording processes are also being set up to record the reasons why carers decline to have an assessment.

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
USCR.04B	Delayed Discharges 2 week waits - North Ayrshire H&SCP	0	4		0	2				

Scorecard Hierarchy Priority SP 5 Protecting and enhancing the environment for future generations

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
SENV03b	Street Cleanliness Index - % Clean	96.5	95.8		96.5	90.6				**2016/17 - Quarter Four Update**: The overall score for LEAMS is 90.6%. A plan and mini interim audits are in place to improve this and meetings have taken place with staff to reiterate the standards expected.
SOL_ENV04b	% of Class A roads that should be considered for maintenance treatment	34.5%	35.6%		34.8%	36.2%				**2016/17 - Quarter Four Update**: There has been a slight deterioration in the condition of A Class roads with 36.2% that should be considered for maintenance treatment. The strategic road maintenance plan aims to optimise investment rather than targeting individual road classes.
SOL_ENV04c	% of Class B roads that should be considered for maintenance treatment	34.5%	33.6%		34.7%	36.8%				**2016/17 Quarter Four Update** There has been a slight deterioration in the condition of B Class roads. The strategic road maintenance plan aims to optimise investment rather than targeting individual road classes.

Scorecard Hierarchy Priority SP 6. Enabling Delivery

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure	100%	90.18%		98%	72.2%				**2016/17 - Quarter Four Update**: 72.2% of the General Fund capital expenditure has been delivered during

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
										2016/17. A review of slippage has identified the main themes as Decision Making Delays, where decisions are required before projects can commence, Incorrect Profiles, where commencement delays and the need to limit disruption to services has required changes to the profiles of several projects, and Other Issues, including delays until business cases can be completed and delays due to objections being heard. Financial Services will continue to work with services to ensure the originally approved budgets are accurate.
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure	100%	69.83%		94.5%	83.1%				**2016/17 - Quarter Four Update**: 83.1% of capital expenditure has been achieved during 2016/17. Slippage is primarily related to the New Build and Sheltered Housing programmes. The underspends have been carried forward for use in 2017/18.
CP_FCS_003	Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure	100%	95.47%		96%	91.7%				**2016/17 - Quarter Four Update**: 91.7% of revenue expenditure in the Housing Revenue Account was spent in 2016/17, representing an underspend of 8.3%. The underspend was mainly related to an underspend in Capital Funded from Current Revenue, due to House Building programme expenditure being carried forward to future years and significant capital receipts from Council House sales following the end of Right to Buy, combined with a net saving on loan charges asa a result of external borrowing falling below anticipated levels. All of this underspend has been carried forward to meet expenditure commitments in 2017/18.
CP_FCS_008	Percentage of Capital Projects	90%	100%		97%	94.6%				**2016/17 - Quarter Four Update**:

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
	completed within budget									94.6% of capital projects have been completed within budget for 2016/17. Two projects were completed above budget. One project had a minor overspend while the primary overspend relates to the Irvine Leisure Centre, the final overspend on this project has still to be determined.
SCORP06b	Sickness Absence Days per Employee (excluding teachers)	8	9.9		7.57	10.96				**2016/17 - Quarter Four Update**: For Quarter Four 2016/17 Council employees (excluding teachers) sickness absence figure was 2.8 days lost per Full Time Equivalent (FTE) which is 0.91 days above the target of 1.89 days and an increase of 0.2 days from Quarter Four 2015/16. Stress/Anxiety, Musculo/Skeletal and Surgical procedures were the highest contributing reasons for sickness For 2016/17 sickness absence days per employee (excluding teachers) was 10.96 days and the Council has failed to achieve the target of 7.57 days and is a 1.06 days increase from 2015/16 figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness. Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures, and this, coupled with support through Occupational Health referral, is expected to reduce sickness absence levels going forward.
SOL_CORP08	Percentage of invoices sampled that were paid within 30 days	95%	92.5%		95%	92.96%				**2016/17 - Quarter Four Update**: The percentage of invoices paid on time for the 2016/17 financial year was 92.96% which is a slight increase on the previous year (92.5%). For the 2016/17 year the invoices paid within 30 days fell short of target of 95%

Code	Short Name	2015/16			2016/17			Short Term Trend	Long Term Trend	Latest Note
		Target	Value	Status	Target	Value	Status			
										, The reasons for late payments are due to a combination of factors (Invoices being received late to Account Payable for processing, Accounts Payable errors and Suppliers sending invoices dated weeks before the received date). The implementation of Integra 2 in May 2017 will improve invoice paid on time as all orders placed on the system will be paid automatically. It is envisaged that the invoice payment time will show improvement by the end of Quarter One 2017/18.
SP_D&AS_A10	Freedom of Information requests responded to in 20 working days (%)	94%	88%		94%	89%				**2016/17 - Quarter Four Update**: During Q4 we received approximately 100 more requests than in each of the previous two quarters (approx. 450 compared to approx. 330). A significant number of these requests were complex and required additional time and effort to locate information. This inevitably has had an impact on performance against the 20 working days target.

Council Plan PIs 2017/18

North Ayrshire Council
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Priority 1. Growing our economy, increasing employment and regenerating towns

Code	Short Name
CP_DE_P04	Number of Modern Apprentices supported through North Ayrshire sponsored initiatives
EG_11	Leverage of External Funding
EG_21	Number of jobs created by businesses in North Ayrshire supported by Business Development.
EG_28	Town Centre Footfall
SENV03b	Street Cleanliness Index - % Clean
WR18	Numbers accessing the employability pipeline

Priority 2. Working together to develop stronger communities

Code	Short Name
CC_04	The number of community management and ownership initiatives
E&S_P_C05	Percentage of community groups who feel the Council is an effective partner in helping them deliver their aspirations
	Number of young people accessing activities, programmes and learning events which support participation in democracy

Priority 3. Ensuring people have the right skills for learning, life and work

Code	Short Name
CC_01	The percentage of participants accessing learning opportunities whose confidence, knowledge and skills has improved as a result
E&S_P_B01	% of children achieving their developmental milestones at the time the child starts primary school
E&YE_PI_D02	% of leavers attaining literacy at National 5 (SCQF Level 5)

Code	Short Name
E&YE_PI_D04	% of leavers attaining numeracy at National 5 (SCQF Level 5)
E&YE_PI_D06	% attainment gap between LAC leavers and other school leavers
SOL_CHN11	% of school leavers entering positive destinations

Priority 4. Supporting all of our people to stay safe, healthy and active

Code	Short Name
FM_PI001	% uptake of free school meals (Primary)
FM_PI002	% uptake of free school meals (Secondary)
SP_DE_C18	Percentage uptake of school meals
HS - PI003	Number of new build Council housing units reaching completion on a yearly basis
HS - PI005	Homelessness: Number of presentations
SOA_SSNA5	Percentage residents within North Ayrshire who feel unsafe walking in their neighbourhood after dark
SPI 10_B_01	Number of attendances per 1,000 population for indoor sports and leisure facilities

Priority 5. Protecting and enhancing the environment for future generations

Code	Short Name
CP_FCS_001	Overall carbon emissions (tonnes)
	Amount of energy generated from low carbon sources across the Council's estate

Priority 6. Underpinning Delivery

Code	Short Name
CP_FACS_004	Capital Expenditure - General Fund - Actual expenditure as a percentage of budgeted expenditure
CP_FACS_005	Capital Expenditure - Housing Revenue Account (HRA) - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_002	Revenue Expenditure – General Fund - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_003	Revenue Expenditure - Housing Revenue Account - Actual expenditure as a percentage of budgeted expenditure
CP_FCS_008	Percentage of Capital Projects completed within budget

Code	Short Name
DP_DS_P15	The value of media (print/ online/ TV/ radio) coverage secured for North Ayrshire Council
SOL_CORP06	Sickness absence days per employee full time equivalent (FTE) for the whole council

Democratic Services

Q4 Performance Review

2016/17

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Update on actions from last meeting on 1 November 2016

	Action	Progress
1.	Review Performance Review Report - ensure strategic focus and include more details of budget challenges and transformation.	The performance review report template has been revised to ensure strategic focus. The template has been shared with all Directorates.
2.	Develop the transformation journey vision.	The vision 'Making it Happen' has been agreed and is included in the 2017 update of the Directorate Plan. Branding of the vision to make it more visible throughout the Service will be developed.
3.	Identify and measure any difference that the PMF has made.	The PMF has become more strategic and has reviewed the current set of Council Plan measures. Other areas of work have included looking at the skill set of Performance Officers, preparing for the council wide PSIF assessment and supporting the process of performance review meetings.
4.	Consider member of Communications team attending regular meetings with Directorate Senior Management Teams to ensure awareness of relevant issues (e.g. 5 minute slot at meetings)	Corporate Communications Manager attended regular Senior Management Team meetings.
5.	Thought and development around using digital and social media more to reduce press enquiries/ reduce impact of negative stories.	Our approach is to challenge misleading or factually incorrect stories directly with the journalist and seek a resolution off-line. In the main this approach is successful and while we can't change the printed version of a newspaper we can often get the on-line copy altered to better reflect our position.
6.	Licensing review frequency of Committees and Board meetings - look at other authorities across Scotland to see what is being done elsewhere.	Review completed. Other authorities have a similar frequency of meetings. A particular issue is that if Police request review of a licence, there is a prescribed review timetable. Often this results in additional Special Meetings

Our Priorities

Democratic Services

To be a leading organisation defined by excellent and innovative services

Strategic Priorities 2015-18 (2016 Refresh)

Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from "Good to Great"	Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	Provide a comprehensive and responsive Legal Service	Effective delivery of Communications	Effective Governance

Service Priorities 2015-18 (2016 Refresh)

• Implement the Recognised for Excellence (R4E) Improvement Plan • Work with staff to improve staff engagement • Implement Improvement Action Plan from EFQM assessment • Implement the CPP Outcomes Profile • Drive the development of the Intelligent Council including developing a culture of good knowledge and information management	• Implement locality planning approach with our CPP partners • Transition of Community Justice to Community Planning • Embed an equalities culture across the Council	• Further develop Legal Services relating to employment Law • Provide comprehensive support in creation of new Trust to deliver Community Empowerment • Provide comprehensive legal support legal support for Council projects e.g. Largs Campus, Irvine Leisure Centre, Ayrshire Growth Deal • Through the Monitoring Officer ensure that the Council complies with all legal requirements	• Launch and embed the new Communications Strategy • Review and improve internal communications to drive and support the Council's transformation journey • Enhance North Ayrshire Council's reputation and public image • Promote North Ayrshire council to a local and national audience	• Successfully deliver elections • Modernise the Council's committee management systems • Develop an effective and proactive Information Governance regime within the Council • Plan for new administration in 2017 • Further develop policy support

Directorate Priorities and Performance Indicators

Priority 1 - Further embed a culture of continuous improvement across the Council / Support the Council's transformation from 'Good to Great''

1.1. Key Highlights

- Refresh of the Performance Management Forum to drive forward improvements in performance management across the council
- Continued development and implementation of the Performance Review process
- Publication of the Annual Performance Report and summary

1.2. Priority Update

The Policy and Performance Team continue to drive forward performance management throughout the Council. With their support and guidance, the **Performance Management Strategy** is implemented through the Performance Management Forum (PMF) Work Plan. Membership of the Forum includes Senior Managers with responsibility for performance from each Directorate, to reflect a more strategic focus. Performance progress is reported on a six monthly basis to the Executive Leadership Team (ELT) and Cabinet. Preparations for the fifth round of Performance Review meetings is underway with meetings taking place in May/June. Performance Review meetings support and underpin the Council's improvement journey and help embed a high performance management culture across the Council. The process has been highlighted as good practice at the Scottish Performance Management Forum

Democratic Services undertook an EFQM self-assessment in 2015. The Improvement Plan from the assessment has now been completed and a summary of the improvements has been produced. The Staff Reference Group continue to meet regularly and has implemented a Staff Suggestion Scheme.

The Policy and Performance Team are supporting the council wide PSIF self-assessment which commenced on the 10 April. Work is ongoing to identify the gaps in the current R4E Improvement Plan, prior to the development of an updated plan for 2017. The team also continues to coordinate corporate award submissions. These include COSLA, APSE, Herald Society and the Local Government Chronicle Awards.

1.3. Key Areas of Focus for the next six months

- Analysis of the findings from the Council-wide PSIF self-assessment survey and development of the Improvement Plan. Recommendations on the timing of a R4E submission will also be made
- Supporting Elected Member development on performance and scrutiny
- Enhancing and implementing 2016/17 public performance reporting arrangements

Priority 2 - Tackle inequalities in outcome for North Ayrshire residents through Community Planning and Locality Planning

2.1. Key Highlights

- Establishing Locality Partnerships with strong support of Community Planning partners
- Launching the new Community Planning website – to improve community engagement

2.2. Priority Update

During the first part of the year, our planning and work around establishing Locality Partnerships came to fruition with full implementation of Locality Partnerships. The first full Locality Partnership meetings took place in September 2016. Discussions focussed on locality plans, tackling inequalities and initial local priorities. Supporting the Partnerships is a Locality Partnership Implementation Board, consisting of officers who are

closely involved in driving forward the work. There is also a Chairs Group, where the Elected Members who Chair Locality Partnerships can meet and raise common issues and learning.

Communication on Locality Partnerships has been via the new Community Planning website. The website has been designed to be more targeted and engaging than its predecessor. Twitter and local press coverage have also been positive.

The CPP Board agreed Fair for All, its Inequalities Strategy in March 2016. Supporting structures for its delivery have been established. The Fair for All Advisory Board contains national experts who will give support and advice to our local approach. The Fair for All Steering Group consists of partner officers who are working to deliver the strategy.

2.3. Key Areas of Focus for the next six months

- Development of the Local Outcomes Improvement Plan
- Continue to support and develop Fair for All

Priority 3 - Provide a Comprehensive and Responsive Legal Service

3.1. Key Highlights

- Support to the Council and NAVT relating to the closure of Irvine Bay Urban Regeneration Company and the transfer of its projects and assets to the Council and North Ayrshire Ventures Trust.

3.2. Priority Update

Legal continue to support all services when required and are involved in all major Council projects. The larger areas of work include:

- Provision of legal advice and support to the Planning Committee and Local Review Body, the Appeals Committee, Education Appeals Committee, Social Work Complaints Review Committee
- Ongoing support for community empowerment and community asset transfer
- Support for the Council's capital programme including the lease for the new Leisure Centre and the Quarry Road Development
- Ongoing support for Social Services in the protection of children and vulnerable adults
- Representing the Council in employment matters and at Employment Tribunals
- Additional Support Needs (ASN) Tribunals
- Support to NAVT including the finalisation of the assets and projects transferred from URC
- The winding up of the CCTV Company and the Municipal Bank
- The Licensing section continues to fulfil Council obligations through the Licensing Board and Licensing Committee.

The Licensing Section will seek to identify unlicensed houses in multiple occupation within North Ayrshire to provide greater safety to tenants.

The Litigation Section was involved in the preparation for the RIPSA inspection in April, 2017 and with ongoing training regarding RIPSA before and after the inspection.

Since the last date for applications in terms of the Right to Buy of 31st July, 2016, the section has completed 151 sales.

In the last six months there have been no successful court challenges of Council decisions and no complaints against Members have been upheld under the Councillors' Code of Conduct.

3.3. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- Development of Legal Advice on Commercialisation
- Legal support for the Ayrshire Growth Deal and Ayrshire economic services as the projects develop.

Priority 4 - Effective delivery of Communications

4.1. Key Highlights

- The digital marketing campaign for the count down to the opening of The Portal
- Creation of a blog, marketing and digital content support for the Save our Ferry campaign
- Provost's Civic Pride Awards Charity Dinner 2017 which raised over £17,000 for our charities
- The design of the new Carers Appreciation Card and promotional materials

4.2. Priority Update

The Communications Team continues to provide an integrated communications service for the entire Council – offering expert advice and support on how to protect and enhance the Council's reputation and public image as an effective, efficient, ethical and innovative local authority.

During the past six-months a number of key projects have been carried out and include the Ardrossan Ferry campaign, Scottish Council Elections, opening of The Portal and Garnock Community Campus, Men and Ladies Scottish Open Golf and the Provost's Civic Pride Awards.

Media and Internal Communications staff continue to deliver for both internal and external audiences. Highlights include producing and delivering 26 weekly News in Briefs, 15 Vlogs (Video logs) and two editions of the Staff Talk magazine (both online and print). The team is also developing a new 'Staff News' site with IT. The team has delivered a highly effective proactive and reactive media service. We responded to 244 incoming press inquiries, issued 257 proactive press releases and managed 28 photo calls.

Online activity has seen us build the corporate twitter account to a followership of over 14,700. Nine new social media accounts have been created, with training delivered to each team/service. News items continue to be uploaded regularly to both the website and Connects.

Marketing and Events continue to work across all Directorates to deliver a dynamic and innovative marketing and events service. During the year the team delivered 112 marketing projects, assisted in the delivery of 12 Council events and processed 25 community event applications. Marketing of Team North Ayrshire continues with 19 proactive press releases including national coverage in The Herald of our Council appointing the UK's first Family Business Adviser. Eight Bitesize Business e-bulletins were issued to our database of over 600 local businesses. North Ayrshire for Business now has over 750 followers on Twitter. Key business events included Modern Apprentice Week (Digital Campaign), Launch of the EDR Strategy and the opening of the new Enterprising North Ayrshire office in Irvine.

Member Services continues to provide a comprehensive support service to all Elected Members as well as more intensive support to the Leader and Provost. The team helped to support the smooth transition to the new administration in September 2016. The team continue to use twitter to communicate and raise awareness of surgery information. They are currently preparing for the forthcoming Scottish Council Elections and the new Council in May 2017.

4.3. Key Areas of Focus for the next six months

- A series of major international events and openings including the Ladies and Men's Scottish Open Golf championships and the formal openings of Garnock Community Campus and Portal, Irvine

- The introduction of a new staff news website for office and non-office based employees
- Developing a communications plan to market land and properties transferred from Irvine Bay URC
- Promote and support the ambitions set out within the Ayrshire Growth Deal- via proactive media activity

Priority 5 - Effective Governance

5.1. Key Highlights

- Delivered training for community councillors
- Plans for the establishment of a community council in Saltcoats
- Move of the Record Store
- Review of the FOI process

5.2. Priority Update

The Service continues to ensure that all of the Council's key governance documents are kept up to date. A review of all governance documents will be conducted in advance of the Statutory Meeting of the new Council in May 2017.

We have worked to promote and support community councils. A schedule of training events has been developed in consultation with Connected Communities, including two sessions led by Committee Services. These sessions have provided an introduction to the Scheme for the Establishment of Community Councils. Work has also been done to continue to encourage community councils to be established in areas where none currently exist. This led to arrangements for an initial election for Saltcoats Community Council in spring 2017.

Preparations are well underway to support the delivery of the 2017 Local Government Elections, the May 2017 Statutory Council meeting, the new Members welcome training programme and the June General Election. This includes participation in eCount training arranged by the Scottish Government and preparations for Postal Vote processing. Work continues in terms of reviewing new Member induction materials drafted by the Improvement Service and preparations for in-house training for Members. Five separate project plans detail the work required, and are up to date.

We continue to promote the roll out of paperless meetings to Elected Members. This include cross-service work to encourage and support Elected Members in making the transition to electronic-only Agendas. Work has also been done to encourage Members who are already receiving only electronic Agendas to provide peer support and encouragement to their colleagues.

Work has been undertaken to identify additional policy support within Democratic Services Staff. Work on a wide range of policy issues has been undertaken including Brexit, Child Poverty, high tariff users, and SMID analysis.

The initial Open Data site went live in January 2017. Discussions with NHS National Services Scotland have continued. These actions will be taken forward by the Digital Project during 2017. All recommendations from the Kaizen Blitz on FOIs have now been implemented.

The 'wind-up' of the Irvine Bay URC has taken up a large amount of time through advising on records retention, identification of paper records for archiving or destruction, guidance for electronic information and records, and arrangements for the transfer of IT equipment. These activities have delayed work on other tasks/projects (e.g. Intelligent Council), however some of these will be taken forward under the Digital Project during 2017/18.

5.3. Key Transformation Projects

- Contribution to the Digital Transformation Project

5.4. Key Areas of Focus for the next six months

- The May 2017 Council elections and the June General Election
- Preparations for the statutory My 2017 meeting of Council including revision of all governance documents
- Support for the new Council Members, including delivery of an effective training programme
- Further implementation of paperless committee meetings
- Introduction of webcasting
- Planning for implementation of the EU General Data Protection Regulations across the whole Council
- Planning for governance of Ayrshire Growth Deal as it develops
- Governance of Integration Joint Board as required

Directorate Plan Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information – As at Q4 2016/17						
Priority	**No of Indicators**					
Further embed a culture of continuous improvement across the Council/ Support the Council's transformation from 'Good to Great''	5	3			1	1 (TBC)
Tackle inequalities in outcomes for North Ayrshire residents through Community Planning and Locality Planning	1	1				
Provide a comprehensive and responsive Legal Service	3	3				
Effective delivery of Communications	3				3	
Effective Governance	4	2	1	1		

Directorate Plan Performance Indicators – Red and Amber Status

Description	Q2 2015/16 Status	Q2 2016/17 Status	Short Term Trend	Long Term Trend	Current Value (%)	Current Target (%)	Latest Note
% of invoices paid within 30 days for Democratic Services					*92.86%*	*95%*	**2016/17 - Quarter Four Update**: Our performance of 92.86% was marginally below the Council average of 93.04% and below the target of 95%. The figures gradually improved in the second half of the year from a low of 90% in September. Some issues were experienced with PECOS and the business support arrangements introduced this year.
Freedom of Information requests responded to in 20 working days (%)					*89%*	*94%*	**2016/17 - Quarter Four Update**: During Q4 we received approximately 100 more requests than in each of the previous two quarters (approx. 450 compared to approx. 330). A significant number of these requests were complex and required additional time and effort to locate information. This inevitably has had an impact on performance against the 20 working days target.

LGBF Indicators – Priorities

LGBF Indicators 2014/15						
Priority	**No of Indicators**					
Corporate	2	2				

Council Plan Performance Indicators

Council Plan Indicators 2016/17						
Council Plan	No of Indicators					
Enabling Delivery	1			1 (see above - *Freedom of Information requests responded to in 20 working days (%)*)		

Financial Performance

The Service's revenue budget will be reported to Cabinet on 28 June 2017, current expectations being a break-even position.

Employees

Sickness Data

Data on performance is attached as Appendix 1. The figure at March 2017 is 4.46, below the annual target of 6.0 days. Our performance of 4.46 is slightly higher than 2015/16 which showed performance at 4.12 days lost per FTE. We have the lowest absences of any Council directorate. The majority of our staff are never off, and absences tend to be one-off long-term absences. While these latter absences are unavoidable, these are effectively managed and staff are supported to get back to work as soon as they are able.

Other Employee Information

All of the actions for the Employee Engagement Improvement Action Plan have been completed. Most of the actions were addressed through the Democratic Services EFQM Improvement Plan.

The Staff Reference Group has progressed a number of issues arising from the Employee Engagement Survey.

The Stress Risk Assessment for Democratic Services was carried out in June 2016. There was an overall response rate of 57%. Broadly, results showed no significant concerns across the stress factors of control, support, relationships and role. In particular they showed that staff were largely in control of how and when their work was undertaken and that colleagues and management were supportive. Working relationships were positive and staff were clear about their job function and goals. Such clarity of job purpose and empowerment is encouraging as it is key to realising the values of Focus, Passion and Inspiration.

Complaints

The Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017. Few complaints are made about Democratic Services.

Compliments

The Service's compliments data is noted in Appendix 2.

A selection of compliments are reflected below:

- "I was incredibly happy with the service offered. Kelly Baker, in particular, was so professional and talked me through the entire event whilst offering advice and support through telephone calls and e-mails. I felt the Professional Learning Academy's opening was a real success - thank you."
- "Very grateful for the professional and prompt support."
- "My contact is Mhari Burley, she is helpful, polite and professional. Mhari has assisted me with a few things since I came in to post she always provides excellent customer service."
- "The branding, marketing and ideas that Elisa came up with met the brief exactly. Elisa was given the brief and came up with some excellent ideas with signage and marketing."
- "Thank you Eleanor. On behalf of the Partnership, especially my Teams, can I thank you for all your support during this protracted process. It is very much appreciated."

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 2.

External Evaluations

We continue to liaise closely with our external auditor in relation to our performance and public performance reporting arrangements and community planning.

Appendix 1 – Employee Sickness Absence

Employee Sickness Absence

Democratic Services Employee Sickness Absence 2016/17										
Days Lost per FTE	**FTE***	Oct	Nov	Dec	Jan	Feb	March	**YTD**	**YTD Target**	**Variance**
Democratic Services	70.64	0.66	0.61	0.12	0.06	0.21	0.79	4.46	6.0	-1.54
Democratic Services Employee Sickness Absence 2015/16										
Days Lost per FTE	**FTE***	Oct	Nov	Dec	Jan	Feb	March	**YTD**	**YTD Target**	**Variance**
Democratic Services	74.83	0.58	0.48	0.03	0.41	0.51	0.20	4.12	6.0	-1.88

Appendix 2 – Compliments and Member Requests

Compliments

Directorate	No. of compliments 1 Oct 2016 -31 March 2017
Democratic Services	9

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Chief Executive	0	n/a	n/a	n/a	10	7	70%	5.2
Democratic Services	19	19	100%	2.7	13	13	100%	2.8

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Chief Executive	0	n/a	n/a	n/a	0	n/a	n/a	n/a
Democratic Services	1	1	100%	20	0	n/a	n/a	n/a

MP/MSP/MEP requests = 10 working days to resolve								
Chief Executive	0	n/a	n/a	n/a	6	6	100%	6.2
Democratic Services	1	1	100%	1	0	n/a	n/a	n/a

Finance and Corporate Support

2016/17 Performance Review Report Final

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Update on actions from last meeting held on 22 November 2016

	Action	Update
1.	Consider more preventative/ proactive approaches to managing absence	▪ A 'Work Well' Group has been set up to create a proactive programme of approaches to support the wellbeing of staff. This group is working with the 'Livewell' Group to ensure a comprehensive programme is created to support staff in both their working and social lives.
2.	Consider role of procurement in induction programme/standing orders training/awareness sessions	▪ All new employees to the Council with spending responsibilities currently attend financial regulation and standing order training, at which Procurement are always in attendance. The content of this course is currently being reviewed and it has been agreed that Procurement will now lead the delivery of the standing order training. This will be offered as a refresher course to all Council services when the new content has been designed. ▪ Refresher training has also been provided to all budget holders with spending responsibilities within HSCP. ▪ An awareness session took place in March 2017 as a 'lunch time learning event'. ▪ An e-learning module is also under development.
3.	Review T2 business case documentation	▪ The T2 reporting documentation has been revised to provide clarity on benefits / savings delivered from investment.
4.	Consider Digital Champions	▪ Initial discussions have taken place with the Employability Team to create a 'MAD Group' (Modern Apprentice Digital Group) that will support a reverse mentoring approach to digital. The MAs will be cross Council representatives. ▪ A programme of digital nudges to support skills development is being created and will be introduced across the Council following the Digital Strategy launch. ▪ All Executive Directors require to establish a network of digital champions to drive forward digital transformation in their Services.
5.	Report to ELT - Digital Transformation	▪ T2 will focus on four corporate cross-cutting digital projects (Data, Office 365, Mobile Working and Digital). These four projects will report to the ELT TB every 3 months, commencing May 2017.

Our Priorities

Finance and Corporate Support

Council Plan Priorities 2015-20

- **Growing our economy, increasing employment and regenerating towns**
- **Working together to develop strong communities**
- **Ensuring people have the right skills for learning, life and work**
- **Supporting all of our people to stay safe, healthy and active**
- **Protecting and enhancing the environment for future generations**

Directorate Priorities 2015-18 (2016 Refresh)

Developing Exceptional Customer Service While Embedding Digital Methodologies

- Develop customer-focussed, end to end digital services
- Implement improved digital offering and marketing strategy to deliver channel shift
- Support increased customer access and self -service
- Embed customer delight evidence standards across all FACS teams
- Implement Business Support Strategy
- Deliver ICT services that align to service business needs

Effective Financial Planning and Stewardship for the Council and its Partner Organisations

- Refresh the long term financial plan to 2026/27
- Implement new Financial Management System
- Further development of our strategic framework for financial planning
- Develop an interagency approach to financial planning with the Community Planning Partners (CPP)
- Provide support to the Health and Social Care Partnership (HSCP)
- Develop Procurement excellence through PCIP

Lead and Support the Delivery of Transformational Change and Organisational Development

- Lead and support Transformation Phase 2
- Develop governance and reporting to manage the change process
- Develop corporate lean capability to include new rapid improvement techniques, e.g. Kaizen Blitz
- Support services to deliver staffing and structural changes
- Deliver and evaluate People Plan interventions which support the new People Strategy

Directorate Priorities Updates

Priority 1 - Developing Exceptional Customer Service While Embedding Digital Methodologies

1.1. Key Highlights

- Streamlining of processes within Council Tax has helped to reduce processing times and drive efficiency
- Increased take up of the e-bill for Council Tax - 18% above target
- Customer Services Team working in partnership with services has achieved a significant improvement to customer satisfaction, most notably as a result of improvements to the Roads and Lighting process
- Successful staff engagement event with IT helping to shape the digital strategy and generate future improvements

1.2. Priority Update

Online Services

- The process for registering for the Hub has been simplified and this has improved the customer journey with an increase in online transactions
- Employee online forms are now in place for a range of processes with uptake improving month on month. Payroll forms have been rolled out across the Council and 53% of forms were received online in March
- Customers who had an existing Hub account were targeted for migration to a Council Tax e-bill. This year's campaign was very successful, significantly exceeding the target. More ambitious targets have been set for the year ahead and planning is already underway to achieve these.

Revenues

- Govtech is a technology which will automate a significant portion of the back office processing for Council Tax. A business case outlining benefits has been developed and agreed and implementation of the system will begin early 2017/18. The technology will also support the One Team approach which has been successfully tested. As this project proceeds, it is expected that the cost of collection for Council Tax will decrease.
- The processing of student exemptions will be automated through data sharing with local colleges. The agreement for this has been progressed and the process will be implemented in 2017/18.
- The process for reporting a death is complex and given the sensitive subject matter, it is key that we get it right first time. The process has been mapped out and significant improvements identified which will reduce duplication and improve the experience for the customer.

Benefits

- There has been a significant and consistent improvement in all processing times for Benefits over the last 6 months.
- The implementation of Universal Credit will be one of the biggest changes to the welfare system in recent years. The Business Improvement Team has been analysing the existing case load to assist in preparation for the change to minimise the impact to the customer.

Digital Strategy

- A cross service working group has developed the Digital Strategy and work is underway to align with national work.

1.3. Key Transformation Projects

The other key transformation projects for Customer and Digital are covered in priority 3.

Revenues and Benefits Transformation

- The One Team approach has been tested and will bring together the front and back office teams. More work will be completed at first point of contact which will reduce the time taken for the customer and reduce costs. A project plan for the implementation of the One Team will be agreed in April aiming for a September go live.
- The debt recovery process will be reviewed and it is expected that this will increase the debt collection rates.

1.4. Key Areas of Focus for the next six months

Digital

- A review of the existing technologies for the website, customer engagement, HR and payroll will be undertaken to assess whether they are fit for purpose. Planning for the implementation of the national 'myaccount', the golden customer record and desktop virtualisation is underway.

Mobile Working Pilot

- A proof of concept mobile working pilot will be managed by FACS for a range of services including Housing Inspectors, Pest Control and Building Control. The output of the project is expected by the end of Quarter Two and a programme for roll out, including identified savings will be developed. It is anticipated that savings will be delivered across all Directorates.

Redesign of Council Tax service delivery

- By the end of Quarter Two, a new operating model for Council Tax will be in place which will enable more transactions to be completed at first point of contact. Back office processing will be automated for a range of processes. This will reduce costs whilst providing a faster, more efficient service to the customer.

Digital Strategy

- The Digital Strategy will be finalised through engagement with services and Elected Members. The strategy will outline how our customers and colleagues will engage with the Council in the future. A new structure for IT will be developed to deliver the digital strategy. Stakeholder workshops will be held to design a new business partnering approach for IT.

Preparation for the implementation of Universal Credit

- Universal credit will be implemented in North Ayrshire in November 2017. Over the next 6 months, the team will be benchmarking with other Councils, redesigning processes and preparing for the change to ensure a smooth transition.

'Data' Workstream

- The projects under the 'Data' workstream of T2 will be established; this will incorporate Open Data, Master Data Management, Business Intelligence and Analytics. Each programme will develop a policy, identify quick wins and proof of concept projects and implement foundations for longer term growth. This project will be led by Customer and Digital Services with a requirement for resource support from across the Council.

Priority 2 - **Effective Financial Planning and Stewardship for the Council and its Partner Organisations**

2.1. Key Highlights

- Delivery of high quality annual accounts for the Council and the HSCP
- Development of proposals for the implementation of Business Partnering in Financial Services
- Effective closure of the Municipal Bank
- Embedding the new Treasury forecasting model into the annual budget process and recognition of our innovative approach through the Public Finance Innovation Awards
- Development of a Medium Term Financial Plan for the HSCP
- Delivery of a balanced budget for 2017-18 for the Council and the HSCP
- Development of Corporate Procurement Strategy and Contract Plan
- The creation of local employment opportunities through Community Benefits in Procurement
- The achievement of a positive external quality assessment of Internal Audit
- Expansion of the Corporate Fraud Team to provide a service to East Ayrshire Council under a partnership agreement

2.2. Priority Update

The Council continues to demonstrate sound financial planning and stewardship with a balanced budget set for 2017/18. Financial performance continues to be reported to Cabinet and at period 10 total expenditure was being contained within budget.

The HSCP continues to face financial pressures and is reporting an overspend. A medium term financial plan has been developed which identifies the financial challenges faced by the Partnership and is linked to the delivery of the Health and Social Care Partnership's strategic plan. The 2017/18 budget reflects additional resources in pressured areas and plans to mitigate spend in areas currently overspending. Financial performance arrangements have been reviewed and revised to provide clear reporting and responsibility of financial performance within the Partnership.

Work is well underway in refreshing the Council's capital programme and the Long Term Financial Strategy which will be presented after the Council elections in 2017.

To support further development of the Council's financial management arrangements, the project to deliver a new Financial Management System (FMS) is well under way and is on track for completion in May 2017.

2.3. Key Transformation Projects

- Embed the new Financial Management System in all services across the Council, providing a more efficient management information system
- Implement Business Partnering to all services, providing a clear strategic and operational financial service which meets the needs of Services and supports more effective decision making

2.4. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- Complete the refresh of the Long Term Financial Strategy
- Support the refresh of the Council's capital plans including a refresh of the treasury strategy
- Delivery of high quality accounts for the Council and HSCP
- Further develop a financial reporting framework for HSCP including new financial performance reporting and a reporting framework for the Challenge Fund
- Commence the refresh of the Medium Term Financial Strategy for the Council and the HSCP
- Commence the development of budget consultation proposals to support the Medium Term Financial Strategy
- Prepare for the Procurement and Commercial Improvement Programme (PCIP) assessment
- Integra 2 implementation will improve invoices paid on time as all orders placed on the system will be paid automatically once the receipting process is complete
- Provide support across the Council with procurement processes

Priority 3 - Lead and Support the Delivery of Transformational Change and Organisational Development

3.1. Key Highlights

- The Graduate development programme (both skills training and on the job coaching) is delivering results as the graduates are gaining confidence to lead their own projects and lean initiatives
- Knowledge Nuggets (digital learning) were soft launched as part of the PPD spotlight campaign
- Introduction of workforce planning methodology to support effective workforce planning
- Securing recognition as a Disability Confident (level 2) employer, replacing the 'double tick' initiative
- A revised Health and Safety Statement and Policy and Procedure have been finalised
- Implementation of a revised reporting format for T2 to highlight progress across all projects.

3.2. Priority Update

The Transformation Board Agenda has been restructured to provide Directors with regular opportunities to provide an update on their directorate transformation programme as well as outlining the status of their associated financial savings.

The Business Improvement Graduates are now six months into their development programme and have gained skills and knowledge on a variety of topics such as Leadership, Project Management, Communication, Lean and Green Belt. They are actively supporting Directorates with their research on opportunities for a pipeline of future transformation activities and will lead on the Lean Six Sigma programme during 2017/18.

A variety of Organisational Development (OD) interventions are being delivered to support the Council on its transformational journey. These interventions will strengthen and develop the culture of our People. Examples of some interventions that are currently being developed and delivered are initiatives in relation to embedding our Values, such as the introduction of 'Digital Nudges' and the Modern Apprentice Digital Group (MAD Group) that support the knowledge enhancement that will be required as part of our digital agenda.

3.3. Key Transformation Projects

A proposal for T2 has been developed to focus on four strategic cross cutting, corporate transformational projects - Mobile Working, Office 365, Data and Digital. These projects will support the delivery of the Digital Strategy which will be underpinned by the People Strategy.

- Mobile Working - Equipping employees with the right technology to enable them to work flexibly is not enough. This project aims to review processes and support colleagues to drive cultural change resulting in more efficient and effective services.
- Office 365 - The implementation of Office 365 has the potential to transform the way in which we work as a Council. Much more than just an upgrade of the email system, this project will improve collaboration, reduce duplication and make it easier to access the right information at the right time.
- Data - The Council needs to move towards being a data centric Council, using data to make decisions on future service delivery. The programme will initially set standards for collecting, keeping and sharing data with proof of concept projects around analytics, master data management and open data demonstrating potential benefits.
- Digital - The aim of the workstream is to make it easier for people to do business with us, whether our customers or our colleagues. Reducing duplication, increasing automation and making the best use of technology to drive channel shift and the delivery of budget savings.

Where appropriate, business cases have been developed for ELT consideration.

3.4. Key Areas of Focus for the next six months

Through analysis of our activity we have identified key areas of work for the next six months:

- The cross cutting corporate projects (Mobile Working, Office 365 and Data) will formally commence. Each project, led by a Project Manager will create project teams and project plans to ensure focus on short and long term milestones and delivery. An OD Adviser will support each project for creation of OD interventions to support the required cultural transformation.
- Following a Disclosure Audit, standardised procedures will be rolled out across the Council, performance reporting will be introduced and simplified user guides will be available on Connects.
- Lead the preparations for the Employee Engagement Survey 2017

Performance Indicator and Action Summary

FACS measures progress of 26 Performance Indicators and 34 actions. The table below shows a high level view of the progress made towards our Directorate's priorities.

Of the 26 performance indicators, 15 were on target, 3 were slightly adrift of target, 4 did not meet target, for 3 indicators the data is not yet available and for 1 the indicator is 'off programme'.

Of the 34 actions, 27 were complete and seven were slightly adrift of target.

Priority	No of Indicators					
Underpinning Council Priority – Growing the economy, increasing employment and regenerating towns	1 Indicator	1				
Developing Exceptional Customer Service While Embedding Digital Methodologies	13 indicators 9 Actions	10 8	2 1	1		
Effective Financial Planning and Stewardship for the Council and its Partner Organisations	7 indicators 14 Actions	2 10	1 4		1	3
Lead and Support the Delivery of Transformational Change and Organisational Development	5 indicators 11 Actions	2 9	 2	3		
Total	26 Indicators 34 Actions	15 27	3 7	4	1	3

The indicators slightly adrift of target are:

- Percentage of customers seen within 10 mins by the Service Centre
- The percentage accuracy rate in registrations
- Percentage of FACS invoices paid within 30 days

The actions slightly adrift of target are:

- Develop a Digital Strategy
- Refresh the long term Financial Strategy
- Implementation of the new Financial Management System
- Develop a Business Partnering approach for financial planning
- Update of Procurement Manual and Standing Orders
- Implement a secondary internet connection
- Develop employee voice

One indicator is off programme (PCIP assessment will now be carried out during 2017/18).

Data is not yet available for the 3 cost based indicators and these will be calculated after closure of the Council's annual accounts.

Directorate Plan Indicators – Red Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Percentage of Calls Answered within the Contact Centre					89%	95%	High levels of staff absences at the beginning of the year impacted on the percentage of calls answered by the Contact Centre. During the year the time taken by the back office process to conclude the enquiry was analysed. The number of general enquiries received on our 01294 310000 number has increased from 82,155 in 15/16 to 89,262 in 16/17. The wider use of the 01294 310000 number in advertising could be attributed to the increase in customer enquiries. It is envisaged that the promotion of self-serve during 2017/18 will reduce the number of calls received.
Sickness absence days per employee (FACS) per FTE					10.17	7	Overall the sickness absence days for Finance and Corporate Support (FACS) for 2016/17 were 10.17 days against a target of 7 days. Sickness absence for the Directorate in 2016/17 has increased in comparison to the year-end figure for 2015/16 which was 8.19 days. Detailed analysis of sickness absence is provided on a monthly basis to the Executive Director who discusses the analysis with the FACS Leadership Team to ensure that the maximising attendance policies are being followed. The top reasons for sickness absence within FACS in 2016/17 were; Stress/Anxiety, Depression, Gastro Intestinal and Musculo Skeletal. Some pro-active measures to support staff have been introduced and these are detailed on Page 14 of this report.
Percentage of FACS who have had a PPD interview in the last 12 months					91%	99%	There are 424 staff within FACS and 411 were eligible to have a Performance and Personal Development (PPD) discussion with their manager during the period 1 April 2016 to 31 March 2017. 373 had a PPD; this equates to 91% which is below the target of 99% and is less than the 2015/16 figure of 95%. Most of the staff who did not have a PPD are employed within either Financial Services or Business Support. Further work is required to ensure these are completed ahead of year-end deadlines in future.

	Council Wide Indicator collated by FACS							
	Number of Reportable Incidents (RIDDOR) per 100,000 employees					648	320	The annual incidence rate for the number of reportable incidents per 100,000 employees is 648 for 2016/2017. This exceeds the target of target of 320 per 100,000 employees. The incidence rate is based on a total of 37 RIDDOR Incidents during 2016/17. Most of these incidents have occurred within the Health and Social Care Partnership and the Place Directorate. It is anticipated that safety performance will be improved during 2017/18 as directorates are proposing actions which will drive safety performance improvement across council operations. This is also aligned to new objectives and targets being set by the Executive Leadership Team including safety campaigns across all directorates.

Local Government Benchmarking Framework (LGBF) Indicators

FACS measures progress of 9 LGBF indicators.

LGBF Indicators 2016/17						
Priority	**No of Indicators**					
Underpinning Delivery	9	3	1	2	2	1

One indicator was slightly adrift of target: Invoices paid within 30 days Council wide.

Data is not yet available for 1 cost based indicator and this will be calculated after closure of the Council's annual accounts.

LGBF Indicators – Red Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Sickness absence days per employee full time equivalent (FTE) for the whole council					9.79 days	7.57 days	The Council has failed to achieve its target of 7.57 days lost per FTE with the year-end figure being 9.79. This shows a 0.81 increase from the 2015/16 figure of 8.98. The top reasons for sickness include Musculo/Skeletal, Stress/Anxiety and Surgical Procedures.
Sickness absence for the whole Council (excluding Teachers)					10.96 days	7.57 days	For 2016/17 sickness absence days per employee (excluding teachers) was 10.96 days and the Council has failed to achieve the target of 7.57 days and is a 1.06 days increase from 2015/16 figure. Musculo/Skeletal, Stress/Anxiety and Surgical Procedures are the top three reasons for sickness. In relation to absence, the Council has introduced a number of pro-active measures designed to support staff. Through the 'Livewell Group', these include a personal exercise programme with Ayrshire College, workplace risk assessments, a weight management programme and a mindfulness programme. Further activities are being planned for later in 2017.

Council Plan Performance Indicators

FACS also collates a number of Council-wide indicators which measure delivery of the Council Plan.

Council Plan	No of Indicators					
Underpinning Delivery	9	3				6

- 6 indicators are in relation to Revenue and Capital spend and will be available in June 2017.

Financial Performance

The Directorate's final financial position for 2016/17 will be reported to Cabinet on 28 June 2017.

Employees

Absence Data

Data on absence is attached as Appendix 1. The FACS sickness absence per FTE as at 31 March 2017 is 10.17, which is above the year-end target of 7 days. Our sickness absence for 2016/17 is also higher than the year end figure for the previous year (2015/16) which showed performance at 8.19 days lost per FTE.

Sickness absence continues to be closely monitored and managed in accordance with the Maximising Attendance Policy and Procedures and this, coupled with support through Occupational Health referral, is expected to reduce sickness absence levels going forward.

Pro-active measures to support staff well-being have been introduced. A 'Workwell' group under the umbrella of 'Livewell' has been established which supports staff with their wellbeing at work. Initiatives have been put in place including promotion of DSE assessments in the new working environment, the 'Step Challenge' and fruit baskets to support healthy eating.

Complaints

The Directorate's complaints data will be reported to Audit and Scrutiny on 22 August 2017.

Compliments

The Directorate received 108 compliments during 2016/17.

A selection of compliments are reflected below:

Section	Compliment
Contact Centre, Customer Service Centre & Registrations	▪ Thanks to the reception staff at Lamlash office for their help in locating a memorial bench ▪ Thanks for the wonderful wedding service ▪ A counter customer noted that staff had provided a fantastic service to him
Revenues and Benefits Team	▪ Customer thanked staff for helping her complete a Council Tax Discount form ▪ A thank you to the Benefit Team for processing a claim so quickly ▪ Customer called to say that she was very happy with the excellent service she received from Council Tax staff

Requests from Elected Representatives

We continue to perform well in terms of responding to requests from Councillors, MSPs and MPs. Data is included in Appendix 2.

External Evaluations

External Quality Assessment of Internal Audit

Under the terms of the Public Sector Internal Audit standards (PSIAS), each organisation's Internal Audit team is required to undertake an External Quality Assessment at least once in each 5 year period. This helps to ensure compliance with the standards.

The review of the Council's Internal Audit team has recently been completed. The review assessed the compliance of the Council's Internal Audit team with the 13 sections of the PSIAS and noted that the team fully conforms to 11 of the standards and generally conforms to the remaining two. Overall the assessor was able to provide substantial assurance that the Council's Internal Audit team complies with the requirements of the PSIAS. There were a number of low priority actions for implementation by the team which will further improve compliance.

Appendix 1 – Employee Sickness Absence

Finance and Corporate Support Employee Sickness Absence 2016/17								
Days Lost per FTE	**FTE***	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**YTD Target**	**Variance**
Customer and Digital Services	269.03	2.67	3.58	3.35	2.13	11.73	7.46	4.27
Finance	72.56	2.55	2.19	1.40	1.81	7.95	6.43	1.52
People and Transformation	56.29	2.14	1.89	1.34	0.71	6.08	5.77	0.31
Finance and Corporate Support	401.88	2.56	3.08	2.69	1.84	10.17	7.00	3.17

Finance and Corporate Support Employee Sickness Absence 2015/16								
Days Lost per FTE	**FTE***	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**	**YTD Target**	**Variance**
Finance	158.3	1.87	1.82	3.35	3.27	10.31	7.00	3.31
Customer, People and Corporate Support	255.2	1.60	2.18	1.48	1.64	6.90	7.00	-0.10
Finance and Corporate Support	413.5	1.69	2.02	2.20	2.28	8.19	7.00	1.19

*FTE – Full Time Equivalent

Appendix 2 – Requests from Elected Representatives

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Customer & Digital Services	41	37	90%	2.68	61	54	88%	3.43
Finance	-	-	-	-	-	-	-	-
People & Transformation	2	2	100%	2.5	3	2	67%	4.6
TOTAL	**43**	**39**	**91%**	**2.6**	**64**	**56**	**88%**	**3.8**

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Customer & Digital Services	2	2	100%	12.5	-	-	-	-
Finance	-	-	-	-	-	-	-	-
People & Transformation	-	-	-	-	-	-	-	-
TOTAL	**2**	**2**	**100%**	**12.5**	**-**	**-**	**-**	**-**

MP/MSP/MEP requests = 10 working days to resolve								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Customer & Digital Services	45	42	93%	5.85	48	47	98%	5.6
Finance	-	-	-	-	-	-	-	-
People & Transformation	-	-	-	-	2	2	100%	5
TOTAL	**45**	**42**	**93%**	**5.85**	**50**	**49**	**98%**	**5.6**

Education & Youth Employment

Q4 Performance Review

2016/17

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Update on actions from last meeting in November 2016

	Action	Progress
1.	Develop proposition in terms of how we are using data for Fair for All Advisory Board	Fair for All pledges and key performance measures for the directorate have been developed and agreed, based on available data.
2.	Include inspection grading assessments in performance report	Inspection evaluations have been included in this report.
3.	Capture narrative for Elected Members – Nurture, GIRFEC etc	A number of elected member briefings have already been delivered on these themes and further sessions are planned.
4.	Alison Allan to meet with Fiona Walker to look at rolling out coaching and mentoring models	Meeting took place. It was felt that the coaching and mentoring programme would be appropriate for senior staff across the Council, with the exception of the GTCS accreditation element, which is only appropriate for teaching staff. Further discussions on taking this forward are ongoing.

Our Priorities

Education and Youth Employment Directorate

Strategic Outcomes 2016-2019

"Ensuring people have the right skills for learning, life and work"

Service Priorities 2016-2019

1. We are reducing inequalities and delivering improved outcomes for children and young people

- Embed and extend nurturing approaches to promote inclusion across all education establishments.
- Within the framework of the inclusion strategy, ensure effective support for children and young families.
- Further strengthen and embed existing high-quality approaches to ensure we are Getting it Right for Every Child.
- Encourage and support active collaboration and engagement with parents, including child's learning.
- Further extend and develop approaches to support the well-being of our children, staff, parents and carers in partnership other agencies.

2. High quality learning and teaching is taking place in all our establishments

- Develop and implement a strategic vision for learning and teaching for all of our learners.
- Evaluate and enhance our curriculum in the BGE and Senior Phase.
- Support and strengthen the professional capacity of staff.

3. Self-evaluation and performance improvement are embedded throughout our schools and central support teams

- Broaden and extend our approach to self-evaluation to ensure a consistency of rigour which will support continuous improvement planning in all education establishments.
- Further refine our approaches to the use of data and research to inform effective teaching and learning, including benchmarking and what works elsewhere.
- Further develop reporting of management information to inform policy and practice, and to meet the requirements of the National Improvement Framework
4. Analyse Employee Engagement Survey and develop and implement improvement plan.

4. Levels of attainment and achievement are improving for all learners

- Raise attainment and achievement throughout the BGE and Senior Phase through innovative approaches to learning and teaching.
- Further develop a Senior Phase curriculum that blends different types of learning and provides a range of appropriate learning pathways leading to the achievement of qualifications and awards at all levels.
- Integrate a range of personal and wider achievement options into learning programmes to enhance the skills and qualifications of learners.

5. High numbers of our young people are entering positive and sustained post-school destinations

- Strengthen partnership links and collaborative arrangements with the FE and HE sectors, employers, commerce and the third sector.
- Continue to support young people with additional support needs (ASN) to secure a sustained destination that meets their needs.
- Further develop our approaches to ensure our young people leave school with the skills employers need.
- Develop our young workforce by introducing national career and work experience standards.
- Work with key partners to develop and introduce modern apprenticeship programmes for our young people.

Directorate Priorities and Performance Indicators

Priority 1 – We are reducing inequalities and delivering improved outcomes for children and young people

1.1. Key Highlights

- Data from our nurture groups is showing significant developmental progress being made by participants.
- A Family Learning Team has been established and is working well in partnership to support schools and families to enhance learning experiences for children and young people.
- Positive steps have been taken in schools to enhance the capacity of staff to support children and young people more effectively with their emotional wellbeing, mental health and resilience.

1.2. Priority Update

Nurturing approaches continue to be embedded and extended across our establishments. Fifteen primary schools have well established nurture groups, supporting almost 220 of our most vulnerable pupils through daily interventions. 66 pupils have successfully transitioned back to their classes on a full time basis, having made measurable progress with their developmental milestones. Data collected from stakeholders including teachers, parents and children has shown that our nurturing approaches are having a positive impact on our children and young people and are supporting them to engage more effectively with their learning. The expansion of nurturing approaches into our secondary schools is progressing well with a high level of engagement from senior and middle managers in schools in developing school level plans to take this forward.

Our Inclusion strategy has been implemented across all schools. A review of support for children and young people is progressing well jointly across Education & Youth Employment and the Health and Social Care Partnership. This, alongside the promises within the Children's Services Plan, is a core element of our approach to ensuring we are getting it right for every child. Recommendations for service redesign will be presented in Autumn 2017. GIRFEC principles are well established in our schools and wellbeing assessment and planning are progressing well in preparation for the implementation of the remaining parts of the Children and Young People (Scotland) Act 2014.

The creation of the Family Learning Team across the six locality areas is enabling us to work in partnership with Connected Communities to encourage greater collaboration and engagement with families in their child's learning. The Family Learning Team have engaged extensively with all primary schools and have supported them to draw up action plans to take forward this important aspect of a child's learning experience. Family learning zones have been piloted in a small number of schools to increase the effect on a child of family support at home. A programme supporting transition from early years to primary has been developed and is being trialled in some schools. The key elements of this work stream will be further extended in session 2017-18.

The mental and emotional wellbeing of our children and young people is being supported through a programme of staff capacity building, counselling approaches and curricular support through resources. Significant work has taken place in partnership with CAMHS to better inform mental health referrals made by schools. A counselling service has been established in partnership with Place2Be and this is being expanded and enhanced through the employment of our own counsellors. Programmes to support emotional wellbeing through mindfulness and wellness recovery action planning are currently being piloted with further expansion planned after evaluation of their impact in the coming months.

1.3. Key Transformation Projects

- Early Learning and Childcare Expansion Programme
- Children and Young People Support Review

1.4. Key Areas of Focus for the next six months

- Further expansion of nurturing approaches in our secondary schools and the creation of a further five dedicated nurture bases across our primary schools.
- Redefining the purpose and work of the Children and Young People Support Review Board and finalising the recommendations for service redesign and improvement.
- Expansion of the reach and impact of the Family Learning Team and an enhancement of collaborative approaches with other teams.
- The development, in partnership, of an integrated strategy to support emotional and mental health of all children and young people in our context.
- Ensuring progress in the programmes developed by the workstreams within the Early Learning and Childcare Expansion Programme Board

Priority 2 – High quality learning and teaching is taking place in all our establishments

2.1. Key Highlights

- The Professional Learning Academy (PLA) is fully operational and has delivered the first level Numeracy Framework to all schools. This is having a positive impact on the learning and teaching of numeracy in our schools. Progress in literacy is also positive and this will be a major focus in 2017-18.
- A wide range of Career Long Professional Learning activities (CLPL) for teachers has been provided for teaching staff to develop high quality learning and teaching.

2.2. Priority Update

Evidence of good practice in learning and teaching approaches has been gathered from across Scotland by the teaching and learning working group who are currently working on a draft revised learning and teaching strategy. This will include approaches which focus on reducing the poverty-related attainment gap. This will be produced by June 2017 and will feature in the Directorate plan for 2017-18. Numeracy frameworks have been developed and implemented across schools.

Curriculum reviews have been carried out in eight schools (5 primary and 3 secondary) with a focus on the Broad General Education. Summary reports have been produced. Key messages will feed into the E&YE Directorate Plan for 2017-18. Initial analysis of the impact of the revised senior phase curriculum has taken place, with a systematic evaluation taking place in 2017-18 after two years of operation.

The Quality Improvement Framework has continued to underpin the support and challenge offered by Senior Managers in quality improvement visits to schools. Classroom observation is a key part of the framework in order that areas for improvement are discussed and addressed through school improvement planning. Information and trends from these visits are also utilised to identify future training and support needs across the department as well as in individual establishments.

A wide range of Career Long Professional Activities (CLPL) for teachers have been made available to all establishments. This includes a suite of courses delivered through the Professional Learning Academy with a primary focus on Literacy, Numeracy and teaching pedagogy. Courses have been very well attended and course evaluations suggest a positive impact on classroom practice.

2.3. Key Areas of Focus for the next six months

- Completion of a strategic vision for learning and teaching for all our learners.
- Enhance our Broad General Education (BGE) and Senior Phase.
- Continue to support and strengthen the professional capacity of staff.
- Continued focus on core skills development in literacy and numeracy.

Priority 3 – Self Evaluation and performance improvement are embedded throughout our schools and central support teams.

3.1. Key Highlights

- A Data Literacy framework has been created and a data training programme is underway in schools.
- Effective evaluation of the Quality Improvement Framework has led to an improved, streamlined process of joint evaluation involving our schools and the central team.
- School Improvement Planning and the annual school Standards and Quality Report have been refined in line with the national guidance on tackling bureaucracy.
- A range of proxy measures has been produced to assist with judging progress towards our improvement priorities before publication of the key annual performance measures

3.2. Priority Update

A review of processes and practices in relation to school self-evaluation has been carried out. As a result, revised documentation has been produced for school self-evaluation summaries, standards and quality reports and school improvement plans which are aligned to new legislation and national documentation. The directorate has begun to plan the evaluation of the impact of the education service as a whole using a national benchmarking document. This will be undertaken in partnership with Education Scotland as external verifiers.

A data literacy framework has been created and a training programme for head teachers is underway, comprising four professional learning sessions. Evaluation of this course has shown the increased awareness and confidence of Head Teachers in data literacy to drive forward improvement. Training for data coaches (class teacher level) in every school will be carried forward to session 2017-18.

Our nurturing approaches are being evaluated systematically through the creation of an authority-wide nurture quality improvement framework. Support and challenge visits from senior managers are ensuring that the evaluation of the impact of nurture is robust.

A range of proxy measures has been produced and implemented and are being used to enhance the information gained through KPIs and influence the direction of future planning at directorate level. Reporting practices at school and directorate level have been reviewed and streamlined. A Pan-Ayrshire approach to sharing secondary school data is leading to greater planning and collaboration with neighbouring education authorities. Families of schools have been created, based on similar profiles, to collaborate on improvements.

Action plans have been developed and implemented to improve employee engagement, reduce stress and reduce unnecessary bureaucracy. All these plans will extend beyond the life of this current directorate plan. A central calendar has been established to coordinate demands placed on school staff. Workforce planning for early years is being managed through the Early Learning and Childcare Expansion Programme Board. In addition, leadership programmes at various levels have been designed and implemented in order to further enhance the skills of our workforce.

3.3. Key Areas of Focus for the next six months

Through evaluation of our activity we have identified key areas of work for the next six months:

- The Education and Youth Employment Directorate will work with Her Majesty's Inspectors (HMIE) in a voluntary validation exercise utilising the Quality Management in Education Framework. This will inform the improvement priorities of the directorate as a whole.
- Further refinements will be made to the directorate's Quality Improvement Framework to reflect the evaluation of the process this year. Key features will include a more proportionate approach to targeted quality improvement visits/activity and an increase in head teacher capacity building in quality improvement within and beyond their own schools.
- Further develop our approaches to quality assurance and improvement in the early years sector.

Priority 4 – Levels of attainment and achievement are improving for all learners.

4.1. Key Highlights

- In 2016, 79% of all school leavers achieved literacy at SCQF Level 5 or better (74% in 2015).
- North Ayrshire is outperforming Virtual Comparator performance in SCQF Level 6 literacy & numeracy.
- The average total tariff score of North Ayrshire leavers has increased steadily for the last seven years and was above the national average in 2016.
- Performance of pupils at P1, P4 and S3 shows that we are beginning to reduce the attainment gap between our most and least deprived learners (comparing 2016 to 2015 statistics).

4.2. Priority Update

Performance of North Ayrshire school leavers in Numeracy has been increasing steadily, year-on-year, for the past five years both at level 4 and level 5. While North Ayrshire performance in Numeracy exceeds the one of the INSIGHT Virtual Comparator in both measures it is also reduced the gap with respect to national performance at Level 4 and has also exceeded the National performance in Numeracy at level 5, for the second year running.

Our schools continue to make good progress implementing the recommendations of Developing the Young Workforce and related Youth Employment Strategy. There are increasing opportunities for young people to participate in work-related vocational learning and wider achievement opportunities. Partnership working with a variety of other agencies including Ayrshire College, Universities, Skills Development Scotland, employers and others, is enhancing the experiences of learners. We continue to ensure that our positive leaver destination rate is above national average and that transition support for the most vulnerable leavers is in place.

Innovation in learning and teaching is encouraged and shared at all levels. Sharing good practice is a key feature of the Professional Learning Academy approach to professional development. Good practice has also been identified through the curriculum review activity and the quality improvement visit 3. This good practice is being collated and will be shared across the directorate. Further work is being undertaken to share with neighbouring authorities.

Curriculum reviews have been carried out in five primary schools and three secondary schools with a focus on the Broad General Education. Summary reports have been produced. Key messages will feed into the E&YE Directorate Plan for 2017-18. Initial analysis of the impact of the revised senior phase curriculum has taken place, with a systematic evaluation taking place in 2017-18 after two years of operation. The development of the North Ayrshire Schools Modern Apprenticeship Programme has been implemented successfully in partnership with other Council directorates.

Broader curriculum pathways have been developed with an increased number of accredited wider achievement courses available in all secondary schools. An end of year report summarising our wider achievement approaches across our secondary schools will be shared with head teachers.

4.3. Key Transformation Projects

- Scottish Attainment Challenge

4.4. Key Areas of Focus for the next six months

- Specific focus with schools on improving performance in key LGBF indicators.
- Further work to be embedded in: improving teacher professional judgements; using data more effectively to inform next steps in learning; and tracking learner progress more effectively throughout the Broad General Education phase.
- Implementing plans at school level to target Pupil Equity Funding at specific groups of learners to reduce the poverty-related attainment gap

Priority 5 – High numbers of our young people are entering positive and sustained post-school destinations

5.1. Key Highlights

- 94.8% of all leavers achieved positive destinations, which remains above the national performance.
- North Ayrshire Schools to Modern Apprenticeship Programme (NASMAP) created in partnership with other directorates and piloted in one secondary school.

5.2. Priority Update

Through our principal teachers of developing the young workforce, we have strengthened partnership links and collaborative arrangements a variety of employers, the Chamber of Commerce, Ayrshire College, Skills Development Scotland and third sector organisations. These partnerships are leading to improved educational experiences and post school outcomes for our pupils.

We are working closely with key staff across our ASN schools, our project officers and Skills Development Scotland colleagues to focus on sustained destinations. Initial post-school destinations for our ASN leavers are good (above the national average). However, securing sustained destinations remains a challenge. An Ayrshire wide forum focusing on ASN leavers has been established and actions have been agreed to make further improvements in this area.

Our review of the curriculum has had a focus on the skills being developed throughout a young person's time at school. Schools are being supported to plan and map out progression of skills development more coherently throughout the curriculum. A wider range of skills is being developed in the senior phase through the broadening of the curriculum to include accredited units and courses in a range of wider achievement and vocational options.

Schools are engaging with the national career and work placement standards and there is an increased expectation that teachers will be familiar with these and how they can contribute to their implementation through their own teaching. All secondary schools have undertaken an audit of their practice in relation to the two standards and work is taking place to ensure that their audit and evaluation are being used to inform action steps for further improvement. In primary schools, this work is at an earlier stage. This will be a key focus for 2017-18. While very good practice exists including links with employers and vocational learning for pupils, the mapping of this to the standards will be key to verifying and evaluating this type of activity.

Schools and central support officers have worked with key partners across directorates to develop and introduce a new model of modern apprenticeship programme for young people. The programme – NASMAP (North Ayrshire Schools to Modern Apprenticeship Programme) – is being piloted with Irvine Royal Academy during session 2016-17. All participants have secured a positive post-school destination. There are further development opportunities coming out of this pilot which will be taken forward in 2017-18.

5.3. Key Areas of Focus for the next six months

- Focused work to improve the sustained positive destinations of all leavers, particularly those with additional support needs.
- Further support to schools in planning skills development throughout the curriculum.
- Embedding career and work placement standards fully across all schools.
- Extending NASMAP approaches to other employers and schools.

Directorate Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Directorate / Council Plan Indicators

Description	Current Value (%)	Current Target (%)	Trend direction (5 yrs)
Percentage of leavers attaining literacy at SCQF level 4 or better	*95.67*	*96.00*	
Percentage of leavers attaining literacy at SCQF level 5 or better	*79.35*	*72.00*	
Percentage of leavers attaining numeracy at SCQF level 4 or better	*88.76*	*81.50*	
Percentage of leavers attaining numeracy at SCQF level 5 or better	*68.49*	*60.00*	
Average total tariff score of looked after children (school leavers)	*317*	*311*	
Average total tariff score of all school leavers	*865*	*n/a*	
Percentage of school leavers in a positive initial post-school destination	*94.84*	*95.00*	

LGBF Indicators

Indicator	Current Value	Target Value	Trend Direction (5 yrs)	Quartile
Cost per primary school pupil £	4793.37	n/a		3
Cost per secondary school pupil £	6965.89	n/a		3
Cost per pre-school place £	4644.96	n/a		3
% of pupils gaining 5 or more awards at SCQF Level 5 or better (by end of S6)	52	n/a		4
% of pupils gaining 5 or more awards at SCQF Level 6 or better (by end of S6)	24	n/a		4
% pupils in 20% most deprived areas getting 5+ awards at level 5	39	n/a		2
% pupils in 20% most deprived areas getting 5+ awards at level 6	13	n/a		3
% of Adults Satisfied with local schools	84.3	n/a		2
% of school leavers entering positive destinations	94.8	n/a		2

Financial Performance

The Service's revenue budget will be reported to Cabinet in June 2017.

Employees

Sickness Data

Data on performance is attached as Appendix 1. The figure at March 2017 is 7.28, which is above the annual target of 6.0 days. Our performance of 7.28 is slightly higher than 2015/16 which showed performance at 6.96 days lost per FTE. There are variances between the staffing groups within the Service. The absence statistics for Teaching Staff are below the target, but for Local Government Employees, the figures are above target. The main reasons for absence are in line with the Council's overall statistics with Stress/Anxiety and Musculoskeletal being the two main causes of sickness absence. The majority of days lost also relate to longer term absence with around 67% of days lost relating to absences of over 10 days and more than half relating to absences over 16 days.

Other Employee Information

Within the directorate, the output from the Stress Survey completed in 2016 has resulted in corporate actions relating to the following areas:

- Change Management – Appropriate engagement and consultations completed
- Control – Increased engagement from Directorate with school based staff
- Demand – Better coordination of requests to schools from HQ

A tackling bureaucracy working group has also been established to help with issues of work load for teachers. The focus areas for this work are planning and assessment evidence.

Complaints

The Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017.

Compliments

The Service's compliments data is noted in Appendix 2.

A selection of compliments are reflected below:

"We would like to thank everyone sincerely for their care, attention and input in helping with our son and his needs. We are very grateful."

"Donald is a true example of a dedicated teacher, he continually strives to deliver the best and goes above and beyond the call of duty to help pupils. He is an inspiration and a true mentor."

"The compassion, forward thinking attitude towards always wanting to make the Greenwood Community a better place is brilliant and is what North Ayrshire Council is all about!"

Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs and MSPs. Data is included in Appendix 2.

External Evaluations

Education Scotland carried out two inspections of our schools in the period between August 2016 and April 2017. The evaluations were as follows:

Primary & Secondary

QUALITY INDICATOR	Glencairn Primary (October 2016)	Largs Academy (January 2017)
Leadership of change	Very good	Very good
Learning, teaching and assessment	Good	Good
Raising attainment and achievement	Good	Very good
Ensuring wellbeing, equality and inclusion	Very good	Good

Early Years

QUALITY INDICATOR	Glencairn Primary Early Years Class (October 2016)
Leadership of change	Very good
Learning, teaching and assessment	Very good
Securing children's progress	Good
Ensuring wellbeing, equality and inclusion	Very good

The Care Inspectorate visited a number of our Early Years establishments. The evaluations from these visits are as follows:

Establishment	Date of inspection	Quality of care and support	Quality of environment	Quality of staffing	Quality of management and leadership
Garnock Community Campus	March 2017	Good	Good	Good	Good
St Mark's Primary Nursery Class	February 2017	Very good	Not assessed *[Previous rating: Good]*	Good	Not assessed *[Previous rating: Very good]*
Woodlands Primary Early Years Class	January 2017	Good	Good	Good	Good
Caledonia Primary Nursery Class	December 2016	Very good	Not assessed *[Previous rating: Very good]*	Very good	Not assessed *[Previous rating: Very good]*
Springvale Early Years Centre	November 2016	Excellent	Very good	Not assessed *[Previous rating: Very good]*	Not assessed *[Previous rating: Excellent]*
Garnock Valley Early Years Centre	October 2016	Excellent	Not assessed *[Previous rating: Very good]*	Not assessed *[Previous rating: Very good]*	Excellent
Hayocks Primary Nursery Class	October 2016	Excellent	Very good	Not assessed *[Previous rating: Very good]*	Not assessed *[Previous rating: Very good]*
Gateside Early Years Class	October 2016	Good	Not assessed *[Previous rating: Good]*	Good	Not assessed *[Previous rating: Very good]*
Springside Early Years Class	September 2016	Very good	Not assessed *[Previous rating: Good]*	Very good	Not assessed *[Previous rating: Very good]*
Lawthorn Primary Nursery Class	September 2016	Very good	Not assessed *[Previous rating: Very good]*	Very good	Not assessed *[Previous rating: Very good]*

Appendix 1 – Employee Sickness Absence

Employee Sickness Absence

Employee Sickness Absence 2016/17										
Days Lost per FTE	**FTE***	Oct	Nov	Dec	Jan	Feb	March	**YTD**	**YTD Target**	**Variance**
Education & Youth Employment	2144.31	0.56	0.67	0.6	0.67	0.58	0.76	7.28	6.00	1.28

Employee Sickness Absence 2015/16										
Days Lost per FTE	**FTE***	Oct	Nov	Dec	Jan	Feb	March	**YTD**	**YTD Target**	**Variance**
Education & Youth Employment	2113.81	0.60	0.73	0.73	0.69	0.80	0.6	6.96	6.40	0.56

Appendix 2 – Compliments and Member Requests

Compliments

Directorate	No. of compliments 1 Oct 2016 -31 March 2017
Education and Youth Employment	3

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Education & Youth Employment	6	6	100%	3.3	31	30	97%	n/a

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Education & Youth Employment	0	0	n/a	n/a	0	n/a	n/a	n/a

MP/MSP/MEP requests = 10 working days to resolve								
Education & Youth Employment	19	17	89%	5	0	n/a	n/a	n/a

Economy and Communities
Q4 Performance Review

2016/17

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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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1 Welcome

The outstanding achievement in Quarter 4 is the announcement in March by Keith Brown, the Cabinet Secretary for Economy, Jobs and Fair Work, that the mainland port location for the Brodick and Campbeltown ferry services would remain at Ardrossan. This followed a five-month-long campaign supported by a wide range of community groups, businesses and public and private sector organisations – both on Arran and on the mainland.

The budget for 2017/18 offers a range of exciting announcements for the Directorate's key strategic programmes of Community Empowerment and Inclusive Growth which will enable substantial progress to be made. This includes a Poverty Challenge Fund, Community Food Plan, £3.1m Community Investment Fund and new Community Empowerment Unit to increase equity in our communities. We continue to with Scottish Government on the Inclusive Growth Diagnostic and are starting to work with East and South Ayrshire Councils on rolling this out.

Excellent progress is being made with the Ayrshire Growth Deal and planning for participation in the Regional Economic Development Pathfinder Project, which are fundamental to our local economic growth. We are working with the Economic Development and Regeneration (EDR) Board on implementing our refreshed EDR Strategy. The sector leading Team North Ayrshire's partnership approach is key to ensuring we are offering the best business support. Our International Strategy is supporting our businesses to access international markets and striving to attract global businesses. A new Steering Group is leading the implementation of our new Social Enterprise Strategy and the resources are now secured that will boost delivery in the coming year.

We are continuing to transform our services to ensure that we can maximise the impact of what we do with great efficiency and continue to deliver first class services across the directorate. Phase 1 of Quarry Road is underway and future phases are planned for this year. We have also agreed our Main Issues Report as part of our preparation of the Local Development Plan 2. Following the wind down of the Irvine Bay Regeneration Company a successful transition process has taken place with Regeneration remaining a priority.

We are developing a substantial marine tourism Coastal Corridor initiative with our industry partners through the Ayrshire Growth Deal. Additionally, there is a unique opportunity as Dundonald Links hosts both the Aberdeen Asset Management's Scottish Open Golf and Ladies Scottish Open Golf in 2017 which is a welcome boost for our tourism sector.

1.1 Update on actions from last meeting

Action	Progress
Consider report revisions for ELT/Cabinet	The Q2 Report was revised.
Outline what community empowerment/engagement looks like	The Locality Partnerships, identification of local priorities, community asset transfer, participatory budgeting and CLD Strategic Learning Plan have been the centre of community empowerment and engagement. North Ayrshire has been asked to host a best practice event with the Improvement Service on the use of the Place Standard as a tool for community engagement. Other effective engagements includes charrettes, specific issues such as flood defence planning and our award winning youth work. Community empowerment and engagement is reflected in regular and positive meetings with individuals and groups as well as increasing depth and breadth in local leadership.
Outline our Town Centre work to date and the next phases	Investment in town centres continues to be a key aspect to the overall regeneration of North Ayrshire. Within 2016/17 this investment took many forms. A full outline is available in appendix 1.
Share "Performance on a Page" with all Directorates	Following the review of performance indicators and the development of Performance on a Page, a process for consulting and disseminating this information across the teams has been implemented. Performance notice boards have been created in the centre of the Directorate's Cunninghame House base to display Performance on a Page. This is complimented by the LED screens beside them hosting qualitative information as well as leaflet racks holding the most recent quarterly Performance Review Report, together with a copy of the Council Plan, Directorate Plan and full quarterly Covalent report. This gives staff the opportunity to review performance information which has been discussed at Senior Management meetings. As it is openly recognised that such a volume of data may appear daunting at first, assistance is always available should anything appear unclear. The next stage is to refine the process and make information available to the wider staff teams in workplaces across North Ayrshire. All directorates within NAC have now adopted the Performance on a Page format.
Consider how Building Standards fits with the work of the Place Directorate	Discussions are ongoing between Building Services and Protective Services to explore potential opportunities for the upskilling and development of staff.

Economy and Communities Directorate

To be the best at what we do in Scotland

Strategic Outcomes 2016-19

Healthy, Working Communities

Support 4000 jobless people with opportunities, training, education and support towards work.

Vibrant Places

North Ayrshire is the place for families to live, visitors to enjoy and business to invest.

Growing Business

Support new and growing business to create 1000 new jobs by April 2019

Service Priorities 2016-2019

Ayrshire Growth Deal

- Governance
- Business Case
- Projects:
  - Life sciences
  - Coastal Corridor
  - Connecting communities for growth

Locality Planning

- Developing & Supporting Locality Partnerships
- Community Engagement & Participation
- Building Community Capacity & Leadership
- Healthy & Engaged Communities

Inclusive Growth

- Diagnostic Tool
- 250 Council Apprentices
- Social Economy Development
- Employability Hub roll out
- Employability Service support
- Co-hub development as part of AGD

Service Transformation

- Tourism development
- Team North Ayrshire
- Cultural, leisure and sports development
- Regeneration (post URC)
- Childcare information

Best in Class – the 2020 challenge

- Benchmarking results
- National indicators
- Awards

Essential Ingredients

- Staffing
- Leadership
- Financial Management
- Customer Consultation
- Stakeholder Engagement
- Communication
- External Funding

3 Directorate Priorities and Performance Indicators

3.1 Ayrshire Growth Deal

3.1.1 Key Highlights

- Cabinet approved the Ayrshire Growth Deal proposals in September 2016. Projects are further being developed and refined
- The decision to keep the Arran ferry terminal at Ardrossan has unlocked £100m investment, some through the Ayrshire Growth Deal

3.1.2 Priority Update

Keith Brown, the Cabinet Secretary for Economy, Jobs and Fair Work, announced that the ferry terminal would be kept at Ardrossan in March 2017 at the end of the five-month-long campaign supported by a wide range of community groups, businesses and public and private sector organisations – both on Arran and on the mainland. This not only keeps the crossing and secures local jobs, it also unlocks £100 million of investment in the wider regeneration of Ardrossan. The #SaveOurFerry campaign involved a concerted and coordinated effort driven by the Economy and Communities Directorate and represents a remarkable partnership success.

The development of proposals are ongoing and subject to Ayrshire Growth Deal timelines. Activities by NAC officers have contributed as expected. There has been a slight delay with the outline business case for Ardrossan Coastal Regeneration given that it needs to consider implications of the recent review of the Arran Ferry.

3.1.3 Key Areas of focus for the next six months

- Continue to progress the Ayrshire Growth Deal projects including the investment at Ardrossan Harbour

3.2 Locality Planning

3.2.1 Key Highlights

- Participatory Budgeting events have now been held in all Localities and £90,500 has been distributed to community groups
- Locality Partnership are developing priorities after their third round of meetings
- Community Contracts developed and signed by almost all Community Councils
- North Ayrshire took a significant range of YouthLink Awards for excellent youth work

3.2.2 Priority Update

Successful Participatory Budgeting events have now been held in all Localities and £90,500 has been distributed to community groups. A total of 768 people attended, with 644 voting for funding awards and these were made to 37 children's groups, 48 groups of young people, 44 adult's groups and 19 groups of older people. In early November additional funding for Participatory Budgeting was announced in the 2017/18 budget. Economy and Communities teams continue to offer advice and support to partners on mainstreaming participatory budgeting approaches.

The third series of Locality Partnership meetings have been held along with a number of workshops to identify priorities for Locality Plans.

Support for Community Council members continues and consideration of the future for areas where there is no Community Council in place is on-going. Arran, Cumbrae, Dalry, Fairlie, Irvine, Kilwinning, Kilbirnie and Glengarnock, Largs, Skelmorlie and West Kilbride Community Councils have all held successful elections. Saltcoats Community Council have now re-formed. Notably 16 year olds are now able to stand for election to Community Councils or be represented within Locality Planning Partnerships.

The Community Contract was officially launched in February and Community Associations and Organisations were invited to sign up. The 2017/18 budget included the announcement of significant levels of investment in this community

empowerment including a £3.162m Community Investment Fund and the establishment of a Community Empowerment Unit.

A series of budget engagement meetings took place in each of the Localities to raise awareness of the Council budget. The purpose of these Locality Partnership Engagement sessions is to work closely with communities to find out what is important to them and discuss how the Council will deliver its budget and set its priorities in line with the tough financial challenges that lie ahead.

Locality Partnerships in the Garnock Valley, the North Coast, Kilwinning, Three Towns and Irvine held workshops to work on developing their priorities for their Locality Plans. Central support for the coordination of the development of Locality Partnerships continues to be led by the Chief Executive and Head of Connected Communities. An outline programme for the Annual Locality Planning conference has been developed.

Scottish Government guidance for participation requests has been published and we are developing processes for implementation.

3.2.3 Young People

North Ayrshire's excellent youth work was recognised at the YouthLink Scotland Awards in March with 3 awards for Inspirational Leadership, Volunteer Youth Worker of the Year and Full-Time Youth Worker of the Year. Ian Shaw won a prestigious Adult Learners Award for personal learning contributing to Community Empowerment, from Scotland's Learning Partnership at a celebration on the 2nd Feb 2017 in Lanarkshire.

The annual Duke of Edinburgh Award ceremony took place, 340 delegates attended including Senior Staff and the CEO. The ceremony recognised the achievements of 92 young people who have achieved and also the 10,000 hours of volunteering that takes place by young people in the community.

A summary of the North Ayrshire Youth Participation Structure has been presented to each of the 6 Locality Partnerships, along with reports on the local Youth Forums.

The Scottish Youth Parliament elections took place across North Ayrshire in March. Young people had the opportunity to vote in their schools, youth centres, residential units, college or at home using their Young Scot card number or a temporary Young Scot number. North Ayrshire has an allocation of four candidates, and 5,184 votes were cast over both constituencies.

Scotland's largest ever online participatory budgeting exercises exclusively for young people took place with young people in North Ayrshire. Applications for funding awards of up to £1,500 were received from 130 groups and £60,672 was distributed to youth projects. The total online votes for the PB online was 508

3.2.4 Key Areas of focus for the next six months

- Further develop Locality Partnerships and put Locality Plans in Place by autumn 2017

3.3 Inclusive Growth

3.3.1 Key Highlights

- North Ayrshire's third Employability Hub opened recently in Kilbirnie
- Inclusive Growth Diagnostic Toolkit work with Scottish Government has been completed
- £3M European Social Fund/Lottery Fund secured for poverty and social inclusion
- Social Enterprise Strategy launched

3.3.2 Priority Update

North Ayrshire's third Employability Hub opened recently in Kilbirnie. Based within the library, the new facility is a one-stop shop for people looking to find employment. The Kilbirnie facility offers a drop-in-service, as well as dedicated workshops and training to help our residents develop skills to find employment. The three hubs are now embedded in local communities and the Employability Pipeline. They are providing a focal point for employability activity in these communities. Full annual reports on the performance of our Employability Hubs will be produced in April. Plans are in

place for a new Hub in Fullarton which will open in June 2017, with options being progressed for Kilwinning. To date 501 clients have registered with Hubs in 2016/17 with 47 referred onto the Pipeline.

There are 7 contracts in total relating to the Employability Pipeline in place this year. By Quarter 4, 1,179 had registered for support this year and 599 had progressed into work. A clear model of model working is now established and the focus is now moving onto maximising performance from these contracts and from the Employer Recruitment Incentive schemes.

Discussions have taken place with Directorates to diversify the Modern Apprenticeship Programme. The annual target has been surpassed with 188 Modern Apprentices supported during 2016/17. All of the recommendations from the review have now been implemented, including putting a new pay scale in place, pre-recruitment and post exit support for all Modern Apprentices. A buddy scheme has been developed and will be rolled out in April 2017 and the plans to diversify the types of Modern Apprentices has resulted in 8 new types of MA frameworks being utilised by Services this year.

The second socio-economic briefing was drafted in November and has since been agreed and widely circulated to elected members, EDR board and corporate management.

Excellent progress has been made across North Ayrshire with the industry and partners to develop and adopt a place making approach. Work continues across North Ayrshire to develop a series of physical regeneration projects at identified local geographies: the development of Quarry Road, Irvine High Street; Irvine Public Realm; Largs Masterplan; Saltcoats shopfront improvements and Countess Street Public Realm.

A number of coastal marine tourism projects are being advanced that have a specific focus around establishing Ayrshire as a 'destination', for local, national, international and feeder markets. This will if successful, along with other Ayrshire Growth Deal projects be significant in supporting the placemaking approach. An approach has been agreed by the tourist industry partners and the Council that fits within the regional and national tourism strategies. Considerable inroads have been made on new product development and the completion of the North Ayrshire Tourism Action plan, still to be launched.

3.3.3 Key Transformation Projects

The Lottery financial inclusion and ESF/Poverty Social Inclusion proposals were prepared, submitted and approved. North Ayrshire has been allocated £3m funding to develop financial inclusion services. North Ayrshire Council led the consortium bid for this fund in partnership with a number of local third sector providers. A Financial inclusion strategy was developed to support this process. The Lottery funded "Better Off North Ayrshire" soft launched at end of February with a full launch planned for June. The Better Off North Ayrshire service will see six local 3rd sector providers working together to provide a holistic financial capability service for the most disadvantaged residents. The service will see the financial inclusion strategy put into action, with new ways of working and a focus on making long term differences to people's ability to manage their money. The ESF Poverty and Social Inclusion programme activity began in Quarter 4. Skills for Life has resulted in 21 lone parents being supported into paid placements within the Council. A review of Out of School Care provision has been completed.

The Inclusive Growth Diagnostic Toolkit work with Scottish Government has been completed. As part of its development, five steering group meetings were held along with stakeholder consultations and focus groups. Further discussions are now taking place internally to refine prioritisation and decide how the findings will impact on policy.

The Social Enterprise Strategy was launched in November 2016 and the Steering Group has now begun delivery of strategic objectives and targets captured within the Strategy. Recruitment of posts is currently underway, with the priority to develop the strategy for the next 2 years and will capture outputs such as the delivery of grants and new starts.

The Annickbank development commenced in February 2017 with completion during October 2017.

3.3.4 Key Areas of focus for the next six months

- Supporting the diversity of Modern Apprenticeship Programmes
- Launching the Tourism Strategy
- Supporting the delivery of the Social Enterprise Strategy

3.4 Service Transformation

3.4.1 Key Highlights

- Public Wi-Fi provision extended
- Irvine Bay regeneration Company wind-up completed and regeneration legacy plans in place
- Children and Families Outreach Service transition completed
- Industry Tourism group has been created
- Work on exploring transferring a range of Connected Communities' services to an arms-length organisation continues

3.4.2 Priority Update

New public Wi-Fi has been installed into Largs, Kilwinning and Saltcoats Library as well as the ground floor of Cunninghame House. A partnership of IT Services and Library Services has delivered this new and vastly improved system.

The Team North Ayrshire partners continue to develop the work streams including mentoring, leadership, skills, International, Innovation as previously noted. An international officer has been recruited.

3.4.3 Key Transformation Projects

The Irvine Bay Regeneration Company was wound up on 31st March 2017. This followed a NAC Cabinet decision of December 2014 which agreed the implementation of ambitious legacy business plan by IBRC and the purchase by NAC of five strategic assets from IBRC.

Proposals for the future regeneration approach post IBRC have been developed through a regular Irvine Bay Regeneration Company Transition group chaired by the Chief Executive. A Cabinet Report was presented to Elected Members on 14th March 2017 prior to the wind down of IBRC. This saw significant financial commitments to legacy expenditure post IBRC windup.

A new Industry Tourism group has been created and is working well with the Council and partners. A Tourism Action Plan is being developed in collaboration with the industry and VisitScotland and will be launched by the spring 2017. There is a focus on branding and marketing with a new consumer fronted website being developed, key iconic images and medias being reviewed and a timetable of activities being set out for promotional and events activities throughout the year.

Work has continued to develop the options appraisal and business case to integrate cultural, leisure and sports development with arms-length organisation, including taking advice from tax and HR experts and visiting other arms-length organisations to research best practice. A briefing was given to Elected Members in January on a visit to Glasgow Life.

The Children and Families outreach service has been re-shaped to a smaller, information and advice service following the investment in the Scottish Attainment Challenge's Family Learning Teams. All staff have now transitioned into other Council services or left the Council. Three employees have been redeployed to libraries and are now based at Greenwood CC where they have focused on literacy and numeracy programmes, children's arts and digital skills programmes, such as DigiDabble. A programme of meetings with South and East Ayrshire to develop the pan-Ayrshire CARIS service has been put in place, a new website has been launched and performance data is being regularly reviewed.

3.4.4 Key Areas of focus for the next six months

- As the Ayrshire Pathfinder, to report on outputs of the Ayrshires' Inclusive Growth diagnostic tool and explore approaches for national agency engagement with Regional Partnerships, working alongside South and East Ayrshire Councils to compliment links already established through the Ayrshire Growth Deal.
- Cabinet paper on arms-length origination
- Implement international strategy
- Launch tourism strategy

3.5 Best in Class – the 2020 challenge

3.5.1 Key Highlights

- Appointment of NAC Building Standards by Scottish Government as a building standards verifier for 6 years
- Awards for Modern Apprentices, Planning, Youth work, Business Growth, Regeneration and Libraries teams
- Opening of The Portal and the Garnock Campus to widespread public acclaim

3.5.2 Priority Update

Scottish Government has recognised NAC Building Standards' excellent performance and the Building Standards team have been appointed as a building standards verifier for the maximum term of six years!

Information and Culture North Ayrshire's Modern Apprentices scooped both the Innovation and Overall Winner awards in the Ayrshire Modern Apprentice Challenge 2016 run by Ayrshire Chamber of Commerce as part of Ayrshire Business Week 2016 with their local history project on the life and achievements of Saltcoats' very own Betsy Miller – the first ever female Sea Captain. Danielle Smith who formed part of "Team Betsy" was awarded the Council's Modern Apprentice of the Year in the North Ayrshire Achieves Awards.

The Economy and Communities Directorate had some wonderful achievements in the North Ayrshire Achieves Awards. This included recognition of Youth Services, Modern Apprentices and two team awards- the Business Growth Team for Growing our North Ayrshire and the Regeneration Partnership for Enhancing our Environment.

Planning team won two awards at the Scottish Awards for Quality in Planning, one for the fabulous Saltcoats Town Hall and the second for Meikle Auchengree for the best 'New House in the Countryside'.

The North Ayrshire Community Sports Awards were held in October to recognise local sporting achievement. Those attending included Silver Medallist Paralympian Abby Kane and Commonwealth Gold Medallist Charlie Kane.

Place and Economy and Communities Directorates won the Sustainable Scotland category of the Scottish Renewables, Scottish Green Energy Awards. This joint project was North Ayrshire Council biomass heat, solar and car share programme in partnership with HWEnergy, Emtec Energy and Enterprise CarShare.

Jemma Reekie, the 18-year-old Kilbarchan AC receiving funding from the NAC Nurturing Excellence Programme athlete brought Scotland 'A' home for a creditable third place on her maiden appearance in the Scottish senior ranks on the last leg of the 4 x 1000m Stewart Cup cross country relay over the Holyrood Park in January.

The Library Service scooped the EDGE Digital Award with their DigiDabble project! DigiDabble, a family learning project, brings a fresh range of activities all around digital gadgets! This all day event is based on a toolbox of software, digital tools, 3D printer, robotic kits, gaming, virtual reality and coding materials.

Submissions for the APSE awards are *Digidabble* in the 'Best Innovation or Demand Management Initiative' category and Increasing *Participation* within the 'Best Community and Neighbourhood Initiative'. The directorate also has a healthy number of suggestions for COSLA submissions and are continuing to learn from any feedback provided by award judging panels.

Work on the Heritage Centre roof continues and stabilisation work is in progress at St Bride's Chapel in Lamlash. The 200th Anniversary of the completion of Kilwinning Abbey Tower was celebrated with the Kilwinning Heritage in November with a great crowd coming along to show their support. Kilwinning Abbey Tower is undergoing building repairs with some funding identified to mark its 200th anniversary, and this will also be marked with a year-long programme of activities. Working with the Irvine Burns Club events marking the centenary of the conclusion the Battle of the Somme were held in mid-November. Echoes of the Somme included a locally developed and narrated film of images and stories, which was profoundly moving.

Support continues to be given to the Museums Forum which brings together our independent museums sector and the Scottish Maritime Museum. Support was given to the Scottish Maritime Museum for Illumination: Harbour Festival of Light, which attracted 15,000 visitors. Arran Museum won the Provost's Award for Arts and Culture in March. Funding and staff assistance has been given to the Scottish Maritime Museum to help with the Illumination Festival. The first Ardrossan Castle Carnival was successful in 2016 and is set to be held again in June 2017.

Progress has been made with the Place Partnership with Creative Scotland and support has been given to the Arran Arts and Theatre Trust in the appointment of a support officer, drawing down the a small amount of matched-funding from the Place Partnership. Local discussions through the Creative Conversations with practitioners has continued. Funding continues to be distributed through the Nurturing Excellence in Arts funding. Plans are in place for the Gaelic Opera on 28th March at Saltcoats Town Hall. Local theatre company Scotch Broth worked in partnership with the Harbour Arts Centre to deliver a highly successful programme and planning is in place for 2017.

The Songbook project is being implemented and the partnership with Scottish Book Trust and Scottish Government's Digital Participation Team has resulted in the appointment of 2 Digital Storytellers for 6 months. The third Little Free Library in Eglinton Country Park is nearing completion. Planning for the local festivals and the Men's and Ladies Scottish Open Golf competitions at Dundonald in July 2017 continues.

Partnership work is continuing to improve the offer to residents, visitors and tourists to the Marymass Festival the largest Community Festival in Scotland.

Despite the reduction in library opening hours Library issues for 2016 have exceeded the total in 2014 or 2015 and continue to grow. Discussions have taken place about the 2017 Tidelines Book Festival and Readers' Day. Libraries were awarded £180,000 by Ayrshire Leader for MakerSpaces in Rural Communities.

3.5.3 Key Transformation Projects

The Portal and the Garnock Campus opened to widespread public acclaim at the end of January, however digital equipment at the Townhouse does not meet expectations and discussions continue with the supplier. A staff restructure across Heritage and the Arts teams has been completed in preparation for the opening of the new Townhouse.

As of the end of Quarter 2, which is the most up to date results on the Scottish Government website, NAC remains the top performing Planning Authority for household application decision times.

eBuilding Standards was successfully delivered on time and subsequently signed off by Scottish Government. Staff were fully trained and stakeholders informed of the launch using various communications via email and social media.

3.5.4 Key Areas of focus for the next six months

- Further development of the Place Partnership with Creative Scotland
- Opening of the Townhouse and Portal

3.6 Essential Ingredients

3.6.1 Key Highlights

- Two Lean Six Sigma Projects completed including the largest undertaken by the council
- Performance reporting improved
- Staff Away Day held and employee engagement work continues
- Plans in place for Active Communities Strategy launch
- Stakeholder Engagement tool developed

3.6.2 Priority Update

Lean Six Sigma is a technique used to review processes to remove unnecessary steps and improve performance. Economy and Communities took the lead in the largest cross directorate LSS project attempted by the council. Working with colleagues in Place, over the past three months they analysed the Roads Construction Consent process. Counted-in at 153 steps, this was a huge undertaking. Results included improved cross-directorate working, developing a new eRCC app designed by our IT Service and working with the Scottish Government to explore a national eRCC tool. The Day of Success was held in February and the feedback from the Executive Leadership Team was impressive.

Community Facilities recently undertook a Six Sigma review of the processes behind school letting. The internal letting process was reduced by 14 steps and the external letting process by 2 steps. This saves 178.5 hours of staff time over the year and as well as being better for our customers it saves £3,143.60.

The Autumn Directorate Away Day was held on 13th October at Saltcoats Town Hall. Presentations from the Executive Director, Heads of Service and Quality Scotland's Angela Howarth considered forthcoming issues and coping with change. The announcement about the speculative bid by Associated British Ports to move the Arran ferry crossing from Ardrossan to Troon, dominated the day and embedded the resolve to campaign vigorously to keep the ferry terminal at Ardrossan.

Corporate fundraising included Cash for Kids Christmas Jumper Day, pledging funding to the North Ayrshire Foodbank and signing a communal Christmas card with a donation to the foodbank instead of sending individual ones in the directorate.

Scott McLelland, Karen Henry and Hugh McGhee from Protective Services received their Long Service Certificates.

A new process for sharing quarterly performance updates with staff has been agreed with Senior Managers and will be implemented in 2017/18. The Performance notice boards featuring Performance on a Page, quarterly updates, Directorate and Council Plans were launched.

Staff sickness absence is reducing and Stress Survey action plans are being implemented.

North Ayrshire - Creating Active Communities Conference has been organised and will take place on Thursday 20th April 2017 at the Portal & Townhouse, Irvine. This will see the launch of the Active Communities Strategy and DrEAM (Drop Everything And Move) initiative. Joint planning has taken place with The Third sector Interface, Ayrshire College, KA Leisure, HSCP, Active Schools and sportsScotland.

The development of the external funding strategy is progressing towards a presented to ELT on Tuesday 12th October. Work has included 1-2-1 meetings with Directors and Heads of Service.

The draft Stakeholder Engagement tool has been presented to ELT and a wider network of officers. It is due to be presented to Cabinet in June. IT Services supported the team to create the tool for capturing major stakeholder engagement for the Council and it is now ready for piloting.

Work continues on preparation for a Council wide Employee Engagement Survey in 2017. The Directorate Employee Engagement Forum continues to meet and to action suggestions received through the staff suggestion box and email account.

3.6.3 Key Areas of focus for the next six months

- Employee Engagement Survey
- Further develop the Stakeholder Engagement tool following feedback from ELT.

4 Directorate Plan Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Priority	No of Indicators					
Ayrshire Growth Deal	0 (Progress against actions measured. All actions are on target, with 5 currently exceeding target.)					
Locality Planning	3	2				1
Inclusive Growth	5	4		1		
Service Transformation	10	4		1		6
Best in Class – The 2020 Challenge	14	4			3	7 (All LGBF)
Essential Ingredients	3	2				1

4.1 Directorate Plan Indicators – Red and Amber Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
SP_DE_A03 Number of Economic Growth clients entering employment through Economic Growth sponsored initiatives	Due to a gap in funding from the ESF setting a target for 2015/16 year was not possible				704	765	This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SOA15-16_WNA02 shown within the Council Plan.)

EG_13 Tourism bed nights within North Ayrshire					As at 2015/16 (most recent available) 428,320	480,000	The target for 2015/16 was based on an optimistic view of the resurge in tourism, however investor confidence has not matched this meaning the number of available beds has remained at pre 2015/16 levels. This has therefore affected the ability to increase the number of bed nights. However, we are actively promoting North Ayrshire and attracting national and international events such as The Scottish Open Golf, National Sailing Regatta and the growth of the Millport Country Festival, which will positively impact on this area.

4.2 Council Plan Indicators

Council Plan	No of Indicators					
Growing our economy, increasing employment and regenerating towns	10	4		2	3	1
Working together to develop stronger communities	7	3				4
Ensuring people have the right skills for learning, life and work	1	1				
Supporting all of our people to stay safe, healthy and active	1	1				
Protecting and enhancing the environment for future generations	0					

4.3 Council Plan Indicators – Red and Amber Status

Description	2015/16 Status	2016/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
SOA15-16_WNA02 Number of unemployed people who have progressed to employment through participation in NAC funded or operated employability programmes.	Due to a gap in funding from the ESF setting a target for 2015/16 year was not possible				704	765	This was the first full year of operating the new programme and there were a variety of factors that impacted on delivery and these are being addressed. The job market in North Ayrshire remains challenging with only 1 local job for every 2 residents, however the actual figure of those supported into work by the Council is 64.5% higher than in 2015/16 (when partial funding was available). The result was slightly behind target (8%) and good progress by the service is being made. (This PI is a duplicate of SP_DE_A03 shown within the Directorate Plan.)
SOA_WNA4 Gross Value Added					£42,944	£47,518	Most recent data relates to 2015/16. Gross Value Added per employee is a measure of economic productivity in North Ayrshire. Data is available annually in Quarter 3. The medium-term outlook is for slower GVA growth due to local and national economic conditions.

4.4 Financial Performance

The Economy and Communities Directorates' revenue and capital budget will be reported to Cabinet on 28th June 2017.

4.5 Employees

4.5.1 Employee Sickness

The Average Days Lost per FTE for Economy and Communities is 5.31 against the Year to Date target of 6.60. The Council absence rate for the YTD is currently 9.79, against an annual target of 5.57. The overall summary is that, for the 5th month in a row, we are continuing to narrow the gap between the target for YTD and our excess.

Employability and Skills and Eglinton Country Park were the only services who were outside the 0.55 monthly target in March. Regeneration has had an outstanding 7 monthly of clean sheets, after some difficulties at the start of the 16/17 year, this is commendable.

Musculo-skeletal complaints (bad backs, etc) are the largest cause of absence in the Directorate. Levels of employee engagement are higher than the Council average and work continues to improve communication, including Directorate Away Days. The Stress Survey indicated E&C are slightly below the Council average and each Senior manager has a Stress Action Plan in place.

A number of employees took part in the LiveWell Step Count Challenge 2017. The Greenwood Workout Team were 2nd with 2,413,527 steps and team members took 2nd place on the Individual Leader Board and won the Most Inspirational Leader award.

A detailed breakdown is available in Appendix 2.

4.5.2 Other Information

Please refer to section 0.

4.6 Complaints

The Directorate's/ Service's complaints data will be reported to the Heads of Service meeting in July and Audit and Scrutiny in August 2017.

4.7 Compliments

Economy and Communities have received 68 compliments during 2016/17 for areas ranging from planning applications and Digi Dabble Days, the unrelenting professionalism of our teams through to going "above and beyond" when dealing with wasp nests!

It is likely this section only represents a small sample of the work Economy and Communities do. However since actively promoting the Performance Review Reports with teams it is expected that the number of compliments logged in 2017/18 will increase as colleagues actively welcome the opportunity to showcase the feedback they receive.

Some extracts are below:

"Just wanted to say thank you once more for attending our team meeting today. The information provided will prove to be very beneficial to our patients I'm sure." – NHS Ayrshire and Arran

"Thank you so much for all your support with the risk assessments for our employability hubs. I can honestly say the partnership working between our two teams is amazing and greatly appreciated. If there is ever anything I can do for you or your staff please do not hesitate to get in touch." – Employability and Skills Team, Economy and Communities

"Thank you for the Boyd+Miller family tree which arrived safely yesterday. I did not expect to receive a special book with all the original records, maps and photos so carefully presented. You also added the family tree and explanatory notes. The poem on the back cover was very poignant. I do appreciate all the effort you have put in to this research." – Heritage Centre Customer

"Dear ladies of the Library. Thank you for allowing me to park in your carpark last Saturday when parking in Largs was such a 'challenge' and I was due in Millport for a service and parade. Having lost my Glengarry and particularly the badge which came through the 1st World War, it came as an enormous relief to find that it had been handed in to you." Largs Library Customer

"I got in touch with Kilwinning and Kilbirnie libraries as venues for the NAC budget engagement meetings with the Locality Partnerships. …I just wanted to let you know how helpful and accommodating the library staff have been in setting this up." – Democratic Services, NAC

"Many thanks for your help in this, I have been very impressed with NAC's promptness in responding to queries, I wish more LPA's were like that down here..." - Planning Customer

"I just wanted to send a quick email to inform you how delighted I am with the assistance and support provided to me by Scott McL. He helped me with queries last year which helped a lot however today has managed to source some info for me which my solicitor was struggling to

sort out. This was causing a lot of stress and worry to myself and wife, however Scott has quickly sourced and supplied what we required." – Building Standards Customer

"I just wanted to say how impressed I was with the Digi Dabble Day on Saturday, it looks like it was a really successful day. I was wondering if you would like to write a short blog for us? … talking about the day, and perhaps mentioning your partnership working to make the day a success? …We are always looking for good news stories and I think this would be a great one to show that Connecting North Ayrshire is building momentum. We can put this blog on our Scottish Government blog site and also share on our Let's Get Online Facebook page, Linked In and Twitter." - Transformation Division, Scottish Government

"Thank you very much for kind email re my request for a mention in North Ayrshire Council library circles for my new book Shiloh Plain. I was therefore stunned - but of course absolutely delighted - to find out that through your kind action, my book, my music and the local people mentioned within it… will now be able to be found in my local library. …During my lengthy research of the titular subject, whilst Kilwinning library was my second home over these past years, I saw many staff come and go – some even retired - and I have to say I have been grateful to them all for their patience in putting up with me." – Local Author"

"I was hugely impressed by the confident articulate manner in which the Modern Apprentices presented to our group of head teachers. They are clearly very knowledgeable and their research and work have obviously paid off." – Head Teacher. (These same Modern Apprentices went on to win two awards from the Ayrshire Chamber of Commerce for their Betsy Miller project.)

4.8 MSP and Member requests

We continue to perform well in terms of responding to requests from Councillors, MSPs, MPS and MEPs. The percentage of Stage 1 Member Requests completed on time has reduced slightly from 92% in 2015/16 to 90% during 2016/17. Stage 2 Member Requests and MSP/MP and MEP Requests have all been handled on time, maintaining the level of performance seen this time last year.

The average number of days to close a Stage 1 Member Request has also increased slightly from 2.7 to 3.2 days, with Stage 2 increasing from 17 to 19 days compared to 2015/16, however there was only one Stage 2 Request processed.

The average number of days for an MSP/MP/MEP Request has increased slightly from 2 in 2015/16, to 2.4 days in 2016/17.

Data is included in Appendix 3.

4.9 External Evaluations

External Audit undertook a review of two of the directorate's performance indicators in September, one from each service. For both of these indicators they were satisfied that robust processes were in place and no follow-up meeting was required.

The Planning Performance Framework, the annual return required from each planning authority in Scotland, was submitted to the Scottish Government in July 2016 for review with results presented to Cabinet on 14th February 2017. Generally, the report recognises positive service delivery and continuous improvement. In particular, it is noted that the majority of service improvements identified in PPF4 have been met and a good range of improvements are identified for 2016/17, improved benchmarking with other Council planning services and evidence of positive working across Council services between planning and transportation service and community planning, particularly through implementation of the Place Standard.

5 Appendix 1 –Outline of our Town Centre work to date and the next phases

Investment in town centres continues to be a key aspect to the overall regeneration of North Ayrshire. Within 2016/17 this investment took many forms with design teams appointed to develop ambitious public realm improvement plans for both Irvine and Largs town centres. In addition, the development of a 10,000 sq ft office pavilion recently got underway at Quarry Road, Irvine which will open up a wider development opportunity for leisure and commercial uses.

In parallel, investment in delivering the Saltcoats Shopfront Scheme has seen NAC's investment of £170,000 lever in / deliver over £200,000 investment while through delivery of the NAC / Historic Environment Scotland Kilbirnie CARS has seen 12 buildings restored during 2016/17.

Kilbirnie CARS will see the final major project complete during 2017/18 with over £200,000 of work to the historic fabric of the landmark Knox Institute. Kilbirnie will also benefit in 2017/18 with a focus on the restoration and re-use of the Category B-listed Stoneyholm Mill. Initial investment from LEADER and NAC will allow realistic plans for this important building to be developed during 17/18. Similarly, Millport CARS will be well underway in 2017/18 with public and private sector investment to improve the built fabric of this important town. Both public realm projects in Largs and Irvine will result in significant town centre improvements with Largs being delivered in 2017 and Irvine on site shortly after, early in 2018.

The Regeneration team continues to work with the Arran Economic Group, CMAL and HIE with discussions progressing on the investment and regeneration potential of the existing terminal building and pier infrastructure at Brodick on completion of the new facilities. This £30M investment in harbour infrastructure will welcome the new ferry to the route, provide increased capacity unlocking more tourism development potential on the island and will complement the extensive work programmed at the Ardrossan terminal. The successful A2B campaign has seen the retention of the Ardrossan - Brodick ferry route and an immediate injection of £15.5M to improve parking and access arrangements improve marine infrastructure and deliver a ferry terminal building with new public realm links into the town centre.

NAC is a partner in the Joint Venture for Ardrossan North Shore area which will support the harbour investment and town centre through £100M programme of medium - long term investment. This will see expansion of the marina and development of the adjacent 40 hectare site for mixed use housing and commercial uses.

Further key investment sites at Irvine Harbourside and Ardeer Peninsula have been unveiled with the Council working in partnership with the main land owners to deliver a vision to connect the two areas to deliver world class cultural and leisure facilities and associated housing. The Maritime Mile at Irvine Harbourside will extend the offer of cafe culture and visitor attractions along this popular and attractive riverfront.

6 Appendix 2 – Employee Sickness

	As at 31st March 2017				As at 31st March 2016			
Days lost per FTE	FTE*	YTD	YTD target	Variance	FTE**	YTD	YTD target	Variance
Arran Outdoor Centre	0.00	0.95	6.60	-5.65	10.08	14.06	6.60	7.46
Business Support & Development	17.00	8.41	6.60	1.81	13.00	5.62	6.60	-0.98
Community Development	69.45	6.31	6.60	-0.29	49.35	11.65	6.60	5.05
Community Facilities	46.10	8.33	6.60	1.73	43.95	9.96	6.60	3.36
Eglinton Park	7.20	8.32	6.60	1.72	9.50	0.00	6.60	-6.60
Employability and Skills	17.60	6.21	6.60	-0.39	13.74	12.75	6.60	6.15
Information and Culture	64.24	4.27	6.60	-2.33	81.46	10.88	6.60	4.28
Planning	15.43	1.44	6.60	-5.16	17.43	4.08	6.60	-2.52
Protective Services	34.84	1.57	6.60	-5.03	35.10	1.16	6.60	-5.44
Regeneration	9.00	9.25	6.60	2.65	7.60	29.84	6.60	23.24
Economy and Communities	**280.86**	**5.31**	**6.60**	**-1.29**	**281.21**	**8.84**	**6.60**	**2.24**

*FTE as at end of March 2016

**FTE as at end of March 2015

7 Appendix 3 – MSP and Member Requests

7.1 Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	3	3	100%	2.7	3	3	100%	3.6
Community Halls and Centres	3	0	0%	9.3	6	3	50%	5.5
Outdoor and Country Parks	1	1	100%	1	-	-	-	-
Community Learning and Development	1	1	100%	1	3	2	67%	3.6
Employability and Skills	-	-	-	-	1	1	100%	4
Libraries	-	-	-	-	2	2	100%	4.5
Planning	21	18	85.7%	3	30	30	100%	1.8
Protective Services	38	37	97.3%	2.9	47	43	91%	2.7
Regeneration	1	1	100%	2	3	3	100%	2.3
Strategic Planning and Infrastructure	2	2	100%	5	3	3	100%	2.3
TOTAL	**70**	**63**	**90%**	**3.2**	**98**	**90**	**92%**	**2.7**

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	0	n/a	n/a	n/a	-	-	-	-
Community Halls and Centres	0	n/a	n/a	n/a	-	-	-	-
Outdoor and Country Parks	0	n/a	n/a	n/a	-	-	-	-
Community Learning and Development	0	n/a	n/a	n/a	-	-	-	-
Libraries	-	-	-	-	1	1	100%	17
Planning	0	n/a	n/a	n/a	-	-	-	-
Protective Services	1	1	100%	19	-	-	-	-
Regeneration	0	n/a	n/a	n/a	-	-	-	-
Strategic Planning and Infrastructure	0	n/a	n/a	n/a	-	-	-	-
TOTAL	**1**	**1**	**100%**	**19**	**1**	**1**	**100%**	**17**

7.2 MSP/MP/MEP Requests

MP/MSP/MEP requests = 10 working days to resolve								
Team	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Business Development	-	-	-	-	2	2	100%	1
Community Learning and Development	-	-	-	-	1	1	100%	5
Employability and Skills	-	-	-	-	1	1	100%	1
Protective Services	4	4	100%	2.8	3	3	100%	2
Planning	1	1	100%	1	-	-	-	-
TOTAL	**5**	**5**	**100%**	**2.4**	**7**	**7**	**100%**	**2**

Place Directorate

Q4 Performance Review

2016/17

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Focus. Passion. Inspiration.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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1. Update on actions from last Performance Review Meeting

Review Panel: Laura Friel (Chair), Margaret Davison
Directorate Panel: Craig Hatton, Russell McCutcheon, Yvonne Baulk, Thomas Reaney, Gordon Mitchell, David Hammond

On 9th November 2016

	Action	Progress
1.	Review Performance Review Report - ensure strategic focus and include more details of budget challenges and transformation.	The Performance Review template has been streamlined and more focused following comments from Directorates and the revised template is now in place.
2.	Identify 'Best in Class' exercises (carried forward from last meeting), recognising that there are exercises within the Directorate that perhaps need pulled together.	The 15/16 LGBF and APSE benchmarking information and Scottish Housing Network statistics have been analysed to identify best comparable performance. This will be the subject of a presentation to the Place extended Directorate Management Team in June 2016, and will include suggestions for individual services to visit best performing councils to ascertain learning for inclusion in Service Plans and Transformation Projects. Past examples projects which have benefitted from best practice visits include development of a new repairs policy, revisions to asset management plans, review of current structure of HRA rent charges, development of a sustainable business travel policy and development of our Waste Strategy. We have also welcomed other local authority visits to North Ayrshire to learn and share our good practice. Past examples include South Ayrshire Council visiting our Sustainability Team to share good practice around our solar photovoltaic panel and biomass initiative and Waste Resources sharing their Waste Strategy and a suite of leaflets with Falkirk Council to help them develop restrictions and a permit scheme for Household Waste Recycling Centres.
3.	Consider Venn Diagram to demonstrate links (carried forward from last meeting).	Diagram has been developed (see Appendix 3)

2. Our Priorities

3. Directorate Priorities and Performance Indicators

3.1 Priority One - Effective Asset Management

3.1.1 Key Highlights

- Working in partnership with client services the delivery of the Council's construction related capital projects including the Professional Learning Academy at Auchenharvie Academy; Garnock Community Campus; the Portal Leisure Centre; a new record store; an employability hub at Kilbirnie; additional classrooms at Castlepark Primary; the completion of the refurbishment of Cunninghame House and Montgomery Court, Kilbirnie, providing state of the art learning, working, living and leisure environments
- New asset management plans for Property, Housing, Roads, Fleet and Open Space have been developed and approved by Cabinet.

3.1.2 Priority Updates

- As part of the property rationalisation strategy exited from 3 further leased in premises at Rivergate House and Kyle Road in Irvine and at Glebe Street in Stevenston. Montgomerie House, Kilwinning was vacated and subsequently let to KA Leisure.
- Developed a business case to further rationalise and align the operational depot portfolio with the principles of the property rationalisation strategy.
- Appointed a partner to support the delivery of alterations and improvements to more closely align the Industrial Property portfolio with market requirements and to manage the portfolio.
- As part of the review of the Roads Service integrated the management of all Council external lighting units within the roads lighting team.
- Replaced 500 deteriorated lighting columns as part of the on-going replacement programme.
- Repaired over 24km of Roads.
- Completed maintenance works to 17 roads structural assets including bridges, harbours and culverts.
- Maintained compliance with the 'Operators Licence' for LGV's.
- As part of the on-going replacement programme procured low emission vehicles and enhanced safety equipment including lane departure and brake assist systems on 8 Refuse Collection Vehicles.
- Secured Van Excellence accreditation from the Fleet Transport Association in respect of our approach to Fleet Management.
- Completed infrastructure works to cemeteries at Ardrossan; High Kirk, Stevenston; Lynch Gate, Lochranza; Old Barony, West Kilbride and Skelmorlie Isle, Largs.
- Continued to undertake significant investment within our housing stock including the replacement of windows in 53 homes, new bathrooms in 802 homes, new kitchens in 763 homes, new central heating systems in 481 homes, re-wired 217 homes and new roofs and render on 469 homes.

3.1.3 Key Transformation Projects

- Rationalisation of the Council's property estate.
- Continue to develop asset management techniques to extend the lifecycle of assets through timely and appropriate investment.
- Delivery of construction related capital projects.

3.1.4 Key Areas for focus for the next six months

- Implement actions from Asset Management Plans.
- Further reduce slippage in the delivery of capital projects.
- Develop proposals to further reduce the number of Council operated properties.
- Development of a Community Engagement Strategy to support the delivery of Grounds Maintenance through participatory budgeting.

3.2 Environmental Sustainability

3.2.1 Key Highlights

- Continued implementation of the Councils Environmental Sustainability and Climate Change Strategy 2014-2017 has realised a reduction in CO2 emissions of 19.2% during the year resulting in a total reduction of 19.2% during the life of the strategy.
- The strategy has contributed to a reduction in the number of households in fuel poverty of 3.7% at March 2017.
- Implementation of the Strategy was recognised in the award of Scottish Energy Efficient Council of the Year.
- Early and successful implementation of the Strategy required the development of a refreshed strategy for the period 2017-2020 that was approved by Cabinet in December 2016.

3.2.2 Priority Updates

- A further 5 existing buildings in the property estate where fitted with a combination of Solar PV panels and/or Biomass boilers increasing the total number of similarly equipped buildings to 29 generating a total of 5MwH of energy from renewable sources.
- A further 1MwH was generated from gas emitted by waste within the landfill site.
- Formed a partnership with University of Glasgow for 200 fourth year Masters of Engineering students to undertake field assignments during the 2016/17 academic year to develop proposals to further advance energy management and sustainability.
- All newly constructed council homes achieved an Eco Homes Assessment standard of 'very good'.
- Secured funding to install external wall insulation to 400 homes (all tenures).
- Developed an investment programme to ensure our housing stock meets the new Energy Efficiency of Standard for Social Housing (EESSH) by 2020.

- Grant funding was secured to contribute towards a detailed feasibility study to assess the viability of a district heating scheme in Irvine (initially Fullarton Tower Blocks and Cunninghame House with potential future public and private connections), including the examination of a range of sustainable heat sources including use of waste heat from local industrial processes. The findings will be reported to members in the first quarter of 2017/18.
- Approval of a business case to work with tenants to install PV panels on 500 Council homes.
- Approval to procure a 'White Label' energy supplier.
- As one of three 'pathfinder' projects within Scotland developed an Energy Performance Contract to improve energy efficiency based on capital investment in a portfolio of Council buildings, using the revenue savings generated to pay back the capital investment. A contractor has been appointed whose proposals indicate potential for savings in the order of £80,000 - £100,000 per annum, and CO2 savings in excess of 400 tonnes per annum, all profiled over financial years 2017/18 and 2018/19.

- Implementation of a wide range of energy efficiency projects, such as implementation of a new 'Energy Challenge' for five primary schools to reduce their consumption which launched in October 2016, installation of new energy efficient lighting at Springside PS, Annick PS and Kilwinning Library, installation of further voltage optimisation technology on Council properties to reduce energy consumption, development of a staff low carbon behaviour scheme in conjunction with Keep Scotland Beautiful.
- Continued the implementation of the low energy road lighting programme resulting in the conversion of over 10,000 units (46%) by April 2017.

- Completed a review of business travel arrangements realising a new hierarchy for travel modes including the introduction of a low and zero emission vehicle pool that has undertaken over 160,000 miles since the scheme started in October 2015.
- Maintained our position as one of the best recycling Councils in Scotland by recycling 55.3% of total household collected.
- Finalised a 25 year contract with Viridor Waste Management for the long-term treatment of residual waste with 4 other partner Councils as part of the Clyde Valley Residual Waste Partnership.
- Working in partnership with Cunninghame Furniture Recycling Company diverted 138.7 tonnes of material from landfill, provided 16 training and employment opportunities and supported residents in securing home furnishings.
- Continued work with the community organisation Eco Savvy on Arran to progress further improvements to sustainable waste management on Arran, including supporting the development of a business case for green waste composting on the island.
- Approval of the Ayrshire Local Flood Risk Management Plan (LFRMP) 2016-2022 which sets out the priority schemes for development including 2 major schemes at the Upper Garnock Valley and Millport. Only one objection remains outstanding for the Upper Garnock Valley scheme that if successfully resolved timeously will enable works to commence in the later part of 2017/18. In respect of Millport 2 stakeholder engagement events have been held to inform preliminary designs pending a third event in Q3 of 2017/18.
- Through the Environmental Enforcement Pilot over 500 FPN's were issued for littering, fly-tipping and dog fouling. This initiative forms part of the Council's T2 transformation programme to alter service demand by deterring and thereby reducing environmental crime.

3.2.3 Key Transformation Projects

- The delivery of actions with the Environmental Sustainability and Climate Change Strategy.
- Altering service demand through the continued implementation of the Litter, Fly-tipping and Dog Fouling strategy through the themes of Enable, Educate and Enforce.
- Development of a new waste strategy.

3.2.4 Key Areas for focus for the next six months

- Implementation of the Councils Environmental Sustainability and Climate Change Strategy 2017-2020 and in particular progressing proposals for a new District Heating scheme in central Irvine, installation of solar panels on 500 of our housing stock, and partnership with a new white label energy supplier to delivery lower energy tariffs for our communities.
- Completion of a new Waste Strategy.
- Progression of Flood Protection Schemes.

3.3 Service Transformation

3.3.1 Key Highlights

- The Directorates Transformation programme has supported a number of reviews that have either been successfully or in the process of implementation including:-

- Review of Roads and Streetscene which has delivered high levels of savings and cost avoidance whilst maintaining the condition of roads and associated assets;
- A revised management model for the Industrial Property Portfolio;
- Reduction in the Council's carbon emissions;
- A new housing repairs policy which has enabled a 34% reduction in response times to emergencies;
- Review of CCTV delivery models;
- Review of Business Travel;
- Exploration of enterprising opportunities to realise additional income streams and support achievement of the Council's priorities;
- A series of Lean reviews improving processes in respect of rent refunds, missed bins, assisted collections, road construction consents and use of taxi's.

3.3.2 Priority Updates

- The Roads and Streetscene Strategic Change Programme is making good progress. Audit Scotland identified the Council as having the 4th most improved Road Condition Index in Scotland despite having its 13th largest budget reduction. The programme has realised:-

    - Development of long-term investment plans and the assessment of repair treatments using new modelling techniques that provide the most cost effective method of extending the life of the asset.
    - A new approach to procuring roads maintenance works that has improved value for money enabling increased treatment of roads.
    - Consolidating the management of all of the Councils external lighting assets within a single lighting team.
    - The Roads & Streetscene Asset Management team have been integrated to enable a holistic approach to public realm management. New Open Space and Roads Asset Management Plans have been developed to further support an integrated approach.
    - A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
    - Integrated programme utilising the resources of Roads & Streetscene have been developed for road closures, verge maintenance, winter and weather emergencies and other cyclical maintenance.
    - Implementation of new Roads Maintenance Service Standard to support a right first time approach through the use of a long-term repair.
    - Logistics review of street cleansing routes and frequencies.

- Facilities Management developed its enterprising offer through the operation of new café's at the Portal and Garnock Campus and the provision of event catering at Saltcoats Town Hall and the Greenwood Centre realising additional income of c. £300k.
- Two external tender submissions were made for new work streams in respect of Facilities Management and Property Maintenance.
- Key initiatives to alter service demand were introduced in respect of Environmental Crime; Housing repairs; and Business Travel.
- An end to end review of the housing repairs process to remove duplication has enabled the development of a new integrated staffing structure to support new processes between elements of Building Services and PMI.

3.3.4 Key Areas for focus for the next six months

- Continued development and delivery of the Service Transformation Programme to deliver service improvements and financial savings, including a new model for CCTV delivery, a new 'Housing First' pilot to reduce repeat homelessness, and an innovative approach to management of our Industrial property portfolio to increase income and market share.
- Development of an 'Enterprising Approach' that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council.
- Development of participatory budgeting for Grounds Maintenance.

3.4 Safe Communities

3.4.1 Key Highlights

- Increased the Council's housebuilding programme from 500 new homes to 750 new homes for delivery by March 2021.
- Working in partnership with RSL's agreed a new Strategic Housing Investment Programme that will realise the construction of over 1000 new social homes by 2021.
- Re-settled 63 Syrian refugees as part of the Council's 5 year humanitarian commitment to resettle 100 refugees in North Ayrshire.
- As part of the Litter, Fly-tipping and Dog Fouling Strategy issued 566 Fixed Penalty Notices.
- Served over 11,800 meals through the out of school term time activity and meals programme and commenced the extension of the programme in to community buildings.
- Developed a new partnership structure for the delivery of Community Safety.

3.4.2 Priority Updates

- Working in partnership with a number of services a range of initiatives continue to be developed and implemented to mitigate the impacts of welfare reforms and prepare for the full service implementation of Universal Credit in November 2017. This work has helped minimise rent arrears at 3.4% which remains within the upper performance quartile of Councils in Scotland.
- Implementation of new housing options approach in line with revised national guidance. The finalised procedure also has a quality assurance framework developed to monitor delivery in line with the guidance.
- Commenced consultation on a new draft Local Housing Strategy which will be submitted for approval during Q2 of 17/18.
- Completed the final phase of new homes at Montgomerie Court Kilbirnie consisting of 7 sheltered and 5 amenity bungalows.
- Purchased 10 ex local authority properties from the open market to bring back into social housing stock.
- Projects at Fencedyke, Irvine consisting of 35 general needs, amenity and wheelchair new build housing; the refurbishment of 23 sheltered housing units at Robert W Service Court, Kilwinning; and 28 new sheltered housing units at Glencairn House, Stevenston are progressing on site.
- Ardossan hostel achieved the highest rating possible from the Care Inspectorate
- Facilities Management retained the 'Food for Life' accreditation to the Gold standard.
- Developed a new partnership delivery structure for Community Safety.
- Re-configured the Private Sector Housing team to strengthen our approach to supporting tenants and landlords and to bring empty properties back in to use.

3.4.3 Key Transformation Projects

- Council house-building programme
- Development of an integrated CCTV service.
- Implementation of Littering, Fly-tipping and Dog Fouling Strategy
- A pilot scheme to evaluate a new approach to minimising repeat homelessness and the use of temporary accommodation 'Housing First' was implemented in 2016/17. The project will initially focus on clients who are affected by mental health and/or addictions issues by offering permanent accommodation and support from initial contact. Evaluation of the first 6 tenancies will take place in September 17 with a view to wider implementation as appropriate.

3.4.4 Key Areas for focus for the next six months

- Consider consultation feedback and finalise the new Local Housing Strategy 2017-22.
- Continued development of the Council's increased house-building programme.
- Continue to prepare for the implementation of Universal Credit in November 2017.
- Continue to develop the new partnership model for Community Safety.

3.5 Customer Service

3.5.1 Key Highlights

- Secured Investors in People Platinum Accreditation for Housing Services.
- Implemented a new housing repairs policy that has improved response times to undertake emergency repairs and increased the number of repairs that can be made by appointment in agreement with tenants.
- A series of Lean reviews improving processes in respect of rent refunds, missed bins, assisted collections and road construction consents to help improve customer service.

3.5.2 Priority Updates

- Secured the Gold Standard for Tenant Scrutiny Accreditation, the first Council in Scotland to achieve this standard.
- Customer Service Excellence accreditation was retained for the Concierge Service.
- Facilities Management maintained its ISO9002 Quality Assurance accreditation.
- Partnership approach to implementation of the Councils Gypsy/Traveller policy has led to a large reduction in complaints and enquiries.
- 98.35% of non-emergency housing repairs were completed 'right first time'.
- 93% of service users were satisfied with the housing repairs and maintenance service received. The national average is 90%.
- The waste management service realised a satisfaction rating of 88.3% compared with the national average of 83%.
- 80% of residents are satisfied with the standard of street cleanliness compared with the national average of 74%.
- A new approach to community engagement in developing the programme of roads maintenance has realised a significant reduction in complaints and negative press articles, particularly in Arran.
- The service transformation programme has enabled the implementation of more cost efficient services whilst maintaining outcomes particularly in respect of the Roads service.

3.5.3 Key Transformation Projects

- Development of a new Housing Repairs policy.
- Development of a promotional strategy for the management of the public realm.

3.5.4 Key Areas for focus for the next six months

- Working in partnership with stakeholders complete the development of a burials charter.
- Continue to analyse complaint data to identify areas for improvement in service delivery.
- Undertake a benchmarking exercise of 16/17 performance to identify areas for improvement and cost reduction.

4. Directorate Plan Performance Indicator Summary

The table below demonstrates a high level view of the progress made towards our strategic priorities.

Performance Information						
Priority	**No of Indicators**					NA
4. Helping all of our people to stay safe, healthy and active	3	2			1	
5. Protecting and enhancing the environment for future generations	18	14	2	1		1[1]
Underpinning our service delivery	18	4	2	1	3	8[2]

4.1 Council Plan Indicators Summary

The table below demonstrates a high level view of the progress made towards our Council Plan Priorities.

Performance Information				
Priority	**No of Indicators**			
4. Helping all of our people to stay safe, healthy and active	1			
5. Protecting and enhancing the environment for future generations	7	4	2	1

4.2 LGBF Indicators Summary

The table below demonstrates a high level view of the progress made towards our LGBF priorities

LGBF Indicators					
Priority	**No of Indicators**	✓	⚠	●	NA
Corporate	21	10	2	1	8[2]

1 *Under strategic priority 5 there is one indicator '% of waste reused (MSW) that will not be available until later in the year.*

2 *There are 8 performance measures around costs and satisfaction where 2016/17 data will not be available until later in the year, however early indication shows good performance in these areas.*

4.3 Performance Indicators – Red and Amber Status

Description	Relevant Plan(s)	15/16 Status	16/17 Status	Short Term Trend	Long Term Trend	Current Value	Current Target	Latest Note
Street cleanliness index - % clean	Council Directorate LGBF	✓	●	↓	↓	90.6%	96.5%	One of the three surveys during the year indicated a small number of streets that fell below standard. An improvement plan including a review of cleansing frequencies and mini interim audits has been developed to maintain the high standards recorded in two of the surveys.
Number of days lost due to sickness absence per FTE per annum	Directorate	⚠	●	↓	↓	10.16	9	A number of initiatives are in place to reduce sickness absence within the directorate including 'well-being Wednesdays', innoculations, mini-health checks, referrals to occupational health.

⚠ The indicators slightly adrift of target are:

- % of class A and B roads that should be considered for maintenance treatment
- % of tenants satisfied with the overall service provided by their landlord
- % of tenants satisfied with the opportunities given to them to participate in their landlord's decision making process

⚠ The actions slightly adrift of target are:

- Complete and commence implementation of the 2017-2022 Local Housing Strategy in partnership with key stakeholders
- Implement low energy efficiency street lighting across North Ayrshire
- Implement the Service Improvement Plan for Streetscene and Roads

4.4 Financial Performance

The Directorate's financial outturn for 2016/17 will be reported to Council on 28th June 2017.

4.5 Employees

Sickness Data

Data on performance is attached at Appendix 1. The figure as at March 2017 is 10.16 days, above the annual target of 9.00 days. This is an increase on the comparative figure of March 2016 of 8.93 days. Our performance of 1466.98 days lost per FTE has increased slightly compared to the same reporting period last year which showed performance at 1433.65 days. Sickness absence is closely monitored by Service managers and forms part of the discussion at quarterly performance meetings.

Other Employee Information

Stress Risk Assessment

The 2016 stress survey has been completed. The result for Place was positive with an overall stress index of 69%, this is categorised as very good, the breakdown for individual services is also categorised as very good with Physical Environment reaching 70% and Commercial Services 68%. Follow up actions are being completed by the individual service managers.

Wellbeing Wednesdays

As part of our commitment to our workforce a number of health and wellbeing days for all of the Place Directorate staff across North Ayrshire continue to take place.

Several events have taken place throughout 2016/17 to provide employees with a range or support services and advice, including:

- Flu vaccinations
- Cholesterol checks
- General health advice
- Mini physio sessions
- Back care advice
- KA Leisure information
- Money matters advice
- Health & safety advice
- Library Service

Employee Engagement

The Place Directorate are fully committed to improving staff engagement levels and we strongly believe that there is correlation between staff engagement and improved performance. In 2016/17 we built on current initiatives and introduced new initiatives to take forward the key themes identified across the Directorate and wider Council, looking specifically at the following:

- PPD process for the wider staff workforce, simplified paperwork and marketing learning opportunities.
- We continue to be innovative in the way we communicate with staff and have recently developed a vlog with our Executive Director which will run on the TV screens.

It is recognised that our achievements are due to the hard work and dedication of all staff. Personal thanks are given to all staff for their contribution at the annual briefing sessions by both the Executive Director and Heads of Service. Our annual recognition lunch identifies a variety of staff who throughout the year have gone above and beyond in their role. The second long service award lunch was held to celebrate those reaching the milestones of 25 and 40 years' service and we fully participate in the Corporate recognition scheme North Ayrshire Achieves and attendance letters issued across the Directorate to thank staff for ongoing excellent attendance.

Moving forward our focus will be on the upcoming 2017 survey, identifying methods to increase our response rate and ultimately leading to enhance engagement levels.

4.6 Complaints

The 16/17 annual complaint report will be reviewed and approved at a HoS meeting in July and then presented at Audit & Scrutiny committee in late August.

The top categories for the Place Directorate for 2016/17 are:

Stage 1 (top 2 categories):
- 15.4% of stage one complaints relate to 'Missed Bin Collection'; and
- 9.4% of stage one complaints relate to 'Staff Behaviour'.

Stage 2 (top 2 categories):
- 14.3% of stage two complaints relate to 'Estate Management'; and
- 11.9% of stage two complaints relate to 'Staff Behaviour'.

4.7 Compliments

The Service's compliments data is noted in Appendix 2.

In most cases, the compliments reported relate to work undertaken and good customer service for example:

- *'The tradesman who attended the emergency job I reported was fantastic and really went above and beyond his normal duties.'*

- *'Now that things have calmed down a bit, we just wanted to take this opportunity to thank you so much for everything you have done for us to ensure our wedding day went off without a hitch. It was an amazing day and our guests can't stop talking about the food and the service it really was amazing, if you could pass our thanks onto your catering team and also those who were serving on the day as they were brilliant and really did do a fantastic job.*

  I hope to see you at some point to thank you in person and anything you need from us to help with promotions we are happy to do.

  I hope you know how big a role you played in our day and with you putting us at ease from the very start we were always confident that no matter what happened you and your team would do a fantastic job and to be honest you surpassed all of our expectations. Thanks you so much for everything we will always be grateful.'

- *'Today I received a phone call from a Constituent in Saltcoats asking that I pass her thanks to the staff at the recycling centre. She had visited this morning and she could not praise the staff enough.'*

And

› *'Please pass on our most grateful thanks to the Team who cleaned the stone work at the Auld Man's rest and the stone wall at the Gas works at Catlinn, First class, have never saw it looking so good, everyone is so pleased, Grateful thanks for all your input, so much appreciated by so many. Thanks again.'*

4.8 MSP and Member requests

In 2016/17 we received 1176 Councillor requests and 481 MP/ MSP/MEP requests. Detailed data is included in Appendix 2.

4.9 External Evaluations

Physical Environment

Housing Service:

- IiP Platinum accreditation was awarded in March 2017, one of 13 in Scotland and 20 in the U.K.
- Concierge Service - accreditation in the category '7 areas of compliance plus' at the Customer Service Excellence awards.
- Antisocial behaviour team - certificate of recognition from Police Scotland for their Prevention First Project.
- Tenant Participation team – GOLD accreditation in the category 'Tenant Scrutiny Accreditation' awarded by the Tenant Information Service (TIS)
- Scottish Housing Regulator data accuracy check on the Annual Return on the Charter - Regulator confirmed for the selected indicators the technical guidance had been interpreted correctly and that all of the evidence supplied during the data accuracy check matched our overall submission for 1516. No recommendation came out of the data accuracy check.
- Refugee Support Team – certificate of recognition from Police Scotland for 'Making a Difference ' and contributing to the success of the division

Facilities Management:

- FM Soil Association Gold food for life accreditation. Evaluated annually.
- BSI ISO 9001:2008 Registration. Evaluated annually.
- Education Scotland HM inspectorate in meeting food nutrition Standards. Evaluated annually.

Commercial Services

Transport Hub:

- Vehicle and Operator Standards Agency (VOSA) 5 year review of the Councils obligations and undertakings under the Operator's licence requirements.
- Driver and Vehicle Standards Agency (DVSA) Annual tachograph repair and calibration review. This allows the Council to continue to operate as an approved tachograph repair and calibration centre.

Streetscene:

- NAC Streetscene are part of the Local Environmental Audit and Management System (LEAMS) which offers independent, external monitoring to local authorities in order that they could establish levels of cleanliness in their areas. The scores remain acceptable at 90.6%.
- NAC Bereavement Services received gold accreditation against the ICCM (Institute of Cemetery & Crematorium Management) Charter for the Bereaved.
- The Government Internal Audit Agency [GIAA] Audit Services Team is contracted to the DVLA to carry out routine audits to users of DVLA vehicle keeper data. The audit was carried out on 21 March 2017.

Waste Resources:

- SEPA continue to monitor the operation and management of the Shewalton Landfill site.

Roads & Transportation:

- The Auditor General for Scotland and the Accounts Commission published Maintaining Scotland's roads in November 2004. Follow up reports were published in February 2011 and May 2013. Audit Scotland published a further follow up report maintaining Scotland's roads in August 2016. The report is in two parts, Part 1 outlines the condition and cost of maintaining Scotland's roads and Part 2 reviews progress made in improving the management of roads maintenance.
- In 2014/15 North Ayrshires Road Condition Index (RCI), roads that should be considered for maintenance treatment, was 39.1%, this was an improvement from 43.8% in 2011/12. An improvement in our RCI by 4.7%, placing North Ayrshire as 4th most improved local authority in Scotland.

Appendix 1 - Employee Sickness Data

Average Days Lost per FTE	2016/17									
	FTE *	Oct	Nov	Dec	Jan	Feb	Mar	YTD **	YTD Target	Variance
Roads & Transportation	80.00	1.15	0.64	0.58	0.48	0.28	0.48	6.29	5.50	0.79
Streetscene	227.06	0.59	0.67	0.95	1.03	1.00	0.66	7.48	7.70	-0.22
Transport Hub	40.70	0.48	0.23	0.37	1.30	1.60	1.77	10.22	12.00	-1.78
Waste Resources - Operations	151.78	1.81	1.77	1.27	1.32	1.34	1.14	16.69	8.40	8.29
Waste Resources - Strategy & Contracts	10.00	0.00	1.80	2.60	0.50	1.00	0.30	11.41	5.00	6.41
Commercial Services	**509.55**	**1.06**	**1.00**	**0.98**	**1.05**	**1.04**	**0.86**	**10.34**	**9.00**	**1.34**
Building Services	240.46	0.98	1.07	1.08	0.60	0.95	1.18	11.46	9.20	2.26
Facilities Management	389.13	0.92	0.98	0.63	0.77	0.86	1.31	10.52	9.20	1.32
Housing Services	219.73	0.99	0.89	0.84	0.89	0.79	1.08	8.83	5.50	3.33
Property Management & Investment	95.01	0.56	0.87	0.66	0.88	1.23	1.06	8.77	4.50	4.27
Sustainability & Directorate Performance	10.10	0.00	0.00	0.00	0.10	1.88	0.00	2.49	5.00	-2.51
Physical Environment	**954.43**	**0.90**	**0.96**	**0.79**	**0.76**	**0.91**	**1.19**	**10.12**	**9.00**	**1.12**
ECMT	3.00	0.00	0.00	0.00	0.00	0.67	0.00	0.67	3.50	-2.83
Place	**1466.98**	**0.95**	**0.97**	**0.85**	**0.85**	**0.96**	**1.07**	**10.16**	**9.00**	**1.16**

Notes:

* FTEs totals as at month end of March 2017.

** Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Average Days Lost per FTE	2015/16									
	FTE *	Oct	Nov	Dec	Jan	Feb	Mar	YTD **	YTD Target	Variance
Roads & Transportation	85.80	0.40	0.47	0.08	0.21	0.27	0.31	4.96	9.40	-4.44
Streetscene	173.64	0.79	0.62	0.53	0.44	0.50	0.32	7.28	9.40	-2.12
Transport Hub	40.62	1.83	1.34	1.90	1.38	2.39	1.23	18.26	9.40	8.86
Waste Resources - Operations	147.32	1.10	0.67	0.36	0.57	0.70	0.49	10.95	9.40	1.55
Waste Resources - Strategy & Contracts	9.60	0.00	0.13	0.52	0.31	0.52	0.00	1.48	9.40	-7.92
Commercial Services	**456.98**	**0.89**	**0.66**	**0.51**	**0.52**	**0.69**	**0.45**	**8.73**	**9.40**	**-0.67**
Building Services	240.46	0.87	0.91	0.94	0.90	1.08	1.15	9.77	9.40	0.37
Facilities Management	410.35	0.87	0.92	0.65	0.89	0.92	0.95	9.91	9.40	0.51
Housing Services	223.85	0.70	0.77	0.47	0.63	0.53	0.33	8.43	9.40	-0.97
Property Management & Investment	90.41	0.13	0.21	0.12	0.63	0.57	0.46	4.31	9.40	-5.09
Sustainability & Directorate Performance	7.60	0.00	0.00	0.00	0.66	0.66	0.00	9.49	9.40	0.09
Physical Environment	**972.66**	**0.75**	**0.81**	**0.63**	**0.80**	**0.83**	**0.81**	**9.00**	**9.40**	**-0.40**
ECMT	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.40	-9.40
Place	**1433.65**	**0.80**	**0.76**	**0.59**	**0.71**	**0.78**	**0.69**	**8.93**	**9.40**	**-0.47**

Notes:

* FTEs totals as at month end of March 2016.

** Totals will highlight green if less than or equal to target and red if greater than target.

This is a snapshot of staff sickness and staff FTE data. Any omissions /alterations/additions in either sickness absence of staffing FTE dataset, including changes in service structure, will change its content should the report be run again at a later date.

Appendix 2 – Compliments & Member Requests

Compliments

No. of compliments 1 Apr 2016 - 31 Mar 2017	
Service	**Number**
Roads & Transportation	25
Streetscene	64
Transport Hub	0
Waste Resources	19
Commercial Services	**108**
Building Services	28
Facilities Management	12
Housing Services	2
Property Management & Investment	3
Sustainability & Directorate Performance	0
Physical Environment	**45**
Service Unknown	0
Place	**153**

Note: Data is a snapshot in time. Data could change as a result of retrospective amendments.

Member Requests

Councillor Stage 1 requests = 5 working days to resolve (for non complex issues)								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Building Services	5	4	80%	3.4	11	11	100%	2.1
Facilities Management	11	9	82%	3.9	3	2	67%	7.6
Housing Services	165	147	89%	2.7	115	111	97%	2.1
Property Management & Investment	198	146	74%	4.8	161	147	91%	3.6
Roads & Transportation	296	270	91%	3.2	366	332	91%	3.6
Streetscene	419	366	87%	3.3	411	377	92%	2.9
Sustainability & Directorate Performance	-	-	-	-	-		-	-
Transport Hub	2	2	100%	3.5	-		-	-
Waste Resources	68	58	85%	2.9	45	37	82%	4.9
TOTAL	**1164**	**1002**	**86%**	**3.4**	**1112**	**1017**	**91%**	**3.3**

Councillor Stage 2 requests = 20 working days to resolve (for complex issues)								
Building Services	-	-	-	-	-	-	-	-
Facilities Management	-	-	-	-	-	-	-	-
Housing Services	1	1	100%	4.0	-	-	-	-
Property Management & Investment	2	2	100%	10.0	4	3	75%	15.0
Roads & Transportation	4	4	100%	9.5	18	15	83%	14.5
Streetscene	5	3	60%	25.2	2	2	100%	17.0
Sustainability & Directorate Performance	-	-	-	-	-	-	-	-
Transport Hub	-	-	-	-	-	-	-	-
Waste Resources	-	-	-	-	-	-	-	-
TOTAL	**12**	**10**	**83%**	**15.7**	**24**	**20**	**83%**	**14.8**

MP/MSP/MEP requests = 10 working days to resolve								
	2016/17				2015/16			
	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve	Number of requests closed	Number closed on time	% closed on time	Total Average no. of days to resolve
Building Services	7	7	100%	3.9	4	4	100%	2.2
Facilities Management	3	3	100%	6.7	1	1	100%	7.0
Housing Services	222	208	94%	6.4	180	160	89%	6.4
Property Management & Investment	100	87	87%	7.8	63	43	68%	11.5
Roads & Transportation	78	65	83%	7.8	51	43	84%	7.2
Streetscene	59	56	95%	6.3	51	46	90%	4.7
Sustainability & Directorate Performance	-	-	-	-	-	-	-	-
Transport Hub	-	-	-	-	-	-	-	-
Waste Resources	12	12	100%	1.6	9	9	100%	5.6
TOTAL	**481**	**438**	**91%**	**6.8**	**359**	**306**	**85%**	**7.1**

Appendix 3 – Venn diagram demonstrating links to other Council Directorates

Delivering care together

NORTH AYRSHIRE

Health and Social Care Partnership

Joint Performance Review Report

Quarter 4 2016-17

(January – March 2017)

Version 1 , 11th May 2017

TSI North Ayrshire

scottishcare
The voice of the independent care sector in Scotland

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NHS Ayrshire & Arran

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Introduction

The purpose of this report is to afford a high level overview of the progress made in 2016/17 by the Health & Social Care Partnership in delivering the 5 strategic priorities as set out in our 3 year strategic plan.

Overview

As we complete our second year we can reflect on the performance of the partnership and look at the progress we have made towards achieving our Strategic Priorities. Our refreshed Strategic Plan emphasised the ongoing relevance of our 5 Strategic Priorities and our 4 big change areas. These are:-

- Develop Primary Care services in local communities
- Support the needs of older people and adults with complex care needs
- Build teams around children
- Develop and deliver a new strategy for mental health and learning disabilities.

In the later part of this year we held two innovative events. We held the inaugural “Breakfast for Champions” awards ceremony, celebrating all the fantastic work partnership staff including NHS, third sector, independent sector and NAC do. It was an inspiring morning. Trophies were made by our Criminal Justice Team, catering was provided by Café Solace and the event was hosted by Irvine Beat Radio.

Our Mental Health Participatory budgeting event took place in February in Ardrossan. From over 80 applicants we were able to distribute a total of £50K to 42 different projects all aiming to support mental health and well-being.

Our Locality Planning Forums have all held their staff and service engagement events. All will now progress to holding full community engagement events in the coming year.

Financially, year two has been challenging but with significant savings achieved. The NHS budget has ended the year in balance, the NAC budget has ended the year in significant deficit and recovery plans are being developed. We finish the year with an overspend of over £3m, however the financial position in future years looks a bit more stable and allows us for the first time to develop a medium-term financial plan for 2017-2020.

Finally in Quarter 4 we were both proud and sorry to see our Director, Iona go on to her new national role. Many staff from across our 4 partner agencies gathered to wish her well.

Update on Actions from Previous Review Meeting

Panel Asks	**By Whom**	**Progress Comment**
Need for more co-location/premises. Longer term plan on where the hubs will be		
IT still an issue – locality hubs will need sound IT – need longer term plan for IT		
Single Information System		
Action		
Arrange visit for Elma to see ICES in practice	David Rowland	
Consider expansion of foster care and payback narrative in performance report	HSCP	
Discuss the potential for developing a mentoring programme for young people to increase opportunities for access to medicine or the social care sector	John Butcher/John Taylor	

Children, Families and Criminal Justice – Our Highlights

Quarter 4 saw the launch of the "The Kids aren't alright", a high quality film which tells the story of four young girls from North Ayrshire who have been significantly affected by Parental Substance misuse. The launch which was attended by over 120 staff, family and friends. The film was also shown at the Child Protection Conference attended by the Children Commissioner Tam Baillie who gave high praise to the film and the bravery of girls in telling their story.

Fostering and Adoption - With the increase in staffing within the Kinship Care Team, we have been able to provide more care in line with the new legislation relating to the ongoing needs of our young people - if they are eligible - post 18 years of age.

Young people have been supported to continue to remain within their current placements and to attend college.

Currently we have approximately 276 children in Kinship Care placements. There have been only 5 disruptions (breakdown in placements) to Kinship care placements during 2016. Whilst these can sometimes be related to the challenges of parenting teenagers, Kinship Carers health can also be a factor.

Intervention Services - The Throughcare Team's Supported Carer Scheme has received a six star rating for its Quality of Care and support for young people. This is the highest grade for providing care and is a reflection of the hard work of the Throughcare team and the supported carers.

Policy and Practice - The SVQ Assessment Centre were winners in the Skills for Life category for North Ayrshire Achieves awards. The service continues to be on track regarding qualifying the workforce to meet registration and inspection requirements.

Criminal Justice - We have also organised an exhibition for the public of art work, currently being shown at the Harbour Arts Centre, which has been produced by our service users in Unpaid Work. The exhibition is entitled "Anonymous Visions" and is running from the 7th April until the 21st May. The art work is for sale and profits will be given to local charities. This is a clear example of service users giving something back to the community and, at the same time, provides a means of increasing their confidence and self-esteem.

Fieldwork - Stop to Listen is a multi-agency collaboration which aims to improve child centred responses to child sexual abuse. We are one of 4 pathfinders across Scotland. We are providing focused training and support for professionals in order to raise confidence and competence of staff in identifying and responding effectively to child sexual abuse. Training has been delivered to over 200 professionals from a range of agencies.

Children, Families and Criminal Justice – Our Challenges

Intervention Services - There are significant challenges in terms of the high volume of referrals into the Service Access team, across North Ayrshire, but particularly in Irvine. This is being monitored and additional support put in place in the short term to help manage this.

Looked After and Accommodated Children - Our challenge continues to be the significant impact the role out of Universal Credits in Scotland will have in relation to kinship carers who have child/ren who are 'looked after and accommodated' and therefore will not be eligible for the child element of Universal Credits. This will have major financial implications and create a significant challenge to the current budget for kinship care placements if these carers are to be remunerated to an equivalent rate as foster carers. It is estimated that the introduction of Universal Credits could cost a further £400,000.

In addition, if young people remain on a Compulsory Supervision Order they are then eligible for continuing care under the new Children & Young People (Scotland) Act 2014 as per the Continuing Care requirements from 1/4/2015 which would mean that the kinship allowance can continue until the young person is 21 years and not 18 years as is the current practice. Work is ongoing by the Kinship Care Team, to encourage every Kinship Carer, where placements are stable, to apply for the new Kinship Care Order. The Kinship Care Order could enable children and young people to have Compulsory Supervision Orders terminated and they would then no longer be in the 'looked after and accommodated' system.

Criminal Justice - This has been a particularly challenging year for us in terms of our core criminal justice services being able to respond to the needs of service users. In 2015/16 we saw an increase of 31% in the number of Community Payback Orders (CPOs) from the previous year. In the Scottish Government Criminal Justice Statistics for 2015/16, published in February 2017, it showed that North Ayrshire had the highest number of CPOs in Scotland per 10,000 population. These are very challenging times as we strive to provide quality criminal justice services within a finite budget against a backdrop of exceptional demand.

Universal Early Years - The positive continuing development of a Named Person Service in preparation for the Children, Young People (Scotland) Act 2014 has brought many challenges including issues with Information Sharing.

Fieldwork - There continues to be challenges in terms of both Pre Birth and Initial Child Protection conferences being convened within timescale. (Pre Birth - 28 weeks gestation and Initial Child Protection Conferences - 3 week target). This continues to be an area of concern. Improvement activity has however been identified.

Health and Community Care – Our Highlights

The change programme around New Models of Care for Older People and People with Complex Needs continues with proposals under discussion with the NHS Board.

Care at Home - Care at Home have sustained the improved Care inspectorate grades for another year. These have been sustained despite a 30% increase in demand for the service and working within a challenging financial envelope.

ICES/Rehabilitation Services - The Brooksby Health and treatment Team have increased their activity over this period and the feedback from the people using the service has been very positive. 4 compliments have been reported on Patient Opinion, with some of the feedback quoted below:

"Today in the press the fashion is to criticise all things attached to the National Health Service in the UK. I have just experienced the outstanding service provided by the wonderful staff at Largs and I would think it impossible to find better anywhere either in the NHS or private medicine.

Their professional and caring approach to the job, the fact that they make you feel important to them and they genuinely want to help with your problems and improve your quality of life cannot be acknowledged enough."

Long-term Conditions - We have developed memory cafes across a number of localities to help support patients with dementia and their carers.

The North Ayrshire Carers Appreciation Card entitles unpaid carers to a growing range of discounts, offered at a range of local shops and businesses. The card is a way to encourage hidden carers to come forward and identify their caring role. The card is also being used by carers to identify themselves as a carer to their doctor, when visiting the pharmacy or even in school or at university.

Currently there are 1,272 carers registered with the North Ayrshire Carers Centre. 310 carers (24%) have registered to receive their card.

Arran Services - Arran Review of Service is progressing well. To help the move to a single team 2 events were held re 'Collaborative Leadership in Practice' (CLIP) to work with teams invited from all Arran stakeholder teams/agencies. The programme is ongoing with positive feedback from those attending.

Further highlights are detailed below:

- New cardiac outpatient clinic commenced for Arran patients including pacemaker reviews and assessments.
- New Arran Social Work Team Leader appointed with Outreach Support Worker recruitment underway.
- Arran Services hosted a visit from the NHS Education for Scotland Mobile skills unit at the end of January. It enables a modern simulation facility to be delivered anywhere in Scotland and in particular rural areas. The comprehensive weeks training resulted in 540 learning hours being delivered on the island.

Health and Community Care – Our Challenges

Locality Services - A continued challenge is the staffing levels within Community Nursing. Sickness absence levels within this team also add to the pressures.

ICES/Rehabilitation - Current challenge is how to maintain the high completions rate of assessments by the Hospital Social Work team while a major re-structuring of this service is being carried out.

Care at Home - Continuing to deliver qualitative Care at Home services against the backdrop of increasing demand, complexity and financial challenges.

Mental Health Services –Our Highlights

Mental Health Inpatients, Liaison and Forensic Services – We had very positive feedback from Mental Welfare Commission (MWC) announced visits to Adult Acute and IPCU wards at Woodland View. They were complimentary as to the new environment, approachability of staff and positive feedback from service user and carers. MWC also visited Lochranza and noted the person centred approach and high quality of care afforded to these individuals.

A number of positive feedback messages were given to care teams within EMH inpatient setting from carers/families. Development of Visitors rooms at Ailsa site noted very positively by MWC and is well used by families visiting their loved one.

We were successful in gaining additional monies to address service pressures associated with shortfall in adult acute staffing.

The business case was accepted to allow ongoing functioning of Ward 6 Low Secure unit through sale of beds to fellow Boards as income generation.

The reduction in enhanced observations levels across adult inpatient services has been sustained since the move to Woodland View.

Ward 8 model of care review continues and some benefits already being seen. A full review of Liaison service is underway and, with additional resource already agreed, allows for planning of service to meet needs and will afford stability to the team and simplify referral processes for UHC/UHA colleagues, improving patient experience.

Finally we were successful in being the preferred bidder to provide 12 bedded national secure Child and Adolescent unit provision on Ayrshire Central Hospital (ACH) site associated with Woodland View.

Addiction services - Permanent funding has been secured for additional staff to enable the delivery of a safe and integrated addiction service within Ward 5, Woodland View. In addition, NHS Ayrshire & Arran has confirmed permanent funding for the continuation and enhancement of the ORT prescribing and support model.

Psychological Services - The Review of Psychological Services has focused on Models of Working and Data, Demand and Capacity. A draft predictive data, demand and capacity model is to be tested within the next few weeks with the hope of being able to more easily predict future demand for psychological input across specialty areas. Using the data currently available, this Review is now focusing on Workforce Planning.

CAMHS - The CAMHs Nurse seconded to the Throughcare Team has been highly successful in skilling up Throughcare staff and taking a whole system approach to psychological and emotional wellbeing.

CMH Services - Our Student Wellbeing Advisor commenced in post in February. This post has been created through the close partnership between mental health services and Ayrshire College and is unique within Scotland.

Learning Disabilities - There have been development sessions within the service involving day services, Arrol Park and community staff. Bringing staff together has enabled relationships to be established with staff having a greater understanding of each other's roles.

There is an upcoming launch event for the LD Strategy and signing up to The Charter for Involvement which will be an expression of our commitment to support people who use support services to be involved in planning services.

Mental Health Services – Our Challenges

Mental Health Inpatients, Liaison and Forensic Services - Sickness absence levels continued to be in excess of 4% target leading to service pressures. This is improving and a number of further actions have been agreed to ensure further improvment.

Reduced AHP availability across services is affecting therapeutic activity available – discussions are ongoing.

Lochranza closure programme – need to revisit plan for those persons from South Ayrshire given concerns as to costs of support package and little monies available via resource transfer. Lochranza is scheduled to close March 2018 but, given nature of clientele, they will need comprehensive support packages that can be costly and/or will need a group approach and associated accommodation.

Addictions - NADARS have experienced challenges trying to identify available accommodation which is both centrally located and big enough to deliver Relapse Prevention group work. We are currently working with staff in Woodland View to look at access to the Tribunal Suite to undertake this activity.

CAMHS - Challenge in the North continues to be demand, achieving HEAT target and ensuring a timeous response to the needs of children and young people. The collective initiatives in the North and the opportunity to rethink existing resources will help inform, develop and achieve timeous response to children, families and young people.

Learning Disabilities - There has been an unprecedented number of retirals in the nursing component of the assessment and Treatment Unit at Arrol Park Resource Centre. It has been a challenge to maintain safe staffing levels whilst continuing to meet the dynamic needs of the service.

Report Summary

The tables below demonstrate a high level view of the progress made towards the 3 year HSCP Strategic Plan during the quarter four period (January - March).

Performance Information						
Priority	**No. of Indicators**	●	▲	●	📈	?
Tackling Inequalities	**13**	8	-	-	3	2
Engaging Communities	**7**	3	1	-	-	3
Bringing Services Together	**10**	3	-	3	1	3
Prevention and early intervention	**24**	13	-	1	4	6
Improving mental health and wellbeing	**10**	5	-	5	-	-

Partnership Actions			
Priority	**No. of Actions**	**No. Complete Actions**	**Actions in Progress**
Tackling Inequalities	**4**	**1**	**3**
Engaging Communities	**3**	**-**	**3**
Bringing Services Together	**4**	**-**	**4**
Prevention and early intervention	**4**	**-**	**4**
Improving mental health and wellbeing	**3**	**-**	**3**

●	▲	●	📈	?
On target	Slightly adrift	Significantly Adrift	Data only	Target to be set

1. Tackling Inequalities

Reducing poverty and the gap between the richest and poorest supports increased economic participation, improved social cohesion and builds stronger communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of young people working on activity agreements	16	40	✓	↑	Q4 2016/17	Successful Learners and Responsible Citizens	
The amount of income generated (£) for service users by the Money Matters Service	£7,888,650.00	£8,234,082.46	✓	↑	Q4 2016/17	Inequalities	
Percentage of individuals subject to level 1 Community Payback Order Unpaid Work completed within three months	57%	93.37%	✓	↑	Q4 2016/17	Community Safety	
Percentage of Referrals to CMHT living in SIMD 15% most deprived areas.	TBC	60%	?	-	Q4 2016/17	Inequalities	
Number of Adult/LD/CAMHS clients in out of area units (North Ayrshire Residents)	TBC	33	?	↓	Q3 2016/17	Effective Use of Resources	
Percent of young people completing Activity Agreement that went on to a Positive Destination. Rosemount, Throughcare/Aftercare	55%	81%	✓	↑	Q4 2016/17	Successful Learners and responsible citizens	
Balance of Care for looked after children: % of children being looked after in the Community	90%	89.17%	✓	↑	Q4 2016/17	Positive Life chances	LGBF
Number of LAAC who have 3 or more moves in the past 12 months	10	8	✓		Q4 2016/17	Best Start Possible	
Number of Naloxone Kits Supplied	123	171	✓	↑	Q3 2016/17	Healthier	
Average number of tenancy placement moves experienced by young people, Supported by Aftercare, prior to a permanent allocation.	TBC	3.6	📈	↓	Q4 2016/17	Positive Life Chances	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of people attending Cafe Solace	TBC	1,428			Q4 2016/17	Positive Experiences	
Percentage of formerly looked after young people entitled to aftercare in employment, education or training	38%	36.99%			Q4 2016/17	Successful Learners and responsible citizens	
Number of volunteers working with Cafe Solace	TBC	22			Q4 2016/17	Positive Experiences	

1. Tackling Inequalities

Action Title	Status	Action update	% Complete
We will work to reduce the impact of health inequalities on you and your family		The HSCP continues to be represented on the Fair for All groups. Tackling Inequalities continues to be a high priority for the partnership and we continue to drive support in areas of greatest need. Examples of this include the success of the recent Participatory Budgeting event for Mental Health services and the development of the Early Years Leadership teams taking a locality focus to identify the key priorities to the families of young children aged 0-5 who may be impacted by deprivation. Work on the Pan Ayrshire shared Equality Outcomes has progressed and was approved by IJB on 9th March 2017. The supporting action plan has been finalised ahead of publication at the end of April.	82%
We will work with partners to help people who use our service to identify and deal with their financial difficulties		During quarter four, the Money Matters team Maximised Income to the amount of £ 2,249.995.27. The service completed 1,284 Benefit Checks resulting in 525 cases being allocated to assist with Income Maximisation. 500 required no input from Money Matters and 57 are still awaiting outcome. 202 financial assessments were completed within four weeks of referral and all non-residential care service users have	100%

Action Title	Status	Action update	% Complete
		been reviewed and re-charged in line with new COSLA guidance. 946 Charging cases were also reviewed in line with the 2017 Uprating. Further, Money Matters provided assistance and representation at 112 appeals. 60 non HSCP clients contacted Money Matters to dispute DWP decisions, resulting in 44 Appeals being lodged and 16 Mandatory Revisions completed. The HSCP, together with Economies and Communities is contributing to the ongoing running costs of North Ayrshire's Foodbank.	
We will maximise the potential for you to work		The HSCP continues to support activity to produce employment opportunities for service users. For young people, there has been agreement with North Ayrshire Council to ring-fence five Modern Apprenticeship post for young people with care experience. Further, staff within the Rosemount and Throughcare teams continue to deliver Activity agreements and other opportunities to young people including, arts, drama and sporting activities. All of which contribute to building confidence and skills. We continue to fund SAMH Positive Steps to support people with mental health problems access a range of employability options. An Individual Placement Support (IPS) post was appointed. This post will be based within the CMHT and provide direct employment support to service users and employers. The PSMT supported a proposal from the Employability Group to develop an integrated approach towards employability for all patients and service users. Proposals to embed employability in assessment processes and pathways will be presented to a future PSMT. The fourth in the series of Cancer and Work articles was published in the Ayrshire Chamber of Commerce magazine in March. Entitled 'Cancer Can Cost You More Than You Think'; the article highlights employer obligations under the Equality Act and encourages involvement in the business seminars and engagement with Macmillan Cancer Support.	85%
We will provide support to help keep you safe from harm		The work on building 'Teams around the child' continues with the service now working closely with the 'Tapestry Partnership' on a pilot in the Three Towns locality. Tapestry specialises in bringing communities and statutory agencies together in developing greater support services for young people.	87%

Action Title	Status	Action update	% Complete
		The fieldwork service has worked closely with the Practice Development and Review Service and has now developed a new 5 day Child Protection Training Course, which is being rolled out to all practitioners. Work continues to identify further training for Children and Families workers to better support their client group. The Named Person service continues to be developed and one of the two Managers of the Service (for early years) has been appointed. The CAMHS Nurse aligned with the Throughcare team has achieved good progress since appointment. Work has progressed to identify those young people in Throughcare that are most in need of mental health support. The Intensive Support Team is now fully staffed. The service will focus on fully developing its operational model to support those young people most at risk of mental health hospitalisation. We continue to prioritise assessment and support for the most vulnerable people with mental health problems through the immediate delivery of the Flexible Intervention Service, the NHS Crisis Resolution Team and utilising adult protection processes to protect people when required. In relation to Mental Health Inpatients, there has been no requirement for boarding patients out with NHS A&A in this period. Enhanced observations continue to decrease in comparison with numbers prior to the move to Woodland View. Ward 6 Low Secure is now fully operational with 3 patients transferred from Ayr Clinic in January/ February and a further admission from IPCU in March. Business case for uplift within Acute agreed and recruitment is now underway. Brief Intervention and Recreational Drug Use (BIRD) Training has been developed in relation to the increased levels locally of recreational drug use in the community. This training will be provided to all NADARS staff.	

2. Engaging Communities

We know that people in communities have a critical role to play in supporting each other and in designing services to meet local needs.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Adults accessing Direct Payments	TBC	114	?	↑	Q4 2016/17	Independent	
Number of Children accessing Direct Payments	TBC	39	?		Q4 2016/17	Positive Life chances	
Percentage of fostered looked after and accommodated children who are accommodated in an in-house foster placement	80%	87.08%	✓	↑	Q4 2016/17	Positive Life chances	
Number of MH/LD Adults accessing Direct Payments	TBC	46	?		Q4 2016/17	Independent	
Percentage of children in a kinship care placement subject to residence order	40%	34.64%	!	↑	Q4 2016/17	Positive Life chances	
Actively recruit new in-house foster carers	85	100	✓		Q4 2016/17	Best Start Possible	
Number of LD service users in voluntary placements.	43	71	✓	↑	Q4 2016/17	Independent	

2. Engaging Communities

Action Title	Status	Action update	% Complete
We will work with local communities		All engagement events hosted by each locality Planning forum have now been held with the last one taking place in Arran in early March. A feedback report has been produced. Planning will now focus on engagement with members of the public. The HSCP has also developed Early Years Leadership teams in each of the six North Ayrshire Localities. These teams bring together local early years practitioners to identify and action priorities for young children aged 0 - 5.	70%
We will improve how we involve and engage with local communities		During the period, the HSCP held a participatory budgeting event with a particular focus on Mental Health projects. This event was well attended with a high level of public participation. The recruitment of a MacMillan Community Connector has broadened social prescribing further with 17 GP Practices now participating. CareNA and Facebook usage has continued at a high rate. A programme of rollout of Touchscreen versions of CareNA to GP Practices across North Ayrshire has commenced. These access points will provide a further channel for people to utilise CareNA and facilitate a real marketing opportunity for the website and local services. A new contract to provide technical support to maintain and develop CareNA will be established in July 2017. The HSCP twitter continues' to grow and now has 1071 followers and HSCP information is regularly tweeted from the platform. The Fostering recruitment team is targeting new promotional avenues, such as Billboards and Open Evenings. A Fostering/Adoption Facebook page has been established with staff updating regularly.	81%

Action Title	Status	Action update	% Complete
We will build on the strengths of local communities		The community connector project continues to work well, providing key support to local people within their own communities. Community connectors provide valuable advice to local people on alternative opportunities and service that support them to improve their health and wellbeing. The connectors maintain a good knowledge of local services available in communities in order to appropriately support local people. Evaluation of the Community Connector Project was complete in quarter four. The evaluation process identified positive feedback from GPs and service users. More in-depth evaluation will be carried out later in 2017. The development of the Neuro-Development Pathway continues with the appointment of a designated Speech and Language Therapist. This will provide the pathway process with enhanced diagnostic capabilities and support the reduction in time needed to complete a neuro related diagnosis for young people. We have commissioned the Third Sector to support small local projects in providing support to reduce social isolation.	86%

3. Bringing Services Together

The Partnership provides significant opportunities to integrate services and ultimately to enhance the experience of the people and the carers who use these services.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Percentage of CP Concerns referrals from Health practitioners	6%	9.6%			Q4 2016/17	Positive Life chances	
Number of referrals for equipment		1,757			Q4 2016/17	Independent	
Average waiting time for referral for equipment from Stores (days)		3			Q4 2016/17	Independent	
Average working days lost to sickness absence per employee.	11	14.48			Q4 2016/17	Engaged Workforce	
Percentage working days lost to sickness absence (HSCP NHS Staff)	4%	6.62%			Q4 2016/17	Engaged Workforce	
Percentage of purchased care services covered by a contract	70%	73.76%			Q4 2016/17		

3. Bringing Services Together

Action Title	Status	Action update	% Complete
We will work together to provide better services		The HSCP continues to undertake activity to integrate services and work closely with partners to deliver better services to local people. The working group for Warrix Avenue has met in January to consider the future model of care and service user population. All Ayrshire Local Authority partners were present. A meeting took place with South Ayrshire HSCP to consider care provision of patients within Lochranza post closure of ward in March 2018. Planned ASP sessions for staff in April and May. Work has been undertaken to develop a consistent approach to advocacy provision within Woodland View with a scoping exercise for provision of support for Ward 6 low secure. Two leads for Dementia as part of a national initiative within Older Peoples Services are engaged in a training programme. They will be rolling out stress and distress training across the services. Police and emergency service liaison continues to develop positive working relationships when dealing with high stress scenarios. Activity continues on Arran in exploring options to co-locate community services as a means to establishing self-managed, fully integrated teams. All activity will now be progressed by the new Senior Manager for Island services who has been appointed following the retirement of the previous manager. In NADARS, staff roles have been clarified and they have been supported and taken through the process to finalise and implement daily responder duty, prescription response duty, locality drop-ins, and prescribing support. Administration staff are now integrated. The service is currently in discussion with the North Ayrshire ADP regarding a replacement service following the contract end of the Momentum Service in March 2017.	80%

Action Title	Status	Action update	% Complete
		Four integration work streams from community mental health are underway involving staff and service users from health, social care and voluntary sector parts of the community mental health service. The work streams are accommodation, wait times, service vision and outcomes and primary care mental health services. Finding suitable accommodation to co-locate health and social care community mental health service staff continues to be a challenge. The Tapestry Partnership are working with a number of partners on a pilot in the Three Towns area. Included are the HSCP, Education Services, Police Scotland, Scottish Fire and Rescue, third and voluntary organisations and others. This work seeks to develop the 'Teams around the Child model' to ensure all relevant services in North Ayrshire can respond appropriately to the needs of our local young people. The Pan-Ayrshire young person's Mental Health Working group will develop a strategy and supporting action plan to bring together local services to deliver a more streamlined service to local young people. This will improve services to vulnerable young people and support them in staying safe and mentally well. It is anticipated that this action plan will be completed by summer 2017.	
We will develop services around local communities		Within the Community Mental Health Service Change Programme, work on reviewing referral and access pathways into the service is progressing through the waiting times work stream and the joint working group. In relation to CAMHS, a Single Point of Contact model is being piloted in South Ayrshire through the MARR project. Learning from this pilot site will be considered and used to develop comprehensive access models in North Ayrshire for children and young people's Mental Health.	92%
We will work more closely with GPs and primary care		Community Mental Health Team have completed a service specification in order to commission the 'Mental Health and Wellbeing Link Worker Pilot' in the Irvine locality. This will go out to tender in April 2017.	70%

Action Title	Status	Action update	% Complete
		The introduction of pharmacists within primary care teams has received mixed feedback, with it working well and productively is some practices, but not so well in others. A variability assessment is needed to enhance understanding of where we are and have consensus on driving forward the role of pharmacists in primary care MDT working. Ongoing discussions at pan-Ayrshire level and meetings to be arranged with senior pharmacy management to deliver and review.	
We will improve the quality of the services we provide		Our Learning and Development team won the Skills for Life award at the North Ayrshire Achieves event. Self Directed Support consultation is now complete and action plan for improvement is progressing. In addition, a practitioners forum has been established. The created IGPAG (Information Governance Pan Ayrshire Group) is now bedded in and meets every 2 months to discuss information governance, data protection and ICT security issues on sharing information between Social Services and NHS. Updates from these meetings are presented to the Data Sharing Partnership as required for further sharing and input.	80%

4. Prevention & Early Intervention

Dealing with problems at an early stage can increase the chances of positive outcomes for people, reduce costs and prevent issues from becoming much more serious and difficult to address.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Number of Service users receiving Care at Home	1,703	1,715			Q4 2016/17	Independent	
Number of community care service users (65+) that have a community alarm installed in their place of residence.	2,800	3,219			Q4 2016/17	Independent	
The number of community care service users that have an enhanced telecare unit installed in their place of residence	600	770			Q4 2016/17	Independent	
Percentage of people aged 65+ with intensive needs (plus 10 hours) receiving care at home.	34%	34.23%			2015/16	Quality of Life	LGBF
Number of secure remands for under 18s	5	0			Q4 2016/17	Positive Life chances	
Average Length of Secure Remands	90	22			Q4 2016/17	Positive Life chances	
Percentage of ASP Referrals completed within 5 days	80%	56.5%			Q4 2016/17	Safe	
Addictions referrals to Treatment within 3 weeks (Alcohol)	90%	94%			Q3 2016/17	Healthier	LDP
Addictions referrals to Treatment within 3 weeks (Drugs)	90%	93.9%			Q3 2016/17	Healthier	LDP
Number of children who have been through SNAP who have been sustained within their local school	100%	100%			Q2 2016/17	Successful Learners and	

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
						responsible citizens	
% of babies breastfeed at 6/8 weeks old	18%	17.99%			Q3 2016/17	Best Start Possible	
Number of people referred to Flexible Intervention service	TBC	42			Q4 2016/17	Quality of Life	
Number of interventions completed by FIS	TBC	20			Q4 2016/17	Quality of Life	
Care at Home capacity lost due to cancelled hospital discharges (Hrs)	TBC	7153.6			Q4 2016/17	Effective Use of Resources	
Number of patients waiting for CAH package (Hospital)	TBC	173			Q4 2016/17	Effective Use of Resources	
Number of Service Users delayed due to funding being confirmed	TBC	0			Q4 2016/17	Effective Use of Resources	
Number of Service Users delayed in discharge to a care home after funding confirmed	TBC	61			Q4 2016/17	Effective Use of Resources	

4. Prevention & Early Intervention

Action Title	Status	Action update	% Complete
We will promote good health and wellbeing		Social prescribing services continue to be delivered across all localities through 17 participating GP Practices. A recent evaluation has provided some very positive feedback from patients, GP's and GP Practice staff highlighting a range of benefits. This has included patients stating they had a positive experience, Community Connectors were approachable and knowledgeable, provided an excellent service and had a positive impact on their quality of life. GP Practice staff supported this view by saying that Community Connectors had made a real difference and had been successful in health promotion. CareNA screens have now been installed in GP surgeries. Software waiting to go live. Early Years Locality Leadership teams have now been established in all six localities. Priority areas identified are uptake of immunisations, vitamin increase uptake, access to healthy start vouchers and speech and language development. The leadership teams will take forward activity to address these priorities at the locality level. In relation to Mental Health Inpatients, a recently formed group looking at the management of Unscheduled presentations at Woodland view has been organised. A newly developed algorithm has been distributed to the group for comment. This has been undertaken with input from CRT and ANPs. We have undertaken to engage with local community groups within Castlepark area.	89%
We will identify target groups through research and screening		The key developmental outcomes identified in the Improving Children's Outcomes surveys have been included as the priorities in the Children's Services Plan. The Action Plan responds to these priorities and a performance framework has been designed around them. Community connectors are now embedded in many GP practices. Further, a pilot for low-level mental health community connectors is due to begin early in the new financial year. This pilot will take place in the Irvine locality. Mental Health workers will liaise with other community connectors and share learning and	87%

Action Title	Status	Action update	% Complete
		resource awareness. In general the community connectors allow primary care teams to direct patients to services which improve mental and physical health and well-being. A key aim is to increase self-management and to re-empower patients to self manage through access to local statutory, third sector and voluntary resources	
We will support individual needs		The HSCP now has in place a single point of contact for all hospitals (including those outwith Ayrshire and Arran) which will facilitate a more rapid discharge of service users. In relation to step-up referrals to Ward 1, Medical Legal Responsibility has now been passed to HSCP. As such, the HSCP is now able to take referrals into Ward 1 direct from the community. Referrals have begun to be received and accepted. All referrals are being managed by Dr Conrad Harvey The partnership service between Telecare and Scottish Ambulance Service continues to deliver positive results. Following the successful pilot in Irvine, it is hoped this will be rolled out to other localities in North Ayrshire The Reablement service has achieved positive success, with 45.5% of individuals having gone through the service having now a greatly reduced service or stopped needing a service altogether. Permission has been given by the IJB to proceed with the Tendering of future Care at Home Services. The tender specification is currently being developed. In relation to early years, a tendering process has now been completed with an Employability project 'We Work for Families' due to commence in April 2017. The Challenge fund will enable further expansion of universal early years provision with the employment of specialist skills in speech and language development and perinatal mental health.	78%
We will support people who care for others		Supporting the wellbeing of children is a key priority for the service and we continue to ensure we engage with, and listen to, young people throughout their journey of care. Through the development of the Child's Plan, we ensure the views of children and their families are gathered and taken into account in the planning	73%

Action Title	Status	Action update	% Complete
		of any care. The service commissions advocacy services from 'Children's 1st' for young people involved in Child Protection process. Children 1st will represent the views of young people when they are not able to do so themselves. Further to Advocacy Work, Children 1st are also piloting the 'Stop and Listen' national pathfinder in the Three Towns area. This programme aims to help services better support young people when they talk about their experiences of Sexual Abuse. Care Assurance and Accreditation System (CAAS)) audit complete following engagement with parents and auditing of records for quality of service, engaging and responding to families. Collation of activity underway and a report due May 2017, action plan to follow Community Care services are working with partners in the Third Sector partners to invest small amounts of money to develop agencies to deliver befriending and carer break services. A review of respite care service in Learning Disability services continues with an analysis of provision now complete. The subgroup will now look to review the analysis along with the current criteria and propose new approached for respire delivery.	

5. Improving Mental Health & Well Being

Good mental health impacts positively on individuals, families and communities.

Performance Indicator	Target/Bench mark	Current Performance	Status	Aim to Minimise/Maximise	Performance Data Last Update	National Outcome	National Indicator
Volume of all overnight respite for adults throughout service year (nights)	5,000	5,241	✓	↑	Q4 2016/17	Carers Supported	
Volume of all daytime respite care for adults throughout the service year (Hours)	100,000	105,499	✓	↑	Q4 2016/17	Carers Supported	
Volume of all overnight respite delivered to older people (65+) (nights)	9,500	9,522	✓	↑	Q4 2016/17	Carers Supported	
Volume of all daytime respite provided to older people throughout the service year (hours)	91,000	78,466	●		Q4 2016/17	Carers Supported	
Volume of all overnight respite provided to children throughout service year. (nights)	1,500	1191	●	↑	Q4 2016/17	Best Start Possible	
Volume of all daytime respite provided to children throughout service year (days)	10,000	15,307	✓		Q4 2016/17	Best Start Possible	

5. Improving Mental Health & Well being

Action Title	Status	Action update	% Complete
We will improve the services available to support mental health and wellbeing		We continue to deliver our Change Programme including the integration of community mental health services. The outcome of this programme will be to ensure the continued delivery of high quality services for people with mental health problems, their families and carers. Community Mental Health team continues to progress the pan Ayrshire 'people in distress' action plan. A direct out of hours mental health pathway for Police Scotland commenced in December 2016. The second test of change focusing on people presenting with distress (rather than mental health problems) in the out of hours period continues and data analysis is now underway. A Working Group for the proposed Warrix Avenue provision was convened in January 2017 to assist in 'joined up' working and consideration as to how third/independent sectors could provide support. In relation to CAMHS, the Neuro-Development Pathway is on schedule and has a launch date of June 2017. This pathway will greatly improve the diagnostic capabilities of services supporting families of children with Autism, ADHD and Foetal Alcohol Syndrome. We are awaiting the 3rd National Dementia Strategy. This strategy is likely to have 21 commitments. The work pertaining to these commitments will be taken forward by the NA Dementia Strategy Group. The memory cafes continue to grow in size and 2 more are being developed. NADARS are working with the North Ayrshire Housing First pilot. The Housing First project will aim to reduce repeat homelessness of those clients who are persistent offenders and are affected by Mental Health Issues and/or Addictions, by offering permanent accommodation and support from initial contact. We have commissioned the Third Sector to develop a service specification for a community well-being service. Our first Participatory budgeting event was very well attended, with 48 local community groups seeking funding for projects to improve mental health and well-being.	82%

Action Title	Status	Action update	% Complete
We will follow the Mental Health Strategy for Scotland		The Logic model for mental health has now been reviewed by the service and mapped to the National Outcomes for Mental Health. A further session has been planned with Mental Health managers to finalise a set of performance indicators. We have completed a service specification in order to commission the 'Mental Health and Wellbeing Link Worker Pilot' in the Irvine locality. This will go out to tender in April 2017. This post will work closely with community connectors and support people to better self manage their own conditions. Actions to tackle discrimination and protect the rights of those with poor mental health are embedded within the mental health change programme. One example of action includes the action plan produced by NADARS to consider and take forward appropriate actions based on recommendations from the Scottish Transgender Alliance research into transgender experience of Addictions Services. This action plan will support the service in being more visibly inclusive to the Trans community. Information systems development work continues as part of the Information Systems Steering group.	68%
We will develop new services to meet local needs		In relation to Addiction services, the Health Board have now agreed to permanently fund phases 1 and 2 of the ORT (Opiate Replacement Therapy Model. Funding will be allocated across the three Ayrshire Partnership areas in line with the ORT evaluation. The newly developed Neuro-Development Pathway will be launched in June 2017 and will deliver a model of integrated services, primarily delivered in an educational setting and including community paediatrics. In relation to accommodation, all capital costs for the refurbishment of Tarryholme Drive were agreed by both NAC and NHS by Feb 2017. The project plan is on track. In Learning Disability Services, we continued to work closely with Housing and Private Sector to consolidate an options appraisal for future supported Accommodation developments.	89%

6. Performance against National Objectives

The table below details the matrix of Performance indicators. It maps our indicators against the national outcomes and the 5 Strategic Priorities.

Strategic Priorities /National Outcome	Bringing Services Together	Engaging Communities	Improving Mental Health & Well Being	Prevention & Early Intervention	Tackling Inequalities	Grand Total
Effective Use of Resources	2			6	1	9
Healthier	1		4	4	1	10
Independent	2	3		3		8
Inequalities					2	2
Quality of Life	2			4		6
Positive Experience					2	2
Safe				1		1
Children's Outcomes	1	4	2	6	6	19
Criminal Justice Outcomes					1	1
Carers Supported			4			4
Engaged Workforce	2					2
Grand Total	9	7	10	24	13	64

7. Change Programme 2016-17

PROJECT	STATUS
Develop Primary Care services in Local Communities	The vision to wrap services around GP Practices, developing multi-disciplinary teams which engage at an early stage is starting to develop. The following work has taken place: • Community Connectors - The original 6 test practices have now been extended to 17 practices following a positive evaluation of the 6 pilot sites took place in January. • A contract is being developed with the Kilwinning GP Practice to provide additional sessions to the local Nursing Home which cares for adults and older people with complex needs. This will be evaluated shortly.
Develop and deliver a new strategy for Mental Health and Learning Disabilities	Primary Care Mental Health • Recruitment for a co-coordinator post to facilitate the roll out of computerised CBT is underway. Neurodevelopmental Pathway • Next focus will be on post diagnostic support Psychological Therapies • Work is continuing on the scenario model which will inform workforce planning within Psychology services. Data is being gathered from all the teams in children and adult services. Learning Disabilities • Care at Home Manager seconded to support the sleepover development work. They will focus on the sleepover and technology solutions available to encourage independence. • Learning Disabilities Strategy to be launched at an event on June 28th which will also focus on the Charter for Involvement. • Respite review complete and assessment tool further developed with recommendations
Support the needs of Older People and Adults with Complex Care Needs	• Work continues on the development of the New Models of Care Business Case. A first draft of the pan-Ayrshire business case went to NHS Scrutiny Panel on 8 December 2016 and again on the 14th February 2017. The panel noted overarching support for the direction of travel but feedback advised that there needs to be more detail in the action plan and what is needed to implement, including the year-by-year quantification of change and the associated impacts. A further iteration is being presented on the 25th April 2017. • The Core Modelling work has now been completed and this provides future demand forecasts. • Equipment and adaptations - Agile approach approved by IJB in January. Final report due end April 2017. • Arran Integrated Models of Care - Model approved by the IJB and implementation is now being taking forward commencing with the improvements to A&E department at Arran War Memorial Hospital to allow health & social care staff to co-locate.

Build Teams around Children	The governance and reporting arrangement were approved and work has now commenced to develop the operating processes to support teams around the child at locality level. The work will be using the tapestry approach working with Glasgow. The business case for children with disabilities working with education was completed at end February 2017.

8. Employee Attendance

Staff absence up to 31st March 2017 is detailed in Appendix 1 with tables 1 (NAC Staff Group) and table 2 (NHS staff). Comparison data with same period in 2015-16 is also included for NAC staff.
Staff absence cannot as yet be compiled as one staffing group.

Sickness absence from NAC staff in the partnership is 31.6% above target of 11 days at 14.48 days. 6 teams (almost 33%) are performing better than target. Compared to the same period in the previous year sickness absence has not improved and in fact it has increased from 12.98 days (11%)

NHS sickness absence for staff in the partnership to March 2017 was 6.62%. This is 65.5% above the 4% target, and is 12.4% higher than the same period 2015-16.

A Challenge Fund Project has been identified to tackle sickness absence across the partnership in 2017-18.

9. Compliments and Complaints

Complaints/compliments continue to be recorded in the two parent organisations. There is a development to centralise complaints recording within the partnership.

Complaints (NAC) responded to in Quarter 2 are detailed in the table below:

HSCP Section	Responded to In time		Responded to out-with Time		% Responded to In Time		
	Complaint Stage		Complaint Stage		Complaint Stage		
	Stage 2	Stage 3	Stage 2	Stage 3	Stage 2	Stage 3	
CFCJ - Fieldwork	3	1			100%	100%	
CFCJ – Looked after and Accommodated	1			1	100%	0%	
HCC - Locality Services	2		1		67%		
MH - Learning Disabilities	1				100%		

In additions there were 9 complaints received in quarter 4 but had an expected response date in April 2017. Of these 3 were responded to before their expected date.

Complaints (NHS Mental Health) responded to in Quarter 4 are detailed in the table below. Numbers are for pan-Ayrshire as data cannot be broken down by partnership.

Specialty	Jan	Feb	March	Total
General psychiatry	1	3	0	4
Community psychiatry	0	0	1	1
Child and Adult Psychiatry	5	3	0	8
Child psychiatry	0	0	1	1
Psychiatry of old age	0	0	2	2
Psychotherapy	0	0	1	1
Clinical Psychology	0	2	1	3
General Nursing	0	0	1	1
Mental Health Nursing	0	1	0	1
Addictions	1	0	0	1
Totals:	7	9	7	23

% responded to within 20 day deadline - 39%

% Acknowledged within 3 working days - 100%

33 compliments were recorded in Quarter 4, on NAC system, with 1 compliment recorded on NHS system. In addition 3 compliments were recorded through the Care Opinion system. Some examples of the compliments received are detailed below:

	Health and Community Care	HCC - Money Matters	HCC – Locality Services	MH/ADD – MH/LD	Business Support	NHS	Care Opinion	Grand Total
Compliment	17	10	2	3	1	1	3	37

- ***"May I take this opportunity to inform you of the help and good guidance given by social worker * in her excellent care of my sister*. Many, many thanks"***

- ***"Thank you to the wonderful help the care at home services provided for my husband *. The carers were always so pleasant, cheerful and kind."***

- ***"Thanks you once again * for all your assistance today. You were extremely courteous and professional at all times. Very refreshing these days to have a service from someone who is excellent with customer care and product knowledge [in relation to blue badge]"***

- ***"I don't feel I could have coped with the situation I was in or moved on from it without this great support. The staff at the Dirrans centre have helped me immensely and I am extremely grateful for everything they have done for me and still do!***

(*names removed)

Councillor/MSP/MP Enquiries

Councillor requests handled in Q4 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve all Stage 1s	Target (actual days)
Health & Social Care Partnership	Children, Families & Criminal Justice	6	6	6	**100%**	**11.3**	5
	Health and Community Care	21	21	20	**95.2%**	**7.8**	5
	Mental Health Services	0	0	0			
	Total	27	27	26	**96.3%**	**9**	5

MP/MSP requests handled in Q4 2016/17							
Directorate	Department	No. of requests received	No. of requests closed	No. closed on time	% closed on time	Average no. of days to resolve	Target (actual days)
Health & Social Care Partnership	Children, Families & Criminal Justice	6	6	4	**67%**	19.3	10
	Health and Community Care	13	13	10	**76.9%**	16.2	10

	Mental Health Services	3	3	3	**100%**	21.7	10
	Service Wide	1	1	1	**100%**	28	10
	Total	23	23	18	**78.3%**	18.3	10

10. Finance

Full financial report is available in Appendix 2.

For FY 16/17 HSCP has a projected overspend of over £3.2m. The financial situation for the partnership has been difficult in 2016-17but as we move into 2017-18 the financial position is much clearer and more monies have been made available but savings will still be required to be made.

Full Financial analysis is presented separately to this report.

11. Appendices

Appendix 1 - Staff Absence

Table 1a **2016-17 Data**

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	29.27	0.02	0.00	0.00	0.59	0.11	0.14	0.35	0.07	0.24	0.20	1.09	1.20	4.01	5.00	-0.99
C&F - Fieldwork	97.84	1.92	1.78	2.05	1.67	1.58	0.80	1.36	1.44	1.33	0.62	1.02	0.97	16.54	6.00	10.54
C&F - Policy & Practice	7.00	0.00	0.50	0.00	0.13	0.00	0.00	0.00	0.07	1.00	0.00	0.14	0.14	1.98	4.00	-2.02
C&F - Residential/Thcare	103.27	1.14	1.31	1.00	0.46	0.81	1.27	1.46	1.67	2.06	2.21	2.03	1.73	17.15	10.00	7.15
C&F - Specialist Support	87.43	1.50	1.27	0.99	0.82	0.89	1.13	1.16	1.42	1.00	1.32	1.58	1.39	14.47	7.50	6.97
CC - Assess & Enablement	41.10	0.40	1.07	1.08	1.81	0.58	0.51	0.95	0.37	0.33	0.38	1.64	1.07	10.19	7.50	2.69
CC - Fieldwork	4.99	2.84	1.50	3.15	2.43	0.00	0.00	2.65	3.58	2.77	5.52	5.96	6.85	37.25	7.50	29.75
CC - MH/LD	76.42	1.96	1.37	0.80	0.68	1.09	1.12	0.68	1.36	1.65	1.60	2.14	1.62	16.07	7.50	8.57
CC - Personalisation	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	7.50	-5.50
CC - Service Delivery	529.55	1.27	1.12	1.06	1.20	1.38	1.26	1.09	1.10	1.06	1.12	1.16	1.25	14.07	11.00	3.07
CC -Care Manage & Review	48.23	2.33	1.57	0.71	0.62	0.95	1.30	1.42	2.20	1.04	0.88	0.70	1.00	14.72	7.50	7.22
Criminal Justice	63.60	1.31	1.93	1.93	1.49	1.92	1.83	1.38	1.76	1.92	1.44	2.28	2.70	21.89	7.50	14.39
Practice & Performance	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50	-7.50
Res - Business Support	183.79	1.39	1.14	1.12	1.14	0.91	1.15	1.54	1.32	0.99	1.07	1.02	0.87	13.66	7.50	6.16
Res - Finance	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.50	-7.50
Res - Money Matters	19.00	0.14	0.00	0.00	0.00	0.06	0.55	1.39	1.88	0.94	1.26	0.59	0.66	7.47	5.00	2.47
Res - Planning & Perform	6.80	1.24	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.00	0.44	0.00	0.00	1.83	4.00	-2.17
Res - Service Develop	19.30	1.30	1.30	1.97	1.09	1.19	1.75	1.15	0.82	0.41	0.67	0.68	0.92	13.25	7.50	5.75
Health & Social Care	**1,322.58**	**1.34**	**1.22**	**1.12**	**1.09**	**1.16**	**1.15**	**1.18**	**1.27**	**1.17**	**1.17**	**1.32**	**1.29**	**14.48**	**11.00**	**3.48**

Table 1b **2015 Data**

Days Lost per FTE	FTE*	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD	YTD Target	Variance
C&F - Fam Pl/Disab	27.77	0.15	0.02	0.04	0.00	0.00	0.00	0.10	0.66	1.27	0.51	0.03	0.40	3.18	7.00	-3.82
C&F - Fieldwork	97.31	0.89	0.89	0.64	0.87	1.05	0.59	0.75	0.76	1.46	0.93	1.37	1.30	11.50	6.00	5.50
C&F - Policy & Practice	9.00	0.21	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.25	0.50	0.38	0.00	1.84	2.50	-0.66
C&F - Residential/Thcare	99.6	1.08	1.38	1.72	1.52	1.48	1.31	1.43	1.48	0.86	1.02	1.27	0.95	15.50	10.00	5.50
C&F - Specialist Support	79.70	1.06	1.59	1.20	1.28	1.29	1.11	1.26	0.75	0.49	0.58	0.61	0.58	11.80	7.50	4.30
CC - Assess & Enablement	40.0	0.56	0.13	0.29	0.63	1.03	0.65	0.93	0.90	1.00	1.25	0.43	0.39	8.19	7.50	0.69
CC - Fieldwork	5.99	0.00	0.00	0.08	1.92	1.90	1.15	0.84	0.00	1.34	0.17	7.02	6.35	20.77	7.50	13.27
CC - MH/LD	73.28	0.97	0.81	1.72	1.34	1.22	1.07	0.77	1.18	1.45	0.93	1.01	0.92	13.39	7.50	5.89
CC - Service Delivery	553.89	1.15	1.04	1.06	1.06	0.96	1.23	1.25	1.10	1.25	1.22	1.20	1.06	13.58	11.0	2.58
CC -Care Manage & Review	48.43	1.21	1.51	0.42	0.95	1.29	0.88	1.31	1.36	0.69	0.61	1.05	1.66	12.94	7.50	5.45
Criminal Justice	65.70	1.38	1.32	1.74	1.84	1.58	1.22	1.51	1.81	1.47	1.30	0.89	0.87	16.93	7.50	9.43
Res - Business Support	186.91	0.61	0.92	1.17	1.42	0.93	1.03	0.93	1.11	0.96	1.31	1.37	1.48	13.24	7.50	5.74
Res - Money Matters	18.5	1.30	0.93	1.00	1.10	1.00	1.40	1.30	0.40	1.15	0.37	0.19	0.27	10.41	5.00	5.41
Res - Planning & Perform	5.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00	-5.00
Res - Service Develop	18.1	1.52	1.05	1.19	0.10	0.09	0.21	0.79	1.41	1.78	1.44	0.38	0.95	10.91	7.50	3.41
Health & Social Care	**1329.98**	**0.99**	**1.03**	**1.10**	**1.15**	**1.05**	**1.05**	**1.11**	**1.09**	**1.14**	**1.08**	**1.12**	**1.07**	**12.98**	**11.00**	**1.98**
Whole Council	**5630.4**	**0.59**	**0.79**	**0.80**	**0.57**	**0.63**	**0.84**	**0.77**	**0.83**	**0.78**	**0.79**	**0.86**	**0.73**	**8.98**	**8.00**	**0.98**

Table 2: **NHS Staffing Absence 2015/16**

Organisation & HR Development
Workforce Information
Attendance summary by Service/Department - March 2017

North Ayrshire H&SCP

NHS Ayrshire & Arran

	Current month absence for March 2017										Current year accumulative as at 31 March 2017									
	Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		LongTerm Sick		All Sick	Maternity Leave		Absence relating to EFPs*	
North Ayrshire H&SCP		**Hrs**	**%**	**Hrs**	**%**	**%**	**Hrs**	**%**	**Hrs**	**%**		**Hrs**	**%**	**Hrs**	**%**	**%**	**Hrs**	**%**	**Hrs**	**%**
Business Support North																				
Community Locality Admin North	1300	15	1.15%	0	0.00%	**1.15%**	0	0.0%	0	0.00%	15663	55	0.35%	452	2.88%	**3.23%**	0	0.0%	0	0.00%
Mental Health Support	21267	312	1.47%	293	1.38%	**2.84%**	104	0.5%	264	1.24%	256746	3551	1.38%	4977	1.94%	**3.32%**	1736	0.7%	3037	1.18%
North Ayrshire Management & Admin	2201	128	5.79%	28	1.27%	**7.07%**	0	0.0%	78	3.54%	25316	325	1.28%	748	2.95%	**4.24%**	5	0.0%	412	1.63%
Business Support North	24768	455	1.84%	321	1.29%	**3.13%**	104	0.4%	342	1.38%	297724	3930	1.32%	6177	2.07%	**3.39%**	1740	0.6%	3449	1.16%
Children's Health / Care & Justice Services North																				
Child Services	4751	42	0.89%	135	2.84%	**3.73%**	138	2.9%	52	1.09%	52878	605	1.14%	870	1.65%	**2.79%**	270	0.5%	231	0.44%
Early Years Children & Families North	9939	15	0.15%	527	5.30%	**5.45%**	0	0.0%	79	0.79%	113017	1579	1.40%	3902	3.45%	**4.85%**	0	0.0%	973	0.86%
School Nursing	1194	0	0.00%	0	0.00%	**0.00%**	0	0.0%	6	0.46%	12690	298	2.34%	840	6.62%	**8.96%**	0	0.0%	59	0.46%
Children's Health / Care & Justice Services North	15885	57	0.36%	662	4.16%	**4.52%**	138	0.9%	136	0.86%	178585	2482	1.39%	5612	3.14%	**4.53%**	270	0.2%	1263	0.71%
Community Health & Care Services North																				
Community Health & Social Care North	5458	30	0.55%	173	3.16%	**3.71%**	0	0.0%	293	5.36%	53553	498	0.93%	540	1.01%	**1.94%**	0	0.0%	1014	1.89%
District Nursing North	9794	228	2.32%	1008	10.29%	**12.62%**	0	0.0%	94	0.96%	117860	1920	1.63%	7725	6.55%	**8.18%**	0	0.0%	881	0.75%
EMH Community North											6720	8	0.11%	683	10.16%	**10.27%**	0	0.0%	0	0.00%
North Ayrshire Management & Admin											1336	79	5.89%	0	0.00%	**5.89%**	0	0.0%	20	1.46%
North Partnership Management Team	753										7718	0	0.00%	610	7.90%	**7.90%**	0	0.0%	0	0.00%
Older People Services North	11406	449	3.94%	752	6.59%	**10.53%**	144	1.3%	139	1.21%	137223	4713	3.43%	9118	6.64%	**10.08%**	1013	0.7%	763	0.56%
Packages of Care	38										183									
Rehabilitation & Reablement Service North	4888	95	1.93%	173	3.53%	**5.46%**	173	3.5%	48	0.98%	50653	400	0.79%	2271	4.48%	**5.27%**	810	1.6%	486	0.96%
Remote & Rural North	7890	174	2.20%	112	1.42%	**3.62%**	0	0.0%	175	2.21%	95775	2253	2.35%	2057	2.15%	**4.50%**	945	1.0%	1158	1.21%
Community Health & Care Services North	40226	975	2.42%	2217	5.51%	**7.93%**	317	0.8%	748	1.86%	471021	9870	2.10%	23003	4.88%	**6.98%**	2768	0.6%	4321	0.92%

	Current month absence for March 2017										Current year accumulative as at 31 March 2017									
	Contracted Hours	Short Term Sick		LongTerm Sick		**All Sick**	Maternity Leave		Absence relating to EFPs*		Contracted Hours	Short Term Sick		LongTerm Sick		**All Sick**	Maternity Leave		Absence relating to EFPs*	
North Ayrshire H&SCP		**Hrs**	**%**	**Hrs**	**%**	**%**	**Hrs**	**%**	**Hrs**	**%**		**Hrs**	**%**	**Hrs**	**%**	**%**	**Hrs**	**%**	**Hrs**	**%**
Lead Partnership North																				
Addictions North	10335	144	1.39%	304	2.95%	**4.34%**	0	0.0%	261	2.52%	116908	2537	2.17%	4578	3.92%	**6.09%**	0	0.0%	1366	1.17%
Associate Medical Director	11181	38	0.34%	0	0.00%	**0.34%**	100	0.9%	80	0.72%	128973	892	0.69%	1736	1.35%	**2.04%**	208	0.2%	428	0.33%
EMH Community North											3117	0	0.00%	0	0.00%	**0.00%**	0	0.0%	34	1.07%
EMH In-patient North	24929	627	2.51%	799	3.20%	**5.72%**	148	0.6%	316	1.27%	292317	7259	2.48%	21521	7.36%	**9.85%**	2342	0.8%	4532	1.55%
Health & Social Care Management	1661	0	0.00%	173	10.39%	**10.39%**	0	0.0%	98	5.87%	20539	102	0.50%	938	4.56%	**5.06%**	0	0.0%	425	2.07%
MH - Adult Community North	10844	164	1.51%	518	4.77%	**6.29%**	173	1.6%	156	1.44%	127821	2533	1.98%	6728	5.26%	**7.24%**	698	0.5%	1986	1.55%
MH - Adult Mental Health In Patient	44472	1331	2.99%	2105	4.73%	**7.72%**	261	0.6%	514	1.15%	513601	14161	2.76%	28075	5.47%	**8.22%**	4076	0.8%	6829	1.33%
MH - Child & Adolescent Mental Health	6045	100	1.65%	0	0.00%	**1.65%**	0	0.0%	41	0.68%	69167	1564	2.26%	1637	2.37%	**4.63%**	3173	4.6%	909	1.31%
MH - EMH Community North	166										1135	0	0.00%	0	0.00%	**0.00%**	0	0.0%	17	1.50%
MH - Learning Disabilities	11053	322	2.91%	1163	10.52%	**13.43%**	0	0.0%	127	1.14%	137104	2876	2.10%	14335	10.46%	**12.55%**	3638	2.7%	1254	0.91%
MH - Psychology	14887	142	0.95%	173	1.16%	**2.11%**	863	5.8%	98	0.66%	165551	2324	1.40%	2217	1.34%	**2.74%**	12831	7.8%	1838	1.11%
Lead Partnership North	135572	2866	2.11%	5233	3.86%	**5.97%**	1544	1.1%	1689	1.25%	1576234	34248	2.17%	81763	5.19%	**7.36%**	26964	1.7%	19617	1.24%
North Ayrshire H&SCP	***216450***	***4352***	***2.01%***	***8431***	***3.90%***	***5.91%***	***2102***	***1.0%***	***2915***	***1.35%***	***2523564***	***50529***	***2.00%***	***116554***	***4.62%***	***6.62%***	***31743***	***1.3%***	***28650***	***1.14%***
total for North Ayrshire H&SCP	**216450**	**4352**	**2.01%**	**8431**	**3.90%**	**5.91%**	**2102**	**1.0%**	**2915**	**1.35%**	**2523564**	**50529**	**2.00%**	**116554**	**4.62%**	**6.62%**	**31743**	**1.3%**	**28650**	**1.14%**

Appendix 2 -Finance Information

2016/17 Budget Monitoring Report – Period 12 Objective Summary

Partnership Budget - Objective Summary	2016/17 Budget									2016/17	
	Council			Health			TOTAL				
	Budget	Actual Outturn	Over/ (Under) Spend Variance	Budget	Actual Outturn	Over/ (Under) Spend Variance	Budget	Actual Outturn	Over/ (Under) Spend Variance	Over/ (Under) Spend Variance at P10	Movement in budget variance from P10
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
COMMUNITY CARE AND HEALTH	**49,000**	**50,219**	**1,219**	**10,664**	**10,763**	**99**	**59,664**	**60,982**	**1,318**	**1,772**	**(454)**
: Locality Services	21,470	21,931	461	3,466	3,604	138	24,936	25,535	599	797	(198)
: Community Care Service Delivery	25,552	26,220	668	0	0	0	25,552	26,220	668	659	9
: Rehabilitation and Reablement	700	783	83	1,992	1,992	0	2,692	2,775	83	374	(291)
: Long Term Conditions	887	921	34	2,941	2,874	(67)	3,828	3,795	(33)	(48)	15
: Integrated Island Services	391	364	(27)	2,265	2,293	28	2,656	2,657	1	(10)	11
MENTAL HEALTH SERVICES	**20,963**	**21,754**	**791**	**48,789**	**48,789**	**0**	**69,752**	**70,543**	**791**	**1,717**	**(926)**
: Learning Disabilities	16,017	16,876	859	482	482	0	16,499	17,358	859	427	432
: Commmunity Mental Health	3,676	3,699	23	1,792	1,792	0	5,468	5,491	23	(72)	95
: Addictions	1,270	1,179	(91)	1,041	1,041	0	2,311	2,220	(91)	(84)	(7)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	45,474	45,474	0	45,474	45,474	0	1,446	-1,446
CHIDREN'S SERVICES AND CRIMINAL JUSTICE	**26,846**	**28,106**	**1,260**	**4,181**	**4,183**	**2**	**31,027**	**32,289**	**1,262**	**1,217**	**45**
: Intervention Services	3,811	3,570	(241)	292	312	20	4,103	3,882	(221)	(207)	(14)
: Looked After & Accomodated Children	15,104	16,301	1,197	0	0	0	15,104	16,301	1,197	1,052	145
: Fieldwork	6,260	6,627	367	0	0	0	6,260	6,627	367	191	176
: CCSF	469	470	1	0	0	0	469	470	1	(26)	27
: Criminal Justice	11	63	52	0	0	0	11	63	52	0	52
: Early Years	333	274	(59)	1,815	1,797	(18)	2,148	2,071	(77)	(87)	10
: Policy & Practice	858	801	(57)	0	0	0	858	801	(57)	(28)	(29)
: Lead Partnership NHS Children's Services Area Wide	0	0	0	2,074	2,074	0	2,074	2,074	0	322	(322)
PRIMARY CARE	0	0	0	48,095	47,929	(166)	48,095	47,929	(166)	(198)	32
MANAGEMENT AND SUPPORT COSTS	3,789	3,938	149	1,036	1,101	65	4,825	5,039	214	126	88
CHANGE PROGRAMME	1,204	1,030	(174)	2,254	2,254	0	3,458	3,284	(174)	(689)	515
LEAD PARTNERSHIP AND SET ASIDE	0	0	0	200	200	0	200	200	0	0	0
TOTAL	**101,802**	**105,047**	**3,245**	**115,219**	**115,219**	**0**	**217,021**	**220,266**	**3,245**	**3,945**	**(700)**

NORTH AYRSHIRE COUNCIL

Agenda Item 10

20 June 2017

Cabinet

Title:	**Maximising Attendance Performance – 2016/17 year end summary**
Purpose:	This report provides a year end summary of sickness absence for 2016/17.
Recommendation:	That Cabinet endorses actions being taken to minimise sick absence.

1. Executive Summary

1.1 This report provides a summary and analysis of the sickness absence figures for 2016/17.

2. Background

2.1 The Council target for maximising attendance performance has been set at 7.57 average days lost per employee for 2016/17. The year-end outturn was 9.79 average days lost.

Current Position

2.2 The table below shows the days lost per FTE by Directorate for the year against the respective annual targets.

Days Lost per FTE	2015/16			2016/17			Actual Difference
	Actual	Target	Variance	Actual	Target	Variance	
Democratic Services	4.12	6	-1.88	4.46	6	-1.54	0.34
Economy & Communities	8.84	6.6	2.24	5.31	6.6	-1.29	-3.53
Education & Youth Employment	6.96	6.4	0.56	7.28	6	1.28	0.32
Finance & Corporate Support	8.19	7	1.19	10.17	7	3.17	1.98
Health & Social Care	12.98	11	1.98	14.48	11	3.48	1.5
Place	8.93	9.4	-0.47	10.16	9	1.16	1.23
North Ayrshire Total	**8.98**	**8**	**0.98**	**9.79**	**7.57**	**2.22**	**0.81**

Democratic Services and Economy & Communities have achieved their annual targets. Overall the council failed to meet its target by 2.22.

2.3 The Council continues to support employees back to work and reduce sickness absence. Some examples of what is happening across Directorates is noted below:

- Stress management support.
  - Work-Life balance.
  - Employee counselling.
  - Financial wellbeing support.
  - Employee shadowing opportunities to ensure cover is available during periods of absence
- Case management discussions with Occupational Health and Service Managers to have a joint approach to support individual employees.
- Healthy working lives initiatives.
  - Workwell.
  - Livewell.
  - Well-being Wednesday drop in sessions.
- HR professional support, such as attendance at meetings to help manage cases consistently and effectively.
- Occupational Health Service providing a programme of 'mini health checks'.
- On-Site physiotherapy at the Stevenston complex.
  - Promotion of physiotherapy as a preventative measure rather than a cure.
  - Employees encouraged to self-refer for minor issues before they escalate to absences.

2.4 The performance indicator detailed below is a positive measure which shows the percentage of staff by Directorate who were not off sick during 2016/17.

Staff With No Sickness	2015/16	2016/17
Democratic Services	65%	61%
Economy & Communities	41%	55%
Education & Youth Employment	54%	53%
Finance & Corporate Support	47%	51%
Health & Social Care	45%	40%
Place	51%	53%
North Ayrshire Total	**50%**	**50%**

This displays that 50% of employees had no sickness absence during 2016/17, this matches the 50% figure from 2015/16.

2.5 The following table shows the pay costs (Excluding employers' on-costs) of sickness absence in 2016/17.

Quarter	2015/16 Cost	2016/17 Cost
Q1 Apr - Jun	£1,531,241	£1,640,944
Q2 Jul - Sep	£1,430,628	£1,355,586
Q3 Oct - Dec	£1,666,801	£1,605,680
Q4 Jan - Mar	£1,653,592	£1,802,878
North Ayrshire Total	**£6,282,262**	**£6,405,088**

Overall costs have increased by £122,826 from the £6,282,262 total in 2015/16.

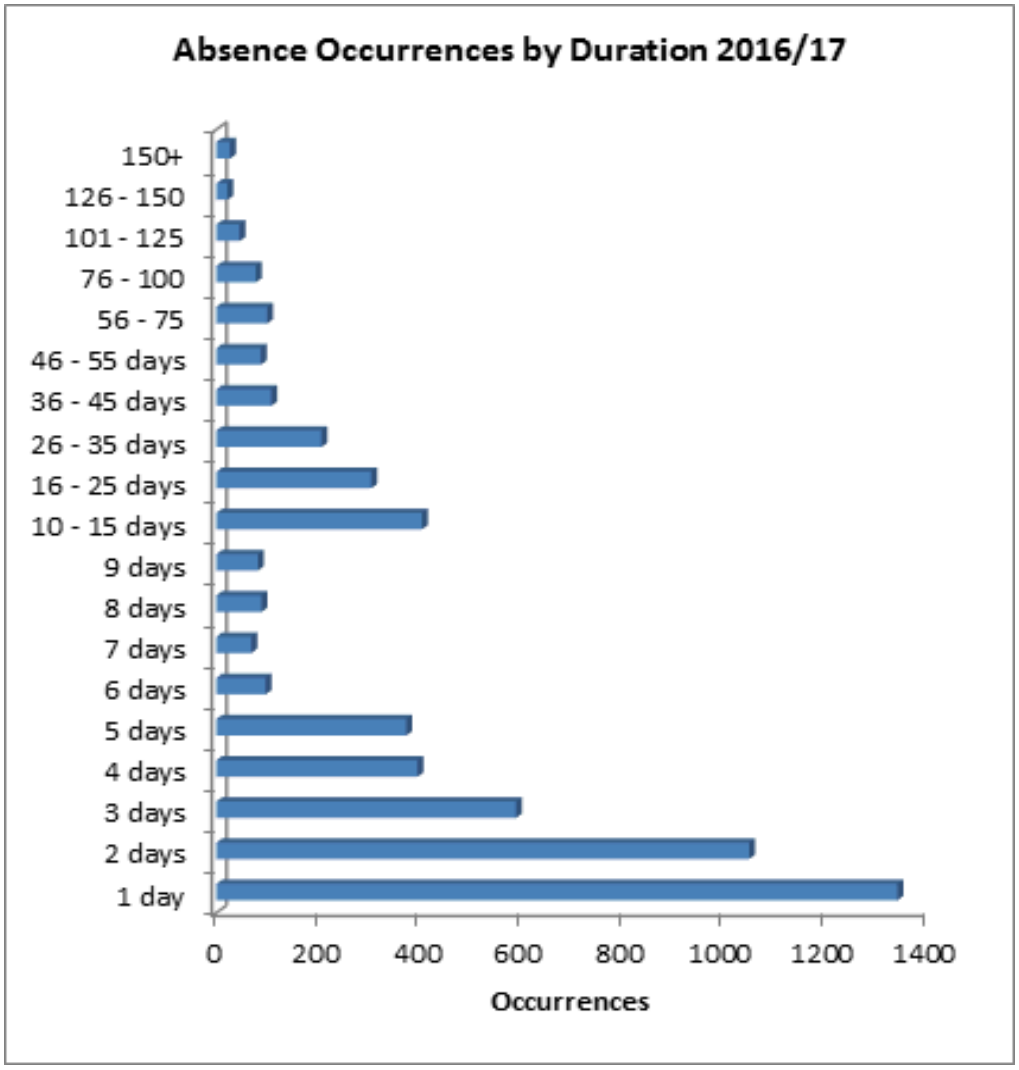
2.6 Duration Profile and Absence Trend

The table below details the duration and frequency of absence during 2016/17:

Directorate	Sick FTE	Occurrences	Avg days taken	Days taken
Democratic Services	37.96	41	9.1	372
Economy & Communities	174.83	193	8.7	1,687
Education & Youth Employment	1,547.53	1,843	9.3	17,066
Finance & Corporate Support	358.03	394	9.5	3,739
Health & Social Care	1,354.79	1,685	10.9	18,376
Place	1,069.44	1,317	11.2	14,775
North Ayrshire Total	**4,542.58**	**5,473**	**10.2**	**56,015**

Total occurrences have increased by 347 (6.8%), average days taken have decreased by 0.4 (3.8%) and total days taken have increased by 1,873 (3.5%) between 2015/16 and 2016/17.

2.7 The chart below profiles the duration of absence between April 2016 and March 2017, showing the number of occurrences in terms of the days taken.



This displays that the highest frequency of sickness absences are short term and mainly single day occurrences, which follows the same trend as 2015/16.

Of the 5,473 occurrences of sickness absence that took place during 2016/17 1,055 (19.3%) were long term meanwhile 4,418 (80.7%) were short term.

2.8 Workforce Absence Profile.

The following shows sickness absence for 2016/17 by employee type.

Employee Type	Staff FTE	Occurrences	Avg days taken	Days taken
APT&C General	2,305.12	2,658	11	29,165
Manual Worker	1,318.96	1,793	9.6	17,172
Teacher	918.5	1022	9.5	9,679
North Ayrshire Total	**4,542.58**	**5,473**	**10.2**	**56,016**

This shows APT&C employees as having the longest duration of sickness absence with 11 average days taken, this is consistent with the previous year.

2.9 The table below details sickness absence by gender for 2016/17.

Gender	Headcount	Overall FTE	Sick FTE	Occurrences	Average days taken	Days taken in period	Ratio of Occurrences to Headcount	Ratio of Days taken to FTE
Female	4,972	3,978.90	3,340.94	3,895	10.5	41,011	0.78	10.31
Male	1,779	1,695.71	1,201.63	1,231	12.2	15,004	0.69	8.85
Total	**6,751**	**5,675**	**4,542.57**	**5,126**	**10.9**	**56,016**	**0.76**	**9.87**

This displays Female employees as having a higher ratio of occurrences of sickness absence (0.78 v 0.69) and having a higher ratio of days taken (10.31 v 8.85). Male employee's average longer spells of sickness with a higher average number of days taken (12.2 v 10.5); this is consistent with 2015/16's results.

2.10 The following shows sickness absence grouped by age for 2016/17.

Age Group	Staff FTE	Occurrences	Average days taken	Days taken in period	Ratio of Occurrences to Council Headcount	Ratio of Days taken to Council FTE
Under 20	137.10	160	2.9	467	1.55	5.17
20 - 24	338.03	393	5.5	2,172	0.99	6.13
25 - 29	341.10	416	6.6	2,748	0.80	6.09
30 - 34	420.83	497	8.2	4,069	0.77	7.35
35 - 39	452.58	546	7.8	4,274	0.76	7.09
40 - 44	597.83	708	10.8	7,681	0.79	10.04
45 - 49	740.10	884	10.6	9,380	0.79	9.93
50 - 54	734.86	893	12.2	10,899	0.75	10.91
55 - 59	551.29	665	15.3	10,164	0.81	15.09
60 - 64	204.63	271	13.2	3,566	0.95	16.70
65 - 69	21.57	33	16.0	528	0.79	22.51
70 and over	2.66	7	9.7	68	0.64	16.40
Total	**4,542.60**	**5,473**	**10.2**	**56,016**	**0.81**	**9.87**

This analysis uses the Council wide headcount as its denominator for the ratio of occurrences and the Council wide FTE for the ratio of days taken.

On average, younger employees have more sickness occurrences whereas older employees have longer spells of sickness absence.

This follows the same pattern as 2015/16 in which 'under 20' had the highest ratio of occurrences (1.20) and '60-64' had the highest ratio of days taken (17.51).

2.11 Reasons for Absence

The table below plots sickness absence for 2016/17 by the top 10 reasons.

Top 10 Reasons for Sickness Absence 2016/17					
Category	**Sick FTE**	**Occurrences**	**Average days taken**	**Days Taken in Period**	**% of Total**
Musculo/Skeletal	575.65	692	16.8	11,623	20.75%
Stress/Anxiety	339.35	411	23	9,443	16.86%
Surgical Procedure	179.4	214	25.8	5,514	9.84%
Gastro Intestinal	1,032.98	1280	2.8	3,600	6.43%
Work Related Stress	66.8	79	35.3	2,791	4.98%
Viral	575.35	677	3.7	2,482	4.43%
Neurological	246.16	294	8.1	2,384	4.26%
Bereavement	104.22	123	17.4	2,141	3.82%
Chest/Lung	235.83	285	7.4	2,105	3.76%
ENT/Eyes	453.57	538	3.6	1,962	3.50%
Total	**4,542.60**	**5,473**	**10.2**	**56,016**	**100.00%**

This is consistent with the previous year where the principal causes of sickness absence were Musculo/Skeletal and Stress/Anxiety.

2.12 Gender Ratio

The table below provides a breakdown by gender of the ratio of days taken to employee gender FTE within the 2016/17 period for the principal causes of sickness absence.

Category	Female	Male
Musculo/Skeletal	1.98	2.20
Stress/Anxiety	1.79	1.37
Surgical Procedure	0.88	1.18
Gastro Intestinal	0.66	0.59
Work Related Stress	0.50	0.47
Viral	0.43	0.46
Neurological	0.52	0.18
Bereavement	0.44	0.23
Chest/Lung	0.36	0.39
ENT/Eyes	0.36	0.31

This shows that Musculo/Skeletal is the highest cause for Female employees, with Stress/Anxiety not far behind; meanwhile Males have a significantly higher ratio for Musculo/Skeletal than any other reason. This shows a change for Female employees for whom Stress/Anxiety was the highest reason for sickness in 2015/16.

2.13 Trend

The following plots the trend of FTE days taken by quarter for those causes that account for most sickness absence days during 2016/17.

This shows that for the last quarter 8 out of 10 reasons have been at a high level in comparison to the previous quarters.

Red indicates when a reason is above 67% of its highest total days lost, Amber indicates when this is between 34-66% and Green shows then this is 0-33%.

e.g. In Q1 of 2016/17 Musculo/Skeletal was the reason behind 3,492 days lost, this is the quarter where Musculo/Skeletal was at its highest over the past two years.

67% of 3,492 is 2,340 days lost, as such any quarter where Musculo/Skeletal has equalled or exceeded 2,340 days lost then this is marked in Red.

Category		Musculo/ Skeletal	Stress/ Anxiety	Surgical Procedure	Gastro Intestinal	Work Related Stress	Viral	Neurological	Bereavement	Chest/ Lung	ENT/Eyes
2015/16	Q1 Apr-Jun	2,341	2,830	1,560	719	222	532	648	354	440	383
	Q2 Jul-Sep	1,696	1,649	638	322	225	161	330	505	263	198
	Q3 Oct-Dec	3,005	2,314	1,039	973	436	539	652	409	534	560
	Q4 Jan-Mar	2,905	2,361	1,262	789	413	966	629	369	875	618
2016/17	Q1 Apr-Jun	3,492	2,326	1,392	738	919	498	632	344	399	392
	Q2 Jul-Sep	2,966	1,850	1,024	733	672	287	609	538	311	392
	Q3 Oct-Dec	2,967	2,343	1,303	1,082	819	703	523	569	529	597
	Q4 Jan-Mar	2,704	2,728	1,540	1,025	457	1,071	627	587	791	602

3. Proposals

3.1 Services should continue to utilise occupational health services, where required and seek advice from HR to ensure that an approach of early intervention is taken where employees are on long term sickness absence.

3.2 The Council continues to be proactive in its approach to sickness absence with Occupational health now available before sickness absences occur as a preventative measure.

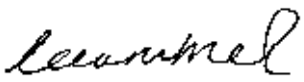
3.3 Cabinet to note the wide range of Health and Wellbeing initiatives outlined in paragraph 2.3.

4. Implications

Financial:	Sickness absence presents a cost to the Council, both in terms of the direct costs of providing for those absent and in lost work days resulting in reduced or delayed service delivery.
Human Resources:	The Council's approach supports the health and wellbeing of its workforce.
Legal:	None.
Equality:	None.
Environmental & Sustainability:	None.
Key Priorities:	None.
Community Benefits:	N/A

5. Consultation

5.1 Directors were consulted on the content of this report and in addition to this throughout the year, services are provided with regular Maximising Attendance information.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference :
For further information please contact Jackie Hamilton, Employment Services Manager on 01294 324694

Background Papers
Appendix 1

Maximising Attendance Performance

2016/17 Summary

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Higher ratio of occurrences amongst younger employees

Higher ratio of days taken amongst older employees

Democratic Services and Economy &Communities achieved their targets for 2016/17

50% Of employees had **no sickness** during 2016/17, this matches the figure from 2015/16

The cost of sickness absence has increased by £122,826 since 2015/16 to £6,405,088

Musculo/Skeletal is the leading cause of sickness absence

Female employees have a higher ratio of occurrences and days taken

Male employees have longer spells of absence on average

APT&C Employees average longer spells of sickness at 11 days, consistent with 2015/16

Comparison to 2015/16

1,873 Increase in total days taken

347 Increase in total occurrences

0.4 Decrease in avg. days Taken per occurrence

Focus. Passion. Inspiration.

NORTH AYRSHIRE COUNCIL

Agenda Item 11

20 June 2017

Cabinet

Title:	**Active Travel and Transport External Funding 2017/18**
Purpose:	To seek approval for the acceptance of grant offers to allow the implementation of projects to improve active travel and transport.
Recommendation:	That the Cabinet agrees to: (a) approve the acceptance and expenditure of the grant offers as detailed at Appendix 2; (b) approve the acceptance and expenditure of the outstanding grant offer if successful; (c) receive a further report on the proposed projects and associated funding applications for 2018/19.

1. Executive Summary

1.1 In November 2016 the Cabinet approved a number of active travel and transport projects across North Ayrshire and the submission of associated funding applications to enable their implementation in 2017/18. The projects identified emerged from the priorities of the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan and were informed by workshops with Elected Members and in consultation with Council Services and the North Ayrshire Outdoor Access Forum.

1.2 Funding applications are required on an annual basis in support of an annual capital and revenue budget. In excess of £1 million has typically been secured on an annual basis despite reducing budgets and the limited availability of match funding. Offers of funding totalling £2,557,900 have been received to date for the active travel and transport projects and these are presented in Appendix Two to the report.

2. Background

2.1 National priorities for transport and active travel are identified by the Scottish Government's National Transport Strategy, Strategic Transport Projects Review, Cycling Action Plan for Scotland and National Walking Strategy. These inform the Government and Transport Scotland's funding priorities for transport and active travel. This funding is then disbursed through a range of programmes including: Strathclyde Partnership for Transport's Capital Programme, Smarter Choices Smarter Places and Sustrans Scotland's Community Links. These programmes are open to applications from Local Authorities on an annual basis to enable them to implement transport and active travel priorities at a local level.

2.2 The national priorities are translated into a local perspective through the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. The North Ayrshire Local Transport Strategy 2015-20 provides the vision for an integrated transport network for North Ayrshire. The Outdoor Access Strategy, North Ayrshire Naturally Active and the North Ayrshire Core Paths Plan outline the Council's strategic approach to active travel including outdoor access and green infrastructure. These documents identify key priorities and flagship actions for transport and active travel at a local level. These are detailed in the Appendix One alongside potential sources of funding for their delivery.

2.3 A limited capital and revenue budget is available therefore funding applications are required on an annual basis to implement active travel and transport priorities. Existing budgets are utilised alongside the annual Cycling, Walking and Safer Streets grant allocation from Transport Scotland as match funding to maximise the level of resources available. Funding is also secured from other Council Services towards specific projects. Potential projects are informed by a range of factors including the: strategic priorities for active travel and transport; key issues for the local area; projects fit with funders' priorities; potential benefits to be derived from the project; budget availability; ability to secure match funding; and deliverability of the project.

2.4 Potential projects for which funding would be sought were identified from the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. These were further prioritised through workshops with Elected Members and in consultation with a range of Council Services and the North Ayrshire Outdoor Access Forum. The outcome of this process was reported to Cabinet on 8th November 2016 which approved a range of projects across North Ayrshire and the submission of funding applications to enable their implementation in 2017/18.

2.5 Offers of funding totalling £2,557,900 have been received to date. This includes the annual Cycling Walking and Safer Streets Grant of £186,000 in 2017/18. The funding applications submitted and offers of funding are presented in Appendix Two. This is provided by Locality Planning area and includes a summary of the project, its estimated cost, and the funding secured to date. The projects require to be delivered in the current financial year and will assist in achieving the Council's objectives in terms of: economic growth; transport; active travel; tourism; and the development of the Central Scotland Green Network. The outcome of the Irvine Active Travel Hub application to the Low Carbon Transport and Travel (LCTT) Challenge Fund is still outstanding. This is the only outstanding funding offer for this project and it is envisaged that a decision will be received in late June 2017.

2.6 Separately, additional funding has also been secured by East Ayrshire Woodland (a partnership initiative supporting communities and landowners to expand and enhance native and amenity woodlands in Ayrshire) from the Forestry Commission towards the Green Network Skills Training Programme. This is a partnership project between East Ayrshire Woodlands and the Council. This will deliver a range of access and environmental improvements across North Ayrshire through a six month Intermediate Labour Market (ILM) training programme for six young unemployed people from the local area. This builds on the success of the Green Network Skills Training Programmes undertaken over the last six years.

2.6 It is proposed that potential projects for 2018/19 will be identified through a similar process to that undertaken in 2016. A further report will be submitted to Cabinet thereafter to obtain approval for the projects and the future submission of associated funding applications.

3. Proposals

3.1 The Cabinet is invited to agree to:-

(a) Approve the acceptance and expenditure of the grant offers as detailed at Appendix 2;

(b) Approve the acceptance and expenditure of the outstanding grant offer from the LCTT Challenge Fund subject to its approval by Transport Scotland; and

(c) Receive a further report on the proposed projects and associated funding applications for 2018/19.

4. Implications

Financial:	The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the: external grant funding offers detailed; £200,000 Capital Allocation for the Access Path Network Programme and contributions from other Council Services. No additional Council funding is required for these projects.
Human Resources:	There are no human resources implications arising from this report.
Legal:	There are no legal implications arising from this report. Where necessary traffic orders, path creation agreements and other legal agreements will be promoted.
Equality:	The projects will improve access to public transport and provide increased opportunities and improved access for all ages and abilities to the Council owned path networks in North Ayrshire.
Environmental & Sustainability:	The projects will provide increased opportunities for sustainable and active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire in accordance with the Council's Environmental Sustainability and Climate Change Strategy.
Key Priorities:	The implementation of the projects will contribute to the delivery of a wide range of the Council's strategic objectives. In particular it contributes to the delivery of the Council Plan's mission to improve the lives of North Ayrshire people and develop stronger communities by: ● Growing our economy, increasing employment and regenerating towns through the creation of new and improved opportunities for sustainable and active travel to key employment areas, town centres, services and local attractions; ● Helping all of our people to stay safe, healthy and active through the creation of new and improved opportunities for active travel, recreation and physical activity; and ● Protecting and enhancing our environment for current and future generations through the promotion of sustainable travel, delivery of the

	Central Scotland Green Network within North Ayrshire and improvement of the biodiversity value of our path networks. The projects will also assist in achieving a number of the aims and objectives of a range of national, regional and local strategies.
Community Benefits:	The potential for the inclusion of Community Benefit clauses will be investigated on a project by project basis through the procurement process. A number of the projects will be delivered through the Green Network Training Programme in partnership with East Ayrshire Woodlands which offers community benefits through the provision of training placements to local young unemployed people.

5. Consultation

5.1 The projects were informed by the priorities identified in the Local Transport Strategy, Outdoor Access Strategy and Core Paths Plan. These documents were developed through extensive consultation with stakeholders including local communities, agencies and partner organisations. The projects were also informed by workshops with Elected Members, consultation with Council Services and the North Ayrshire Outdoor Access Forum, and analysis against a range of factors. Public consultation on the details of the projects for example on scheme design and specification will be undertaken on a project by project basis.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Louise Kirk, Active Travel and Transport Manager on 01294 324766

Background Papers
North Ayrshire Core Path Plan
North Ayrshire Council Plan
North Ayrshire Local Transport Strategy
North Ayrshire Outdoor Access Strategy
North Ayrshire Single Outcome Agreement

Appendix 1 - Active Travel and Transport Priorities

The table below outlines the key priorities and flagship actions identified for active travel and transport by the local strategies and the potential sources of funding for delivery.

Strategy	Key Priorities	Flagship Actions	Potential Sources Of Funding
Local Transport Strategy	• Economic Growth; • Improving accessibility and connectivity to help reduce inequality; and • Reducing the negative impact of transport on communities, businesses and the environment.	• Strengthen links to Glasgow and Regional Centres; • Increase the accessibility and awareness of the i3 Enterprise Area; • Improve Ardrossan Harbour and Ferry Terminal; and • Develop Community Transport in North Ayrshire.	Ayrshire Growth Deal Strathclyde Partnership for Transport (SPT) Transport Scotland
Outdoor Access Strategy	• Active Travel is an attractive and viable option for everyday journeys; • An attractive, safe, accessible and quality destination for active travel; • A high quality information, education and interpretation programme for active travel; • Opportunities are integrated into wider regeneration programmes; and • Path networks have improved and are well maintained.	• Delivery of the Travel Smart Project; • Development of Active Travel Hubs; • Implementation of the Irvine Cycle Friendly Town; • Local delivery of the National Walking and Cycling Network (NWCN); and • Upgrade of National Cycle Network (NCN) Routes 7, 73 and 753.	Ayrshire Growth Deal Central Scotland Green Network (CSGN) Coastal Communities Fund (CCF) European Regional Development Funds (ERDF) SPT Sustrans Transport Scotland
Core Paths Plan	• The establishment of the basic framework of paths for everyday journeys across North Ayrshire.	• Upgrade of the Core Path Network; • Greening of the Core Path Network; and • Local delivery of the National Walking and Cycling Network (NWCN).	Ayrshire Growth Deal CSGN Coastal Communities Fund ERDF SPT Sustrans Transport Scotland

Appendix 2 - Active Travel and Transport Funding Applications and Offers

The estimated cost of some projects has been amended as a result of discussion with the funder(s) and alterations to the conditions for match funding. These are highlighted with an asterisk (*) and the revised project is summarised in the project overview. Where applications were unsuccessful feedback has indicated that this was predominantly due to a lack of available funding on the funders' behalf. A number of funding awards from Sustrans were provisional or partial awards. These are detailed in the tables below. Full awards allow the implementation of the project without further approval from Sustrans whereas a:

- Provisional award provides 10% of the grant applied for to enable the Council to progress further feasibility, consultation and/or design work. When this work has been signed off by Sustrans the full grant funding will be made available to the Council; and
- Partial award provides 10% of the grant applied for to enable the project to be developed further in partnership with Sustrans. These projects will then require to be resubmitted for implementation in round 2 of the 2017/18 Community Links programme or in 2018/19.

The references in the table to match funding from the Active Travel and Transport Budget include the Cycling Walking and Safer Streets grant allocation. The following projects will benefit all or multiple of Locality Planning areas.

Project Overview	Contributes to the	Locality Planning Areas	Estimated Cost	Funding Outcome
Bus Stop Improvements The improvement of the existing bus stop infrastructure across North Ayrshire to create a more attractive environment for passengers, encourage use of public transport and encourage modal shift.	Local Transport Strategy (LTS)	All	£70,000	£70,000 secured from Strathclyde Partnership for Transport (SPT)
Coastal Connections A study to investigate the potential to improve the physical connections and placemaking between Irvine and the Three Towns. This includes the production of detailed designs through stakeholder consultation and engagement.	Outdoor Access Strategy (OAS) Core Paths Plan (CPP)	Irvine Three Towns	£75,000*	£37,500 secured from Sustrans £37,500 from Active travel and Transport (ATT) Budget
Bus Route Congestion Measures The improvement of local bus routes including Route 11 through the implementation of a traffic control system to provide bus priority traffic lights in Irvine and Kilwinning	LTS	Irvine Kilwinning	£200,000 per annum	£200,000 secured from SPT
North Ayrshire's Coast The improvement of the Ayrshire Coastal Path, local paths and sites through a two year Intermediate Labour Market (ILM) training Programme.	OAS CPP	Irvine Three Towns North Coast	£295,000	No award - this application was unsuccessful

Project Overview	Contributes to the	Locality Planning Area	Estimated Cost	Funding Outcome
North Ayrshire Vacant and Derelict Land – Green Sweep The improvement of vacant and derelict land through a study to identify priorities and recommendations and an initial implementation phase of the project.	OAS CPP	All	£92,500	No award - this application was unsuccessful
Route Action Plan for Rural Roads A study to identify recommendations and improvements for key strategic and distributor routes where accidents have occurred to inform future road improvements.	LTS	Kilwinning Three Towns North Coast Garnock Valley	£180,000	No award - this application was unsuccessful
Upgrade of B714 route The upgrade of the single carriageway B714 to: complement the Dalry Bypass; improve the route for public and commercial transport; and improve connections to Glasgow.	LTS	Kilwinning Three Towns Garnock Valley	£350,000	No award - this application was unsuccessful
Travel Smart A range of behaviour change activities linked to path improvements. These aim to encourage active and sustainable travel and include training, travel planning and events. The match funding for this project is from Council and partner resources including in-kind contributions.	OAS LTS	Irvine Garnock Valley North Coast	£278,938	£139,469 secured from Paths for All £139,469 from ATT Budget and in-kind contributions.

The following tables summarise the remaining proposed projects by Locality Planning area.

Irvine Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Irvine Active Travel Hub The creation of an Active Travel Hub for Irvine to support travel to and from work and recreational cycling. This would create an active travel hub in Irvine town centre, construct 2.5km of new paths and create a closed cycle loop for training and education. This would require to be delivered by December 2018.	OAS LTS	£1,191,004	£476,401.60 – still to be confirmed £439,602.40 from Regeneration and ATT Budgets £275,000 secured from SPT (this is the same as the project below)

Project Title	Contributes to the	Estimated Cost	Funding Outcome
Irvine Cycle Friendly Town Implementation The implementation of the Irvine Cycle Friendly Town (ICFT) study has been split into 6 smaller projects. This phase will improve the path network across Irvine and the i3 Enterprise Area including path upgrades, barrier removal and signage.	OAS LTS	£275,000*	£275,000 secured from SPT
ICFT: A78 Underpass The construction of a path between Tarryholme and the i3 Enterprise Area.	OAS LTS	£175,000*	£100,000 secured from Sustrans £75,000 from ATT Budget
ICFT: Annick Road Initial Designs The preparation of proposals and detailed designs for a shared use and all abilities access path along Annick Road, Irvine.	OAS LTS	£15,000*	£7,500 secured from Sustrans £7,500 from ATT Budget
ICFT: Ayr Road Construction The upgrade of the path along Ayr Road, Irvine. The final designs require to be approved by Sustrans before construction of this route can be progressed.	OAS LTS	£275,000*	£27,500 provisional award of an overall £275,000 award secured from Sustrans
ICFT: Eglinton Country Park The preparation of detailed designs to improve the integration of the path network with the adjacent residential area.	OAS LTS	£25,000*	£25,000 partial award secured from Sustrans
ICFT: Kilwinning Road Design The preparation of detailed designs for a shared use and all abilities access path along Kilwinning Road, Irvine.	OAS LTS	£20,000*	£10,000 secured from Sustrans £10,000 from ATT Budget
ICFT: Springside East The preparation of detailed designs for a crossing at Overtoun Road, Springside.	OAS LTS	£10,000*	£10,000 partial award from Sustrans
Irvine Town Centre Public Realm Improvements The improvement of the bus infrastructure, interchange facilities and non-motorised user environment in High Street as part of the overall town centre regeneration.	LTS OAS	£520,000	£490,000 secured from SPT £30,000 secured from Sustrans
Paramics Model for Irvine West The creation of a base Paramics model for the road network to the West of the River Irvine. This would then be used to test different scenarios for alterations to the road network and inform future implementation.	LTS	£30,000	No award - this application was unsuccessful

Kilwinning Locality Planning Area

Project Title	Contributes to the	Estimated Cost	Funding Outcome
Kilwinning Community Links This project was split into four sections at the request of Sustrans. This phase will upgrade the northern section of the National Cycle Network (NCN) Route 7.	OAS CPP	£ 200,000	£20,000 provisional award of an overall £200,000 award secured from Sustrans The application to SPT was unsuccessful
Kilwinning Community Links: West – East Small Links This phase of the project will designs the upgrade of a number of short link paths across Kilwinning to an all abilities and multi user access standard.	OAS CPP	£15,000*	£15,000 secured from Sustrans
Kilwinning Community Links: Dubbs Road The implementation of the closure of Dubbs Road to through vehicular traffic to improve the safety and attractiveness of NCN Route 73.	OAS CPP	£40,000*	£20,000 secured from Sustrans £20,000 from ATT Budget
Kilwinning Community Links: Eglinton Country Park The preparation of detailed designs to improve the integration of the path network with the adjacent residential area.	OAS CPP	£18,000*	£18,000 partial award secured from Sustrans

Arran Locality Planning Area

Project Title and Summary Key Issues	Contributes to the	Estimated Cost	Funding Outcome
A841 Brodick to Lochranza Ferry Link upgrade The upgrade of the bus route (A841) between Brodick ferry and Lamlash Ferry through widening of the carriageway to accommodate buses and the re-construction of areas of carriageway.	LTS	£700,000	No award - this application was unsuccessful
National Cycle Network (NCN) Route 73 – Brodick to Corrie The design of the next section of off-road path towards Corrie as identified in the NCN Route 73 Brodick to Corrie Feasibility Study. Construction will now be undertaken in the following year	OAS CPP	£25,000*	£12,500 secured from Sustrans £12,500 from ATT Budget The application to SPT was unsuccessful.

Three Towns Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Ardrossan Harbour rail and ferry interchange study A study examining the potential to improve public transport interchange facilities at the harbour and the initial implementation of its recommendations.	LTS	£110,000	No award - this application was unsuccessful
Stevenston Level Crossing Implementation The implementation of the recommendations of the Stevenston Level Crossing Study for non-motorised users being developed in 2016/17.	OAS LTS	To be confirmed	This application was deferred until 2018.
Three Towns Community Links The upgrade of path links to the NCN in the Three Towns and creation of an alternative route to NCN Route 73 for use in inclement weather. The final designs require to be approved by Sustrans before construction of this route can be progressed.	OAS CPP	£200,000	Provisional award of £20,000 of an overall award of £200,000 secured from Sustrans. The application to SPT was unsuccessful.
Three Towns Green Network The creation a network of accessible and high quality green spaces between three towns of Stevenston, Saltcoats and Ardrossan through the upgrade of strategic sites and path networks.	OAS	£80,000	£40,000 from secured from CSGN Development Fund £40,000 from ATT Budget

North Coast Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Bus stop and queuing facilities at Cumbrae/Largs slipways A study into the impact of Road Equivalent Tariff (RET) at the ferry slipways on the Isle of Cumbrae and at Largs. This would determine if improvements are required to support RET in future years.	LTS	£30,000	No award - this application was unsuccessful
Cumbrae Community Links This phase of the project will prepare a feasibility study for an off road route between Millport and the ferry. This will be developed through extensive stakeholder engagement.	OAS LTS	£40,000*	£20,000 secured from Sustrans £20,000 from ATT Budget

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Fairlie Community Links This phase of the project will deliver further construction of Fairlie Coastal Path and the design of missing links to improve connectivity.	OAS NPF 3	£300,000	£30,000 provisional award of an overall £300,000 award secured from Sustrans The application to SPT was unsuccessful.
Largs Active Travel Implementation The Largs Public Realm improvements project was combined with the Active Travel Implementation. This phase of the project will prepare the final details for submission to round 2 of the Community Links programme or the 2018/19 round.	OAS NPF 3	£31,400*	£31,400 partial award secured from Sustrans The application to SPT was unsuccessful.

Garnock Locality Planning Area

Project Title and Summary	Contributes to the	Estimated Cost	Funding Outcome
Dalry Station Access Improvements The upgrade and widening of the existing footway between Dalry Railway Station and the A737 to improve access to and from the station for non-motorised users.	LTS OAS	£25,000	No award - this application was unsuccessful
Garnock Valley Community Links The preparation of designs to upgrade local the links between NCN Route 7 and Beith, Dalry and Kilbirnie.	OAS LTS	£40,000*	£20,000 secured from Sustrans £20,000 from ATT Budget The application to SPT was unsuccessful.
NCN Route 7: Kilbirnie South Design Development The NCN Route 7 Kilwinning to Kilbirnie project was split into two projects. This phase will prepare detailed designs for the path south of Kilbirnie based on the recommendations of the revised Feasibility Study.	OAS CPP NPF3	£17,500*	£10,000 secured from Sustrans £7,500 from ATT Budget The application to SPT was unsuccessful.
NCN Route 7: Dalry Section Construction This phase of the project will prepare the final details for the path south of Dalry for submission to round 2 of the Community Links programme or the 2018/19 round.	OAS CPP NPF3	£25,000*	Partial award of £25,000 secured from Sustrans The application to SPT was unsuccessful.

NORTH AYRSHIRE COUNCIL

Agenda Item 12

20 June 2017

Cabinet

Title:	**Planning Performance Framework**
Purpose:	To present Planning Performance Framework 6 for publication and submission to Scottish Government
Recommendation:	To approve the content of the Planning Performance Framework 6 (Appendix 1); its submission to Scottish Government and its publication as a PDF on the Council website.

1. Executive Summary

1.1 The Planning Performance Framework (PPF) is a contemporary performance management framework. It was launched in April 2012 by Heads of Planning Scotland, in conjunction with the Scottish Government. The PPF was developed in response to the Scottish Government's planning reform agenda. An annual return is required from each planning authority. PPF 6 (Appendix 1) is the fifth submission from the Council and covers the period from April 2016 to March 2017.

1.2 The PPF provides the planning system with a "balanced score card" approach to performance which enables each planning authority to demonstrate its achievements and individuality. The PPF was introduced to provide a broader picture of performance than that offered by the statutory performance indicators set by Audit Scotland.

2. Background

2.1 The PPF sets out a variety of quantitative and qualitative indicators to measure the performance of the planning authority, under the following headings.

2.2 Part 1 - Defining and Measuring a High Quality Planning Service

2.2.1 Part 1 provides a qualitative assessment, across four areas of activity in order to define and measure a high quality planning service. The areas for performance assessment include 'quality of outcomes', 'quality of service and engagement', 'governance' and 'culture of continuous improvement'. Full details are available within Appendix 1.

2.2.2 In terms of defining and measuring the high quality planning service which the Council delivers, some points to note are that:

- The Planning Service won awards at the 2016 Scottish Awards for Quality in Planning for Saltcoats Town Hall and Meikle Auchengree (a unique and high quality residential house in the countryside).
- The Council granted planning permission a high quality expansion of the accommodation facilities at the Douglas Hotel, Arran. The design outcomes were improved through pre-application discussions with the applicant.
- The Council was successful in securing grant funding to participate in a national pilot for residential simplified planning zones for Montgomerie Park, and to undertake a charrette within Ardrossan, Saltcoats and Stevenston on the back of the production of town centre audits for all town centres.
- Our customer feedback survey is issued with each decision notice, with an invitation to submit comments.

2.3 Part 2 - Supporting Evidence

2.3.1 Supporting evidence is provided to substantiate the findings of the PPF. Evidence can be provided from a variety of sources such as customer input, any audit or management / process reviews, Council reports and initiatives, informal and formal benchmarking and partnership working with others. Details of the evidence base for the PPF are outlined within Appendix 1.

2.4 Part 3 - Service Improvements

2.4.1 Based upon the findings of the last PPF report card, an improvement action plan has been developed, including service intentions to develop a social media presence and continue to improve working arrangements between services of the Council.

2.5 Part 4 - National Headline Indicators (NHIs).

2.5.1 The NHIs are quantitative indicators which examine all aspects of the planning process. They assess areas such as planning decision making timescales, the progress of the Local Development Plan, and the level of the housing land supply. Highlights include that 97.1% of applications were approved during the period and householder developments had an average decision making timescale of 4.6 weeks. The full range of indicators are detailed within Appendix 1.

2.6 Part 5 - Official Statistics

2.6.1 The statistics within the PPF are based on application timescales and provide an accurate and reliable account of the timescales for handing applications. Over the past year, 100% of major developments were handled in line with processing agreements with the developer. The average time taken to handle household applications reduced from 2015/16 (4.7 weeks) to 4.6 weeks, with 100% being determined within 2 months.

2.6.2 Over the year the service has taken up 157 enforcement cases with the servicing of 21 notices.

2.7 Part 6 - Workforce and Financial Information

2.6.1 The PPF provides a snapshot of the Planning Services workforce and finances. The staff resources in the team have reduced following a restructure of the Economic Growth Service, implemented in April 2016.

3. Proposals

3.1 That the Cabinet agrees the content of the Planning Performance Framework 6 (Appendix 1); approves the document's submission to Scottish Government and approves its publication as a PDF document on the Council website.

4. Implications

Financial:	NA
Human Resources:	NA
Legal:	NA
Equality:	NA
Environmental & Sustainability:	NA
Key Priorities:	The PPF 6 contributes to the Council Plan - Strategic Objectives - 'Growing our economy, increasing employment, and regenerating towns', 'working together to develop stronger communities', and 'protecting and enhancing the environment for future generations', by increasing the levels of accountability and transparency within the planning service and by introducing annual service improvement commitments.
Community Benefits:	NA

5. Consultation

5.1 None

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Neale McIlvanney, Strategic Planning Manager on 01294 324686

Background Papers
None

Planning Performance Framework 2016-2017

May 2017

DRAFT

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

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Quality of outcomes

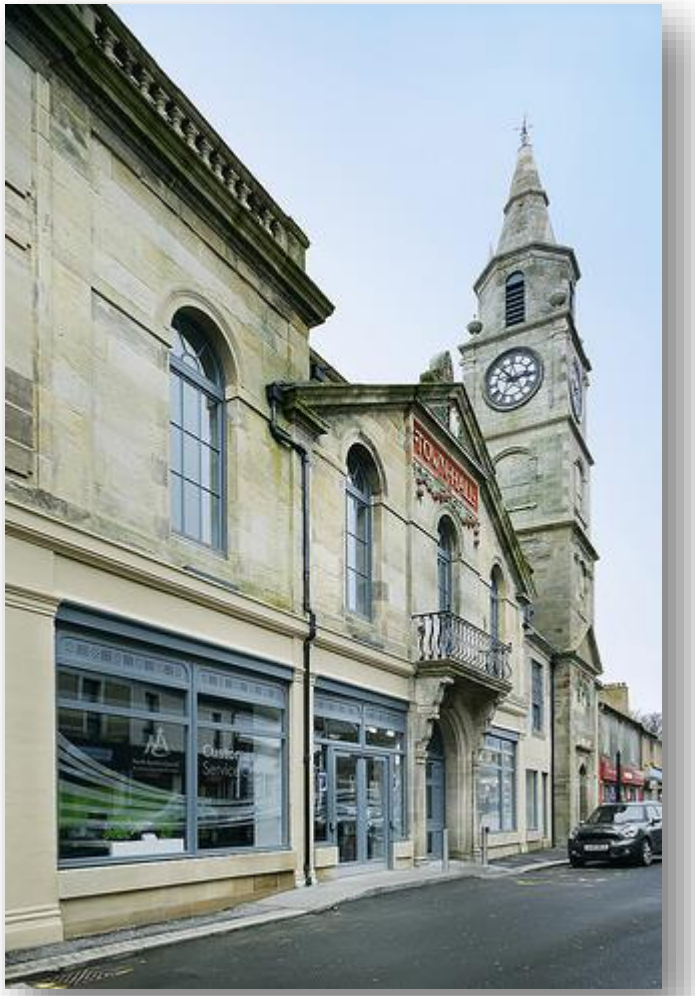
Saltcoats Town Hall award-winning outcome

Saltcoats Town Hall is an historic building at the heart of the town and close to the railway station. It forms a key component of the gateway for visitors to the town.

After a period of decline and deterioration of the building this key regeneration project involved its renovation, internal redesign and refurbishment to create 360 square metres of office space and the re-establishment of the community hall space on the upper level.

*"The Judges have given this an Award because of the **collaboration and outcomes based approach** provided by the Council in creating a strong transformation on one of the main streets. The journey is one which has started from a point of 'dilapidation' to 'delight'".* (quote from https://saqp2016.com/)

Scottish Awards for Quality in Planning 2016: Award Winner



The facility offers an exceptionally high standard of accommodation for conferences, wedding ceremonies, wedding receptions and other community and social events. This includes access to in-house catering and a licenced bar, conference materials and Wi-Fi as well as access to its very impressive multi-media system.

The judges further commended the development:

"The impact that it has had on the community has paid dividends. It has brought new life back into the centre as well as aligning with the Town Centre First principle. The result has been a boost of confidence in the town.

The new asset has also formed part of a relocation project for Council office workers as well as providing a one stop shop for key services. ***The thought and consideration that have been applied to the development is evident*** *– not to mention the* ***passion and dedication*** *from all those involved.*

Overall, the planning commitment reflects priorities for people and places, not just sites and policies."

(quote from https://sagp2016.com/)

The project has been a successful collaboration involving Planning, Historic Environment Scotland, North Ayrshire Council and other local stakeholders.

A feature on the project was published in Scottish Planner magazine (December 2016 edition).

In Practice:
Saltcoats Town Hall - an example of plan-led heritage regeneration

Jim Miller
MRTPI
Senior Manager
Planning Services
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Jim Miller discusses how North Ayrshire Council worked with partners to regenerate an iconic Ayrshire building

Saltcoats has some of the most deprived communities in Scotland. The success of the town centre is vital to its future social and economic security. Significant work has been undertaken by North Ayrshire Council and Irvine Bay Urban Regeneration Company to regenerate the town centre in line with the Saltcoats Town Regeneration Plan 2008, and the North Ayrshire Local Development Plan 2014. The redevelopment of the town hall was identified by all stakeholders as a key project within this plan. Its successful delivery was to provide communities with:

- Improved access to public and heritage services, information and advice.
- High quality community and social facilities.
- A focus for civic and community activities.

This project was not just about the physical restoration of an important local building. A key outcome was also to be the creation of a new Hub for local council services, which would see an amalgamation of existing services, which has been dispersed across a wider local area, in a one-stop-shop.

Through the development of the project, Council Services have developed more collaborative working practices and the scope of the project was developed to improve service delivery for our customers. The office space has brought together Housing, Health and Social Care Partnership, Registration Services and Customer Services staff into a closer working environment with efficiencies made in service delivery.

Saltcoats Town Hall

> "Through the development of the project, Council Services have developed more collaborative working practices and the scope of the project was developed to improve service delivery for our customers."

Redeveloping the event space has led to closer working relationships between the Economy and Communities team and Facilities Management. The ability to deliver a full wedding package has evolved as works on site progressed, with the Council's award winning catering department being drawn upon to deliver high quality catering and bar services. The council can now offer an exciting package of options for a diverse range of functions.

Careful planning, detailed surveying and an experienced design team were all key in tackling the severely dilapidated condition of the building. Planning Services maintained a close working relationship with colleagues in Property Management and Investment acting as the 'middle man' between the project team and a key investor and regulator, Historic Environment Scotland.

The project and its delivery was innovative in many fronts. Most important were the close interworking relationships created during the project and the role that Planning Services maintained in the delivery, allowing for a much more successful project than would otherwise have been possible. The benefits for the wider Council and community are clear.

Within Planning a key outcome was the key relationships created in order to help deliver the project successfully. Planning Services took an active role in the project by acting as advisor and working closely with the project team: Using existing contacts within Historic Environment Scotland Planning Services was able to ensure that issues were resolved effectively.

The project sets a high standard for future projects led by the public and private sectors, and the skills developed by the officers have been invaluable for work on similar projects.

This project could be used as a case study by Historic Environment Scotland to illustrate an example of heritage led town centre regeneration and the importance of maintaining and adapting historic buildings to be fit for purpose and available for a range of mixed uses.

This project demonstrates the importance of close working relationships with clients, HES, Contractors and other stakeholders and how through close involvement Planning can play a key role in heritage led regeneration. A lesson and role which is transferable to any public planning service. ■

Newhouse of Auchengree award-winning design

Newhouse of Auchengree is a contemporary house in the countryside near the A737 between Beith and Dalry. It has won several awards, including a 2016 Scottish Quality Award for Planning, the 2016 Glasgow Institute of Architects Supreme Award and Design Award. The project has also been shortlisted for the 2017 RIAS/RIBA Awards and The Scottish Design Awards 2017.

"The Judges welcomed this 'single house' and have given it an Award because of ***the local authority's commitment to create a rural housing policy which has a positive impact on the ground****."*

Scottish Awards for Quality in Planning 2016: Award Winner

The development has achieved what the Council's planning policy set out to achieve, and in particular the outstanding quality of design. The house is distinctive and responsive to its setting, it has made a positive contribution to the locality and integrates with, complements and enhances the established character of the area.

"The Judges considered that story from policy to delivery was a positive one. It was also a brave move to embrace a thoroughly grand, bold and contemporary design. That said, the development of the site was all in tune with its historical past. ***All in all it created a great place to live****"*

(quote from https://saqp2016.com/)

The house was enabled by a positive planning policy, but its delivery required the skills of people with vision and commitment to place-making. The design goes beyond aesthetics, and encompasses the future needs of its occupants, featuring an annexe for older age when stairs could become a barrier. The house seeks to provide a holiday home for the wider family, a place of retreat, a safe haven, a place to belong to. The project architect succeeded in creating a design which rose to the challenge of a planning policy that required in depth analysis of place, context, history and future.

Without a suitably clear planning policy context and positive attitude of the Council, this extremely positive development may never have happened. Place making has been achieved through good planning, robust and positive policies, and the engagement of people at every stage in the process.

See here for the original study in 2015 PPF.

Portal

In January 2017, Irvine's new leisure centre, **The Portal**, opened to members of the public.

Located within the town centre it has brought vitality and vibrancy to the traditional core of Irvine. Its bespoke design which merges the traditional architecture of the town, particularly the historic town house which forms part of the new facility, with the modern needs and requirements of users has attracted an excellent membership return.

The Portal was a key feature of our quality outcomes in the 2016 PPF, and it is used for more than just sports and exercise.

We used it as a public venue for one of the Main Issues Report exhibition days. This was well attended by a range of interested parties and members of the general public. The town centre location and quality of facilities were commended by visitors.

Garnock Community Campus

In December 2016, the state-of-the-art Garnock Community Campus was formally handed over from Kier Construction and Hub SW to North Ayrshire Council and it opened on the 10th January 2017.

Prior to the hand-over taking place Garnock Community Campus head teacher Alan Dick said:

"We are all extremely excited that the opening is now just days away and our young people, and communities, will get to use this amazing new facility"

"We have all worked incredibly hard to get to this stage. I must pay tribute to all the staff for their hard work and dedication - this has been a real team effort"

The stunning £40 million school, community and leisure campus at Beith Road, Glengarnock serves the Garnock Valley's three main towns - Kilbirnie, Beith and Dalry and provides new accommodation for pupils from the former Garnock Academy, Glengarnock Primary School and Glengarnock Early Years class.

As well as providing premium educational facilities for pupils, the campus includes a high quality six-lane swimming pool leisure facility, operated by KA Leisure, to replace Garnock Pool and has drawn in investment to improve roads and pedestrian connections between Beith and Glengarnock which will improve the connectivity of these settlements and in particular make Glengarnock Station a more attractive transport proposition for Beith residents.

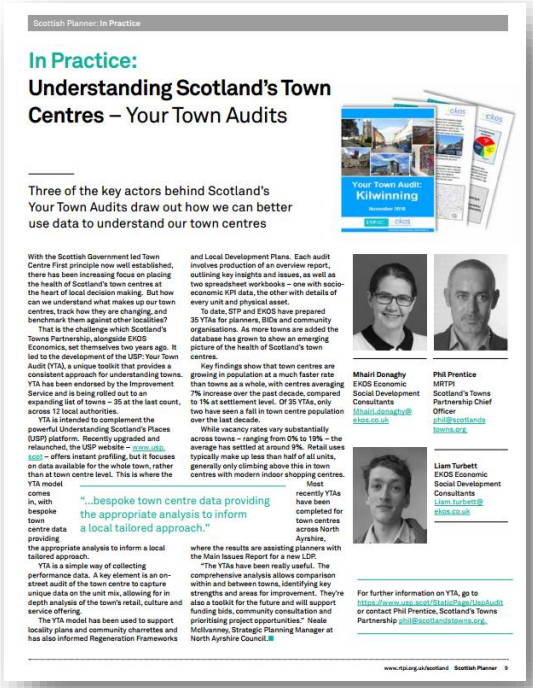
(quotes from http://www.ardrossanherald.com/news/14992707.Sneak_peek_inside_new_Garnock_Campus/).

Town Centre Audits

In preparing North Ayrshire Local Development Plan [LDP] 2, we worked with Scotland's Towns Partnership/EKOS to produce town centre audits for all North Ayrshire town centres.

LDP1 did not establish a network of centres (required by Scottish Planning Policy), and did not distinguish between the Irvine, sub regional centres and local centres.

The audits supported the MIR proposing a network of centres, which recognised Irvine as the primary location for investment and the location where investment will generate the widest regional impact. The approach secured political support, because it recognised all centres serve communities in different ways, and need different interventions.



Scottish Planner: In Practice

In Practice:
Understanding Scotland's Town Centres – Your Town Audits

Three of the key actors behind Scotland's Your Town Audits draw out how we can better use data to understand our town centres

With the Scottish Government led Town Centre First principle now well established, there has been increasing focus on placing the health of Scotland's town centres at the heart of local decision making. But how can we understand what makes up our town centres, track how they are changing, and benchmark them against other localities?

That is the challenge which Scotland's Towns Partnership, alongside EKOS Economics, set themselves two years ago. It led to the development of the USP: Your Town Audit (YTA), a unique toolkit that provides a consistent approach for understanding towns. YTA has been endorsed by the Improvement Service and is being rolled out to an expanding list of towns – 35 at the last count, across 12 local authorities.

YTA is intended to complement the powerful Understanding Scotland's Places (USP) platform. Recently upgraded and relaunched, the USP website – www.ukdi.scot – offers instant profiling, but it focuses on data available for the whole town, rather than at town centre level. This is where the YTA model comes in, with bespoke town centre data providing the appropriate analysis to inform a local tailored approach.

YTA is a simple way of collecting performance data. A key element is an on-street audit of the town centre to capture unique data on the unit mix, allowing for in depth analysis of the town's retail, culture and service offering.

The YTA model has been used to support locality plans and community charrettes and has also informed Regeneration Frameworks and Local Development Plans. Each audit involves production of an overview report, outlining key insights and issues, as well as two spreadsheet workbooks – one with socio-economic KPI data, the other with details of every unit and physical asset.

To date, STP and EKOS have prepared 35 YTAs for planners, BIDs and community organisations. As more towns are added the database has grown to show an emerging picture of the health of Scotland's town centres.

Key findings show that town centres are growing in population at a much faster rate than towns as a whole, with centres averaging 7% increase over the past decade, compared to 1% at settlement level. Of 35 YTAs, only two have seen a fall in town centre population over the last decade.

While vacancy rates vary substantially across towns – ranging from 0% to 19% – the average has settled at around 9%. Retail uses typically make up less than half of all units, generally only climbing above this in town centres with modern indoor shopping centres.

"...bespoke town centre data providing the appropriate analysis to inform a local tailored approach."

Most recently YTAs have been completed for town centres across North Ayrshire, where the results are assisting planners with the Main Issues Report for a new LDP.

"The YTAs have been really useful. The comprehensive analysis allows comparison within and between towns, identifying key strengths and areas for improvement. They're also a toolkit for the future and will support funding bids, community consultation and prioritising project opportunities." Neale McIlvanney, Strategic Planning Manager at North Ayrshire Council.

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For further information on YTA, go to https://www.usp.scot/StaticPages/UspAudit or contact Phil Prentice, Scotland's Towns Partnership phil@scotlandstowns.org.

www.rtpi.org.uk/scotland Scottish Planner 9

The audits have been a resource for locality partnerships in setting local priorities for locality plans (data analysis being matched with SIMD data to identify actions) and benchmarking for community councils; for successful charrette funding bids; Conservation Area Regeneration Scheme monitoring; securing the only major-scale residential Simplified Planning Zone pilot in Scotland.

The audits formed an evidence base for supporting town centre living to revitalise town centres. North Ayrshire and Scotland's Towns Partnership/ Architecture + Design Scotland have begun to scope a pilot town centre living project for Ardrossan.

The audits came with officer training and toolkits to support annual updates of the audits.

The work featured in Scottish Planner, promoting the success of the approach.

The audit work was a cost effective, proportionate process. The audits provided significantly more than a monitoring baseline from which to develop policy. Partnership with STP/EKOS has been a platform for communicating with other services, elected members and communities, and has been a resource for those partners. It has supported funding bids that so far have already more than recovered the audit costs.

This approach was innovative for STP, EKOS and NAC as it covered all town centres. NAC worked with consultants to frame a strategic overview of all centres, to support a network approach, and recognise the value of a network in maximising town centres as regional and local economic drivers; through interrelationships of centres providing a more complementary 'offer' to users and attractiveness for investment.

The work is a template to embed a town centre focused approach in planning through monitoring, auditing and developing a well-informed strategic approach, and supporting public and community partners to deliver that strategy. This is an increasingly relevant model considering the emergence of community planning & empowerment (which will increasingly direct and deliver services and allocate budgets). This will support efficient direction of public, private and third sectors resources to deliver the place-based interventions that have the maximum positive impact on communities and its users.

KILWINNING TOWN CENTRE IS STREETS AHEAD

Scotland's Towns Partnership chose Kilwinning town centre as the final destination for this years MSP Connector Programme. The programme established by STP in 2015 is intended to get MSP's from across the country talking to shoppers, residents and businesses in their constituency towns.

Phil Prentice, Chief Officer at Scotland's Towns Partnership said: "The work undertaken by the Council to improve Kilwinning Town Centre is fantastic and it's also great to know that these works were delivered using Land Engineering who are an Ayrshire based employer. We used today's visit to look at some of the various uses within town centres that are often viewed controversially - the bookmaker, the pie shop, the pub and the charity shop. In towns like Kilwinning they all form an important part of the town centre mix."

Ruth Maguire MSP, recently elected to represent Cunninghame South said, "The town centre is where our residents meet, shop, access services and socialise. I am happy to keep the focus on our town centres by working with the Council and STP to deliver further improvements".

Quality of service and engagement

Inverclyde National Sports Centre Development, Largs - Using protocols and relationship management to deliver £12 million of investment and ensure reliability of advice and working timescales with stakeholders

Sportscotland's National Sports Centre at Inverclyde has operated on its current site for some 60 years and during its time became a hub of sporting excellence, an inspirational destination for schools and a proving ground for the latest coaching techniques and recognition as a centre of excellence however, having been extended and altered in many ways over the years, the facility was recognised as being past its 'sell by date' and proving difficult and expensive to upkeep.

Some 5 years ago Sportscotland embarked on an initial study to ascertain the feasibility of the site to be either upgraded or redeveloped to provide state of the art facilities worthy of its title of a national training centre.

As this process progressed and a commitment to invest in major improvements to the facility, namely replacing some of the original buildings and retaining and improving the sports hall was confirmed, Planning Services became heavily involved in providing guidance and certainty on various redevelopment options.

A productive relationship was developed by offering advice to the applicant on the most appropriate method of submitting the relevant planning applications – effectively agreeing a bespoke processing protocol, which, given the tight timescale for delivering the project and as it was also to be a design and build contract, left little room for slippage in the application process.

A Planning Processing Agreement was entered into with the applicant in order to provide them with a degree of **certainty** in decisions by the target dates. Further positive relationship management was evident following the granting of planning permission in principle, as an open day presentation was held to provide potential main contractors for the project with advice on the planning process, planning policy and design principles, a site walkover and a Q & A session was also included, together with an offer to subsequently be available to provide further advice to any interested bidders. This led to further design advice provided to Sportscotland prior to their selection of the preferred bid and created an atmosphere of collaborative working between Planning Services and the applicant, their agent and contractor which continued throughout the detailed planning application process and the construction of the development.

The £12m development is now open to the public and is the first UK residential sports centre of its kind designed for inclusivity, providing world class sports facilities to users at all levels of physical and sensory ability and provides residential training for schools, governing bodies and sport clubs.

Douglas Hotel, Isle of Arran – an example of the benefits of pre-application engagement

The Isle of Arran sits off the West coast and is accessible by using the dedicated ferry service from Ardrossan. Since the introduction of Road Equivalent Tariff (RET) in November 2014 the island has seen a significant increase in tourists travelling to and staying on the island. The community and its economy relies on tourism with existing businesses on the island providing jobs and facilities. With increasing tourist numbers and rising expectations in the quantity and quality of bed spaces many hotels have taken steps to offer accommodation to visitors, much of which has resulted in glamping or lodges in the countryside.

In February 2016 the Douglas Hotel contacted the Planning Service with a view to erecting more accommodation within the grounds of their hotel which is located within the settlement of Brodick. For those visiting the island, the Douglas Hotel is the first most significant building seen by tourists disembarking from the ferry. It is in a key and central location. To the south of the hotel is a natural woodland, protected by a Tree Preservation Order (TPO) which covers the full extent of the site and gorge. The gorge contains a burn with a series of waterfalls before it runs into the sea.

The proposal was to provide 11, 4 single bed, standard wooden, glamping pods. It was proposed to place the pods throughout the protected woodland. The initial pre application enquiry was dismissed due to concerns regarding the acceptability of having wooden huts within an urban setting and the potential impact on trees throughout the woodland.

In August 2016 the Douglas Hotel contacted the department again to discuss alternative proposals. The hotel had engaged the services of a Danish architectural firm who proposed the erection of more permanent accommodation.

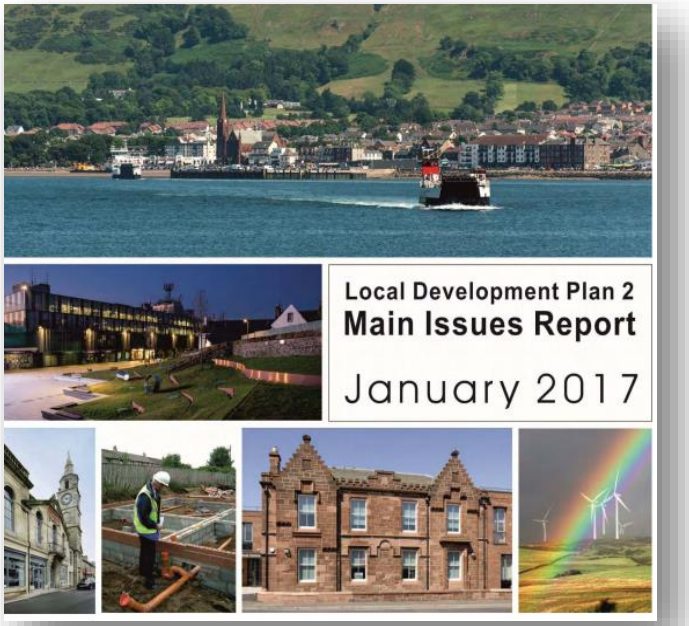
The architects approached the project with an open mind and positive attitude with the view of listening to and discussing the constraints of the site with officers. Between August and December, 2016, planning officers, working alongside the Councils Business Growth team, met with the hotel and their agents on a monthly basis both in and out the office, so as to discuss potential design options and final designs for the accommodation.

As all parties were committed to protecting the health of the TPO and to reflect this both sides engaged the expertise of arboriculturists to provide advice on the placing, scale and foundations of potential buildings as well as advice on wider improvements to the protected woodland by way of potential tree pruning, felling and replanting. The project was seen as a contemporary and ambitious plan for the hotel requiring a significant amount of work by both sides.

Whilst being a 'local' development, Planning officers encouraged the agents to carry out community engagement prior to submitting their application. The success of this engagement was clear once the application was submitted in January 2017, where the application received positive responses and only 9 objections.

Planning permission was granted within 7 weeks and proposes £4million worth of investment for the hotel. Engagement with Planning Officers resulted in a significant increase in bedrooms from 11 wooden pods to 59 units of varying degrees of scale and design. Development is expected on site soon.

Local Development Plan 2 - Demonstrating our communications with support and interaction with local forums.



The Council's second Local Development Plan preparation formally began during 2016. The Development Plan Scheme outlined a target date for Main Issues Report publication of January 2017.

Following a period of staffing and resource changes which delayed commencement of the engagement strategy, North Ayrshire's Planning Service worked to ensure there was ultimately no delay to the target publication date for the Main Issues Report.

The compressed timeframe for engagement meant that particular effort had to be taken to ensure that communities and stakeholders were a meaningful part of the conversation and were able to contribute to the Main Issues Report.

In particular Planning Services followed a strategy of engagement using existing networks, namely by engaging with youth networks through our colleagues in Connected Communities

(https://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/ldp2/youth-conference.pdf) to get access to views of a group not easily accessed through traditional consultation methods.

We also sought to building up better relationships with key stakeholders, notably by holding a developer forum and providing meaningful housing insight with Homes for Scotland representatives and the main housebuilders in the area (both active and interested).

The feedback at the meeting was very positive and a further developer forum was held post-MIR in March 2017.

We have also been involved in tapping into and supporting the formation of our **new** Locality Planning Partnerships across North Ayrshire. The partnerships have introduced a shared governance of a wide range of services for each distinct locality in North Ayrshire, including Police, Fire, NHS and planning. This is an emerging development and we have attended meetings at each of the Locality Planning Partnerships including using these opportunities to highlight the opportunities for communities to engage with the planning system.

This involved, for example, a presentation and training on the pre-MIR process to 6 Locality Planning Partnerships in each of the North Coast, Garnock Valley, Irvine, Kilwinning, Arran and the Three Towns areas.

In addition our public engagement involved a series of public exhibitions during the consultation phase of the MIR where we made officers available for questions, suggestions and discussion as well as promoting the consultation process and encouraging engagement. We also listened to feedback about the initial number and location of meetings following comments at the first meeting and advice from a Local Elected Member. We subsequently scheduled a further 2 meetings in Millport and Beith and increased the consultation period by two weeks to ensure that these communities had the opportunity to engage.

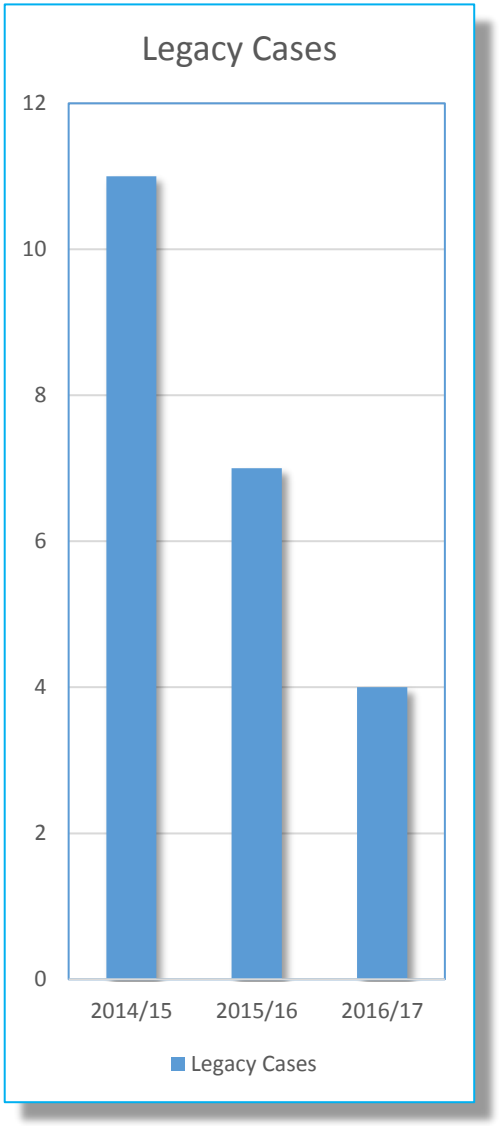
Proactively Addressing Legacy Cases

This year we have again recorded a decrease in the number of legacy cases (applications over 1 year old). We have achieved this by pro-actively managing our cases with amongst others - weekly programming meetings, time management of casework, use of processing agreements, and pre-application discussions to enable 'right first time' submissions. This has resulted in a consistent focus on front-loading the planning application process. We also identified a typical link (and risk moving forward) between Section 75 agreements and legacy cases. For this reason we have focussed on negotiating out issues which, in the past, would have resulted in S75 obligations. This should limit the likelihood of an increase in legacy cases in the future.

An example of the success of this approach is that this year we have drawn up processing agreements for **every major application** in advance of submission. This helps us to project manage the formal application process and sets out what is expected of applicants in terms of information needed to reach a decision. In addition we have been aiming to use conditions to address issues which in the past may have been covered by S75 obligations.

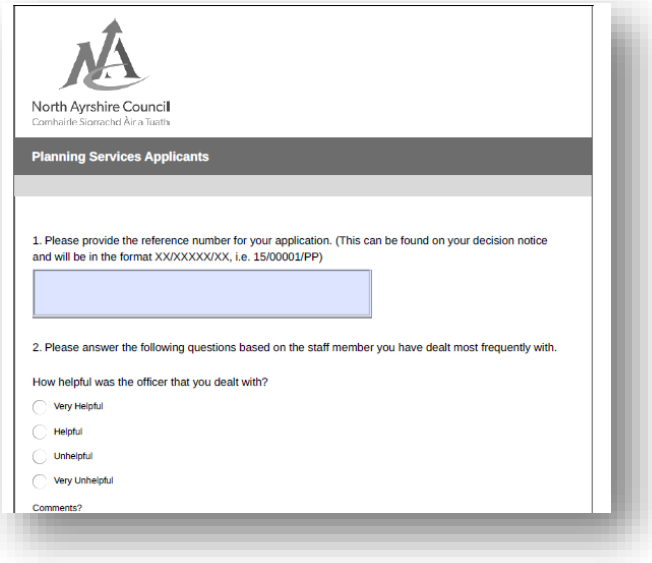
With regards to existing legacy cases, there have been several instances, for example 09/00690/PPPM for a mixed use harbourside development (see planning application search at www.eplanning.north-ayrshire.gov.uk), where Planning renegotiated with applicants and sought to resolve the S75 issues through conditions. This has involved agreeing the conditions, setting up processing agreements (albeit many years after the initial application has been made) and reporting back to Committee for a decision with conditions. This has enabled a number of legacy cases to be disposed of in the past but none were successfully dealt with in this way this year.

Finally, there have been some instances where Planning has successfully resolved legacy cases through negotiating with applicants to withdraw their historic applications. This has typically happened in cases where a new proposal has come forward for development on the same site, for example in the case of 02/00710/PP for a waste disposal site at a former limestone quarry. Applicants generally accept, in these circumstances, that the earlier legacy application is no longer worth concluding. This has enabled a number of legacy cases to be disposed of including 2 this year.



Customer Survey

A customer satisfaction survey continues to be emailed with all decisions and involves 12 short questions which ask the customer to rate the service they received from the Planning Service in general terms and then be more specific in terms of meeting timescales, responding promptly to problems and communicating clearly and effectively. See https://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/PolicyandPerformance/performance-review-rpt-econ-comm-march2016.pdf.


North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Planning Services Applicants

1. Please provide the reference number for your application. (This can be found on your decision notice and will be in the format XX/XXXXX/XX, i.e. 15/00001/PP)

2. Please answer the following questions based on the staff member you have dealt most frequently with.

How helpful was the officer that you dealt with?

- Very Helpful
- Helpful
- Unhelpful
- Very Unhelpful

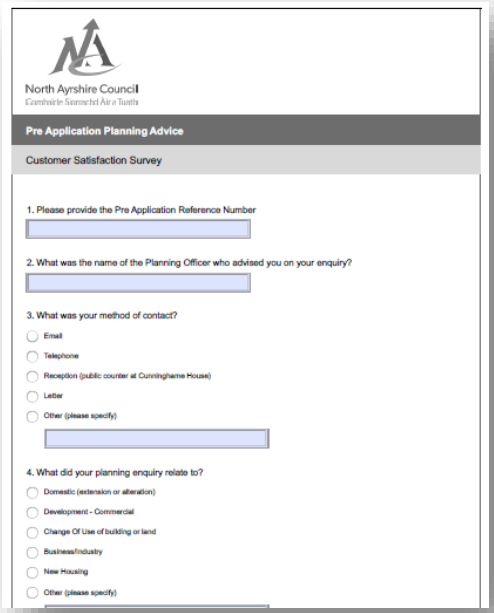
Comments?

17 responses were received over the year and 100% of respondents either made very good comments about the service they received from Planning Services or provided generally positive feedback.

Comments received included: “Extremely helpful from initial enquiries and throughout the scheme design progression, offering invaluable input” and “Very friendly and helpful Case Office”.

“Very happy with recent applications in North Ayrshire…. NAC seem to have a good handle on the economic benefits of development and are not seeking to obstruct.”

“I deal with planning authorities all over Scotland on a regular basis and unfortunately not all of them have the same ethos and 'can do attitude'. It is to be commended in NAC"



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Pre Application Planning Advice

Customer Satisfaction Survey

1. Please provide the Pre Application Reference Number

2. What was the name of the Planning Officer who advised you on your enquiry?

3. What was your method of contact?

- Email
- Telephone
- Reception (public counter at Cunninghame House)
- Letter
- Other (please specify)

4. What did your planning enquiry relate to?

- Domestic (extension or alteration)
- Development - Commercial
- Change Of Use of building or land
- Business/Industry
- New Housing
- Other (please specify)

We have also issued a tailored customer satisfaction survey to all those who have received pre-application responses. This involves 9 short questions which ask the customer to rate the service they received from the Planning Service in general terms and then be more specific in terms of meeting timescales and how they found the service. This year we receive 8 responses all of which provided positive feedback while 50% of them considered the service they received to have been ‘excellent’.

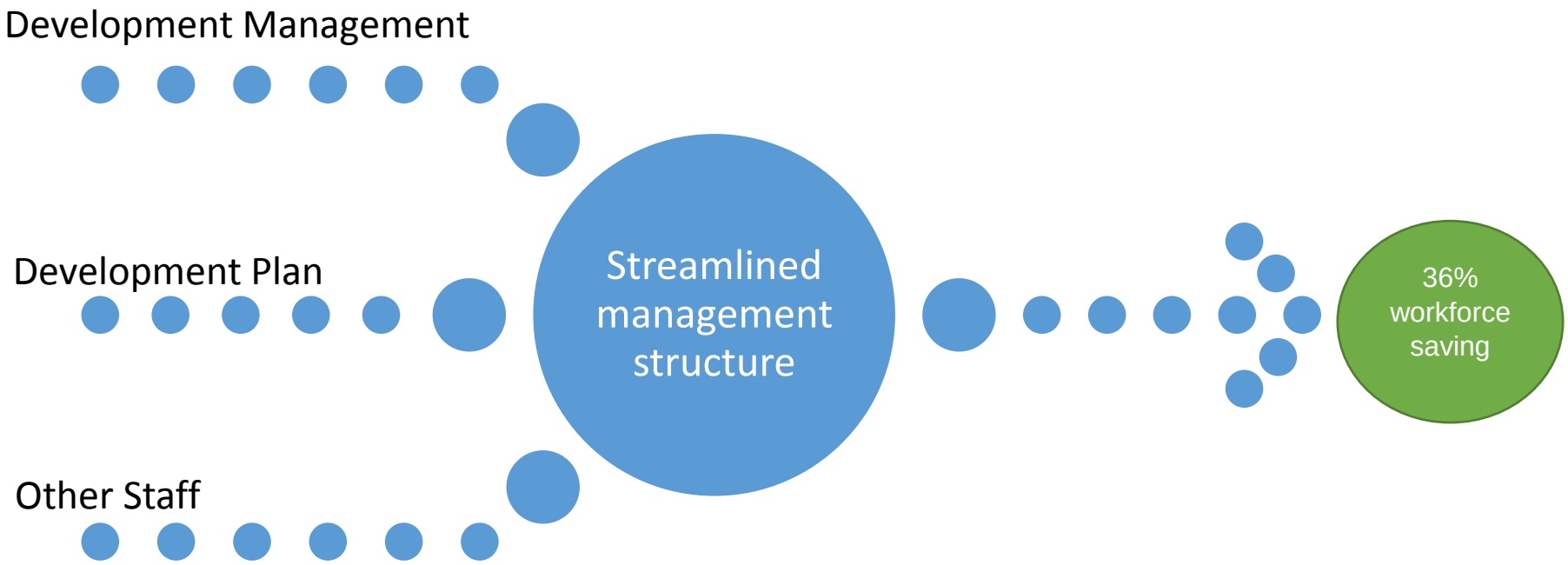
One of the staff actions (see Culture of Continuous Improvement section) seeks to improve the public awareness of pre-application advice using social media.

Governance

Organisational change

Since the submission PPF 5, the Planning Team has been the subject of a Departmental restructure to provide more effective management structures for the wider Economies and Communities Service. This resulted in a dedicated Regeneration & Transportation Team, within the Service (but outwith Planning), to address the Council's strategic priorities in terms of growing our economy, increasing employment, regenerating our towns; and protecting and enhancing the environment for future generations.

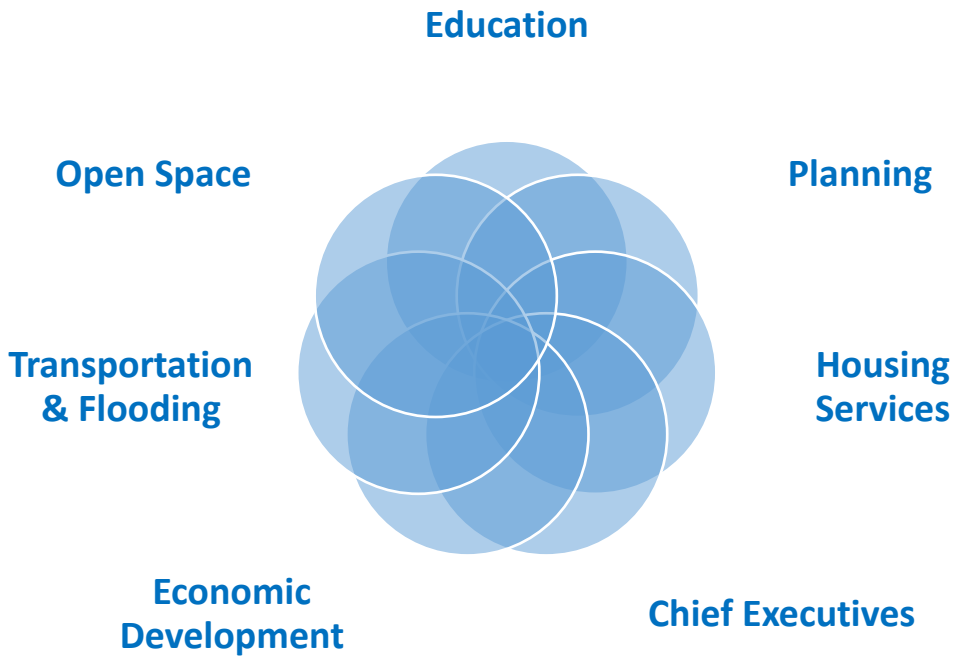
The Senior Management structure has been strengthened to reflect these changes and provide improved financial management and local governance, with the creation of a Senior Manager (Planning Services) and Strategic Planning Manager, and a Senior Manager (Regeneration) and Active Travel and Transport Manager.



Delivering Development Group

A development group has been set up by Planning Services and approved by the Council's Extended Leadership Team (ELT) to ensure that all impacts of existing and future development programmes (arising through LDP2) are part a corporate approach to understanding and managing the impact of development of physical and community infrastructure.

The group reports back to ELT and to the Council's capital planning group to ensure that the cost implications are understood. Part of this group (which has representation from the Council's Housing service) is to consider developer contributions (including affordable housing contributions) to inform the Proposed LDP.



It is clear that a core benefit of the group will be **strong collaboration and training of officers** in the goals, aims and challenges of other services. It should support corporate working and will also produce outputs such as protocols for implementation of policy decisions. It is recognised that it will take some time to produce all output from this group, and it has been agreed that in the meantime, the group acts as a first port of call mechanism for interim issues that arise.

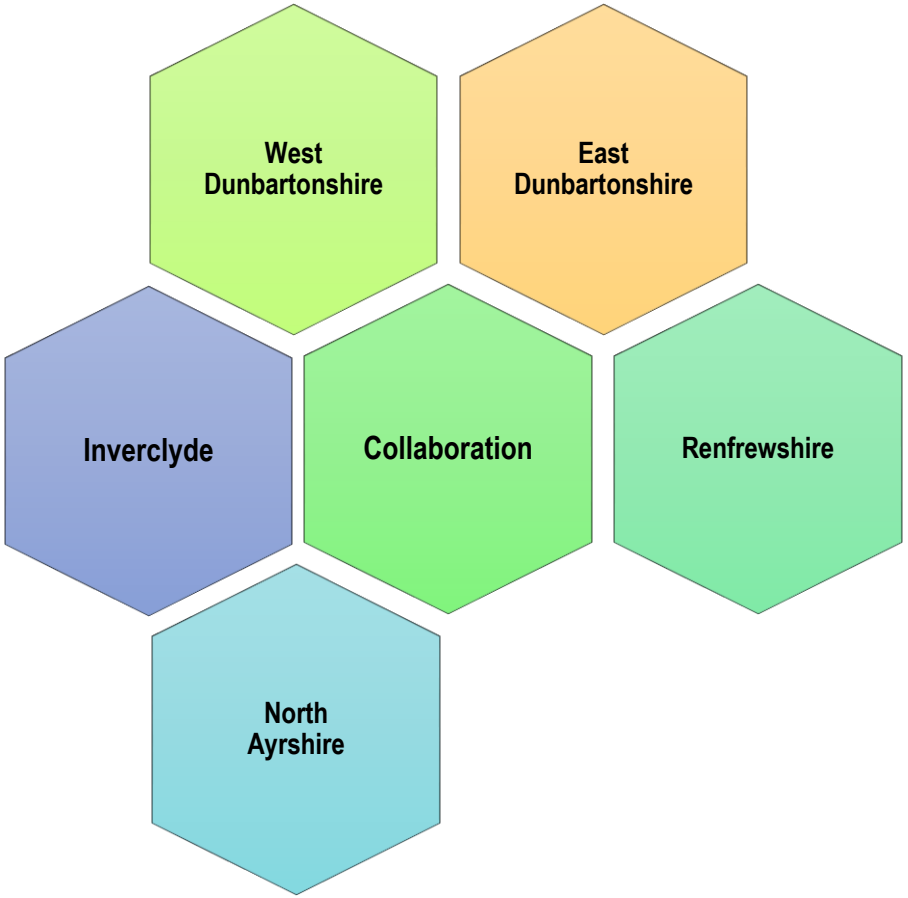
Our Benchmarking Partners

The West of Scotland Planning Benchmarking Group is a good example of Councils working collaboratively in a cost effective way. The group (West Dunbartonshire, East Renfrewshire, Renfrewshire, East Dunbartonshire North Ayrshire and Inverclyde Councils) continues to meet every 3-4 months with a high attendance levels. It met four times between 1st April 2016 and 31st March 2017 to share good practice and benchmark on specific planning issues.

The meetings are minuted and chaired by the host council. Topics discussed this year included the Planning Performance Framework, Planning Review, Growth Deals, and legal agreements.

The email group continues to be used by all levels to exchange information and to get views on specific planning issues.

The Council also participates in the national (Solace) benchmarking group (including East Ayrshire, North Ayrshire, Fife, Stirling, South Ayrshire, East Lothian, Perth and Kinross and Loch Lomond) which is held twice a year and is primarily used to discuss the Planning Performance Framework submissions together with general planning and enforcement issues.



Enforcement

The Council took up 156 enforcement investigations in the financial year to 1st April 2017. The vast majority of these were resolved through negotiation. However, where required the Council took appropriate formal enforcement action. This included the issue of a Temporary Stop Notice. This is the first time that the Council has had to use such powers and is an example of us using lean processes to deliver efficiencies.

156 Enforcement investigations

A development with planning permission was progressing in breach of a condition relating to access. Construction deliveries were being made via a route not permitted by the planning condition. This was held to be detrimental to the local road network and causing disturbance to residential amenity. The Council issued a Breach of Condition Notice requiring compliance. However, this did not take effect for 28 days. In that time the breach could continue. As such the Council also issued a Temporary Stop Notice requiring the cessation of access to the site other than in accordance with the permitted route. Following this action the unauthorised deliveries ceased.

Culture of continuous improvement

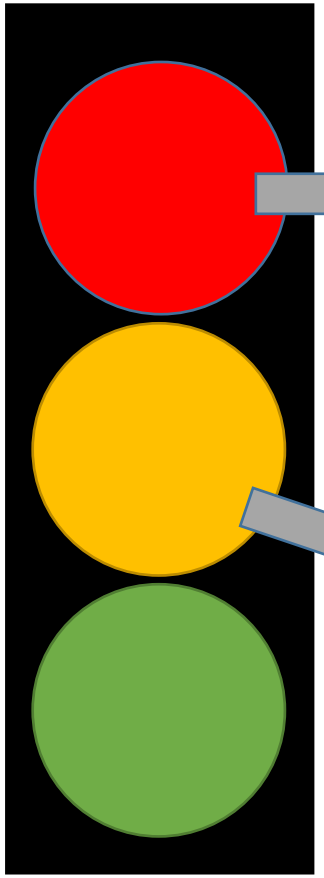
Addressing the Issues

North Ayrshire's Planning Service has developed a performance management model for driving continuous improvement of service delivery. This model targets service improvement based on two fundamental elements of service delivery: 1) adequacy of service delivery and 2) achieving excellence.

In reviewing adequacy of service delivery, the primary method for identifying improvement actions is related to the most recent score card for the previous year. PPFs have evolved significantly and have matured into a comprehensive record of the performance of the service.

North Ayrshire recognises that, used effectively, they can also drive improvement to service. We also recognise that publicising the Scottish Government's score card related to the most recent PPF increases transparency in the performance of the service, focusing efforts on targeting areas for improvement. Accordingly, North Ayrshire's performance management model utilises the score card by including a comments and actions section to the score card. This responds to concerns raised with areas of service delivery, by providing explanation of the score rating from a service delivery perspective, and displays the actions required to overcome issues related to the service area.

This section of the PPF includes details of how the Planning Service has acted on red or amber ratings in the score card for PPF5, giving specific examples of action taken to improve service delivery. It also contains information on staff and elected member training; and how the service has developed a programme of pro-active service improvement through a participatory approach involving all Service staff.



Elected members engaged early (red) and Cross sector stakeholders* engaged early (red)

Scottish Government said "you have not explained how elected members will be engaged in the preparation of the MIR" and "you have not demonstrated how you will be involving stakeholders in the charrette or wider engagement in the preparation of your MIR"

We responded by offering examples that outline how we have involved stakeholders at various levels in the Planning process. The LDP engagement through LPP and via public exhibitions focuses on this element.

Development plan scheme (amber)

Scottish Government said "You have not set out how your replacement LDP will be project planned and delivered to the timescales set out in your DPS."

We updated the DPS in March 2017 and it was subject to relevant consultation and notification procedures. The timescale between the DPS of March 2016 and March 2017 has been retained.

This reflects that a project managed approach using gant charts, risk analysis incorporating a risk log, and project workstream status log designed around critical path has been adhered to and allowed us, together with recruitment to full capacity of the development planning team, to deliver the MIR on time despite the concerns last year that slippage caused by organisational changes would impact.

Processing agreements (amber)

Scottish Government said "It's not clear if processing agreement information is included on your website. We note that your website is currently being reviewed and we would encourage you to address this issue."

We responded by publishing our processing agreement on the Council website alongside a description of our expectations relating to the use of processing agreements to promote and encourage their use.

Legal agreements: (amber)

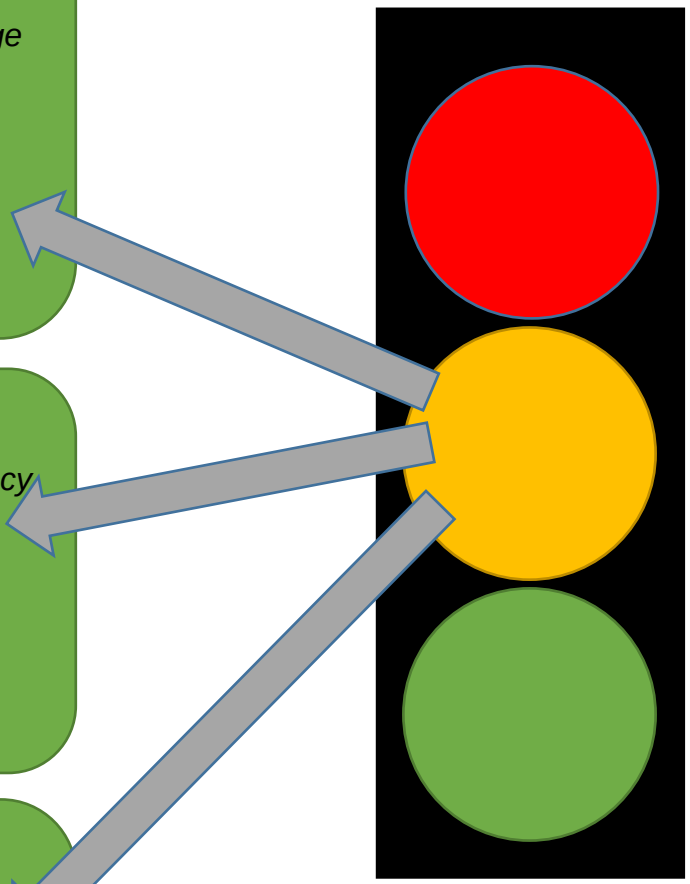
Scottish Government said "you have not outlined how you prevent cases from reaching legacy status."

We have responded by again being able to show a positive trend in clearing cases and by providing a specific section in the PPF explaining our approach to both preventing legacy cases from occurring and for dealing with existing cases.

Sharing good practice, skills and knowledge (amber)

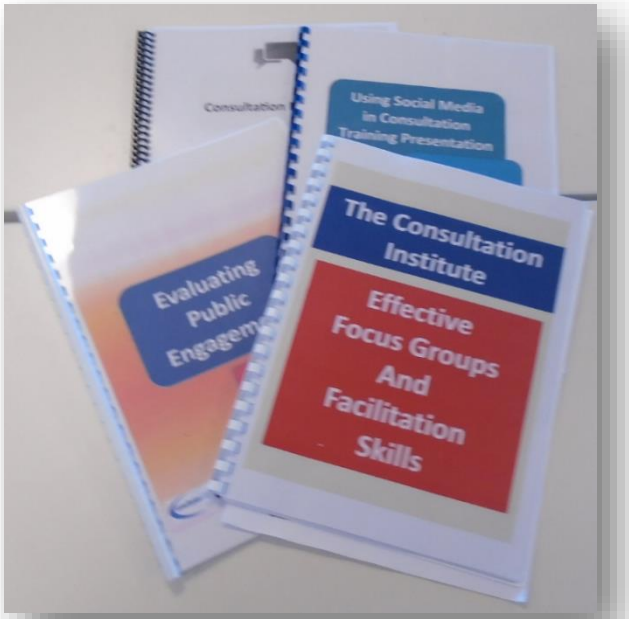
Scottish Government indicated that it was not enough simply for us to have "demonstrated how you have improved pre-application recording through discussion with other authorities" but that further evidence of sharing good practice, skills and knowledge was necessary.

We responded by detailing our contribution to Benchmarking and Solace groups, by setting up and leading a delivering development group and by engaging more actively with key stakeholders like Homes for Scotland.



Evidence of staff training, management training and member training.

We have an ongoing commitment to staff to allow them to prepare and discuss Personal Development Plans (PDPs). These are reviewed annually, or more often if required, and are tailored to each staff member's professional development where it aligns with the Service's needs. An example of this is our support for a Planning Assistant to attend university courses and ensuring flexibility with regards to work patterns and demands. Management courses have been completed by two of the 4 managers in the service.



"I have experienced a diverse range of operational, skills-based and knowledge led training.

I feel that my continuous professional development is valued by the Council and that has been demonstrated by their support in identifying and addressing learning opportunities"
(Manager, Planning Services)

All Members are trained as per our code of conduct (needs link), before they can sit on committee. One member was trained last year. In addition, the Locality Planning Partnership meetings have involved training for participants (including all elected members, community councils and other parties with a community representative role) tailored to the specific stage of the LDP (i.e. pre MIR its focussed on what an LDP is and promoted early engagement; post MIR, it was how to make representations, the formal process and dissemination of information). The link to Locality Planning Partnerships has given a consistent and frequent governance arrangement to disseminate key information about the LDP to key partners about the plan-making process, how to influence the content of the LDP through participation in LPP groups or by representations. This has resulted in a process that ensures all members and community councils across North Ayrshires are directly involved in LDP on a frequent basis with a consistency to the information, guidance and assistance provided to communities to get involved.

Clear vision and programme as basis for service improvements.

The Planning Service is committed to going beyond the requirements of the PPF and a programme of improvements was designed following a staff meeting in December 2016. Each staff member put forward an action that they would take forward including the introduction of storymaps, improving the webpage and introducing the use of social media. Each action was given a target completion date (some were ongoing) and will be reviewed regularly.

Action	Target Completion Date	Remarks & Progress
Install Uniform and IDOX updates and Understand the changes	Ongoing	Public Access 3 release 2017
Introduce Online enforcement register	Completed Apr 17	Enforcement register from 2016 onwards is available online from April 2017. This will updated as ongoing. Previous years remain in paper form for viewing
Promote pre-app service	May-17	To be linked with Social Media programme
Streamline mail process - priceless	Ongoing	apps and other online info
Enhance RoH formatting & publicity	Sep-17	in Uniform & standard ROH for smaller reports
Form and Lead 'Delivering Development' Working Group	Ongoing	1st meeting held January. Agreement to hold monthly meetings until PLDP Dec 2017 (followed by review of arrangements and continuation of group). ELT in February.
Support Locality Planning Partnerships	Ongoing	Continue to work with Audrey and working group
Engagement with internal LDP Champions	Ongoing	Through notifications, consultation and participation in working group
Publish Land Supply Information in Site book format	Dec-17	Audits to be undertaken April - July. Workshop for staff to be delivered (Feb through March workshops). Publications due before 2018.
Promote idea of work shadowing with housing colleagues	Sept - Dec 2017	Seasonal benefit identified - most value to service Sept-Dec (i.e. during discussions with HfS)- broach resource implications closer to that period
Prepare LDP story map	Mar-17	Under preparation. Final publication overview required, followed by HFS consultation.
Lead on Webpage improvements	May-17	Work with IT
Improve social media engagement	May-17	Work with Communications and draw up procedure
Clarify conditions where Agile and mobile working will apply to Planning Service	Completed Mar-17	Corporate policies review, discussion paper drafted for discussion @ Managers meeting
Using/developing skills of staff - topics for staff	Completed-Feb 2017	CPD arranged for DM regarding Main Issues Report, including call for sites. SP to lead.
Introduce an awards scheme for architects	May-17	Jan - review of best practice completed. Preparing a paper for Managers.

Part 2 - Supporting Evidence

Hyperlink	Description of Information
https://saqp2016.com/	SAQP website for information relating to Saltcoats Town Hall and Meikle Auchengree awards
See here for the original study in 2015 PPF.	North Ayrshire Council PPF5
https://twitter.com/search?q=%23localdevelopmentplan2&src=typd&lang=en-gb	Twitter showing tweets published to promote MIR consultation and LDP exhibitions
https://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/PolicyandPerformance/performance-review-rpt-econ-comm-march2016.pdf	Economy & Communities Year End Performance Review 2015-16
http://www.ardrossanherald.com/news/14992707.Sneak_peek_inside_new_Garnock_Campus/	News article relating to Garnock Campus opening
https://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/ldp2/youth-conference.pdf	Consultation report from 2016 NAC Youth Conference with focus on planning
https://www.north-ayrshire.gov.uk/council/consultations/mir.aspx	North Ayrshire Council MIR page. Contains various documents and information on progress with LDP2.
http://www.scotlandstowns.org/understanding-scottish-places	Scotland's Towns Partnership website containing information on town centre audits carried out to support MIR including the audits for North Ayrshire
http://www.scotlandstowns.org/kilwinning_town_centre_is_streets_ahead	Scotland's Towns Partnership article relating to an MSP Connector promotion event related to town centre audits
http://www.rtpi.org.uk/media/2314918/Scottish%20Planner%20169%20-%20FINAL.pdf	Scottish Planner Magazine showing town centre audits process
http://www.rtpi.org.uk/media/2174494/Scottish%20Planner%20168%20-%20final.pdf	Scottish Planner Magazine promoting Saltcoats Town Hall project
https://www.north-ayrshire.gov.uk/planning-and-building-standards/make-a-planning-application.aspx	North Ayrshire Council web page including link to Processing Agreement template
http://www.northayrshire.community/your-community/	North Ayrshire Locality Planning Partnership website showing minutes of meeting at which LDP was considered. Calendar also shows dates of LDP2 public exhibitions.

Benchmarking

The Benchmarking Group consists of participants from the following Councils: East Dunbartonshire, East Renfrewshire, Inverclyde, North Ayrshire, Renfrewshire & West Dunbartonshire. The Group normally meets every 3 – 4 months and met four times in 2016-17 as follows: 21st April 2016 (at East Renfrewshire); 27th July 2016 (at North Ayrshire); 20th October 2016 (at Renfrewshire) and 23rd February 2017 (at West Dunbartonshire). The meetings are minuted, with the host council, chairperson and minute-secretary rotating around the councils.

A wide range of topics were discussed at these meetings, including:-

1. The authorities' Planning Performance Frameworks
2. The national review of the planning system
3. The national consultation on raising the planning fees
4. The new controls on betting offices and payday finance offices
5. The use of the SCOTS Roads Development Guide and parallel roads and planning consent procedures
6. The use of Designing Streets
7. How Councils are implementing the Place Standard
8. The national eplanning and edevelopment system
9. Staffing levels within each authorities' planning service
10. Enforcement resources that are available
11. The use of shared service, including how the Councils obtain archaeological advice
12. Training for planning staff
13. The frequency and content of Community Council training
14. How the Councils undertake elected member training
15. The content of Schemes of Delegation
16. How the Councils implement pre-determination hearings and full-Council decisions
17. The form and content of 'reasons' on planning decisions
18. The format of Reports of Handling
19. The applicability and types of development contributions which are sought
20. The level of work that constitutes the commencement of a development
21. Processes involved in 'Section 42' applications
22. Whether authorities can add new conditions to an application for renewal of permission
23. Whether authorities can apply a condition to an AMSC consent
24. The use of Certificates of Lawful Use
25. Policies and controls on agricultural workers' houses

26. The definition of ‘hard surface’ in the permitted development rights legislation
27. The use-class of Uber taxi offices
28. The treatment and control of ‘granny-annexes’
29. High hedges procedures including direct action
30. How the Councils review their Tree Preservation Orders

The meetings allow for the sharing of experiences and of best practice. This does not necessarily lead to standardisation of practice, but allows for legislative interpretation and practice of practical issues to be shared.

Of particular note this year have been our discussions on:

- **Staffing levels within each authorities’ planning service.** For the past few years we have compared staffing levels within the development management teams. This year we expanded this to include development plans teams. This allows the Councils to compare staffing levels and workloads with some nearby and comparable authorities.
- **Training policies and procedures** were discussed on a number of occasions. This included elected member training, community council training and planning staff training. Staff training is a subject that we intend to develop over the coming year with plans in place to undertake some joint staff training across the authorities.
- **The discussions on the form and content of reports of handling and decision notices** were useful as the authorities were able to learn from the practices of the other Councils, ensuring compliance with the relevant legislation whilst minimising administrative procedures and obtaining efficiencies.
- **The use of national guidance standards**, including the SCOTS Roads Development Guide, Designing Streets and the Place Standard were interesting to discuss as practices varied across the Councils.

In addition to the formal meetings, the participants also use the email list as a ‘forum’ for quickly asking questions and obtaining advice on areas of uncertainty.

This group concentrates on development management issues. Development Plans teams benchmark extensively with the eight Councils who prepare the Glasgow & Clyde Valley Strategic Development Plan (including sub-groups); as well as through Heads of Planning and the national Development Plans Forum. Benchmarking also takes place supporting environmental and technical functions, including through the Glasgow and Clyde Valley Green Network Partnership; the Scottish Outdoor Access Forum; the Scottish Strategic Environmental Assessment Forum; the Local Authorities Historic Environment Forum; the Corporate Address Gazeteer Forum; the One-Scotland Mapping Agreement Group; and the Ordnance Survey User Group.

Some of the Councils also participate in the national (Solace) benchmarking families.

Part3: Service Improvements 2017-18:

In the coming year we will:

- Continue to work closely with Housing Services in order to ensure that all new Council housing projects have a planning input, putting placemaking at the heart of all developments.
- Continue to analyse the consultation responses gained during the Main Issues Report for LDP2 and the Housing Needs and Demands Analysis in order to help shape the long term future of North Ayrshire as a place to live, work and spend time in.
- Launch a new social media service on Twitter.
- Add processing agreement template to web site and investigate adding public register to website
- Continue to provide an efficient and effective Development Management Service.
- Showcase the achievements of the Service.

Delivery of our service improvement actions in 2016-17:

Committed improvements and actions		
Commitment	Actions carried out/evidence	Complete Y/N
Open for Business • **Continue** to engage in a purposeful dialogue with internal and external stakeholders in order to increase certainty and the delivery of new developments on the ground.	There has been ongoing commitment across Planning Services to raise awareness of the efficient decision making process and to carry this approach into the preparation of LDP2. For example, every member of the team took part in the Main Issues Report roadshow, which travelled to every part of North Ayrshire in a genuine attempt to engage with all localities in the district. This enabled people to talk about local issues and enabled planners to listen to a wide range of views. The Main Issues Report was preceded by a Call for Sites which gained many responses from landowners and developers, primarily with a focus on potential housing sites throughout North Ayrshire.	Yes (and ongoing)

	Certainty has been improved through the increased use of pre-application advice, with 514 individual cases recorded during 2016 and 255 in the first five months of 2017. Every case entered into the system enables advice to be provided in advance of a planning application being submitted. The advice can then be retrieved at a later date helping to avoid misunderstandings. Improved communication at the start of the planning process is considered essential to improving outcomes on the ground. Whilst pre-application advice is not binding on a decision, it does provide essential guidance to prospective applicants as to requirements for applications and the compatibility of a proposal with the development plan.	
High Quality Development • **Continue** to work very positively with developers, including our partners within the Council, to support and assist the delivery of high quality development on the ground. • Monitor progress on developments including Garnock Community Campus to ensure development is implemented and complies with any conditions imposed.	There has been a continued focus on working closely with Housing Services in the Council through the Strategic Housing Investment Plan, with individual discussion groups being set up to shape the layout and design of all new Council housing developments. Whilst the Council has permitted development rights to build new houses, Planning has an important supporting role to ensure that high quality and placemaking is at the forefront of all new projects. Monitoring of progress on developments is an essential component of delivery and the Planning Service has tracked progress on a number of major developments to ensure that conditions are complied with and that any issues are resolved at the right time. For example, the £40 million Garnock Community Campus was completed at the start of 2017 and Planning Services continues to engage with the project managers for the scheme to ensure that essential landscaping works are successfully established.	Yes (and ongoing)

Certainty • Engage in a partnership working group with Housing Services to examine the use and implementation of the Affordable Housing Policy, how this might be improved and the production of a protocol to ensure certainty for applicants.	A development group has been set up by Planning Services and approved by the Council's Extended Leadership Team to ensure that all impacts of existing and future development programmes (arising through LDP2) are part a corporate approach to understanding and managing the impact of development of physical and community infrastructure. This group reports back to ELT and to the Council's capital planning group to ensure that the cost implications are understood. Part of this group (which has representation from the Council's Housing service) is to consider developer contributions (including affordable housing contributions) to inform the Proposed LDP. This group will also produce outputs such as protocols for implementation of policy decisions. It is recognised that it will take some time to produce all output form this group, and it has been agreed that in the meantime, the group acts as a first port of call mechanism for interim issues that arise.	Yes (and ongoing)
Communications, Engagement & Customer Service • Continue to strengthen our online presence, improving the design and visibility of pre-application and other relevant information that we currently provide to members of the public. • Build upon our current use of social media to improve the visibility of the service and current, more significant, planning applications.	The Council's website was re-designed and re-launched during May 2017 making it easier to find information about Planning Services, including planning applications, the LDP and getting in touch. Planning Services are working on a social media project involving the use of Twitter to promote the service and provide information to the public and service users. This project is now at the design stage.	Yes (and ongoing)

Efficient and Effective Decision Making • Continue progress to determine outstanding legacy cases. • Continue to promote the benefits of Processing Agreements through early engagement with applicants and agents, drawing on previous success and provide online guidance.	As noted elsewhere, progress on legacy cases continues with the number steadily decreasing as historic applications are either withdrawn or determined. Processing Agreements are being used for all major applications and for local applications which may take longer due to the Committee cycle. This provides certainty for applicants and has reduced the decision making period. An example is a major housing development by Cunninghame Housing Association, whose application for 64 new houses on a greenfield site in Kilwinning was determined in just two months – 8 weeks ahead of the statutory 4 month period. This was essential to enable the Housing Association to draw down funding from the Scottish Government, proving the point that the decision making period has real effects on the delivery of development on the ground.	Yes (and ongoing)
Effective Management Structures • Implement a restructure in April 2016 to strengthen the delivery of one of the Council's key Strategic priorities of 'Growing our economy, increasing employment and regenerating towns' as part of the Economy and Communities Directorate within the Council. • Create two new posts of Regeneration Managers within the Regeneration Team and bring Planning Services back together to be more focussed on service delivery.	A restructure of the team took place during 2016. The working relationship between Planning Services and Regeneration continues to grow and develop, with planning advice being provided 'on demand' – made possible by an open plan office layout where everybody is within easy reach.	Yes

• Create new posts of Strategic Planning Manager and Planning Assistant and bring a dedicated Admin Support Officer back into the Service from the central support.		
Culture of Continuous Improvement • To build on the outcome of the GoGarnock Charrette, ensuring synergy between spatial and community planning through Locality Partnerships	The findings of the GoGarnock Charrette has not yet been published. A further charrette is planned for the Three Towns of Ardrossan, Saltcoats and Stevenston. The outcome of both charrettes will help to inform policy making for LDP2.	Yes (and ongoing)

Part 4: National Headline Indicators (NHIs)

Key outcomes	2016-17	2015-16
Development Planning:		
Administrative Targets		
What is the age of local development plan at end of reporting period (31st March 2017)? *(Requirement: less than 5 years – LDP adopted 20th May 2014)*	**2 years and 10 months**	1 years and 10 months
Will the local development plan be replaced by its 5th anniversary according to the current development plan scheme?	**Y**	Y
Has the expected date of submission of the plan to Scottish Ministers in the development plan scheme changed over the past year?	**N**	Y-later
Were development plan scheme engagement/consultation commitments met during the year?	**Y**	N
Effective Land Supply and Delivery of Outputs[1]		
Established housing land supply	units	**8,800** units
5-year effective housing land supply	units	**2,674** units
5-year housing supply target	units	**2,090** units
5-year effective housing land supply (*to one decimal place)*	years	6.4 years
Housing approvals	580 units (↑)	234 units
Housing completions over the last 5 years	1491 units (↑)	1,324 units
Marketable employment land supply	ha	231 ha
Employment land take-up during reporting year	ha	3.4 ha

The land supply data for 2016-17 has been left intentionally blank as it is not available at the draft stage of this document. We will populate these field in due course.

Key outcomes		2016-17	2015-16
Development Management			
Project Planning			
Percentage and number of applications subject to pre-application advice		41% (↓) 261 applications	43%
Percentage and number of major applications subject to processing agreement		100% 7 major applications (↑)	6 major applications
Decision-making			
Application approval rate		97.1% (↑)	96.2%
Delegation rate		97.0% (↑)	96.5%
Validation			
Percentage of applications valid upon receipt		58%	n/a
Decision-making timescales			
Average number of weeks to decision:	• Major developments	13.3 weeks	26.7
	• Local developments (non-householder)	5.9 weeks(↑)	5.8
	• Householder developments	4.6 weeks(↓)	4.7
Legacy Cases			
Number cleared during reporting period		3	4
Number remaining		4	7

Enforcement		
Time since enforcement charter published / reviewed *(Requirement: review every 2 years – Charter published April 2015)*	23 months	11 months

The development plan continues to be on course to meeting the PPF targets but the impact of a poorly performing housing market and a supressed industrial and business sector have ensured the land supplies remain substantial.

Our management of planning applications continues to deliver exceptional results. Delegation of decisions remains an essential component of delivering outstanding application turnaround times with over 97% of applications dealt with in this way. A pro-development culture has also contributed to a 97% approval rating i.e. 97% of applications are approved.

For the first time we have recorded the initial state of applications in terms of whether they are received by us with all the basic requirements of an application. For example, that they include the necessary, maps, drawings, fee etc. 58% of applications were received as valid but this is a surprisingly low proportion given the high levels of pre-application that the Council are involved in. We will need to consider strategies in the forthcoming year to improve intelligence about this element and identify areas where we can seek to improve this outcome.

Part 5: Official Statistics

A: Decision-making timescales (based on 'all applications' timescales)

Category	2016-2017	Average timescale (weeks) 2016-2017	2015-2016
'All Applications' timescales			
Major developments	**7**	**13.3 weeks (↓)**	26.7 weeks
Local developments (non-householder)	259	**5.9 weeks (↑)**	5.8 weeks
• Local: less than 2 months	98.5%	**5.8 weeks (↑)**	5.6 weeks
• Local: more than 2 months	1.5%	**9 weeks (↓)**	12.4 weeks
Householder developments	253	**4.6 weeks(↓)**	4.7 weeks
• Local: less than 2 months	100%	**4.6 weeks (↓)**	4.7 weeks
• Local: more than 2 months	0%	**N/A**	N/A
Housing developments			
Major	5	**13.9 weeks (↓)**	42.1 weeks
Local housing developments	79	**6 weeks (↓)**	6.2 weeks
• Local: less than 2 months	100%	**6 weeks (↑)**	5.9 weeks
• Local: more than 2 months	0%	**n/a**	12 weeks

Business and industry			
Major	2	**11.8 weeks (↑)**	8.3 weeks
Local business and industry	15	**6.5 weeks (↑)**	5.3 weeks
• Local: less than 2 months	93.3%	**6.3 weeks (↑)**	5.1 weeks
• Local: more than 2 months	6.7%	**9.7 weeks (↑)**	8.9 weeks
EIA developments	2	**8.1 weeks**	n/a
Other consents[2]	117	**4 weeks (↑)**	3.9 weeks
Administration			
Planning/legal agreements[3]	0	**N/A**	12.7 weeks
• Major: average time	N/A	**N/A**	Not recorded
• Local: average time	N/A	**N/A**	Not recorded
Local reviews	7	**9.4 weeks**	8.8 weeks

B: Decision-making: Local Reviews and Appeals

Type	Total Number of Decisions	Original Decision Upheld			
		2016-17		2015-16	
		No.	%	No.	%
Local Reviews	7	5	71.4	4	100
Appeals to Scottish Ministers	3	3	100	1	0

C: Enforcement Activity

	2016-17	2015-16
Complaints lodged	183	171
Cases taken up	157	135
Breaches identified	124	135
Cases resolved	125	136
Notices Served	21	13
Reports to Procurator Fiscal	0	0
Prosecutions	0	0

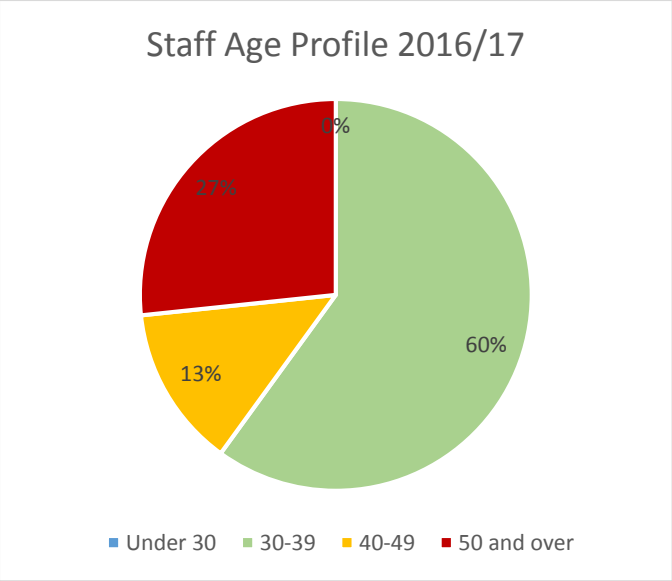
D. Context

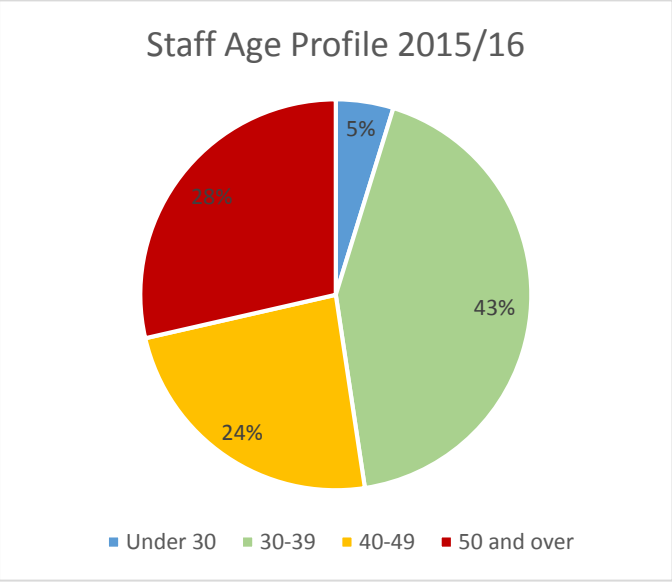
The highlight of this year's official statistics section is the improvement in the timescales for dealing with major applications. The period for dealing with a major application has almost halved to13.3 weeks since last year.

The improvement is primary focussed on new major housing developments as well as householder developments and we will need to continue to focus on major employment applications which, although well with statutory time limits, did not perform as well as last year.

Part 6: Workforce Information

		Tier 1 *Chief Executive*	**Tier 2** *Director*	**Tier 3** *Head of Service*	**Tier 4** *Manager*		
Head of Planning Service[4]					1		
		DM	DP	Enforcement	Other	2016/17 Total	% Change
Managers/Team Leaders[5]	No. Posts	**1.8**	**1**	**0**	**0**	**2.8 (↓ 1.2)**	**-30%**
	Vacant	**0**	**0**	**0**	**0**		
Main grade posts	No. Posts	**3.6**	**3**	**0**	**0**	**6.6 (↓4.6)**	**-41%**
	Vacant	1	0	0	0		
Technician	No. Posts	**1.8**	**1**	**0**	**0**	**2.8 (↓2.2)**	**-44%**
	Vacant	0	0	0	0		
Office Support/Clerical	No. Posts	**1**	**0**	**0**	**0**	**1 (↓1)**	**-50%**
	Vacant	0	0	0	0		
2016/17 Total		**9.2 (↓1)**	**5 (↓2)**	**0 (↓1)**	**0 (↓4)**	**14.2 (↓8)**	**-36%**
% Change		**-10%**	**-29%**	**-100%**	**-100%**	**-36%**	





Staff Age Profile	Number
Under 30	0 (↓1)
30-39	9 (↓2)
40-49	2 (↓3)
50 and over	4 (↓2)

A Streamlined Service

There has been a reasonably extensive overhaul of the Planning Service in the past year resulting in the formation of a multi-disciplinary Regeneration team, independent of the Planning Service, focussed on delivery. This lead to the largest reduction in Planning Service staff resource.

In addition there has been a wider reorganisation of the Council's business support and clerical assistance leading to a reduction in dedicated clerical staff for the Planning Service.

Overall there are around a third less staff resource dedicated to the Planning Service for this audit year compared with last.

Youth to the Fore

Understandably, given the changes noted above the staff age profile has changed and shows less reliance on '40-49 'and 'under 30s' age brackets and more reliance on the 30-39 age bracket than previously (up 17%).

Committee & Site Visits[6]	2016/17	2015/16
Full council meetings	8	10
Planning committees	11	11
Locality Planning Partnership Meetings	13	n/a
Committee site visits	4	None
LRB[7]	5	5
LRB site visits	0	0
LDP Committee	1	1

Our contact details

For more information or advice, please contact

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This Planning Performance Framework can be made available in other formats such as on audio tape, on CD, in Braille or in large print.We can also provide it in other languages if you ask us to.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

NORTH AYRSHIRE COUNCIL

Agenda Item 13

20 June 2017

Cabinet

Title:	**Ayrshire Growth Deal**
Purpose:	To provide an update on the development of the Ayrshire Growth Deal and seek approval for funding the Programme Management Office and related projects.
Recommendation:	That Cabinet approves the allocation of £200k to support the continued development of an Ayrshire Growth Deal.

1. Executive Summary

1.1 The Cabinet of 1st September 2015 approved a proposal to prepare a bid for an Ayrshire Growth Deal (AGD) in conjunction with South and East Ayrshire Councils and other partners. In September 2016 the Cabinet agreed to the submission of the Strategic Case to the UK and Scottish Governments. This report provides an update on progress since September 2016 and planned next steps.

1.2 An AGD would provide the Ayrshire authorities and partners with the opportunity to focus on the major interventions which would grow the economy and create employment within the region.

1.3 The Deal is being coordinated & assembled by a Programme Management Office which is now based within North Ayrshire Council since April 2017. This report is seeking approval of funding for the PMO and AGD projects for 2017/18.

2. Background

2.1 An AGD would provide the Ayrshire authorities and partners with the opportunity to focus on major interventions which would grow the economy and create employment within the region. The timeline for the AGD has been as follows:

- September 2015 - Workshop with the Ayrshire Economic Partnership which helped to inform the initial development of the bid and agree the aim for the AGD;

- October 2015 to December 2015 - Officer working groups which established the potential interventions or projects which may be included within the bid. Five groups were identified: business architecture, physical infrastructure, skills and education, inclusive growth and digital infrastructure;
- January 2016 - Agreement at Cabinet on the AGD aim 'To create a growing, innovative, smart, more productive and inclusive economy by developing Ayrshire's core strengths, particularly those of science, engineering and manufacturing, and by ensuring our communities benefit from economic growth';
- March 2016 - Submission of a bid prospectus to Scottish and UK Governments; and,
- April 2016 – April 2017- Development of outline business cases for specific interventions or projects.
- March/April 2017- key meetings with Government Ministers were held.
- May 2017 – Assessment and prioritisation of the business cases by the PMO and assembly of Programme.
- June 2017 - submission of OBC's to Scottish Government.

2.2 Partnership with businesses and communities will be critical in ensuring the long term success of a Growth Deal. The preparation of the Growth Deal to this stage has involved consultation across the public and private sectors, including communities through Community Planning Partnerships. Engagement events have raised awareness and gathered feedback on key themes and the ambitions of businesses operating in the region.

2.3 Since the submission of an AGD Strategic Business Case, project teams drawn from across the Ayrshire partners have worked to further develop the proposals that will unlock the potential for growth in the Ayrshire economy. Outline Business Cases (OBCs) for all of the project proposals have been prepared following the Treasury's Green Book Appraisal Model. These OBC's have now been reviewed, assessed and refined and will be submitted to government in the next few weeks.

2.4 Significant development work has been undertaken over the last 12 months to inform the regional working. An inclusive growth diagnostic has been underway in North Ayrshire and is now being rolled out for all of Ayrshire. This will identify the key constraints that affect excluded groups from benefitting economic growth. Any Deal for Ayrshire will need to demonstrate how it will address the inclusive growth priorities agreed.

2.5 Alongside the development of the bid, Ayrshire has been progressing a Regional Partnership as part of the Scottish Government's Skills and Enterprise Review. Consideration is being given to the creation of an Ayrshire wide delivery vehicle which would lead on the implementation of the Growth Deal. This work may also inform and shape the final Deal agreed with government.

2.6 Ayrshire Partners coordinated a substantial response to the recently launched UK Industrial Strategy and made a case to the UK Government for a Regional Productivity pilot that would support many aspects of the AGD, including those that focus on our key industrial sectors including manufacturing, engineering, aerospace and life sciences.

2.7 Senior Council and business representatives met with the Secretary of State for Business, Enterprise, Innovation & Science (BEIS), Greg Clark on the 10th April 2017, and the Leaders of the 3 Ayrshire Authorities met with the Scottish Government Cabinet Secretary Keith Brown on March 8th to discuss and promote the Deal. These were both positive meetings. The Scottish Government has committed to there being an AGD and following the meeting with Greg Clark approval for discussions to commence with the BEIS officials was given. Discussions with both Governments will commence in June (subject to the outcome of the UK elections) and negotiations on the overall programme proposals with various government departments will get underway this summer. A key aim will be to secure funding commitments in both the UK and the Scottish Government budgets in 2017.

2.8 A number of Ayrshire projects are also being developedas stand alone business case in addition to being part of the AGD programme. It is important to note that these may achieve funding commitments in advance of any Deal being agreed:

- £5m TIF Pilot at i3 (subject of a separate report)
- Spaceport bid into UK Space Agency for infrastructure funding
- MMIC down to last 3 sites (potential to lever in £15m SE funding, £13m Innovate UK funding, to be matched by private sector)
- HALO project discussions progressing with SG and UKG on phase 1 funding

2.9 The development of the Growth Deal has been led by a Programme Management office (PMO), with support from the Scottish Futures Trust, Scottish Council for Development and Industry and Ernst and Young consultants. Their responsibility has been to oversee the development of the bid, liaise with all stakeholders and appraise project proposals to ensure that the overall programme aims can be achieved. From April 2017 the Programme Office is now based at Cunningham House with the Programme Director employed on a 6 month contract by North Ayrshire Council. In addition, 2 other employees have now been seconded from the partners and now make up a total staff of 3 based within the PMO. The costs of operating the PMO is shared across the 3 Ayrshire Local Authorities and Scottish Enterprise. The focus for the PMO is the development of the programme and negotiations with government. Should a Deal be secured an appropriate governance arrangement will need to be put in place. This is likely to form part of the Regional Partnership discussions which are underway.

3. Proposals

3.1 It is proposed that Cabinet note the progress to date and the submission of OBC's to the Scottish and UK Government.

3.2 Further to this it is proposed that the Cabinet agree continued funding support for AGD PMO and related project development work to the value of £200k and this would be funded from 2016/17 underspend.

4. Implications

Financial:	Cabinet of 1st March 2016 approved the provision of finance of up to £200,000 to support the preparation of an Ayrshire Growth Deal within the financial year 2016/17. It is proposed that each of the Ayrshire local authorities provide £125k to cover PMO costs with £62,500 from Scottish Enterprise for 2017/18. This is anticipated to cover PMO costs for up to 12 months. In addition, the service requires funding to the value of £75k to cover costs associated with consultancy and technical support required to develop the Outline Business Case and Regional Partnership related work. In total £200k is required, and it is proposed that this will funded from Economies & Communities 2016/17 underspend. This will be reflected in the accounts presented to Council at the end of June.

Human Resources:	An officer group involving all three Councils and other partners is driving the AGD work forward alongside support from partner agencies and external support procured to help create the bid document. The programme office is being supported by staff secondments from the three Ayrshire Councils. The Programme Director is secured on a 6 month contract to September 2016 and the 2 other posts are seconded for a 12 month period to March 2018.
Legal:	There are no legal implications arising from the report. Subject to approval to proceed, proposals for a formal governance structure to oversee the further development of the deal will be brought to a future Cabinet.
Equality:	There are no equality implications arising from the report.
Environmental & Sustainability:	There are no environmental or sustainability implications arising from the report.
Key Priorities:	This proposal supports our corporate priority of growing our economy, increasing employment and regenerating our towns. It also has potential to contribute to other priorities including:- ● Working together to develop stronger communities; ● Ensuring people have the right skills for learning, life and work; ● Protecting and enhancing the environment for future generations.
Community Benefits:	There is an obligation to provide Community Benefit on all contracts in excess of £100,000. Appropriate clauses will be inserted in any contracts awarded as a result of this work.

5. Consultation

5.1 The preparation of the Growth Deal to Strategic Business Case stage has involved consultation across the public, private and social economy of sectors, including communities through Community Planning Partnerships. Business engagement events have raised awareness and gathered feedback on key themes and ambitions from businesses operating in the region.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : CMc/AB
For further information please contact Caitriona McAuley, Head of Service, Economic Growth on 01294 324309

Background Papers

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NORTH AYRSHIRE COUNCIL

Agenda Item 14

20 June 2017

Cabinet

Title:	**Tax Incremental Finance**
Purpose:	To advise Cabinet of the outcome of a bid to the Scottish Government for Tax Incremental Finance pilot project status for investment in Irvine Enterprise Area.
Recommendation:	It is proposed that Cabinet agree to: a. note the successful bid to Scottish Government for Tax Incremental Finance Pilot Project status for investment in Irvine Enterprise Area; and, b. the further development of a detailed business case for approval by Cabinet prior to its submission to Scottish Government by 31st August 2017.

1. Executive Summary

1.1 Officers responded to a Scottish Government request through Scottish Futures Trust for bids for Tax Incremental Finance (TIF) pilot project status in February 2017 and were subsequently informed of the success of this bid. The Council now have until 31st August 2017 to submit a full business case for TIF investment. This would allow up to £5M of infrastructure investment at Irvine Enterprise Area.

1.2 The business case will consider the financial implications, benefits and risks to the Council of additional borrowing undertaken for this investment. TIF allows any additional business rates income generated by the initial investment to be retained by the Council, thus repaying the initial capital investment required to generate regeneration and economic growth.

2. Background

2.1 Tax Incremental Financing (TIF) is a means of funding public sector infrastructure considered necessary to unlock regeneration in an area, and which may otherwise be unaffordable to local authorities. The overarching goal of TIF is to support and guide the increasingly limited public finances available for assisting regeneration and to help lever in additional private sector capital.

2.2 When a public project is implemented within a specific area and new property and business investment occurs, this generates additional tax revenues. TIF uses future additional revenue from taxes to finance the borrowing required to fund public infrastructure improvements, that will in turn create those additional revenues. In Scotland, these additional tax revenues come from Non Domestic Rates (NDR) within a defined or 'red line' area.

2.3 Scottish Government (SG) Ministers have stated that they are supportive of a maximum of six pilot projects to test the applicability of TIF to Scottish circumstances. There are currently four active pilot projects, of which three have received full approval and one approval in principle. SG announced in early 2017 that the remaining two TIF pilot spaces would be made available to all local authorities, and that the SFT and the Scottish Government would approve up to two proposals to proceed to business case development.

2.4 In discussion with the Council Leader and portfolio holder, officers submitted a bid for pilot project status to allow investment in the Irvine Enterprise Area to SFT in late February, and were advised of the success of this bid in early March. Any proposal for a TIF project must demonstrate to Scottish Ministers that:

- the enabling infrastructure will unlock regeneration and sustainable economic growth;
- it will generate additional (or incremental) public sector revenues (net of a displacement effect); and
- it is capable of repaying, over an agreed timescale, the financing requirements of the enabling infrastructure from the incremental revenues.

2.5 The bid for TIF pilot project status envisaged a £5M investment in infrastructure at the IEA Strategic Investment Campus (SIC). This would build upon previous infrastructure investment undertaken by the Council and Irvine Bay Regeneration Company. It would reflect the scale of market failure evident in respect of Commercial Property, as a result of which developers are unable to fund or contribute to site infrastructure meaning speculative development in the area is not viable. Without public sector intervention to fund additional road and site infrastructure requirements at the SIC, development will not take place meaning the demand for business space in the region will not be met.

2.6 The TIF proposal would see the construction of access road and associated infrastructure extending to some 200m, ground improvement and consolidation including mine shaft remediation, utility services distribution including Water, Drainage, Gas, Electricity and Fibre and associated structural landscaping. To minimise risk, this would initially take the form of a £2-3M investment to provide works focused on a first phase of the site. The remaining sum would then be informed by the infrastructure requirements of a potential occupier to help to secure inward investment.

2.7 Continued growth in the life, chemical and biotechnology manufacturing sectors is likely to see continued demand for readily developable land and there are a number of live enquires for investment in i3. A plan of the red line area within which it is proposed that investment would be undertaken and rate income ring fenced, is attached at Appendix 1. The investment could unlock potential commercial development of 26,000 sq. m. or more.

2.8 The TIF proposal to fund road and on-site infrastructure will make development more likely, however, other forms of public sector support may also have to be considered and aligned to this project. The TIF project will therefore remain linked to the Ayrshire Growth Deal which may deliver other forms of financial support that can unlock and accelerate the physical development required to unlock investment.

2.9 Further to the approval of the bid for pilot project status, the Council now have until 31st August 2017 to submit a business case to SFT. This will detail the justification for utilising TIF to deliver investment within the proposed area, the basis for the selection of the chosen enabling infrastructure and why it is believed this infrastructure will deliver the growth and additional revenues envisaged. Ministers will then consider whether the TIF proposal would deliver value for money. If the proposal does not clearly meet these conditions then it will not receive approval to proceed.

2.10 Should the TIF Business Case be approved, the investment would require to be commenced within a period of six months, i.e. prior to 1st March 2018.

3. Proposals

3.1 It is proposed that Cabinet agree to:

a) note the successful bid to Scottish Government for Tax Incremental Finance Pilot Project status for investment in Irvine Enterprise Area; and,
b) the further development of a detailed business case for approval by Cabinet prior to its submission to Scottish Government by 31st August 2017.

4. Implications

Financial:	The application for TIF pilot project status proposed borrowing of £5M by the Council. Approval for a TIF project does not constitute approval for borrowing, but approval for retention of the tax revenue which would otherwise be retained by Scottish Government. The principle assumed is that the retention of these additional tax revenues covers the cost of the borrowing undertaken. The risk of private sector investment not being made and hence tax revenues not covering the cost of borrowing would lie with North Ayrshire Council. The Business Case will provide sensitivity analysis of scenarios which may affect the viability of the TIF and the risk to the Council. These scenarios/risks will include a failure of the private sector to invest, a lower rate of NDR income than projected, and an assumption on displacement (i.e. the level of economic impact which is wholly additional to Scotland) which will see a deduction in the percentage of income retained by the Council.
Human Resources:	There are no Human Resource Implications arising from the report.
Legal:	Should the business case be approved by Scottish Government, the implementation of the TIF investment would be governed by a legal

	agreement between the Council and Scottish Government. This would provide the Council with the ability to ring fence non domestic rate income from an agreed area within which capital investment is undertaken, and compel the Council to monitoring and reporting procedures.
Equality:	There are no equity implications arising from the report.
Environmental & Sustainability:	None
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 Consultation has been undertaken with the Councils Finance section and officers at Scottish Futures Trust.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact John Adam, Regeneration Manager on 01294 324

Background Papers
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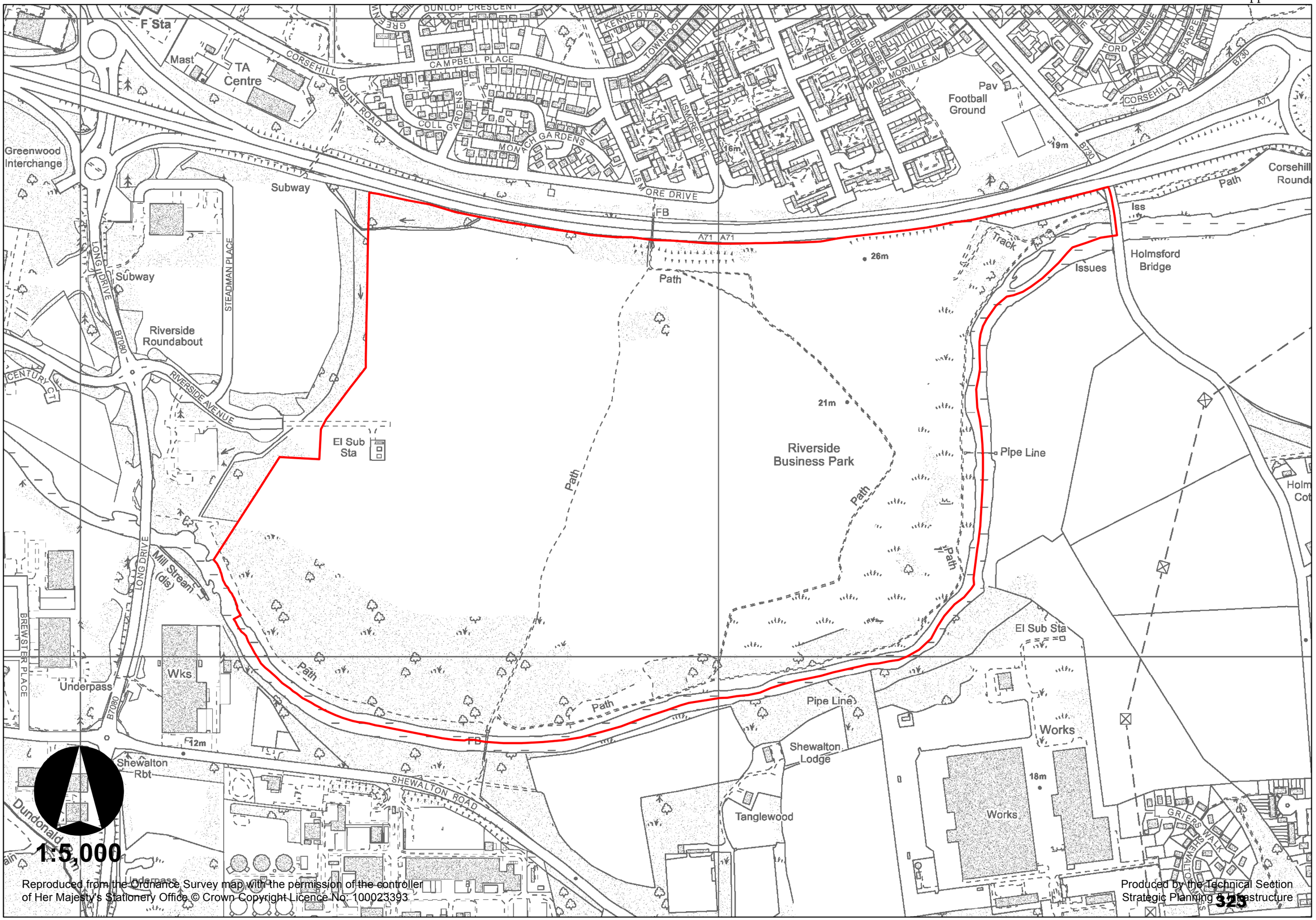

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Produced by the Technical Section Strategic Planning & Infrastructure

NORTH AYRSHIRE COUNCIL

Agenda Item 15

20 June 2017

Cabinet

Title:	**Community Asset Transfer Application: Garnock Rugby Club**
Purpose:	To seek approval in principle from Cabinet for the application by Garnock Rugby Club to seek ownership or a long lease of the grounds currently leased to them at Kilbirnie, Lochshore, by North Ayrshire Council, within the terms of the Council's Community Asset Transfer arrangements as set out within the Community Empowerment (Scotland) Act and guidance.
Recommendation:	That Cabinet approves in principle the transfer of the ground to the ownership of the Garnock Rugby Club or within the terms of a long lease, as delineated in the appended map, subject to the satisfactory conclusion of Stage 4 of the North Ayrshire Council asset transfer process to agree the terms and conditions of lease or prospective purchase.

1. Executive Summary

1.1 Garnock Rugby Club has been operating since 1905 and has built a substantial membership with qualified coaches delivering high class training that is resulting in successful outcomes at local and national level. The transfer of the land, as requested in this report, would enable the club to continue to expand and improve its provision, build its local and national reputation for excellence in rugby and encourage linkages to health strategies which challenge obesity and inactivity, particularly in children, young people and adults.

1.2 The transfer of the ownership of the land or by long lease, is recommended in principle, subject to the satisfactory conclusion of Stage 4 of the North Ayrshire Council asset transfer process to agree the terms and conditions of the land transfer, lease or prospective purchase to enable the club to enter into negotiations with National funders regarding the provision of new facilities at Lochshore, subject to all planning and other permissions.

2. Background

2.1 Community asset transfer provides an opportunity for people to be involved in developing and providing opportunities or services for their local communities. It may also allow groups to develop commercial ventures which will support community benefit. Asset transfer may also mean that public assets get used more frequently and more effectively. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources.

2.2 Garnock Rugby Club has been operating since 1905 and has built a substantial membership with qualified coaches delivering high class training that is resulting in successful outcomes at local and national level.

2.3 In 1984 the club was given new facilities made available in a partnership between the European Regional Development Fund and Cunninghame District Council. However after a short period of 8 years, these premises were demolished having suffered extensive subsidence and were not replaced, leaving the team without changing, meeting or training facilities, resulting in the team making use of changing facilities in one town then playing in another. The team has however overcome these difficulties and become successful, despite the lack of availability of proper fit for purpose changing and training facilities over the past 25 years. The club currently operates from a plethora of converted metal shipping containers which are clearly not fit for purpose for a modern club with big ambitions.

2.4 The club is in the process of developing a strong woman's team through introducing players to rugby at school with a Garnock Academy woman’s team playing games this year. If they are to make that sustainable by engaging players and developing them through the schools system, the new accommodation will be critical to the clubs plans going forward.

2.5 The club has been successful in building maintaining and progressing its membership to achieve a high standard in Scottish rugby competitions. Currently fielding two adult teams, the club has been to four national finals, has won six League titles at 1st XV level, and has developed players who have represented Scotland at Age Grade rugby, Scotland Sevens, and some have gone on to successful professional rugby careers.

2.6 The Garnock Rugby Club works in partnership with the 7 local primary schools, Garnock Campus and KA Leisure, North Ayrshire Council Active Schools staff and the Scottish Rugby Union. The club also part funds a full time Rugby Development Officer and partners with Police Scotland on using rugby as a diversionary activity for young people experiencing behavioural issues within the education system. The club has also run a "School of Rugby" within curriculum time at Garnock Campus for the past three years.

2.7 Within the club structure, the club support teams at all age grades from P1 to Under 18 and these children and young people are coached by an accredited team of volunteer rugby coaches, fully supported by the Clubs Rugby Development Officer.

2.8 Given ownership of the land, or a sufficiently long lease, the Garnock Rugby Club would seek to build new facilities to enable them to continue to offer much improved training and general fitness programmes for its members, to encourage healthy lifestyles and take up of the sport, either competitively or for improved fitness across all age groups. The facility could also offer accommodation to other groups by negotiation, to maximise the use of the property.

2.9 If the group were successful in their bid for transfer of the ownership of the land as an asset, the local community would have access to a sports venue where the club could offer good quality sports interventions, which will help tackle obesity and inactivity as part of the North Ayrshire "Active Communities" strategy. The club is well known, respected and supported within the Garnock Valley community.

2.10 The club is now making use of the Community Empowerment (Scot) Act provision, to request that the Council assists them to provide a replacement club house which will be a credit to the club, its members and also be available for others to use at the Kilbirnie Loch Shore site. The Club's Committee has already begun discussion with Sport Scotland and the SRU on the potential funding to improve the facility to make it a centre of excellence for Rugby.

3. Proposals

3.1 The proposal is to transfer the ownership of the grounds currently leased by Garnock Rugby club or offer a long lease to the club, to enable the club to bid for external funding to build suitable coaching, training and changing facilities, subject to the satisfactory conclusion of Stage 4 of the North Ayrshire Council asset transfer process to agree the terms and conditions of ownership, lease or purchase.

3.2 It is proposed that at Stage 4 of the process, representatives from Property, Management and Investment (PM & I) and Legal, will work with the applicant to agree the terms of transfer. Terms and conditions will be agreed for acceptable use of the asset. Each party's responsibilities will be clarified by either lease agreement or conditions of sale. At any stage in the process, an organisation can cancel a transfer if their circumstances change and they no longer wish to pursue the issue. At any stage in the process, the Council can cancel the transfer where suitable justification exists, subject to the applicant exercising a right of appeal.

3.3 It is proposed to bring a further report to Cabinet to request final approval of the transfer of ownership or agreement of a long lease subsequent to Stage 4 negotiations between the Council and the club.

4. Implications

Financial:	The financial implications will be considered within Stage 4 of the asset transfer process, but the Garnock Rugby club has very strong governance in place with sound financial management arrangements.
Human Resources:	There are no human resource implications arising from this report.
Legal:	Stage 4 of the Community Asset Transfer Policy will require the terms of transfer and use to be agreed. If the property is to be sold or transferred on a long lease at less than market value, it will be necessary to comply with the terms of the Disposal of Land by Local Authorities (Scotland) Regulations 2010. These regulations permit a disposal at less than the best price achievable where either (a) the property is valued at less than £10000, or (b) the Council has compared the financial cost of transfer against the community benefits and determined that the transfer is reasonable and promotes either economic development or regeneration, health, social well-being or environmental well-being. This will be the subject of a subsequent report to Cabinet.
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	Additional benefits that may accrue from the work of the club in building new facilities include an improved health and well-being for its members, an increased membership and the potential for the club to expand and build upon its successful activities as a result of new bespoke premises that

	will allow all year round activities to help maintain sustainability.
Key Priorities:	This proposal supports the delivery of two of the Council's strategic priorities: ● Supporting people to stay safe, healthy and active and ● Working together to develop stronger communities.
Community Benefits:	

5. Consultation

5.1 Consultation with schools, local community groups and organisations has been undertaken. The club is well known and respected for its approach to the sport of rugby and to building its membership across all ages in a pro-active way.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Audrey Sutton, Head of Service (Connected Communities) on (01294) 324414

Background Papers
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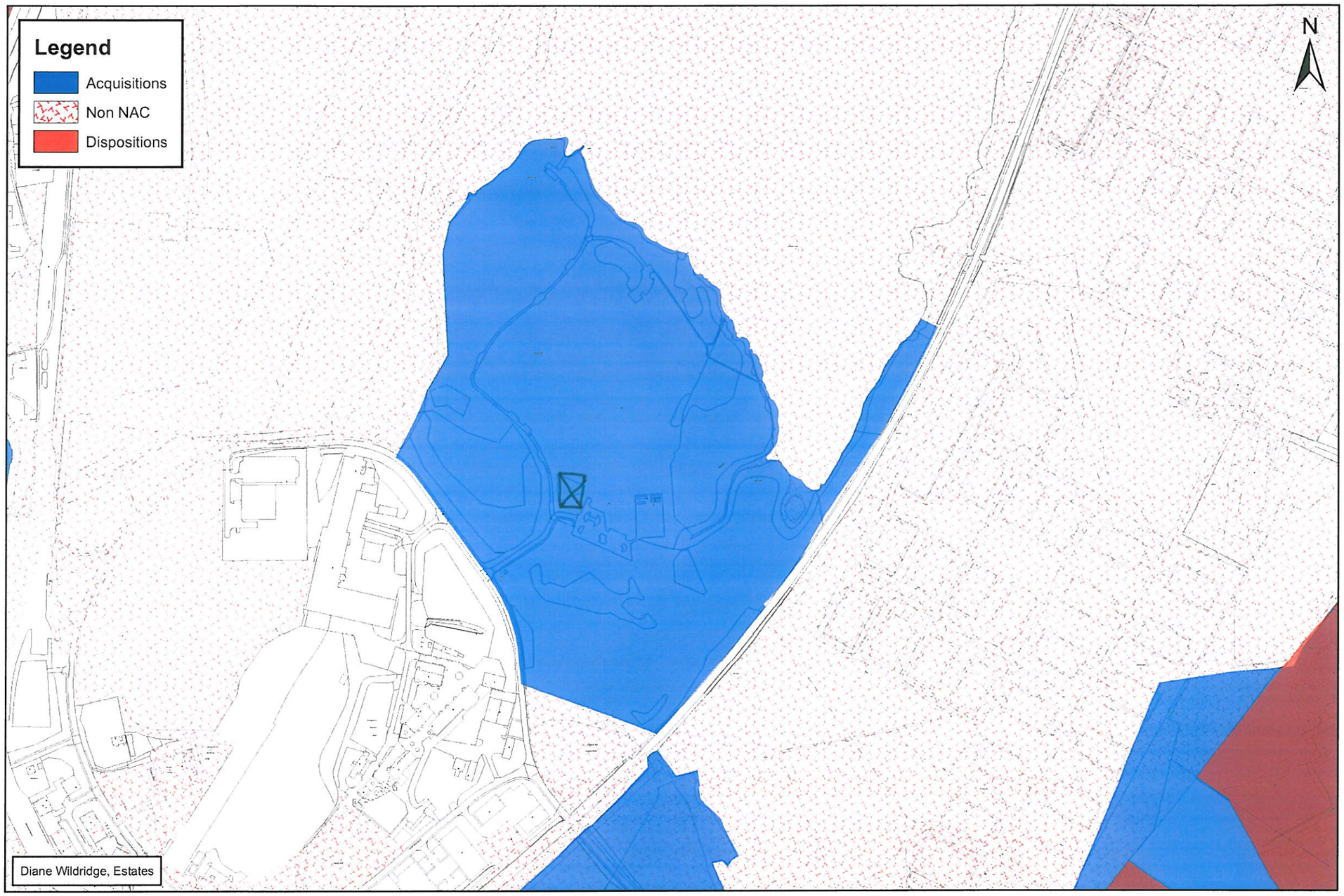

Lochshore, Glengarnock

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North Ayrshire Council

Lochshore Community Association
Preferred site for building
Google

NORTH AYRSHIRE COUNCIL

Agenda Item 16

20 June 2017

Cabinet

Title:	**Community Asset Transfer Application: Skelmorlie Community Sports Club (SCIO)**
Purpose:	To seek approval in principle from Cabinet for the application by Skelmorlie Community Sports Club to secure a long lease of the grounds adjacent to Skelmorlie Primary School, Innes Park Road, Skelmorlie and owned by North Ayrshire Council, within the terms of the Council's Community Asset Transfer arrangements as set out within the Community Empowerment (Scotland) Act and guidance. This will allow the Community Sports Club to construct a multi use games area (MUGA).
Recommendation:	That Cabinet approves the transfer of the ground to the Skelmorlie Community Sports Club (SCIO), within the terms of a long lease, as delineated in the appended map (Appendix 1), and within the terms of the North Ayrshire Council Asset Transfer Policy.

1. Executive Summary

1.1 Skelmorlie Community Sports Club was established in May 2016. The transfer of the land would enable the organisation to take forward the Skelmorlie Community Sports Club Development Plan with the purpose of improving facilities for young people within the village of Skelmorlie. This investment will contribute to the North Ayrshire Active Communities Strategy 2016 and is supporting children and young people and adults to be more active both during and after school.

2. Background

2.1 Community asset transfer provides an opportunity for people to be involved in developing and providing opportunities or services for their local communities. It may also allow groups to develop commercial ventures which will support community benefit. Asset transfer may also mean that public assets get used more frequently and more effectively. Community-led ownership may also allow additional opportunities for groups to secure extra funding or resources.

2.2 The Skelmorlie Community Sports Club was set up in response to the 'Ayrshire 21 – Growing Rural Communities Together' strategy which encouraged local action across 21 rural communities in Ayrshire. The strategy was funded by the Ayrshire LEADER programme with support from North Ayrshire Council and the Scottish Community Development Centre. The Skelmorlie community identified "lack of sports facilities" among the improvements that they would like to see in the village. In particular the community wanted to develop "Facilities for Young People – Upgrading the park with Astroturf and lighting" as a key priority.

2.3 Local community groups are well represented on Skelmorlie Community Sports Club. Almost every local group is represented on the Group, including representatives from the Primary School, football club, Parents' Council, Residents Association, Beavers, Scouts, Brownies, and Community Council as well as representation from North Ayrshire Council.

2.4 Although close to neighbouring village of Wemyss Bay, which is well-served by the West Coast train network, it is slightly off the 'beaten track' with a main road which, although joining other coastal villages, is not conducive to walking or cycling. Movement out of the village is therefore restricted to car or bus service. Skelmorlie compares otherwise very well with other areas in North Ayrshire. Unemployment is relatively low, and both health and educational attainment are relatively high.

2.5 Although there is a high number of older people living in Skelmorlie (25.3% of pensionable age) there is also a significant number of families with young and teenage children (over 300 children under 16 years of age).

2.6 Community spirit in Skelmorlie is high with many members of the community engaged in local affairs. There are many groups in the village and some of these are engaged in sports activities although there are few sports clubs. Outdoor sports consist of golf (regional facility), bowls and tennis.

2.7 The Ayrshire 21 Community Action Plan for Skelmorlie identified 'not enough for kids to do', 'lack of transport links', 'lack of sport facilities' and 'few facilities for young people' as major areas of concern for the community. Following a period of local consultation, the Skelmorlie Community Sports Club was formed and took on board these concerns, identifying the lack of an outdoor all-weather playing field as its number one priority. (Skelmorlie Park suffers from waterlogging and is not usable for sport for much of the year).

2.8 Skelmorlie Community Sports Club (SCIO) has worked extensively with funders to implement its business plan in order to construct a multi use games area (MUGA) to enhance facilities for sport and physical activities within the village. As a registered charity the community sports club has raised just over £215,000 to take forward this project. The club has provided a business plan for the project and its ongoing sustainability which is deemed to be appropriate for the scale of the project.

3. Proposals

3.1 The proposal is to transfer the ground on a long lease to Skelmorlie Community Sports Club (SCIO) as part of the North Ayrshire Council Community Asset Transfer Policy to allow the construction of a MUGA, with lease conditions as agreed between the community sports club and the Council.

4. Implications

Financial:	The club has provided a business plan for the project and its ongoing sustainability which is deemed to be appropriate for the scale of the project. Funding has been secured from Ayrshire Leader - £97,895; Sportscotland - £78,000; North Ayrshire Council - £22,700; Moffat Trust - £10,000; Skelmorlie Community Sports Club - £7,300; Total - £215,895.
Human Resources:	There are no human resources implications arising from this report.
Legal:	Extensive work has already been undertaken with representatives from Property Management and Investment (PM&I) and Legal to agree the terms of the lease. Each party's responsibilities are clearly stated in the terms of the lease and as obligations of the lease
Equality:	There are no equality implications arising from this report.
Environmental & Sustainability:	The Community Sports Club have gained the support in taking forward their ambitions for improving opportunities for local residents to be more active more often by improving local facilities which are sustainable while enhancing the local environment.
Key Priorities:	This proposal supports the delivery of at least two of the Council's strategic priorities:

	● Supporting people to stay safe, healthy and active; and ● Working together to develop stronger communities.
Community Benefits:	

5. Consultation

5.1 One of the strengths of this proposal is the extent to which it is the result of extensive and meaningful consultation within the community and with external stakeholders and partners, as detailed at 2.3 above.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact John McKnight, Senior Manager (Community Development) on (01294) 324488

Background Papers
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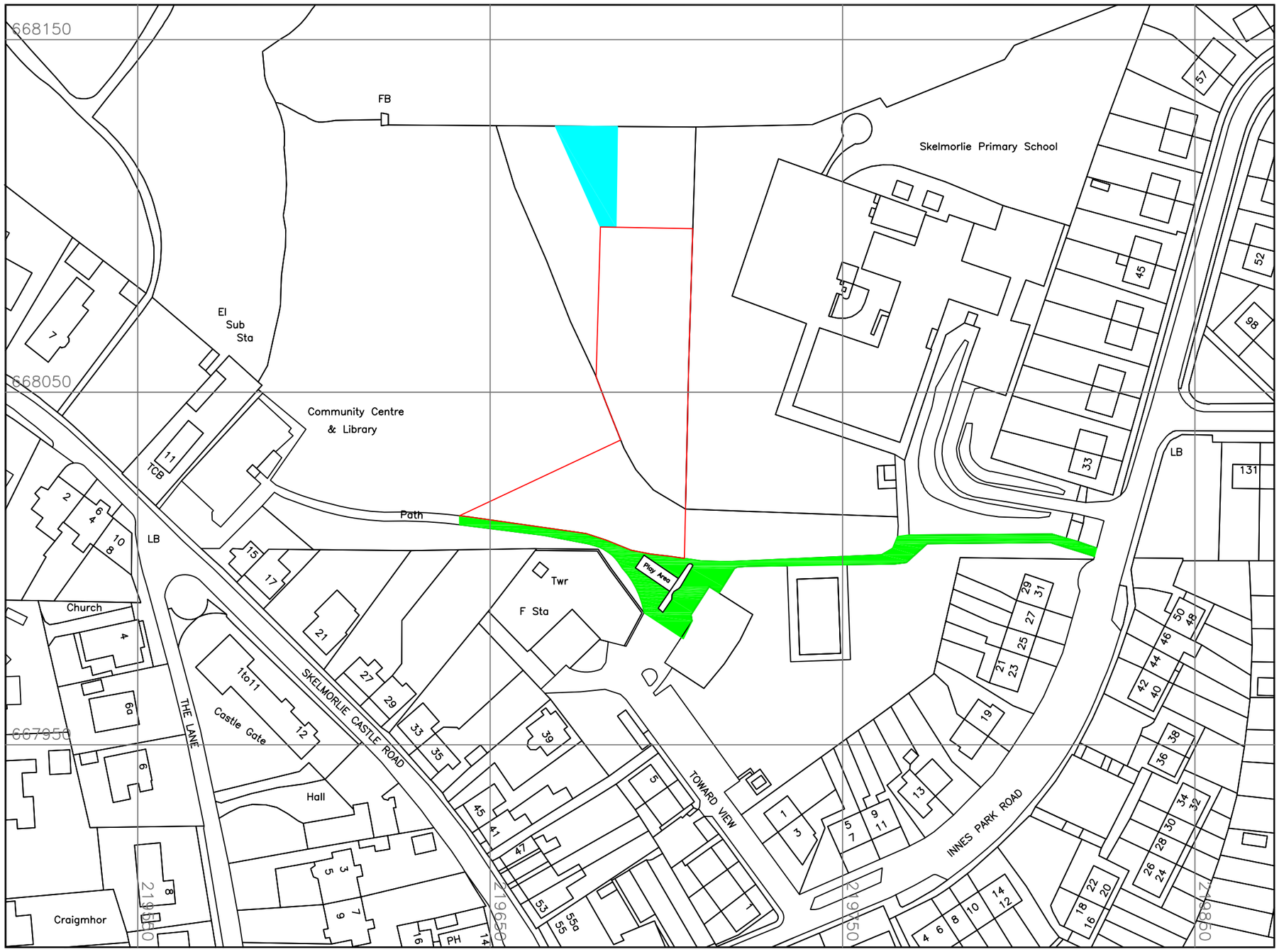
THIS IS THE PLAN REFERRED TO IN THE FOREGOING
LEASE BY THE NORTH AYRSHIRE COUNCIL
IN FAVOUR OF

Appendix 1

MUGA, Off Innes Park Road, Skelmorlie

Area within red boundary = 0.28 hectares or thereby



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North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

DRAWN BY	Diane Wildridge
DATE	04/05/2017
DRAWING No	2520 v2

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NORTH AYRSHIRE COUNCIL

Agenda Item 17

20 June 2017

Cabinet

Title:	**Revised Public Realm Improvements Associated with Largs Masterplan.**
Purpose:	To inform Cabinet of the outcome of a public consultation on the Largs Public Realm Project and subsequent to this agree revisions to the proposals.
Recommendation:	That Cabinet approves a revised proposal for expenditure that reflects the comments received through the public consultation.

1. Executive Summary

1.1 Proposals for improvements to the public realm at Largs Promenade North and Gallowgate Square emerged as priorities from the development of the Masterplan for Largs Promenade/Town Centre (2015). A recent public consultation event held to present detailed design proposals indicated, a consensus that expenditure through the Largs public realm project, be refocused. This paper sets out proposals for a revision of the expenditure which includes progressing Gallowgate Square as a first phase.

2. Background

2.1 The Largs Masterplan was developed through 2014/15 and proposed a range of improvements to public areas between Aubrey Park to the north, Broomfields to the south and incorporating the Promenade, Main Street and Gallowgate Square. The completed Largs Masterplan was subsequently approved by Cabinet on 15th September 2015, when Cabinet also agreed to prioritise the redevelopment of Gallowgate square.

2.2 At its meeting on 7th June 2016, Cabinet agreed to accept the recommendation of the Scrutiny and Petitions Committee that activity and spending on the Gallowgate Square Project be suspended, pending a review by North Coast Councillors and Council Officers of the Masterplan priorities. Following the subsequent review, a paper was approved at meeting of the Cabinet on 27th September 2016. The paper's proposals included:

- Improvements to Gallowgate Square to create a flexible event

space

- Improvements to the North Promenade including additional features and a linear strip along the edge of the existing promenade surface.
- A landmark / feature shelter at Aubrey Park and the repair of the existing shelter on the promenade itself.
- Additional features located along the promenade itself.
- Repairs to sections of the promenade surface which were identified as in greatest need of repair.

2.3 The Cabinet paper highlighted that the re-surfacing work on the promenade should take cognisance of a condition survey of the promenade seawall.

2.4 The design proposals were developed and subsequently presented to the public at a consultation event held in St Columba Parish Church on the 7th and 8th March 2017. The two day consultation was attended by 163 members of the public with a further six individuals commenting via the Council's web site. The public consultation indicated that the provision of new landmark shelters, the linear strip and the provision of some additional features along the promenade were not widely supported. A consensus emerged that resources should be focused on the resurfacing of the Promenade, the refurbishment of the two shelters on the promenade and Aubrey Park and the redevelopment of Gallowgate Square as a flexible event space.

3. Proposals

3.1 Further to earlier Cabinet papers on the principles of the public realm project and the breakdown of expenditure, it is now proposed that the project be revised to reflect the consensus indicated through the recent consultation exercise.

3.2 Three elements of the Public Realm Project will now be progressed within the financial year 2017/2018, including:

- Improvements to Gallowgate Square at a cost of approximately £250,000;
- The refurbishment of the two shelters at Aubrey Park and on the North Promenade at a cost of approximately £66,000.
- Repairs to approximately 6,000 sqm of the North Promenade between the Pier and the Lifeboat Station at a cost of approximately £250,000.

3.3 It is proposed that Cabinet approve a revised proposal for expenditure considering the comments received through the consultation.

4. Implications

Financial:	The cost of the proposed programme of works would be £566,000. Cabinet approved an allocation of £440,000 for the Largs Public Realm Project on 15th September 2015 from the Town Centre Regeneration budget. A further £126,000 was allocated from the Largs Car Park Fund by the Ward 8 Councillors and endorsed at a meeting of the Locality Planning Partnership meeting of 7th December 2016.
Human Resources:	There are no Human Resource Implications arising from the report.
Legal:	There are no Legal Implications arising from the report.
Equality:	There are no equality implications arising from this Report.
Environmental & Sustainability:	All design work will be advanced in line with best practice environmental sustainability guidelines.
Key Priorities:	The implementation of this programme will contribute to the key priority contained within the Council Plan of regenerating our towns and increasing employment.
Community Benefits:	There are no community benefit implications arising from this Report. Any projects which are implemented would require to consider the Council's policy on community benefit from procurement.

5. Consultation

5.1 A public consultation event was held on the 7th and 8th March 2017 to present the detailed design proposals. This event was attended by local people and the responses received have informed the proposed alteration to expenditure intentions set out above.

5.2 Internally, consultation has taken place with the four Ward 8 Councillors and relevant officers.

KAREN YEOMANS
Executive Director (Economy and Communities)

Reference :
For further information please contact Elaine Troup, Regneration Manager on 01294 324742

Background Papers
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NORTH AYRSHIRE COUNCIL

Agenda Item 18

20 June 2017

Cabinet

Title:	**Largs Promenade Sea Wall Repairs**
Purpose:	To inform Cabinet of sea wall repairs required at Largs promenade
Recommendation:	That Cabinet notes the requirement to carry out extensive sea wall repairs at the Largs sea front promenade and agrees that the allocation of required capital funds will be considered as part of the development of the Council's capital investment programme.

1. Executive Summary

1.1 Largs promenade is a heavily used leisure facility which attracts many visitors to the town, particularly in good weather. The promenade is also well used by local residents all year round for a range of recreational activities and is an important asset to the town. The sea wall supports the promenade and protects the area from coastal erosion.

1.2 In developing proposals to carry out a number of public realm improvements associated with the Largs Masterplan, a condition survey of the Largs promenade was undertaken. As part of this a condition survey of the existing sea wall defences was also undertaken to identify any required sea wall repairs.

1.3 The inspection survey identified an area of undermining and damage to parts of the fabric of the seawall. The identified undermining and damaged areas on the sea wall are to the north of the ferry terminal running from an area at the RNLI slipway up to around Aubrey Crescent in Largs. The required repairs to the sea wall require to be carried out in advance of any further improvements planned at this area of the promenade.

1.4 Various works options were considered including the replacement of sections of the seawall and a number of repair options. The proposed repairs option will strengthen and extend the life of the sea wall by some 50 years minimum and will continue to protect the promenade and prevent coastal erosion in the area. The proposed sea wall repair work and promenade resurfacing will also complement and facilitate further promenade improvements.

2. Background

2.1 The Largs Masterplan was approved by Cabinet on 15 September 2015 and includes a number of proposed improvements to the public realm between Aubrey park to the north, Broomfields to the south and incorporating the sea front promenade, Main Street and Gallowgate Square. Cabinet further considered proposals relating to the implementation of the Largs Masterplan on 27 September 2016 including proposed improvement works at Gallowgate Square and the sea front promenade.

2.2 As part of the development of proposals for improvements to the promenade, a condition survey was carried out to identify any required sea wall repairs. The sea wall underpins and protects the promenade and is fundamental in preserving its ongoing availability as a popular attraction in the town. The sea wall condition survey was carried out specifically to determine any repairs required to prevent future damage to any improvements to the promenade and to inform project programming to ensure any required sea wall repairs are carried out prior to any improvement works to prevent unnecessary disruption or conflict between sea wall repairs and proposals for the promenade improvements.

2.3 A survey of just under 1 km of the sea wall and promenade, beginning from around the seafront car park at the south end and extending up to Aubrey Crescent to the north was carried out in August 2016. The survey of the seawall identified a number of significant areas of damage to the north of the RNLI slipway and continuing northwards in patches to around the area of Aubrey Crescent. There are two particular elements of damage, namely localised undermining of the sea wall in the north part over a length of around 80m where the sea wall base has been washed out by aggressive sea action and a considerable length of spalling on the sea wall (breaking off of the outer protective concrete surface) exposing the steel reinforcement underneath. The spalling has the damaging consequence of accelerating deterioration of the sea wall structure from salt water and abrasive action from waves and material, such as pebbles, contained within the waves.

The spalling affects a length of around 250m of sea wall. The extent of repairs required will impact upon any proposed promenade improvements at that particular area and would disrupt programming of improvements. It is therefore preferred that the required sea wall repairs be carried out prior to any promenade improvements to the north of the RNLI slipway.

2.4 The sea wall between the Ferry Terminal and the RNLI slipway, due to less exposure to aggressive sea action, does not require any significant repairs. The proposed improvements to the promenade in this area will therefore be unaffected by any required sea wall repairs.

2.5 The extent of the localised sea wall undermining varies with exposure to wave action and the severity of damage has changed between inspections over the recent winter when continued damage has been observed. In an exceptional weather event there is a risk of failure and significant damage to isolated, already damaged areas.

2.6 The Largs sea wall and the promenade are Council owned assets. The Roads Service, inspects and maintains coastal structures within the ownership of the Council. The sea wall has been constructed in various stages and there are a number of different sections which were presumably constructed at different times. Whilst there are no records of every part of the construction there are historical drawings available for parts of the damaged section. The records indicate that the damaged section of wall was constructed in the late 1960's. Arrangements are in place to continue to inspect this part of the promenade on a regular basis and particularly after inclement weather events to monitor any further deterioration.

2.7 A number of remedial options have been investigated ranging from replacement of some 450m of sea wall to carrying out extensive structural repairs involving the construction of a sprayed and reinforced concrete surface to damaged areas complemented by carrying out sheet piling and concrete reinforcement at the area of undermining. Minor cosmetic repairs were also considered but quickly deemed inappropriate due to the extent of damage. Consideration has also been given to projects in Grimsby and Cleethorpes where similar circumstances prevailed and similar solutions have been undertaken or are proposed. The replacement option, whilst significantly more expensive, would allow the flexibility to design a new section of sea wall to a defined lifespan of 100 years. However, a considerable lifespan extension would also be achievable by the substantial repair option which would be expected to extend the existing sea wall lifespan by around 50 years or more. The repair option, whilst involving significant structural works, is considerably less expensive than replacement.

2.8 In addition to the proposed sea wall repairs it is proposed the deteriorated promenade walkway surface from the RNLI slipway to Aubrey Crescent be resurfaced as part of the sea wall repairs. The estimated costs for this work are £150k. The associated estimated costs for each of the two options, including promenade resurfacing are detailed below:

- Replacement of 450m of sea wall: £2.4M
- Substantial structural repair to area of sea wall undermining and structural repair of spalled sea wall surfaces: £700k

2.9 The proposed sea wall repairs will involve carrying out works below the mean high water level in some areas and as such will require a licence from Marine Scotland. Due to the scale of works a public consultation on the proposed works will also be necessary during the licensing process. To progress any agreed repairs will also require the completion of a ground investigation and the development of a design and specification of works prior to tendering for the actual construction works. A likely timescale for any agreed repairs would therefore involve the design and preparatory works, including the Marine Scotland licensing and public consultation process taking place and likely to be completed this calendar year which would allow an onsite construction start around Spring 2018. This would therefore allow the cost to be spread over two financial years as shown in the table below.

Largs Promenade Sea Wall Repairs		
Financial Year	**Details**	**Predicted Expenditure**
17/18	**Investigation, licensing and design**	**£100k**
18/19	**Construction Work**	**£450k**
18/19	**Promenade resurfacing**	**£150k**
	TOTAL	**£700k**

2.10 On completion of the required sea wall repairs and promenade resurfacing, the proposed promenade improvements to the area north of the RNLI Slipway, as part of the Largs Masterplan, could then be programmed and carried out.

2.11 A comprehensive business case has been completed which outlines the repair proposals in greater detail which will be considered as part of the development of the Council's capital investment programme to consider the allocation of required capital funding to the sea wall repairs project.

3. Proposals

3.1 It is proposed that Cabinet notes the requirement to carry out extensive sea wall repairs at the Largs sea front promenade and agrees that the allocation of required capital funds will be considered as part of the development of the Council's capital investment programme.

4. Implications

Financial:	The total cost of construction repairs is estimated at £450k with a further £100k for the necessary investigatory work, design, licensing and utility works. The cost of resurfacing the promenade is estimated to be £150k. The total cost of the proposal is estimated at £700k. A business case has been prepared for consideration as part of the development of the Council's capital investment programme.
Human Resources:	There are no human resource implications.
Legal:	A licence will be required from Marine Scotland to allow repairs to be carried out below the mean high water level.
Equality:	There are no equality implications.
Environmental & Sustainability:	Environmental and sustainability issues will be addressed in the licensing process for the works.
Key Priorities:	Repairs to the sea wall will preserve an asset that provides economic benefit to Largs. Carrying out the repairs will remove the possibility of the much more expensive option of replacing sections of the existing wall. This will reduce the impact on Council budgets going forward. Sea wall repairs will also permit planned promenade upgrades to take place. Repairs, as opposed to replacement, will considerably reduce the impact of construction work on the enjoyment of the promenade.
Community Benefits:	There are considerable economic, health and social benefits from preserving the sea wall and the promenade.

5. Consultation

5.1 Consultations relating to the repairs have not been undertaken in advance of this report. However, it is expected that consultation will be a requirement of the licensing process.

CRAIG HATTON
Executive Director (Place)

Reference : AC/RM
For further information please contact Arthur Cowley, Team Manager - Structures, Flooding and Design on Ext 4872

Background Papers
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NORTH AYRSHIRE COUNCIL

Agenda Item 19

20 June 2017

Cabinet

Title:	**Housing Revenue Account Rent Structure Review**
Purpose:	To seek Cabinet approval to review the Housing Revenue Account rent structure.
Recommendation:	That Cabinet remit the Executive Director (Place) to develop revised rent structure options and to undertake a formal consultation process with tenants, with a further report to Cabinet summarising the options and consultation feedback in Autumn 2017.

1. Executive Summary

1.1 All local authorities have powers to use rent setting or charging structures to bring in the rental income necessary to meet their obligations to maintain and invest in housing stock. The current rent charges are uplifted annually in line with annual budget setting processes. The opportunity exists to review our current rent structure to harmonise the c.250 current different charging levels, by introducing a simplified rent structure and supporting methodology. This will provide greater clarity for tenants in how rent levels are set, and will be fairer for tenants by providing a more equitable structure.

1.2 A short life officer working group will take forward the development of revised rent structure options, which will be followed by consultation on those options with tenants, with the results being presented to Cabinet in Autumn 2017 for a decision on next steps.

2. Background

2.1 The Housing (Scotland) Act 1987 gives local authorities powers to charge a reasonable rent; rent levels must be reviewed periodically. The Scottish Social Housing Charter (2012) sets out a number of outcomes and standards that social landlords should achieve for all of their customers. Several of these outcomes are in relation to getting good value from rent and service charges to ensure an efficient and effective service is delivered.

2.2 The Council's overall rent structure has not been reviewed for many years, with the exception of a rent freeze which was applied to the stock transferring from Irvine Development Corporation in 1996 in an attempt to align the rent structures of the Council's predecessor organisations. The current charging system is based loosely on size, type of property and the type of heating system installed.

2.3 Under the current charging structure there are examples of tenants in smaller sized properties paying a higher rental charge than tenants of a larger sized property. There are also examples of neighbours with the same size of property paying different rent charges. See below for some specific examples:

Location	**Details**
Springvale Street, Saltcoats	Two bed flat has a lower rent charge than one bed flats in the same block
Springvale Street, Saltcoats	One bed flat charges range from £59.85-£71.60
Harbour Street, Irvine	Four bed and six bed terraced houses have the same rent charge
Comparison across towns	Three bed end terrace in Stevenston could be £66.34 while a 3 bed end terrace in Irvine could be £78.11
Greenbank Court, Irvine	11 one bed bungalows have 6 different rent charges, ranging from £67.81-£ 68.65

In addition, the historical property transfer from Irvine Development Corporation created disparities between rental charges for properties of a similar size and those under Cunninghame District Council control. The anomalies were not addressed at the time of the transfer and have carried forward to the present day. The recent new build programme has also introduced additional rent levels into the structure, due to the higher rates charged for this type of property. As a result of these historical factors, there are currently over 250 different rent levels in operation across our housing stock of 12,959 units.

2.4 The process of harmonising rents requires the implementation of a structure that is based on a fair and reasonable charging method. Properties would then be linked to the new agreed structure. The process means that some tenants may face a rent increase, while others would find a downward adjustment takes place. The result should be a fairer system for tenants with a more transparent charging mechanism.

2.5 The review needs to be sensitive to the current economic climate and the increasing financial pressure felt by many tenants at the moment, not least due to the impact of Welfare Reform. The Scottish Housing Regulator has, for the last few years in particular, advised Councils to be mindful of affordability when undertaking their annual rent review. This will be a key consideration in any changes to the rent structure and will involve joint working with the Welfare Reform Advice Team to understand our tenant profiles and those affected by any proposed changes in their rent charge.

2.6 North Ayrshire Council rents currently compare well nationally, with an average weekly rent charge for 2016/17 of £66.52 compared to the Scottish national figure of £67.74. Current rents are also considerably lower than neighbouring registered social landlords (see Table 1 below for a localised summary). Although the Council's rent level is lower than the national average, effective financial governance allows significant continued investment in our housing stock as well as an extensive new house build programme. Any revision to the rent structure should maintain this position while delivering a clearer, fairer structure for tenants.

Table 1

Average Rent Charges for 2016/17

North Ayrshire Council	£66.52
Scottish Local Authority Average	£67.74
East Ayrshire Council	£68.61
South Ayrshire Council	£69.98
ANCHO	£77.34
Cunninghame Housing Association	£82.45
Irvine Housing Association	£85.06

2.7 Other landlords across Scotland have experienced similar disharmony in their rental charging structures and some have already implemented a revised structure to address the inconsistencies present. Locally, East Ayrshire Council implemented a revised structure in April 2016, while Cunninghame Housing Association and Irvine Housing Association are both in the process of undertaking similar reviews.

3. Proposals

3.1 The objectives of the revised rent structure are:

- To provide a method of calculating rent which is consistent for all properties;
- To ensure the method of calculation is transparent and easily understood;
- To ensure that rent levels remain affordable;
- To ensure that rent levels are sufficient to provide quality services that offer value for money; and
- To ensure comparability with other social landlords in the area.

3.2 The responsibility for the delivery of managing and maintaining our homes and adherence to legislative requirements requires significant capital and revenue investment on a recurring basis, therefore the Housing Revenue Account 30 year business plan income levels from rental charges will need to be protected.

3.3 Tenants have a statutory right be consulted about proposals to increase rents. This has more recently been reinforced through the Scottish Social Housing Charter outcomes. Additionally, the Customer Involvement and Empowerment Strategy (Housing Services) 2014-2017 outlines the service standards in relation to customer involvement and engagement. In order to progress any potential proposals, consultation will be required with our tenants.

3.4 Utilising the experience within our Tenant Participation team, a consultation mandate will be implemented outlining the timescales and methods of consultation. Tenants will be consulted on the requirement for a new structure and the key considerations. Tenants will require to have ongoing involvement at appropriate key stages to ensure the basis of any proposals are deemed to be fair.

3.5 If approval for consultation is granted, the development of proposals will be progressed and discussions will take place with the North Ayrshire Network and the Business Plan Implementation Group in the first instance. An indicative timeline and key steps are shown below in Table 2.

Table 2

1.	Develop revised rent structure options	June- July 2017
2.	Discuss review with Business Plan Implementation Group & North Ayrshire Network	End June 2017
3.	Tenant-wide consultation	July- August 2017
4.	Report to Cabinet with consultation outcome and proposals	October 2017
5.	New model implemented (if agreed)	1 April 2018

3.6 Following completion of the consultation, the rent restructure options, any transitional arrangements and consultation feedback will be presented to Cabinet for consideration in Autumn 2017.

4. Implications

Financial:	Any changes in the rent structure should ensure there is no significant negative impact on the levels of income received, as this will compromise the deliverability of the Housing Revenue Account 30 year business plan.
Human Resources:	There are no Human Resources implications arising from this report
Legal:	Due to the scale and manner of the proposed changes, there is a statutory requirement for formal consultation with tenants.
Equality:	An equality impact assessment will be carried out as part of the review process to ensure that no equality group will be adversely affected by any new proposals.
Environmental & Sustainability:	There are no Environmental & Sustainability implications arising from this report
Key Priorities:	Providing a fairer and more robust basis for rent levels within the HRA Business Plan results in a more credible and secure platform for the continued service delivery and subsequent investment in existing and future homes in the community, therefore contributing to the Council Plan strategic priority of supporting all of our people to stay safe, healthy and active.
Community Benefits:	There are no Community Benefits implications arising from this report

5. Consultation

5.1 In order to comply with legislation and to obtain the views of as many tenants as possible, a wide scale consultation process is proposed. There will also be consultation with the strategic tenant and resident group, the North Ayrshire Network.

CRAIG HATTON
Executive Director (Place)

Reference : YB/DH
For further information please contact David Hammond, Interim Senior Manager (Housing Strategy and Development) on 01294 324764

Background Papers
None

NORTH AYRSHIRE COUNCIL

Agenda Item 20

20 June 2017

Cabinet

Title:	**Scottish Government Consultation: Energy Efficiency and Condition Standards in Private Rented Housing**
Purpose:	To seek approval for North Ayrshire Council's response to the Scottish Government Consultation on Energy Efficiency and Condition Standards in Private Rented Housing.
Recommendation:	That Cabinet approve the draft consultation response at Appendix 2 for submission to the Scottish Government.

1. Executive Summary

1.1 A Consultation document entitled “Energy Efficiency and Condition Standards in Private Rented Housing” (Appendix 1), relating to proposed changes to energy efficiency and condition standards in private rented housing across Scotland, was published by the Scottish Government in April 2017.

1.2 The consultation focuses on the introduction of minimum energy efficiency requirements for private rented housing, and changes to the minimum condition standards.

1.3 This report summarises the key points from the consultation and the implications arising. A copy of the full proposed consultation response is provided at Appendix 2.

2. Background

2.1 The Scottish Government are seeking to enhance the energy efficiency and property conditions of the least efficient private sector rented stock across Scotland. The purpose of this consultation is to define and seek feedback on the suggested policy tools.

2.2 The private rented sector plays an increasingly important role in North Ayrshire's housing system. Over 70% of resident households are living in owner occupied or privately rented accommodation. Currently there are approximately 5,500 private landlords registered in North Ayrshire, and some 8,000 privately rented properties.

2.3 By improving the energy efficiency in privately rented properties, the Scottish Government aims to reduce social and environmental issues such as fuel poverty and carbon emissions. The Government has designated energy efficiency as a 'National Infrastructure Priority', and this consultation will feed into a wider energy policy framework refresh across Scotland.

2.4 Privately rented tenancies are currently required to meet certain standards in order to be suitable for rental purposes. The 'Repairing Standard' as part of the Housing (Scotland) Act 2006 defines these standards. The consultation sets out proposals to extend these standards.

Energy Efficiency Standards

2.7 The consultation proposes staggered changes to the minimum standard of energy efficiency in privately rented properties. This measure aims to enhance equality across tenures so that private tenancies meet similar standards to those in the Scottish Housing Quality Standard used for social rent.

2.8 The Consultation proposes that there should be a minimum standard of energy efficiency for private sector tenancies. It is suggested that this should be set at Band 'E' for new tenancies commencing after 1 April 2019 where the property has previously been classified at 'F' or 'G'. At this stage, Landlords would require to carry out a 'Minimum Standards Assessment' and complete works to bring the property to an 'E' rating within 6 months. To provide context, across North Ayrshire it is estimated that there are approximately 4,600 properties which currently meet the proposed "E" rating or above and 1,120 which fall below this standard.

2.9 The Consultation proposes to then raise the minimum standard for energy efficiency to a 'D' rating for new tenancies by 1 April 2022 and for all properties by 31 March 2025.

2.10 In order to ensure that this is managed in a fair way for all owners, exceptions have been proposed for mitigating factors which are out with their control. The exceptions have been grouped into three categories:

- Technical – where the owner may not be able to carry out improvements due to recommended measures not suitable for the property. An example of this may be where protected species such as bats could be disturbed.
- Legal – the owner may not have permission to carry out works to the building. For example, this may become the case for listed buildings.
- Excessive cost – where the cost of completing the works would be in excess of a proposed limit of £5,000.

2.11 It has also been proposed that where Landlords fail to meet the efficiency criteria, local authorities may be granted the power to impose fines of up to £1,500.

2.12 The proposed introduction of minimum energy efficiency standards within the private rented sector is welcomed. This will bring greater equity between the private and social rented sectors. The resulting improvements to housing stock will help alleviate fuel poverty and reduce carbon emissions. Potential implications of the proposals are that there may be an increased pressure on staffing resources, and this is flagged within the consultation response at Appendix 2. This is due to staff resource required to provide support and guidance required for landlords to understand their responsibilities, further monitoring requirements to ensure compliance, and processing of fines where necessary.

Repairing Standard

2.13 The Repairing Standard sets out the minimum requirements a property must meet in order to be considered for rental purposes. The Standard was set out in the Housing (Scotland) Act 2006 and amended in the Housing (Scotland) Act 2014.

2.14 The consultation sets out a number of proposed changes to the Repairing Standard in order to bring it more in line with social rented housing standards.

2.15 These are primarily based upon changes which will increase the safety of privately rented properties such as:

- Safe kitchen standards;
- Mandatory asbestos surveys;
- Lead free pipes; and
- Adequate provision for food storage.

2.16 The Scottish Government have proposed that the Repairing Standard is rolled out to a wider scope of properties including agricultural tenancies and some short term lets. Within North Ayrshire, there is a relatively small proportion of tenancies classified as being short term holiday lets or agricultural tenancies. Short term lets are mainly concentrated on the Isle of Arran for holiday use and in some areas of the North Coast Housing Market Area.

2.17 It has been suggested that the current enforcement powers available to local authorities are sufficient, however, clarification is required on where exceptions lie. Current enforcement powers include:

- Referral to the Housing and Property Chamber which may lead to a Repairing Standard Enforcement Order;
- De-registration of a Landlord due to failure to comply with legal obligations; or
- A Rent Penalty Notice being issued.

2.18 Changes to the Repairing Standard may also mean a wider role for the Housing and Property Chamber, First Tier Tribunal in the enforcement of breaches. The Housing and Property Chamber have recently amalgamated the role of the Private Rented Housing Panel and Homeowners Housing Panel and represents an arm of the Scottish Judiciary System. The First Tier Tribunal is the mechanism to which Private Tenants may apply where there Landlord has failed to carry out their duties as per the Repairing Standard. The Tribunal is able to issue fines in cases of non-compliance.

2.19 An unintended consequence of minimum energy efficiency standards being implemented may be disinvestment in the private rented sector. This may take form of landlords choosing to sell their properties rather than investing up to £5,000 in improvement works to meet the required energy efficiency rating.

2.20 The proposed changes to the Repairing Standard are generally welcomed, as these will improve the condition of housing stock, providing benefits for the health, safety and wellbeing of private sector tenants in North Ayrshire.

3. Proposals

3.1 It is proposed, as per Appendix 2, that North Ayrshire Council generally supports the suggested provisions set out within the consultation. This is likely to lead to wider benefits including enhanced property conditions, lower levels of fuel poverty, a reduction in carbon emissions and safer living standards in the private rented sector. However, there are concerns regarding the additional pressures this may place on existing staff resources. Furthermore, greater clarification is required of how enforcement of minimum standards will be achieved.

4. Implications

Financial:	None at present, however clarification has been sought within the consultation response in relation to how the Scottish Government anticipates the proposed changes to be monitored and enforced within current limited local authority resources.
Human Resources:	None.
Legal:	There may be an increased number of legal challenges made by Landlords if the proposed changes come into force. This will specifically relate to review of fines issued or extensions to the repairs period granted in light of exceptions.
Equality:	None.
Environmental & Sustainability:	Implementation of a minimum energy standard for the private rented sector aims to work towards the Scottish Government's Climate Change goals. This would help reduce carbon emissions and alleviate fuel poverty, which would accord with the Council's Environmental Sustainability & Climate Change Strategy 2017-2020.
Key Priorities:	The proposed changes within the consultation accord with the Council Plan strategic priorities of supporting all of our people to stay safe, healthy and active, and protecting and enhancing the environment for future generations due to the positive potential impacts on carbon emission reduction and fuel poverty alleviation.
Community Benefits:	None.

5. Consultation

5.1 None.

CRAIG HATTON
Executive Director (Place)

Reference : YB/DH
For further information please contact David Hammond Senior Manager (Sustainability & Directorate Performance)/Interim Senior Manager (Housing HQ) on (01294) 324764

Background Papers

Scottish Government Consultation: Energy Efficiency and Condition Standards in Private Rented Housing

Energy efficiency and condition standards in private rented housing

A Scotland's Energy Efficiency Programme Consultation

April 2017

Scottish Government
Riaghaltas na h-Alba
gov.scot

363

Ministerial Foreword

The Scottish Government's vision is for a private rented sector (PRS) that provides good quality homes and high management standards, inspires consumer confidence, and encourages growth through attracting increased investment.

We have been working hard to improve the PRS through a number of actions which will all be introduced and in force by early 2018. These include a new robust framework for the regulation of letting agents; a First-tier Tribunal Housing and Property Chamber to provide improved access to justice for both tenants and landlords; and a new modern private residential tenancy, which balances the needs of tenants and landlords.

This consultation continues our progress and sets out our proposals to make improvements to the physical quality of the accommodation in the PRS.

Most private landlords are delivering homes to modern standards and many have voluntarily improved the energy efficiency of their tenants' homes. They understand the need to keep their property in good condition, both for their investment and for the benefit of their tenants. However, it is entirely unfair that there are tenants living in some of the least energy efficient homes in Scotland, who therefore face higher energy bills and are at greater risk of being pushed into fuel poverty.

We are therefore seeking views on introducing a standard for the private rented sector. This will mean that tenants in the least efficient properties will, over time, be able to enjoy the same standard of accommodation as other tenants, making homes warmer and more affordable to heat. Our aspiration is to remove inadequate energy efficiency in properties as a driver of fuel poverty, and these minimum standards of energy efficiency will not only play an important role in helping deliver on our continued commitment to tackle fuel poverty, but also help meet Scotland's world leading climate change targets.

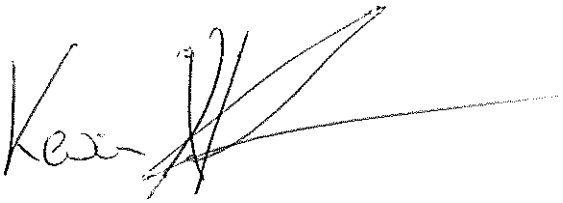
The Scottish Government has designated energy efficiency as a National Infrastructure Priority, the cornerstone of which will be the development and delivery of Scotland's Energy Efficiency Programme (SEEP). This consultation forms part of that wider framework which we will develop with partners across Scotland.

There will also be a role for incentives and standards to help improve owner occupied homes and we will consult on this from winter 2017/18, taking into account the responses to this consultation and on the wider development of SEEP.

We also want to see that the condition of PRS properties are at the right standard to help ensure a fair deal for all private tenants. So this consultation also seeks views on making changes to the repairing standard, which privately rented housing already has to meet, taking account of developments since the standard was introduced following the 2006 Housing Act.

The PRS has an important role to play in providing quality accommodation for the people of Scotland, and in supporting our world leading climate change ambitions. The condition of housing is crucial to people's health and wellbeing and can impact on household incomes. With more people living in the sector, we want to make sure that tenants have access to good quality homes. Our proposals seek to do just that and ensure that conditions and standards are appropriate across the sector.

We look forward to hearing your views on the proposals in this consultation.



Kevin Stewart
Minister for Local Government and Housing

Executive Summary

This is a Scottish Government consultation paper that seeks views on improving the quality of private rented housing. It is in two parts - Part 1 proposes new minimum standards for energy efficiency to improve the least efficient properties, and Part 2 proposes amendments to the required condition standards to improve overall condition. These proposals will improve the living conditions of tenants in the worst performing properties, creating a more level playing field for tenants and landlords alike.

Background

This consultation forms part of the wider development of Scotland's Energy Efficiency Programme (SEEP) which is the cornerstone of delivering the Scottish Government's designation of energy efficiency as a National Infrastructure Priority. SEEP is a 15 to 20 year programme that will significantly improve the energy efficiency and greenhouse gas emissions levels of our homes and buildings, to help tackle fuel poverty and meet Scotland's climate change targets in a way that is socially and economically sustainable. The implementation of SEEP will deliver a range of benefits, including:

- making our homes warmer and places of work more comfortable;
- promoting more affordable energy for consumers;
- helping to tackle poverty;
- improving competitiveness of the Scottish economy by creating substantial market and supply chain opportunities; and
- contributing to meeting our climate change targets.

To achieve this transformational change and to realise our fuel poverty and climate change objectives, we will need to use all the tools available to us. That will mean taking a strategic approach, setting out clear targets and milestones. And delivering this by putting in place grants, financial support and incentives, a system of standards and regulations to create certainty and drive change, and developing a strong and robust supply chain. We are currently consulting on policy options to support the development of SEEP (http://www.gov.scot/Publications/2017/01/2195), and would encourage responses to that consultation (which closes on 30 May 2017).

Minimum energy efficiency standards have a key role within SEEP, helping to drive improvement and create market certainty for investment. Minimum standards will act to improve the worst performing properties over time, giving certainty to tenants over the quality of privately rented accommodation, and helping to ensure that they have access to homes that are warmer and cheaper to heat.

Minimum standards through the repairing standard also play a key role in ensuring that tenants in the private rented sector have access to a good standard of housing. The repairing standard was introduced under the Housing (Scotland) Act 2006. The Scottish Government has undertaken a review of standards across all tenures of housing and this has noted the scope for updating the repairing standard, to provide private tenants with a similar standard to that available in social rented homes.

Consultation on energy efficiency and condition standards

This consultation document meets our Programme for Government commitment to consult on the regulation of private rented sector housing to increase efficiency standards. Ministers also made a Manifesto commitment to consult on a national standard for private rented homes to ensure a good basic standard of accommodation.

This consultation is in two parts. Part one seeks views on proposals for an energy efficiency standard for private rented housing. Part two seek views on changes to the condition standard for private rented housing.

- **Part 1** consults on what the energy efficiency standard should be and how this is implemented and proposes that this rises over time. It asks whether a new minimum standards assessment should be introduced to help landlords know what to do, as well as using the existing energy performance certificate. It also examines the role for local authorities in enforcing the standard.

- **Part 2** consults on changes to the condition standard for private rented housing. It asks about elements that would help to harmonise standards across social and private rented housing, additional elements to ensure that homes are safe, and whether the scope of the standard should be widened to include some private rented homes that are not currently included.

Part 1 – energy efficiency improvements - tackling the worst properties first

In Part 1, we set out that we are considering placing a statutory minimum standard of energy efficiency in private rented sector housing. This will be enforced by local authorities.

Homes in the private rented sector are the least energy efficient of all housing tenures. Introducing a new energy efficiency standard for the private rented sector will benefit tenants living in the coldest homes. We are proposing to tackle the worst first, as the vast majority will already be at a higher standard.

In Part 1, we suggest the following:

- The standard will apply to privately rented properties **covered by the repairing standard**.

- The standard will be based on the **energy efficiency rating on the Energy Performance Certificate** (EPC). The standard will be an EPC **band E initially** (affecting 30,000 properties), and will be **raised to a band D** over time (affecting a further 65,000 properties). We are also seeking views on raising the standard further.

- **Point of rental and backstop date:** the standard will initially apply to properties where there is a change in tenancy, and then to all properties (known as the “backstop date”).

- **Meeting the initial standard of E:** the standard will initially apply to properties where there is **a change in tenancy after 1 April 2019**. Where the EPC shows a band of F or G, the owner will need to have a **minimum standards assessment** carried out and lodged on the EPC register before renting out the property. The owner will have six months from the date of the assessment to carry out the work.

- **Backstop date: all properties** covered by the repairing standard would need to meet the energy efficiency standard by **31 March 2022** (the "backstop date"). Where a property has an EPC of F or G (and has not already complied with the energy efficiency standard at a change in tenancy), the owner would need to have a minimum standards assessment carried out by 30 September 2021, allowing a six-month period to carry out the required improvements ahead of the backstop date.

- **Raising the standard to EPC D at a later date:** similarly properties covered by the repairing standard would meet the higher standard at a change in tenancy **after 1 April 2022** if they have an EPC energy efficiency rating of D, and this standard would apply to **all properties by 31 March 2025.** The application of the standard of D at change in tenancy and by the backstop date would work in the same way as for the initial standard of E. Any increase in the standard from 2025 would be considered following future review of the implementation of the initial minimum standards.

- **Doing the work:** the owner of the property will be responsible for getting the improvements required by the minimum standards assessment done.

- **Fines:** local authorities will have the power to issue civil fines of up to £1,500 against any owner who does not comply with the standard.

- **Exceptions:** there will be some situations where an owner is not required to do all the improvements identified in the assessment, or will have a longer time to do so. There will be a cost cap of £5000, and we are seeking views on the existing incentives available to improve the energy efficiency of privately rented properties.

We will consult from winter 2017/18 on proposals to increase the energy efficiency of owner occupier housing, including seeking views on the use of minimum standards and incentives. We will also consult on condition issues affecting housing generally, including the tolerable standard and regular maintenance in tenements.

Part 2 – condition standards – what people should expect from rented homes

The repairing standard is the minimum standard for private rented housing. Private landlords should ensure that homes meet this standard throughout a tenancy. Because standards in different tenures have developed separately there are differences between what tenants are entitled to expect in social and private rented housing. We think that where possible housing standards should be consistent across tenures.

Since the repairing standard was introduced in 2007 there have been rising expectations of what is needed to ensure homes are safe. We made changes to the standard in the Housing (Scotland) Act 2014 to introduce new duties in respect of carbon monoxide detectors and regular electrical safety checks. This consultation will ask about other safety elements that we think should be considered.

Many of these changes will be happening anyway as landlords improve their properties and meet the reasonable expectations of new tenants, but we think that they should be set out in a statutory standard.

In Part 2, we suggest the following:

- **Changes to the repairing standard** to bring it closer to the standard required in social rented housing as part of a programme to bring housing standards closer together: meeting the tolerable standard, safe kitchens, food storage, central heating, lead free pipes, safe access to common facilities, safe and secure common doors, and adding oil and other fuels to existing safety standards for gas and electricity.
- Other **changes to the repairing standard** to make homes safer by reducing the risks from scalding, electrocution, asbestos, unwholesome water, or the impact of noise. Also whether homes should have fridges and freezers (or the capacity for fridges and freezers) so that people can preserve food.
- **Seeking views on widening the scope of the repairing standard** to include agricultural tenancies and some holiday lets.
- **A timescale for change** to minimise the cost and impact on landlords and tenants and to fit into other targets set by government.
- We suggest that existing measures for **enforcement** are sufficient, but that there should be clearer rules on exceptional circumstances.

Further policy development and consultation to inform regulations

Subject to the outcome of this consultation, Ministers will develop draft regulations for further consultation. Changes would be brought in through secondary legislation through the Scottish Parliament, which will be introduced in advance of the standards applying to allow landlords time to prepare.

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INTRODUCTION TO CONSULTATION DOCUMENT

1. This consultation asks for views on proposals to improve the energy efficiency and condition standards of privately rented housing in Scotland.

2. There are around 350,000 privately rented dwellings in Scotland. That's 14% of the country's homes, up from around 6% in 2003.[1] Private renting has become increasingly important as a housing option for many people in Scotland at different points in their lives.

3. It is vital therefore that tenants who rent privately have access to good quality and energy efficient homes and that these homes are fit for the future. Effective and proportionate regulation will help to deliver improved quality, but Scottish Ministers recognise that this must be affordable for landlords so they continue to invest in, and grow, the sector.

Part 1 – Minimum energy efficiency standards

4. Scottish Ministers have powers under Section 64 of the Climate Change (Scotland) Act 2009 to require the assessment of a property's energy performance, and for the owner to take action to improve the energy efficiency and environmental impact of a property.

5. Social housing providers are already working to improve the energy efficiency of their properties. The first milestone for the Energy Efficiency Standard for Social Housing (EESSH) is due to be met by 2020. And the UK Government has set a minimum energy efficiency standard in England and Wales at EPC Band E for the private rented sector, coming into force from April 2018.

6. Part 1 of this consultation sets out proposals for setting standards in the private rented sector in Scotland under the Climate Change Act. The proposals were informed by a working group, which was set up in April 2013. It included representatives from private rented sector landlords, consumer, environmental, fuel poverty and local authority interests. More information on the working group is available on the Scottish Government website[2].

7. We will consult separately from winter 2017/2018 on the role of minimum standards in improving the energy efficiency of owner-occupied housing, alongside the use of grants and loans and other incentives.

8. The Scottish Government has designated energy efficiency as a National Infrastructure Priority, the cornerstone of which will be Scotland's Energy Efficiency Programme (SEEP). Improving the energy efficiency of our homes and buildings supports our efforts to reduce climate change emissions and tackle fuel poverty.

[1] Scottish Household Survey, 2015, available at http://www.gov.scot/Publications/2016/09/7673
[2] https://beta.gov.scot/policies/home-energy-and-fuel-poverty/

9. The Programme will operate over 15-20 years. Its benefits will include:
   - making our homes warmer and places of work more comfortable;
   - promoting more affordable energy for consumers;
   - helping to tackle poverty;
   - improving competitiveness of the Scottish economy by creating substantial market and supply chain opportunities; and
   - contributing to meeting our climate change targets.

10. Minimum standards will have a key role within SEEP, helping to drive improvement and create certainty for investment. They will act to improve the worst performing properties which have not yet been improved, despite the range of incentives and support on offer.

11. Other important elements of SEEP include considering what help might be available to building owners to improve their properties; what skills and consumer protection is needed to ensure confident and appropriate decisions in improving properties; and how local and national action can be used across domestic and non-domestic sectors to make best use of existing resources. We are currently consulting on policy options to support the development of SEEP, and encourage responses to that consultation (by 30 May 2017)[3].

Part 2 – Amendments to the repairing standard

12. The Scottish Government's strategy for the private rented sector in Scotland, *A Place to Stay, A Place to Call Home*, sets out a vision for private renting that provides good quality homes and high management standards, inspires consumer confidence, and encourages growth through attracting increased investment.

13. Scottish Ministers are committed to improving the standard of privately rented housing, with a Manifesto commitment to "*consult on a national standard for private rented homes to ensure a good basic standard of accommodation, driving out rogue landlords who exploit tenants in sub-standard accommodation".*

14. The proposals in Part 2 of this consultation take forward this commitment by seeking views on making changes to the repairing standard, which sets out minimum condition standards for privately rented housing.

Next steps

15. Following the consultation we will analyse the responses and set out the Scottish Government's response.

16. The proposals in Parts 1 and 2 of the consultation would need to be implemented through secondary legislation by the Scottish Parliament. Subject to the outcome of the consultation, there will be further consultation and engagement on the draft regulations and related guidance.

[3] http://www.gov.scot/Publications/2017/01/2195

Part 1: Proposals for an energy efficiency standard for private rented housing

Outline of this part of the consultation

This part of the consultation looks at a minimum energy efficiency standard for private rented housing. In this part we:

- explore the need for setting minimum energy efficiency standards in private rented housing;
- set out the proposed scope of minimum standards;
- look in more detail at how the standard would work at the point of rental, and at a date by which time all properties would need to meet the standard;
- set out proposals for raising the minimum standard over time;
- explore what would be needed in a new assessment to support the introduction of standards; and
- seek views on the impact of these proposals.

Why do we need a minimum energy efficiency standard?

17. There have been significant improvements in the energy efficiency of Scotland's homes in recent years, with around 36% now having an Energy Performance Certificate (EPC) energy efficiency rating of band C or above. Nearly half of social housing has an EPC of at least C, while in owner-occupied and privately rented properties it's a third. We know that there have been calls for all properties to have a minimum EPC rating of C, for example in the recent report of the Fuel Poverty Strategic Working Group[4].

18. The Scottish Government shares the aspiration of the Working Group to eliminate poor performance of a property as a driver of fuel poverty. That is why we have allocated over £650m since 2009 for these purposes, and have committed to allocating a further half a billion pounds over the next four years. But even with this level of public investment and the range of support on offer, more action is needed to improve the least efficient stock.

19. A higher proportion of private dwellings fall into the lowest EPC bands than is the case for social dwellings. Within that, the performance of the private rented sector is relatively worse than the owner-occupied sector: 28% of private rented dwellings (95,000) fall into EPC bands E, F and G, compared with 22% (329,000) in the owner-occupied sector and 10% (58,000) in the social rented sector. For the two worst EPC bands – F and G – the share is 9% (30,000 dwellings) for the private rented sector, compared with 5% (71,000 dwellings) for the owner-occupied sector and 2% (13,000 dwellings) for the social rented sector.[5]

[4] http://www.gov.scot/Publications/2016/10/2273

[5] For further analysis, see the section on the energy efficiency in the Scottish residential sector in the partial Business and Regulatory Impact Assessment.

20. More and more people are renting privately. It has become the most common tenure for young households. But it is not only young single people living in this sector - around a quarter of households in the private rented sector have children in them. Households from across the income range are housed in the sector.[6]

21. As part of the development of Scotland's Energy Efficiency Programme, Ministers are considering the important role which setting minimum standards can play in driving forward the improvements needed. Not only will it ensure that the least efficient properties are improved within a reasonable amount of time, but it will create greater certainty for the sector – owners, installers, assessors and lending institutions – about the scale of the work needed and the pace of demand.

22. We have already set energy efficiency targets for social housing. In 2014 the Scottish Government introduced the Energy Efficiency Standard for Social Housing (EESSH). By the time of the first milestone in 2020 social rented property will be required to have the equivalent of a minimum EPC energy efficiency rating of 'C' or 'D', depending on its built form.

23. Private sector landlords already have to make sure their properties meet certain standards under the repairing standard (see Part 2 of this consultation), but this does not include energy efficiency. In comparison, tenants in the social rented sector as a whole enjoy warmer properties as social landlords are already working to meet the EESSH.

24. Making privately rented houses more energy efficient will help address fuel poverty by making them easier and cheaper to keep warm (with associated health benefits[7] for occupants), and lower carbon emissions helping to tackle climate change.

25. The Scottish Government is separately considering the role of minimum standards in improving the least efficient owner-occupied properties, alongside other possible interventions such as the use of grants and loans or other incentives. We will consult on proposals to improve the energy efficiency in the owner-occupied sector from winter 2017/18.

[6] For further details on the characteristics of households in the private rented sector, see the chapter on housing in the Scottish Household Survey, 2015, available at http://www.gov.scot/Publications/2016/09/7673

[7] NHS Scotland is developing a Housing and Health Inequalities Briefing which will recognise the health impacts of cold and damp housing –see **Report of the Scottish Fuel Poverty Strategic Working Group, October 2016,** http://www.gov.scot/Resource/0050/00508195.pdf .

Overview of proposals

- **Scope:** privately rented properties **covered by the repairing standard** will need to meet a minimum energy efficiency standard. See Section 1 for further information.

- **Setting the standard:** the standard will be based on the **energy efficiency rating on the Energy Performance Certificate** (EPC) (see Section 2). The standard will be an EPC **band E initially** (affecting 30,000 properties) (Section 3), and will be **raised to a band D** (affecting a further 65,000 properties) over time (Section 10). We are also seeking views on raising it beyond this level (Section 11).

- **Point of rental and backstop date:** the standard will initially apply to properties where there is a change in tenancy, and then to all properties (Section 4).

- **Meeting the initial standard of E:** the standard will initially apply to properties where there is **a change in tenancy after 1 April 2019**. A change in tenancy is where a new tenancy agreement is required under the Private Housing (Tenancies) (Scotland) Act 2016 (which comes into force from December 2017), and a property meets the standard if it has a valid EPC showing an energy efficiency band E. Where the EPC shows a band of F or G, the owner will need to have a minimum standards assessment (which is a new assessment proposed in this consultation, see Section 7 for further information) carried out and lodged on the EPC register before renting out the property. The owner will have to bring the property up to the standard required by that assessment (which will normally be an EPC E) within six months of the date of the assessment. See Section 5 for further information.

- **Backstop date: all properties** covered by the repairing standard would need to meet the energy efficiency standard by **31 March 2022** (the "backstop date"). Where the property has an EPC rating of F or G (and is not covered by an exception following a change in tenancy – see Section 9) the owner would need to have a minimum standards assessment carried out by 30 September 2021, allowing a six-month period to carry out the required improvements ahead of the backstop date. See Section 6 for further information.

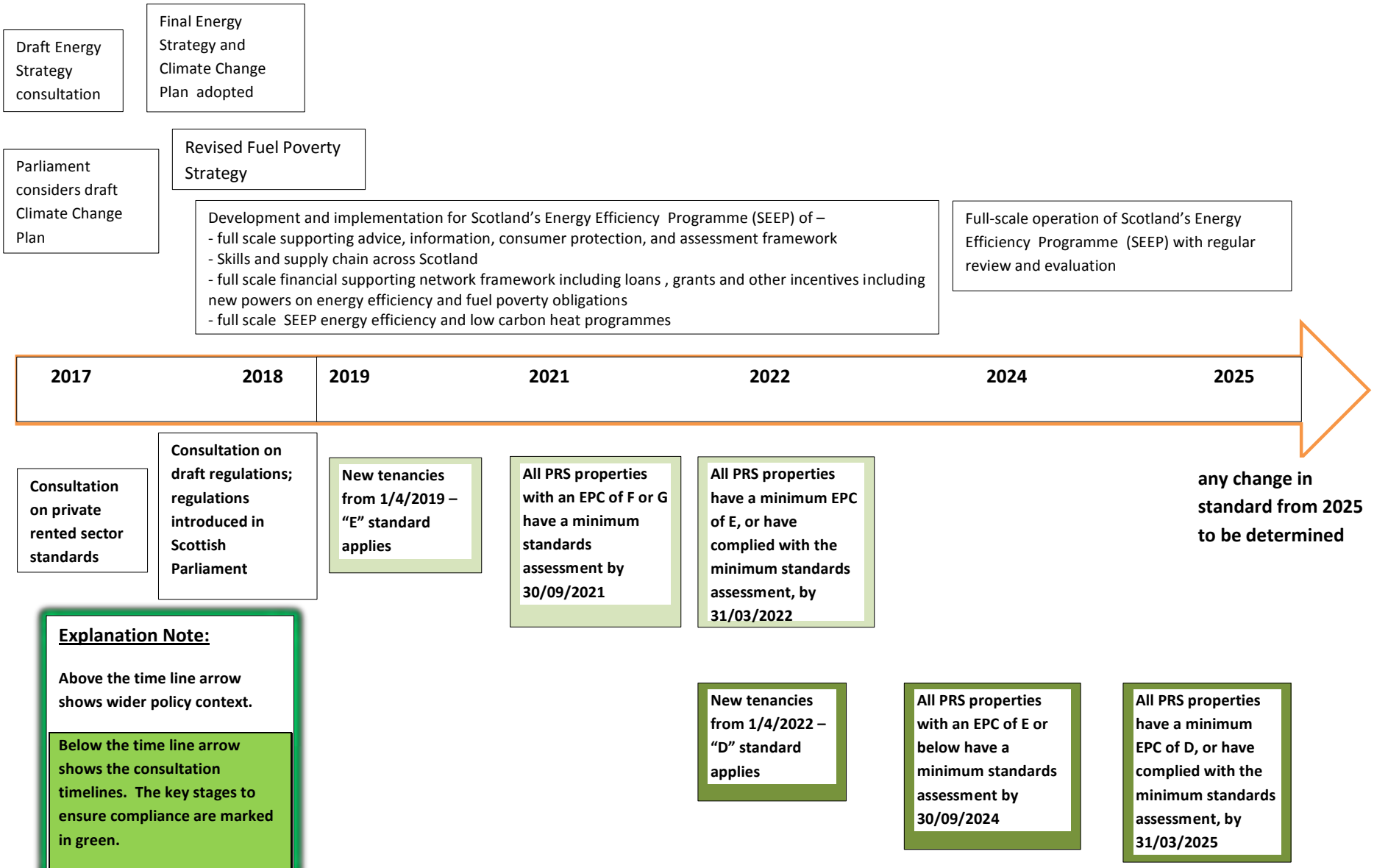
- **Raising the standard to EPC D:** properties covered by the repairing standard would meet the standard at **a change in tenancy after 1 April 2022** if they have an EPC energy efficiency rating of D, and this standard would apply to **all properties by 31 March 2025.** The application of the standard of D at change in tenancy and by the backstop date would work in the same way as for the initial standard of E. Any increase in the standard from 2025 would be considered following future review of the implementation of the initial minimum standards. See Sections 10 and 13 for further information.

- **Doing the work:** the owner of the property will be responsible for getting the improvements required by the minimum standards assessment done. See Sections 8 and 12.

- **Fines:** local authorities will have the power to issue civil fines of up to £1,500 against any owner who does not comply with the standard. See Section 9 for more information.

- **Exceptions:** recognising that in some cases there may be valid reasons why an owner cannot comply fully with the minimum standard, there will be some situations where an owner is not required to do all the improvements identified in the assessment, or will have a longer time to do so. We are proposing a cost cap of £5000, and we are seeking views on the existing incentives available to improve the energy efficiency of privately rented properties. See Section 9 for further information.

Timeline for compliance with the PRS Energy Efficiency Standard and Scotland's Energy Efficiency Programme



Section 1 - Scope

26. We propose the minimum energy efficiency standard should apply to properties already covered by the repairing standard. This can include any type of privately rented tenancies including houses in multiple occupation (HMO)[8]. This is a standard which private tenants are entitled to expect from their properties, and landlords will already be aware of whether or not their property is covered by that standard. By aligning the energy efficiency standard with this it will be clearer to landlords and tenants as to whether or not their property would be covered by these standards.

27. The repairing standard does not currently apply to certain types of tenancy, including agricultural tenancies and some types of holiday lets. Part 2 of this consultation considers whether those types of tenancy should be brought within scope of the repairing standard. If that happens then the energy efficiency standard would also apply to those properties under this proposal.

28. If the tenancy is not covered by the repairing standard, or is already at the required minimum energy efficiency standard, the landlord will be under no obligation to improve the property's energy efficiency under these regulations.

29. In these situations, landlords may still choose to carry out improvements to their property to make them more energy efficient. More information on current sources of advice and assistance is included in Section 8 and we would encourage landlords to take advantage of any funding schemes available to carry out improvements.

Consultation question

Question 1.1- Do you think that only tenancies covered by the repairing standard should have to meet minimum energy efficiency standards? Yes/no/don't know.

If not, what other privately rented tenancies do you think should be included?

[8] More information on HMOs is available at https://beta.gov.scot/publications/licensing-multiple-occupied-housing-statutory-guidance-for-scottish-local-authorities/

Section 2 - Linking the standard to the Energy Performance Certificate (EPC)

30. We propose that the standard should be linked to the EPC system[9]. Landlords and tenants should be familiar with the document and the assessment method, as EPCs are already required at a change in tenancy. The rating system is also currently used for setting standards that apply to socially rented housing.

31. EPCs were introduced to implement the requirements of the EU Energy Performance of Buildings Directive (EPBD). Since 4 January 2009 landlords have had to ensure that a valid EPC is available to new tenants for any property where there is a change in tenancy. For the purpose of the Directive, an EPC is valid for a period of 10 years.

32. The EPC methodology works out a rating for a property's energy efficiency and environmental impact, which is a numerical score between 1 and 100. These ratings are also grouped into bands from A-G, where G is the least efficient. The rating and band are determined by an assessment of the property's age, type and characteristics. This provides a mechanism by which to compare different properties and provide simple initial advice on how a property might be improved.

33. There are processes in place to ensure that new technologies and evidence are reflected in changes to the methodology over time, to maintain its currency and relevance. Using the EPC provides consistent methodology which is applied as a benchmark in a range of Scottish Government policies and programmes.

34. The Scottish Government believes that the current processes which support the EPC are an appropriate basis for regulation. However, we will take the opportunity offered by the development of Scotland's Energy Efficiency Programme to review how the methodology supports wider Scottish policy. We will identify areas where action to revise or enhance the current process would be beneficial to support use such as is proposed here. While the purpose of this consultation is not to explore in detail the workings of the EPC process as this is set by EPBD, feedback from this consultation will be fed into that process.

Consultation questions

Question 1.2 - We propose to link the minimum energy efficiency standard to the energy performance certificate as we think this is the most suitable mechanism. Do you agree? Yes/no/don't know.

If you answered no:
(a) please explain why; and
(b) please set out your suggestions for how we could set the standard.

[9] See www.gov.scot/epc

Question 1.3 - (a) Do you think there are elements of the energy performance certificate assessment that would need to be altered to support a minimum energy efficiency standard? Yes/no/don't know.

(b) If so, what areas do you think would need to be changed and what evidence can you offer to support your view?

Section 3 - Setting the level of the minimum standard

35. The Scottish Government has set up Scotland's Energy Efficiency Programme (SEEP) to drive improvements in the energy efficiency of properties over the next 15-20 years, as part of the delivery of the Climate Change Plan. SEEP will deliver a range of measures, including developing appropriate financial support and incentives, and ensuring there is a strong and robust supply chain, to help owners to improve their properties. We think that minimum standards have an important role to play in underpinning these support mechanisms, both in driving action in the least efficient properties, and in creating certainty amongst property owners and the supply chain about the scale of the work needed.

Use of the energy efficiency rating to set the standard

36. The EPC provides both an energy efficiency rating and an environmental impact rating. We think that the standard should be set in relation to the energy efficiency rating of the property, which takes into account both energy use (for space and water heating, lighting, cooling and ventilation) and the cost of fuels. The calculation is based upon both simplified building data and standard assumptions on climate, occupancy and use of the building. This enables a robust and consistent output which allows direct comparison between different dwellings.

37. Action to improve the energy efficiency rating is something landlords and tenants are more familiar with (reducing energy use reduces running costs). This is also in line with the approach we have set out in the draft Climate Change Plan, which prioritises actions to improve energy efficiency in the years to 2025, before increasing focus on the decarbonisation of the heat supply. Measures implemented to improve the energy efficiency rating will, with few exceptions, also reduce greenhouse gas emissions.

The level of the minimum standard

38. We propose to set an initial standard of E from 2019, raising this to D within 3 years. This will ensure that action is taken to improve the worst performing properties first, while also setting out a clear direction for owners of rented properties that a higher standard will be required over the longer term. Section 10 provides more information on raising the standard to D.

39. We are aware that the Strategic Working Group on Fuel Poverty has called for SEEP to have a milestone of EPC C by 2025 to significantly reduce energy efficiency as a root cause of fuel poverty.

40. We share the Group's aspiration to eliminate poor energy performance of a property as a driver of fuel poverty, but think that there would be challenges in setting a mandatory target of C as a minimum standard, in relation to cost, technical considerations and the wider context of the climate change plan. SEEP is consulting on a range of issues, including seeking views on how to set clear targets and milestones for the lifespan of the programme, which would be delivered through a range of standards and incentives.

41. Section 11 considers raising the standard further beyond D in more detail.

Setting the initial standard at E

42. Around 9% of PRS properties (30,000 dwellings) are currently in EPC energy efficiency band F or G. By improving these properties first we will be taking action to improve the least energy efficient properties, which not only cost the most to heat, but which are also likely to pose the greatest threat to the health of their occupants from cold and damp. With the introduction of the standard at E initially, the worst properties can be improved while the rental, installation and assessment sectors gear up to be able to deliver the higher standard of D from 2022 (as set out in Section 10).

43. It is estimated that around 60% of households living in privately rented dwellings with an EPC of F or G are currently fuel poor.[10] Of these 19,000 households, about 3,000 could currently be taken out of fuel poverty if the energy efficiency of their property were raised to an EPC of E. The remaining 16,000 fuel poor households would also benefit from lower fuel bills if their property were raised to an E, although the improvement they experience would not be enough to lift them above the threshold set by the fuel poverty definition, due to the impact of other factors, in particular income and fuel prices, in determining fuel poverty.

44. An estimated 63% of the 30,000 dwellings with an EPC of F or G are located in rural areas, and 82% were built before 1919. The greater rurality and age of these dwellings is correlated with other features which tend to make them less energy efficient – they are more likely to have stone walls (80%), be detached houses (39%) and less likely to use mains gas as their primary fuel source (1%) than dwellings in the private rented sector as a whole. [11] However, the original built form and access to the gas grid do not on their own determine the current energy efficiency of dwellings – the degree to which retrofit measures are installed is also important. For example, in the social sector, where there is a much stronger regulatory system than the private rented sector, the prevalence and depth of loft insulation, and the proportion of eligible walls that have received cavity insulation, is much higher.[12]

45. Our modelling also suggests that the cost of raising these 30,000 dwellings to an E is relatively limited – the average upgrade cost is estimated to be around

[10] A person is living in fuel poverty if, to heat their home to a satisfactory standard, they need to spend more than 10 per cent of their household income on fuel - https://beta.gov.scot/policies/home-energy-and-fuel-poverty/. An independent panel is currently reviewing the definition of fuel poverty and is due to report in the summer.

[11] The comparative figures are: 82% of F and G, and 68% of E, F and G dwellings were built before 1919, as compared with 41% of all private rented dwellings; while 63% of F and G, and 39% of E, F and G dwellings are located in rural areas, as compared with 15% of all private rented dwellings. See the partial Business and Regulatory Impact Assessment for more details.

[12] See Section 1.3 “Background: Energy efficiency in the Scottish residential sector” in the partial Business and Regulatory Impact Assessment for further analysis.

£1,100, giving a total upgrade cost of £33 million.[13] In some cases the cost of improvement work will be lower. In others, for example in traditional stone dwellings off the gas grid which are particularly hard to treat, it may be significantly higher. However, in Section 9 we set out our proposals for exceptions to the standard, which will ensure that measures are only installed where they are technically feasible and not excessively costly.

46. Modelling work suggests that the most common measures that may need to be installed to bring a property up to an E are loft insulation, replacing the secondary heating (where applicable) with a more efficient system, cavity wall insulation, room in the roof insulation and low energy lighting. However, in a very small number of cases more expensive measures may be required, e.g. solid wall insulation was modelled as being part of the least cost upgrade package in fewer than 1% of dwellings.[14]

Consultation question

Question 1.4 - Do you think that the minimum energy efficiency standard for private rented properties should be set at an energy efficiency rating of E in the first instance? Yes/no/don't know.

Please explain your answer.

[13] Independent research was commissioned to model the costs and benefits of improving private sector stock in both the private rented and owner-occupied sector to different EPC levels, to inform the discussions of the Regulation of Energy Efficiency in Private Sector housing (REEPS) Working Group. This research was subsequently published at http://www.gov.scot/Publications/2015/11/4536. As described in the partial Business and Regulatory Impact Assessment which accompanies this consultation, the research output has been applied to the latest results from the 2015 Scottish House Condition Survey. For this reason, and also because this consultation relates only to the private rented sector, results presented here and in the impact assessments will differ from those in the independent research.

[14] Modelling research, http://www.gov.scot/Publications/2015/11/4536/6, which has been applied to the latest (2015) Scottish House Condition Survey results.

Section 4 - Bringing in the standard of EPC E at point of rental and then at a backstop date

47. As set out above, modelling suggests that setting a minimum standard at E will affect 30,000 properties at a total estimated cost of £33 million, requiring 47,000 individual measures. We propose to phase the standard in, applying it first only where there is a change in tenancy and then to all privately rented housing. By initially phasing the need for work over several years this will minimise the risk of a "bottleneck" of work being required at a future date, provide certainty for the sectors involved in the work required, and ensure that the benefits to tenants and the carbon abatement begin earlier.

48. A change in tenancy provides a natural opportunity for landlords to take action to improve a property while it is empty, and landlords are already expected to ensure that their property meets the repairing standard from the start of a tenancy. For the standard to be delivered, landlords will need to be aware of their obligations; there will need to be assessment and installation processes in place; and there will need to be the appropriate supporting measures such as incentives, skills and supply chain capacity. Section 8 further considers the support available to landlords.

49. We think that a period of two years would be sufficient time for landlords to prepare to take action, or to take action ahead of the introduction of the standard taking advantage of existing incentives. We therefore propose that the standard would apply at a change in tenancy after 1 April 2019, which is two years from the start of this consultation.

50. But there will be some properties where there is no change in tenancy, such as houses in multiple occupation, or where there are long standing tenants – for example, around a fifth of tenancies in privately rented dwellings with an EPC of F or G are estimated to last for more than 10 years. We want to ensure that all tenants in the private rented sector live in warm houses, and so we propose to have a "backstop date" by which all privately rented housing would be expected to meet a minimum standard, whether or not there has been a change in tenancy.

51. We propose that this should apply by 31 March 2022, three years after the introduction of the standard at the point of rental. Modelling suggests that around half of the properties rented privately at 1 April 2019 with an EPC of F or G will have had a change in tenancy within three years, and so will already have been improved by the time of the backstop date. This would mean that around 13,000 properties would remain to be improved by this date.

Consultation questions

Question 1.5 - Do you think that the minimum energy efficiency standard should first of all apply only to those properties where there is a change in tenancy, and after that to all private rented properties? Yes/no/don't know.

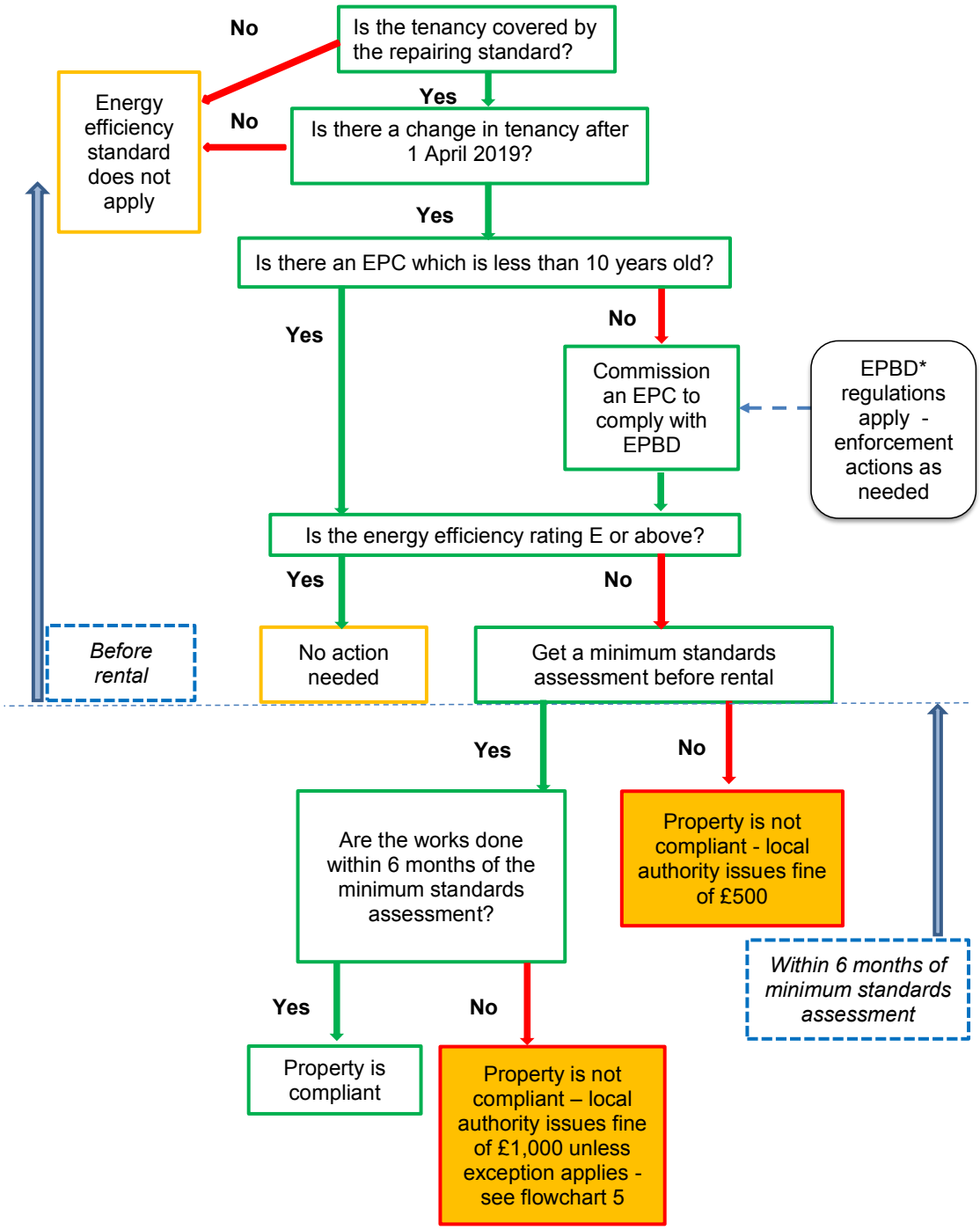
Question 1.6 - Do you think that 1 April 2019 is the right date to start applying the minimum standard of E when there is a change in tenancy? Yes/no/don't know.

Question 1.7 - Do you think that 31 March 2022 is the right date by which all privately rented properties would need to meet the minimum standard? Yes/no/don't know.

Please explain your answers.

Section 5 - Meeting the standard when there's a change in tenancy after 1 April 2019

Flowchart 1 - Meeting EPC energy efficiency band 'E' at change in tenancy



*EPBD = Energy Performance of Buildings Directive

52. Landlords already need to have a valid EPC available for a property offered for let when there is a change in tenancy. Under the Energy Performance of Building (Scotland) Regulations 2008 the EPC is valid for a period of up to 10 years, and must be lodged on the EPC register. There are existing mechanisms to enforce this requirement.

53. From December 2017 there will be new tenancy agreements under the Private Housing (Tenancies) (Scotland) Act 2016. We propose that the energy efficiency standard would apply where there is a new tenancy under these regulations.

54. If there is a valid EPC showing an energy efficiency Band E then the property will meet the standard, and the owner doesn't need to do anything else before a new tenant moves in. If the landlord wishes to make further improvements in any case then more information is available from Home Energy Scotland (see Section 8).

55. If the EPC assessment shows a Band F or G then the owner would need to take action to comply with the new standard.

56. In the first instance they might want to consider:

- if the EPC is, for example, produced using an older edition of the Standard Assessment Procedure (SAP)[15] methodology, checking to see whether a new EPC under current methodology would report the required band; or

- if the EPC they have uses the version of SAP currently in use, contacting Home Energy Scotland or considering the recommendations report within the EPC to see if there are simple measures which would bring the property up to Band E. The landlord might want to carry these out and commission a further EPC to confirm this achieves the required rating ahead of rental.

57. Where the property doesn't achieve an EPC Band E, we propose that the owner will need to have a minimum standards assessment carried out and lodged on the register before the new tenancy begins. The assessment will identify the required improvement for the property, which will usually be to an EPC Band E. More information on the minimum standards assessment is set out in Section 7.

58. In practical terms it may be simplest to carry out the improvements identified by the assessment before the tenant moves in. But if the owner wants to rent the property first (for example in areas where there is high demand for properties, for cash flow considerations, or where there is a short term shortage of installers to carry out the work) then we propose they should have a period of six months from the date of the minimum standards assessment to carry out the improvements.

[15] http://www.bre.co.uk/filelibrary/SAP/2012/SAP-2012_9-92.pdf

59. The owner can carry out the measures identified in the assessment, or any others they prefer, provided that a post-improvement EPC would show the rating required by the assessment. The owner will be responsible for providing proof that the property is compliant, for example through the production of a new EPC showing the required rating, or evidence that the measures identified in the assessment have been installed.

60. Section 9 considers situations where the owner would not be penalised for not carrying out the full improvement identified by the assessment.

61. This means that there will be additional responsibilities and costs on the landlord where the existing EPC shows a rating of F or G. There will be an additional minimum standards assessment to identify the required improvement; the cost of the works; and a new EPC showing the improvement required by the assessment where this is the route for proof. Section 8 provides more information on support for landlords to get the works done.

Consultation question

Question 1.8 - Where a property has an EPC of F or G at the point of rental:

(a) do you think that we should require the owner to carry out a minimum standards assessment before renting the property out? Yes/no/don't know.

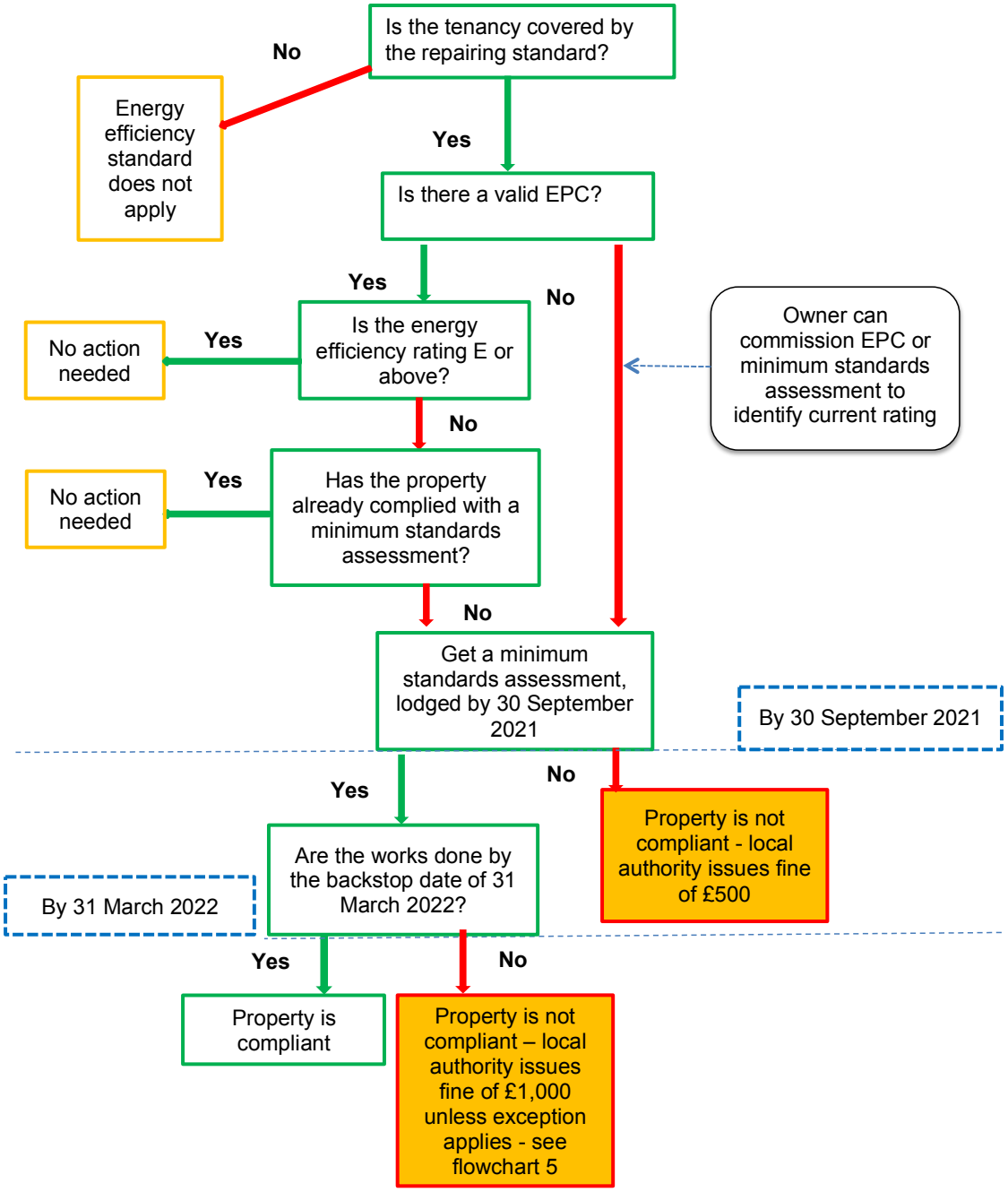
(b) do you think that we should allow a period of six months from the date of the minimum standards assessment to carry out the improvement identified by the assessment? Yes/no/don't know.

(c) do you think that the owner should have to provide a post-improvement EPC to prove that the necessary improvements have been made? Yes/no/don't know.

Please explain your answers.

Section 6 - Meeting the standard in all private rented properties by 31 March 2022 (the "backstop date")

Flowchart 2 - Meeting EPC energy efficiency band 'E' at "backstop date"



62. We propose that there should be a date by which all tenancies covered by the repairing standard should need to meet the energy efficiency standard, so that tenants in the least efficient properties where there is no change in tenancy will also benefit from improvements.

63. Our modelling estimates that around 60% of the tenancies in existence on 1 April 2019 in dwellings with an EPC below E will end within a three-year period. So we are proposing that all privately rented properties should meet the minimum standard by 31 March 2022, whether or not there has been a change in tenancy since 1 April 2019, as over half of the properties would already have been improved under the proposals to apply the standard at a change in tenancy.

64. We propose that owners should still have a minimum of six months to bring their property up to standard where they have had a minimum standards assessment. This means that:

- if there is a valid EPC showing an energy efficiency Band E then no further action is required;
- if a property has an EPC rating of Band F or G, the owner would need to have a minimum standards assessment carried out and lodged by 30 September 2021 ("backstop assessment" date);
- the owner will have to carry out the required improvement by 31 March 2022 (6 months from the "backstop assessment" date).

65. In the majority of cases privately rented properties will already have an EPC by 30 September 2021 due to requirements under the Energy Performance of Building (Scotland) Regulations 2008 to provide an EPC at the point of rental since 4 January 2009. If the EPC shows a rating of E or above, and is valid under the 2008 Regulations, then it will prove compliance.

66. But in some cases a property may have been rented out continuously since before the introduction of the EPC requirements. Where there is no existing EPC for the property, the owner would need to know whether or not a minimum standards assessment is required. This would mean either commissioning an EPC or a minimum standards assessment. This is because the first stage in a minimum standards assessment would be to assess the property's current energy efficiency rating where there is no EPC under the current methodology (see Section 7). Where this showed a rating of E or above, an EPC would be lodged for the property and no further action would be required.

67. Where an owner has already complied with a minimum standards assessment since 1 April 2019 they will not be expected to improve their property again for the backstop date.

68. Where a new EPC for a rented property is required after 1 October 2021, either because of a change in tenancy (where the EPC is now over ten years old) or where a property moves into the private rented sector, the standard would apply in the same way as a change in tenancy before 30 September - if the EPC shows a rating of F or G then a minimum standards assessment would be required, and the owner would have six months from the point of the assessment to carry out the improvements.

69. This means that there will be additional responsibilities and costs on the landlord. There may be a cost for an EPC where a property does not already have one under the Energy Performance of Building (Scotland) Regulations 2008 requirements to determine whether the property has an EPC of E or above; if the EPC shows a rating of F or G, then the landlord will have to get a minimum standards assessment to identify the required improvement, and carry out works to improve the energy efficiency to the required rating; and there may be the cost of a post-improvement EPC to prove compliance.

Consultation question

Question 1.9 - We think that all privately rented properties should have to meet the minimum standard by 31 March 2022. Where a property does not have an EPC of E:

(a) do you think that we should require the owner to carry out a minimum standards assessment by 30 September 2021 (the "backstop assessment" date)? Yes/no/don't know.

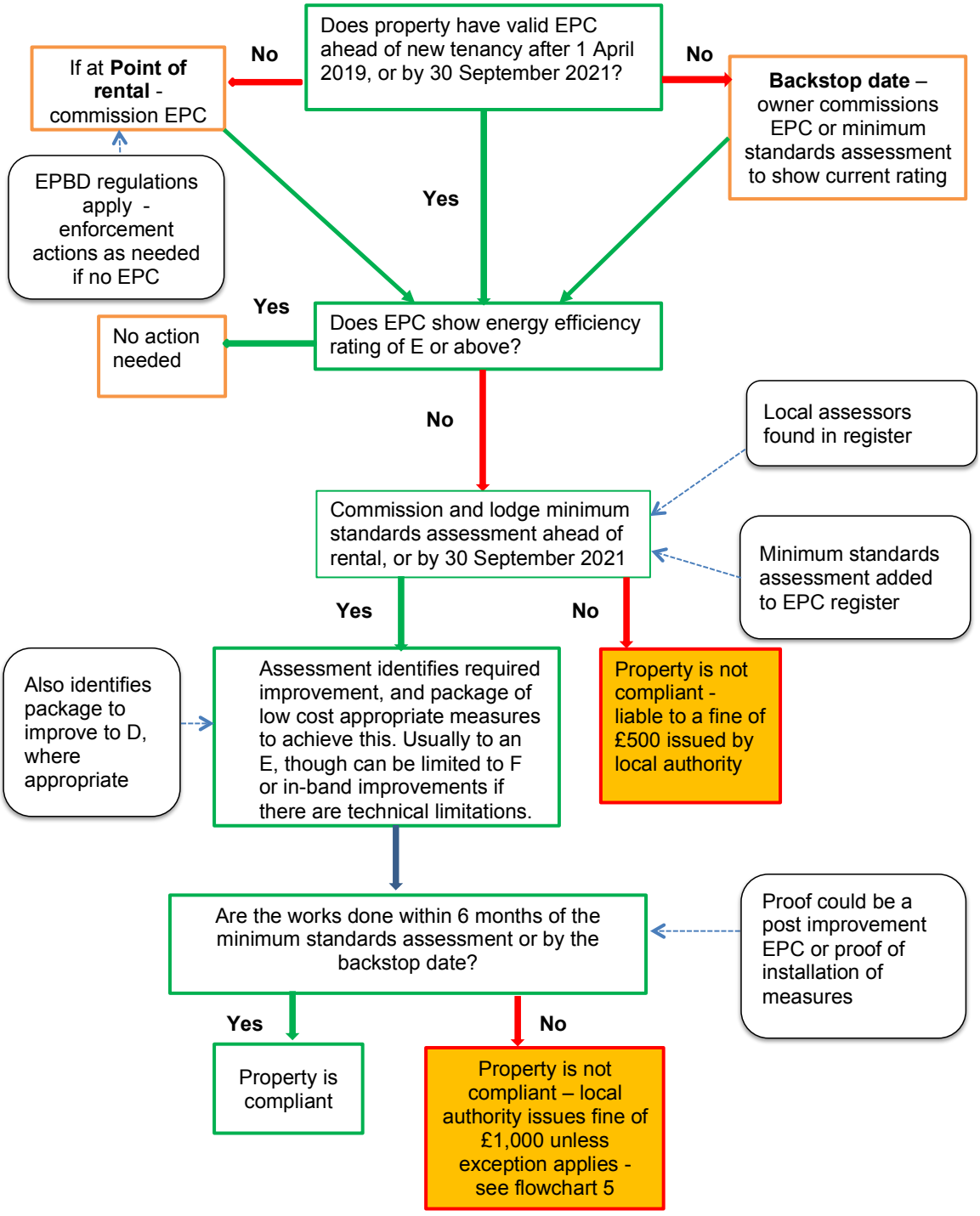
(b) do you think that we should allow a period of six months from the backstop assessment date to carry out the improvement identified by the minimum standards assessment? Yes/no/don't know.

(c) do you think that the owner should have to provide a post-improvement EPC to prove that the necessary improvements have been made? Yes/no/don't know.

Please explain your answers.

Section 7 - Minimum standards assessment

Flowchart 3 – Commissioning a minimum standards assessment (when minimum standard is EPC band "E")



The assessment

70. As set out earlier, where a property has an EPC of F or G, the owner will need to get a minimum standards assessment which will identify the improvements needed to bring the property up to standard. As the output of the assessment is to aim for a specific EPC rating, we propose that the assessment should be based on the same methodology.

71. Currently, when an owner of a property gets an EPC they also receive a recommendations report, which offers further information on the building and the generic measures that can be applied to the property to improve its energy efficiency and environmental impact ratings. The report shows the improved ratings that would be achieved from applying these measures in the order they are presented.

72. The improvement measures that can be identified on an EPC as relevant to an existing dwelling are assigned by approved software tools based upon the building details input by an EPC assessor. The list of measures is published in Appendix T of the Standard Assessment Procedure (SAP) methodology document[16] and are listed with fabric improvement measures first, followed by improvements to building services and the use of renewable technologies. While an EPC assessor may, where evidence exists, supress individual improvement measures unsuitable for the dwelling, they cannot vary or define new improvements outwith those listed in SAP.

73. The existing EPC recommendations report provides a useful indication of what can be done to a property to improve its rating, but it is not intended to recommend measures to achieve a particular energy efficiency rating, and EPC assessors cannot tailor the package of measures to a specific property. As such we think that it will be necessary to introduce a new minimum standards assessment to identify the improvement needed to a property to meet the minimum standard.

74. The minimum standards assessment will use the current version of the SAP methodology. Where an existing EPC was carried out under an older version of the SAP methodology, or there is no EPC at the backstop date, the assessor would firstly complete an EPC for the property to determine its current rating. If this showed the rating to be E or above no further action would be required to meet the minimum standard. Where the rating was F or G, the assessor would continue the assessment to identify the required improvements.

75. The key features of the proposed minimum standards assessment are that:

- It would set out the lowest cost package of technically appropriate measures to improve the energy efficiency of the property. In the majority of cases this will be up to an EPC of E, but where this is not technically feasible or appropriate for the property the assessment may identify a lower improvement. For example:

[16] http://www.bre.co.uk/filelibrary/SAP/2012/SAP-2012_9-92.pdf

- an assessment may recommend that a G rated property be improved to an F; or

- an assessment of a property rated as F might only identify improvements that raise the property's score within the F band. In this case the property will be compliant if it is raised to the specific rating (number) that the assessment identifies.

- It would also set out the package to bring the property up to a D, the next step in the standard (see Section 10). This will enable landlords to see the difference between the two packages, and potentially enable a decision to bring the property to a higher standard at that point. Where the property is only brought up to the initial standard of E, at the point at which the property needs to comply with the higher standard the owner would need to commission a new minimum standards assessment to be sure that the assessment would identify the appropriate package of measures, using the latest version of SAP methodology, taking account of the improvements made to bring the property up to the E.

- The minimum standards assessment would use an average cost for each measure based on the figures used in the product characteristics database that supports the EPC process. There are regional variations across the country in the actual costs of works, but we need a consistent approach across Scotland to support the introduction of a national standard. This approach will give an indication of the potential cost of carrying out the recommended improvements, though owners will want to get quotations ahead of carrying out the works. There would be no limit to the cost within the assessment – there is more information on "excessive cost" in terms of carrying out the improvements in Section 9.

- It would use the measures included in an EPC assessment (Appendix T of SAP). We propose that it would also be able to use other measures whose benefit can be modelled within the RdSAP methodology (the specification for the Reduced Data SAP assessment is defined within Appendix S of the SAP document[17]). For example, other Scottish Government programmes, such as Warmer Homes Scotland, currently include reconnection of cut off gas supply; and connection to District Heating Schemes.

- The assessment would focus on improving the energy efficiency rating to an E (or D) where possible. For the vast majority of properties, the least cost package of measures which raises the energy efficiency rating to an E is likely to improve the environmental impact rating of the property, though our modelling suggests that for 7% of properties (around 2,100 homes) in current EPC bands F or G the package of measures would negatively impact on the property's environmental impact rating, for

[17] See https://www.bre.co.uk/filelibrary/SAP/2012/SAP-2012_9-92.pdf - Reduced Data SAP (RdSAP) has been developed for use in existing dwellings based on a site survey of the property. It consists of a system of data collection together with defaults and inference procedures, as defined by the rules given in Appendix S of the current SAP document.

example where gas central heating is recommended for a property with no fixed heating system.

- The assessment will need to be carried out by a person who has a new qualification of "minimum standards assessor". The assessor will offer an enhanced service over and above the EPC, offering more tailored advice as to what can be done, taking account of how appropriate and costly it is and if further investigation would be recommended before deciding on any particular actions. This new role will build upon the skills required of domestic EPC assessors, and the person would have to meet specific requirements in terms of skills, training and quality assurance. The assessor would have the skills to tailor the recommendations to recommend only measures which are technically feasible or appropriate to that property.

- Assessors would be registered on a register of minimum standards assessors, which would be maintained by a body or bodies approved by Scottish Ministers. These approved organisations would register and ensure that members are fit and proper persons who are qualified by their education, training and experience to carry out the duties of a minimum standards assessor.

- The assessment report would be recorded on the EPC register prior to rental (or by 30 September 2021 for the backstop date). It would not need to be updated or replaced until the next time the property was considered to be below standard (for example if the standard is raised over time).

Commissioning and registering the report

76. The owner will be responsible for commissioning a minimum standards assessor to carry out the assessment, and would be able to find a list of local assessors through the register of minimum standards assessors.

77. The assessor will lodge the report alongside the property's current EPC on the EPC register. The owner can carry out the measures in the assessment, or any others they prefer, so long as the result is an improvement to the level required by the assessment.

78. Once the works are done the owner would need to provide proof, for example by commissioning a post-improvement EPC to show the property's current rating meets the standard.

79. If there has been a change in methodology between the minimum standards assessment and the post-improvement EPC, which means that the measures on the minimum standards assessment do not achieve the expected improvements, the property would still be compliant provided the owner has done all the measures on the assessment.

Bringing in a new assessment

80. There will be an additional cost to landlords of the least efficient properties in commissioning this assessment. An EPC on average costs between £30 to £50. Based on initial discussions in 2016 with assessors and other bodies using EPC- style recommendations reports, we believe that a minimum standards assessment will cost in the region of £120 to £160, dependent on property size and location.

81. It will be important that the assessment and any supporting processes are available in advance of the start of the minimum standards, so that owners are able to commission and lodge assessments before the start of any new tenancies after 1 April 2019.

82. We would look to engage with assessors, building standards professionals and others to:

- agree the measures to be included in the assessment and the outline processes involved, including discussing the likely fair costs;
- develop proposals for a minimum standards assessment software tool;
- agree and specify a schema to capture the outputs (recommendations) in the EPC register;
- prototype, test and refine the tool;
- develop and agree a specification of the role and training requirements for a minimum standards assessor;
- rollout training; and
- agree which bodies will be approved organisations.

Consultation questions

The assessment

Question 1.10 - We are proposing that there should be a new minimum standards assessment based on the EPC methodology that will tell an owner how to bring their property up to standard. Please tell us your views on the following elements of that proposal:

(a) that the assessment would use EPC methodology, since that is how we are proposing the standard is set;

(b) that the assessment would work out the lowest cost technically appropriate package of measures to bring the property up to standard, based on the average of costs used in EPC methodology;

(c) that the assessment would set out the package of measures to meet an energy efficiency rating of E, and separately of D, from the property's current rating;

(d) that the assessment would include a calculation of the property's EPC rating before identifying the appropriate measures, where there is no EPC under the current version of the EPC methodology;

(e) that the assessment could include measures which are not currently in the EPC assessment, but which can be measured in the RdSAP methodology. If you agree with this proposal, please provide suggestions for what these measures might be, and what costs should be used for these;

(f) that the assessment would cost in the region of £120-£160.

Please explain your answers, and provide alternatives where applicable.

Question 1.11 - Do you think that the assessment should only recommend a package of measures which improves both the energy efficiency and environmental impact scores of the property? Yes/no/don't know.

Please explain your answer.

Minimum standards assessor

Question 1.12 - We propose to develop a new role of minimum standards assessor.

(a) Do you think that a new role of a minimum standards assessor is needed? Yes/no/don't know.

(b) If so, what additional skills beyond those of an EPC assessor would be needed?

(c) How long do you think it would take to get this in place?

(d) Who do you think should maintain the register of assessors?

Please explain your answers.

Section 8 - Getting the work done

83. It will be the responsibility of the owner to bring the property up to standard within 6 months of the minimum standards assessment. It will be open to them to install the measures identified in the assessment, or any other measures they choose, provided that the property achieves the improvement identified in the assessment. Once improvements have been made, a new EPC showing the required band may be carried out and lodged on the EPC register to prove that the property meets the minimum standard.

Meeting the costs

84. Modelling suggests that 91% of private rented properties will already have an EPC band of E or above. Owners of properties which meet the standard will not have to make any improvements, though they may wish to contact Home Energy Scotland to help make sure their properties are as energy efficient as possible and to establish if any assistance or advice is available.

85. Where properties do not meet the standard, there will be a cost to carrying out the necessary assessments and improvement works to bring the property up to standard. The cost will be capped at £5000 (see Section 9), with modelling suggesting that on average the cost will be in the region of £1,100 to bring the property up to a standard of E. For this investment the tenants in the least efficient properties will be able to enjoy similar levels of efficiency as those in the vast majority of the private rented sector, and landlords will improve the attractiveness of their properties by doing so.

86. The owner is responsible for bringing the property up to standard, and so the cost will fall to them. As with any improvements in the private rented sector, landlords would have the option of increasing rents to cover the costs. Given the lifetime of measures, and the relatively low cost of improvements needed in the majority of properties, we do not anticipate that any increase in rents would be significant. Landlords would also have to take account of current market conditions in identifying the practicality of increasing rents, and tenants can appeal rent increases where these are unreasonable.

87. There is currently a range of support to help private landlords and tenants to improve the energy efficiency of their properties and reduce their fuel bills. In terms of financial support from the Scottish Government this includes:

- **HEEPS: Warmer Homes Scotland** provides help to improve properties in the private sector, including the private rented sector. It is targeted at the most vulnerable households and helps install energy efficiency and renewable energy measures. In 2017/18 Warmer Homes Scotland has a budget of £19m. Further information on Warmer Homes Scotland is available by calling Home Energy Scotland on 0808 808 2282.

- **HEEPS: Loans** provides interest free loan funding to households in the private sector, including the private rented sector. Loans of up to £15,000 are available for installing a variety of measures such as solid wall insulation, double-glazing or a new boiler. Also, landlords with multiple properties are

entitled to up to £100,000 of loan funding to help them improve their properties. In 2017/18 £30m of loan funding is being made available through our HEEPs: Loans scheme. Further information on HEEPS: Loans is available by calling Home Energy Scotland on 0808 808 2282.

- **The Resource Efficient Scotland SME (Small and Medium Enterprises) Loans Scheme** provides interest free loans of £1,000 to £100,000 to Scottish businesses that fall within the European Commission definition of SME (including private sector landlords) to finance the installation of energy, resource and water efficiency measures; and loans at a 5% interest rate for the installation of renewable energy technologies where the applicant is planning to claim the Feed in Tariff (FIT) or Renewable Heat Incentive (RHI). Further information on RES SME loans is available by calling 0808 808 2268.

- **HEEPS: Area Based Schemes** (ABS) gives grant funding to local authorities to help develop and deliver larger scale fuel poverty and home insulation programmes. Funding is directed to private sector households including those in the private rented sector. In 2017/18 ABS has a total budget of £47m distributed across all of Scotland's councils. Local authorities select priority areas for delivering programmes and can supply further information if needed.

Sources of information

88. As well as funded support, private sector landlords and tenants can get free and impartial advice from **Home Energy Scotland** (HES) on energy saving, renewable energy and access to funding, including access to schemes provided by the UK Government such as the FIT and RHI. HES can direct people to loans and grants, as appropriate, and more information can be found online[18] or by calling 0808 808 2282. The **Resource Efficient Scotland** (RES) programme, funded by the Scottish Government, offers free, specialist advice and support to businesses to implement energy, resource and water efficiency measures that will reduce carbon emissions and translate to cost savings. More information on RES can be found by calling 0808 808 2268.

89. As regulation falls within the broader development of Scotland's Energy Efficiency Programme (SEEP), we also wish to seek views specifically on what sort of advice, support, and financial and fiscal incentives for landlords or tenants are most appropriate. This includes existing grants and loans and, if appropriate, how we might use devolved tax powers to best support improved energy efficiency. We are keen to understand how all of these incentives can be used to help improve the energy efficiency of properties in the private sector.

[18] http://www.energysavingtrust.org.uk/scotland/businesses-organisations/landlords

Consultation questions

Question 1.13 - What are your views on the existing advice and information provision provided by Scottish Government for landlords and tenants? What changes, if any do you think are required?

Question 1.14 - What financial or fiscal incentives support - such as grant and loans, tax or otherwise - would you find most useful to help to accelerate the installation of energy efficiency measures and help landlords meet any proposed standards?

Skills and consumer protection

90. The requirement of minimum standards is likely to lead to more demand for energy efficiency measures in the private rented sector and it is therefore important that landlords have confidence that work carried out will be done to appropriate industry installation and technical standards.

91. The landlord can choose who they want to carry out works they are paying for, but if they are accessing current Scottish Government schemes then this is restricted, at a minimum, to installers who are PAS2030 accredited.

92. SEEP is looking at how best it can be designed to help build consumer confidence in Scotland and what type of consumer protection framework should be adopted. In doing so we are looking at current best practice amongst existing schemes and programmes and are also analysing the recommendations of the Each Home Counts review[19] to see if and how it could be applied in a Scottish context.

93. As part of the development of SEEP we will also be considering whether the supply chain in Scotland has the sufficient capacity and skills to deliver the increased number of installations needed to deliver SEEP's ambitions, including in support of minimum standards. The current SEEP[20] consultation is beginning to explore these issues, and we will feed any further evidence from this consultation into that process.

94. We also recognise that there may be specific issues for historic and pre-1919 buildings, which are stone-built and where more specialist skills may be required to bring them up to standard. Home Energy Scotland (HES), together with Historic Environment Scotland can provide advice. Historic Environment Scotland has carried out research on such properties and has developed a

[19] Each Home Counts: An Independent Review of Consumer Advice, Protection, Standards and Enforcement for Energy Efficiency and Renewable Energy
[20] https://consult.scotland.gov.uk/energy-and-climate-change-directorate/scotlands-energy-efficiency-programme/

qualification[21] covering how these more traditional buildings should be dealt with by installers and assessors.

Consultation questions

Question 1.15 - What impact do you think the introduction of minimum standards would have on local supply chains for energy efficiency works?

Question 1.16 - Do you think it would be helpful for assessors and installers to have a traditional buildings qualification that raises awareness and understanding of energy efficiency measures for older, traditional or vulnerable buildings built prior to 1919? Yes/no/don't know.

Please explain your answer.

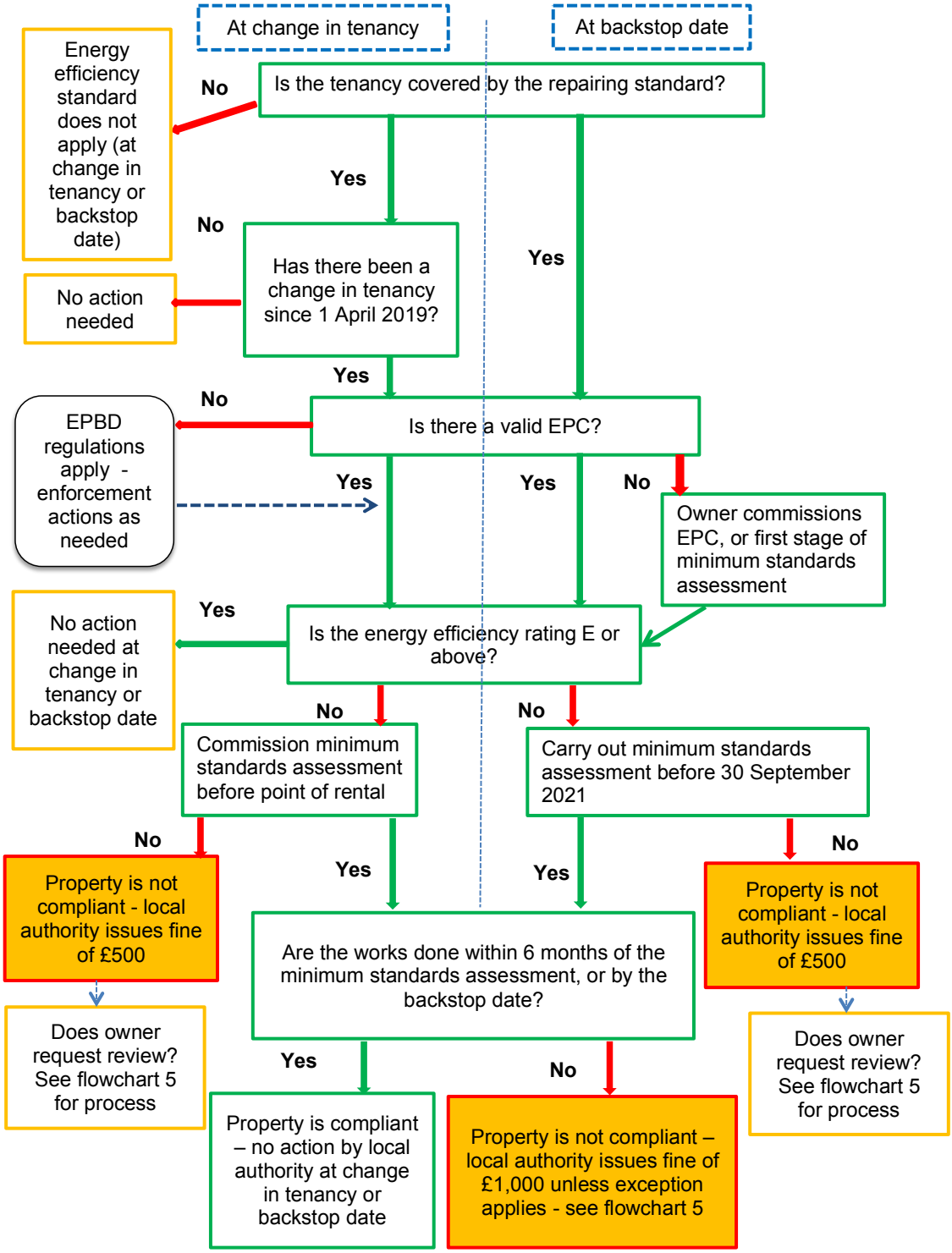
Question 1.17 - Do you think there are additional consumer protection safeguards the Scottish Government should consider for the private rented sector? Yes/no/ don't know.

Please explain your answer.

[21] "The Award in Energy Efficiency Measures for Older and Traditional Buildings" at SCQF level 6 raises awareness of energy efficiency measures for older, traditional or vulnerable buildings built prior to 1919. http://www.sqa.org.uk/sqa/68730.html

Section 9 - What happens if the property doesn't meet the standard?

Flowchart 4 – Proposed process for enforcement by local authority



95. If the owner doesn't ensure that the property meets the standard as set out in Sections 5 and 6 we propose that there should be a penalty, and we think that local authorities should be responsible for enforcing this. They already have powers in relation to the private rented sector, including new powers of third party reporting for breaches of the repairing standard, and there may be opportunities to build on existing systems to enforce an energy efficiency standard in the future.

96. We think that the local authority should be able to issue a civil fine against the owner of a property that has an EPC rating of F or G of:

- £500 for failing to have a minimum standards assessment at the point of rental, or by 30 September 2021 (equivalent to the fine for failing to have an EPC); and

- £1000 for failing to carry out the improvement required by the minimum standards assessment within six months (equivalent to the maximum fine for failing to comply with a repairing standard enforcement order).

97. If the landlord disputes the fine, they will be able to ask the local authority to review the decision. And if the fine is not paid, the local authority can take court action to enforce it.

98. To issue a fine in these situations, the local authority will need to know:

- where there has been a change in tenancy – there may be a tenancy deposit lodged, or a change in council tax records, that would help identify a change in tenancy;
- what properties are covered by the repairing standard ahead of the backstop date – landlord registration processes should identify all the privately rented properties in the area;
- the EPC rating of these properties – local authorities have access to the EPC register and can access reports on new EPCs for rental purposes; and
- the required level of improvement identified by a minimum standards assessment – we propose that the minimum standards assessment would also be lodged on the EPC register.

99. Local authorities also have processes in place for landlord registration which could support the identification of properties over time. And they already have a role in enforcing the repairing standard, which provides another opportunity for being aware of properties to which the standard may apply. For example, where a tenant raises a complaint about a property not complying with the repairing standard, either with the local authority or directly to the First-tier Tribunal, the local authority may wish to consider whether the property is also compliant with the minimum energy efficiency requirements.

Consultation questions

Question 1.18 - Do you think that local authorities should be responsible for enforcing the standard? Yes/no/don't know.

If not, why not, and what alternative would you suggest?

Question 1.19 - Do you think that the penalty for not complying with the standard should be a civil fine against the owner? Yes/no/don't know.

If not, why not, and what alternative would you suggest?

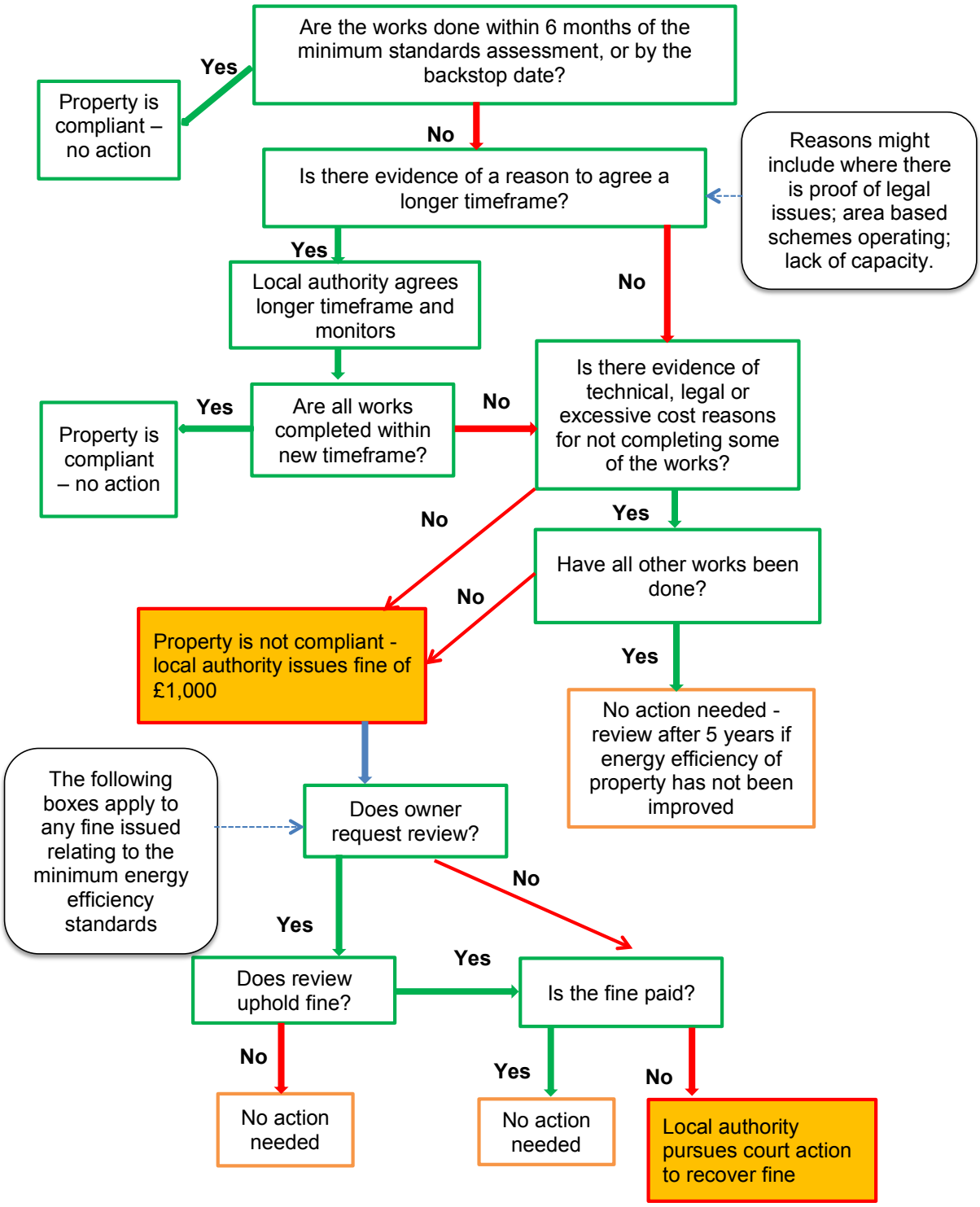
Question 1.20 - We have proposed the following fines:

- £500 for failing to have a minimum standards assessment
- £1000 for failing to carry out the works within six months of the assessment.

Do you think these proposed fines are appropriate and proportionate? Yes/no/don't know.

Please explain your answer.

Flowchart 5 – Enforcement – considering exceptions



Exception - longer timeframe for compliance

100. We think that it should be open to the local authority to give the owner a bit longer to carry out the required improvements before issuing the fine in the following circumstances:

- where there are legal reasons why the work cannot take place within six months of the minimum standards assessment, for example where a sitting tenant refuses to grant permission to carry out the work or assessment, particularly at the application of the backstop date, or where there are protected species that cannot be disturbed at the time to enable improvements to be made;

- where a property will be part of an agreed local authority led area based scheme which will bring the property up to the required standard but will not complete within the six-month period; or

- where there is evidence of a lack of capacity in the local workforce to carry out the assessment in time, or to complete the work within six months of the minimum standards assessment. Given the lead in time to the introduction of the standard this is expected to be a limited issue as owners will be aware of the requirement and should be working to ensure properties are improved in time.

101. In these situations the local authority should agree a revised timescale for the completion of the works, and take enforcement action when that period has elapsed if there is not proof of the required improvements having been made, or evidence of a need for a further extension.

Exception - lower level of improvement carried out than that required by the assessment

102. We also think the regulations should allow for some situations where the owner is only able to carry out some of the improvements in the minimum standards assessment.

103. Technical – there could be situations where it becomes apparent after the assessment that a recommended measure isn't appropriate for the property, for example when a more invasive inspection discovers something which could not have been known during the initial assessment, or where there are protected species which cannot be disturbed to undertake work on specialist advice.

104. Legal – the owner may not have permission to carry out all the works identified by the assessment, for example where listed building consent is subsequently refused for some of the measures, or if other owners do not agree to work to communal elements.

105. Excessive cost – we propose that the cost of improving the property to comply with the minimum energy efficiency standard should be not more than £5000.

- Our modelling suggests that the average cost to bring a property up to an EPC band E is £1,100, and only 200 of the private rented properties with an EPC band lower than E (0.7% of that group) would be above a cost cap of £5000.

- While one option is for the minimum standards assessment to recommend only a package of measures up to the cost cap of £5000, this would potentially limit the number of measures that are recommended in any assessment. Instead, we think that the landlord should be responsible for providing evidence of real-life costs for the package of recommended measures being above £5000. This would have the advantage of being able to take account of any incentives available to the landlord for the required works.

- We propose that the £5000 should include the cost of the energy efficiency measures identified by the assessment, and the cost of the minimum standards assessment but not of gaining planning permission or any incidental work (such as redecorating or condition works). The landlord would be expected to carry out the improvements identified within the assessment that fall within the £5000 cost cap.

106. In the cases of technical, legal or excessive cost situations, the owner should carry out all the other improvements identified in the assessment and provide proof to the local authority to support the decision not to install the others. This proof might include, for example, an expert report on the presence of bats (technical grounds) where this prevents a measure from being installed in that property; a letter from the local authority refusing listed building consent for some of the measures (legal grounds); or quotes from three registered firms showing estimates above £5000, along with evidence of costs of the measures which have been installed (excessive cost grounds).

Review of exceptions applying to a property

107. Where a property has been granted a longer timeframe to carry out the works, the local authority should monitor compliance with this to ensure that the property is brought up to standard within the agreed timeframe.

108. Where there is a legal, technical or excessive cost reason why the full improvement cannot be made, we propose that this should remain valid for a period of not more than 5 years, as these issues may resolve within that time. We think that we should explore the possibility of the EPC register including a field to show where a property is compliant with the standard, even though it is at a lower standard than required by the assessment. This would enable tenants to access information on their property and for local authorities to keep track of which properties require enforcement action.

109. If the property has not been improved as set out in the minimum standards assessment within 5 years, a further minimum standards assessment should be carried out. Section 10 considers what happens when the standard is raised over time.

Condition works

110. In some cases properties will require additional works before energy efficiency improvements can be made. This could be a condition issue, for example where a faulty roof should be improved before installing insulation, or something which is found on further inspection, such as the presence of asbestos where a professional advises that this be removed.

111. We are proposing the standard applies to properties which have to meet the repairing standard, and so there are likely to be other enforcement mechanisms and duties on the landlord to undertake those improvement works. We therefore do not think that these costs should be included in the cost cap, or that there should be an exception from meeting the standard because these works need to be carried out first. But we would welcome views on whether or not it would be appropriate to allow a longer timeframe for compliance to allow these additional initial works to be undertaken.

Consultation questions

Question 1.21 - We have proposed some specific situations where owners should have longer than six months to bring their properties up to the minimum standard. Do you have any comments on these proposed situations in relation to:

(a) the proposed reasons?
(b) what evidence you think the landlord would need to provide for each?
(c) should there be other situations, such as the completion of condition works?

Question 1.22 - We have proposed some situations where we think owners should not be penalised for not carrying out the full improvement identified by the minimum standards assessment. Do you have any comments on these in relation to:

(a) technical reasons
(b) legal reasons
(c) excessive cost reasons
(d) the proposal that this would remain valid for a period of not more than 5 years?

Question 1.23 - For local authorities to be able to enforce and monitor the proposed minimum standards:

(a) what processes do you think local authorities will need to have in place for
  (i) normal compliance
  (ii) monitoring extended periods for compliance
  (iii) monitoring situations where not all of the improvements are made?

(b) what implications would this have for local authorities?

Question 1.24 - What opportunities do you think there are to combine enforcement of minimum energy efficiency standards with other action in the private rented sector?

Please explain your answers.

Section 10 - Raising the standard to an EPC D from 2022

112. We think that minimum standards have an important role to play in improving the living standards of tenants, supporting action to tackle fuel poverty and contributing to Scotland's climate change targets.

113. The proposals we've set out so far will improve the least efficient properties first. But if we are to meet the challenges above, these standards will need to be raised over time.

114. We know that landlords will want to have as much certainty as possible about the future requirements on their properties. In some cases it may be more cost effective to carry out a few more measures now to meet a higher standard than to make incremental improvements over a number of years.

115. And so we are setting out our intention that the standard would be raised to an energy efficiency rating of D at the point of rental from 1 April 2022, and that this would apply to all privately rented properties by 31 March 2025.

116. As set out in Section 3, the draft Climate Change Plan prioritises action to improve energy efficiency to 2025, at which point it assumes continued action on energy efficiency and increased focus on decarbonisation of the heat supply. We think it makes sense to raise the energy efficiency standard to the next EPC rating, a D, to these timescales as well. This would give the same three year timescale for improvements to a D as to an E – by setting out the increased standard now we think that this would encourage owners to make improvements to the D to "future proof" their properties ahead of the 2022-2025 timescale, which will mean that not all properties will need to be improved in that time.

117. The total number of dwellings estimated to require upgrading to an EPC of D from their current rating is 95,000 – 30,000 currently have a rating of F or G, and 65,000 have a rating of E. Of these 95,000 households, 53%, or 50,000 households, are estimated to be in fuel poverty. Raising the energy efficiency of their dwellings from E, F or G to an EPC of D would currently lift 12,000 households above the fuel poverty[22] threshold, while the depth of fuel poverty of the remaining households would also be reduced.

118. The cost of meeting a D for the stock whose initial EPC is an F or G can be affected by whether landlords upgrade directly to an EPC D rather than first upgrading to an EPC of E and then D, because the least-cost package of measures in moving directly to a D may be different to the least-cost package of moving first to an E and then to a D. Setting a clear trajectory therefore gives landlords an opportunity to choose the most cost-effective way of achieving the higher level of energy efficiency which will ultimately be required. Furthermore, any disruption to landlord and tenant from upgrade work in the

[22] A person is living in fuel poverty if, to heat their home to a satisfactory standard, they need to spend more than 10 per cent of their household income on fuel. http://www.gov.scot/Topics/Built-Environment/Housing/warmhomes/fuelpoverty . An independent panel is currently reviewing the definition of fuel poverty and is due to report in the summer.

worst performing properties can be minimised by doing the work to meet these standards in a single stage rather than spreading it over multiple stages.

119. Modelling work estimates that the average upgrade cost to raise these dwellings from their initial EPC of E, F or G to an EPC of D is £2,100, giving a total cost of £200 million. Assuming that landlords take advantage of knowing the trajectory to move directly to an EPC D at lowest cost, the additional upgrade cost of setting a trajectory to D rather than stopping at E is therefore around £170 million, at an average of £1,800 per dwelling.

120. Our modelling shows that most common measures in moving from an EPC E to an EPC D are low energy lighting, hot water tank insulation, floor insulation, cavity wall insulation and loft insulation. There is a somewhat greater uptake of more expensive measures: for example, solid wall insulation is modelled as being part of the least-cost package of measures for around 6% of dwellings.

121. The new standard would be introduced in the same way as the initial standard. It would apply at any change in tenancy from 1 April 2022, with owners of properties with an EPC below D having to have a minimum standards assessment for the property ahead of rental, and a period of six months to improve the property. And, all privately rented housing would need to have an EPC of D by 31 March 2025, with any property with an EPC below D to have had a minimum standards assessment carried out by 30 September 2024.

122. The fines and exceptions set out in Section 9 would also be retained. If a property with a valid exception to meeting the E standard is then rented out after 1 April 2022, there is no automatic assumption that the property cannot be brought up to the new standard, as the package of measures required may be different to those for an E and therefore not be covered by an exception. In these cases the owner would be expected to carry out the works required to bring the property up to the D standard, unless proof of a further exception is provided.

123. The £5000 cost cap will apply for works to improve the property to an EPC D. This would mean that, where the property has an energy efficiency rating of E, the owner would require to improve the property to a D within a maximum cost of £5000.

124. There may be situations where even after the backstop date for EPC E of 31 March 2022, the property only has an EPC of F or G, either because the minimum standards assessment recommended a lower level; there was an exception allowing a lower level than E by 31 March 2022 (under the technical, legal or excessive cost provision sets out in Section 9); or because the property has come into the private rented sector since 1 April 2022.

125. In these situations we propose that the cost cap would be cumulative, and would include the £5000 allowed for bringing the property up to E. This would mean that, where the property's EPC rating is F or G, the exception to the D standard would only apply where the total cost of works (including any works

previously done towards the E standard following a minimum standards assessment) is in excess of £10,000.

126. Our modelling suggests that around 2.2% of the 65,000 properties which currently have an EPC of E, i.e. around 1,400 properties, would cost more than £5000 to upgrade to a D. Moreover, around 14.9% of the 30,000 dwellings which currently have an EPC of F or G, i.e. around 4,500 properties, would cost more than £10,000 to upgrade to a D. We therefore estimate that around 5,900 properties, or 6% of the 95,000 dwellings which currently have an EPC below D, would not be upgraded to a D, although they would have to be install those upgrades which fall within the cost cap.

Consultation questions

Question 1.25 - Do you think that we should set out now the minimum energy efficiency standard after 2022? Yes/no/don't know.

Please explain your answer.

Question 1.26 - Do you think that the next standard should be to meet an EPC of D at point of rental from 1 April 2022, and in all privately rented properties by 31 March 2025? Yes/no/don't know.

Please explain your answer.

Question 1.27 - When increasing the standard to EPC D, we propose that the cost cap will be £5000 for properties with an EPC of E, and £10,000 for properties with an EPC of F or G (which would include any spend made to improve the property previously following a minimum standards assessment). Please tell us your views about this proposed cap.

Question 1.28 - What are your views on the provisions in general for exceptions to the D standard, including that a property which has an exception from meeting E should not automatically be excepted from meeting D?

Section 11 – Raising the minimum standard beyond EPC D

127. The Strategic Working Group on Fuel Poverty has called for SEEP to have a milestone of EPC C by 2025 to significantly reduce energy efficiency as a root cause of fuel poverty.

128. We share the Group's aspiration to eliminate poor energy performance of a property as a driver of fuel poverty. But we think that there would be challenges in proposing a mandatory target of C as a minimum standard – both for cost and technical reasons, but also in terms of how this would fit with the longer term priorities of the Climate Change Plan.

129. To bring properties up to EPC levels higher than D, owners would need to consider more expensive and invasive measures. Research modelling for all private sector housing showed that the cost of improving EPC levels increased the higher the starting point of the EPC of the dwelling. The average cost of improving properties from EPC E to D was £1,100 compared to £600 to improve properties from EPC G to F. Although average costs for improvements beyond a D to are not available, it is reasonable to assume these would increase further, as more expensive measures would be required to meet this level.

130. For all private sector stock, the research modelling showed a higher proportion of more expensive measures were required for properties to reach a Band D compared to Band E, such as solid wall insulation, floor insulation, boiler upgrades and others. Although corresponding results are not available beyond a D, it is reasonable to assume that higher proportions of more expensive measures would be required to meet a level of C.

131. In considering whether to set a higher standard, we also need to fully understand the approach that is to be taken to decarbonise the heat supply, which will be set out in a future Climate Change Plan. We want to avoid, wherever possible, a situation where property owners upgrade their heat supply to comply with an energy efficiency standard, only to find out that this needs to be replaced by an alternative heating system only a few years later to meet the climate change targets. As the standard increases, these types of measures are more likely to be used.

132. As set out in Section 3, we propose to set the initial standard with reference to the energy efficiency rating to help towards Ministers' aspirations to remove poor energy efficiency as a driver of fuel poverty – but over the longer term it may be appropriate to consider linking a minimum standard to the environmental impact rating of the property (which provides an assessment of its carbon emissions), as this would reflect the direction of travel of the Climate Change plan.

133. Minimum standards will make an important contribution to achieving our climate change targets, but they are not the only tool available to Ministers in driving improvements. Through SEEP the Scottish Government is seeking to create

clarity and certainty for property owners and the market, and is committed to keeping under review the role and level of minimum standards in helping to achieve our objectives.

134. As set out in Section 13, we therefore propose that any increase in the standard beyond an EPC of D should be considered once there is further information on the longer term proposals for heat supply in the next Climate Change Plan, and once further work has been done to understand the feasibility of the measures needed to reach these standards. Policy decisions regarding long-term heat decarbonisation are not expected to be made by the UK Government until the next parliament i.e. from 2020.

Consultation questions

Question 1.29 - What do you think the main benefits would be of introducing a minimum standard higher than D?

Question 1.30 - We think that any increase in the standard beyond D would bring new challenges in the form of cost, technical considerations and alignment with the Climate Change Plan.

(a) Are there other new challenges you are aware of?

(b) How do you think we could address these challenges if we raised the minimum standard beyond energy efficiency rating of D?

Please explain your answers.

Section 12 - Assessing impact

135. As set out above, the introduction of the minimum energy efficiency standard will mean additional costs to owners of properties where the EPC is below the required standard, as they will need to get a minimum standards assessment; potentially a post-installation EPC to prove compliance; as well as the cost of the works. There will be no requirement to carry out works above a cost cap (see Sections 9 and 10), and financial incentives may be available for some of the work (Section 8 provides information on what is currently available).

136. There will be benefits to tenants in warmer housing which will be easier to heat, and this could be reflected in the attractiveness of the properties, thus benefiting landlords.

137. Local authorities will have a new enforcement role, although there are likely to be opportunities to build on existing processes for enforcement action within the private rented sector.

138. Certainty of work can benefit the workforce, and we would welcome views on the economic impacts in rural areas in particular.

139. To support this consultation we have carried out several impact assessments including a partial Business and Regulatory Impact Assessment (BRIA). As well as setting out that our modelling suggests average upgrade costs of £1,100, or £33 million in total, to meet the E standard, the BRIA also notes that upgrading privately rented dwellings to an E will produce average annual fuel bill savings of around £320, or £9.6 million in total.[23] Over a 40-year horizon, these fuel bill savings are projected to more than pay for the upgrade costs for the vast majority of dwellings, producing an average net benefit of around £5,200, or £155 million in total, in present value terms. In addition to the reduction in fuel bills, society will benefit from annual carbon savings of 0.04Mt.

140. Our modelling also estimates that upgrading dwellings from an E to a D will produce average annual fuel bill savings of around £180, or £17 million in total, as against an average upgrade cost of £1,800, or £170 million in total. Calculated over a 40-year horizon, the average net benefit in present value terms is projected to be around £1,100, or £102 million in total. In addition to the reduction in fuel bills, society will benefit from annual carbon savings of 0.08Mt.

141. As well as the partial BRIA we have also published an interim Equalities Impact Assessment. We welcome views on our assessment of the impact of the proposals which we set out in these documents, and encourage all relevant

[23] The costs used for assessing the net present value of the impact of regulations include an allowance for "hidden costs", such as the hassle factor of clearing lofts, etc., as well as assessment and EPC costs, in addition to the costs of the measures themselves. An allowance is also made for the benefits to be lower than modelled, by applying "in-use factors" to cover the possibility of producing lower savings in reality than modelled, and comfort taking factor for the possibility of carbon savings being lower than modelled due to households taking some of the benefits of greater energy efficiency as greater thermal comfort. Full details on the methodology used are set out in the accompanying partial Business and Regulatory Impact Assessment.

parties to respond to the consultation. We will also consider whether there are specific impacts on the groups identified in these assessments, or on children or young people (to inform a Child Rights and Wellbeing Impact Assessment), as part of the consultation phase.

142. We also considered the requirements of a strategic environmental assessment (SEA) for minimum energy efficiency standards in private sector housing. The screening process determined that plans for minimum standards were unlikely to have significant environmental effects and that an SEA was not required[24].

Consultation questions

Question 1.31 - Please tell us about any potential economic or regulatory impacts, either positive or negative, that you feel the legislative proposals in Part 1 of this consultation document may have, particularly on businesses (including landlords).

Question 1.32 - In relation to the interim Equality Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 1 of this consultation document may have on any groups of people with protected characteristics. We would particularly welcome comments from representative organisations and charities that work with groups of people with protected characteristics.

Question 1.33 - To help inform the development of the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 1 of this consultation document may have on children's rights and welfare. We would particularly welcome comments from groups or charities that work with young people.

[24] Available at http://www.gov.scot/Topics/Environment/environmental-assessment/sea/SEAG

Section 13 – Reviewing the standard

143. The current SEEP consultation is seeking views to help design the programme's monitoring and review framework, and this will drive the framework for monitoring and review of the minimum standards.

144. To monitor the implementation of new energy efficiency standards we will use information from the Scottish House Condition Survey, the EPC register and feedback from local authorities on the rates of compliance and the reasons for non-compliance or exceptions.

145. This information, along with the outcome of any monitoring and review processes within SEEP, we propose will be used to review the implementation of the standard at the E and D levels to identify if there are any improvements that could be made to the process, and to consider whether the standard should be raised further in future, within the context of the wider contribution of standards to the Climate Change Plan and the development of a new long term strategy for tackling fuel poverty.

146. Any decision to raise the standard after 2025 would be taken within the context of this monitoring and review process. As with the introduction of the standard to E and then D, we would look to provide a clear indication well in advance of any future standard to allow the various sectors to prepare.

Consultation questions

Question 1.34 - Do you have any suggestions for the monitoring and review framework?

Question 1.35 - Do you have any other comments on the proposals set out in Part 1 of this consultation?

Part 2 - Condition of Private Rented Housing in Scotland

Outline of this part of the consultation

This part of the consultation looks at condition standards for private rented housing. In this part we:

- provide a short background covering:
    - the Scottish Government's Manifesto commitment,
    - the work of the Common Housing Quality Standard Forum,
    - current standards for house condition (including the repairing standard for private rented housing) and
    - plans to consult on standards affecting housing generally later this year;
- seek views on proposals to minimise the impact of changes to the repairing standard by allowing landlords sufficient time to factor improvements into their planned investment in their stock;
- seek views on proposals to use existing routes of enforcement;
- seek views on changes to the repairing standard to bring it closer to the standard required in social rented housing:
    - meeting the tolerable standard (minimum standard for all housing),
    - safe kitchens,
    - food storage,
    - central heating,
    - lead free pipes,
    - safe access to common facilities,
    - safe and secure common doors, and
    - adding oil (and other fuels) in line with existing safety standards for gas and electricity;
- seek views on changes to the repairing standard to make homes safer by reducing the risks from scalding, electrocution, asbestos, unwholesome water, or the impact of noise, and also whether homes should have fridges and freezers (or the capacity for fridges and freezers) so that people can preserve food;
- seek views on extending the scope of the repairing standard applying to private rented housing to include some types of rented housing that are currently not included; and
- seek views on the impact of these proposals.

Section 1 – Background

147. The growth of the private rented sector in recent years from 170,000 homes in 2005 to 350,000 in 2015 has been impressive with the sector providing a valued housing option for many. Private tenants have of course as much of a right to live in warm, safe and good quality homes as residents of any other tenure of housing.

148. Scottish Ministers made a Manifesto commitment to consult on a national standard for private rented homes to ensure a good basic standard of accommodation. The repairing standard, introduced by the Housing (Scotland) Act 2006, already exists to provide minimum standards of accommodation. The means to enforce the repairing standard have been strengthened by the Housing (Scotland) Act 2014. Since the repairing standard was introduced there have however been changing expectations of what constitutes a safe and good standard of accommodation which in many cases landlords have responded to voluntarily. The changes proposed to the repairing standard in this consultation are intended to meet that manifesto commitment and ensure that every private tenant is able to live in a good quality house that meets a basic standard across a range of different elements.

149. For people to live in warm, high quality, low carbon homes, continuing action is necessary to improve the physical condition of housing in Scotland. The Scottish House Condition Survey shows a high level of disrepair in private rented housing.[25]

Percentage of private rented sector housing	
Any critical disrepair	61%
Critical and urgent disrepair	37%
Critical urgent and extensive disrepair	4%
Below tolerable standard	5%

150. Many types of disrepair do not require immediate action, although the total costs of repair can increase if they are left untreated and may affect the health and safety of occupiers. In addition, disrepair can make it harder to meet targets for fuel poverty and climate change because they prevent or reduce the value of energy efficiency improvements.

[25] Scottish House Condition Survey: Key Findings 2015, Part 6: Housing Conditions, http://www.gov.scot/Publications/2016/12/1539/336000

Housing standards

151. There are several different standards applying to housing in Scotland. These have developed separately over time. These include:

- The **tolerable standard** is the basic minimum standard for all housing. It is a condemnatory standard – any house that is below tolerable standard is not acceptable as living accommodation. Local authorities have a general duty to secure that all houses in their district which do not meet the tolerable standard are closed, demolished or brought up to the standard within a reasonable period.
- The **Scottish Housing Quality Standard** (SHQS) is the minimum standard for social housing. Under the Scottish Social Housing Charter, social landlords are expected to ensure that the houses they rent comply with this standard. Part of SHQS is that social houses must meet the tolerable standard.
- The **Energy Efficiency Standard for Social Housing** (EESSH) which has a first milestone for social housing to meet by the end of 2020.
- The **repairing standard** (see next section).

Section 2 – The repairing standard

152. The repairing standard in the Housing (Scotland) Act 2006 applies to homes let under private rented tenancies. The legislation excludes agricultural tenancies of various sorts from the repairing standard. Private tenants can enforce the repairing standard by applying to the First-tier Tribunal for Scotland (Housing and Property Chamber). Local authorities also have powers to report breaches of the repairing standard to the Tribunal.

153. A house meets the repairing standard if:

- it is wind and watertight and reasonably fit for human habitation,
- the structure, rainwater goods, fixtures and fittings are in a reasonable state of repair and in proper working order,
- installations for the supply of water, gas and electricity and for sanitation, space heating and heating water are in a reasonable state of repair and in proper working order,
- furnishings and appliances provided by the landlord are safe (this now includes a mandatory electrical safety inspection), and
- it has fire and smoke detectors and carbon monoxide alarms.

154. The following table summarises some key features of the repairing standard:

	Repairing standard
Regulation	Set out in legislation and landlords must have regard to building regulations and Scottish Government guidance
Relation to tolerable standard	Some overlap – e.g. structure must be in good condition but some elements, such as drinking water quality not included
Disrepair	Structure and exterior, installations, fittings and fixtures should be in a reasonable state of repair
Energy efficiency	Not part of the repairing standard but a minimum standard for energy efficiency in private rented housing is proposed (see Part 1 of this consultation)
Rights of complaint and appeal	Application to the Housing and Property Chamber of the First-tier Tribunal

155. Responses to the Scottish Government's consultation on the Sustainable Housing Strategy,[26] published in February 2013, supported changes to rental standards, including the repairing standard. Some stakeholders also identified safety issues that should be part of a rented housing standard, in addition to the physical condition and energy efficiency of homes. At the same time other respondents, particularly local authorities, were concerned about the practicalities of enforcement. There was also concern about the possible impact on the supply of private rented housing, and knock-on impact on the demand for social housing.

Common housing quality standard forum

156. The Scottish Government set up a Common Housing Quality Standard Forum in 2015 that saw contributions from a range of interested parties including from the private rented sector. The role of the Forum was to enable discussion with and between stakeholders on key issues affecting house condition including where it may make sense to better align existing standards. The views of stakeholders in the Forum has informed the proposals in this consultation. Papers from the forum are published online.[27]

[26] Scotland's Sustainable Housing Strategy: Analysis of Responses to 'Homes that Don't Cost the Earth' Consultation, section 3, http://www.gov.scot/Publications/2013/02/4438/5
[27] Common Housing Quality Standard, at https://beta.gov.scot/publications/common-housing-quality-standard-topic-papers/

Section 3 – Consultations on condition standards

157. The Scottish Government is consulting on issues raised by the Common Housing Quality Standard Forum in two phases:

- This consultation on changes to the repairing standard including:
  - adding some elements that are currently expected in social housing by the Scottish Housing Quality Standard:
    - meeting the tolerable standard,
    - safe kitchens,
    - food storage,
    - central heating,
    - lead free pipes,
    - safe access to common facilities,
    - safe and secure common doors, and
    - safety of installations using oil and other fuels similar to existing safety standards for gas and electricity;
  - adding some additional safety elements in both standards which were identified by the Forum, to reduce the risks from:
    - scalding,
    - electrocution,
    - asbestos,
    - unwholesome water,
    - the impact of noise;
  - whether homes should have fridges and freezers (or the capacity for fridges and freezers) so that people can preserve food;
  - whether the repairing standard should apply to agricultural tenancies and some other kinds of lets; and
  - issues about costs, timing and enforcement.
- There will be a second consultation from winter 2017/2018 on other condition issues which affect housing. These are raised in the report on the Common Housing Quality Standard Forum[28] and may include:
  - changes to the tolerable standard,
  - whether there should be a new standard for common parts and interest applying to owners in tenements,
  - duties on owners in tenements to maintain housing, such as building reserve funds and mandatory building condition surveys.

[28] Common Housing Quality Standard: topic papers, https://beta.gov.scot/publications/common-housing-quality-standard-topic-papers/

Social housing standards

158. One of the aims identified by the Common Housing Quality Standard Forum was that standards for rented housing across tenures should be harmonised where appropriate. Some of the proposed changes to the repairing standard will bring in elements that are currently in the SHQS.

159. This consultation applies only to the private rented sector. We recognise that there are also some elements in the repairing standard that are not in SHQS, specifically:

- A higher standard for smoke and fire alarms
- Carbon monoxide detectors, and
- Five yearly electrical safety inspections.

160. Although these elements are not currently expected under SHQS, feedback from the Scottish Federation of Housing Associations and the Scottish Fire and Rescue Service suggest that most homes in the social rented sector would already comply with these elements. Because landlords will have had to carry out improvements to meet SHQS they will have had to install additional measures to comply with building regulations – so, for example, any new boilers installed to meet energy efficiency standards in SHQS or EESSH will have required installation of carbon monoxide detectors.

161. Consequently, harmonisation of rented housing standards will require changes to SHQS. The Scottish Government's view however is that changes to SHQS should be developed through separate and appropriate engagement with the social rented sector. We propose that any such discussions be undertaken after the current review of the Energy Efficiency Standard for Social Housing (EESSH) is complete.

Section 4 – Proposals for changes to the repairing standard

Compliance with the tolerable standard

162. The tolerable standard is the minimum standard in Scotland for houses that are part of a building. The tolerable standard is a condemnatory standard. Houses that are below tolerable standard are unfit for human habitation and should not be used for living accommodation. Few houses fall below this standard – the most recent estimate is 5% of private rented homes were below tolerable standard in 2015,[29] but these should not be being used for living accommodation. Local authorities have a general duty to address housing that is below tolerable standard in their area. The repairing standard does not include the tolerable standard, although there is a considerable degree of overlap with elements that are required under the tolerable standard. The elements of the tolerable standard are set out in the following table.

Elements in the Tolerable Standard	**Comparable element in the Repairing Standard**
Structurally stable	Structure and exterior of the house in a reasonable state of repair
Substantially free from rising or penetrating damp	House is wind and water tight and in all other respects reasonably fit for human habitation; sanitary defects include dampness [30]
Satisfactory provision for natural and artificial lighting, for ventilation and for heating	Sanitary defects include lack of ventilation or lighting
Satisfactory thermal insulation (i.e. loft insulation)	No comparable element
Adequate piped supply of wholesome water available within the house	Sanitary defects include absence of adequate water
A sink provided with a satisfactory supply of both hot and cold water within the house	Installations in the house for the supply of water and water heating are in a reasonable state of repair and in proper working order; sanitary defects include absence of readily accessible water
A toilet available for the exclusive use of the occupants of the house and suitably located within the house	Installations in the house for sanitation are in a reasonable state of repair and in proper working order;

[29] Scottish House Condition Survey – Key Findings 2015, paragraph 230, http://www.gov.scot/Publications/2016/12/1539/336000
[30] Housing (Scotland) Act 2006, sections 13(2) and 70(1)

Elements in the Tolerable Standard	Comparable element in the Repairing Standard
A fixed bath or shower and a wash-hand basin, with a satisfactory supply of hot and cold water suitably located within the house	Sanitary defects include lack of sanitary arrangements or of other conveniences
An effective system for drainage and disposal of foul and surface water	Drains, gutters and external pipes are in a reasonable state of repair and in proper working order; sanitary defects include inadequate drainage of courts, yards or passages
The electrical wiring and components are adequate and safe to use	Installations in the house for the supply of electricity are in a reasonable state of repair and in proper working order
Satisfactory facilities for cooking of food	No comparable element
Satisfactory access to all external doors and outbuildings	Sanitary defects include inadequate paving

163. We propose that the tolerable standard should be made a part of the repairing standard so that it is clear that a private landlord should ensure that a house for rent must meet the most basic threshold of fitness for human habitation and to provide tenants with a right to apply for assistance to the First-Tier Tribunal (Housing and Property Chamber).

Consultation Question

Question 2.1 - Do you think that ensuring a house complies with the tolerable standard should be part of a private landlord's duties under the repairing standard? Yes/no/don't know.

Please explain your answer.

Safe Kitchens

164. In social housing tenants should be able to use the kitchen facilities safely, in particular –

- There must be sufficient space between the cooker and the sink to prevent the risk of electrocution
- The kitchen must be wide enough to cook without the risk of being jostled by someone else in the kitchen
- Tenants should be able to access cupboards and appliances safely

- There must be room around the cooker so that someone using it cannot be hit by an opening door

165. We think that it is reasonable to expect a similar standard for private rented housing, though this may be an area where some exceptions are needed – for example it may not be possible to extend the available space in galley kitchens in modernised tenements without undertaking major structural work.

Consultation Questions

Question 2.2 - Do you think that private rented housing should meet a minimum standard for safe kitchens? Yes/no/don't know.

Question 2.3 - If this is introduced, what exceptions (if any) do you think would be needed?

Food storage

166. There is a minimum standard for the amount of food storage space in kitchens in social housing. They must have at least 1 cubic metre of food storage space either in the kitchen itself or immediately adjacent to it. This space does not include fridges, freezers, open shelves, drawers and spaces under sink units. In some cases social landlords have struggled to meet this element of the standard, especially in older tenement blocks where kitchens have been built into fairly small spaces within the existing structure. This is another area where we think that some of the physical constraints on space in some older kitchens would have to allow for exceptions.

Consultation Questions

Question 2.4 - Do you think that private rented housing should have a minimum standard for food storage space? Yes/no/don't know.

Question 2.5 - If this is introduced, what exceptions (if any) do you think would be needed?

Central heating

167. The tolerable standard does not require homes to have central heating systems. The minimum requirement is an electric socket in each apartment capable of servicing a plug-in electrical heater.

168. In the private rented sector any heating system must be in proper working order, but the repairing standard does not require a private landlord to install a heating system in a house that was rented without one. Under the tolerable standard the minimum requirement is an electric socket in each apartment capable of servicing a plug-in heater. We do not think it is necessarily helpful to be too specific about the design of the heating system because there is a wide range of systems and a risk of unintentionally excluding future technological development. In addition it is possible for modern Passivhaus designs to provide efficient thermal comfort through insulation alone. However, we think it may be useful to specify that there should be a system of some sort. We suggest that this should be a fixed installation rather than portable appliances.

Consultation Questions

Question 2.6 - Do you think that private rented housing should have a fixed heating system? Yes/no/don't know.

Question 2.7 - If this is introduced, what exceptions (if any) do you think would be needed?

Lead free pipes

169. A supply of wholesome water is part of the tolerable standard. Lead can make drinking water unwholesome. The current permitted level under Drinking Water Quality Regulations is 10 micrograms of lead per litre.[31] However, current thinking of the World Health Organisation is that no level of lead is safe. Social housing must be free of lead pipes from the boundary stop-cock to the kitchen tap (the supply pipe). In the private rented sector, we could aim for a similar standard. Alternatively, if "lead free" cannot be vouched or demonstrated at start of a tenancy, the quality of water could be tested by a requirement to carry out a water quality test before a new tenancy commences.

Consultation questions

Question 2.8 - Do you think that private rented housing should be free of lead pipes from the boundary stopcock to the kitchen tap? Yes/no/don't know.

Question 2.9 - If it is not possible to establish whether or not there are any lead pipes from the boundary stopcock to the kitchen tap, do you think a water quality test should be carried out before the tenancy commences? Yes/no/don't know.

[31] Water Supply (Water Quality) (Scotland) Regulations 2001 (SSI 2001/207), Schedule 1, http://www.legislation.gov.uk/ssi/2001/207/schedule/1/made

Safe access to common facilities

170. Various elements of the standard for social housing cover access to bin stores, lifts, common drying areas etc, but these could be summed up in a general principle about being able to use common facilities safely. We propose to include a similar element in the repairing standard. In general these will not be the exclusive responsibility of a private landlord so this is another area where there would be a need for clear rules on exceptions.

Consultation Questions

Question 2.10 - Do you think that private rented housing should meet a minimum standard for **(a)** safe access and **(b)** safe use of common facilities provided with the tenancy? Yes/no/don't know.

Question 2.11 - If this is introduced, what exceptions (if any) do you think would be needed?

Safe and secure common doors

171. Entry systems for common front doors prevent casual loitering and vandalism and allow tenants to exercise some control over who gains access to the property. There is evidence that visible security measures, particularly at the point of entry, do discourage burglaries.[32]

172. The Scottish Fire and Rescue Service recommends that thumb-turn locks are fitted to common doors in all above ground flatted properties to make it easier for residents to exit their building without having to find the appropriate key in the event of an emergency.

173. Any such measures would be subject to the agreement of other owners in a flat.[33]

Consultation Question

Question 2.12 - Do you think that private rented housing should meet a minimum standard for safe and secure common doors? Yes/no/don't know.

[32] Home security and place design: some evidence and its policy implications, http://www.securedbydesign.com/professionals/pdfs/Home-Security-and-Place-Design.pdf

[33] Note that under the Tenement Management Scheme a majority decision permits the installation of a system to allow entry to be controlled from each flat.

Thermostatic mixing valves

174. Children and older people are particularly vulnerable to scalding damage from hot water. Thermostatic mixing valves (TMVs) are installed behind taps to mix hot and cold water to a pre-set temperature. Building Regulations for new domestic buildings call for the temperature of hot water delivered to baths and bidets to not exceed 48°C. The installation of TMVs is one way that this can be achieved. TMVs are not currently required under the repairing standard.

Consultation Question

Question 2.13 - Do you think that baths and bidets in private rented housing should be fitted with thermostatic mixing valves (or similar measures)? Yes/no/don't know.

Residual current devices

175. A Residual Current Device (RCD) is a life-saving sensitive safety device that switches off electricity automatically if there is a fault. RCDs offer a level of personal protection that ordinary fuses and circuit-breakers cannot provide. Fitting one or more RCDs into the consumer unit (fuse box) can protect an occupier against electric shock and reduce the risk of electrical fires. Installation of an RCD is recommended as good practice in Scottish Government guidance to private landlords.[34]

Consultation Question

Question 2.14 - Do you think that electrical installations in private rented housing should be fitted with residual current devices? Yes/no/don't know.

Asbestos

176. Asbestos is usually safe if in a good condition and sealed and undisturbed. If asbestos is removed or disturbed work should be carried out by qualified specialist contractors. Because of the dangers of carrying out work on properties with asbestos, we consider that there should be a general duty on all landlords to carry out surveys to ascertain if asbestos is present in houses and to ensure that any work carried out in an area where asbestos has been identified is carried out by a qualified specialist.

[34] Guidance on Electrical Installations and Appliances in Private Rented Property, paragraph 43, http://www.gov.scot/Topics/Built-Environment/Housing/privaterent/landlords/repairing-standard/guidance-electrical

Consultation Question

Question 2.15 - A qualified specialist must be employed for any work that involves removing or disturbing asbestos. Asbestos surveys ensure that a landlord knows when a qualified specialist must be used. Do you think that asbestos surveys should be carried out in private rented housing? Yes/no/don't know.

Private water supplies

177. Private water supplies (PWS) are those which are not provided by Scottish Water and are the responsibility of their owners and users. Approximately 42,000 properties in Scotland have a private water supply and we estimate that around 6,300 of those are private rented properties. The drinking water quality standards for PWS are set out in the Private Water Supplies (Scotland) Regulations 2006 which are enforced by local authorities.

178. PWS come from a wide variety of sources including surface water and the quality of these supplies is therefore very variable and generally much poorer than that of supplies provided by Scottish Water. The Drinking Water Quality Regulator for Scotland highlighted in her 2015 report that 14.7% of supplies were found to be contaminated with *E. coli*. At present, landlords of properties with a private water supply are not required to demonstrate the quality of the water or to carry out a risk assessment of the supply.

179. We propose to include a new provision which will require landlords to have a risk assessment for the private water supply and that the quality of the supply is checked at least annually to demonstrate that it meets the standards in the 2006 Regulations. This will then ensure that tenants are not exposed to health risks from a drinking water supply which does not meet the required standards.

Consultation Question

Question 2.16 - Do you think that the repairing standard should be amended to include a duty on landlords of private rented properties with a private water supply, covering **(a)** risk assessment of the supply, and **(b)** annual water quality testing? Yes/no/don't know.

Cookers, fridges and freezers

180. There were 133,726 emergency food supplies given by food banks operated by the Trussell Trust in Scotland in 2015/16, and there are other food banks that are not included in the Trussell Trust's statistics. The UK Parliament is considering a Private Members' Bill which would require landlords to ensure that rented accommodation contains adequate appliances, equipment and utensils for cooking food, if they have a tenant in receipt of Universal Credit or Housing Benefit.[35] This Bill is a response to concerns that people who need to use food banks do not have facilities to cook or store it.

181. The repairing standard does not require landlords to provide cookers, fridges or freezers. Help with providing cookers, fridges and freezers is available from the Scottish Welfare Fund, administered on behalf of the Scottish Government by local authorities. This fund provided 19,370 grants for cookers and 17,880 grants for fridges and freezers at a total cost of £5.85 million in 2015/16.

182. The tolerable standard says that homes must have "satisfactory facilities for the cooking of food within the house." Scottish Government statutory guidance is that this does not require the presence of cooking appliances, but the house must have the capacity to support such activity safely. This means that there must be an appropriate power source and a space for a cooker.[36]

183. We consider that there are three options:

    Option 1: amend the repairing standard to include capacity for a fridge and freezer (i.e. space and appropriate power source). This would ensure that fridges and freezers could be provided to allow people to store food. We think that very few homes lack this capacity and that this would have minimal impact but it reinforces the central importance of everyone having a home where they can make their own meals.

    Option 2: introduce a statutory requirement on private landlords to provide cookers, fridges and freezers for all tenants in receipt of Housing Benefit and Universal Credit which could have a significant impact on landlords. It would be cumbersome to administer because of the turnover of tenants, interferes with tenants' choice, could be vulnerable to abuse and is potentially very expensive. We consider that this impact would be disproportionate to the need.

    Option 3: do nothing. This would be the position that neither of the previous options are appropriate.

[35] https://services.parliament.uk/bills/2016-17/housingstandardspreparationandstorageoffoodbytenantsinreceiptofuniversalcreditorhousingbenefit.html

[36] Implementing the Housing (Scotland) Act 2006, Parts 1 and 2: Advisory and Statutory Guidance for Local Authorities: Volume 4 Tolerable Standard – Chapter 12 Facilities for Cooking Food, http://www.gov.scot/Publications/2009/03/25154751/13

Consultation Questions

Question 2.17 - Do you think that the repairing standard should be amended to include capacity for a fridge/freezer in order to ensure people are able to store food (option 1)? Yes/no/don't know.

Question 2.18 - Do you think that private landlords should be required to provide cookers, fridges and freezers (option 2)? Yes/no/don't know.

Oil (and other fuels)

184. Private landlords both have a general responsibility to ensure heating systems are working properly and that gas and electrical supplies are safe. We think that a reference to installations for the supply of oil and other fuels should be included in the repairing standard.

Consultation Question

Question 2.19 - Do you think that the repairing standard should be amended to include a specific reference to safety of heating systems using other fuels in addition to gas and electricity? Yes/no/don't know.

Sound insulation

185. Noise from neighbours can have a significant impact on people. There is no requirement to provide noise insulation from internal sources of noise from other people, objects or activities in neighbouring properties. The amount of impact noise transmitted through floors increases considerably when soft floor covering such as a carpet is removed to be replaced by a hard floor finish.

186. There are statutory provisions on noise levels in antisocial behaviour legislation. These include prescribed levels of permitted noise and take account of the complexities of measurement and underlying noise factors.[37] However, if people are going about their normal day to day activity and the resulting noise problem is due to poor sound insulation then an abatement notice is unlikely to be served.

Consultation Questions

Question 2.20 - Do you think that the repairing standard should be amended to include flooring materials to reduce sound transmitted to other homes? Yes/no/don't know.

[37] Guidance on Noise Nuisance, http://www.gov.scot/Publications/2004/10/20151/45699

Question 2.21 - What (if any) other measures to reduce sound transmission should be considered?

Other elements

187. The following question is intended to capture views on any other elements that ought to be considered for inclusion in the repairing standard.

Consultation Question

Question 2.22 - Do you think anything else should be added to the repairing standard?

Section 5 – Extending the repairing standard

188. The following changes would extend the scope of the repairing standard to cover houses that are not currently required to meet it.

Agricultural tenancies

189. Currently, agricultural tenancies, rented crofts and small landholdings[38] do not have to meet the repairing standard. This is because a house on these tenancies is considered to be part of the "fixed equipment" on the farm and is not rented out to the tenant as a house in its own right – instead, it is factored into the rent for the farm as a whole. The tenant is usually responsible for maintenance and repairs to the house and the landlord is responsible for replacing worn fittings. It should be noted,that the repairing standard does not apply to work that a tenant is required to do under a tenancy (provided that the term of the tenancy is at least 3 years).

190. There are over 6000 agricultural tenancies in Scotland but we do not collect statistics on how many of these fall below the repairing standard. However, there is evidence that housing standards in some agricultural tenancies are much lower than in the private rented sector. Clearly there are a range of issues which need to be explored further prior to considering a minimum standard for condition. Ministers are, however, mindful of potential condition issues and are committed to undertake research.[39] This is likely to take place through public consultation in the first half of 2017.

Consultation Question

Question 2.23 - Do you think that agricultural tenancies, rented crofts and small landholdings should be subject to the repairing standard? Yes/no/don't know.

Holiday lets

191. The repairing standard applies to any tenancy except prescribed types of tenancies (such as secure tenancies for social tenants and agricultural tenancies). The legislation says that the definition of a tenancy "does not otherwise include any occupation under an occupancy arrangement," and defines an occupancy arrangement as "an arrangement other than a lease under which a person is entitled, by way of contract or otherwise, to occupy any land or premises."[40] A typical sort of occupancy arrangement would be an agreement to take in a lodger.

[38] As prescribed by s. 12 of the Housing (Scotland) Act 2006
[39] Official Report of the Rural Affairs, Climate Change and Environment Committee for 10 February 2016, http://www.parliament.scot/parliamentarybusiness/report.aspx?r=10368&mode=pdf
[40] Housing (Scotland) Act 2006, section 194

192. There is, however, a question on whether or not a holiday let is a tenancy or an occupancy arrangement. A holiday let cannot be an assured tenancy (the type of tenancy used for private rented housing) or the new private residential tenancies, but in both cases it is listed as a type of tenancy.[41] The Courts in England have considered cases of contrived holiday lets to try to get round rent controls, especially in London, where a particular issue seems to have been with people having lets for "working holidays". We understand that in some cases the Private Rented Housing Panel (now the First-tier Tribunal for Scotland (Housing and Property Chamber)) has held that a property let as holiday accommodation is subject to the repairing standard.

193. The present situation is unsatisfactory because we cannot give a definitive statement as to whether or not a holiday let is subject to the repairing standard. We would like to make this clearer.

Consultation Question

Question 2.24 - Do you think that we need to clarify whether holiday lets (or certain types of holiday lets) should be subject to the repairing standard? Yes/no/don't know.

[41] Housing (Scotland) Act 1988, Schedule 4; Private Housing (Tenancies) (Scotland) Act 2016, Schedule 1. See also Rent (Scotland) Act 1984, section 23A(4).

Section 6 – Timing, costs and enforcement

Timing

194. We think that the changes proposed in this part of the consultation reflect the existing best practice of many landlords and that the associated costs are relatively low, in comparison to ongoing liabilities for repairs and maintenance, provided that sufficient lead in time is allowed for landlords to build improvements into scheduled maintenance and investment in property. There are some exceptions to this – for example, it could be costly for landlords of agricultural tenancies to bring them up to the existing repairing standard.[42] The time required would vary for different elements. For example, private landlords were given one year to meet a requirement for carbon monoxide alarms whereas social landlords were given ten years to meet SHQS.

195. We think that the lead-in time should be at least 5 years. It may be appropriate to have different timescales for different elements, provided that this is not unduly complex.

196. For example, in paragraph 174 above we identify thermostatic mixing valves as a measure to improve safety in bathrooms. The measure is required in new buildings and the estimated additional cost for including them is £80 plus £10 a year in maintenance costs (prices in 2005).[43] This would be more expensive to install retrospectively. We estimate the notional life of a bath as 12 years,[44] over this period it may be reasonable to expect bathroom furniture to be replaced and for safety improvements to be installed at the same time.

Costs

197. The following table is an estimate of the financial impact of the elements of private rented housing standards on which we seek views in this part of the consultation. There is more detail about each of these proposed measures in the rest of this consultation. It should be stressed that these are very rough estimates and actual costs are likely to vary. It does, however, help to suggest where the cost impact is likely to be highest. The timeframe is the lead-in time to allow landlords to spread the costs and include work in planned maintenance and improvements. There were an estimated 350,000 private rented homes in Scotland as at March 2015. The actual cost would vary between properties, with no cost to homes that already meet the new elements of the standard.

[42] See paragraph 190 above.
[43] Scottish Building Standards Agency, Final Regulatory Impact Assessment (Ref: 2005/47): Amendments to Guidance under the Building (Scotland) Regulations 2004 – Standard 4.9 (Danger from Heat), http://www.gov.scot/Resource/Doc/980/0027528.pdf.
[44] The Scottish Secure Tenants (Compensation for Improvements) Regulations 2002 (SSI 2002/312), Schedule, http://www.legislation.gov.uk/ssi/2002/312/schedule/made

198. For some elements the costs will vary between properties. For example, full installation of a new consumer unit protected by a residual current device could cost £300 but if an existing fuse box can accommodate the installation it could be brought up to standard for £100, so that the average cost will lie between these figures.

New element	Estimated cost per property (£)	Estimate of stock not currently covered	Timeframe (years)	Annual cost to Private Landlords (£m)
Tolerable standard	2000	5%	10	3.50
Safe kitchens	500	2%	10	0.35
Food storage	1,000	5%	10	1.75
Central Heating	4,000	1%	5	2.80
Lead free pipes	1,000	4%	5	2.80
Safe access to common facilities	500	5%	10	0.88
safe and secure common doors	50	25%	5	0.88
Thermostatic mixing valves	100	75%	12	2.19
Residual current devices	200	50%	5	7.00
Asbestos surveys	100	75%	10	2.63
PWS risk assessment	200	4%	5	0.56
Capacity for fridges/ freezers	200	2%	10	0.14
Safe oil systems	100	2%	5	0.14
Sound insulation	250	5%	5	0.88
Total				**26.48**

199. The chart below shows how these costs might be spread if the changes to standards are introduced from 2020. This would be different if elements are introduced at different times or if timescales for elements were changed – so that costs could be spread over a longer period and the annual impact reduced. If the annual costs are projected over the indicated timespans for each element in the table, the total cost over a twelve year period would be £194 million.

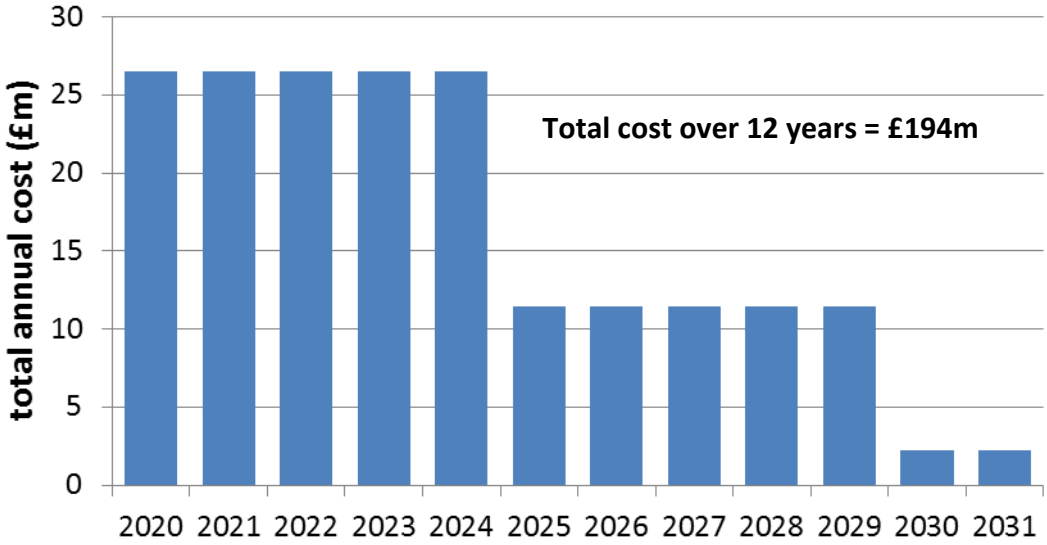


Chart: modelled costs for changes to the repairing standard

Consultation questions

Question 2.25 - Do you think that there should be a lead-in time of at least 5 years for landlords to comply with any changes to the repairing standard? Yes/no/don't know.

Question 2.26 - Do you think that different lead-in times for different measures would cause any difficulties for **(a)** landlords or **(b)** tenants? Please tell us what difficulties you think could be caused.

Alignment with other targets

200. It may be sensible to link targets for new standards to other targets driving work on existing houses, in relation to energy efficiency and climate change (providing that this is consistent with the minimum lead-in times needed for each element):

2020	Climate Change target of 42% greenhouse gas emission reduction [45] First milestone for the Energy Efficiency Standard for Social housing (EESSH) [46]
2022	Backstop for private rented housing to meet the EPC band E [47]
2025	Backstop for private rented housing to meet EPC band D [48]
2030	Step-change in provision of energy efficient homes [49]
2050	Climate Change target of 80% greenhouse gas emission reduction [50] Second EESSH milestone Largely decarbonised heat sector [51]

Consultation Question

Question 2.27 - Do you think that the timetable for changes should be linked to wider government milestones on climate change? Yes/no/don't know.

[45] Climate Change (Scotland) Act 2009, section 2
[46] The Energy Efficiency Standard for Social Housing (EESSH) - Background and guidance for social landlords, http://www.gov.scot/Publications/2014/03/3154/0
[47] See paragraph 51 in Part 1 of this Consultation.
[48] See paragraph 115 in Part 1 of this Consultation
[49] Infrastructure Investment Plan 2011, http://www.gov.scot/Publications/2011/12/05141922/10
[50] Climate Change (Scotland) Act 2009, section 1
[51] Low Carbon Scotland: Meeting our Emissions Reduction Targets 2013-2027. The Second Report on Proposals and Policies (RPP2) – paragraph 5.2.3, http://www.gov.scot/Publications/2013/06/6387/7

Enforcement

201. The repairing standard can be enforced through the First-tier Tribunal for Scotland (Housing and Property Chamber). Private tenants can apply to the Tribunal for assistance. The Tribunal can issue a repairing standard enforcement orders (RSEO).

202. It is a criminal offence to fail to carry out work required under an RSEO or to enter into a tenancy whilst an RSEO is in place. An offence is only committed where the landlord fails to comply with the RSEO without reasonable excuse, and the landlord cannot be guilty of the offence until the First-tier Tribunal has decided that the landlord has failed to comply with it. However, the Tribunal can enforce an RSEO by restricting rent or by referring the case to the local authority to carry out work and recover costs from the owner. An outstanding RSEO is also noted in the landlord register and can be taken into account in the application of the "fit and proper person" test. We think these enforcement routes are sufficient. In Part 1 of this consultation we propose to introduce civil fines for non-compliance with the energy efficiency standard, we are not proposing any additional fines for other elements of the repairing standard.[52]

203. The First-tier tribunal took over the functions of the Private Rented Housing Panel from December 2016. The following table shows that the number of applications to the Private Rented Housing Panel in relation to the repairing standard is relatively low. We expect applications to the First-tier Tribunal to increase in the future because of new powers for local authorities to raise breaches of the statutory repairing standard directly with the Tribunal on behalf of vulnerable tenants,[53] and because of greater security of tenure provided by new private residential tenancies.[54]

Year	Number of applications in relation to the repairing standard
2012	232
2013	257
2014	273
2015	355

Consultation Question

Question 2.28 - Are the current enforcement routes via the housing tribunal appropriate for the proposed new measures in the repairing standard ? Yes/no/don't know.

[52] See paragraph 96 in Part 1 of this consultation.
[53] Section 22 of the Housing (Scotland) Act 2006 as amended by section 25 of the Housing (Scotland) Act 2014 (1 December 2015 to 1 April 2016, depending on area) – 53 applications by local authorities were made between 1 December 2015 and 31 January 2017.
[54] Part 5 of the Private Housing (Tenancies) (Scotland) Act 2016

204. The repairing standard for private landlords contains an exception for work that cannot be done because the landlord cannot get consent, or where tenants are responsible for work,[55] and guidance for landlords also recognises other situations – for example, where a landlord has professional advice from an electrician about the placement of smoke alarms. We think that these existing provisions should be revised to specify exceptions where work is technically infeasible or the costs are unreasonably excessive, or where the necessary consents are withheld.[56] This would also be consistent with the existing rules on exceptions for social landlords.[57]

Consultation questions

Question 2.29 - Do you think that rules on exceptional circumstances (where landlords are not required to comply with the repairing standard) should be revised to ensure situations such as technically infeasible work, unreasonable costs and withheld consents are covered? Yes/no/don't know.

Question 2.30 - Do you have any other views on the measures proposed in relation to:

(a) costs
(b) timing
(c) enforcement?

[55] The exception for the tenants being responsible for the work only applies where that is by virtue of the terms of the tenancy and where that tenancy is for a period of not less than 3 years and the tenancy is not determinable at the option of either party within 3 years of the start of the tenancy.
[56] Similar exceptions for private landlords are also considered in relation to the proposed energy efficiency standard in Part 1 of this consultation, see paragraph 101 in Part 1 of this consultation.
[57] Guidance for Social Landlords on Exemptions and Abeyances in Connection with the Scottish Housing Quality Standard, http://www.gov.scot/Topics/Built-Environment/Housing/16342/shqs/annexi.

Section 7 – Assessing impact

205. Alongside this consultation document we have published a partial Business and Regulatory Impact Assessment, and an interim Equalities Impact Assessment. We welcome views on our assessment of the impact of the proposals which we set out in these documents, and encourage all relevant parties to respond to the consultation. We will also consider whether there are specific impacts on the groups identified in these assessments, or on children or young people (to inform a Child Rights and Wellbeing Impact Assessment), as part of the consultation phase.

Consultation questions

Question 2.31 - Please tell us about any potential economic or regulatory impacts, either positive or negative, that you feel the legislative proposals in Part 2 of this consultation document may have, particularly on businesses.

Question 2.32 - In relation to the interim Equality Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 2 of this consultation document may have on any groups of people with protected characteristics. We would particularly welcome comments from representative organisations and charities that work with groups of people with protected characteristics.

Question 2.33 - To help inform the development of the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 2 of this consultation document may have on children's rights and welfare. We would particularly welcome comments from groups or charities that work with young people.

Responding to this consultation

We are inviting responses to this consultation by 30 June 2017.

Please respond to this consultation using the Scottish Government's consultation platform, Citizen Space. You can view and respond to this consultation online at: https://consult.scotland.gov.uk/better-homes-division/energy-efficiency-programme You can save and return to your responses while the consultation is still open. Please ensure that consultation responses are submitted before the closing date of 30 June 2017.

If you are unable to respond online, please complete the Respondent Information Form (see "Handling your response" below) to:

Private rented sector standards consultation
Scottish Government
1H South
Victoria Quay
Edinburgh
EH6 6QQ

It would be helpful to have your response by email or using the electronic response form. The electronic response form can be accessed at the following website address: https://consult.scotland.gov.uk . You can also email your response to SEEP-PRSstandards@gov.scot.

Handling your response

If you respond using Citizen Space (http://consult.scotland.gov.uk/), you will be directed to the Respondent Information Form. Please indicate how you wish your response to be handled and, in particular, whether you are happy for your response to be published.

If you are unable to respond via Citizen Space, please complete and return the Respondent Information Form included in this document. If you ask for your response not to be published, we will regard it as confidential, and we will treat it accordingly.

Everyone who responds should be aware that the Freedom of Information (Scotland) Act 2002 applies to the Scottish Government. We would therefore have to consider any request made to us 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 to the public at http://consult.scotland.gov.uk.

If you use Citizen Space to respond, you will receive a copy of your response via email.

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us. Responses will be published where we have been given permission to do so.

Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to:

Private rented sector standards consultation
Scottish Government
1H South
Victoria Quay
Edinburgh
EH6 6QQ

Scottish Government consultation process

Consultation is an essential part of the policy-making process. It gives us the opportunity to consider your opinion and expertise on a proposed area of work.

You can find all our consultations online: http://consult.scotland.gov.uk . Each consultation details the issues under consideration, as well as a way for you to give us your views, either online, by email or by post.

Consultations may involve seeking views in a number of different ways, such as public meetings, focus groups, or other online methods such as Dialogue (https://www.ideas.gov.scot).

Responses will be analysed and used as part of the decision-making process, along with a range of other available information and evidence. We will publish a report of this analysis for every consultation. 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; and
- be used to finalise legislation before it is implemented.

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.

Next steps

The Scottish Government will review responses to the consultation and the issues raised during engagement with stakeholders to inform our proposals for bringing forward legislation to introduce a minimum energy efficiency standard for privately rented housing, and to amend the repairing standard.

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Energy efficiency and condition standards in private rented housing: A Scotland's Energy Efficiency Programme Consultation

Part 1 – energy efficiency standards

1.1. Do you think that only tenancies covered by the repairing standard should have to meet minimum energy efficiency standards?

☐ Yes ◉ No ☐ Don't know

If not, what other privately rented tenancies do you think should be included?

The Repairing Standard should also be applied to Holiday Lets and Agricultural Tenancies.

1.2. We propose to link the minimum energy efficiency standard to the energy performance certificate as we think this is the most suitable mechanism.

Do you agree?

◉ Yes ☐ No ☐ Don't know

If you answered no:

(a) please explain why; and
(b) please set out your suggestions for how we could set the standard.

Comments :

1.3 (a). Do you think there are elements of the energy performance certificate assessment that would need to be altered to support a minimum energy efficiency standard?

☐ Yes ◉ No ☐ Don't know

(b) If so, what areas do you think would need to be changed and what evidence can you offer to support your view?

1.4. Do you think that the minimum energy efficiency standard for private rented properties should be set at an energy efficiency rating of E in the first instance?

◉ Yes ○ No ○ Don't know

Please explain your answer.

This allows for a softer launch of the proposed changes allowing Landlords to take time to consider the new requirements. This also minimises initial expenses and allows for planned maintenance.

1.5. Do you think that the minimum energy efficiency standard should first of all apply only to those properties where there is a change in tenancy, and after that to all private rented properties?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, a phased approach would allow for alterations to be made gradually. Although sitting tenants will be required to wait longer for the "backstop" date to come into place, North Ayrshire Council's Private Sector Advice Team would seek to educate Landlords of the proposed changes prior to this. This is to allow for planned maintenance and a greater understanding of Landlord duties across the sector relating to energy efficiency improvements.

1.6. Do you think that 1 April 2019 is the right date to start applying the minimum standard of E when there is a change in tenancy?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, as this allows time for materials to be published to assist Landlords to carry out energy efficiency measures.

1.7. Do you think that 31 March 2022 is the right date by which all privately rented properties would need to meet the minimum standard?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, as this allows time for works to be undertaken in a planned and financially sustainable manner.

1.8. Where a property has an EPC of F or G at the point of rental:

(a) Do you think that we should require the owner to carry out a minimum standards assessment before renting the property out?

◉ Yes ○ No ○ Don't know

(b) Do you think that we should allow a period of six months from the date of the minimum standards assessment to carry out the improvement identified by the assessment?

◉ Yes ○ No ○ Don't know

(c) Do you think that the owner should have to provide a post-improvement EPC to prove that the necessary improvements have been made?

◉ Yes ○ No ○ Don't know

Please explain your answers.

Information should be provided to Private Tenants at point of entry similar to Gas Safety and Electrical Safety Certificates unless other Agencies (such as the Local Authority) are involved at the initial letting stage.

1.9. We think that all privately rented properties should have to meet the minimum standard by 31 March 2022. Where a property does not have an EPC of E:

(a) Do you think that we should require the owner to carry out a minimum standards assessment by 30 September 2021 (the backstop assessment date)?

◉ Yes ○ No ○ Don't know

(b) Do you think that we should allow a period of six months from the backstop assessment date to carry out the improvement identified by the minimum standards assessment?

◉ Yes ○ No ○ Don't know

(c) Do you think that the owner should have to provide a post-improvement EPC to prove that the necessary improvements have been made?

◉ Yes ○ No ○ Don't know

Please explain your answers.

Information should be provided to Private Tenants at point of entry similar to Gas Safety and Electrical Safety Certificates unless other Agencies (such as the Local Authority) are involved at the initial letting stage.

1.10. We are proposing that there should be a new minimum standards assessment based on the EPC methodology that will tell an owner how to bring their property up to standard. Please tell us your views on the following elements of that proposal:

(a) that the assessment would use EPC methodology, since that is how we are proposing that the standard is set;

Please explain your answer, and provide alternatives where applicable.

Yes, however, it is important that the assessments are presented in an easy to read and plain English format. It is also important to consider the different models that EPCs use to ensure that the most current version is applied.

(b) that the assessment would work out the lowest cost technically appropriate package of measures to bring the property up to standard, based on the average of costs used in EPC methodology;

Please explain your answer, and provide alternatives where applicable.

Yes, however as well as the lowest cost technically appropriate measure, information should also be provided on other routes to improve the property that may apply.

(c) that the assessment would set out the package to meet an energy efficiency rating of E, and separately of D, from the property's current rating;

Please explain your answer, and provide alternatives where applicable.

Yes, as long as the information is presented in a clear format so that Landlords may readily distinguish the differences between each rating level.

(d) that the assessment would include a calculation of the property's EPC rating before identifying the appropriate measures, where there is no EPC under the current version of the EPC methodology;

Please explain your answer, and provide alternatives where applicable.

We agree with this process in order to identify the baseline performance of the property ie if any improvements need to be recommended to achieve an EPC rating of E, or D.

(e) that the assessment could include measures which are not currently in the EPC assessment, but which can be measured in the RdSAP methodology. If you agree with this proposal, please provide suggestions for what these measures might be, and what costs should be used for these;

Please explain your answer, and provide alternatives where applicable.

Yes, to be made available for properties which are 'hard to treat' and/or in rural areas where additional difficulties may be present to complete works. Proposals should also be included as to what costs should be used and whether discretionary measures may be applied.

(f) that the assessment would cost in the region of £120-£160.

Please explain your answer, and provide alternatives where applicable.

Yes, this is determined as being a reasonable cost of assessment as it lends credibility that it has been carried out professionally. Nevertheless, this cost would be anticipated to reduce as the demand for this service increases whilst maintaining this credibility.

1.11. Do you think that the assessment should only recommend a package of measures which improves both the energy efficiency and the environmental impact scores of the property?

○ Yes ◉ No ○ Don't know

Please explain your answer.

In order to be the most robust assessment possible, an Occupancy Assessment should also be carried out to determine discrepancies between the Energy Efficiency determined by the fabric of the building as well as its use. This Occupancy Assessment may also prove to be a useful tool for signposting to agencies such as the Local Energy Advice Forum, Home Energy Scotland or other relevant bodies.

As an Occupancy Assessment may not be possible in void properties, the Scottish Government may wish to consider introducing guidelines for Landlords to complete this once a tenant moves in.

1.12. We propose to develop a new role of minimum standards assessor.

(a) Do you think that a new role of a minimum standards assessor is needed?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, this is important to ensure that the assessment is viewed as credible and legitimate. This is also essential for enforcement purposes where legal challenges may occur.

(b) If so, what additional skills beyond those of an EPC assessor would be needed?

Please explain your answer.

Be able to offer technical advice to landlord and signpost resident to supporting national and local organisations

(c) How long do you think it would take to get this in place?

Please explain your answer.

Until April 2019 to allow it to be accredited by UCAS and to allow for relevant training to be available prior to implementation.

(d) Who do you think should maintain the register of assessors?

Please explain your answer.

Energy Saving Trust or Scottish Government in line with the current EPC Register.

1.13. What are your views on the existing advice and information provision provided by Scottish Government for landlords and tenants? What changes, if any, do you think are required?

What are your views on the existing advice and information provision provided by Scottish Government for landlords and tenants? What changes, if any, do you think are required?

The information publicised should be made clearer and presented in a plain English format. There is also scope for a better layout of the materials currently available.

1.14. What financial or fiscal incentives support – such as grant and loans, tax or otherwise - would you find most useful to help to accelerate the installation of energy efficiency measures and help landlords meet any proposed standards?

Tax reductions, grant funding or loan funding should be made available and publicised to encourage Landlords to embrace the changes proposed. It is important that ease of access is maintained as far as possible to encourage relevant parties to access assistance. This may also include further use of HEEPS:ABS.

1.15. What impact do you think the introduction of minimum standards would have on local supply chains for energy efficiency works?

There is a potential for a boost in the demand for Energy Efficiency supplies and services should minimum standards be introduced. As a result of this there is scope for job creation and retention within the sector increasing economic capabilities in local areas.

1.16. Do you think it would be helpful for assessors and installers to have a traditional buildings qualification that raises awareness and understanding of energy efficiency measures for older, traditional or vulnerable buildings built prior to 1919?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes as these types of buildings may be particularly hard to treat. Knowledge of this type of structure may also give the landlord and tenant confidence in the assessor's ability to consider different property types.

1.17. Do you think there are additional consumer protection safeguards the Scottish Government should consider for the private rented sector?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, it is important that Landlords are afforded Consumer Protection against potentially "rogue" assessors or installation businesses.

1.18. Do you think that local authorities should be responsible for enforcing the standard?

◉ Yes ○ No ○ Don't know

If not, why not, and what alternative would you suggest?

Yes, however it is suggested that the Enforcement Powers should be mandatory and prescriptive across all Local Authorities, with mandatory training requirements.

At present, Local Authorities may apply discretionary powers differently however by making it a mandatory power there may be less discrepancy between authorities. It is important to note however that this will result in an increased burden on current resources and staffing.

North Ayrshire Council currently carry out enforcement through partnership working across services including Building Standards, Licensing and Private Sector Housing. This should be implemented as good practice across Local Authorities. In implementing new enforcement roles, Local Authorities should be given guidance as to which legislation takes precedence in each case where appropriate.

1.19. Do you think that the penalty for not complying with the standard should be a civil fine against the owner?

◉ Yes ○ No ○ Don't know

If not, why not, and what alternative would you suggest?

Yes, however it may also be practical to consider fining Letting Agents who are also involved. The Local Authority should have the power to retain a proportion of the recovered amount to maintain a good level of resources in line with additional duties.

1.20. We have proposed the following fines:

£500 for failing to have a minimum standards assessment

£1000 for failing to carry out the works within six months of the assessment.

Do you think these proposed fines are appropriate and proportionate?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, however there should be an additional discrepancy period, determined by the Local Authority of between 3-6 months depending on each set of circumstances.

1.21. We have proposed some specific situations where owners should have longer than six months to bring their properties up to the minimum standard. Do you have any comments on these proposed situations in relation to:

(a) the proposed reasons?

No additional comments.

(b) what evidence you think the landlord would need to provide for each?

A Technical Assessment by a recognised Agency.

(c) should there be other situations, such as the completion of condition works?

Please explain your answers.

This should be reviewed by the Local Authority dependent on individual circumstances.

1.22. We have proposed some situations where we think owners should not be penalised for not carrying out the full improvement identified by the minimum standards assessment. Do you have any comments in these in relation to:

(a) technical reasons

(b) legal reasons

(c) excessive cost reasons

(d) the proposal that this would remain valid for a period of not more than 5 years?

Please explain your answers.

Owners should be given exceptions based on each of the reasons provided in the consultation. However, dependent on the nature of the exception, the period of validity should be discretionary rather than prescriptive. There should also be a review process depending on the circumstances. For example a listed building may be exempt however after 5 years may require further exceptions as the technical specifications remain the same.

1.23. For local authorities to be able to enforce and monitor the proposed minimum standards:

a) what processes do you think local authorities will need to have in place for

(i) normal compliance

(ii) monitoring extended periods for compliance

(iii) monitoring situations where not all of the improvements are made?

Please explain your answers.

A Local Authority may choose to carry out a random sample of spot checks on privately rented properties in order to assess compliance with the changes in this Consultation. However, a robust process should be set out by Scottish Government to ensure that all Local Authorities carry out the same method of compliance monitoring ensuring equitable data collection. These duties may fall to the Service within each Local Authority who have responsibility for carrying out property inspections relating to the Tolerable Standard or Repairing Standard. This may place additional pressure on resources already in place. We request that the Scottish Government articulates how it anticipates that local authorities can monitor and enforce new standards within limited existing resources.

(b) what implications would this have for local authorities?

Please explain your answer.

This process could become resource intensive and as such a new process for monitoring, compliance and enforcement would be necessary. This will place unacceptable pressure on already limited resources.

1.24. What opportunities do you think there are to combine enforcement of minimum energy efficiency standards with other action in the private rented sector?

Please explain your answer.

These tasks should be combined where possible to prevent duplication of work. This may specifically take place when Local Authority teams carry out investigations into breaches of the Tolerable Standard or Repairing Standard. The current issue is that each Local Authority works in a slightly different way.

1.25. Do you think that we should set out now the minimum energy efficiency standard after 2022?

◉ Yes ○ No ○ Don't know

Please explain your answer.

Yes, by setting out all changes as early as possible, Landlords have a greater period of time to plan maintenance relating to Energy Efficiency and be educated about what changes would be required.

1.26. Do you think that the next standard should be to meet an EPC of D at point of rental from 1 April 2022, and in all privately rented properties by 31 March 2025?

◉ Yes ○ No ○ Don't know

Please explain your answer.

This allows a phased approach for Landlords to complete works.

1.27. When increasing the standard to EPC D, we propose that the cost cap will be £5000 for properties with an EPC of E, and £10,000 for properties with an EPC of F or G (which would include any spend made to improve the property previously following a minimum standards assessment). Please tell us your views about this proposed cap.

This is a fair and reasonable price however it is important that financial assistance such as grants or loans are available to Landlords as a support mechanism.

1.28. What are your views on the provisions in general for exceptions to the D standard, including that a property which has an exception from meeting E should not automatically be excepted from meeting D?

Please explain your answer.

This should be dependent on the exception as there may be cases wherein the exception from meeting an E rating would also prevent a property from meeting D.

1.29. What do you think the main benefits would be of introducing a minimum standard higher than D?

Please explain your answer.

Benefits of introducing a higher minimum standard are the potential scope for reduced Fuel Poverty across Scotland, reduced Greenhouse Gas Emissions and achievement of Climate Change Targets. There is also the possibility of introducing further de-carbonisation in regards to heating supply.

1.30. We think that any increase in the standard beyond D would bring new challenges in the form of cost, technical considerations and alignment with the Climate Change Plan.

(a) Are there other new challenges you are aware of?

There is a potential negative impact on the affordable housing supply should further changes to the minimum standard be made. This could be due to increased regulation of properties and Landlords resulting in disinvestment of the Sector as a whole. Landlords may feel particularly negative towards further change due to a number of already approved proposals increasing regulation.

(b) How do you think we could address these challenges if we raised the minimum standard beyond energy efficiency rating of D?

Please explain your answers.

It would be necessary to conduct a further study into the sector once the minimum standard of D is set and further consultation with Stakeholders.

1.31. Please tell us about any potential economic or regulatory impacts, either positive or negative, that you feel the legislative proposals in Part 1 of this consultation document may have, particularly on businesses (including landlords).

Please see Question 1.30 and 1.31.

1.32. In relation to the interim Equality Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 1 of this consultation document may have on any groups of people with protected characteristics. We would particularly welcome comments from representative organisations and charities that work with groups of people with protected characteristics.

There are unlikely to be any negative impacts for those in protected characteristic groups. There may be a positive impact however on those who are vulnerable such as the elderly or children living in the Private Rented Sector.

1.33. To help inform the development of the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 1 of this consultation document may have on children's rights and welfare? We would particularly welcome comments from groups or charities that work with young people.

In relation to the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 1 of this consultation document may have on children's rights and welfare? We would particularly welcome comments from groups or charities that work with young people.

Better Energy Efficiency Standards have the scope to reduce Fuel Poverty in the Private Rented Sector and have further reaching social benefits. These benefits may include warmer homes with family income being re-directed toward healthier living options such as nutrition and exercise. Additionally, children living in a warmer, more comfortable home may be less likely to develop health issues or suffer from a lack of concentration meaning that there are benefits to the Health and Education systems too.

1.34. Do you have any suggestions for the monitoring and review framework?

It may be necessary to set a standard baseline nationally using Scottish Housing Condition Survey Data.

1.35. Do you have any other comments on the proposals set out in Part 1 of this consultation?

No further comments.

Part 2 – Condition standards

2.1. Do you think that ensuring a house complies with the tolerable standard should be part of a private landlord's duties under the repairing standard?

◉ Yes ○ No ○ Don't know
Please explain your answer.

Issues which are highlighted under either standard may naturally link in with the other. Additionally, properties may be likely to have multiple failures of either standard.

2.2. Do you think that private rented housing should meet a minimum standard for safe kitchens?

◉ Yes ○ No ○ Don't know

2.3. If this is introduced, what exceptions (if any) do you think would be needed?

If this measure is implemented exceptions should be considered for different house build types which could prevent changes being made. In particular, older style flatted accommodation may prove difficult to adapt to "safe kitchen" standards and therefore lead to disinvestment in this type of property.

2.4. Do you think that private rented housing should have a minimum standard for food storage space?

◉ Yes ○ No ○ Don't know

2.5. If this is introduced, what exceptions (if any) do you think would be needed?

Exceptions should be discretionary based on reasonableness of adaptations being made to a property.

2.6. Do you think that private rented housing should have a fixed heating system?

◉ Yes ○ No ○ Don't know

2.7. If this is introduced, what exceptions (if any) do you think would be needed?

Exceptions should only be introduced for properties which are determined to not support a fixed heating system being installed.

2.8. Do you think that private rented housing should be free of lead pipes from the boundary stopcock to the kitchen tap?

◉ Yes ○ No ○ Don't know

2.9. If it is not possible to establish whether or not there are any lead pipes from the boundary stopcock to the kitchen tap, do you think a water quality test should be carried out before the tenancy commences?

◉ Yes ○ No ○ Don't know

2.10. Do you think that private rented housing should meet a minimum standard for (a) safe access and (b) safe use of common facilities provided with the tenancy?

◉ Yes ○ No ○ Don't know

2.11. If this is introduced, what exceptions (if any) do you think would be needed?

Exceptions may be granted in cases where there are absentee owners within the block or the inability to have a majority of interest for changes to common areas.

2.12. Do you think that private rented housing should meet a minimum standard for safe and secure common doors?

◉ Yes ○ No ○ Don't know

2.13. Do you think that baths and bidets in private rented housing should be fitted with thermostatic mixing valves (or similar measures)?

◉ Yes ○ No ○ Don't know

2.14. Do you think that electrical installations in private rented housing should be fitted with residual current devices?

◉ Yes ○ No ○ Don't know

2.15 Do you think that asbestos surveys should be carried out in private rented housing?

○ Yes ◉ No ○ Don't know

A qualified specialist must be employed for any work that involves removing or disturbing asbestos. Asbestos surveys ensure that a landlord knows when a qualified specialist must be used.

2.16. Do you think that the repairing standard should be amended to include a duty on landlords of private rented properties with a private water supply, covering (a) risk assessment of the supply, and (b) annual water quality testing?

◉ Yes ○ No ○ Don't know

2.17. Do you think that the repairing standard should be amended to include capacity for a fridge/freezer in order to ensure people are able to store food?

◉ Yes ○ No ○ Don't know

2.18. Do you think that private landlords should be required to provide cookers, fridges and freezers?

○ Yes ◉ No ○ Don't know
This may not account for personal preference for Tenants.

2.19. Do you think that the repairing standard should be amended to include a specific reference to safety of heating systems using other fuels in addition to gas and electricity?

◉ Yes ○ No ○ Don't know

2.20. Do you think that the repairing standard should be amended to include flooring materials to reduce sound transmitted to other homes?

○ Yes ◉ No ○ Don't know
This would be too difficult for Local Authorities to reasonably enforce.

2.21. What (if any) other measures to reduce sound transmission should be considered?

Information and guidance should be provided to Landlords and Tenants on how they may prevent excess noise through practical measures.

2.22. Do you think anything else should be added to the repairing standard?

Introducing Gas Safety Certificates and the Electrical Condition Installation Report being provided as mandatory under the Repairing Standard rather than separate Legislation.

2.23. Do you think that agricultural tenancies, rented crofts and small landholdings should be subject to the repairing standard?

◉ Yes ○ No ○ Don't know

2.24. Do you think that we need to clarify whether holiday lets (or certain types of holiday lets) should be subject to the repairing standard?

◉ Yes ○ No ○ Don't know

2.25. Do you think that there should be a lead-in time of at least 5 years for landlords to comply with any changes to the repairing standard?

◉ Yes ○ No ○ Don't know

2.26. Do you think that different lead-in times for different measures would cause any difficulties for (a) landlords or (b) tenants? Please tell us what difficulties you think could be caused.

All changes should be completed within the same space of time to maintain consistency when information is being shared with both Landlords and Tenants. By changing lead in times, there may be confusion between the introduction of Repairing Standard changes and Energy Efficiency changes.

2.27. Do you think that the timetable for changes should be linked to wider government milestones on climate change?

◉ Yes ○ No ○ Don't know

2.28. Are the current enforcement routes via the housing tribunal appropriate for the proposed new measures in the repairing standard?

◉ Yes ○ No ○ Don't know

2.29. Do you think that rules on exceptional circumstances (where landlords are not required to comply with the repairing standard) should be revised to ensure situations such as technically infeasible work, unreasonable costs and withheld consents are covered?

◉ Yes ○ No ○ Don't know

2.30. Do you have any other views on the measures proposed in relation to:

(a) costs

No further comments.

(b) timing

No further comments.

(c) enforcement?

No further comments.

2.31. Please tell us about any potential economic or regulatory impacts, either positive or negative, that you feel the legislative proposals in Part 2 of this consultation document may have, particularly on businesses.

Introduction of further amendments to the Repairing Standard may increase the level of resources required to carry out property inspections. However, there may be an increase in the demand for tradespeople to carry out works to existing properties resulting in job creation and retention.

2.32. In relation to the interim Equality Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 2 of this consultation document may have on any groups of people with protected characteristics. We would particularly welcome comments from representative organisations and charities that work with groups of people with protected characteristics.

There are no likely negative impacts of introducing these measures for any protected characteristic groups. There may be a positive impact however on those who are vulnerable such as the elderly or children living in the Private Rented Sector.

2.33. To help inform the development of the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 2 of this consultation document may have on children's rights and welfare. We would particularly welcome comments from groups or charities that work with young people.

In relation to the Child Rights and Wellbeing Impact Assessment, please tell us about any potential impacts, either positive or negative, that you feel the proposals in Part 2 of this consultation document may have on children's rights and welfare? We would particularly welcome comments from groups or charities that work with young people.

Better property condition standards have the scope to reduce inequality in the Private Rented Sector and have further reaching social benefits. These benefits may include warmer and safer homes with family income being re-directed toward healthier living options such as nutrition and exercise. Additionally, children living in

a warmer, more comfortable home may be less likely to develop health issues or suffer from a lack of concentration meaning that there are benefits to the Health and Education systems too.

NORTH AYRSHIRE COUNCIL

Agenda Item 21

20 June 2017

Cabinet

Title:	**District Heating Proposals for Irvine**
Purpose:	To brief Cabinet on the results of a feasibility study considering the establishment of a core district heating network in Irvine, and to seek approval to proceed with the planned next steps for the project.
Recommendation:	That Cabinet agree to the outcomes of the feasibility study being developed into a detailed investment grade business case.

1. Executive Summary

1.1 Officers have reviewed the outcomes of a feasibility study relating to the construction of a heat network in Irvine. The network aims to supply affordable, low carbon warmth to residents of the 5 tower blocks in Fullarton, Irvine, which are within the most deprived 5% of datazones according to the Scottish Index of Multiple Deprivation 2016. The network will also include Cunninghame House and Loudoun Montgomery Primary School, with potential scope for extension at a future date. The feasibility work indicates that tenants in the tower blocks could benefit from a 30% reduction in their heating costs, and that some 2,500 tonnes of carbon could be saved.

1.2 Development of the project is required to take the preferred option identified in the feasibility study and refine it into a detailed investment grade business case. This report provides background to the study, the approach taken, the outcomes of the study and the recommendations for the next project phase. Members are invited to approve the preparation of an investment grade business case to take the project forward.

2. Background

2.1 Heat networks offer a flexible and efficient means of supplying heat to multiple properties in a given area. The adoption of heat networks in certain countries has been marked; district heating in Sweden now accounts for 55% of the heat market, supplying an estimated five million connected customers. By contrast established gas distribution networks, coupled with historically reliable access to natural gas, have inhibited the development of heat networks in the UK.

2.2 District heating aims to aggregate heat generation into a centralised energy centre and distribute it to multiple properties over a heat network, rather than individual properties generating heat at the point of use. This can allow an overall greater efficiency to be achieved and creates lasting infrastructure that is indifferent to the heat source used, allowing future developments in low carbon heat generation to be exploited. Benefits can include reduced cost of heat for customers, reduced carbon emissions, increased energy security, and local job creation.

Policy Context

2.3 Ambitious national carbon reduction targets have led the Scottish Government to develop policy and strategic frameworks for the decarbonisation of heat. The Heat Policy Statement published by the Scottish Government in 2015 retains the ambition to deliver 1.5 TWh of Scotland's heat demand by district or communal heating and to have 40,000 homes connected by 2020.

2.4 The Scottish Government recently published a consultation on Scotland's Energy Strategy. This includes consultation on a number of related topics, including renewable heat and district heating. Further, the government is actively supporting district heating project development through the Heat Network Partnership. There are also support mechanisms in place to aid the funding for development of such projects, including the LCITP (low carbon infrastructure transition programme).

2.5 The North Ayrshire Council Renewable Energy Strategy proposed an outline case for a district heating scheme in Irvine, recognising the potential for a number of co-located heat loads. This was approved by Cabinet in September 2015.

2.6 Officers subsequently commissioned a detailed feasibility study to assess the technical and economic feasibility of establishing a low carbon district heating network in Irvine. This proposes the construction of a centralised energy centre and associated infrastructure to supply heat to:

- 5 Council owned multi-storey tower blocks in the Fullarton area (Afton Court, Annick Court, Doon Court, Garnock Court, Lugton Court) that are currently served by electric storage heaters which are due for replacement by 2019)
- Cunninghame House
- Loudoun Montgomery Primary School

The study also speculatively reviewed neighbouring private and commercial properties for their potential to connect to the network. A number of possible scenarios were considered to facilitate future extension of the core network into other parts of Irvine, to be pursued if the core network can be successfully established.

2.7 One of the main drivers behind the network is the provision of affordable, high quality heat to tenants who currently use electric storage heating. In addition the network can offer overall carbon savings and improved efficiency for all connected properties.

2.8 Cunninghame House and Loudoun Montgomery Primary School will act as an anchor load for the heat network and have been assessed as part of the overall heat demand profile.

Approach

2.9 The feasibility study reviewed opportunities using Scotland's Heat Map and heat demand profiles for buildings in the area. Consumption data and industry standards were used to determine the costs and carbon emissions associated with the future business-as-usual (BAU) heating scenario before proposing a number of alternative heat sources and heat network configurations. Each of these options were then technically and financially appraised.

2.10 The study also included an assessment of waste heat recovery as a potential heat source. This is understood to be feasible but requires further understanding of the required technical and commercial arrangements.

Technical Outline

2.11 The feasibility study identifies an option considered to balance economic return with carbon savings. The preferred option uses a Water Source Heat Pump (WSHP) in conjunction with a gas-fired combined heat and power (CHP) unit as the principal heat source for the network. The CHP unit will also generate electricity that can be used to power the heat pump or to meet part of the electricity demand for Cunninghame House. Additional heat-only boilers are proposed which, combined with thermal storage, meet demand peaks and provide backup capacity to ensure customer heat demand can always be served.

2.12 An energy centre is proposed for construction adjacent to Cunninghame House, connected to which will be a primary network to supply heat to each building on the network (see Appendix 1 for proposed location plan). A secondary network in each building distributes heat throughout the property. Finally, tertiary systems will provide control over the heat supplied to individual buildings and dwellings.

Benefits

2.13 Under the proposals 275 dwellings within the Fullarton tower blocks could be upgraded from electric storage heaters to modern, user-friendly heating systems providing controllable high quality heat. The tower blocks are located within the most deprived decile according to the Scottish Index of Multiple Deprivation 2016, which means the project is likely to have a significant impact on alleviating fuel poverty. The feasibility outputs suggests the following benefits can be achieved:

- Tenant savings of around 30% in heating costs (7.5p per kilowatt hour of heat as part of the District Heating system, as opposed to current prices of c.11p per kilowatt hour of heat)
- Council savings through reduced energy associated costs for Cunninghame House and Loudoun Montgomery Primary School
- Carbon savings of some 2,500 tonnes over a 40 year modelling period
- Increased energy security through improved protection against energy price increases
- Potential for roll out across a wider network once the core network is established, bringing benefits to more domestic and commercial customers
- Potential for creation of local jobs through construction, operation and maintenance of the project

2.14 The initial capital cost for the scheme is estimated to be £6.5m. This includes costs associated with the conversion of the 5 towers in Fullarton from electric to 'wet' heating. Heat networks are generally large, capital intensive infrastructure projects. However, based on a 25 year period, the economic analysis within the feasibility study suggests a small positive return for the project. This means that we can expect the project to pay for itself over a 25 year period, while at the same time providing the benefits outlined at paragraph 2.13 above. The investment grade business case will develop the economic analysis into a full financial appraisal, which will also consider the split of capital and revenue funding of the project between the General Fund and the Housing Revenue Account. The capital costs are made up of the following:

- Energy Centre (Combined Heat and Power, Water Source Heat Pump, Back-up Boilers, Thermal Store) - £2,241,000
- Construction of network (pipework including civils works) - £965,000
- Conversion costs for 5no. Tower Blocks to a 'wet' heating system - £2,815,000
- Cunninghame House and Loudoun Montgomery Primary School branch connections - £116,000
- Potential third party branch connection - £48,000
- Private network costs - £325,000
- Total - £6,510,000

2.15 Construction of the network will create infrastructure that has the flexibility to accommodate different heat sources, including the recovery of waste in industrial heat. It is expected that the design of the network will make provision for future extensions to connect more properties in adjacent areas of Irvine.

Next Steps

2.16 The report indicates that the network is technically and financially feasible, and that the project should proceed to the investment grade business case phase, incorporating further assessment of the engineering implications associated with the installation of the CHP and WSHP, and a detailed evaluation of cost data including further design and consultation with suppliers in collaboration with a cost consultant. The key components of this work can be summarised as follows:

- **Technical**: refine and de-risk the technical assumptions. This includes developing the outline technical design within the feasibility study into a detailed technical design, including refining connection capacity, confirmation of initial pipework route selection, and designs and costs for major infrastructure crossings
- **Financial**: translation of the economic analysis within the feasibility study into a detailed financial model to include capital costs, revenue costs and income. This model should also consider the benefit arising from increasing cost of carbon emissions in the 'business as usual' case
- **Funding:** confirmation of capital funding and loan options to deliver the project, based on the proposed business structure
- **Consultation**: discussion with stakeholders, including tenants, to ascertain their appetite for connection to the network. Officers have already developed a stakeholder engagement plan in anticipation of the project progressing

3. Proposals

3.1 District heat networks are complex infrastructure projects, particularly where the wet conversion of tower blocks is required. Officers are seeking approval to proceed to the next project phase, which is the development of the feasibility outcomes. This requires the preferred option, as identified in the feasibility study, to be taken forward and developed into an investment grade business case as outlined in the feasibility report recommendations.

Technical and Financial

3.2 Agreement on the business structure will determine the strategic approach to funding, financing and operation of the heat network. With support from SFT (Scottish Futures Trust) a range of possible business structures have been identified, ranging from complete public or private ownership with a number of shared ownership options in-between. The study suggests that public sector ownership is likely, but with private involvement for discrete elements. The preferred business structure must account for finance, allocation of risk, governance and exit strategy.

3.3 Detailed technical design of the scheme is central to the business case as it allows for an accurate estimate of the likely costs and revenue associated with the project. Robust and thorough design is also essential for investors (public or private), potential customers, the wider public and the Council to have confidence in the project and to ensure that delivery can be achieved to the standards required.

Funding

3.4 Development of the project will be led by Council officers and is expected to require specialist technical, legal and financial support which may have to be procured externally. Officers have also submitted an application to the Low Carbon Infrastructure Transition Programme under the Innovative Local Energy Systems (ILES) invitation. This can provide 50% match funding to support the development of the project. Officers expect to meet part of the match funding requirements through in-kind support. A decision on the funding application is awaited. The initial budget cost for preparation of the investment grade business case is in the region of £100,000 (split £54,000 Housing Revenue Account, £46,000 General Fund). This is to be funded through existing, approved revenue budgets. For the avoidance of doubt, the funding referred to for this stage is distinct from the funding of the network itself.

Consultation

3.5 In addition to the technical and economic considerations for a heat network, successful project delivery requires customers to be willing to connect. Any district heating scheme should offer a reliable and quality service which, as a minimum, matches alternative offerings.

3.6 Heat networks form natural monopolies, leading to the potential for poor consumer protection and there have been examples of customer dissatisfaction on certain networks as a result of standing charges and issues of service quality. It is therefore essential that customer obligations and expectations are met through best practice at all stages in the project. The recent Scottish Government consultation on District Heating regulation highlights the need to ensure suitable governance and protection measures and this will be considered in the development.

3.7 In parallel to the technical feasibility officers have established a stakeholder engagement plan which will be used to guide communications with potential heat network customers. In the development phase the stakeholders and groups identified will be formally engaged.

Timescales

3.8 Key next steps and timescales are:

- Decision expected on ILES application Bid: August 2017
- Preparation of investment grade business case: August 2017- February 2018
- Stakeholder consultation: January 2018- February 2018
- Preparation of tender documentation/securing of technical consents: February 2018 - April 2018
- Procurement phase: April 2018 - June 2018
- Construction Works begin: June 2018 (construction period expected to be 8-10 months)

4. Implications

Financial:	There will be costs associated with the development of the project that are to be met through agreed, existing revenue budgets. External funding through LCITP will be leveraged where possible.
Human Resources:	None
Legal:	Guidance will be required from legal colleagues to inform decision making on a suitable business and ownership structure.
Equality:	None.
Environmental & Sustainability:	The project directly relates to an action within the Council's Environmental Sustainability and Climate Change Strategy, specifically our commitment to deliver affordable warmth through our first ever large-scale district heating scheme.
Key Priorities:	The project would contribute to the following Council Plan Strategic Priorities: - 'Working together to develop stronger communities', through the potential to deliver affordable, quality cost heating to households, to reduce their energy bills and alleviate fuel poverty. - 'Growing our economy, increasing employment and regenerating towns', through the potential to deliver low cost heating to local businesses, reducing their business overheads and increasing their competitiveness. The project would also make a significant contribution to alleviating fuel poverty in area which is in the lowest percentile for deprivation in terms of the Scottish Index of Multiple Deprivation 2016.

Community Benefits:	The potential for community benefits will be investigated as part of the project development phase

5. Consultation

5.1 Officers from Finance & Corporate Support (Finance, Procurement) and Democratic Services (Legal) have been consulted on the feasibility study outcomes. To conclude the feasibility phase a stakeholder workshop for officers was held with input from the report authors, Resource Efficient Scotland and Scottish Futures Trust.

CRAIG HATTON
Executive Director (Place)

Reference :
For further information please contact David Hammond, Senior Manager (Housing Strategy & Corporate Sustainability) on 01294 324764.

Background Papers
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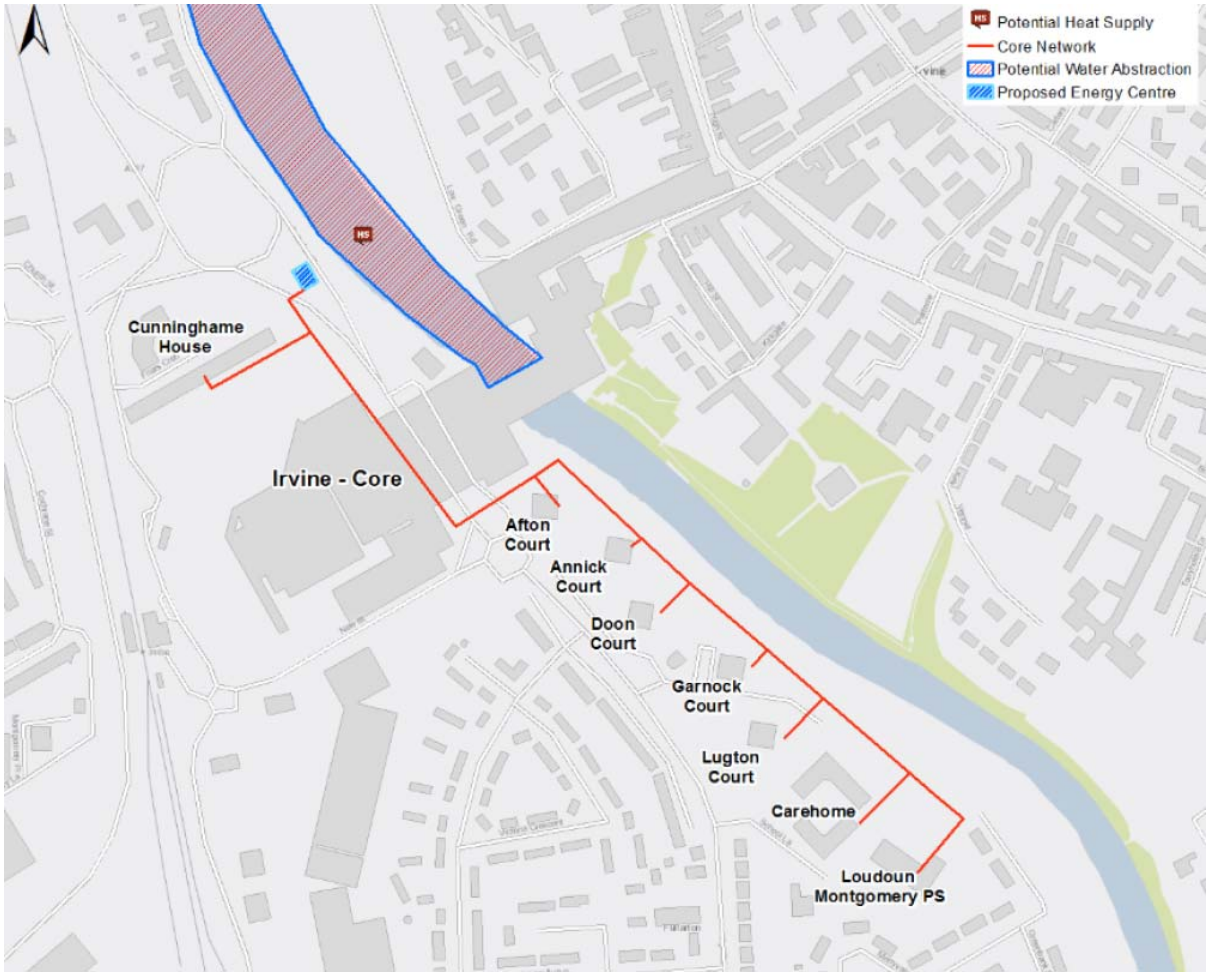
APPENDICES

Appendix 1 – Proposed Energy Centre Location



NORTH AYRSHIRE COUNCIL

Agenda Item 22

20 June 2017

Cabinet

Title:	**Award of Contract - Overcladding and Re-roofing, Auchenharvie Academy, Saltcoats**
Purpose:	To advise Cabinet of the result of the tender exercise for the Design & Build Contract for Overcladding and Re-roofing, Auchenharvie Academy, Saltcoats
Recommendation:	Agree to approve the award of the contract to D&B Facades UK Limited

1. Executive Summary

1.1 North Ayrshire Council requires to establish a Design and Build contract for the construction of the Overcladding and Re-roofing, Auchenharvie Academy, Saltcoats.

1.2 In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2015 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.

1.3 The contract term is for 40 weeks with the proposed award to D&B Facades UK Limited.

2. Background

2.1 A formal notice was advertised on 27th January 2017 under the restricted procedure in the Public Contracts Scotland procurement portal. The return date was 17th February 2017.

2.2 The contract notice attracted 28 expressions of interest from a range of potential suppliers of which 6 submitted European Single Procurement Documents (ESPD).

2.3 Following evaluation of ESPD's the following 5 suppliers, were short-listed to receive Invitation to Tender documents: CCG Scotland Ltd, Clark Contracts Ltd, Curtis Moore Cladding Systems, D&B Facades UK Ltd and Topek Limited.

2.4 The return time and date for completed Invitations to Tender was 27th April 2017 at 12 noon at which point 3 submitted responses.

2.5 The 3 tenders received were evaluated against the stated evaluation criteria of 30% Quality and 70% price.

3. Proposals

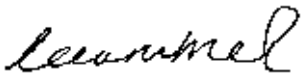
3.1 It is proposed that the contract be awarded to D&B Facades UK Limited.

4. Implications

Financial:	The total value of the Design & Build contract is £2,216,418. A total budget for construction of £2.4m is available for this contract.
Human Resources:	None
Legal:	In order to comply with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules and Public Contracts (Scotland) Regulations 2015 a formal tender exercise was advertised via the Public Contracts Scotland advertising portal.
Equality:	None
Environmental & Sustainability:	None
Key Priorities:	This contributes to the Council Plan Priority 1: Growing our economy, increasing employment and regenerating towns, Priority 3: Ensuring people have the right skills for learning, life and work and Priority 5: Protecting and enhancing the environment for future generations
Community Benefits:	The successful tenderer will deliver the following Community Benefits during the contract period: 1 x new entrant general operative, 1 x STEM workshop, 1 x 5 day work placement for a school pupil, 1 x 5 day work placement for a teacher, 1 x programme of 5 career talks and 1 x Work experience of a minimum of 5 days for unemployed person (not necessarily young person).

5. Consultation

5.1 There was consultation with Property Management and Investment throughout the tender process.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : NAC/2095
For further information please contact Hazel Templeton, Procurement Officer on 01294 324547

Background Papers
Tender Outcome Report