



**NORTH AYRSHIRE**  
COUNCIL

Cunninghame House,  
Irvine.

6 June 2013

**Cabinet**

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 11 JUNE 2013** 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 declarations of interest in respect of items of business on the Agenda.

**2. Minutes (Page 9)**

The Minutes of the meeting of the Committee held on 28 May 2013 will be signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

## **EDUCATION BUSINESS FOR DECISION**

**3. Outcome of the Consultation on Future Non-Denominational Education Provision for Children of Primary and Early Years Residing Within the Catchment of Moorpark Primary School and Glengarnock Primary School (Page 15)**

Submit report by the Corporate Director (Education & Skills) on the outcome of the statutory public consultation affecting Moorpark and Glengarnock primary schools (copy enclosed).

**4. Improving the Sciences and Mathematics in North Ayrshire Schools (Page 53)**

Submit report by the Corporate Director (Education & Skills) on the results of a benchmarking exercise highlighting the uptake of S5 pupils at Higher in the Sciences and Mathematics (copy enclosed).

## **EDUCATION BUSINESS FOR INFORMATION**

**5. Employer Engagement & Supporting Young People Into Work (Page 61)**

Submit report by the Corporate Director (Education & Skills) on action taken to progress the budget decision in relation to employability (copy enclosed).

**6. General Teaching Council for Scotland Revised Professional Standards (Page 65)**

Submit report by the Corporate Director (Education & Skills) on the national development of professional standards for teachers (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

### **Reports by the Corporate Director for Finance and Corporate Support**

**7. Fairlie Tennis Club, Castlepark Drive, Fairlie (Page 135)**

Submit report by the Corporate Director (Finance and Corporate Support) on a 25 year ground lease to Fairlie Community Sports Club (copy enclosed).

**8. Property Factors (Scotland) Act 2011 (Page 141)**

Submit report by the Corporate Director (Finance and Corporate Support) on progress being made in developing a Property Factoring service in compliance with the above Act (copy enclosed).

**9. Kirktonhall, 1 Glen Road, West Kilbride (Page 147)**

Submit report by the Corporate Director (Finance and Corporate Support) on the proposed transfer of Kirktonhall to the Kirktonhall Business Centre Group (copy enclosed).

**10. Procurement of Third Party Share of North Ayrshire Ventures Limited (Page 153)**

Submit report by Corporate Director (Finance and Corporate Support) on a proposed loan to North Ayrshire Ventures Trust to secure full ownership of North Ayrshire Ventures Limited.(copy enclosed).

**11. ICT Strategy 2011-16 (Page 185)**

Submit report by the Corporate Director (Finance & Corporate Support) on progress and details of the next steps in relation to the ICT Strategy (copy enclosed).

**Reports by the Corporate Director for Social Services & Health**

**12. North Ayrshire Council Older People's Housing Strategy (Page 195)**

Submit report by the Corporate Director (Social Services & Health) on the mainland North Ayrshire Older People's Housing Strategy (copy enclosed).

**13. Consultation on Delegation of Local Authority Functions - Mental Health (Care and Treatment)(Scotland) Act 2003 and Adults with Incapacity Act 2000 (Page 283)**

Submit report by the Corporate Director (Social Services & Health) on the Council's response in relation to the Scottish Government consultation on Delegation of Local Authority Functions - Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity Act 2000 (copy enclosed).

**14. Social Care (Self Directed Support) (Scotland) Regulations 2014 (Page 289)**

Submit report by the Corporate Director (Social Services & Health) on the proposed response to the Scottish Government consultation on the Social Care (Self-Directed Support) (Scotland) Regulations 2014 (copy enclosed).

**Reports by the Corporate Director for Development & Environment**

**15. Town Centre Regeneration (Page 295)**

Submit report by the Corporate Director (Development & Environment) on proposed Town Centre Regeneration activities across North Ayrshire over the next five years (copy enclosed).

**16. Establishing an Inward Investment Service for North Ayrshire (Page 307)**

Submit report by the Corporate Director (Development & Environment) on the proposed Inward Investment Strategy (copy enclosed).

**17. Business Support (Page 323)**

Submit report by the Corporate Director (Development & Environment) on proposals presented by the Economic Development and Regeneration (ED&R) Board (copy enclosed).

**18. Grant Offers for Outdoor Access Projects in the Financial Year 2013-14 ( Page 329)**

Submit report by the Corporate Director (Development & Environment) on projects to improve the outdoor path network and the proposed means of expenditure (copy enclosed).

**19. Millport Marine Biological Station (Page 341)**

Submit report by the Corporate Director (Development & Environment) on the Field Studies Council as the Council's preferred operator of the Millport Marine Biological Station and to pursue Heritage Lottery Funding for investment in the Millport Conservation Area(copy enclosed).

**GENERAL BUSINESS FOR INFORMATION**

**20. Audit Scotland Report: An Overview of Local Government in Scotland 2013 (Page 349)**

Submit report by the Corporate Director (Finance & Corporate Support) on the findings of the recent Audit Scotland report (copy enclosed).

**CONTRACT APPROVAL**

**21. Pan Ayrshire Joint Equipment Service (Page 397)**

Submit report by the Corporate Director (Social Services & Health) on a proposed Ayrshire wide Joint Equipment Store tender on a negotiated contract basis in partnership with North and East Ayrshire Councils and NHS Ayrshire and Arran (copy enclosed).

**22. Council House Development Project: John Galt Primary School, Irvine (Page 403)**

Submit report by the Corporate Director (Social Services & Health) on the appointment of a Contractor for the demolition of John Galt Primary School and tender for a Contractor from the approved Council house building framework to construct 80 new houses on the cleared site (copy enclosed).

**23. Measured Term Contract, Bitumen Felt Roofing - Tender Outcome (Page 407)**

Submit report by the Corporate Director (Finance & Corporate Support) on the tender exercise for bitumen felt roofing and a recommendation for award of contract (copy enclosed).

**24. Framework Agreement for Electrical Rewiring - Award of Call Off Contract (Page 417)**

Submit report by the Corporate Director (Finance & Corporate Support) on the tender exercise for a call off against the framework agreement for electrical rewiring (copy enclosed)

**MINUTES FOR INFORMATION**

**25. Ayrshire Economic Partnership: Minutes of Meeting held on 17 April 2013 (Page 421)**

Submit report by the Corporate Director (Development & Environment) on the Minutes of the Meeting of the Ayrshire Economic Partnership held on 17 April 2013 (copy enclosed).

**26. Economic Development Regeneration Board: Minutes of Meeting held on 24 April 2013 (Page 429)**

Submit report by the Corporate Director (Development & Environment) on the Minutes of the Meeting of the Economic Development Regeneration Board held on 24 April 2013 (copy enclosed).

**27. Community Empowerment Policy Board: Minutes of Meeting held on 7 May 2013 (Page 437)**

Submit report by the Corporate Director (Education & Skills) on the Minutes of the Meeting of the Community Empowerment Policy Board held on 7 May 2013 (copy enclosed).

**28. Urgent Items**

Any other items which the Chair considers to be urgent.



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## Cabinet

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Sederunt: **Elected Members**

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

**Church Representatives**

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

**Teaching Representative**

Mr Gordon Smith

**Youth Council Representatives**

tba

Chair:

Attending:

Apologies:

Meeting Ended:



Cabinet  
28 May 2013

**Kilbirnie, 28 May 2013** - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m. in Bridgend Community Centre, Kilbirnie.

**Present**

Willie Gibson, John Bruce, Marie Burns, Tony Gurney and Alex Mclean.

**In Attendance**

L. Friel, Corporate Director, Y. Baulk, Head of Finance and Property, S. Humphries, Chief Revenues and Benefits Officer, P. Doak, Senior Manager (Internal Audit and Risk Management) and D. Tate, Senior Manager (Housing, Assets & Investments) (Finance and Corporate Support); A. Sutton, Head of Service (Community and Culture) (Education and Skills); K. Dyson, Communications Officer and M. McKeown, Committee & Member Services Manager (Democratic and Administration Services) (Chief Executive's Service).

**Chair**

Councillor Gibson in the Chair.

**Apologies for Absence**

Alan Hill and Anthea Dickson.

**1. Declarations of Interest**

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

**2. Minutes**

The accuracy of the Minutes of the previous Ordinary and Special meetings of the Cabinet, both held on 14 May 2013, was agreed and the Minutes signed in accordance with paragraph 7(1) of Schedule 7 of the Local Government (Scotland) Act 1973.

**3. Welfare Reform Action Plan 2013/14 & Baseline Indicators**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) provided an update on the progress made by the Council's Welfare Reform Working Group to progress the Council's 2012/13 Welfare Reform Action Plan; (b) set out planned action and activity to respond to the four major welfare reforms that will be implemented in 2013/14 (i.e. Benefit Cap, Personal Independence Allowance, Universal Credit, and Single Fraud Investigation Service); and (c) provided information on key baseline indicators that have been compiled to measure and track the reforms and the identify any trends that are emerging.

The Cabinet agreed to (a) approve the Welfare Reform Action Plan 2013/14 and the baseline indicators, as set out at Appendices 1 and 2 to the report; and (b) receive quarterly updates on progress at future meetings.

#### **4. Write Off Irrecoverable and Non-Recoverable Housing Benefit Overpayments 2012-13**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) provided information on balances written off under delegated powers during 2012-13; and (b) sought approval to write off non-recoverable and irrecoverable Housing Benefit and Council Tax Benefit overpayments in excess of £1,000.

The Cabinet agreed to (a) note the sums written off under delegated powers; and (b) approve the write off of Housing Benefit and Council Tax Benefit overpayments in excess of £1,000, as set out in Appendix 1 to the report.

#### **5. Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) provided information on the provisions of the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013; and (b) made proposals in respect of the application in North Ayrshire of the discretionary powers introduced by the Regulations which aim to provide the Council with increased discretionary powers and flexibility to encourage owners of empty homes to bring them back into use.

The Cabinet agreed to (a) note the new discretionary powers available under the Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013; (b) approve the continuation of current practice by exercising its discretion under the 2013 Regulations to reduce the 50% discount to 10% for both second homes and unoccupied properties across the whole of the Council area, and (c) defer any decision on using the new powers until the strategy being developed by the Housing Services Development Strategy Team to encourage empty properties back into use has been operational for a minimum period of 6 months, and pending a further report to Cabinet on the outcomes achieved.

#### **6. Kilwinning Academy: James Watt College Land Transfer**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) provided the Cabinet with an update on the proposed transfer a portion of land behind Kilwinning Academy to James Watt College to facilitate an extension to the College campus; and (b) sought approval of Cabinet to agree a three year extension to the long stop date for the purification of missives.

The Cabinet was advised that in relation to the extension of long stop date, that this had been concluded by the Council's Legal Services Section under delegated authority.

The Cabinet agreed to (a) note the position to date; and (b) endorse the action taken by Officers to extend the long stop date for the purification of missives.

## **7. Governance Arrangements for Major Capital Projects**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) provided information on the Council's approach to investing in its asset portfolio, including the ten year investment plan approved by Council in January 2013; and (b) presented and sought approval of proposed enhanced governance arrangements for major capital projects, to include Elected Member input, as detailed in the appendices 1 and 2 of the report.

Members asked questions and received clarification in respect of the proposals contained in the report.

The Cabinet agreed to (a) approve the project governance arrangements for major capital projects as detailed in Appendix 1 to the report; (b) approve the amended governance arrangements for the Garnock Campus project as detailed in Appendix 2 to the report; and (c) note the Council's involvement in the Scottish Future's Trust schools collaboration approach.

## **8. Creative Scotland: Investment Aware to North Ayrshire Council**

Submitted report by the Corporate Director (Education and Skills) which (a) sought the approval of the Cabinet to accept the offer of an investment award of £200,000 from Creative Scotland's Place Programme to help the Council to progress its arts and culture action plan; and b) provided information on the work that will be taken forward with Creative Scotland to develop the action plan to progress a number of arts and cultural priorities.

Members asked questions and received clarification in respect of the proposals contained in the report, including issues around the provision of opportunities for older teenagers to showcase their talents.

The Cabinet agreed to (a) approve acceptance of the award; and (b) receive a progress report from the Corporate Director (Education and Skills) at a future meeting.

## **9. Gaelic Language Plan**

Submitted report by the Corporate Director (Education and Skills) which (a) outlined the statutory requirement on local authorities in terms of the Gaelic Language (Scotland) Act 2005 to produce a Gaelic Language Plan; and (b) detailed the Council's existing approach to supporting the Gaelic language; and (c) set out proposals to establish a Gaelic Language Plan Working Group, to include input from Elected Members and Officers, to develop a Gaelic Language Plan, in partnership with other bodies as appropriate.

The Cabinet asked questions and received clarification in respect of the proposals set out in the report.

The Cabinet agreed to (a) approve the proposals set out in the report and instruct Officers to prepare a draft Gaelic Language Plan for consultation; and (b) receive a further report on progress at a future meeting of the Cabinet, including a report on the success, or otherwise, of any collaborative arrangements with other agencies.

#### **10. Surplus Property - Land at James Crescent Irvine**

Submitted report by the Corporate Director (Education and Skills) on the proposed disposal of land at James Crescent, Irvine.

The Cabinet agreed to approve the disposal of land at James Crescent, Irvine, for the sum of £102,345, as set out in the report.

#### **11. Risk Management Annual Report 2012/13**

Submitted report by Corporate Director (Finance and Corporate Support) which (a) updated the Cabinet on the scope of work carried out across the Council in relation to risk management during 2012/13 and on actions arising from this work; and (b) set out proposed areas for development in 2013/14.

The Cabinet agreed to note (a) the content of the Annual Report, as set out in Appendix 1 to the report and (b) progress being made in developing the Council's approach to risk management.

#### **12. 2012/13 Housing Revenue Account (HRA): Major Capital and Revenue Investment Programme**

Submitted report by Corporate Director (Finance and Corporate Support) which provided the Cabinet with an update on (a) the major capital and revenue investment made within the Council's housing stock during the financial year 2012/13; and (b) the Scottish Housing Quality Standard (SHQS) attainment level achieved as at 31 March 2013.

Members asked questions and received clarification in respect of the statistical information presented in relation to the SHQS attainment.

The Cabinet agreed to note delivery of the major capital and revenue investment programme during 2012/13 and progress being made towards achieving SHQS by April 2015.

**13. Finance and Corporate Support Policy Board: Minutes of Meeting held on 1 May 2013**

Submitted report by the Corporate Director (Finance and Corporate Support) on the Minutes of the Meeting of the Finance and Corporate Support Policy Board held on 1 May 2013.

Noted.

**14. Corporate Health and Safety Group: Minutes of Meeting held on 3 May 2013**

Submitted report by the Chief Executive on the Minutes of the Meeting of the Corporate Health and Safety Group held on 3 May 2013.

Noted.

The meeting ended at 3.50 p.m.



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 3**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Outcome of the Consultation on Future Non-Denominational Education Provision for Children of Primary and Early Years Residing Within the Catchment of Moorpark Primary School and Glengarnock Primary School**

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**Purpose:** To provide feedback to the Cabinet on the outcome of the statutory public consultation affecting Moorpark and Glengarnock Primary Schools which commenced on 14 January 2013 under the terms of Schools (Consultation) (Scotland) Act 2010.

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**Recommendation:** That the Cabinet agrees to consider the information contained in this report and advise officers on their decision around the following options:-

- a. Moorpark Primary School to close and be included within the Garnock Campus;
- b. Moorpark Primary School to remain open;
- c. Moorpark Primary School to remain open and rezone the catchment areas for both Moorpark and Glengarnock Primary Schools.

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#### **1. Introduction**

- 1.1 The feedback during the original Garnock Campus statutory public consultation, which took place in 2011, highlighted that the Moorpark Primary School community were largely positive about the new Garnock Campus, however they presented strong opposition towards the proposed site on the basis of travel distance and safe walking routes.
- 1.2 Following consideration of these issues, Cabinet (Education) agreed, on 19 December 2012, to consult further with the Moorpark Primary School community on whether the school should be included in the campus development at the preferred site of South Lochshore.

1.3 The overall purpose of this consultation was to:

- gather the views and comments from the Moorpark Primary School community and any other interested parties on whether they wished Moorpark Primary School to be included in the new school campus.
- establish the views from Moorpark and Glengarnock school communities on the proposal to rezone the catchment areas on the basis that Moorpark Primary School would not be included in the campus.

1.4 The consultation process fully complied with the Schools (Consultation) (Scotland) Act 2010 and included a public meeting which was held on 4 February 2013. All interested parties were invited to attend the meeting which was also attended by Education Scotland.

## **2. Current Position**

2.1 The views expressed by interested parties during the consultation period are detailed in the Consultation Outcome Report at Appendix 1.

2.2 A public meeting held on 4 February 2013 was attended by 44 members of the community, officers from Education and Skills and a representative from Education Scotland.

2.3 Education Scotland provided a report on the consultation, a copy of which is included at Appendix 3 to the Consultation Outcome Report. This concluded that despite clear educational benefits for the pupils, there is strong opposition to the proposed location of the campus. It was therefore recommended that should the proposal to include Moorpark Primary School proceed, there would be the requirement to develop close partnerships with the school community to address concerns around distance and safe walking routes to the South Lochshore site. The report also goes on to say that if Moorpark Primary School remains at its current location, consideration will have to be given to the potential weaknesses in accommodation e.g. PE facilities.

## **Individual Responses**

- 2.4 The 299 responses received can be classified as follows:

### **Moorpark Primary School Consultees – 242 responses**

#### **Statement 1 on the Response Form**

I agree that Moorpark Primary School should be included in the new campus at the preferred site:

11% of respondents said Yes

89% of respondents said No

#### **Statement 2 on the Response Form**

Subject to the outcome of the consultation as above, I agree with the proposal to rezone the catchment area for Moorpark Primary School:

28% of respondents said Yes

72% of respondents said No

### **Glengarnock Primary School Consultees – 57 responses**

#### **Statement 3 on the Response Form**

Subject to the outcome of the consultation as above, I agree with the proposal to rezone the catchment area for Glengarnock Primary School:

49% of respondents said Yes

51% of respondents said No

## **Comments and Issues Raised by Stakeholders**

- 2.5 The comments and issues raised by stakeholders who responded can be summarised as follows:

- concerns around the location of the campus
- supportive of the idea of a new campus in the area
- most pupils will not be eligible for free school transport to the campus
- pupil safety in terms of walking and cycling routes
- long term future of Moorpark Primary School should they not be included in the campus
- better facilities in the new campus, including leisure facilities
- concern for local businesses in the area if the school moves location
- consideration of families who have siblings if the catchment area is rezoned
- concerns for primary pupils being part of the larger campus

## **Pupil Consultation**

- 2.6. Moorpark Primary School pupils were consulted on whether they wanted their school to be included in the new campus. The consultation took the form of a classroom exercise where pupils were provided with information and asked to give their thoughts and views on their school being included in the new campus.
- 2.7 Pupils were not consulted on rezoning the catchment area as it was not considered to be appropriate for their age and maturity.

## **Pupil Consultation Responses**

- 2.8 A total of 99 P1-P3 Moorpark Primary School pupils were asked, "Would you like to go to a new school with the pupils of Glengarnock Primary School? The new school will be built near Glengarnock Railway station".

54 responded Yes

45 responded No

- 2.9 A total of 101 P4-P7 Moorpark Primary School pupils were asked to give their views on whether they would like Moorpark Primary School to be included in the new campus. Their comments are summarised as follows:

- new school too far away
- could make new friends, be in touch with siblings
- too big and noisy
- use of pool and football pitch
- no school transport
- the walk to school will not be safe
- new school will be bigger and have more room
- worried about bullying
- bigger and newer school

- 2.10 Education Scotland reported that there appeared to be no strong or consistent rationale for disagreeing with rezoning the catchment areas of both Moorpark and Glengarnock Primary Schools.

- 2.11 The Consultation Outcome Report was published on the Council's website for 3 weeks from 15 April to 3 May 2013 and interested parties were invited to make written submissions on the report. Only one submission was received, after the closing date of 3 May 2013, from Moorpark Primary School Parent Council. The comments noted were in relation to concerns around the location of the campus, the rezoning of the catchment areas and the educational benefits. The full response is available at Appendix 2.

### **3. Proposals**

- 3.1 It is proposed that Cabinet (Education) takes account of the feedback received from the consultation process and provides direction on the future of Moorpark Primary School.
- 3.2 Subject to the outcome on the future of Moorpark Primary School, Cabinet (Education) is asked to consider the recommendation to rezone the catchment areas.

### **4. Implications**

#### Financial Implications

- 4.1 If Moorpark Primary School remains open, the Council will not be able to deliver the original level of savings reported. The school will require to be included in the Council's investment plans in future years and it is estimated that £500K would have to be invested over the next 5 years to maintain its current condition rating.

#### Human Resource Implications

- 4.2 All human resource matters will be dealt with in line with the Council's policies and procedures.

#### Legal Implications

- 4.3 The consultation has been carried out in accordance with the Schools (Consultation) (Scotland) Act 2010.

#### Equality Implications

- 4.4 The needs and requirements of all pupils and staff will be addressed during the design of the new facilities.

#### Environmental Implications

- 4.5 Consideration of the environmental impact of this decision will be a key feature in the design of the campus and the approach to safe walking routes to school.

## Implications for Key Priorities

- 4.6
  - 3a "opportunities for lifelong learning have increased";
  - 4a "levels of educational attainment and achievement have improved";
  - 4b "more young people are leaving schools for positive destinations (further or higher education, employment or training)";
  - 5a "opportunities to support the positive development of vulnerable young children have increased";
  - 6c "people are more active more often";
  - 9c "road safety has improved";
  - 10c "the condition of roads, footpaths and lighting has improved";
  - 11a "levels of voluntary action and community involvement have increased";
  - 12a "our environment is protected and enhanced"; and
  - 15c "public services are more efficient and effective".

## 5. Consultations

- 5.1 In line with the Schools (Consultation) (Scotland) Act 2010, all interested parties were given an opportunity to express their views on this proposal.

## 6. Conclusion

- 6.1 Cabinet should consider the outcome of the statutory public consultation process and take a decision on the one of the following options:
  - a) Moorpark Primary School to close and be included within the Garnock Campus
  - b) Moorpark Primary School to remain open
  - c) Moorpark Primary School to remain open and rezone the catchment areas for both Moorpark and Glengarnock Primary Schools



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : LT/EMcK

For further information please contact Lynn Taylor on 01294 324437

## Background Papers

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## NORTH AYRSHIRE COUNCIL EDUCATION & SKILLS

### OUTCOME OF THE CONSULTATION ON FUTURE NON-DENOMINATIONAL EDUCATION PROVISION FOR CHILDREN OF PRIMARY AND EARLY YEARS RESIDING WITHIN THE CATCHMENT AREA OF MOORPARK PRIMARY SCHOOL AND GLENGARNOCK PRIMARY SCHOOL

#### 1. Background

- 1.1 On 19 December 2012, the Cabinet (Education) agreed that a consultation paper be issued which proposed that Moorpark Primary School is closed and amalgamated with Glengarnock Primary School within a Campus including Garnock Academy, a swimming pool and Leisure Facilities. The preferred location being the site near to Glengarnock railway station. This consultation document can be found in Appendix 1.
- 1.2 It was also proposed that should the outcome of the consultation be to retain Moorpark Primary School at its current location, then the pupil catchment area of Moorpark Primary School and Glengarnock Primary School should be rezoned.
- 1.3 The proposal to rezone seeks to clarify the catchment area to ensure the sustainability of future school rolls, taking into account school capacity.
- 1.4 The current catchment area of the 2 primary schools can be found in Appendix 3 of the consultation document and the proposed revised catchment area can be found in Appendix 4 of the consultation document.
- 1.5 It is proposed to remove the “floating area” which serves both Moorpark and Glengarnock Primary Schools and include this area within the new Campus Primary School catchment with effect from August 2014.
- 1.6 In terms of the schools (Consultation) (Scotland) Act 2010 a range of relevant consultees have been consulted on both of these proposals. These include parents of children attending the affected schools and those of any children expected to attend within the next two years.
- 1.7 This consultation was solely on the inclusion of Moorpark Primary School within the new campus development, not about the creation or location of the campus.

#### 2. The Consultation Procedures

- 2.1 The current requirements for consulting on proposed school closures are set out in the Education (Publication and Scotland etc) (Scotland) Regulations 1981 as amended by the schools (Consultation) (Scotland) Act 2010.
- 2.2 It is within this context that the Council engaged in a statutory public consultation exercise with a full range of stakeholders, issuing a total of 502 consultation documents to interested parties. A full list of consultees can be found in Appendix 2. Copies of the

consultation document were made available to view in all schools affected by the proposal, local libraries and the Council website.

2.3 Details of the public meeting were included in this information, as well as in adverts placed in local newspapers, local libraries, community centres and health centres. In addition, the Council carried out an informal consultation with Moorpark Primary School in the form of a questionnaire at the end of 2012.

2.4 The consultation process fully complied with regulations, which require:

- consultation with the full range of stakeholders, including a public meeting which was held in Garnock Academy on Monday 4 February 2013;
- a six-week consultation period, which includes 30 school days;
- the inclusion of an Educational Benefits statement in the consultation document;
- a statement from Education Scotland covering the educational aspects of the closure, see Appendix 3;
- an appropriate response by the Council to any allegations of inaccuracies in the consultation information; and
- a report on the consultation to be published at least 3 weeks before a final decision is taken on the proposal.

### **3. Responses**

3.1 During the consultation period which covered the period from 14 January 2013 to 1 March 2013, a total of 299 responses were received, 242 from Moorpark Primary School consultees and 57 from Glengarnock Primary School consultees. These can be classified as follows:

#### **Moorpark Primary School**

131	Parents/Carers of current pupils
16	Educational & Skills Staff
95	Other (including grandparents, residents and future parents)

#### **Glengarnock Primary School**

28	Parents/Carers of current pupils
7	Educational & Skills Staff
22	Other (including grandparents, residents and future parents)

3.2 18 responses were received after the closing date.

3.3 Appendix 4 to this report contains a summary of the number of formal responses received.

3.4 All of the submissions are available for public reference at Education & Skills, Cunninghame House, Irvine, KA12 8EE.

### 3.5 Individual Responses

The 299 responses received can be classified as follows:

#### **Moorpark Primary School Consultees – 242 responses**

##### **Statement 1 on the Response Form**

I agree that Moorpark Primary School should be included in the new campus at the preferred site:

11% of respondents said Yes

89% of respondents said No

##### **Statement 2 on the Response Form**

Subject to the outcome of the consultation as above, I agree with the proposal to rezone the catchment area for Moorpark Primary School:

28% of respondents said Yes

72% of respondents said No

#### **Glengarnock Primary School Consultees – 57 responses**

##### **Statement 3 on the Response Form**

Subject to the outcome of the consultation as above, I agree with the proposal to rezone the catchment area for Glengarnock Primary School:

49% of respondents said Yes

51% of respondents said No

### 3.6 Comments and Issues Raised by Stakeholders

The comments and issues raised by stakeholders who responded can be summarised as follows:

- concerns around the location of the campus
- supportive of the idea of a new campus in the area
- most pupils will not be eligible for free school transport to the campus
- pupil safety in terms of walking and cycling routes
- long term future of Moorpark Primary School should they not be included in the campus
- better facilities in the new campus, including leisure facilities
- concern for local businesses in the area if the school moves location
- consideration of families who have siblings if the catchment area is rezoned
- concerns for primary pupils being part of the larger campus

## 4. Pupil Consultation

- 4.1 Moorpark Primary School pupils were consulted on whether they wanted their school to be included in the new campus. The consultation took the form of a classroom exercise where pupils were provided with information and asked to give their thoughts and views on their school being included in the new campus.

4.2 Pupils were not consulted on rezoning the catchment area as it was not considered to be appropriate for their age and maturity.

#### 4.3 Pupil Consultation Responses

A total of 99 P1-P3 Moorpark Primary School pupils were asked, "Would you like to go to a new school with the pupils of Glengarnock Primary School? The new school will be built near Glengarnock Railway station".

54 responded Yes

45 responded No

A total of 101 P4-P7 Moorpark Primary School pupils were asked to give their views on whether they would like Moorpark Primary School to be included in the new campus. Their comments are summarised as follows:

- new school too far away
- could make new friends, be in touch with siblings
- too big and noisy
- use of pool and football pitch
- no school transport
- the walk to school will not be safe
- new school will be bigger and have more room
- worried about bullying
- bigger and newer school

### 5. Public Meeting at Garnock Academy on 4 February 2013

5.1 This meeting was organised in order to give further information about the proposal and to enable public discussion. As such, it was generally successful in providing additional information and offering the opportunity for debate. It was stressed at the meeting that the purpose was to inform stakeholders and answer questions so that subsequent written and online responses would have the benefit of the fullest background to the detail of the consultation questions involved.

5.2 The Portfolio holder for Education, Attainment and Achievement chaired the public meeting attended by senior staff from Education and Skills and officers from Property Management and Investment and Traffic/Road Safety.

5.3 44 people attended this meeting and the key issues and concerns raised were:

- what streets are affected in the floating area?
- what are the benefits of a large primary school?
- larger primary school would prove a distraction to primary school pupils
- what is the benefit of a primary school being part of the campus?
- safe walking routes
- distance to the new location from Moorpark Primary School
- stakeholders views not being listened to
- moorpark community unhappy with the preferred site

- what will happen with Kirkland Bridge next to Glengarnock Primary School?
- has the consultation been advertised sufficiently?
- will pupils be consulted?
- what will happen to Moorpark building if it remains, will it continue to receive investment?
- rezoning of catchment, will placing requests for siblings be honoured?

## **6. Summary of Issues Raised by Stakeholders and Responses Offered**

### **6.1 Site too far away from Moorpark**

The Council acknowledges that the site identified for the development is not supported by the majority of stakeholders from Moorpark Primary School community, although there have been some very positive responses in support of the campus. The Council has already stated that the site is the location for the campus.

### **6.2 Safety of routes to new campus**

This will be achieved by the investment planned for walking and cycling routes in and around the towns affected by the proposals. There has already been a full survey completed by roads officers and this will be updated with the enabling works completed in time for the campus opening.

### **6.3 Kilbirnie town will suffer as a result of losing the school**

It is noted that local businesses do benefit from the schools at lunchtimes. It has always been the priority of schools to encourage pupils to remain in school to benefit from school meals but it is understood that this is not always the case. It is however noted that other businesses closer to the new campus location will benefit and there may be opportunities for businesses to relocate.

### **6.4 Who will get free transport?**

Primary pupils who have to walk more than 2 miles and secondary pupils who have to walk more than 3 miles will qualify for free school transport. A number of pupils from the north of the Milton area will qualify for free school transport. Liaison would take place with Strathclyde Passenger Transport to encourage bus operators to expand the local network to cover journeys to and from the new campus.

### **6.5 What is the main benefit of the two primary schools coming together?**

The new primary school would benefit from a larger staff team, providing greater opportunities in school to maximise the use of individual staff expertise for the wider group of staff, giving pupils access to different and enhanced learning experiences.

### **6.6 What are the benefits of a primary school being co-located on site with a secondary school?**

The primary school would operate independently from the secondary school but still benefit from joint facilities, for example drama studio, advanced technology and sports. Efficient timetable planning would ensure that all pupils would benefit from the additional facilities.

### **6.7 Consideration of families who have siblings if the catchment area is rezoned**

The Council will follow the policy already in place for dealing with placing requests.

**6.8 Stakeholders views not being listened to**

Reassurance was provided that the views of the community were being taken into consideration. The outcome of the statutory public consultation which took place in 2011 was that the Council made a decision to close Moorpark Primary School and relocate to a new campus. However, based on the views expressed by the community following the 2012 decision on the campus location, the Council agreed to formally consult with the community prior to making the final decision on whether Moorpark Primary School should be included in the new school campus.

**6.9 What will happen with Kirkland Bridge next to Glengarnock Primary School?**

A proposal is being developed to replace the bridge, as part of the overall plans for flood prevention in the area. Access to the campus is not dependent on this going ahead.

**6.10 Has the consultation been advertised sufficiently?**

The advert for the statutory public consultation was placed in the local newspaper, local library, community centre, Radio City and the Council website. A request was made for the advert to be placed in local health centres, which was subsequently done.

**6.11 Will pupils be consulted?**

Pupil consultation was carried out as a classroom exercise before the consultation period ended on 1 March 2013.

**6.12 What will happen to the Moorpark building if it remains, will it continue to receive investment?**

The Council works to a programme of investment in property and equipment across all its schools. Moorpark Primary School would continue to be included in this programme.

**7. Education Scotland Report**

7.1 In line with the requirements of the Schools (Consultation) (Scotland) Act 2010, a report was provided by Education Scotland in relation to the proposals.

7.2 The Education Scotland report states that the new campus would offer educational benefits to children and young people attending each of the schools and those who will attend them in future years.

7.3 The report also states that staff will have better opportunities to share effective practice, including discussion and liaison with colleagues to support children as they transfer from nursery to Primary 1 and from Primary 7 to S1. The opportunities provided by the single campus would contribute to improving the ethos and sense of community throughout the school.

7.4 Education Scotland state that the campus should contribute positively to the Council's efforts to secure best value in managing its school estate. However, if Moorpark Primary School does not form part of the new campus the benefits in terms of best value are less clear.

7.5 The report recognises the clear educational benefits, however, it also identifies that most parents at Moorpark Primary School would want the school to remain at its current

location, largely due to the distance to travel and the perceived safety of the walking routes.

- 7.6 In terms of the rezoning of the catchment area should Moorpark Primary School not become part of the new campus, the report states that there has been no strong or consistent rationale emerging to disagree with the rezoning throughout the process.
- 7.7 The Council welcomes these comments and will ensure that appropriate actions and responses are made in carrying out this proposal.

## **8. Equalities Considerations**

Based on the proposal to consider whether Moorpark Primary School should be included in the campus, the results of the Equalities Impact Assessment indicate that there would be no adverse impact or any disproportionate effect on any section of the community.

## **9. Summary**

- 9.1 The overall level of response has been high. From a total of 502 consultation documents issued and 44 people attending the single public meeting at Garnock Academy a total of 299 responses were received. It is evident that there is continued support for the campus development, however there is a clear message from Moorpark Primary School stakeholders that they wish to remain at their current location.
- 9.2 There is a broad level of support for the amalgamation of Moorpark and Glengarnock Primary Schools, however there is little support for the location of the campus from the Moorpark Primary School community.
- 9.3 The work carried out with Moorpark Primary School pupils was useful in establishing the views of the children. What emerged from the yes or no question to P1-P3 pupils was a fairly even split. The comments from P4-P7 pupils provided a good level of support for being part of a new school campus but this was set against the natural anxiety of being in a larger environment. Pupils also had concerns about the distance to travel and the safety of the walking routes.
- 9.4 However, as stated earlier this consultation was not about the location of the campus but was solely on whether Moorpark Primary school should become part of the campus. Notwithstanding this it is not possible to report on the views expressed without acknowledging the comments made around the agreed site for the campus. There has been considerable anxiety expressed by parents about the distance to travel and the perceived safety of the walking routes.
- 9.5 A key aim of bringing the three schools together as a campus was to achieve a more efficient, sustainable school estate. If Moorpark Primary School does not become part of the new campus then the Council will not be able to deliver the original level of savings reported. Moorpark Primary School will require to be included in the Council's investment plans in future years. Based on current information, it is estimated that the school will

require an investment of around £500K over the next 5 years to maintain its current condition rating.

- 9.6 The Education Scotland report acknowledges that the Council's proposal has clear educational benefits, however, they recognise that should Moorpark Primary School be part of the campus the Council will need to work closely with parents in addressing their concerns. In relation to the rezoning of the catchment area, the report concludes that no strong or consistent rationale for disagreeing with the proposal emerged during the consultation process.

## **10. Conclusion**

- 10.1 The number of consultation responses demonstrated a real interest in the consultation. A total of 502 information packs were sent out to interested parties and a total of 299 individual responses were received within the statutory consultation period. From the responses, it is reasonable to assume that there is significant support for the campus and the possible amalgamation but clear opposition from the Moorpark community to the agreed location.
- 10.2 The supporting views endorse the key message of the campus approach, including an amalgamated primary school with modern facilities creating more learning opportunities for a wider group of pupils.
- 10.3 However, the opposing views were overwhelming in relation to the location being too far from the Moorpark area, perceived unsafe walking and cycling routes and Kilbirnie as a town, losing out. This message was repeated consistently.
- 10.4 The conclusion to be drawn from this consultation is that the arguments put forward against the inclusion of Moorpark Primary School in the new campus are very strong and direct. There has been some support for the inclusion of Moorpark Primary School, however the number of stakeholders against the proposal is considerably higher.
- 10.5 The majority of Moorpark consultees were not in favour of rezoning the catchment area should Moorpark Primary School not be included in the campus. There was a fairly even split from the Glengarnock consultees. In their report Education Scotland acknowledges that there did not appear to be a strong rationale for opposing the rezoning. Concerns were expressed around places for future siblings of those already in Moorpark Primary School at the time of rezoning. The Council responded by confirming that the policy in place for dealing with placing requests would be followed.
- 10.6 In summary, having considered all of the stakeholder's responses, representations from the public meeting and from the Education Scotland report, and despite the clear educational benefits of the proposal, the majority of stakeholders are opposed to including Moorpark Primary School in the new campus.

The majority of stakeholders are also opposed to rezoning the catchment area, however it should be noted that no consistent rationale emerged to support this view.

**THIS IS A FORMAL  
CONSULTATIVE DOCUMENT**

**FUTURE OF NON-DENOMINATIONAL EDUCATION PROVISION  
FOR CHILDREN OF PRIMARY AND EARLY YEARS AGE RESIDING WITHIN  
THE CATCHMENT AREA OF MOORPARK PRIMARY SCHOOL AND  
GLENGARNOCK PRIMARY SCHOOL**

**REPORT BY CORPORATE DIRECTOR (EDUCATION AND SKILLS)**

**This document has been issued by North Ayrshire Council for consultation in terms of the Education (Publication and Consultation Etc.) (Scotland) Regulations 1981 and amendment Regulations 1987, 1988, 1989 and 2007 and the Schools (Consultation) (Scotland) Act 2010 and the Schools (Consultation) (Scotland) Bill.**

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## **This is a Consultative Document**

### **NORTH AYRSHIRE COUNCIL**

#### **EDUCATION AND SKILLS**

##### **FUTURE OF NON-DENOMINATIONAL EDUCATION PROVISION FOR CHILDREN OF PRIMARY AND EARLY YEARS AGE RESIDING WITHIN THE CATCHMENT AREA OF MOORPARK PRIMARY SCHOOL AND GLENGARNOCK PRIMARY SCHOOL**

### **1. BACKGROUND**

- 1.1 The Scottish Government announced on September 2009 that North Ayrshire Council had been successful in securing funding support which is equivalent to 2/3 of the cost of construction of the replacement Garnock Academy secondary school.
- 1.2 Following an options appraisal in March 2010 the Council's former Education Executive agreed to include the amalgamation of Glengarnock and Moorpark primary schools and to relocate to a new site. The proposal also included the closure of Garnock pool and leisure facilities and to include these facilities as part of a campus approach.
- 1.3 In December 2010 the Education Executive agreed to carry out a consultation on the future of Garnock Academy, Moorpark and Glengarnock Primary Schools. This consultation began in January 2011.
- 1.4 The proposal to build a new campus was approved by the former Education Executive in May 2011 and further approved by the Scottish Government in June 2011. At this time the preferred location was agreed as the site at North Lochshore – off Stoneyholm Road in Kilbirnie.
- 1.5 Since the decision to create the campus was taken in May 2011 further detailed analysis was undertaken and in November 2012 the Council decided on the South Lochshore site as the preferred location for the campus. The location of the preferred site can be found in Appendix 1.
- 1.6 Concerns were raised about this site by the public in particular the parents of children currently attending Moorpark Primary School.
- 1.7 This consultation is NOT about the principle of creating the campus, the closure of Garnock Academy, Glengarnock Primary School and the Garnock pool and their relocation to the preferred site near to Glengarnock railway station. It is only about the inclusion of Moorpark Primary School within the campus at the preferred site of South Lochshore.

## **2. PRESENT SITUATION**

### **2.1 Moorpark Primary School**

Moorpark Primary School was built in 1977. It is a non-denominational primary school, which serves the main Kilbirnie Town and its surrounding area, bounded by Milton Road and School Road.

The building has a capacity of 285, which takes account of changes in use of rooms. The school has an early years class with capacity for 30 morning and 30 afternoon places.

The school currently operates with 9 classes, including 4 composite classes.

Although the building structure and fabric does not appear to be suffering any major failings, anticipated up-coming work would be likely to include external rendering. Internally, priorities for spending would be refurbishment of open areas and toilets. The building has required £208,930 spending over the years (2007 to 2010), £113,416 of which has been planned/reactive maintenance, £84,514 non-capital works and £11,000 on Capital projects.

An investment plan in the region of £500k would be needed to sustain the current condition B and suitability B should the school not become part of the new campus. Details of condition and suitability are shown in Appendix 2.

## **3. ROLL PROJECTION METHODOLOGY**

3.1 Planning for the demand for future school places is reviewed annually. Future school rolls are projected taking into account the following factors:

- Birth rates in North Ayrshire;
- Housing needs assessments contained in appropriate Structure and Local Plans;
- Migration of children in and out of North Ayrshire;
- The progression of children through each stage P1 to P7;
- The impact of placing requests (parental choice).

3.2 It is the Council's express wish that Moorpark and Glengarnock Primary schools should become part of the proposed campus at the preferred South Lochshore site near to Glengarnock railway station.

The roll projection picture for the current and proposed arrangements is as follows:

Should Moorpark Primary school remain at its current location then the occupancy level will rise from the current 82% to 94% by 2016.

Note that these assumptions reflect the proposed revised catchment area with pupils from the floating area ceasing to enrol at Moorpark from the start of school term 2014/15.

- 3.3 The projected roll for the school will be around 270 in 2016 and it is anticipated to rise to around 276 by 2023.

This is based on additional housing in the area. Future increases in roll due to new housing will be supported by housing developer contributions.

To ensure that Moorpark is of sufficient size for this future roll the actual new housing and changing demographics within the catchment area will be monitored and any requirement for additional accommodation for Moorpark will be dealt with through the Council's future capital programme.

#### **4. PROPOSAL**

- 4.1 The key proposal in this report is that Moorpark primary school is closed and amalgamates with Glengarnock Primary school within a campus including Garnock Academy and the replacement Garnock pool and leisure facilities, at the preferred location on the site near to Glengarnock railway station.
- 4.2 Further, it is also proposed that should the outcome of the consultation be to retain Moorpark Primary School, then the catchment area of Moorpark Primary School and Glengarnock Primary School would be altered.

This proposal seeks to rationalise the catchment area in order to ensure that every child in the revised catchment area affected by this proposal would be taught in a school which has the most viable occupancy possible with more certainty in their future roll projections

- 4.3 The current catchment areas of the 2 schools can be found in Appendix 3 and the proposed revised catchment areas can be found in Appendix 4. It is proposed to remove the "floating area" which serves both Moorpark and Glengarnock primary schools and include this area within the new campus primary school catchment area with effect from August 2014.
- 4.4 In terms of the Schools (Consultation) (Scotland) Act 2010, a range of relevant consultees must be consulted on both these proposals. These include parents of children attending the affected schools and those of any children expected to attend within the next two years. A full list of consultees is attached at Appendix 5.
- 4.5 Written representations on the proposals contained within the consultative documents are requested by 12 noon on Friday 1 March 2013. Thereafter, comments received during the consultation period will be submitted to Education Scotland for a four week period. Publication of the report on the outcome of the consultation will be made available to all interested parties. Any feedback will then be incorporated into a report which will be presented to the Education Executive, for a final decision. A response form for these proposals can be found in Appendix 6 of this document.

## **5. FUNDING**

- 5.1 Scottish Futures Trust funding support for the new campus will be available from August 2015 or thereafter should the project be delivered later.

In terms of the funding model the Council will receive 2/3<sup>rd</sup> support for the final construction cost of the secondary school. The Council will fund the remainder of the budget through its budget process.

## **6. EDUCATIONAL BENEFIT STATEMENT**

- 6.1 North Ayrshire Council puts a high priority on improving the life chances of young people through providing a high quality education system.
- 6.2 The proposed inclusion of Moorpark Primary School in the new campus to the new location is seen as having many educational benefits. The move would create an all-through campus for young people from 3-18. This would have a positive effect upon all pupils from nursery to senior school and sit well with the principles of Curriculum for Excellence.
- 6.3 Educationally, pupils from all of the schools affected have much to gain by the transfer to the new school. In the two year period leading to the opening of the new school staff from all three schools would work together to ensure consistency of course and curricular programmes.
- 6.4 Parent Councils of all three schools will work together to develop a strong cohesive Parent Forum for the new schools. The two Primary schools will work together to develop a shared identity including an appropriate Primary school name, uniform and badge.
- 6.5 Given current financial pressures it is essential to make best use of the available resources. It is more efficient to have fewer, better-resourced schools than to spread resources more thinly across a larger number of buildings.
- 6.6 Overall the facilities in the new build campus would be significantly superior to those at the existing schools for delivering learning and teaching. New build schools would have better facilities for delivering a modern curriculum fit for the 21<sup>st</sup> century in line with the values and principles of Curriculum for Excellence
- 6.7 Likely effects for children and young people within the catchment area of Moorpark Primary School and Early Years within a campus setting.
- a) An all-through campus (3-18) will allow a more coherent, co-ordinated approach at transition stages such as nursery into primary 1 and primary 7 into secondary. These are potentially problematic stages in a young person's educational career, but the opportunity of the all-through campus will allow greater interaction between the sectors, and not just at key transition stages.
  - b) Children and young people will also benefit from joint planning by teachers and support staff across sectors, leading to an imaginative, creative and coherent learning and teaching experience.

- c) The learning opportunities and experiences would be significantly widened. The creation of a larger roll in the new primary school would in turn enhance the long-term sustainability of the school. Some of the specific benefits are listed below:
- increased opportunities for pupils, including both curricular and extra-curricular activities;
  - greater flexibility in grouping children for learning and teaching;
  - greater flexibility in the deployment of staff to meet childrens' learning needs;
  - the larger staff provision offers a wide range of expertise resulting in increased opportunities for sharing effective practice, more collegial support and opportunities for a wider range of learning and teaching approaches;
  - Additional management support to promote the school improvement agenda.
- d) The new primary school will also be able to commit sufficient PE resources to meet the Scottish Government's target of 2 hours' quality PE time each week and it will also be possible for primary pupils to access specialist sports facilities on campus.
- e) The creation of the all-through inclusive campus will also afford opportunities to draw upon specialist expertise in early years/primary/secondary to support work in the different sectors. For instance, the new primary pupils experience of Science and Modern Languages can be enhanced by the proximity and availability of specialist staff in these disciplines, and this is also the case with pupils' development in the expressive arts, drama, swimming, design and music which will be enhanced by the dedicated accommodation in the campus building.
- f) Early year's accommodation in the campus buildings will be significantly enhanced, spacious and will incorporate a dedicated entrance. It will also include ample and more spacious outdoor play facilities than currently are to be found at Moorpark primary.

#### 6.8 Likely effects for children with additional support needs:

This proposal will benefit those children and young people in the catchment area who have additional support needs. In particular:

- a) Both primary and secondary areas of the school will have built in provision for children and young people with additional support needs. In particular there will be a specific base area for the development of core and lifeskills for secondary aged pupils.
- b) General support for learning provision will benefit from the availability of a number of breakout rooms, which will facilitate individual and small-group work.

#### 6.9 Likely effects for children who will become pupils of Moorpark in the next two years:

- a) This proposal presents an exciting opportunity for staff and pupils to be involved in the design process for the creation of an education facility fit for the 21<sup>st</sup> century. With good preparation and involvement pupils will be able to take full advantage of all the opportunities the new campus will offer.

#### 6.10 Other likely effects of the proposal – morale and ethos

- a) It is envisaged that this proposal to re-locate to the Campus building has the potential to boost morale among the school population, which will in turn assist in the development of a strong, positive ethos.
- b) There is a huge benefit in the schools being able to hold whole school assemblies. This will have the effect of bringing the whole school, both physically and in spirit, closer together and creating an even stronger community identity.
- c) Finally, there will be enhanced opportunities for Garnock Academy pupils to work in a peer support role with primary pupils, and work shadowing opportunities for older pupils who may wish to enter into the teaching profession.

#### 6.11 Other likely effects of the proposal – leadership

- a) Staff at the campus will enjoy closer and more regular contact. In so doing, they will all be able to contribute to the strategic direction of their expanded school community, they will better understand the challenges and opportunities faced by the school staff, and collectively they will be able to offer support. This proposal also brings leadership opportunities for all staff, as they participate in cross-sectoral work across all stages, including planning for moderation and assessment in line with Curriculum for Excellence.
- b) As a consequence of the campus approach there will be a real potential for interaction between older (secondary) and younger (primary and early years) pupils. This is not a new concept as there are a number of good examples across Scotland of this happening, and there is a widely held view that interaction between the primary and secondary is likely to be very positive, mutually supportive and productive.
- c) Primary and secondary pupils will have their own designated play areas for intervals and lunchtimes.

### 7. IMPLICATIONS OF PROPOSED CLOSURE

#### 7.1 Staffing

- a) The implication for the staffing at the new primary school was considered and approved following the statutory consultation decision in May 2011.

#### 7.2 Transport

- a) Primary – any child within the catchment area who requires to walk more than 2 miles, by the shortest available safe route, from their home to their new designated catchment school would be entitled to free school transport. At this stage, it is anticipated that a number of children would qualify for free school transport on distance grounds largely from the North East area of Kilbirnie.

- b) In designing the new school, consideration will be given to enabling children to cycle and/or walk to school. A full Transportation Assessment will be carried out, which will consider factors such as walking and cycling networks, flow of traffic and road safety. There are currently plans to upgrade safe walking and cycling routes to the proposed area for the new campus. Some of the upgrading is approved and ongoing with the other areas to follow from the full Transportation Assessment.

### 7.3 Rezoning – Siblings

- a) Siblings of pupils who live in the floating area and attend Moorpark Primary School as at August 2014 will be entitled to attend Moorpark Primary School.

## 8. FINANCIAL IMPLICATIONS

### 8.1 Revenue

Should Moorpark Primary School be included as part of the campus it is estimated that the net annual revenue implications of the proposal would result in a full year saving to the Council in the order of £500K. This saving will require to be reviewed should Moorpark Primary School remain at its current location.

Should the Council fail to achieve savings through this proposal, savings will have to be made in other ways.

A single public meeting will be held as follows:

Building	Date	Time
Garnock Academy	4 February 2013	6.30pm

Interested parties are invited to make written submissions on the proposal to the Corporate Director (Education and Skills), North Ayrshire Council, Cunninghame House, Irvine KA12 8EE or e-mail to [garnockconsultation@north-ayrshire.gov.uk](mailto:garnockconsultation@north-ayrshire.gov.uk) no later than **12 noon on Friday 1 March 2013**. A response form is included with this paper in Appendix 6.

The Corporate Director (Education and Skills) will prepare a report on the results of the Consultative process for consideration at a future meeting of the Education Executive.

The outcome of the consultation will be forwarded to the Scottish Government.

All interested parties will be advised of the decision.

This document can also be made available in other formats and community languages.

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。  
ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।  
درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Na życzenie klienta, informacje te mogą być udostępnione w innych językach oraz formatach

**Please contact Gail Donaldson on 01294 324429 if this is required**



## Explanation of Condition and Suitability

The Condition and Suitability ratings used in this document are generally as defined in the Guidance provided by the Scottish Government publications “The Core Fact” and “Suitability Core Fact”.

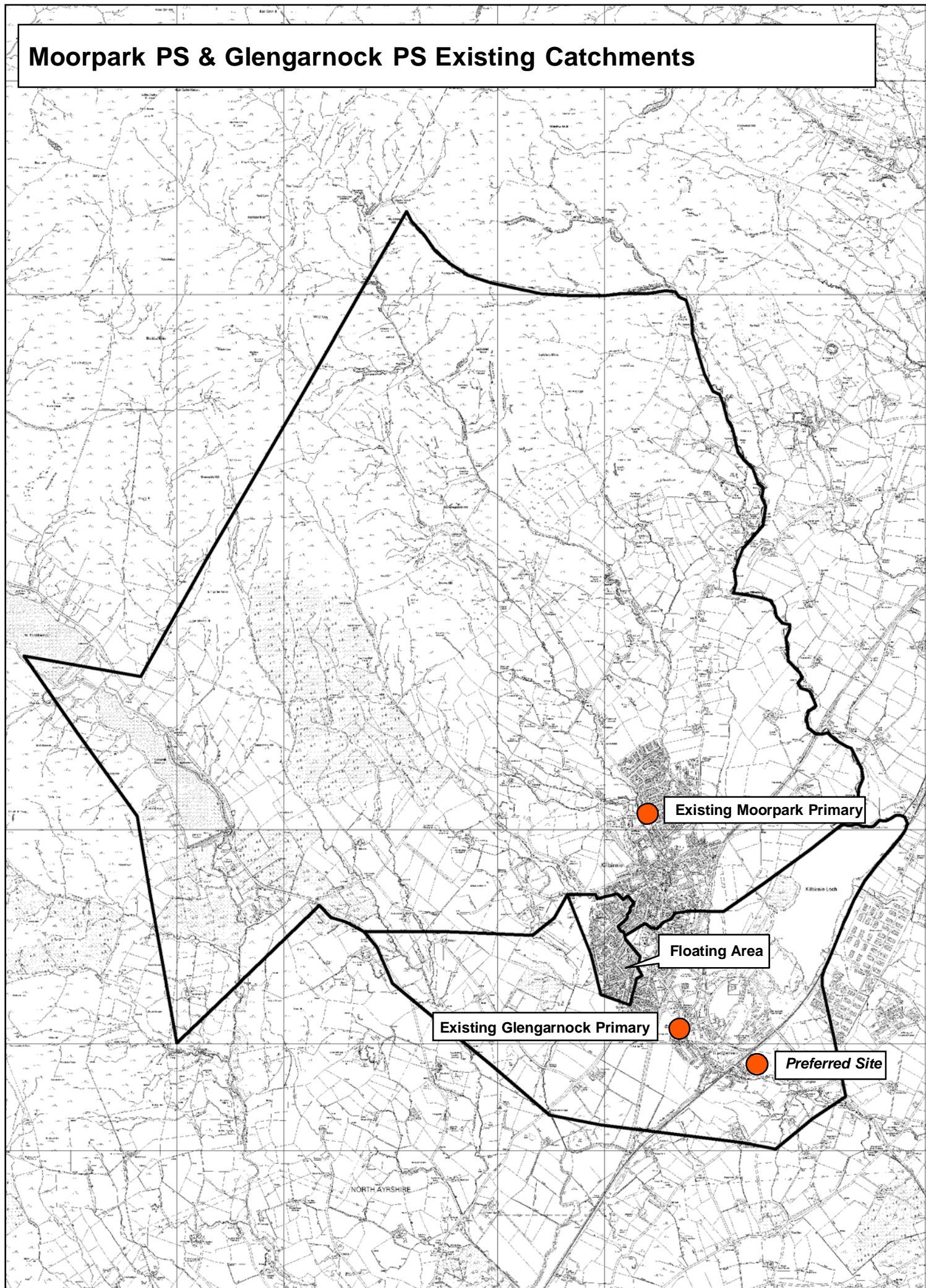
Copies of the Guidance publications can be downloaded from the Scottish Government website: <http://www.scotland.gov.uk/Topics/Education/Schools/Buildings/commitments>.

The Suitability and Condition ratings used, in line with the Guidance given, represent the whole building average and does not reflect the individual elements or components that make up the final score.

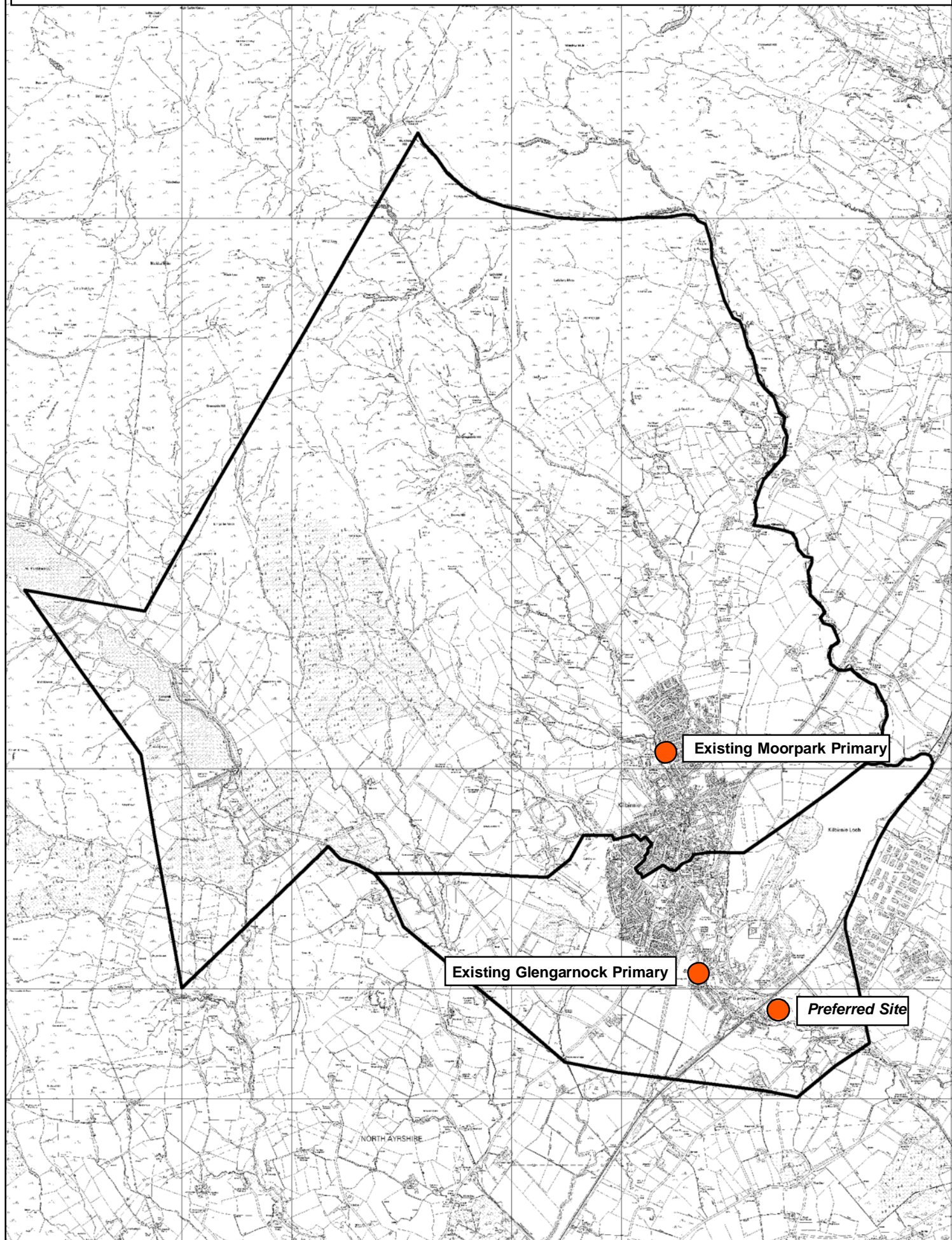
<b>Scottish Government Definition – Condition</b>	
A: Good	Performing well and operating efficiently.
B: Satisfactory	Performing adequately but showing minor deterioration.
C: Poor	Showing major defects and/or not operating adequately.
D: Bad	Life expired and/or serious risk of imminent failure.

<b>Scottish Government Definition – Suitability</b>	
A: Good	Performing well and operating efficiently (the school buildings and grounds support the delivery of services to children and communities).
B: Satisfactory	Performing well but with minor problems (the school buildings and grounds generally support the delivery of services to children and communities).
C: Poor	Showing major problems and/or not operating optimally (the school buildings and grounds impede the delivery of activities that are needed for children and communities in the school).
D: Bad	Does not support the delivery of services to children and communities (the school buildings and grounds seriously impede the delivery of activities that are needed for children and communities in the school).

# Moorpark PS & Glengarnock PS Existing Catchments



# Moorpark PS & Glengarnock PS Proposed Revised Catchments



# CONSULTATIVE DOCUMENTS – LETTERS

- Head Teachers involved
- Parents/Carers – Primaries and Early Years
- Staff
- Local Councillors of constituencies involved (6)
- Member of Parliament
- Member of Scottish Parliament
- Member of Scottish Parliament – Central Scotland Region
- Chief Executive
- Legal Service to the Council
- Corporate Director (Finance & Infrastructure)
- Corporate Director (Social Services & Health)
- General Manager, Catering & Cleaning
- Divisional Commander, Police
- Divisional Commander, Fire Brigade
- Local Reverends/Priests (where applicable)
- Community Council
- Strathclyde Partnership for Transport (where applicable)

## Library Letter

## Parent Council Letters

## Union Letter

- Unison
  - EIS                      Education Institute of Scotland
  - NAS/UWT              National Union of Schoolmasters/Union of Women Teachers
  - SSTA                    Scottish Secondary Teachers' Association
  - T&GWU                Transport & General Workers' Union
  - GMB
  - UNITE
  - VOICE
  - SLS                      School Leaders Scotland
  - AHDS                   Association of Headteachers and Depute Headteachers Scotland
- 
- Newspaper advertisement to notify parents of children expected by the education authority to attend any affected school within 2 years of the date of the proposal paper's publication.
  - Pupils consulted via Quality Improvement Officers, Education & Skills.

## RESPONSE FORM

For convenience this form can be completed online at: [www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)

<b>MUST BE COMPLETED FOR A VALID RESPONSE</b>	
<b>Name</b> (PRINTED)	<b>Address</b>

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

Moorpark Primary School	Parent/Carer <input style="width: 40px;" type="checkbox"/>	Staff <input style="width: 40px;" type="checkbox"/>	Pupil <input style="width: 40px;" type="checkbox"/>
Glengarnock Primary School	Parent/Carer <input style="width: 40px;" type="checkbox"/>	Staff <input style="width: 40px;" type="checkbox"/>	Pupil <input style="width: 40px;" type="checkbox"/>

Other (please state)

**SUMMARY OF REPORT** – Please refer to the consultation document for full details of the proposals.

It is proposed that Moorpark Primary school should be included in the new Garnock Campus to be located at the preferred site, near to Glengarnock Railway Station.

Further, it is also proposed that should the outcome of the consultation be to retain Moorpark Primary School, then the catchment area of Moorpark Primary School and Glengarnock Primary School would be altered.

### MOORPARK PRIMARY SCHOOL CONSULTEES ONLY

I agree that Moorpark Primary School should be included in the new campus at the preferred site.	<b>Yes</b>	<b>No</b>	
Subject to the outcome of the consultation as above, I agree with the proposal to rezone the catchment area for Moorpark Primary School	<b>Yes</b>	<b>No</b>	

### GLENGARNOCK PRIMARY SCHOOL CONSULTEES ONLY

Subject to the outcome of the Moorpark Primary School consultation, I agree with the proposal to rezone the catchment area for Glengarnock Primary School	<b>Yes</b>	<b>No</b>	
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**Please use this space for any additional comments**

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

# CONSULTATIVE DOCUMENTS – LETTERS

- Head Teachers involved
- Parents/Carers – Primaries and Early Years
- Staff
- Local Councillors of constituencies involved (6)
- Member of Parliament
- Member of Scottish Parliament
- Member of Scottish Parliament – Central Scotland Region
- Chief Executive
- Legal Service to the Council
- Corporate Director (Finance & Infrastructure)
- Corporate Director (Social Services & Health)
- General Manager, Catering & Cleaning
- Divisional Commander, Police
- Divisional Commander, Fire Brigade
- Local Reverends/Priests (where applicable)
- Community Council
- Strathclyde Partnership for Transport (where applicable)

## Library Letter

## Parent Council Letters

## Union Letter

- Unison
  - EIS                      Education Institute of Scotland
  - NAS/UWT              National Union of Schoolmasters/Union of Women Teachers
  - SSTA                     Scottish Secondary Teachers' Association
  - T&GWU                Transport & General Workers' Union
  - GMB
  - UNITE
  - VOICE
  - SLS                      School Leaders Scotland
  - AHDS                    Association of Headteachers and Depute Headteachers Scotland
- 
- Newspaper advertisement to notify parents of children expected by the education authority to attend any affected school within 2 years of the date of the proposal paper's publication.
  - Pupils consulted via Quality Improvement Officers, Education & Skills.



## **Consultation proposal by North Ayrshire Council**

**Report by Education Scotland, addressing educational aspects of the proposal by North Ayrshire Council to close Moorpark Primary School and amalgamate it with Glengarnock Primary School on the new campus at South Lochshore. The new campus will include Garnock Academy and the replacement pool and leisure facilities. If the decision is to retain Moorpark Primary School, the council proposes to rezone part of the catchment area so that it is designated as the catchment area for the new campus at South Lochshore.**

### **1. Introduction**

1.1 In early 2011, North Ayrshire Council consulted on a proposal to close Garnock Academy, Moorpark Primary School and Glengarnock Primary School and transfer pupils to a new school campus. The new combined school campus would comprise a secondary school and a single primary school. At that stage, a site for the new campus had still to be agreed. During the consultation, parents of children at Moorpark Primary School were opposed to the location of the new campus at South Lochshore. The council approved the proposal in May 2011. At this stage, the preferred location was North Lochshore. The proposal was further approved by Scottish Government in June 2011. Scottish Futures Trust funding support for the new campus will be available from August 2015 or thereafter should the project be delivered later. The council will receive two thirds support for the final construction cost of the proposal from Scottish Government. The council will fund the remainder. The council undertook further detailed analysis of the original proposed sites and, in November 2012, the council decided on South Lochshore as the preferred location for the new campus. In December 2012, it consulted with the parents of children who currently attend Moorpark Primary School on whether they wished to be part of the new campus. The majority view was not to include Moorpark Primary School in the new campus. The council then decided to consult formally on a proposal to include Moorpark Primary School in the new campus at South Lochshore. The key proposal in the current consultation is therefore that Moorpark Primary School is closed and amalgamates with Glengarnock Primary School within the new campus at South Lochshore, including Garnock Academy and the replacement Garnock pool and leisure facilities. However, if the outcome of the consultation is that Moorpark Primary School remains open in its current location, an area which is currently designated as a floating zone between Glengarnock Primary School and Moorpark Primary School will be re-designated as being within the catchment area of the new primary school in the new campus.

1.2 The report from Education Scotland is required under the terms of the *Schools (Consultation) (Scotland) Act 2010*. It has been prepared by HM Inspectors in accordance with the terms of the Act.

1.3 HM Inspectors undertook the following activities in considering the educational aspects of the proposal:

- attendance at the public meeting held on 4 February 2013 in connection with the council's proposals;

- consideration of all relevant documentation provided by the council in relation to the proposal, specifically the educational benefits statement and related consultation documents, written and oral submissions from parents and others;
- consideration of further information on all schools affected; and
- visits to the site of Moorpark Primary School, Glengarnock Primary School and the South Lochshore site of the new campus, including discussion with relevant consultees.

#### 1.4 HM Inspectors considered:

- the likely effects of the proposal for children and young people of the school; any other users; children likely to become pupils within two years of the date of publication of the proposal paper; and other children and young people in the council area;
- any other likely effects of the proposal;
- how the council intends to minimise or avoid any adverse effects that may arise from the proposal; and
- benefits which the council believes will result from implementation of the proposal, and the council's reasons for coming to these beliefs.

## 2. Consultation process

2.1 North Ayrshire Council undertook the initial consultation on its proposals with reference to the *Schools (Consultation) (Scotland) Act 2010*.

2.2 Children at Moorpark Primary School continue to have mixed views about moving to the new school. While a few are positive about better opportunities, a majority have concerns about the distance to the new campus. Children identify the benefits as making new friends or meeting current friends who attend Glengarnock Primary School; better gym facilities including access to the swimming pool; the possibility of a bigger library, and better links with the secondary school. Their concerns include the distance they will have to walk to school and their safety during the walk; proximity to the railway and busy roads; ability to attend after-school clubs if they depend on school transport or public transport, and anxieties about being part of a much bigger school. A few expressed concern about whether the building would be appropriate for children with additional support needs.

2.3 Moorpark Primary School parents are broadly positive about the new campus but continue to express strong objections to the location. At the public meeting and in written submissions, a majority of parents consistently objected to the location. Their concerns relate to the distance children, including pre-school children, will have to walk to the new school as well as the safety of walking routes to and from school. Walking time by an adult, unaccompanied by children, is around 45 minutes from the current Moorpark Primary School to the proposed site. However, the council has

given assurances that any child within the catchment area who requires to walk more than two miles, by the shortest available safe route, from their home to their new designated catchment school will be entitled to free school transport. In addition to issues related to distance, parents expressed concerns about the size of the new school and the possible impact on their children of being part of a much larger school. They felt that this was particularly relevant to children with additional support needs, especially those with support needs arising from family circumstances. In relation to the proposal to redesignate the catchment area, in written submissions, a majority of parents objected to the rezoning. At the public meeting, while a few expressed concerns, most did not express strong views on the subject.

2.4 A majority of staff in Moorpark Primary School raised concerns about the new campus. These include losing the sense of community in Moorpark Primary School and the possibility of no longer knowing each of the children personally in a larger school. In addition, they expressed concerns about the distance pre-school children will have to travel to the new school. A few staff are very positive about the move and identify greater possibilities in the curriculum and better facilities for learning and teaching.

### **3. Educational aspects of the proposal**

3.1 As indicated in the report prepared by HM Inspectors on the original proposal in March 2011, the proposal to close Garnock Academy, Moorpark Primary School and Glengarnock Primary School and build a new combined campus with a single primary school, secondary school and community leisure facilities offered educational benefits to the children and young people attending each of the schools, or who would attend them in future years. The benefits include significantly superior facilities and accommodation in the new campus which are likely to help staff to use modern, effective approaches to learning and teaching and to provide an appropriate curriculum. At all stages, children and young people are likely to benefit from improved resources, including information and communications technology (ICT), within flexible and fit for purpose learning areas. Improved, flexible arrangements for accommodation offer opportunities for staff to meet the needs of children and young people with additional support needs more effectively. In the combined Moorpark Primary School and Glengarnock Primary School, children are likely to have greater access to specialist facilities and staff which would benefit their learning. In particular, physical education facilities will be better, allowing children to benefit from two hours of good quality physical education in line with national expectations. All staff will have better opportunities to share effective practice, including discussion and liaison with colleagues to support children as they move from nursery into P1 and from P7 into S1. These opportunities provided by the single campus proposal should contribute to improving the ethos and sense of community throughout the school.

3.2 Moorpark Primary School was built in 1977 and has a roll of 232. A further 60 children attend nursery classes. Overall, the roll is expected to increase over the next few years to around 270 in 2016. The building is in a satisfactory condition overall but will require significant refurbishment and maintenance work in the near future. The council has estimated that it will cost in the region of £500k to maintain the school in its current condition and suitability should the school not become part of

the new campus. The gym serves as the lunch hall and assembly hall, limiting opportunities for physical education in the school. As a result, children do not currently benefit from two hours of good quality physical education each week.

3.3 The proposal to create a single campus including one secondary and one single new primary school is likely to contribute positively to the Council's efforts to secure best value in managing its school estate. However, if Moorpark Primary School does not form part of the new campus, the benefits in terms of best value are less clear.

3.4 The council's proposal to create a single new campus has clear educational benefits and longer term benefits in relation to best value and efficient use of the school estate. The council's stated position is that the original proposal should go ahead on the South Lochshore site. Parents are being given the option to withdraw from the new campus, mainly because of their concerns about distance and safe walking routes. The council has set out clearly the educational benefit of closing Moorpark Primary School and providing provision in the new campus. The all-through campus will allow a more coherent, coordinated approach at transition stages such as nursery into primary and from primary into secondary. The creation of the all-through campus will also create opportunities for the flexible deployment of specialist staff in areas such as science and modern languages in early years and primary classes. The proposal will also benefit children with a range of additional support needs. The schools within the new campus will have built-in provision. In particular, there will be a specific base area for the development of children and young people's core skills. If Moorpark Primary School remains open and is maintained in its current condition, it will remain poorly provided for in terms of facilities for physical education. Children will no longer benefit from the enhanced facilities that will be provided in the new campus.

3.5 The rezoning of the floating area to the new school in the event of Moorpark Primary School remaining open and in the current location does not appear to be contentious. Uncertainty about whether siblings of children currently in Moorpark Primary School from the floating area will be granted a placing request have been addressed by the council. The council has agreed that siblings will be granted a place in line with current council policy. The distances involved mean there is no impact in relation to free transport, as the distance between the Moorpark Primary School and the floating zone is less than the distance at which children qualify for free transport.

## **4. Summary**

4.1 Despite the clear educational benefits of the proposal to close Moorpark Primary School and amalgamate the school with Glengarnock Primary School within a new campus at South Lochshore, the preferred option of most parents in Moorpark Primary School is that the school should remain open in its current location. This is largely because of their concerns about the distance of, and safe walking routes to, the new campus at South Lochshore. The original consultation report prepared by HM Inspectors of March 2011 indicated that, in taking forward the proposal, the council would need to address parents' concerns relating to safe routes to school for

children. The council has indicated that road safety officers have identified safe walking routes with early recommendations for improving pathways, lighting and barriers. However, the council has not been able to address parents' reasonable concerns about safe routes to the satisfaction of a significant group of parents at Moorpark Primary School. As a result, the majority of parents are opposed to the proposal and wish Moorpark Primary School to remain open.

4.2 In relation to the rezoning of the floating area, the small number of respondents associated with Glengarnock Primary School were evenly split between being in favour and being against the proposal. The respondents associated with Moorpark Primary School were opposed by a margin of approximately two to one. No strong or consistent rationale for disagreeing with the rezoning emerged during the consultation process.

4.3 The educational benefits of the proposed new campus are clear and remain the same as indicated by HM Inspectors in the report of March 2011. If the proposal to close Moorpark Primary School is taken forward, the council will need to work closely with parents in addressing their concerns about the distance of, and safe walking routes to, the new campus at South Lochshore. If the council decides to accept the views of parents and retain Moorpark Primary School in its current location, the council will need to give due consideration to the potential weaknesses in accommodation, including the impact this has on the provision of physical education at the school.

**HM Inspectors  
Education Scotland  
March 2013**

North Ayrshire Council  
Education and Skills  
Moorpark and Glengarnock Primary School  
Response Breakdown

**244 Responses Received - 2 Incomplete**

School	Proposal to Include Moorpark Primary School in the New Campus				Proposal to Rezone Catchment Area	
	Interest	Agree with Proposals	Disagree with Proposals		Agree with Rezoning	Disagree with Rezoning
Moorpark Primary School	Parent/Carer	17	114		44	87
Moorpark Primary School	Staff	2	14		2	14
Moorpark Primary School	Other	8	87		22	73
		<b>27</b>	<b>215</b>		<b>68</b>	<b>174</b>
		<b>242</b>			<b>242</b>	

**58 Responses Received - 1 Incomplete**

	Proposal to Rezone Catchment Area		
	Interest	Agree with Rezoning	Disagree with Rezoning
Glengarnock Primary School	Parent/Carer	14	14
Glengarnock Primary School	Staff	4	3
Glengarnock Primary School	Other	10	12
		<b>28</b>	<b>29</b>
		<b>57</b>	

**Moorpark Primary School Parent Council**

**Response to Carol Kirk, Corporate Director (Education and Skills)**

We would like to take the opportunity to respond to the Consultation Document.

Education Scotland's report clearly acknowledges "parents strong objections to the location" and "a majority of parents consistently objected to the location". Moorpark parents have consistently said no to the remote and isolated location. We too can see benefits from a new campus, but we have said from day one, that in order to justify closing Moorpark Primary, and lose the very good school that we have, the location had to be right.

With regards to distance to the campus and the safety for children to walk, North Ayrshire Council may well have confirmed that "any child within the catchment area who requires to walk more than two miles" will receive free transport. Unless policy has changed, nursery children are not entitled to free transport. However, this is not clearly stated in the consultation. It is a key point that those people making the decision need to understand.

In relation to the rezoning issue, we would disagree that North Ayrshire Council have "dealt with this to the satisfaction of parents". Although policy will be followed regarding placing requests, this can only happen if places are available in the school. This change in catchment areas could still result in parents having children registered in two different schools. We would take this opportunity to remind you that Moorpark parents objected to the rezoning issue, as did Glengarnock parents

The rezoning issue is seen negatively by parents, as a ploy to remove parental choice from those who would choose that their children attend their local school.

A key part of the report is the perceived educational benefits:

- i) transition process – this disregards the very good work that currently happens within the cluster. Moorpark nursery class is already in the same building for nursery to P1 transition and has a good transition process. The transition process from P7 –S1 is also very good and involves staff from the secondary visiting the primary to work with the P7's, despite not being in the same building.
- ii) staff working closely – as a parent council, we are already aware of work within the cluster at a primary/secondary level in Maths and English, to ensure consistency in teaching methods across the Garnock Valley.
- iii) better access to PE facilities – as a parent council, we are not convinced, that with the sport facilities in the new campus, that children will be ensured 2 hours of PE a week. Primaries within other shared campuses have pointed out that they take second place to the secondary pupils.

Will facilities be available to ensure 1000 secondary, 500 primary and 120 nursery pupils can all experience their PE time, taking account to lunches, intervals, assemblies and SQA exam time?

There are many points in the consultation document, which we do not agree with. However, we did feel that it was important to focus on the main points of location, rezoning of catchment areas and perceived educational benefits.

Moorpark Primary and Nursery is a now a very good school, where children are receiving a high level of education and use up to date technology on a daily basis. Just a couple of weeks ago, Moorpark appeared in an issue of the Times Educational Supplement, due to some of the innovative work happening in the school.

North Ayrshire Council for reasons that parents still do not understand, have decided on a remote and isolated location, that overrides any possible educational benefits for the young people of the Garnock Valley.

As a parent council, and representing the wider parent forum, we ask that you allow Moorpark Primary and Early Years to remain in its current location within the community.

**Moorpark Primary School Parent Council**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 4**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Improving the Sciences and Mathematics in North Ayrshire Schools**

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**Purpose:** To inform the Cabinet of the results of a benchmarking exercise highlighting the uptake of S5 pupils at Higher in the Sciences and Mathematics, post-appeal and approaches to further improving uptake and performance in these subjects.

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**Recommendation:** That the Cabinet agrees to (a) note the information presented; (b) receive regular, annual updates, post-appeal.

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#### **1. Introduction**

- 1.1 One of the Council's key priorities is raising attainment. One aspect of this is ensuring that young people are gaining the most relevant skills to enable them to gain employment in growth areas. The establishment of Irvine's Enterprise Area, focusing on Life Sciences will provide new opportunities for employment and economic growth in North Ayrshire. It is therefore essential that our young people are equipped with the necessary skills to provide an appropriately skilled workforce for Life Science industries relocating or locating in Irvine.
- 1.2 The focus on Life Sciences and providing young people in secondary schools with opportunities to develop skills for life, learning and work has led to an increased emphasis on promoting the uptake of the sciences, mathematics and other technology subjects in the senior phase and of relevant career pathways.
- 1.3 This work has been supported by the Enterprise Area Working group which is chaired by the Corporate Director and has representation from headteachers, local colleges, UWS, local employers, Skills Development Scotland and Irvine Bay Regeneration.

## **2. Current Position**

- 2.1 Education and Skills currently use a variety of evaluative practices to measure performance and impact. Benchmarking is most readily recognised in the analysis of external examinations; National Qualifications; national assessments; and the Scottish Survey of Achievement.
- 2.2 In support of the use of the above practices, Education and Skills carried out an analysis of S5 pupil performance at Higher, in chemistry, biology, human biology, physics and mathematics. The data is shown in the table in Appendix 1.
- 2.3 In Higher Human Biology, Ardrossan Academy pupils do very well at grades A, B-C and A-C, Irvine Royal Academy have 100% pass rate, and St Matthew's pupils do well at grades A-B.
- 2.4 In Higher Biology pupils in Auchenhavie Academy, Greenwood Academy and Kilwinning Academy perform well compared to other Scottish schools nationally.
- 2.5 In Higher Chemistry, the total number of entries compares well with other local authorities. Pupils in Arran High School, Irvine Royal Academy (where numbers are low) and Largs Academy do well.
- 2.6 In physics, pupils' performance in Arran High School, Auchenhavie Academy, Garnock Academy, Largs Academy, Irvine Royal Academy and St Matthew's Academy is very good compared to how Scottish schools perform nationally.
- 2.7 the aspiration is to ensure that North Ayrshire is performing in the top 30% of Scottish schools in all STEM subjects. While there is much work to do, the above performance provides a strong foundation for this.

## **3. Proposals**

- 3.1 It is proposed that the Cabinet notes the measures being taken to improve uptake and attainment across mathematics, physics, chemistry and biology to ensure North Ayrshire schools are attaining alongside the top thirty percent of schools in Scotland.
- 3.2 These measures include:
  - Supporting and encouraging Early Years Centres, Primary and Additional Support Needs schools to apply for Edina Trust grant money for science education activities.

- Ensuring the provision of opportunities for school science co-ordinators from all schools to meet as a network on a termly basis. These meetings include activities and workshops to share good practice.
- Supporting and encouraging schools to participate in the Young Engineers and Science Clubs Scotland (YESCS) scheme, setting up science and technology clubs as extra-curricular activities. This year the number of active YESCS clubs rose from 3 to 33. St Mary's Primary School is attending the Big Bang event on 14 June at SECC.
- Working with Irvine Bay Regeneration and STEM Connects to run a North Ayrshire Science Competition modelled on the Google Science Fair which runs annually.
- Engaging with YESCS And SSERC (Scottish Science Education Resource Centre) to provide high quality professional learning opportunities for staff.
- Continuing to work closely with STEM Connects and schools to provide STEM Ambassador Support for curricular delivery, career guidance and mentoring for pupils.
- In partnership with Ayrshire College, developing blended learning opportunities through school-college Engineering pathways to enable young people to take up careers in engineering at all levels. This will include exploring the possibility of delivering HNC courses as part of the senior phase.
- Continuing to support and challenge schools to increase pupils' personalisation and choice by developing and offering skills for work courses in environmental science and laboratory skills.
- National 4 and National 5 qualifications are currently being developed by STEM teachers across North Ayrshire. The Virtual Learning Environment (VLE) project is being extended to include the use of video conferencing to support the delivery of Advanced Highers across North Ayrshire schools, with a focus on STEM subjects.
- The STEM ambassador network, Irvine Bay Regeneration and local businesses will be supporting a "Women into Engineering" project to encourage girls into physics, engineering and technology by providing role models to give career advice and guidance, mentoring and offering work-shadowing and working alongside teachers in schools.

- A number of Advanced Higher Conferences have been arranged in June 2013 to provide opportunities for young people to hear about the latest advances in particular subject areas.
- Young people participating in Virtual Learning Environment (VLE) will come together as a group in addition to learning remotely.
- Members from the Institute of Civil Engineers have visited schools including Stanley Primary School. The working model of the suspension bridge built by P6 pupils was sufficiently robust to carry the weight of the headteacher.
- A team of S2 engineers from Kilwinning Academy came second in the Scottish Schools Engineering Competition organised by the Weir Group. The S2 engineers have developed positive links with Kilmarnock College and GE Caledonian. The prize of £2,000 will help further develop STEM in Kilwinning Academy and across the cluster.

3.3 It is proposed that the Cabinet notes the report and agrees to receive annual progress reports.

#### **4. Implications**

##### Financial Implications

4.1 There are no financial implications arising from this report.

##### Human Resource Implications

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

##### Legal Implications

4.3 There are no legal implications arising from this report.

##### Equality Implications

4.4 Equality implications arising from this report involve increasing uptake of girls into STEM subjects.

##### Environmental Implications

4.5 There are no environmental implications arising from this report.

##### Implications for Key Priorities

4.6 3b People are better skilled to get into work  
4c Levels of educational achievement have improved

## **5. Consultations**

- 5.1 The data included in the appendices has been discussed with the Education and Skills Enterprise Area Working Group.

## **6. Conclusion**

- 6.1 The promotion of the Education and Skills priority to increase the uptake of young people choosing to study the sciences and mathematics at a variety of levels will contribute to the economic regeneration of North Ayrshire and the increased positive, sustained destinations of these young people.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : MD/AMacI/EMcK

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

## **Background Papers**

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**National ranking of North Ayrshire schools by % of pupils entered for the course gaining Grades A-C in 2012 in:**

School name	S5 Higher Mathematics	S5 Higher Biology	S5 Higher Human Biology	S5 Higher Physics	S5 Higher Chemistry
Ardrossan Academy	Top 20%		Top 10%	Top 50%	Top 30%
Arran High	Top 50%		n/a	Top 20%	Top 50%
Auchenharvie Academy		n/a	Top 40%	100%	Top 30%
Garnock Academy	Top 10%	Top 20%	n/a	100%	100%
Greenwood Academy	Top 50%	Top 30%	n/a		
Irvine Royal	Top 50%		100%		
Kilwinning Academy	Top 40%	Top 50%	n/a		Top 50%
Largs Academy	Top 30%	Top 40%	n/a	Top 20%	100%
St Matthew's Academy	Top 50%				Top 50%
<b>North Ayrshire</b>	<b>Top 20%</b>	<b>Top 30%</b>	<b>Top 20%</b>	<b>Top 20%</b>	<b>Top 30%</b>

Number of Schools in Top 30%	3	2	2	4	4
Number of Schools in Top 40%	4	3	3	4	4
Number of Schools in Top 50%	8	4	3	5	7

*Note: 100% means all pupils have passed their course with grades A-C - which is the top possible performance (several schools in Scotland may have achieved this so they cannot be differentiated in the ranking)*



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 5**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Employer Engagement & Supporting Young People Into Work**

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**Purpose:** To inform the Cabinet of the above.

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**Recommendation:** That the Cabinet agrees to note the action taken to progress the budget decision in relation to employability.

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#### **1. Introduction**

- 1.1 North Ayrshire's Youth Employment Strategy commits the Council to increasing youth employment in the authority area to higher than the Scottish average by 2020. Improving the numbers of school leavers progressing directly into employment will play a key part in achieving this goal.
- 1.2 Prior to the current recession, over 21% of North Ayrshire's school leavers went directly into employment upon leaving school. This figure dipped to 13% as recently as three years ago. Over the past two years it has risen again by 2% per year. However, at 17.7% it remains 2.1% behind the Scottish average.
- 1.3 Over the last few years we have in North Ayrshire, experienced unprecedented numbers of youngsters staying on in school beyond S4, as a result our S5 and S6 population is larger than it has ever been. We know from our consultation exercise that a significant number of these pupils do not aspire to move into further or higher education and would prefer to move directly into employment, particularly if that employment offered them a career path along which they could progress.
- 1.4 The senior phase of Curriculum for Excellence offers a clear opportunity to develop the school curriculum to more effectively address the needs and aspirations of this group of senior pupils.
- 1.5 This proposal sets out a development plan to that effect.

## **2. Current Position**

2.1 The Youth Employment Strategy for North Ayrshire 2010 – 2020 highlights the importance of increasing the number of young people progressing from our schools directly into employment. As a result, work is already underway to develop learning opportunities for S5 and S6 pupils designed to enhance their employability and vocational skills and build their employment aspirations.

2.2 Further progress will require that:

- local employers have a voice in developing the new work related aspects of the Senior Phase of Curriculum for Excellence;
- we ensure that employers recognise the value of this aspect of the curriculum and are, as a result, encouraged to increase their recruitment directly from schools;
- we build on the skills, knowledge and experiences of the Broad General Education and provide a progression from existing course delivery in S 4 e.g. Skills for Work, Practical Craft Skills to new work ready courses in S5 and S6.

## **3. Proposals**

3.1 Over the three years for which funding has been agreed to develop a range of work ready educational experiences and industry recognised qualification for young people whose aspiration is to progress directly from school into employment.

3.2 In year 1 to second a teacher to develop relationships with the business community and project manage the development of new courses and associated resources, and to take a lead role in ensuring that these are ready for full implementation in August 2014.

3.3 The project remit will include:

- developing the capacity of existing Skill Centres in schools to reflect local labour market information on job opportunities for young people;
- identifying what is available from all relevant accreditation bodies, eg Scottish Qualification Authority and ASDAN, and liaise with employers to ensure that these are a fit with industry requirements;
- building on our existing links with employers and ensuring their views are taken into account in the delivery and development of courses and encourage their involvement in our employability initiatives;

- we are currently in discussions with the Ayrshire Chamber of Commerce to second, part time, a representative from the business community to ensure their priorities are clearly understood and fully embedded in this initiative;
- working with employers to maximise opportunities for experience of work placements and progression opportunities;
- working with other partners e.g. trade bodies, training organisations, FE colleges and universities to develop clear pathways which meet the needs of young people and local employers to access any additional resources they may have available to support this initiative;
- ensuring these new learning experiences meets all the requirements of Curriculum for Excellence and that participating pupils derive real benefit from their engagement;
- contributing to the detailed planning of associated service delivery over the period 2014 -2016.

#### 3.4 Outcomes

- It is anticipated that a minimum of 70 pupils per year, working over 4/5 different sectors will participate in these bespoke work related learning experiences.
- The progression rate for those moving directly into work is expected to be a minimum of 25% of leavers, with the remaining 75% all making an alternative positive progression.

(The projection of 25% moving into employment will rise when the local economy and availability of jobs in the area improves).

- 3.5 The Cabinet is invited to note the action taken to progress the budget decision in relation to employability.

#### 4. **Implications**

Financial Implications

- 4.1 Additional funding of the sums below have already been allocated in line with budgetary decisions:

2013-2014	£ 90000
2014 -2015	£120000
2015 -2016	£120000

#### Human Resource Implications

- 4.2 2013 -2016 - The secondment of one teacher to lead and manage the project.

#### Legal Implications

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

#### Equality Implications

- 4.4 This will improve access to employment for vulnerable groups.

#### Environmental Implications

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

#### Implications for Key Priorities

- 4.6 This proposal will contribute to the achievement of:  
Core Objective 1 Regenerating our communities and increasing employment.  
Core Objective 3 Improving educational attainment.

### 5. Consultations

- 5.1 Consultations have been held with a range of local employers, senior pupils, Ayrshire Chamber of Commerce, Skills Development Scotland, Social Services, teachers, headteachers and parent council chairs.

### 6. Conclusion

- 6.1 It is recommended that the Cabinet (Education) notes the proposal detailed above.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : CK/DC

For further information please contact David Carracher, Senior Manager (Inclusion) on 01294 324497.

#### Background Papers

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 6**

**11 June 2013**

#### **Cabinet**

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**Subject:** **General Teaching Council for Scotland Revised Professional Standards**

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**Purpose:** To inform Cabinet of how the national development of professional standards for teachers will influence local arrangements and enhance provision for teachers and young people.

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**Recommendation:** That the Cabinet notes the national and local developments.

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#### **1. Introduction**

- 1.1 The General Teaching Council for Scotland is the professional registration body for teachers and has a significant role to play in shaping the teaching profession of Scotland and maintaining and improving professional standards. It does this by developing and monitoring the strategic direction and policy of the General Teaching Council for Scotland by determining entry standards to teaching, accrediting courses of teacher education and by setting clear expectations of the profession in its range of published Codes and Professional Standards.
- 1.2 At the invitation of the Scottish Government, Graham Donaldson, former Senior Chief HMIE, began a fundamental review of the entirety of teacher education in 2010. The subsequent report entitled Teaching Scotland's Future was published in 2011. A report on North Ayrshire's response to this, including an action plan, was approved by the former Education Executive on 10 April 2012.
- 1.3 Among the 50 recommendations contained in Teaching Scotland's Future was the need to revise the existing Professional Standards. These are:
- Standard for Initial Teacher Registration
  - Standard for Full Registration
  - Standard for Chartered Teacher
  - Standard for Headship

- 1.4 The Standard for Initial Teacher Registration is achieved by students during their university course. On graduating from university, newly qualified teachers are placed in schools and supported in gaining the Standard for Full Registration.
- 1.5 The Standard for Chartered Teacher was developed to support the professional learning of teachers who wanted to remain as classroom practitioners and achieve professional recognition based on a national professional standard.
- 1.6 The Standard for Headship was developed to support the professional learning of teachers who aspired to school leadership positions.

## **2. Current Position**

- 2.1 The General Teaching Council for Scotland launched a consultation on a revision of the Framework of Professional Standards in August 2012. The Standards were updated to reflect the changing contexts of education in our schools and society and to support a reconceptualised model of teacher professionalism.
- 2.2 The revised suite of professional standards will come into effect from August 2013. The key changes are that the standards have now been reduced to three.
- 2.3 The new standards are: The Standards for Registration; The Standard for Career-long Professional Learning; and Standards for Leadership and Management (attached as Appendix).
- 2.4 The suite of Standards has been developed to support teachers at all stages of their career. The Standards recognise the importance of teacher responsibility for, and ownership of, their professional learning. The Standards for Registration are the mandatory requirements for registration with the General Teaching Council for Scotland and include the Standards for Initial Registration. This continues to have an important gate-keeping role for entry to the profession. The Standard for Full Registration is the benchmark for teacher competence throughout their professional career.
- 2.5 The Standard for Career-Long Professional Learning aims to support teachers to develop and advance their thinking and practice throughout their careers. Teachers choosing to work with this new Standard will develop their expertise beyond the baseline, enabling recognition of the variety of roles within and beyond the classroom.

- 2.6 The Standards for Leadership and Management extend beyond what was formerly the Standard for Headship and now incorporates a Standard for Middle Leadership in order to meet the needs of all teachers aspiring to formal leadership roles in schools.

### **3. Proposals**

- 3.1 Teacher Professional Review and Development systems were revised to reflect the professional standards in consultation with a short-life working group and the Local Negotiating Council for Teachers. These were piloted in two schools: Irvine Royal Academy and Woodlands Primary School and have been further refined and refreshed against the updated standards. The new Professional Review and Development system is being rolled out to all schools from August 2013.
- 3.2 To support this development, briefing sessions are being planned for all clusters. There is an increased expectation that all teachers will reflect closely on their own professional needs and how development activity is having a positive impact on learners' experiences.
- 3.3 The central importance of the Standards has been recognised in approaches to other aspects of career development from recruitment and selection through to Professional Review and Development. Working with the Local Negotiating Council for Teachers, the short-life working group developed role profiles to match the new standards. This work is now ongoing to mop up all teaching related posts.
- 3.4 A further related development is the piloting of professional update by North Ayrshire Council. Last month, colleagues from the General Teaching Council for Scotland met a number of headteachers and teachers as part of the verification visit. As a result, North Ayrshire is involved in piloting professional update in two school clusters: St Matthew's and Irvine Royal in partnership with the General Teaching Council for Scotland.
- 3.5 The Cabinet is invited to note the national and local developments outlined above.

### **4. Implications**

#### Financial Implications

- 4.1 The activity and improvements outlined are being delivered within existing resources.

#### Human Resource Implications

- 4.2 HR and Quality Improvement staff have worked closely to consult, plan and deliver changes in line with national developments. Improved arrangements will help to support the development of the professional capacity of the teaching workforce.

#### Legal Implications

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

#### Equality Implications

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

#### Environmental Implications

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

#### Implications for Key Priorities

- 4.6 This report has direct relevance to the achievement of the following measures in the Single Outcome Agreement: Local Outcome 4a “Levels of educational attainment and achievement have improved” and Local Outcome 4b “More young people are leaving schools for positive destinations.”

### **5. Consultations**

- 5.1 Nationally all registered teachers, local authorities, professional organisations and interested parties were invited to respond to the General Teaching Council for Scotland’s consultation on the revised Standards.
- 5.2 Within North Ayrshire, development activities have taken place in consultation with headteachers, the Local Negotiating Council for Teachers and staff.

## **6. Conclusion**

- 6.1 That the Cabinet notes the changes to the General Teaching Council for Scotland Standards and North Ayrshire's response which will help to facilitate the continued professionalism and improved quality of our teaching workforce. These will provide a coherent framework to support teachers at all stages in their careers.



CAROL KIRK  
Corporate Director (Education and Skills)

### **Reference :**

For further information please contact Mary Docherty, Head of Service, on 01294 324416.

### **Background Papers**

Teaching Scotland's Future

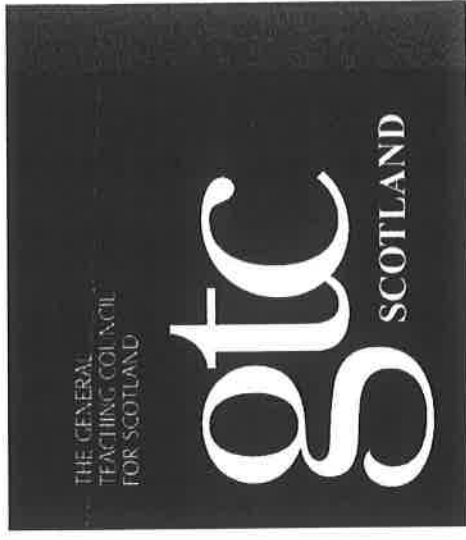
The Standards for Registration

The Standard for Career-long Professional Learning

Standards for Leadership and Management



DRIVING FORWARD PROFESSIONAL  
STANDARDS FOR TEACHERS



## The Standards for Registration: mandatory requirements for Registration with the General Teaching Council for Scotland

December 2012

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## Contents

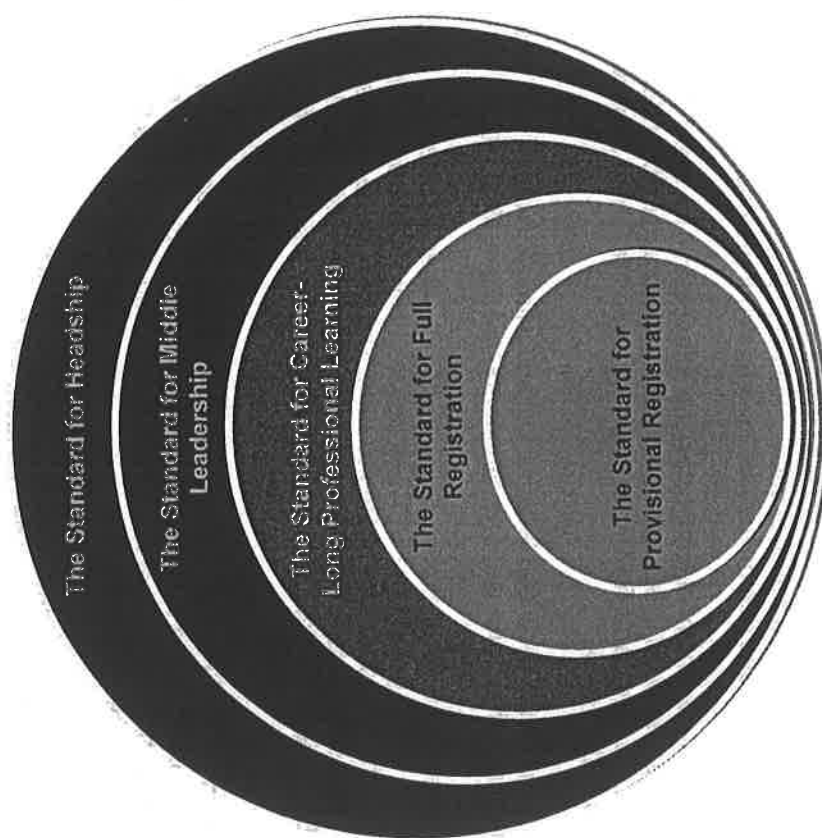
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## The Standards for Registration

<http://www.gtcs.org.uk/revised-standards>



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## Introduction

The Standard for Provisional Registration (SPR) and The Standard for Full Registration (SFR) are part of the suite of GTC Scotland's Professional Standards which also includes The Standard for Career-Long Professional Learning and The Standards for Leadership and Management. These standards are underpinned by the themes of values, sustainability and leadership. Professional values are at the core of the Standards for Registration. They are integral to, and demonstrated through, all our professional relationships and practices.

'Learning for Sustainability' is a whole-school commitment that helps the school and its wider community develop the knowledge, skills, attitudes, values and practices needed to take decisions which are compatible with a sustainable future in a just and equitable world. Learning for sustainability has been embedded within the Standards for Registration to support teachers in actively embracing and promoting principles and practices of sustainability in all aspects of their work.

All teachers should have opportunities to be leaders. They lead learning for, and with, all learners with whom they engage. They also work with and support the development of colleagues and other partners. The Standards for Registration include a focus on leadership for learning.

The Standard for Provisional Registration specifies what is expected of a student teacher at the end of Initial Teacher Education who is seeking provisional registration with GTC Scotland. Having gained the SPR, all provisionally registered teachers continue their professional learning journey by moving towards the attainment of the Standard for Full Registration. The SFR is the gateway to the profession and the benchmark of teacher competence for all teachers. It must therefore constitute standards of capability in relation to teaching (with such reasonable adjustments as may be required under Equalities Legislation) in which learners, parents, the profession itself and the wider community can have confidence.

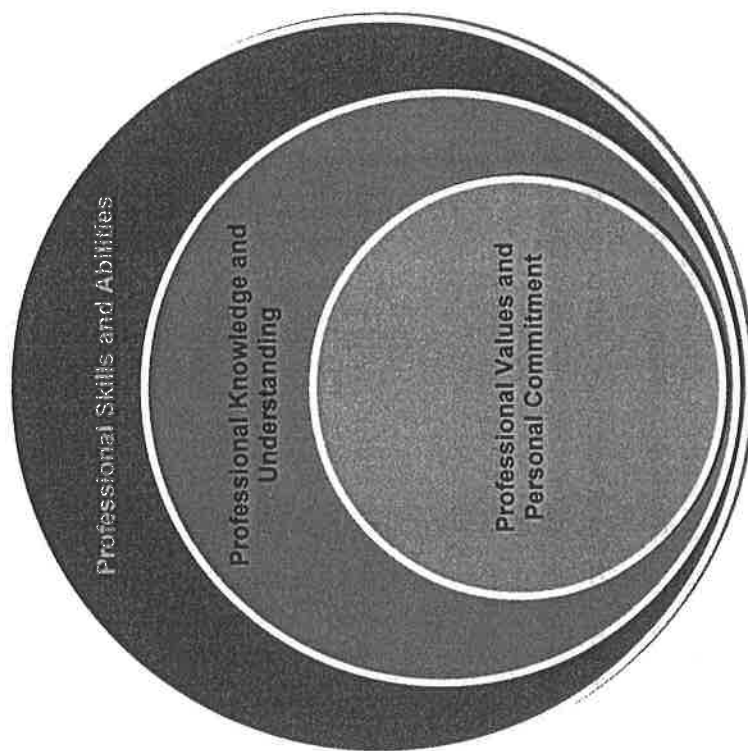
The scope of this document is limited to defining the SPR and SFR and does not address in detail how judgements will or should be made. It is not intended that the Professional Actions should be used as a checklist. In broad terms, the person reviewing the work of the teacher needs to be reassured that the capabilities described by the professional standard are achieved. Where it is thought that further development is needed, the Professional Actions provide a focus for what needs to be done.

Having attained the SFR teachers will continue to develop their expertise and experience across all areas of their professional practice through appropriate and sustained career-long professional learning. The Standard for Career-Long Professional Learning has been developed to support teachers choosing to reflect on this standard as part of their professional learning. As they progress through their careers this Standard will help them to identify, plan and develop their own professional learning needs and to ensure continuing development of professional practice.

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The requirements of The Standard for Full Registration are in addition to, and follow the successful achievement of, The Standard for Provisional Registration. The purposes of The Standard for Full Registration are:

- ❖ a clear and concise description of the professional qualities and capabilities probationer teachers are expected to attain;
- ❖ a professional standard against which reliable and consistent recommendations and decisions can be made on the fitness of new teachers for full registration with GTC Scotland;
- ❖ a clear and concise description of the professional qualities and capabilities fully registered teachers are expected to maintain and enhance throughout their careers;
- ❖ a baseline standard of professional competence which applies to teachers throughout their careers.



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Elements of all of the standards are organised into inter-related categories with Professional Values and Personal Commitment at the heart.

These elements are inherently linked to each other in the development of teachers, and one aspect does not exist independently of the others. It is this inter-relationship among all of the categories which develops a teacher's understanding, practice and professionalism.

During this early phase, there should be clear evidence of the development and consolidation of knowledge, understanding, skills and abilities.

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## 1 Professional Values and Personal Commitment

The Professional Values and Personal Commitment should be read in conjunction with the GTC Scotland Student Teacher Code and Code of Professionalism and Conduct (COPAC).

Professional values are at the core of the Professional Standards. The educational experiences of all our learners are shaped by the values and dispositions of all those who work to educate them. Values are complex and are the ideals by which we shape our practice as professionals. Starting with us as individuals, values extend to all those for whom we are responsible and to the world in which we live.

They drive an unswerving personal commitment to all learners' intellectual, social and ethical growth and well-being. They are integral to, and demonstrated through, all our professional relationships and practices and all that we do to meet our professional commitments and obligations as teachers registered with GTC Scotland.

Professionalism also implies the need to ask critical questions of educational policies and practices and to examine our attitudes and beliefs. Values, and the connections between values and practices, need to be regularly re-appraised over the course of teachers' careers as society and the needs of learners change and as understanding develops. This is central to the adaptability, responsiveness and relevance of the profession.

The Professional Values and Personal Commitment core to being a teacher are:

### ❖ Social justice

- Embracing locally and globally the educational and social values of sustainability, equality and justice and recognising the rights and responsibilities of future as well as current generations.
- Committing to the principles of democracy and social justice through fair, transparent, inclusive and sustainable policies and practices in relation to: age, disability, gender and gender identity, race, ethnicity, religion and belief and sexual orientation.
- Valuing as well as respecting social, cultural and ecological diversity and promoting the principles and practices of local and global citizenship for all learners.
- Demonstrating a commitment to engaging learners in real world issues to enhance learning experiences and outcomes, and to encourage learning our way to a better future.

- Respecting the rights of all learners as outlined in the United Nations Convention on the Rights of the Child (UNCRC) and their entitlement to be included in decisions regarding their learning experiences and have all aspects of their well-being developed and supported.

❖ **Integrity**

- Demonstrating openness, honesty, courage and wisdom.
- Critically examining personal and professional attitudes and beliefs and challenging assumptions and professional practice.
- Critically examining the connections between personal and professional attitudes and beliefs, values and practices to effect improvement and, when appropriate, bring about transformative change in practice.

❖ **Trust and Respect**

- Acting and behaving in ways that develop a culture of trust and respect through, for example, being trusting and respectful of others within the school, and with all those involved in influencing the lives of learners in and beyond the learning community.
- Providing and ensuring a safe and secure environment for all learners within a caring and compassionate ethos and with an understanding of wellbeing.
- Demonstrating a commitment to motivating and inspiring learners, acknowledging their social and economic context, individuality and specific learning needs and taking into consideration barriers to learning.

❖ **Professional Commitment**

- Engaging with all aspects of professional practice and working collegially with all members of our educational communities with enthusiasm, adaptability and constructive criticality.
- Committing to lifelong enquiry, learning, professional development and leadership as core aspects of professionalism and collaborative practice.

## 2 Professional Knowledge and Understanding

### 2.1 Curriculum

The Standard for Provisional Registration		The Standard for Full Registration
<b>2.1.1 Have knowledge and understanding of the nature of the curriculum and its development</b>		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ develop an understanding of the principles of curriculum design and the contexts for learning;</li> <li>❖ know about and understand the processes of change and development in the curriculum;</li> <li>❖ develop an awareness of connections with other curricular areas, stages and sectors.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ have secure and detailed understanding of the principles of curriculum design and can apply them in any setting where learning takes place;</li> <li>❖ have secure working knowledge and detailed understanding of the processes of change and development in the curriculum;</li> <li>❖ know how to identify and highlight connections with other curricular areas, stages or sectors, promoting learning beyond subject boundaries.</li> </ul>	
<b>2.1.2 Have knowledge and understanding of the relevant area(s) of pre-school, primary or secondary curriculum</b>		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ acquire knowledge and understanding of theory and practical skills in curricular areas, referring to local and national guidance;</li> <li>❖ understand how to match the level of curricular areas to the needs of all learners;</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ have detailed knowledge and understanding of the theory and practical skills required in curricular areas, referring to local and national guidance;</li> <li>❖ know how to match and apply the level of the curricular areas to the needs of all learners;</li> </ul>	

<ul style="list-style-type: none"> <li>❖ understand the importance of using and designing materials for teaching and learning to stimulate, support and challenge all learners;</li> <li>❖ know how to develop realistic and coherent interdisciplinary contexts for learning, particularly in relation to sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>❖ know how to use, design and adapt materials for teaching and learning which stimulate, support and challenge all learners;</li> <li>❖ know how to work collaboratively with colleagues to facilitate interdisciplinary learning;</li> <li>❖ know how to work with the local and global community to develop realistic and coherent interdisciplinary contexts for learning, particularly in relation to sustainability.</li> </ul>
<b>2.1.3 Have knowledge and understanding of planning coherent and progressive teaching programmes</b>	
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ know how to plan for effective teaching and learning across different contexts and experiences;</li> <li>❖ know and understand how to justify what is taught within curricular areas in relation to the curriculum and the relevance to the needs of all learners.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ know how to plan systematically for effective teaching and learning across different contexts and experiences;</li> <li>❖ have a secure working knowledge and detailed understanding to justify what is taught within the curricular areas, in relation to the curriculum and the relevance to the needs of all learners;</li> <li>❖ understand their role as leaders of curriculum development.</li> </ul>
<b>2.1.4 Have knowledge and understanding of contexts for learning to fulfil their responsibilities in literacy, numeracy, health and wellbeing and interdisciplinary learning</b>	
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ know how to promote and support the cognitive, emotional, social and physical wellbeing of all learners in their care, and show commitment to raising these learners' expectations of themselves;</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ know how to promote and support the cognitive, emotional, social and physical wellbeing of all learners, and demonstrate a commitment to raising all learners' expectations of themselves;</li> </ul>

<ul style="list-style-type: none"> <li>❖ know how to apply knowledge and understanding of areas of the curriculum which contribute to personal and social development and health and wellbeing;</li> <li>❖ have knowledge and understanding of current guidance on the use of digital technologies in schools and know how to use digital technologies to enhance teaching and learning;</li> <li>❖ know and understand the content of the curriculum in relation to literacy, numeracy and health and wellbeing as set out in national guidance;</li> <li>❖ know and understand the methods and underlying theories for effective teaching of literacy, numeracy and health and wellbeing; and select the most appropriate methods to meet all learners' needs;</li> <li>❖ have knowledge and understanding of current educational priorities such as learning for sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>❖ have knowledge and understanding of areas of the curriculum which contribute to personal and social development and health and wellbeing;</li> <li>❖ have secure knowledge and understanding of current guidance on the use of digital technologies in schools and know how to use digital technologies competently to enhance teaching and learning;</li> <li>❖ have appropriate and increasing knowledge and understanding of the content of the curriculum in relation to literacy, numeracy and health and wellbeing as set out in national guidance;</li> <li>❖ have secure knowledge and understanding of the methods and underlying theories for effective teaching of literacy, numeracy and health and wellbeing; and effectively select the most appropriate methods to meet all learners' needs;</li> <li>❖ have secure knowledge of current educational priorities such as learning for sustainability.</li> </ul>
<b>2.1.5 Have knowledge and understanding of the principles of assessment, recording and reporting</b>	
<p><b>Professional Actions</b></p> <p>Student teachers:</p> <ul style="list-style-type: none"> <li>❖ know and understand that the principles of assessment, recording and reporting are integral to the process of teaching and learning;</li> <li>❖ know and understand how to use the principles of assessment, record assessments appropriately, use assessment information to review progress, inform teaching and learning, identify next steps and produce clear, informed and sensitive reports.</li> </ul>	<p><b>Professional Actions</b></p> <p>Registered teachers:</p> <ul style="list-style-type: none"> <li>❖ know and understand how to apply the principles of assessment, recording and reporting as an integral part of the teaching process;</li> <li>❖ have extensive knowledge and a secure understanding of the principles of assessment, methods of recording assessment information, the use of assessment in reviewing progress, in improving teaching and learning, identifying next steps and the need to produce clear, informed and sensitive reports;</li> <li>❖ have knowledge and understanding of the GIRFEC National Practice Model and how to apply this to support teaching and learning;</li> </ul>

	<ul style="list-style-type: none"> <li>❖ have extensive knowledge and a secure understanding of the assessment requirements of the major awarding and accrediting bodies.</li> </ul>
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## 2.2 Education Systems and Professional Responsibilities

The Standard for Provisional Registration	The Standard for Full Registration
<p><b>2.2.1 Have knowledge and understanding of the principal features of the education system, educational policy and practice</b></p> <p><b>Professional Actions</b></p> <p>Student teachers:</p> <ul style="list-style-type: none"> <li>❖ develop an understanding of the principal influences on Scottish education and develop awareness of international systems;</li> <li>❖ develop an understanding of current, relevant legislation and guidance such as the Standards in Scotland's Schools etc Act (2000), Education (Additional Support for Learning) (Scotland) Act 2004, the Equality Act 2010 and GIRFEC;</li> <li>❖ develop an understanding of the legal and professional aspects of a teacher's position of trust in relation to learners.</li> </ul>	<p><b>Professional Actions</b></p> <p>Registered teachers:</p> <ul style="list-style-type: none"> <li>❖ have an understanding of the principal influences on Scottish education and international systems and understand the contribution and impact of these systems on teaching and learning;</li> <li>❖ have an understanding of current, relevant legislation and guidance such as the Standards in Scotland's Schools etc Act (2000), Education (Additional Support for Learning) (Scotland) Act 2004, the Equality Act 2010 and GIRFEC;</li> <li>❖ have an understanding of the legal and professional aspects of a teacher's position of trust in relation to learners and how these affect his/her daily responsibilities.</li> </ul>

**2.2.2 Have knowledge and understanding of the schools and learning communities in which they teach and their own professional responsibilities within them**

<p><b>Professional Actions</b></p> <p>Student teachers:</p>	<p><b>Professional Actions</b></p> <p>Registered teachers:</p>
<ul style="list-style-type: none"> <li>❖ develop an understanding of the sector and schools in which they are working, including: the role of education authorities, the organisation and management of schools and resources, improvement planning, professional review and development and how these connect to teachers' professional practice;</li> </ul>	<ul style="list-style-type: none"> <li>❖ have secure working knowledge and detailed understanding of the sector and schools in which they are working, including: the role of education authorities, the organisation and management of schools and resources, improvement planning, professional review and development and how these connect to teachers' professional practice;</li> </ul>
<ul style="list-style-type: none"> <li>❖ have a working knowledge of the teacher's contractual, pastoral and legal responsibilities;</li> </ul>	<ul style="list-style-type: none"> <li>❖ have secure working knowledge and detailed understanding of their contractual, pastoral and legal responsibilities as teachers;</li> </ul>
<ul style="list-style-type: none"> <li>❖ have an awareness of and respect for a school's distinctive ethos;</li> </ul>	<ul style="list-style-type: none"> <li>❖ understand the importance of making a commitment to the distinctive ethos in all areas of the learning community;</li> </ul>
<ul style="list-style-type: none"> <li>❖ have an understanding of the roles and responsibilities of all staff within the learning community.</li> </ul>	<ul style="list-style-type: none"> <li>❖ have secure knowledge and detailed understanding of their own role and responsibilities as teachers in relation to all staff within the learning community, other partner agencies and parents' organisations.</li> </ul>

## 2.3 Pedagogical Theories and Practice

The Standard for Provisional Registration	The Standard for Full Registration
<p><b>2.3.1 Have knowledge and understanding of relevant educational principles and pedagogical theories to inform professional practices</b></p> <p><b>Professional Actions</b></p> <p>Student teachers:</p> <ul style="list-style-type: none"> <li>❖ have knowledge and understanding of the stages of learners' cognitive, social and emotional development which they are able to use to take account of all learners' needs;</li> <li>❖ have knowledge and understanding of learning theories and the importance of these in planning, teaching and learning;</li> <li>❖ have knowledge and understanding of the ways in which natural, social, cultural, political and economic systems function and of how they are interconnected.</li> </ul>	<p><b>Professional Actions</b></p> <p>Registered teachers:</p> <ul style="list-style-type: none"> <li>❖ have secure knowledge and detailed understanding of the stages of learners' cognitive, social and emotional development which they are able to use to take an holistic account of all learners' needs;</li> <li>❖ have secure knowledge and detailed understanding of learning theories and draw on these systematically in planning, teaching and learning;</li> <li>❖ have knowledge and understanding of the ways in which natural, social, cultural, political and economic systems function and of how they are interconnected to professional practice.</li> </ul>
<p><b>2.3.2 Have knowledge and understanding of the importance of research and engagement in professional enquiry</b></p> <p><b>Professional Actions</b></p> <p>Student teachers:</p> <ul style="list-style-type: none"> <li>❖ know how to access and apply relevant findings from educational research;</li> <li>❖ know how to engage appropriately in the systematic investigation of practice.</li> </ul>	<p><b>Professional Actions</b></p> <p>Registered teachers:</p> <ul style="list-style-type: none"> <li>❖ know how to access and apply relevant findings from educational research;</li> <li>❖ know how to engage critically in enquiry, research and evaluation individually or collaboratively, and apply this in order to improve teaching and learning.</li> </ul>

### 3 Professional Skills and Abilities

#### 3.1 Teaching and Learning

The Standard for Provisional Registration		The Standard for Full Registration
<b>3.1.1 Plan coherent, progressive and stimulating teaching programmes which match learners' needs and abilities</b>		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ plan appropriately for effective teaching and in order to meet the needs of all learners, including learning in literacy, numeracy, health and wellbeing and skills for learning, life and work.</li> </ul>		<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ plan appropriately, in different contexts and over differing timescales, for effective teaching and learning in order to meet the needs of all learners, including learning in literacy, numeracy, health and wellbeing and skills for learning, life and work.</li> </ul>
<b>3.1.2 Communicate effectively and interact productively with learners, individually and collectively</b>		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ model appropriate levels of literacy and numeracy in their own professional practice;</li> <li>❖ use communication methods, including a variety of media, to promote and develop positive relationships and to motivate and sustain the interest of all learners;</li> <li>❖ communicate appropriately with all learners, and promote competence and confidence in literacy;</li> <li>❖ demonstrate effective questioning strategies;</li> </ul>		<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ model appropriate levels of literacy and numeracy in their own professional practice;</li> <li>❖ use a range of communication methods, including a variety of media, to promote and develop positive relationships to motivate and sustain the interest and participation of all learners;</li> <li>❖ communicate appropriately with all learners, and promote competence and confidence in literacy;</li> <li>❖ demonstrate effective questioning strategies varied to meet the needs of all learners, in order to enhance teaching and learning;</li> </ul>

<ul style="list-style-type: none"> <li>❖ communicate the purpose of the learning and give explanations at the appropriate level(s) for all learners;</li> <li>❖ stimulate learner participation in debate and decision-making about issues which are open-ended, complex, controversial or emotional;</li> <li>❖ reflect on the impact of their personal method of communication on learners and others in the classroom.</li> </ul>	<ul style="list-style-type: none"> <li>❖ communicate the purpose of the learning and give effective explanations at the appropriate level(s) for all learners;</li> <li>❖ create opportunities to stimulate learner participation in debate and decision-making about issues which are open-ended, complex, controversial or emotional;</li> <li>❖ reflect on the impact of their personal method of communication on learners and others in the learning community.</li> </ul>
<b>3.1.3 Employ a range of teaching strategies and resources to meet the needs and abilities of learners</b>	
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ demonstrate that they can select creative and imaginative strategies for teaching and learning appropriate to learners as individuals, groups or classes;</li> <li>❖ demonstrate that they can select and use a wide variety of resources and teaching approaches, including digital technologies and outdoor learning opportunities;</li> <li>❖ demonstrate the ability to justify and evaluate professional practice, and take action to improve the impact on all learners.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ consistently select creative and imaginative strategies for teaching and learning appropriate to the interests and needs of all learners, as individuals, groups or classes;</li> <li>❖ skilfully deploy a wide variety of innovative resources and teaching approaches, including digital technologies and, where appropriate, actively seeking outdoor learning opportunities;</li> <li>❖ justify consistently and evaluate competently professional practice, and take action to improve the impact on all learners;</li> <li>❖ create opportunities for learning to be transformative in terms of challenging assumptions and expanding world views.</li> </ul>

<b>3.1.4 Have high expectations of all learners</b>	
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ develop tasks and set pace of work to meet the needs of learners, providing effective support and challenge, seeking advice appropriately;</li> <li>❖ demonstrate an awareness of barriers to learning, recognising when to seek further advice in relation to all learners' needs.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ ensure learning tasks are varied, differentiated and devised to build confidence and promote progress of all learners, providing effective support and challenge;</li> <li>❖ identify effectively barriers to learning and respond appropriately, seeking advice in relation to all learners' needs as required;</li> <li>❖ show commitment to raising learners' expectations of themselves and others and their level of care for themselves, for others and for the natural world.</li> </ul>
<b>3.1.5 Work effectively in partnership in order to promote learning and wellbeing</b>	
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ ensure learners contribute to planning and enhancement of their own learning programmes;</li> <li>❖ demonstrate an ability to work co-operatively in the classroom and the wider learning community with staff, parents and partner agencies to promote learning and wellbeing.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ establish a culture where learners meaningfully participate in decisions related to their learning and their school;</li> <li>❖ create and sustain appropriate working relationships with all staff, parents and partner agencies to support learning and wellbeing, taking a lead role when appropriate.</li> </ul>

### 3.2 Classroom Organisation and Management

The Standard for Provisional Registration		The Standard for Full Registration
3.2.1 Create a safe, caring and purposeful learning environment		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"><li>❖ plan and provide a safe, well organised learning environment, including effective use of display;</li><li>❖ make appropriate use of available space to accommodate whole-class lessons, group and individual work and promote independent learning;</li><li>❖ use outdoor learning opportunities, including direct experiences of nature and other learning within and beyond the school boundary;</li><li>❖ organise and manage classroom resources and digital technologies to support teaching and learning;</li><li>❖ know about and be able to apply health and safety regulations as appropriate to their role.</li></ul>		<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"><li>❖ ensure their classroom or work area is safe, well-organised, well-managed and stimulating, with effective use of display regularly updated;</li><li>❖ plan and organise effectively available space to facilitate whole-class lessons, group and individual work and promote independent learning;</li><li>❖ use outdoor learning opportunities, including direct experiences of nature and other learning within and beyond the school boundary;</li><li>❖ enable learners to make full use of well-chosen resources, including digital technologies to support teaching and learning;</li><li>❖ know about and apply appropriately health and safety regulations as an integral part of professional practice.</li></ul>
3.2.2 Develop positive relationships and positive behaviour strategies		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"><li>❖ demonstrate care and commitment to working with all learners;</li><li>❖ demonstrate knowledge and understanding of wellbeing indicators;</li></ul>		<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"><li>❖ demonstrate care and commitment to working with all learners;</li><li>❖ demonstrate a secure knowledge and understanding of the wellbeing indicators;</li></ul>

<ul style="list-style-type: none"> <li>❖ show awareness of educational research and local and national advice, and demonstrate the ability to use a variety of strategies to build relationships with learners, promote positive behaviour and celebrate success;</li> <li>❖ apply the school's positive behaviour policy, including strategies for understanding and preventing bullying;</li> <li>❖ know how and when to seek the advice of colleagues in managing behaviour;</li> <li>❖ demonstrate the ability to justify the approach taken in managing behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>❖ show in-depth awareness of educational research and local and national advice, and use in a consistent way, a variety of strategies to build relationships with learners, promote positive behaviour and celebrate success;</li> <li>❖ implement consistently the school's positive behaviour policy including strategies for understanding and preventing bullying, and manage pupil behaviour in and around the school, in a fair, sensitive and informed manner;</li> <li>❖ seek and use advice from colleagues and promoted staff, as appropriate, in managing behaviour;</li> <li>❖ evaluate and justify their approaches to managing behaviour and, when necessary, be open to new approaches to adapt them;</li> <li>❖ recognise when a learner's behaviour may signify distress requiring the need for further support, and take appropriate action.</li> </ul>
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### 3.3 Pupil Assessment

The Standard for Provisional Registration	The Standard for Full Registration
3.3.1 Use assessment, recording and reporting as an integral part of the teaching process to support and enhance learning	
<b>Professional Actions</b>	<b>Professional Actions</b>
Student teachers:	Registered teachers:
<ul style="list-style-type: none"><li>❖ use a range of approaches for formative and summative assessment purposes, appropriate to the needs of all learners and the requirements of the curriculum and awarding and accrediting bodies;</li><li>❖ enable all learners to engage in self-evaluation and peer assessment to benefit learning;</li></ul>	<ul style="list-style-type: none"><li>❖ systematically develop and use an extensive range of strategies, approaches and associated materials for formative and summative assessment purposes, appropriate to the needs of all learners and the requirements of the curriculum and awarding and accrediting bodies;</li><li>❖ enable all learners to engage in self evaluation and peer assessment to benefit learning;</li></ul>

<ul style="list-style-type: none"> <li>❖ record assessment information to enhance teaching and learning;</li> <li>❖ use the results of assessment to identify strengths and development needs which lead to further learning opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>❖ record assessment information in a systematic and meaningful way in order to enhance teaching and learning and fulfil the requirements of the curriculum and awarding bodies;</li> <li>❖ use the results of assessment to identify development needs at class, group and individual level and as a basis for dialogue with learners about their progress and targets;</li> <li>❖ produce clear and informed reports for parents and other agencies which discuss learners' progress and matters related to personal, social and emotional development in a sensitive and constructive way.</li> </ul>
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### 3.4 Professional Reflection and Communication

The Standard for Provisional Registration		The Standard for Registration
3.4.1 Read and critically engage with professional literature, educational research and policy		
<b>Professional Actions</b> Student teachers: <ul style="list-style-type: none"> <li>❖ read and analyse a range of appropriate educational and research literature;</li> <li>❖ use what they have learned from reading and research to challenge and inform practice.</li> </ul>	<b>Professional Actions</b> Registered teachers: <ul style="list-style-type: none"> <li>❖ read, analyse and critically evaluate a range of appropriate educational and research literature;</li> <li>❖ systematically engage with research and literature to challenge and inform professional practice.</li> </ul>	

<b>3.4.2 Engage in reflective practice to develop and advance career-long professional learning and expertise</b>	
<b>Professional Actions</b>	<b>Professional Actions</b>
<p><b>Student teachers:</b></p> <ul style="list-style-type: none"> <li>❖ reflect and engage in self evaluation using the relevant professional standard;</li> <li>❖ adopt an enquiring approach to their professional practice and engage in professional enquiry and professional dialogue;</li> <li>❖ evaluate their classroom practice, taking account of feedback from others, in order to enhance teaching and learning;</li> <li>❖ engage where possible in the processes of curriculum development, improvement planning and professional review and development;</li> <li>❖ work collaboratively to share their professional learning and development with colleagues;</li> <li>❖ maintain a record of their own professional learning and development, culminating in an Initial Professional Development Action Plan.</li> </ul>	<p><b>Registered teachers:</b></p> <ul style="list-style-type: none"> <li>❖ reflect and engage in self evaluation using the relevant professional standard;</li> <li>❖ demonstrate an enquiring and critical approach to their professional practice and development and engage in systematic professional dialogue;</li> <li>❖ evaluate, and adapt their classroom practice rigorously and systematically, taking account of feedback from others, to enhance teaching and learning;</li> <li>❖ demonstrate constructive participation and engagement with curriculum development, improvement planning and professional review and development;</li> <li>❖ work collaboratively to contribute to the professional learning and development of colleagues, including students, through offering support and constructive advice and through disseminating experience and expertise, seeking opportunities to lead learning;</li> <li>❖ maintain an effective record and portfolio of their own professional learning and development and a professional development action plan, including analysis of impact on learners and on own professional practices.</li> </ul>

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DRIVING FORWARD PROFESSIONAL  
STANDARDS FOR TEACHERS



## The Standard for Career-Long Professional Learning: supporting the development of teacher professional learning

December 2012

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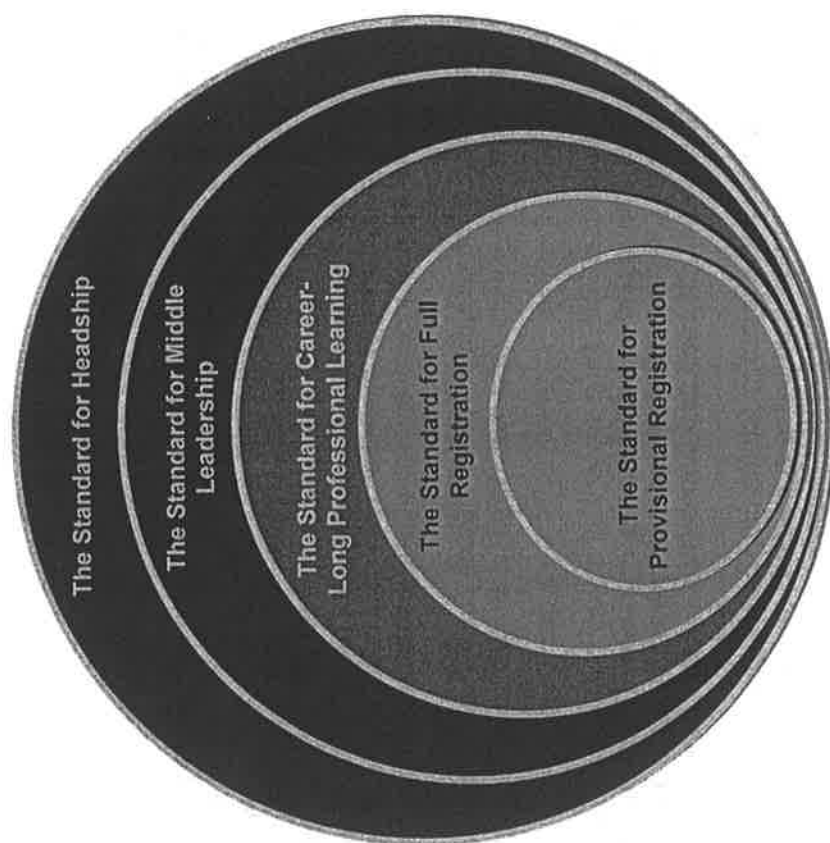
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## The Standard for Career-Long Professional Learning

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## Introduction

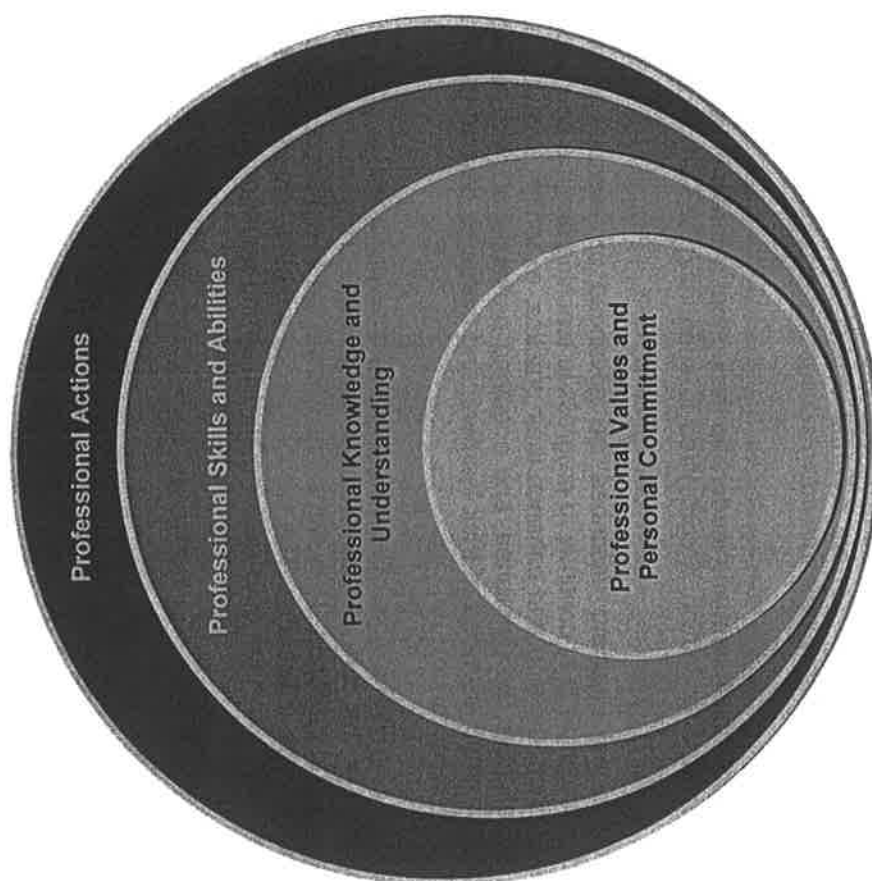
The Standard for Career-Long Professional Learning supersedes the Standard for Chartered Teacher (GTC Scotland 2009) and is part of the suite of GTC Scotland's Professional Standards which also includes The Standards for Registration and The Standards for Leadership and Management. The Standard for Career-Long Professional Learning is based on sound national and international research, as well as on the successes of the Standard for Chartered Teachers and related programmes of professional learning.

Having attained the Standard for Full Registration, teachers will continue to develop their expertise and experience across all areas of their professional practice through appropriate and sustained career-long professional learning. The Standard for Career-Long Professional Learning has been developed to support teachers choosing to reflect on this Standard as part of their professional learning. As they progress through their careers this Standard will help them to identify, plan and develop their own professional learning needs and to ensure continuing development of professional practice.

The standards are underpinned by the themes of values, sustainability and leadership. Professional values are at the core of the Standard for Career-Long Professional Learning. They are integral to, and demonstrated through, all our professional relationships and practices.

'Learning for Sustainability' is a whole-school commitment that helps the school and its wider community develop the knowledge, skills, attitudes, values and practices needed to take decisions which are compatible with a sustainable future in a just and equitable world. Learning for sustainability has been embedded within the Standard for Career-Long Professional Learning to support teachers in actively embracing and promoting principles and practices of sustainability in all aspects of their work.

GTC Scotland recognises that effective leadership depends on the principles of collegiality. All teachers should have opportunities to be leaders. They lead learning for, and with, all learners with whom they engage. They also work with and support the development of colleagues and other partners. The Standard for Career-Long Professional Learning includes a focus on teacher leadership and leadership for learning.



Elements of all of the Standards are organised into inter-related categories with Professional Values and Personal Commitment at the heart. These elements are inherently linked to each other in the development of the teacher, and one aspect does not exist independently of the others. It is this inter-relationship among all of the categories which develops the professionalism of the teacher and leads to appropriate professional action and growth.

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## The Standard for Career-Long Professional Learning

Teachers work in a complex and dynamic society. This means that teachers in the 21<sup>st</sup> century need to be critically informed with professional values, knowledge and actions that ensure positive impact on learners and learning. Teachers therefore need opportunities to develop in order to address changing demands. Evidence from existing practice in Scotland, as well as national and international practice demonstrates that:

*"The most successful education systems invest in developing their teachers as reflective, accomplished and enquiring professionals who are able, not simply to teach successfully in relation to current external expectations, but who have the capacity to engage fully with the complexities of education and to be key actors in shaping and leading educational change."* (Teaching Scotland's Future, Scottish Government, 2011, p4)

To be effective and to develop areas of accomplishment and leadership throughout a career in this environment is dependent on a professional commitment to career-long learning. Scottish education is committed to supporting and advancing career-long professional learning for all teachers.

The Standard for Career-Long Professional Learning describes the advanced professional knowledge and pedagogical expertise that registered teachers will develop and maintain as they continue to progress in teaching and the education profession. The standard provides an opportunity for teachers to progress, enrich, develop and enhance their practice, expertise, knowledge, skills and professional values. It will support teachers as they develop as reflective, accomplished, and enquiring professionals who are able to engage with the complexities of teaching and learning, the changing contemporary world of their learners, and the world beyond the profession and its institutions, in order to enhance the learning experiences for all learners.

Underpinning the Standard for Career-Long Professional Learning are the core principles of practitioner enquiry. In practice, this involves teachers having an enquiring disposition at the core of their professional practice. This means thinking critically and questioning their own educational beliefs, assumptions, values and practices. They will create knowledge to enhance, progress and lead the learning experiences of all their learners and work collaboratively with colleagues. The teacher as an adaptive expert is open to change and engages with new and emerging ideas about teaching and learning within the ever-evolving curricular and pedagogical contexts in which teaching and learning takes place.

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## **Purpose**

The Standard for Full Registration is, and will continue to be, the baseline standard of professional competence which applies to teachers throughout their careers. The Standard for Career-Long Professional Learning is not designed as a benchmark of teacher competence; rather it is distinctive in that it is designed to inform and support teachers to develop and improve their learning and practice in a systematic way which reflects their growing expertise and their ability to work in different contexts.

The focus should not be on teachers achieving the standard as the culmination of accomplishment but instead on teachers concentrating on developing particular specialisms leading to accomplishment in specific areas of pedagogical and subject expertise. Alongside the processes of Professional Review and Development (PRD) and Professional Update (PU), this standard, for those who choose to reflect against it, is for ongoing, rigorous, critical and clearly focused professional discussions about professional learning, practice and career development. Teachers engaging with this standard may be engaging with Masters level learning and/or Masters Qualifications. GTC Scotland recommends that the GTC Scotland Professional Recognition Framework is used to identify and provide opportunities for receiving recognition for specific areas of accomplishment in teaching and learning or academic study linked to the Standard for Career-Long Professional Learning.

## 1 Professional Values and Personal Commitment

The Professional Values and Personal Commitment should be read in conjunction with the GTC Scotland Code of Professionalism and Conduct (COPAC).

Professional values are at the core of the Professional Standards. The educational experiences of all our learners are shaped by the values and dispositions of all those who work to educate them. Values are complex and are the ideals by which we shape our practice as professionals. Starting with us as individuals, values extend to all those for whom we are responsible and to the world in which we live.

They drive an unswerving personal commitment to all learners' intellectual, social and ethical growth and well-being. They are integral to, and demonstrated through, all our professional relationships and practices and all that we do to meet our professional commitments and obligations as teachers registered with GTC Scotland. Professionalism also implies the need to ask critical questions of educational policies and practices and to examine our attitudes and beliefs. Values, and the connections between values and practices, need to be regularly re-appraised over the course of teachers' careers as society and the needs of learners change and as understanding develops. This is central to the adaptability, responsiveness and relevance of the profession.

The Professional Values and Personal Commitment core to being a teacher are:

### ❖ Social Justice

- Embracing locally and globally the educational and social values of sustainability, equality and justice and recognising the rights and responsibilities of future as well as current generations.
- Committing to the principles of democracy and social justice through fair, transparent, inclusive and sustainable policies and practices in relation to: age, disability, gender and gender identity, race, ethnicity, religion and belief and sexual orientation.
- Valuing as well as respecting social, cultural and ecological diversity and promoting the principles and practices of local and global citizenship for all learners.
- Demonstrating a commitment to engaging learners in real world issues to enhance learning experiences and outcomes, and to encourage learning our way to a better future.
- Respecting the rights of all learners as outlined in the United Nations Convention on the Rights of the Child (UNCRC) and their entitlement to be included in decisions regarding their learning experiences and have all aspects of their well-being developed and supported.

---

❖ **Integrity**

- Demonstrating openness, honesty, courage and wisdom.
- Critically examining personal and professional attitudes and beliefs and challenging assumptions and professional practice.
- Critically examining the connections between personal and professional attitudes and beliefs, values and practices to effect improvement and, when appropriate, bring about transformative change in practice.

❖ **Trust and Respect**

- Acting and behaving in ways that develop a culture of trust and respect through, for example, being trusting and respectful of others within the school, and with all those involved in influencing the lives of learners in and beyond the learning community.
- Providing and ensuring a safe and secure environment for all learners within a caring and compassionate ethos and with an understanding of wellbeing.
- Demonstrating a commitment to motivating and inspiring learners, acknowledging their social and economic context, individuality and specific learning needs and taking into consideration barriers to learning.

❖ **Professional Commitment**

- Engaging with all aspects of professional practice and working collegially with all members of our educational communities with enthusiasm, adaptability and constructive criticality.
- Committing to lifelong enquiry, learning, professional development and leadership as core aspects of professionalism and collaborative practice.

## 2 Professional Knowledge and Understanding, Professional Skills and Abilities

This section outlines the knowledge and understanding and skills and abilities of career-long professional learning. These can be used by all teachers as they develop through their careers and are in addition to those outlined in the Standards for Registration.

In defining the professional knowledge, skills and abilities and professional actions, consideration has been given to the construction of teaching as multidimensional which encapsulates a range of skills and dispositions. This requires the teacher of the 21<sup>st</sup> century to be able to adapt to changing circumstances and to develop understandings in this dynamic context by building knowledge, enquiring into practice, leading and working with colleagues and adopting a critical stance to their own practice and learning.

### 2.1 Professional Knowledge and Understanding

Teachers working with this standard are expected to develop deep, critically informed knowledge and understanding to enhance skills and abilities in relation to the key areas of career-long professional learning:

- ❖ Pedagogy, learning and subject knowledge
- ❖ Curriculum and assessment
- ❖ Enquiry and research
- ❖ Educational contexts and current debates in policy, education and practice
- ❖ Sustaining and developing professional learning
- ❖ Learning for sustainability.

### 2.2 Professional Skills and Abilities

Teachers working with this standard are expected to develop and apply their knowledge, skills and expertise through enquiry and sustained professional learning to:

- ❖ deepen and develop subject, curricular, and pedagogic knowledge to be able to lead learners and the learning of colleagues;
- ❖ question, develop and account for practice in critically informed ways and provide an informed rationale for professional actions;
- ❖ systematically investigate, analyse and evaluate the impact of practice;
- ❖ critically question and challenge educational assumptions, beliefs and values of self and system;
- ❖ critically engage with a range of educational literature, research and policy to make meaningful links to inform and change practice, where appropriate;
- ❖ work to create, contribute to, and lead a collegiate culture, through collaborative enquiry, peer observation with constructive feedback, professional dialogue and debate;
- ❖ work collaboratively across disciplines, professions and communities, locally and globally.

### 3 The Professional Actions in Career-Long Professional Learning

The key areas of career-long professional learning are:

- (i) Pedagogy, learning and subject knowledge;
- (ii) Curriculum and assessment;
- (iii) Enquiry and research;
- (iv) Educational contexts and current debates in policy, education and practice;
- (v) Sustaining and developing professional learning;
- (vi) Learning for sustainability.

Key Area	Professional Actions
<b>Pedagogy, Learning and Subject Knowledge</b>	<ul style="list-style-type: none"> <li>• demonstrate deep subject knowledge and pedagogical leadership;</li> <li>• lead curriculum development with a deep understanding of the place of subject knowledge and the wider purposes of education;</li> <li>• demonstrate a critical understanding of approaches to teaching and learning, pedagogy and practice;</li> <li>• deploy an enhanced understanding of pedagogy and how constructive relationships with learners can be developed;</li> <li>• demonstrate a critical understanding of digital technologies and how these can be used to support learning;</li> <li>• understand and develop the most appropriate contexts and environments for learning including outdoor learning, and be able to apply appropriate pedagogies for these environments.</li> </ul>
<b>Curriculum and Assessment</b>	<ul style="list-style-type: none"> <li>• understand and apply the principles of curriculum and assessment design to address changing educational needs;</li> <li>• lead and collaborate with others to plan innovative curricular programmes;</li> <li>• lead and work with others to ensure effective practice in the assessment of learning, including a deep knowledge and understanding of the policies and practices of assessment as required by awarding bodies.</li> </ul>

Key Area	Professional Actions
<b>Enquiry and Research</b>	<ul style="list-style-type: none"> <li>• develop and apply expertise, knowledge and understanding of research and impact on education;</li> <li>• develop and apply expertise, knowledge, understanding and skills to engage in practitioner enquiry to inform pedagogy, learning and subject knowledge;</li> <li>• lead and participate in collaborative practitioner enquiry.</li> </ul>
<b>Educational contexts and current debates in policy; education and practice</b>	<ul style="list-style-type: none"> <li>• understand and explore the contexts and complexity in which teachers operate and the dynamic and complex role(s) of professionals within the educational community;</li> <li>• actively consider and critically question the development(s) of policy in education;</li> <li>• develop culture where learners meaningfully participate in decisions related to their learning and school;</li> <li>• develop and apply political literacy and political insight in relation to professional practice, educational change and policy development.</li> </ul>
<b>Sustaining and Developing Professional Learning</b>	<ul style="list-style-type: none"> <li>• develop skills of rigorous and critical self-evaluation, reflection and enquiry including how to investigate and evidence impact on learners and professional practice;</li> <li>• commit to on-going career-long professional learning, including postgraduate study as appropriate;</li> <li>• lead and contribute to the professional learning of all colleagues, including students and probationers.</li> </ul>
<b>Learning for Sustainability</b>	<ul style="list-style-type: none"> <li>• understand the environmental, social and economic conditions of learners to inform teaching and learning;</li> <li>• have a critical understanding of and engage with the ways in which natural, social, cultural, political and economic systems function and are interconnected;</li> <li>• develop the knowledge, skills and practices needed to take decisions which are compatible with a sustainable future in a just and equitable world;</li> <li>• connect learners to their dependence on the natural world and develop their sense of belonging to both the local and global community.</li> </ul>

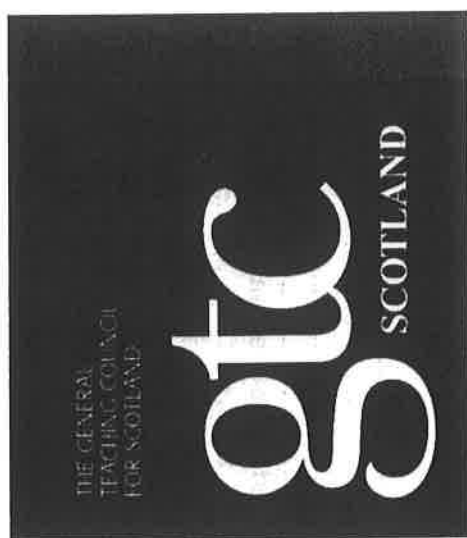
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## The Standards for Leadership and Management: supporting leadership and management development

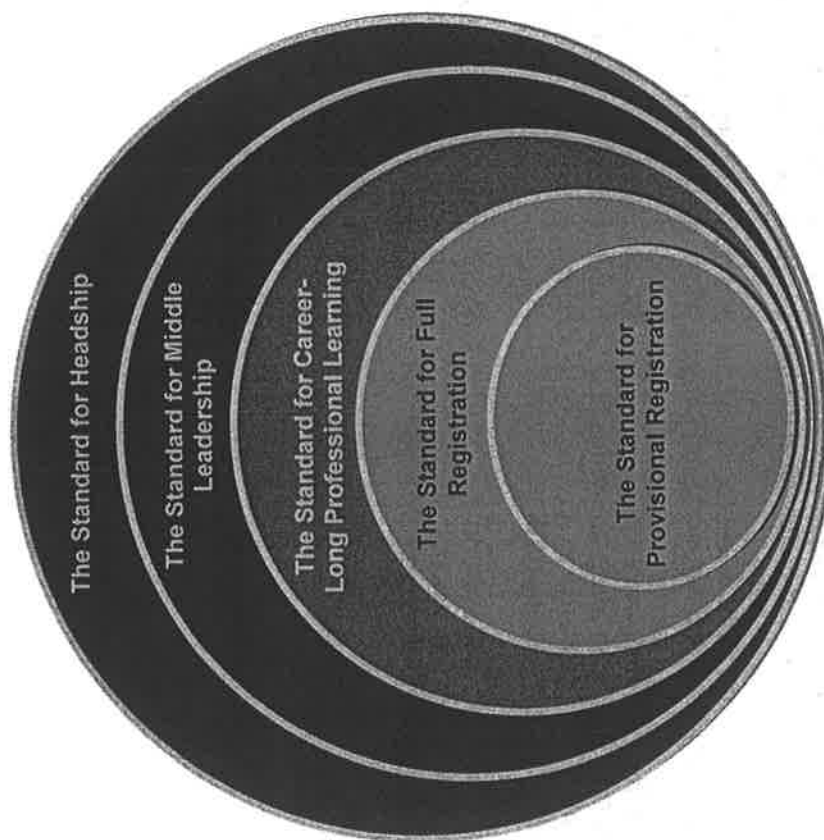
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## The Standards for Leadership and Management

<http://www.gtcs.org.uk/revised-standards>



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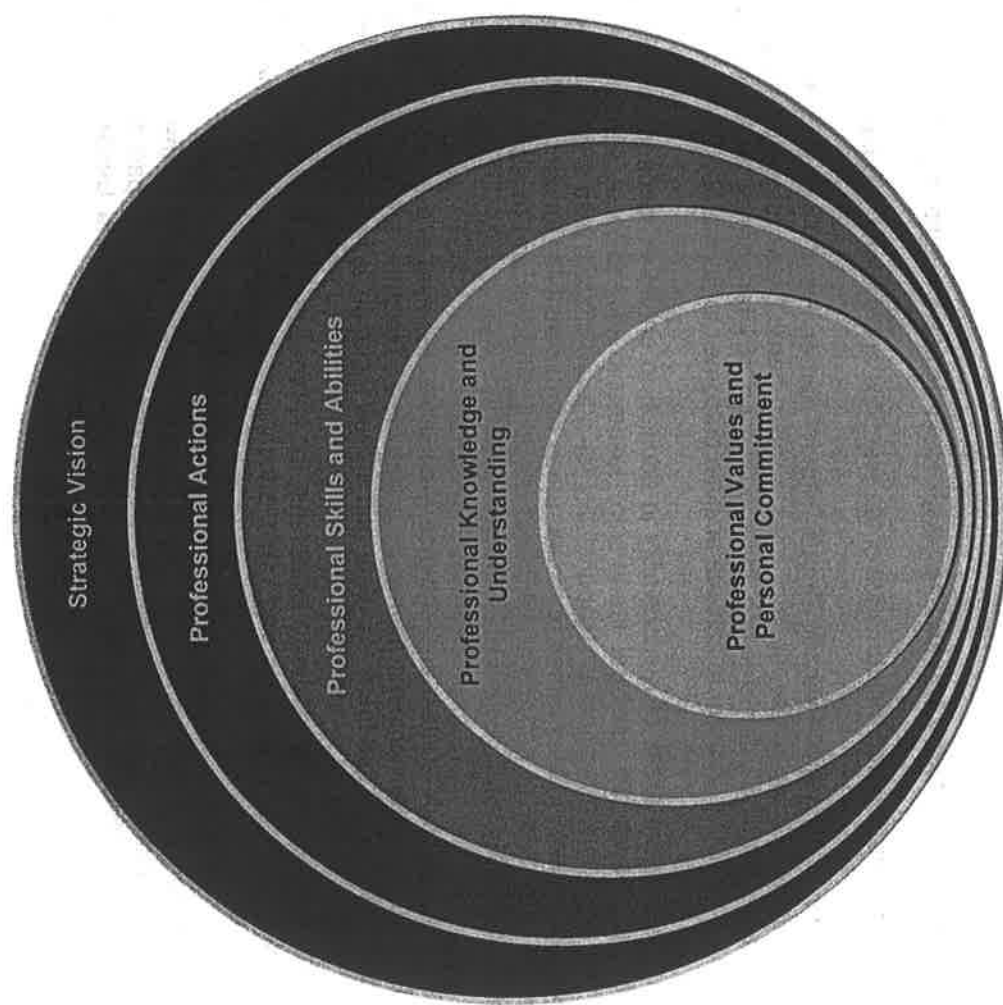
## Introduction

The Standards for Leadership and Management, which supersede the Standard for Headship (Scottish Executive, 2005), include both the Standard for Middle Leadership and the Standard for Headship. The Standards for Leadership and Management are part of the suite of GTC Scotland's Professional Standards which also include the Standards for Registration and the Standards for Career-Long Professional Learning and have been developed to support the self-evaluation and professional learning of those in, or aspiring to, formal leadership roles in schools.

These standards are underpinned by the themes of values, sustainability and leadership. Professional values are at the core of the Standards for Leadership and Management. They are integral to, and demonstrated through, all our professional relationships and practices.

"Learning for Sustainability" is a whole-school commitment that helps the school and its wider community develop the knowledge, skills, attitudes, values and practices needed to take decisions which are compatible with a sustainable future in a just and equitable world. Learning for sustainability has been embedded within the Standards for Leadership and Management to support leaders in actively embracing and promoting principles and practices of sustainability in all aspects of their work.

GTC Scotland recognises that effective leadership depends on the principles of collegiality. All teachers should have opportunities to be leaders. They lead learning for, and with, all learners with whom they engage. They also work with, and support the development of, colleagues and other partners. The Standards for Leadership and Management include a focus on leadership for learning, teacher leadership, and working collegially to build leadership capacity in others.



Elements of all of the standards are organised into inter-related categories with Professional Values and Personal Commitment at the heart. These elements are inherently linked to each other in the development of teachers, and one aspect does not exist independently of the others. It is this inter-relationship among all of the categories which develops their understanding, their practice and their professionalism.

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## Leadership and Management

Leadership is central to educational quality. Leadership is the ability to:

- ❖ develop a vision for change, which leads to improvements in outcomes for learners and is based on shared values and robust evaluation of evidence of current practice and outcomes;
- ❖ mobilise, enable and support others to develop and follow through on strategies for achieving that change;

Management is the operational implementation and maintenance of the practices and systems required to achieve this change.

Those in, or aspiring to, promoted roles (Principal Teacher, Depute Head Teacher, Head Teacher) within the education system will develop increasing responsibility and capacity in relation to the kinds of roles outlined here. These roles may include responsibility for team and line management. All leaders have a responsibility for ensuring the mobilisation of inter-agency working across the learning community and beyond, particularly by building staff capability, in order to achieve positive outcomes for all learners.

Middle leaders in schools will have different areas of responsibility in addition to enhanced pedagogical skills, which may include curriculum leadership, departmental or faculty leadership, pastoral leadership, leadership in additional support provision, or leadership of school improvement priorities. They may have line management responsibility for a team of staff, lead a team delivering a specific area of provision, or a team involved in development activities. In taking their particular areas of responsibility forward, middle leaders will work and contribute to the school improvement agenda, particularly in building a culture of teaching and learning to address the needs of all learners, while also contributing to the development of capability more generally.

Head Teachers, working with others, establish, sustain and enhance a culture of learning and a positive ethos in collaboration with the whole school community to ensure that every learner achieves his/her potential. Head Teachers are accountable for ensuring that the context and culture are set for others to lead effectively and that there is a clear and agreed focus on self-evaluation and improvement.

Head Teachers and other educational leaders contribute to leadership for improvement at system level (authority and national level). This includes the ability to offer significant support to peers and other educational establishments or make significant contributions to policy development across cluster, local authority or national education systems.

The Standards for Leadership and Management are designed to be used in conjunction with the Framework for Educational Leadership (Education Scotland, 2012) to support individual self-evaluation and reflection as an integral part of leadership development. It is vital that leadership development is supported by effective and systematic Professional Review and Development (PRD) and Professional Update processes.

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## Purpose

The Standards for Leadership and Management will be used for multiple purposes, including:

- ❖ support for self-evaluation and reflection for teachers in, and aspiring to, formal leadership roles in our schools;
- ❖ the design of programmes for aspiring or serving middle leaders;
- ❖ the design of programmes leading to the attainment of the professional award and / or academic qualification leading to the Standard for Headship;
- ❖ an assessment framework for such programmes;
- ❖ a template to plan and enhance coherent leadership development pathways and programmes;
- ❖ informing the process of recruitment and selection;
- ❖ contributing to dialogue about leadership and management.

The Standards for Leadership and Management have not been designed as benchmarks of teacher competence and therefore should not be used in this way.

## 1 Professional Values and Personal Commitment

The Professional Values and Personal Commitment should be read in conjunction with the GTC Scotland Code of Professionalism and Conduct (COPAC).

Professional values are at the core of the Professional Standards. The educational experiences of all our learners are shaped by the values and dispositions of all those who work to educate them. Values are complex and are the ideals by which we shape our practice as professionals. Starting with us as individuals, values extend to all those for whom we are responsible and to the world in which we live.

They drive an unswerving personal commitment to all learners' intellectual, social and ethical growth and well-being. They are integral to, and demonstrated through, all our professional relationships and practices and all that we do to meet our professional commitments and obligations as teachers registered with GTC Scotland.

Professionalism also implies the need to ask critical questions of educational policies and practices and to examine our attitudes and beliefs. Values, and the connections between values and practices, need to be regularly re-appraised over the course of teachers' careers as society and the needs of learners change and as understanding develops. This is central to the adaptability, responsiveness and relevance of the profession.

The professional values and personal commitment should be read in conjunction with the GTC Scotland Code of Professionalism and Conduct (COPAC).

The Professional Values and Personal Commitment core to being a teacher are:

### ❖ Social Justice

- Embracing locally and globally the educational and social values of sustainability, equality and justice and recognising the rights and responsibilities of future as well as current generations.
- Committing to the principles of democracy and social justice through fair, transparent, inclusive and sustainable policies and practices in relation to: age, disability, gender and gender identity, race, ethnicity, religion and belief and sexual orientation.
- Valuing as well as respecting social, cultural and ecological diversity and promoting the principles and practices of local and global citizenship for all learners.
- Demonstrating a commitment to engaging learners in real world issues to enhance learning experiences and outcomes, and to encourage learning our way to a better future.

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- Respecting the rights of all learners as outlined in the United Nations Convention on the Rights of the Child (UNCRC) and their entitlement to be included in decisions regarding their learning experiences and have all aspects of their well-being developed and supported.

❖ **Integrity**

- Demonstrating openness, honesty, courage and wisdom.
- Critically examining personal and professional attitudes and beliefs and challenging assumptions and professional practice.
- Critically examining the connections between personal and professional attitudes and beliefs, values and practices to effect improvement and, when appropriate, bring about transformative change in practice.

❖ **Trust and Respect**

- Acting and behaving in ways that develop a culture of trust and respect through, for example, being trusting and respectful of others within the school, and with all those involved in influencing the lives of learners in and beyond the learning community.
- Providing and ensuring a safe and secure environment for all learners within a caring and compassionate ethos and with an understanding of wellbeing.
- Demonstrating a commitment to motivating and inspiring learners, acknowledging their social and economic context, individuality and specific learning needs and taking into consideration barriers to learning.

❖ **Professional Commitment**

- Engaging with all aspects of professional practice and working collegially with all members of our educational communities with enthusiasm, adaptability and constructive criticality.
- Committing to lifelong enquiry, learning, professional development and leadership as core aspects of professionalism and collaborative practice.

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## 2 Strategic Vision, Professional Knowledge and Understanding and Interpersonal Skills and Abilities

This section outlines the Strategic Vision, Professional Knowledge and Understanding and Interpersonal Skills and Abilities required of all teachers in formal leadership roles. Therefore, they apply to Head Teachers and to middle leaders in our schools, and are in addition to those outlined in the Standards for Registration and the Standard for Career-Long Professional Learning.

### 2.1 Strategic Vision

This element builds upon the professional values expected of all teachers. Leaders exemplify in their personal and professional life, and in the way they lead the learning community, the vision and culture they seek to develop throughout the establishment.

Leaders steer the creation and the sharing of the strategic vision, ethos and aims for the establishment, which inspire and motivate learners, staff and all members of the learning community and its partners and sets high expectations for every learner.

Central to the development and demonstration of this strategic vision, all leaders commit to and model career-long learning as a 'leading learner'; and thus encourage others to engage in career-long learning to enhance their practice.

### 2.2 Professional Knowledge and Understanding

This element identifies the complex knowledge and understanding of educational thinking and developments in society, education and teaching and learning which are required by successful leaders.

#### 2.2.1 Teaching and Learning

Leaders engage critically with knowledge and understanding of research and developments in teaching and learning and work with others to ensure the application of relevant development to improving outcomes for learners.

#### 2.2.2 Education Policy

Leaders apply their enhanced knowledge and critical understanding of research and developments in education policy to support school development.

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### 2.2.3 Social and environmental trends and developments

Leaders keep abreast of, and apply their enhanced knowledge and understanding of, contemporary developments in society, digital technologies, the environment and the wider global community (including trends and changes in family patterns, work patterns, the media, leisure and politics) and consider the implications for their leadership.

### 2.2.4 Leadership and management

Leaders continuously widen their knowledge and understanding of leadership and management concepts and practices related to their context and work with others to ensure this is embodied in practice.

## 2.3 Interpersonal Skills and Abilities

This element describes a range of interpersonal skills and abilities on which leaders draw upon in leading and managing effectively. For maximum impact, successful leaders will exercise these skills in combinations appropriate to the context in which they are leading and managing.

### 2.3.1 Demonstrating self-awareness and inspiring and motivating others

Leaders continually develop self-awareness; they regularly question their practice through processes of reflection and critical enquiry. They manage self and others effectively, with a commitment to collegiate practice. They build and sustain personal credibility by modelling their commitment to career-long professional learning, integrity and ethical practice, thus developing a culture of trust and respect. They display confidence and courage in the way they deal with criticism and conflict. Leaders encourage the development of leadership qualities in others and cultivate trust and respect among colleagues by fostering leadership opportunities across and beyond the school. They encourage positive relationship building with learners, colleagues, parents and other partners.

### 2.3.2 Judging wisely and deciding appropriately

Leaders analyse and define situations clearly. They take a positive solution-focused approach to their work. They know how and when to make decisions and use evidence and information to support and inform their judgements. Leaders display a readiness to engage in debate and dialogue and promote constructive ways of achieving improvement, displaying an awareness of the ethical use of power and authority.

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### 2.3.3 Communicating effectively

Leaders show and communicate their deep commitment to the education and well-being of learners in their everyday practices. They are effective communicators within the school and the wider community and build effective relationships across networks. They listen, express their ideas and feelings clearly, engage in professional dialogue and constructive feedback and establish effective organisational communication. They make use of a variety of appropriate media in doing so. Leaders demonstrate openness to, and honesty with, others. They have a clear understanding of confidentiality and apply that knowledge to all engagements, practices and procedures.

### 2.3.4 Demonstrating political insight

Leaders have an enhanced understanding of the dynamics of political power and influence in the relationship between schools and society, and the consequent implications for the work of their organisation. They understand the political and social context and the ways in which this impacts on schools and those within schools, taking account of this in their leadership and management practices.

### 3 The Professional Actions of Middle Leaders

#### The Key Purpose of Middle Leaders

Middle leaders, within their areas of responsibility, lead and collaborate with team(s) to establish, enhance and ensure high quality learning experiences and outcomes for all learners. In the context of middle leadership, 'team' is used widely and refers to colleagues that middle leaders have line management responsibility for, as well as those who they may work with in and across departments or project teams.

In line with the visions and values of the school, and within the school, departmental and faculty improvement agendas, middle leaders:

- (i) Develop a range of strategies for individual and collective self-evaluation which contribute to school improvement;
- (ii) Develop coherent approaches to professional learning which build and sustain teachers' practice;
- (iii) Lead and work collaboratively to enhance teaching which leads to high quality learning experiences;
- (iv) Build and sustain partnerships with colleagues, learners, parents and other stakeholders to meet the identified needs of all learners;
- (v) Manage allocated resources proactively and effectively to meet learning and development priorities.

#### 3.1 Develop a range of strategies for individual and collective self-evaluation which contribute to school improvement

The Professional Standard	Professional Actions
3.1.1 Middle leaders foster an ethos to support self-evaluation and plan specific opportunities for this to take place	<ul style="list-style-type: none"> <li>❖ model good practice in personal self-evaluation against the relevant professional standard and appropriate benchmarks;</li> <li>❖ promote an open, honest and critical stance in examining practice, within their area of responsibility;</li> <li>❖ lead and influence others to critically analyse and evaluate their own practice in relation to relevant policies and procedures.</li> </ul>
3.1.2 Middle leaders enable staff individually and collectively to engage in regular and rigorous self-evaluation	<ul style="list-style-type: none"> <li>❖ systematically use established self-evaluation practices, gathering information from appropriate stakeholders and apply the information gathered to the planning of next steps and actions;</li> <li>❖ develop colleagues' skills and confidence in using the established self-evaluation processes and deriving a range of processes.</li> </ul>

The Professional Standard	Professional Actions
3.1.3 Middle leaders use established systems to monitor progress of the team's improvement agenda	<ul style="list-style-type: none"> <li>❖ undertake regular and systematic review of progress towards the team's priorities;</li> <li>❖ adopt a range of approaches to sustain and improve the work of the team.</li> </ul>
3.1.4 Middle leaders critically engage with literature, research and policy, in relation to all of the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the process of self-evaluation for the enhancement of professional practice and decision making, within their areas of responsibility.</li> </ul>

### 3.2 Develop coherent approaches to professional learning which build and sustain teachers' practice

The Professional Standard	Professional Actions
3.2.1 Middle leaders work within school policies with regard to staffing and personnel issues	<ul style="list-style-type: none"> <li>❖ take due account of school policy and local authority guidelines in all aspects of human resource management.</li> </ul>
3.2.2 Middle leaders establish and use strategies to identify individual and team professional learning needs to support the school's improvement agenda	<ul style="list-style-type: none"> <li>❖ take responsibility for, and engage actively in, ongoing professional learning to enhance their personal and professional skills and knowledge base;</li> <li>❖ promote ambition and set high expectations of professional learning for the team and ensure opportunities which deliver this;</li> <li>❖ use coaching and mentoring skills to support the PRD process;</li> <li>❖ ensure that meaningful and rigorous PRD takes place regularly and that the outcomes of the process contribute to professional practice.</li> </ul>

The Professional Standard	Professional Actions
3.2.3 Middle leaders create coherent opportunities for collaborative development activities	<ul style="list-style-type: none"> <li>❖ create opportunities for colleagues to take on leadership roles;</li> <li>❖ lead team participation in professional learning community processes;</li> <li>❖ build constructive relationships that foster commitment and collegiality;</li> <li>❖ use coaching and mentoring to support colleagues and build these skills to develop peer support.</li> </ul>
3.2.4 Middle leaders evaluate the impact of professional learning on teachers' practice and understanding, in relation to outcomes for learners	<ul style="list-style-type: none"> <li>❖ work with the team to critically reflect on individual and collective professional learning;</li> <li>❖ plan and evaluate professional learning provision directly on its intended impact on learning, within their areas of responsibility.</li> </ul>
3.2.5 Middle leaders critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the processes of leading and developing staff and creating school cultures for the enhancement of practice and decision making, within their areas of responsibility.</li> </ul>

### 3.3 Lead and work collaboratively to enhance teaching which leads to high quality learning experiences

The Professional Standard	Professional Actions
3.3.1 Middle leaders support the improvement of teaching and learning and set consistently high expectations for all in the school community	<ul style="list-style-type: none"> <li>❖ work with the team to identify and articulate a shared vision, values, ethos and aims in relation to teaching and learning;</li> <li>❖ set clear standards in their practice, in relation to the principles of inclusion, sustainability, equality and social justice;</li> <li>❖ model and develop, within and beyond their area of responsibility, a culture of mutual respect and accountability.</li> </ul>

The Professional Standard	Professional Actions
3.3.2 Middle leaders work with teams to design coherent and progressive programmes which address learning needs	<ul style="list-style-type: none"> <li>❖ develop and plan curricular, cross-curricular and pastoral programmes to ensure appropriate personalisation and choice;</li> <li>❖ ensure that learners are included in decisions related to the development and planning of all learning programmes;</li> <li>❖ ensure the principles of good curriculum design underpin all learning programmes.</li> </ul>
3.3.3 Middle leaders establish and develop pedagogic practices to meet the learning and pastoral needs of all learners	<ul style="list-style-type: none"> <li>❖ model high quality teaching;</li> <li>❖ set high expectations of the quality of teaching and learning across the team;</li> <li>❖ provide systematic opportunities to enhance and refresh teachers' pedagogic practices, including assessment practices.</li> </ul>
3.3.4 Middle leaders use collaborative processes to monitor and review pedagogic practice, working across the team	<ul style="list-style-type: none"> <li>❖ implement a range of peer learning approaches which enable the team to work collaboratively;</li> <li>❖ work regularly with individual teachers to review teaching and learning approaches in the classroom;</li> <li>❖ draw upon self-evaluation activities to promote on-going review of pedagogy.</li> </ul>
3.3.5 Middle leaders systematically gather and use assessment feedback and learners' progress data to evaluate and plan future learning	<ul style="list-style-type: none"> <li>❖ establish processes for the systematic use of formative and summative assessment;</li> <li>❖ establish processes for the tracking and monitoring of individual learning and pastoral needs;</li> <li>❖ use assessment and progress data to inform and plan learning programmes.</li> </ul>
3.3.6 Middle leaders critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ engage with educational literature, research and policy sources in leading and developing the curriculum, pedagogy and assessment practices, including taking account of international benchmarking to support the enhancement practice and decision making, within their areas of responsibility.</li> </ul>

### 3.4 Build and sustain partnerships with colleagues, learners, parents and other stakeholders to meet the identified needs of all learners

The Professional Standard	Professional Actions
3.4.1 Middle leaders establish and use processes for the regular review of learners in order to identify learners' needs	<ul style="list-style-type: none"> <li>❖ use appropriate diagnostic tools to review learners' progress;</li> <li>❖ communicate outcomes with all relevant partners;</li> <li>❖ ensure planning and provision for learning is underpinned by the principles of equality and social justice.</li> </ul>
3.4.2 Middle leaders establish and enhance the opportunities for learners to contribute to the planning and enhancement of their own learning programmes	<ul style="list-style-type: none"> <li>❖ ensure opportunities for personalisation and choice;</li> <li>❖ provide opportunities for learners and teachers to plan and discuss learning strategies;</li> <li>❖ provide opportunities for learners to evaluate their learning and progress.</li> </ul>
3.4.3 Middle leaders build partnerships with parents and carers to support the learner's needs	<ul style="list-style-type: none"> <li>❖ provide parents and carers with regular information about their child's progress;</li> <li>❖ seek regular opportunities to keep parents and carers informed about developments in the curriculum and teaching and learning approaches.</li> </ul>
3.4.4 Middle leaders work collaboratively with other professions and agencies to support the learning, pastoral and emotional needs of learners	<ul style="list-style-type: none"> <li>❖ adhere to and implement child protection policies and procedures to ensure the well-being of all learners;</li> <li>❖ recognise and encourage the wide and diverse range of partnerships which contribute to the learning, pastoral and emotional needs of all learners;</li> <li>❖ ensure appropriate information is shared with partners to inform decision making;</li> <li>❖ draw upon knowledge and expertise from other professional partners to enhance programmes for learners.</li> </ul>

The Professional Standard	Professional Actions
3.4.5 Middle leaders critically engage with literature, research and policy in relation to the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the processes of collaborative working for the enhancement of professional practice and decision making, within their areas of responsibility.</li> </ul>

### 3.5 Manage allocated resources proactively and effectively to meet learning and development priorities

The Professional Standard	Professional Actions
3.5.1 Middle leaders identify priorities within their area and allocate resources to achieve these	<ul style="list-style-type: none"> <li>❖ work with teams to agree and deliver appropriate resourcing decisions;</li> <li>❖ use data and evaluations of previous planning priorities and learning programmes to inform future resourcing decisions.</li> </ul>
3.5.2 Middle leaders set expectations and ensure resources are allocated and used in fair and effective ways	<ul style="list-style-type: none"> <li>❖ make best operational use of available resources to create, maintain and enhance an appropriate learning environment for effective teaching and learning and to support improvement;</li> <li>❖ demonstrate transparent and equitable allocation of resources which takes account of identified need, within their areas of responsibility;</li> <li>❖ foster collective responsibility across the team for the sustainable, transparent, fair and effective use of resources.</li> </ul>
3.5.3 Middle leaders establish and use systems to monitor the use of resources within their areas of responsibility	<ul style="list-style-type: none"> <li>❖ ensure efficient and effective use of resources to support the learning needs of all learners;</li> <li>❖ give due regard to health and safety legislation to ensure safety and welfare of all.</li> </ul>
3.5.4 Middle leaders critically engage with literature, research and policy texts	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources in the area of resource management to inform professional practice and decision making, within their areas of responsibility.</li> </ul>

## 4 The Professional Actions of Head Teachers

### The Key Purpose of Head Teachers

The Head Teacher acts as the leading professional in a school and as an officer in the local authority. The Head Teacher also plays a pivotal role within the broader children's services network.

Head Teachers lead the whole school community in order to establish, sustain and enhance a positive ethos and culture of learning through which every learner is able to learn effectively and achieve their potential.

In line with the vision and values of the school, Head Teachers, working with others:

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

Across all of these areas, Head Teachers contribute to leadership for improvement at school and system level.

### 4.1 Establish, sustain and enhance the culture of self-evaluation for school improvement

The Professional Standard	Professional Actions
4.1.1 Head Teachers establish a range of relationships and practices to foster self-evaluation at every level in the school	<ul style="list-style-type: none"> <li>❖ model good practice in personal self evaluation against the relevant Professional Standard and appropriate benchmarks;</li> <li>❖ promote an open, honest and critical stance in examining practice;</li> <li>❖ encourage and support others to critically analyse and evaluate their own practice in relation to relevant policies and procedures.</li> </ul>
4.1.2 Head Teachers establish and use systems to collect evidence with which to inform decision making	<ul style="list-style-type: none"> <li>❖ develop a culture of evidence-informed practice;</li> <li>❖ ensure systematic evidence collection and analysis against national and international benchmarks;</li> <li>❖ use collated evidence to inform decision-making;</li> <li>❖ encourage and enable staff to use data to plan teaching, learning, reporting and assessment, with a focus on improving outcomes for all learners.</li> </ul>

The Professional Standard	Professional Actions
4.1.3 Head Teachers establish and use processes to gather valid information from stakeholders to inform improvement strategies	<ul style="list-style-type: none"> <li>❖ ensure that data is gathered systematically from a wide range of stakeholders;</li> <li>❖ develop innovative approaches to engage all groups;</li> <li>❖ share data to inform decision making and to identify priorities.</li> </ul>
4.1.4 Head Teachers collaborate with staff, learners, parents and the wider school community and networks in identifying, agreeing and implementing improvement priorities	<ul style="list-style-type: none"> <li>❖ create regular opportunities to engage with staff, learners and the wider school community to identify priorities;</li> <li>❖ identify key areas for improvement using the evidence gathered;</li> <li>❖ establish, sustain and enhance a culture where all learners are involved in meaningful decision-making about the planning and enhancement of learning and in wider school improvement;</li> <li>❖ establish processes and facilitate opportunities for groups to work collaboratively to take forward improvement priorities.</li> </ul>
4.1.5 Head Teachers develop systems for ongoing monitoring and review of the school's improvement agenda	<ul style="list-style-type: none"> <li>❖ undertake regular and systematic review of progress towards the school's priorities;</li> <li>❖ establish a range of processes which enable staff to contribute to the overall monitoring and review of the school improvement plan.</li> </ul>
4.1.6 Head Teachers critically engage with literature, research and policy, in relation to all of the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the processes of self-evaluation for the enhancement of professional practice and decision-making.</li> </ul>

## 4.2 Develop staff capability, capacity and leadership to support the culture and practice of learning

The Professional Standard	Professional Actions
4.2.1 Head Teachers work within the structure of employment legislation, national and local agreements and policies governing employment	<ul style="list-style-type: none"> <li>❖ take due account of legislation and national and local agreements in all aspects of human resource management;</li> <li>❖ take due account of the legislative framework related to equality and social inclusion to promote an inclusive community which values diversity and challenges discrimination.</li> </ul>
4.2.2 Head Teachers establish and promote collaborative practice to support a culture of learning within and beyond the school	<ul style="list-style-type: none"> <li>❖ take responsibility for, and engage actively in, ongoing professional learning to deepen their personal and professional skills and knowledge base;</li> <li>❖ promote ambition and set high expectations of continuing professional learning for all staff and ensure opportunities which deliver this;</li> <li>❖ create and utilise opportunities for staff to take on leadership roles across and beyond the school;</li> <li>❖ build constructive relationships that engender commitment and collegiality.</li> </ul>
4.2.3 Head Teachers establish and ensure the consistent use of PRD processes to identify strengths and development needs	<ul style="list-style-type: none"> <li>❖ use and develop in colleagues, coaching and mentoring skills to support the PRD process;</li> <li>❖ foster the personal commitment of staff to, and personal responsibility for, PRD using relevant professional standards to support self-evaluation and reflection;</li> <li>❖ ensure that meaningful and rigorous PRD takes place regularly and that the outcomes of the process contribute to improvement of professional practice.</li> </ul>
4.2.4 Head Teachers ensure a systematic approach to support the culture of professional learning	<ul style="list-style-type: none"> <li>❖ ensure staff use relevant professional standards to support self-evaluation as part of continuous professional learning;</li> <li>❖ encourage an extended understanding of the nature and depth of professional learning and promote relevant systematic and progressive professional learning opportunities;</li> </ul>

The Professional Standard	Professional Actions
	<ul style="list-style-type: none"> <li>❖ ensure an appropriate balance between collaborative and personal professional learning;</li> <li>❖ ensure an appropriate balance between personal and professional goals and school and local authority priorities.</li> </ul>
4.2.5 Head Teachers build systems to monitor the impact of professional learning on the culture of learning.	<ul style="list-style-type: none"> <li>❖ build staff capability to self-evaluate individual and collegiate professional learning and reflect on their development;</li> <li>❖ plan and evaluate professional learning in relation to both its direct and indirect impact on outcomes for learners.</li> </ul>
4.2.6 Head Teachers contribute to systems level leadership of education in their context and beyond	<ul style="list-style-type: none"> <li>❖ contribute to the development of others, including peer Head Teachers, through coaching and mentoring, and networking opportunities;</li> <li>❖ support cross-sector working at cluster, local authority and national levels;</li> <li>❖ contribute to cluster, local and national developments and discussions to support and enhance the policy making process.</li> </ul>
4.2.7 Head Teachers critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the processes of leading and developing staff and creating school cultures for the enhancement of professional practice and decision making.</li> </ul>

### 4.3 Ensure consistent, high quality teaching and learning for all learners

The Professional Standard	Professional Actions
4.3.1 Head Teachers build a shared vision to support the improvement of teaching and learning and set consistently high expectations for all in the school community	<ul style="list-style-type: none"> <li>❖ work with whole school community to identify and articulate a shared vision, values and aims in relation to teaching and learning;</li> <li>❖ set clear standards in relation to enacting the principles of inclusion, sustainability, equality and social justice in the teaching and learning processes;</li> <li>❖ model and develop a culture of mutual trust, respect and accountability.</li> </ul>
4.3.2 Head Teachers ensure appropriate curriculum design and planning are developed to meet the learning and pastoral needs of all learners	<ul style="list-style-type: none"> <li>❖ take a strategic overview of the planning, delivery and assessment of learning to ensure that school-based decisions are in accordance with the principles of good curriculum design and planning;</li> <li>❖ agree and develop curricular frameworks to ensure appropriate personalisation and choice;</li> <li>❖ collaborate with partners to facilitate access to appropriate learning opportunities and resources.</li> </ul>
4.3.3 Head Teachers establish and sustain processes to develop pedagogic practices across the school	<ul style="list-style-type: none"> <li>❖ set, and communicate clearly, high expectations of the quality of teaching and assessment;</li> <li>❖ develop a culture which supports and ensures high quality teaching and assessment;</li> <li>❖ provide systematic opportunities to enhance and refresh teachers' pedagogic practice.</li> </ul>
4.3.4 Head Teachers build collaborative processes to review and enhance pedagogic practice	<ul style="list-style-type: none"> <li>❖ promote a culture of critical reflection and self evaluation and establish approaches to review and teaching and learning which gathers from the views and experience of learners, staff, parents and partners;</li> <li>❖ establish and sustain teacher leadership and collaborative working to support the enhancement of teaching and learning;</li> <li>❖ establish systems to validate the quality of teaching, learning and assessment.</li> </ul>

The Professional Standard	Professional Actions
4.3.5 Head Teachers critically engage with literature, research and policy in relation to all of the above	<ul style="list-style-type: none"> <li>❖ engage with educational literature, research and policy sources in leading and developing the curriculum, including taking account of international benchmarking to inform their thinking and support the enhancement of professional practice and decision-making.</li> </ul>

#### 4.4 Build and sustain partnerships with learners, families and relevant partners to meet the identified needs of all learners

The Professional Standard	Professional Actions
4.4.1 Head Teachers build and communicate the vision, values, ethos and aims of the school with partners	<ul style="list-style-type: none"> <li>❖ co-create an aspirational vision, values, ethos and aims, agreed in partnership with all stakeholders;</li> <li>❖ communicate and model the vision, values, ethos and aims regularly to all learners and the wider school community.</li> </ul>
4.4.2 Head Teachers embed processes to ensure learners contribute to planning and enhancement of their own learning programmes	<ul style="list-style-type: none"> <li>❖ establish a culture where learners participate meaningfully in decisions related to their learning and their school;</li> <li>❖ ensure all learners have genuine opportunities to participate in these decision-making processes.</li> </ul>
4.4.3 Head Teachers develop strategies to foster parental involvement	<ul style="list-style-type: none"> <li>❖ establish a culture to build and facilitate the partnership between parents and carers, learners and the school;</li> <li>❖ ensure all parents and carers have genuine opportunities to participate in these partnership activities and processes.</li> </ul>

The Professional Standard	Professional Actions
4.4.4 Head Teachers build, maintain and review partnerships with other professions and agencies to support the learning, pastoral and emotional needs of learners	<ul style="list-style-type: none"> <li>❖ adhere to and implement child protection policies and procedures to ensure the care and welfare of all learners;</li> <li>❖ understand the National Practice Model within GIRFEC, and develop this understanding in colleagues;</li> <li>❖ recognise and encourage the wide and diverse range of partnerships which contribute to the well-being of all learners;</li> <li>❖ ensure that systems are in place which enable all partners to contribute to, and support the diverse needs of all learners in line with local and national policy and legislation.</li> </ul>
4.4.5 Head Teachers critically engage with literature, research and policy in relation to the above	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources to support the processes of collaborative working for the enhancement of professional practice and decision making.</li> </ul>

#### 4.5 Allocate resources effectively in line with identified strategic and operational priorities

The Professional Standard	Professional Actions
4.5.1 Head Teachers use the review and improvement planning processes to identify priorities and inform resourcing decisions	<ul style="list-style-type: none"> <li>❖ consult with relevant stakeholders to inform appropriate resourcing decisions;</li> <li>❖ use data and evaluations of previous planning priorities to inform future resourcing decisions;</li> <li>❖ consider the sustainability implications of resourcing decisions.</li> </ul>
4.5.2 Head Teachers allocate resources in a fair and equitable manner in line with priorities to support learning	<ul style="list-style-type: none"> <li>❖ make best strategic and operational use of available resources to create, maintain and enhance an appropriate learning environment for effective teaching and learning and to support improvement;</li> <li>❖ delegate appropriate tasks and responsibilities to other staff, including promoted staff;</li> </ul>

The Professional Standard	Professional Actions
	<ul style="list-style-type: none"> <li>❖ demonstrate transparent and equitable allocation of resources which takes account of identified need;</li> <li>❖ foster collective responsibility for the sustainable, transparent, fair and effective use of resources.</li> </ul>
4.5.3 Head Teachers ensure systems are established and used to monitor, evaluate and review the use of resources	<ul style="list-style-type: none"> <li>❖ ensure best value and appropriate devolved accountability to support effective teaching and learning;</li> <li>❖ show a strategic awareness when engaging with resource management to ensure continuous improvement;</li> <li>❖ give due regard to health and safety legislation to ensure safety and welfare of all;</li> <li>❖ utilise all available support in budget and resource management.</li> </ul>
4.5.4 Head Teachers critically engage with literature, research and policy texts	<ul style="list-style-type: none"> <li>❖ develop and use knowledge from literature, research and policy sources in the area of resource management to inform professional practice and decision-making.</li> </ul>

*GTC Scotland aims to promote equality and diversity in all its activities*

THE GENERAL TEACHING COUNCIL FOR SCOTLAND  
CLERWOOD HOUSE  
96 CLERMISTON ROAD  
EDINBURGH  
EH12 6UT

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 7**

**11 June 2013**

#### **Cabinet**

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**Subject:** Fairlie Tennis Club, Castlepark Drive, Fairlie.

---

**Purpose:** To seek approval to the grant of a 25 year ground lease to Fairlie Community Sports Club.

---

**Recommendation:** That the Cabinet approves a 25 year ground lease to Fairlie Community Sports Club at an annual rental charge of £500 and subject to 5-yearly rent reviews.

---

#### **1. Introduction**

- 1.1 Fairlie Tennis Club currently occupies Plots 1 and 2 at Castlepark Drive on an annual Licence Agreement at nil rent. These plots are used for the purposes of two tennis courts. There is also a small portacabin on site. A new organisation has been formed, Fairlie Community Sports Club, which wishes to make better use of the land available and provide sporting facilities for the local community.

#### **2. Current Position**

- 2.1 An offer of a lease has been made to the club on land extending to 4,172 square metres, as shown edged on Appendix 1. The ground lease is being sought for a period of 25 years to enable the club to apply for external funding. Depending on the level of external funding achieved the future development proposals may require planning consent. The proposed rental charge is £500.00 per annum, with 5-yearly rent reviews; this is consistent with the charge currently applied to similar facilities in the local area.
- 2.2 It is proposed by the club that, following development, Plot 1 will have an all-weather playing surface and be used for a variety of sports. The club has also indicated they wish to construct a new club house on the site at no cost to the Council. Fairlie Community Sports Club will be responsible for all structures within the leased area. Plot 2 will remain as a tennis court and Plot 3 will provide circulation space in respect of Plot 1.

#### **3. Proposals**

- 3.1 The Cabinet is requested to approve a 25-year ground lease to Fairlie Community Sports Club, at an annual rental charge of £500 and subject to 5-yearly rent reviews.

#### **4. Implications**

##### Financial Implications

- 4.1 Plots 1 and 2 are currently leased at no charge. The proposals in the report would therefore generate additional annual revenue income of £500 to the Council's General Fund.

##### Human Resource Implications

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

##### Legal Implications

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

##### Equality Implications

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

##### Environmental Implications

- 4.5 The proposals in the report contribute to SOA outcome 6e – “People are more active more often”.

##### Community Benefit Implications

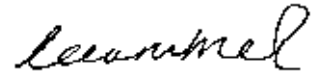
- 4.6 A 25-year lease of the land will enable the Club to access external funding to improve the facility which in turn will benefit the community.

#### **5. Consultations**

- 5.1 Consultations have taken place with Educational and Skills and Planning Services.

## **6. Conclusion**

- 6.1 The Cabinet is asked to approve a 25-year ground lease to Fairlie Community Sports Club on the terms and conditions set out in the report, and subject to any other terms and conditions agreed with Legal Services.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Tom Burns, Team Manager (Asset Management) on 01294 225136

### **Background Papers**

NIL





**NORTH AYRSHIRE  
COUNCIL**

**FINANCE & PROPERTY**



**Former Tennis Courts, Castlepark Drive, Fairlie**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 8**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Property Factors (Scotland) Act 2011**

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**Purpose:** To advise the Cabinet of (i) progress that is being made in developing a Property Factoring service that is compliant with the above Act; (ii) the public consultation process that is intended to take place between August and October 2013; (iii) the intention to set a financial threshold for undertaking repairs without prior consultation with homeowners; and (iv) the proposed introduction of an administration/management charge to those homeowners benefitting from the service.

---

**Recommendation:** That the Cabinet agrees to (a) note progress that is being made in developing and delivering a Property Factoring service in-line with the above Act; (b) note progress on the proposed methods of consultation with private home owners affected by the introduction of this service; (c) approve the consultation threshold at a level of £250 per owner; and (d) approves the introduction of an administration/management charge where the Council is legally entitled to do so.

---

#### **1. Introduction**

- 1.1 On 18 September 2012, the Cabinet was advised of the introduction of the Property Factors (Scotland) Act 2011 ("The Act") and the implications The Act would have upon the Council. The report also outlined how the Council intended to implement the requirements of The Act by the compliance date of 1 October 2013.
- 1.2 The intention of this report is to highlight progress made since September 2012, outline the proposed methods of communication to be utilised in advance of fully implementing the requirements of The Act, and provide reassurance that the Council will be compliant with the terms of the Act by 1 October 2013.

## 2. Current Position

- 2.1 In the report to Cabinet in September 2012, the requirements of The Act and the implications for the Council were outlined in detail, along with a summary of the actions requiring to be implemented.
- 2.2 The following table provides an overview of the previously identified main actions, along with details of progress that has been made against each action:

Actions Identified – September 2012	Implementation Progress
Registration of North Ayrshire Council as a Property Factor and identification of the “responsible person.”	Registration process complete with the Corporate Director (Finance & Corporate Support) being appointed as the “responsible person” under the terms of The Act.
Identification of privately owned properties (within Council managed estates) where the Council have a duty to manage “common parts” of mixed tenure blocks.	Identification process complete, with all factored properties now registered with the Scottish Government.
At an operational and implementation level, development of an understanding of the rights and obligations of both the Council and the private homeowners affected by The Act.	This process is now complete and has been incorporated within the Council’s draft written statement, which will be consulted on during August – October 2013.
Establishment of a cross-service project team, tasked with identifying the requirements associated with implementing an effective Property Factoring service.	A project team has now met on a number of occasions and has progressed with reviewing the existing arrangements, along with scoping a detailed implementation plan.

- 2.3 In addition to the above noted actions, the cross-service project team has closely been involved in the development of a “written statement,” that will be distributed to all affected private owners prior to 1 October 2013.
- 2.4 The draft written statement is scheduled to be fully drafted by the end of June, but in summary the format will be in line with the Scottish Government’s requirements and will set out and explain the following:
- The authority that the Council has to act as Property Factor;
  - The services that will be provided by the Council;
  - The charging arrangements for communal repairs undertaken;
  - The Council’s debt recovery procedure;
  - How owners can report communal repairs;
  - Methods of communication with the Factoring Team;

- The Council's Complaints Procedure;
- The rights each homeowner has to refer matters to the independent "Homeowner Housing Panel."

### **3. Proposals**

- 3.1 Although the Council already provide a communal repairs service, the introduction of a Property Factoring service will result in these repairs being delivered in a manner that is more efficient and effective.
- 3.2 Under the Council's standard Title Deeds, the Council can undertake any level and value of communal repair without first seeking approval from any individual private homeowner. However, in order to develop positive relationships with homeowners, it is proposed within the draft written statement that any communal repair equating to £250 or less per homeowner, will progress without prior consultation with the affected homeowners.
- 3.3 Any communal repair equating to a cost in excess of £250 per homeowner will only progress once the homeowners affected have been advised of the necessity for that repair to progress.
- 3.4 The appropriate level of the financial threshold limit referred to in 3.2 and 3.3, will be reviewed at intervals not exceeding three years.
- 3.5 Having fully consulted with other Local Authorities, Registered Social Landlords and other Property Factoring advisory bodies, a due proportion of the costs associated with administering and managing the Property Factoring service is generally recharged to the homeowners benefitting from the service. Dependent upon the drafting of individual Title Deeds, charges are generally set a level in the region of 10% of the value of any repairs carried out.
- 3.6 It is proposed that, prior to undertaking a public consultation exercise, the Council establishes the legal rights that exist to charge an administration/management charge associated with undertaking the duties of a Property Factor. Where appropriate an administration/management fee, not exceeding 10% of the cost of each communal repair carried out, will be charged to the homeowners affected.
- 3.7 In summary, the Cabinet is invited to (a) note progress that is being made in developing and delivering a Property Factoring service in-line with the above Act; (b) note progress on the proposed methods of consultation with private home owners affected by the introduction of this service; (c) approve the consultation threshold at a level of £250 per owner; and (d) approves the introduction of an administration/management charge where the Council is legally entitled to do so.

#### **4. Implications**

##### Financial Implications

- 4.1 The costs associated with delivering the Property Factoring service will be funded via the Housing Revenue Account (HRA)

Once established, a report outlining the income being derived from Property Factoring activities will be submitted to Cabinet.

##### Human Resource Implications

- 4.2 One full-time Factoring Officer has recently been recruited by the Council.

##### Legal Implications

- 4.3 Clarification on various legal aspects of the introduction of this service are being obtained via Legal Services.

##### Equality Implications

- 4.4 None

##### Environmental Implications

- 4.5 None

##### Implications for Key Priorities

- 4.6 Introduction of a Property Factoring Service contributes to the following key priorities:

"The quality of social housing has improved"

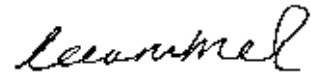
"Our environment is protected and enhanced"

#### **5. Consultations**

- 5.1 To date internal consultation has taken place involving Housing Services, Finance & Property, Legal Services and Building Services.

## **6. Conclusion**

- 6.1 The Cabinet is requested to consider the recommendations set out in the report.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact David Tate, Senior Manager (Housing Assets and Investment) on 01294 225051.

### **Background Papers**

None



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 9**

**11 June 2013**

#### **Cabinet**

---

**Subject:** **Kirktonhall, 1 Glen Road, West Kilbride**

---

**Purpose:** To provide the Cabinet with an update in respect of the proposed transfer of Kirktonhall to the Kirktonhall Business Centre Group.

---

**Recommendation:** That the Cabinet (a) approves the transfer of Kirktonhall and the sundial to Kirktonhall Business Centre Group, subject to (i) grant funding being secured and (ii) a sufficiently robust business case being made available to the Council; and (b) agrees that Officers (i) continue to liaise with the Group and (ii) agree conditions and dates for transfer when funding is obtained to restore the building.

---

#### **1. Introduction**

- 1.1 At its meeting of 21 June 2011, the former Executive approved a policy for the transfer of assets to the community. The purpose of the policy was to establish criteria and procedures for managing the transfer of Council properties to third sector organisations. Kirktonhall has been identified as being suitable for transfer to a third sector organisation as it is surplus to Council requirements and has generated strong interest from community groups.
- 1.2 Following the placing of adverts in the local press, three expressions of interest were received in February 2012 from community groups wishing to be considered for the asset transfer. Following an assessment process by a group of Council officers, Kirktonhall Business Centre Group was identified as the preferred transferee.
- 1.3 At its meeting of 6 June 2012, the Cabinet agreed to authorise the Corporate Director (Finance and Infrastructure) to take forward negotiations with the Kirktonhall Business Centre Group as the preferred transferee, with a view to the building's future transfer. The transfer was to be dependent on assessment of the group's business plan.

## **2. Current Position**

- 2.1 Kirktonhall Business Centre Group is actively seeking funding from Historic Scotland, the Big Lottery and the Heritage Lottery Fund to enable stabilisation and restoration works, followed by establishing a multimedia business centre in the building. A grant application to Historic Scotland will be considered in July 2013. The group is seeking the Council's confirmation that, should it be successful in its funding bid, the Council will transfer the building for a nominal value of £1.
- 2.2 External consultants engaged by the Kirktonhall Business Centre Group, including the Strathclyde Building Preservation Trust, have advised the group that the funding bids will have an increased likelihood of success if, in addition to the Kirktonhall building, the sundial currently situated in Kirkton Park is also transferred to the group's ownership (see siteplan, with sundial marked at Appendix 1).
- 2.3 The Kirktonhall sundial is an obelisk type Renaissance sundial that was designed and erected by Dr Robert Simson in 1717, a professor of mathematics at the University of Glasgow. The structure is considered to be of national architectural or historical importance, and has consequently been designated as a Category A listed asset.
- 2.4 There are imminent plans to restore the sundial, which will require its removal from its current location. On completion of the restoration, the structure could be relocated within the grounds of the Kirktonhall.

## **3. Proposals**

- 3.1 It is proposed that the Cabinet approves the transfer of Kirktonhall and the sundial to the Kirktonhall Business Centre Group for £1 subject to the following conditions:
  - External capital grant funding is secured to stabilise and restore Kirktonhall; and
  - A sufficiently robust business case for the future use of the building is made available to the Council.
- 3.2 It is further proposed that officers should be authorised to:
  - Continue to liaise with the Kirktonhall Group to support funding applications where appropriate; and
  - Agree conditions and dates for transfer when funding is obtained to restore the building.

## **4. Implications**

### Financial Implications

- 4.1 The Council continues to be responsible for the costs associated with the security, maintenance and insurance of Kirktonhall, pending the development of terms and conditions for asset transfer.
- 4.2 There is the potential loss of a capital receipt to the Council if the transfer goes ahead on the basis of a nominal transfer value of £1

### Human Resource Implications

- 4.2 There are no human resource implications.

### Legal Implications

- 4.3 The transfer of assets is governed by disposal of land by Local Authorities (Scotland) Regulations 2010 and this allows the Council to transfer assets for less than the market value should certain criteria be met.

### Equality Implications

- 4.4 There are no anticipated equality implications.

### Environmental Implications

- 4.5 There are no environmental implications.

### Implications for Key Priorities

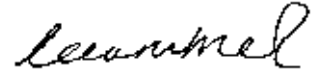
- 4.6 The proposals in this report will deliver on the following priorities:
  - 11 (a) levels of voluntary action and community involvement have increased;
  - 11 (b) partnership working between the public and voluntary sectors has improved.

## **5. Consultations**

- 5.1 Consultations have taken place with Education and Skills (Community and Culture), Financial and Property and Planning and Development.

## **6. Conclusion**

- 6.1 The Cabinet is asked to consider and approve the recommendations set out in the report..



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Yvonne Baulk, Head of Finance & Property on 01294 324542.

### **Background Papers**

NIL



**NORTH AYRSHIRE**  
COUNCIL

**FINANCE & PROPERTY**



**Kirktonhall, West Kilbride**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 10**

**11 June 2013**

#### **Cabinet**

---

<b>Subject:</b>	<b>Procurement of Third Party Share of North Ayrshire Ventures Limited</b>
<b>Purpose:</b>	To seek approval for North Ayrshire Council to provide a loan to North Ayrshire Ventures Trust to secure full ownership of North Ayrshire Ventures Limited.
<b>Recommendation:</b>	Cabinet is asked to (a) note the procurement of EDI's share of NAVL by NAVT; (b) note the loan default which occurs as a result of the sale by EDI; (c) note the proposed transfer of assets from NAVL to NAVT; (d) note the approach which NAVT plans to take to deliver its core objectives which strongly aligns with the Council's Economic Development and Regeneration Strategy; and (e) agree to provide funding to the value of £2.046m (as at 15 June 2013).

---

#### **1. Introduction**

- 1.1 North Ayrshire Ventures Limited (NAVL) is a company jointly owned by EDI and North Ayrshire Ventures Trust (NAVT). NAVT is 100% owned by North Ayrshire Council. EDI has intimated that it would like to disinvest from NAVL.
- 1.2 NAVL owns two assets:
  - Kyleshill in Saltcoats is an office pavilion, whose current tenant is Westcot Credit Services Ltd. The current annual rental is £105,000 per annum with a break clause in August 2015. If the lease continues after this period a rent free period of 6 months will be granted with a future rent of £105,000 until August 2017. Between 60 and 100 people are employed at this site, with the number varying due to the nature of the service provided.
  - Pennyburn Road in Kilwinning is an office pavilion with the current tenant being the Accountant is Bankruptcy. The current lease is £321,000 per annum running until October 2025. Rent is subject to five year reviews. 170 people are employed at this site.
- 1.3 Activity in both NAVT and NAVL has been limited for a number of years, as a result neither organisation is currently meeting the objectives for which it was established.

## 2. Current Position

### North Ayrshire Ventures Limited

- 2.1 NAVL has produced draft accounts to 31 December 2012. A copy of the draft accounts is attached at Appendix 1. The Balance Sheet highlights a net value of £599,982. Key information from the accounts is noted below;

Value of fixed assets	£3,050,000
Outstanding Loan	£2,182,927
Sums owed to EDI / NAVT	£177,259
Tax / Deferred Tax	£134,507

- 2.2 The balance sheet reflects that the assets are supported by a loan. The current loan to asset ratio is 72%. The balance sheet also reflects the current weak cash flow of NAVL. Certain sums owed to EDI/NAVT are secured by Loan Notes.
- 2.3 Since 2007 the value of the two properties has been on a downward trajectory with Kyleshill having reduced in value by 40% to £0.550m over this period with Kilwinning falling by 51% to £2.500m, reflecting an annual reduction in value of between 8% and 10%. The table below summarises the impact of this on the net value of the company over the last 3 years.

	2012	2011	2010
Net value	£0.599m	£0.957m	£2.005m

- 2.4 The current loan held by NAVL is favourable compared to current market conditions, 0.9% above base rate, resulting in a total interest rate of 1.4% (May 2013). Sale of the EDI share will result in a default on the current loan arrangement, requiring immediate repayment. Given current market conditions any new market loan will be on less favourable terms, indications are that the rate is likely to be of the order of 4.5%. The current lender had initially indicated it would refinance the loan, however concerns are starting to emerge on the value to loan ratio due to the downward revaluation of assets over the last number of years.

## **North Ayrshire Ventures Trust**

- 2.5 As noted above NAVT is owned 100% by North Ayrshire Council. It is a registered charity with a valuation of £0.931m at 31 March 2013. An element of NAVT's current funds, £0.437m, is classified as restricted, a position which could potentially restrict future activity. The restriction relates to a dividend issued by NAVL a number of year ago. Initial discussions with OSCR, the Charities Regulator, have confirmed if NAVL, as the original provider of the funds, confirms that it should no longer be treated as restricted there is unlikely to be any difficulty in lifting the current restriction.
- 2.6 The only other substantial point to note is the outstanding administration fee of £82,500 from NAVL. This sum has accrued over the last three years.
- 2.7 NAVT's main objectives are outlined in its articles of association as noted below. These align with the Council's Economic Development and Regeneration Strategy.
- To relieve poverty among the residents of the local government area of North Ayrshire ("the Operating Area");
  - To advance education among the residents of the Operating Area particularly among the unemployed;
  - To promote training in skills of all kinds, particularly such skills as will assist residents of the Operating Area in obtaining paid employment;
  - To assist in the planning of changes to the housing and physical environment within the Operating Area as part of a wider strategy for relief of the problems of poverty within that area;
  - To promote other schemes of a charitable nature for the benefit of the residents of the Operating Area;
  - To promote trade and industry, for the benefit of the general public.

## **Proposed Procurement of EDI's Share of NAVL by NAVT**

- 2.8 In order to secure the future of the underlying assets and employment associated with the NAVL properties NAVT at its meeting on 30 May 2013 agreed to procure EDI's share with an anticipation of the subsequent wind up of NAVL and transfer of assets to NAVT. Advice has confirmed this is tax neutral due to NAVT / NAVL operating within the same group. Due to NAVT's constitution it is not possible to transfer the assets to the Council, assets can only be transferred to another charitable organisation with similar objectives.

- 2.9 As noted above, the current loan will default as a result of the sale and require to be repaid. An option to facilitate this is the Council providing a loan to NAVT. NAVT will require to meet the repayments and associated costs of the loan. A 9 year loan could be entered into to align with the original timescales for repayment, at the current EIP PWLB certainty rate. NAVT would in turn loan this money temporarily to NAVL to enable it to repay the current lender. This loan between NAVT and NAVL would be redeemed in return for NAVL's properties being conveyed to NAVT.
- 2.10 NAVT agreed to purchase EDI's interest in NAVL for £0.175m. EDI has indicated that this is acceptable to its Board. This settlement price requires formal agreement by all parties.

### **Future Operation of NAVT**

- 2.11 NAVT has a strong cash flow. Based on a conservative view of the current rental agreements, loan coverage varies between 136% and 200% over the lifetime of the loan. To put this in context, the covenant on the current loan requires coverage of 130%.

## **3. Proposals**

- 3.1 The Cabinet is asked to:
- Note the procurement of EDI's share of NAVL by NAVT;
  - Note the loan default which occurs as a result of the sale by EDI;
  - Note the proposed transfer of assets from NAVL to NAVT;
  - Note the strong alignment between NAVT's core objectives and the Council's Economic Development and Regeneration Strategy;
  - Agree to provide funding to the value of £2.046m (as at 15 June 2013), as a result of the loan default, at the 9 year PWLB rate, to NAVT.

## **4. Implications**

### **Financial Implications**

- 4.1 A loan of £2.046m (as at 15 June 2013) will be made to NAVT with repayments over 9 years at the EIP PWLB certainty rate. The risk associated with the loan has been assessed as low due to the strong projected cash flow of NAVT.

### **Human Resource Implications**

- 4.2 None.

#### Legal Implications

- 4.3 Security will require to be taken from NAVT in respect of the Council loan to protect the Council's position. At the same time security will be taken by NAVT from NAVL in respect of the loan to them on the same terms and conditions which will further protect the Council's position. The Council will require to make arrangements for repayment of the loan and associated costs of the loan to NAVT and NAVT will do likewise as lenders to NAVL.

#### Equality Implications

- 4.4 None

#### Environmental Implications

- 4.5 None

#### Implications for Key Priorities

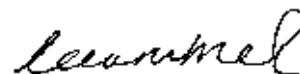
- 4.6 The core objectives of NAVT align with the Council's objectives of regenerating our communities and increasing employment.

### 5. Consultations

- 5.1 Consultation has taken place with the Chief Executive and NAVT / NAVL Board members.

### 6. Conclusion

- 6.1 The report notes the intention of NAVT to procure 100% ownership of NAVL and secure the underlying assets. A change of ownership of NAVL will result in a default of the current loan arrangements which supports NAVL's assets. Current market conditions are such that securing a further external loan would not represent value for money. Due to the alignment of NAVT's core objectives with the Council's Economic Development and Regeneration Strategy it is proposed that the Council loans funds to NAVT on the terms outlined in the report.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

#### Reference :

For further information please contact Laura Friel, Corporate Director (Finance and Corporate Support) on telephone number 01294 324554

#### Background Papers

Nil



Company Registration Number SC196860

**NORTH AYRSHIRE VENTURES LIMITED**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2012**

# **NORTH AYRSHIRE VENTURES LIMITED**

## **FINANCIAL STATEMENTS**

**YEAR ENDED 31 DECEMBER 2012**

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# **NORTH AYRSHIRE VENTURES LIMITED**

## **OFFICERS AND PROFESSIONAL ADVISERS**

**YEAR ENDED 31 DECEMBER 2012**

---

**The Board of Directors**

E W Adair  
D J B O'Neill  
J Hunter  
E M Murray  
L Friel

**Registered Office**

Perceton House  
Perceton  
Irvine  
Ayrshire  
KA11 2DE

**Auditor**

Scott-Moncrieff  
Chartered Accountants  
& Statutory Auditor  
Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

# **NORTH AYRSHIRE VENTURES LIMITED**

## **THE DIRECTORS' REPORT**

**YEAR ENDED 31 DECEMBER 2012**

---

The directors have pleasure in presenting their report and the financial statements of the company for the year ended 31 December 2012.

### **Principal activities**

The principal activity of the company during the year was property investment and management.

### **Directors**

The directors who served the company during the year were as follows:

E W Adair  
D J B O'Neill  
J Hunter  
E M Murray  
L Friel

### **Directors' responsibilities**

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information of which the company's auditor is unaware; and
- each director has taken all steps that ought to have been taken to ensure they are aware of any relevant audit information and to establish that the auditor is aware of that information.

### **Auditor**

Scott-Moncrieff are deemed to be reappointed under section 487 (2) of the Companies Act 2006.

# **NORTH AYRSHIRE VENTURES LIMITED**

## **THE DIRECTORS' REPORT** *(continued)*

**YEAR ENDED 31 DECEMBER 2012**

---

### **Small company provisions**

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Signed on behalf of the directors

E W Adair  
Director

Approved by the directors on

# **NORTH AYRSHIRE VENTURES LIMITED**

## **INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NORTH AYRSHIRE VENTURES LIMITED**

**YEAR ENDED 31 DECEMBER 2012**

---

We have audited the financial statements of North Ayrshire Ventures Limited for the year ended 31 December 2012 which comprise the profit and loss account, statement of total recognised gains and losses, balance sheet and related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of directors and auditors**

As explained more fully in the Directors' responsibilities statement set out on page 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors, including "APB Ethical Standard - Provisions Available for Small Entities (Revised)".

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the directors' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications of our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2012 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

# **NORTH AYRSHIRE VENTURES LIMITED**

## **INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF NORTH AYRSHIRE VENTURES LIMITED *(continued)***

**YEAR ENDED 31 DECEMBER 2012**

---

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements and the directors' report in accordance with the small companies regime.

**Nick Bennett (Senior Statutory Auditor)**  
**for and on behalf of Scott-Moncrieff, Statutory Auditor**  
**Chartered Accountants**  
**Exchange Place 3**  
**Semple Street**  
**Edinburgh**  
**EH3 8BL**

# NORTH AYRSHIRE VENTURES LIMITED

## PROFIT AND LOSS ACCOUNT

YEAR ENDED 31 DECEMBER 2012

	Note	2012 £	2011 £
Turnover	2	424,472	429,826
Administrative expenses		(71,103)	(64,653)
Operating profit	3	353,369	365,173
Diminution in value of investment property		(279,362)	-
Interest payable and similar charges		(66,231)	(181,858)
Profit on ordinary activities before taxation		7,776	183,315
Tax on profit on ordinary activities	4	(34,459)	38,781
(Loss)/Profit for the financial year		(26,683)	222,096

The notes on pages 9 to 12 form part of these financial statements

**NORTH AYRSHIRE VENTURES LIMITED**  
**STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES**  
**YEAR ENDED 31 DECEMBER 2012**

---

	<b>2012</b> <b>£</b>	2011 £
(Loss)/Profit for the financial year attributable to the shareholders	<b>(26,683)</b>	222,096
Unrealised loss on revaluation of tangible fixed assets:		
Investment properties	<b>(330,639)</b>	(1,270,000)
Total gains and losses recognised since the last annual report	<b><u>(357,322)</u></b>	<b><u>(1,047,904)</u></b>

# NORTH AYRSHIRE VENTURES LIMITED

## BALANCE SHEET

31 DECEMBER 2012

	Note	£	2012 £	2011 £
<b>Fixed assets</b>				
Tangible fixed assets	5		3,050,000	3,660,000
<b>Current assets</b>				
Debtors	6	25,781		9,444
Cash at bank		95,614		61,812
		121,395		71,256
<b>Creditors: amounts falling due within one year</b>	7	(600,804)		(513,260)
<b>Net current liabilities</b>			(479,409)	(442,004)
<b>Total assets less current liabilities</b>			2,570,591	3,217,996
<b>Creditors: amounts falling due after more than one year</b>	8		(1,912,092)	(2,182,454)
<b>Provisions for liabilities</b>				
Deferred taxation	9		(58,517)	(78,239)
			599,982	957,303
<b>Capital and reserves</b>				
Called-up equity share capital	12		100	100
Revaluation reserve	13		90,521	421,159
Profit and loss account	13		509,361	536,044
<b>Shareholders' funds</b>	13		599,982	957,303

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

These financial statements were approved by the directors and authorised for issue on[ ], and are signed on their behalf by:

E W Adair

Company Registration Number: SC196860

# **NORTH AYRSHIRE VENTURES LIMITED**

## **NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 DECEMBER 2012**

---

### **1. Accounting policies**

#### **Basis of accounting**

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain fixed assets, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

#### **Going Concern**

The directors are of the opinion that the company can continue to trade profitably and meet its obligations as they fall due for at least 12 months from the date of signing of the financial statements. As a consequence, the financial statements have been prepared on a going concern basis.

#### **Turnover**

Turnover represents amounts receivable exclusive of Value Added Tax, where there is a right to consideration from trading activities.

#### **Fixed assets**

All fixed assets are initially recorded at cost.

#### **Investment properties**

Investment properties are shown at their open market value. The surplus or deficit arising from any revaluation is transferred to the investment revaluation reserve unless a deficit, or its reversal, on an individual investment property is expected to be permanent, in which case it is recognised in the profit and loss account for the year.

This is in accordance with the FRSSE which, unlike The Small Companies and Groups (Accounts and Directors' Report) Regulations 2008 made under the Companies Act 2006, does not require depreciation of investment properties. Investment properties are held for their investment potential and not for use by the company and so their current value is of prime importance. The departure from the provisions of the Act is required in order to give a true and fair view.

#### **Deferred taxation**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax, with the following exceptions:

Provision is made for tax on gains arising from the revaluation (and similar fair value adjustments) of fixed assets, and gains on disposal of fixed assets that have been rolled over into replacement assets, only to the extent that, at the balance sheet date, there is a binding agreement to dispose of the assets concerned. However, no provision is made where, on the basis of all available evidence at the balance sheet date, it is more likely than not that the taxable gain will be rolled over into replacement assets and charged to tax only where the replacement assets are sold.

Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

### **2. Turnover**

Turnover is wholly attributable to the company's main activities and arose entirely in the UK.

# NORTH AYRSHIRE VENTURES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2012

### 3. Operating profit

Operating profit is stated after charging:

	2012 £	2011 £
Auditor's fees	<u>3,000</u>	<u>3,100</u>

The only employees of the company were the directors and they received no remuneration (2011: £Nil).

### 4. Tax on profit on ordinary activities

	2012 £	2011 £
Current tax:		
UK corporation tax on profit for the year	54,181	32,905
Deferred tax:		
Origination and reversal of timing differences	(19,722)	(71,686)
	<u>34,459</u>	<u>(38,781)</u>

There were no factors that affected the tax charge for the year which has been calculated at the standard rate of tax for small companies in the UK.

There were no specific factors that may affect future tax charges.

### 5. Tangible fixed assets

	Investment properties £
<b>Cost or valuation</b>	
At 1 January 2012	3,660,000
Revaluation	(610,000)
<b>At 31 December 2012</b>	<u><b>3,050,000</b></u>

Investment properties were valued at £3,050,000 as at 31 December 2012 by Montagu Evans LLP on the basis of open market value for existing use. The valuation was carried out in accordance with the Practice Statement in the RICS Appraisal and Valuation Manual.

The historical cost of investment properties was £3,238,841 (2011: £3,238,841), net of grant funding of £566,475 received in prior periods to assist with their development.

### 6. Debtors

	2012 £	2011 £
Trade debtors	25,391	9,054
Prepayments	140	140
Amounts owed by group undertakings	250	250
	<u>25,781</u>	<u>9,444</u>

# NORTH AYRSHIRE VENTURES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2012

### 7. Creditors: amounts falling due within one year

	2012 £	2011 £
Bank loans	270,835	270,835
Amounts owed to group undertakings	177,269	108,269
Corporation tax	54,181	32,905
Other taxation	21,809	22,401
Other creditors	76,710	78,850
	<u>600,804</u>	<u>513,260</u>

The amount owed on the bank loan is secured by a first standard security over the company's investment properties.

### 8. Creditors: amounts falling due after more than one year

	2012 £	2011 £
Bank loans	<u>1,912,092</u>	<u>2,182,454</u>
Amounts payable by instalments:		
Within two to five years	1,122,041	1,122,041
After five years	790,051	1,060,413
	<u>1,912,092</u>	<u>2,182,454</u>

### 9. Deferred taxation

	2012 £	2011 £
Balance brought forward	78,239	149,925
Deferred tax credit/charge (note 4)	(19,722)	(71,686)
Balance carried forward	<u>58,517</u>	<u>78,239</u>

The provision for deferred taxation consists of the tax effect of timing differences in respect of:

	2012 £	2011 £
Excess of taxation allowances over depreciation on fixed assets	58,517	78,239
Other timing differences	-	-
	<u>58,517</u>	<u>78,239</u>

### 10. Contingencies

In certain circumstances, including change of ownership, major change in business or non-compliance with the conditions of grant contracts, funding received for tangible fixed assets may be subject to claw back by the grant providers (see note 5).

# NORTH AYRSHIRE VENTURES LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2012

### 11. Related party transactions

The company is a joint venture company owned equally by The EDI Group Limited, a company registered in Scotland, and North Ayrshire Ventures Trust. In the opinion of the directors, there is no ultimate controlling party.

During the year the company carried out the following transactions with related parties:

	Relationship	Nature of transaction	Charge for year (2012 and 2011) £	Year end debtor/(creditor) balance 2012 £	Year end debtor/(creditor) balance 2011 £
North Ayrshire Ventures Trust	Shareholder	Admin fees	30,000	(82,500)	(52,500)
The EDI Group Limited	Shareholder	Admin fees	30,000	(94,769)	(55,769)
New Laurieston (Glasgow) Limited	Subsidiary of EDI Group Limited	Short Term Loan Sundry debtor	(9,000) -	250	250

### 12. Share capital

Allotted, called up and fully paid:

	2012		2011	
	No	£	No	£
'A' Ordinary shares of £1 each	50	50	50	50
'B' Ordinary shares of £1 each	50	50	50	50
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

'A' and 'B' Ordinary shares rank *pari passu*.

### 13. Reconciliation of shareholders' funds and movement on reserves

	Share capital £	Revaluation reserve £	Profit and loss account £	Total shareholders' funds £
Balance brought forward	100	421,159	536,044	957,303
Profit for the year	-	-	(26,683)	(26,683)
Revaluation of fixed assets	-	(330,638)	-	(330,638)
Balance carried forward	<u>100</u>	<u>90,521</u>	<u>509,361</u>	<u>599,982</u>

Registered Company No: SC200851

Registered Charity No: SC029608

**NORTH AYRSHIRE VENTURES TRUST**  
**(A company limited by guarantee)**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 MARCH 2013**

**NORTH AYRSHIRE VENTURES TRUST**  
**(A company limited by guarantee)**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2013**

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# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **LEGAL AND ADMINISTRATIVE INFORMATION**

**Charity Name:** North Ayrshire Ventures Trust

**Registered Office and  
Operational Address:** Perceton House  
Irvine  
KA11 2AL

**Charity Registration Number:** SC029608

**Company Registration Number:** SC200851

**Trustees:** Marie Burns  
Laura Friel  
John Hunter  
Elma Murray

**Secretary:** Burness LLP

**Independent examiners:** Wylie & Bisset LLP  
168 Bath Street  
Glasgow  
G2 4TP

**Bankers:** North Ayrshire Municipal Bank  
Cunninghame House  
Irvine  
KA11 2AL

**Solicitors:** Murray, Gilles & Wilson  
22 Bank Street  
Irvine  
KA12 0AG

## **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED**

**31 MARCH 2013**

The Trustees are pleased to present their report together with the financial statements of the charity for the year ended 31 March 2013 and administrative information on page one forms part of this report.

#### **Directors and Trustees**

The directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees who served during the year and since the year end, unless otherwise shown, were as follows:

Marie Burns (appointed 16 May 2013)  
David O'Neill (resigned 16 May 2013)  
Laura Friel  
Elma Murray  
John Hunter

#### **Structure, Governance and Management**

- Governing Document

The charity was incorporated as a company limited by guarantee on 14 October 1999 and is governed by its Memorandum and Articles of Association.

- Recruitment and Appointment of Trustees

The company can have a maximum of 6 directors at any given time, four appointed directors and two co-opted directors. Appointed directors are nominated by North Ayrshire Council in accordance with the provisions contained in the Articles of Association. Co-opted directors are nominated by the existing directors but their appointment must be ratified by North Ayrshire Council.

Co-opted directors must retire at each Annual General Meeting and may seek re-election.

In considering potential Trustees consideration is given to the skills of existing Board members.

- Trustee Induction and Training

New Trustees are given an extensive briefing on the objectives and activities of the charity by the Chairperson.

- Risk Management

The Trustees have considered the major risks faced by the charity and have put appropriate procedures in place to minimise any impact of these.

- Organisational Structure

The charity is managed by its Trustees.

# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **REPORT OF THE TRUSTEES FOR THE YEAR ENDED**

**31 MARCH 2013**

### **Objectives and Activities, Achievements and Performance and Plans for Future Periods**

The principal activity of the charity is the promotion, for public benefit, of urban or rural regeneration in areas of social or economic deprivation in North Ayrshire.

The Trustees are currently considering potential future activities of the charity.

### **Financial Review**

During the year the charity received interest of £4,241. It has also charged North Ayrshire Ventures Ltd £82,500 in respect of administration fees, £52,500 of which relates to previous years. The charity incurred costs of £2,808 and reported a surplus of £83,933 which was added to reserves.

Costs in relation to administration of the charity were met by North Ayrshire Council.

North Ayrshire Council is carrying out a review of North Ayrshire Ventures Limited and North Ayrshire Ventures Trust to maximise opportunities to deliver North Ayrshire Ventures Trust core objectives.

### **Trustees' Responsibilities**

The Charity's trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company as at the Balance Sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing these financial statements the Trustees are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 1985 and the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in March 2005). The trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Approved by the Trustees and signed on their behalf by:

.....  
Laura Friel

Date:

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF NORTH AYRSHIRE VENTURES TRUST**

I report on the accounts of the charity for the year ended 31 March 2013, which are set out on pages 5 to 10.

### **Respective responsibilities of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

The charity trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

### **Basis of independent examiner's statement**

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

### **Independent examiner's statement**

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
- to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations

have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Jenny Simpson BSc (Hons), ACA, DChA**  
**Wylie & Bisset LLP**  
**Chartered Accountants**  
168 Bath Street  
Glasgow  
G2 4TP

**NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**

**(including Income and Expenditure Account)**

**FOR THE YEAR ENDING 31 MARCH 2013**

	Unrestricted £	Restricted £	2013 Total £	2012 Total £
<b>Incoming Resources</b>				
Incoming resources from voluntary funds				
Activities for generating funds – administration fees	82,500	-	82,500	-
Investment income – bank interest received	4,241	-	4,241	4,228
<b>Total Incoming Resources</b>	<u>86,741</u>	<u>-</u>	<u>86,741</u>	<u>4,228</u>
<b>Resources expended</b>				
Charitable activities	-	-	-	-
Governance costs – independent examiners fees	1,008	-	1,008	1,028
Tax implications consultancy	1,800	-	1,800	-
<b>Total Resources Expended</b>	<u>2,808</u>	<u>-</u>	<u>2,808</u>	<u>1,028</u>
<b>Net income for the year</b>	83,933	-	83,933	3,200
<b>Reconciliation of Funds</b>				
Total funds brought forward	409,585	437,500	847,095	843,895
Total funds carried forward	<u>493,528</u>	<u>437,500</u>	<u>931,028</u>	<u>847,095</u>

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

**NORTH AYRSHIRE VENTURES TRUST****(A company limited by guarantee)****BALANCE SHEET AT 31 MARCH 2013**

	Notes	£	2013 £	2012 £
<b>FIXED ASSETS</b>				
Investments			50	50
<b>CURRENT ASSETS</b>				
Debtors		82,500		-
Cash at bank and in hand		<u>849,682</u>		<u>848,045</u>
		932,182		848,045
Creditors: amounts falling due within one year		<u>1,204</u>		<u>1,000</u>
<b>NET CURRENT ASSETS</b>			931,028	847,045
<b>NET ASSETS</b>			<u>931,028</u>	<u>847,095</u>
<b>Unrestricted Funds</b>				
General Funds			493,528	409,595
<b>Restricted Funds</b>				
			437,500	437,500
<b>TOTAL FUNDS</b>			<u>931,028</u>	<u>847,095</u>

For the year ended 31 March 2013 the company was entitled to exemption under section 249A(1) of the Companies Act 1985. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 249B(2).

The trustees acknowledge their responsibility for:

- 1) Ensuring the company keeps accounting records which comply with section 221; and
- 2) Preparing accounts which give a true and fair view of the state of affairs of the company as at the end of its profit and loss for the financial year in accordance with section 226, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

These Accounts are prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Approved by the Trustees and signed on their behalf.

.....  
Laura Friel

.....  
John Hunter

Date: .....

# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2013**

### **1. Accounting Policies**

#### **a) Basis of preparation**

The financial statements have been prepared under the historic cost convention and in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 1985. The principal accounting policies adopted in the preparation of the financial statements are set out below.

#### **b) Fund accounting**

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

#### **c) Incoming resources**

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Incoming resources from charitable trading activities are accounted for when earned.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2013**

### **1. Accounting Policies (continued)**

#### **d) Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered and is reported as part of the expenditure to which it relates:

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage.

#### **e) Tangible fixed assets and depreciation**

Tangible fixed assets costing more than £500 are capitalised, including any incidental expenses of acquisition.

#### **f) Investments**

Investments in joint ventures are included at cost.

#### **g) Taxation**

The company is a charity within the meaning of Section 506(1) of the Taxes Act 1988. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Section 505 of the Taxes Act 1988 or Section 256 of Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

### **2. Legal Status**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2013**

### **3. Net Income for the Year**

This is stated after charging:

	<b>2013</b>	<b>2011</b>
	<b>£</b>	<b>£</b>
Independent examiner's remuneration	1,008	978

The charity had no employees during the year.

### **4. Trustees' Remuneration and Related Party Transactions**

No Trustees received any remuneration during the year (2012; Nil). No expenses were reimbursed to Trustees (2012; Nil).

No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2012; Nil).

### **5. Fixed Asset Investments**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Shares in Joint Ventures, at cost	<u>50</u>	<u>50</u>

The company owns 50 ordinary £1 shares in North Ayrshire Ventures Limited, a company limited by shares, incorporated in Scotland. The Trustees consider that they do not control this company.

### **6. Debtors**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Administration fees – due from North Ayrshire Ventures Limited	82,500	-
	<u>82,500</u>	<u>-</u>

### **7. Creditors: Amounts falling due within one year**

	<b>2013</b>	<b>2012</b>
	<b>£</b>	<b>£</b>
Accruals	1,204	1,000
	<u>1,204</u>	<u>1,000</u>

# **NORTH AYRSHIRE VENTURES TRUST**

**(A company limited by guarantee)**

## **NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2013**

### **8. Restricted Funds**

	<b>Movement in funds</b>			
	<b>Balance at 1 April 2012</b>	<b>Incoming resources</b>	<b>Expenditure (gains)/losses</b>	<b>Balance at 31 March 2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Capital reserve – donated assets	437,500	-	-	437,500
	<u>437,500</u>	<u>-</u>	<u>-</u>	<u>437,500</u>

The Capital reserve relates to funds received in recognition of heritable assets transferred to a development company

### **9. Unrestricted Funds**

	<b>Movement in funds</b>			
	<b>Balance at 1 April 2012</b>	<b>Incoming resources</b>	<b>Expenditure (gains)/losses</b>	<b>Balance at 31 March 2013</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General charitable funds	409,595	86,741	2,808	493,528
	<u>409,395</u>	<u>86,741</u>	<u>2,808</u>	<u>493,528</u>

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 11

11 June 2013

#### Cabinet

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**Subject:** ICT Strategy 2011-16

---

**Purpose:** To provide Cabinet with an update on progress and details of the next steps in relation to the ICT Strategy.

---

**Recommendation:** Cabinet is being asked to (a) note progress; and (b) receive reports on progress every 6 months.

---

#### 1. Introduction

- 1.1 The CMT and Executive approved the Council's [ICT Strategy 2011-16](#) in December 2011. This report outlines progress on the ICT Strategy to May 2013.

#### 2. Current Position

- 2.1 Progress and next steps are detailed in the attached Action Plan (Appendix 1). However, the key points of note are:
- Network Improvements: Following a rigorous tender process the preferred supplier has been identified for provision of a secure and robust wide area network to support access to business systems and business information.
  - Tenders are currently being evaluated to implement further network enhancements, including Local Area Networks (within buildings), wireless in schools, as well as upgrading the Council's main telephony infrastructure. This should deliver opportunities for a variety of new and emerging technologies and business opportunities currently not available.
  - ICT in conjunction with Services has undertaken a strategic assessment of all major applications to determine their appropriateness to deliver their Service over the next 5 years. IT Services will now work with Services to develop business cases where applications require replacement or upgrade.

- The Council has invested in a virtual server environment. Over 100 physical servers have been migrated to the new environment. This has improved server management, data storage and backup processes and reduced the total physical capacity required for the server estate. In addition, the virtual environment has reduced power consumption and air conditioning for the corporate data centre by approximately 5.6% per annum.
  - Over 700 desktop devices have been replaced since January 2012. A significant number of devices have been replaced with laptops, increasing the opportunity to move to home and wireless working.
  - The Councils re-designed website is live and feedback is very positive.
- 2.2 The Executive was informed in December 2011 that the ICT Strategy and Action Plan would be reviewed in line with the outcome of the Supporting Services review, the conclusion of which is outstanding.

### **3. Proposals**

- 3.1 Cabinet is being asked to note progress on the ICT Strategy to May 2013.

### **4. Implications**

#### Financial Implications

- 4.1 None

#### Human Resource Implications

- 4.2 None

#### Legal Implications

- 4.3 None

#### Equality Implications

- 4.4 None

#### Environmental Implications

- 4.5 None

#### Implications for Key Priorities

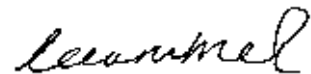
- 4.6 None

## **5. Consultations**

- 5.1 A report was provided to the CMT on the 8th May 2013 and an update provided at the recent Learning event on the 23rd April 2013. Regular updates are also provided to the ICT Steering Group.

## **6. Conclusion**

- 6.1 Cabinet is being asked to note progress on the ICT Strategy to May 2013 and receive a further report in 6 months.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Lorna Morley, IT Team Manager (Strategy and Performance) on [lmorley@north-ayrshire.gov.uk](mailto:lmorley@north-ayrshire.gov.uk) or 01294 324254.

### **Background Papers**

ICT Strategy Update to CMT on 8th May 2013



## ICT Strategy Action Plan

Action	Objectives and actions	Progress	Next Steps
<b>1. OUR PEOPLE</b>			
<b>Objective 2: Use emerging technologies to improve collaboration, communication and online participation.</b>			
2.1	Invest in technology that will enable further mobile working solutions.	<p><b>Network Review</b> - Cabinet approved the allocation of £3m over 3 years to upgrade the Council's voice and data network, Services will benefit from this significant investment in the Council's IT infrastructure, and improvements are aligned with the Asset Management Plan.</p> <p>The Wide Area Network (WAN) tenders have been returned and evaluated.</p> <p>Tenders for Local Area Network (LAN), Wireless in Schools and upgrading of the Council's main telephony infrastructure are being evaluated.</p> <p><b>Wireless Access Points (WAPs):</b> further WAPs have been deployed in Council buildings and schools to extend mobile working opportunities for Council staff.</p> <p><b>iPads</b> – have been deployed to Elected Members and ECMT.</p>	<p>Agree deployment approach with supplier</p> <p>This will be further enhanced by the award of a contract for Wireless in Schools.</p>
2.2	Trial and implement emerging technologies.	Video, Web and Audio <a href="#">conferencing</a> was introduced last year and is available to all Council staff. Web and audio conferencing is a Pay As You Go solution. This was promoted at the recent IT Learning Event.	IT Services are currently reviewing various tablet devices and Windows 8 and will continue to review further new technologies.
2.3	Implementation of the IBM Lotus collaboration suite will continue, providing the workforce with opportunities for new ways of working and sharing information across Services.	<p><b>eMail</b> upgraded and collaboration tools introduced. This has provided new ways of sharing information.</p> <p>IT Services are exploring alternative eMail solutions including Cloud technology and similar to other authorities keeping abreast of National programmes such as G-Cloud, PSN and SWAN.</p>	IT Services are reviewing the existing Lotus environment and exploring alternative options.
<b>Objective 4: Deliver a positive impact for customers</b>			
4.1	Maximise online access to services. The Council's web-site will continue to be developed and the required online services will be implemented as part of this process taking cognisance of the need for mobile phone access and the National approach to	Following extensive stakeholder consultation, the Council engaged with consultants to re-design the Council's website which went live in April. A dedicated web analyst has been recruited to ensure continuous review and improvement of what we do and investment is aligned to the Customer Services Strategy.	Undertake SOCITM Better Connected rating for website later in 2013 with the aim of increasing rating from 1 Star to 4 Star.

	citizen authentication.	<p>Online services now include:  Rubbish and Recycling  Roads and Lighting  Contact Us  Special Uplifts  Council Tax  School Placing Requests</p> <p>Following a review of complaint handling in 2011 and working with the Improvement Service national initiative, a new centralised complaints process has been introduced. The aim is to implement a consistent process for customers to follow which makes it simpler to complain, ensures staff and customer confidence in complaints handling and encourages the Council to make best use of lessons from complaints.</p> <p><b>Ayrshare</b>, a project group within the Ayrshire and Arran Data Sharing Partnership (three Ayrshire Councils and the NHS) have developed an IT system to enable the electronic sharing of child care assessment and chronology information to be accessed by Councils and NHS staff.</p> <p>IT Services were involved in key aspects of the project. Stage 1 has been successfully implemented and allows access for all partners.</p> <p>Stage 2 to link NHS FACE and NACs Carefirst is underway.</p>	<p>Continue to grow online transactions to drive online demand and support Customer Contact Strategy.</p> <p>Customer Services has recruited a Complaints and Feedback Officer who will join the Council in June to support Services in the complaints handling process.</p> <p>NAC are working with OLM the Social Services Carefirst system provider, NHS and other Ayrshire authorities to implement link between Ayrshare and Carefirst.</p>
4.2	Define the optimum governance structure to ensure that the intranet and internet are managed to the Council's best advantage.	The new governance arrangements were approved by the CMT and a new co-ordinated approach to web development and content delivery is now in place.	
4.3	Develop mobile phone technology to contact customers and for customers to request services and access information as a low cost channel for service delivery.	<p>The new website has been developed to incorporate access from mobile devices.</p> <p>The "Report It" application is available for iPhone and android.</p>	
<b>Objective 7: Grow the ICT competency to ensure effective use of the available ICT resources.</b>			
7.1	Review workforce skills & knowledge requirements against the demands of the Council's ICT and build into the Performance	<p>eLearning for Microsoft Office 2010 is available to all staff.</p> <p>The Microsoft Home Use Program can help increase employee skills</p>	IT Services continue to work closely with HR in relation to the eLearning Strategy for IT relating learning.

	& Personal Development (PPD) plans.	and productivity and is available to all staff using Microsoft Office in the workplace at minimal costs.	
<b>OUR INFORMATION</b>			
<b>Objective 3: Maximise the use of Core Business applications</b>			
3.1	Undertake a strategic assessment of all major applications to determine their appropriateness to deliver a service over the next 5 years.	Technical and Business reviews are complete for: Paris Payments System, Financial Management System (FMS), CHRIS HR and Payroll System, iWorld Revenues and Benefits, Cars Debt Management, Non domestic Rates (NDR).  Reviews underway for: iWorld Housing, Uniform (gazetteer, building control and planning) ARMS and Apex Asset Management.	IT Services is now working with Sponsors to develop business cases where systems should be replaced or upgraded.
3.2	Promote and develop the links between the gazetteer and other property systems within the Council to allow services to enhance their service delivery through access to property information from matched systems and use of mapping and location based information.	Automated updates are forwarded from the Council's property gazetteer to the new Whitespace Waste Management System. This should provide enhanced mapping features.  This is available for staff on the Council's intranet.	Work is progressing to make this available on the Council's website for citizens. Improved delivery of information will help citizens find information about their community.
3.3	Review the use of Microsoft products and standardise on a level of software that allows the effective sharing of information, whilst future proofing the Council's investment in ICT software assets.	Cabinet approved the procurement of a <b>Microsoft Enterprise Agreement</b> .  Windows 7 and Microsoft Office 2010 licences have been purchased with the provision of updates for 3 years.  Other benefits of the Agreement include the use of more effective Asset Management software which is being implemented.	MS Office 2010 is 60% deployed and all main buildings will be upgraded by Jun 13. Outlying buildings will be upgraded thereafter.
<b>Objective 5: Promote and support the effective management and use of information</b>			
5.1	Engage with EDRM specialists to assist the Council in understanding the business and financial benefits, implications for business processes, and the critical factors for realisation of these benefits.	EDRMS – A consultant's report on Business Benefits and Readiness for the introduction of EDRMs was presented to the CMT. The report concludes that implementation of EDRMs involves significant business transformation and success is dependent on: senior management support to ensure resources are available; development of specific projects related to key activities; development of Information Management Training; and the appointment of a Corporate Information and Records Project Officer.	A role profile has been developed for the Information & Records Project Officer post. This is progressing through Job Evaluation and the Scheme of Delegation process.
5.2	Implement Records Management protocols and procedures that will support the Council's compliance with the Public Records	The National Records of Scotland have issued guidance on the requirements of the Records Management Plan (RMP).  A Gap Analysis has been completed in relation to these	The draft RMP and the revised Information and Records Management Policy is to be completed and

	(Scotland) Act 2011.	requirements. Preparation of the RMP is underway along with associated policies and guidelines. Progress has been, made with input from Services, in reviewing the Records Retention Schedule.	approved.
5.3	An email archiving solution will be investigated including a review of the risks and benefits of hosting externally.	This has been delayed due to the options that may be available through Cloud and National programmes.	IT to continue to keep abreast of all developments in relation to National programmes.
5.4	The Information Management Training Framework will be developed and Services will continue to commit to staff undertaking the training.	The Information Management Training Framework continues to be available and Services commit staff resources to this.  The Council's Data Protection Policy was approved by Cabinet in October.	Establish the Data Protection Advisory Group, led by the Head of Democratic & Administration Services.
<b>Objective 6: Maintain alignment of ICT investment with the Council's priorities.</b>			
6.1	Review, co-ordinate and corporately manage ICT investment in support of the Council's objectives and establish the investment plan for the development and introduction of ICT Systems and infrastructure.	IT Services are represented on the Capital Programme Action Group (CPAG).  The implementation of a Change Advisory Board has been approved by CMT in May. This will ensure that all new projects are reviewed and prioritised in line with ITIL as good business practice.	Review of IT Governance is underway.
6.2	Ensure Service Management are kept up to date with strategic decisions as well as appropriate performance and project information	Strategic and Operational Service Review meetings are on-going with Education and Skills, Social Services and Health and Finance and Corporate Services. Meetings have been well received and are facilitating closer discussion and working relationships.  Recent organisational changes across the Council have prompted a review of IT Strategic contacts for all Directorates and Services.	IT Services to schedule future meetings.
6.3	Review the role and remit of the ICT Steering group to ensure the governance arrangements meet the business needs of the Council.	The ICT Steering Group re-formed in Jan 2012 and met during 2012. The remit of the group was revised and agreed.  The introduction of the ITCAB in May 2013 has included a review of the ICT Steering Group.	Review membership of ICT Steering Group and schedule future meetings.  Schedule ITCAB meetings as required and review process following a limited time period.
6.4	The Elected Members ICT Working Group will continue to assist with the implementation of new technology solutions to meet the governance and business engagement needs of Elected Members.	Initial meeting held with working group. Demonstration of the Improvement Service's Members Portal was held.	Ensure draft remit meets the IT needs of Elected Members.

OUR INFRASTRUCTURE			
Objective 1: Provide an ICT infrastructure that is reliable, flexible and secure, and conforms to appropriate technical standards			
1.1	Engage with ICT Industry partners to provide an ICT infrastructure that is reliable, flexible and secure, conforms to appropriate technical standards and will enable staff to be more agile in how they deliver services to the public.	<p>See 2.1 Network Review</p> <p>The implementation of a virtual server environment has reduced power consumption and air conditioning for the corporate data centre by approximately 5.6% per annum. This supports the Council's Objective of operating more efficiently and effectively.</p> <p>File servers in secondary schools have been refreshed to improve performance and resilience.</p>	<p>Over 100 servers have been virtualised and work is planned to reduce the estate further with around 15 physical servers still to be virtualised.</p> <p>IT will continue to explore reducing energy usage where possible.</p>
1.2	Encourage the take-up of agile working by Services and continue to implement and support the technical infrastructure for mobile working by expanding the deployment and encourage the use of Wireless Access Points(WAP) in Council buildings. This will allow visiting staff secure access to information saving them returning to the office.	<p><b>Desktop Replacement Programme</b> – over 700 desktops have been replaced across the Council as part of the above programme, with 51% of the new devices now being laptops.</p> <p><b>Web Filtering</b> Staff can access the web more effectively due to the implementation of an updated web filtering system.</p>	<p>This will be extended to Bridgegate House as part of the Refurbishment Programme.</p> <p>Work with Services to encourage and increase the take up and usage of Wireless and Remote Access.</p>
1.3	Work closely with all services to provide an infrastructure that will deliver service priorities and outcomes and continue to meet the requirements of the Education & Skills strategy and the emerging needs of the Social Services & Health change programme.	<p>See 1.1 above <b>Network Review</b></p> <p>See 2.1 above <b>Schools Wireless</b></p> <p>A first draft of the E&amp;S ICT Strategy has been prepared. Education and Skills in conjunction with IT Services have agreed a migration plan to move from GLOW to Office 365 as part of the national initiative. Stage 1 saw the migration of NAC school staff and pupils to Office 365 eMail in Mar 13.</p>	<p>Stage 2 is being progressed and will provide schools with Microsoft Office 365, office application in summer 13.</p>



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 12**

**11 June 2013**

#### **Cabinet**

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**Subject:** **North Ayrshire Council Older People's Housing Strategy**

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**Purpose:** To seek Cabinet approval for the mainland North Ayrshire Older People's Housing Strategy (Appendix 1).

---

**Recommendation:** That the Cabinet approves the mainland North Ayrshire Older People's Housing Strategy

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#### **1. Introduction**

- 1.1 Scotland, along with the rest of the UK, is facing a significant demographic shift within the general population over the course of the next 20+ years. The figures provided by the General Registers Office Scotland estimate a 33% increase of people aged 65-74 and an 84% increase of people aged 75 and over by 2033. The comparative figures provided for North Ayrshire estimate a 34% increase in those aged 65-74 and a 92% increase in those aged 75 and over by 2033.
- 1.2 This has significant implications for North Ayrshire and Scotland in general, but it has particular significance for the housing system in ensuring that suitable housing options are available for the rapid future rise of older people, particularly those with mobility problems or other long term conditions.
- 1.3 The population projections when coupled with the shifting the balance of care agenda, decreasing budgets and reduced new build rates, creates a unique set of circumstances. These future housing challenges will need to be largely met by making best use of existing housing stock and maximising resources across all tenures and sectors.
- 1.4 These challenges were recognised by the previous Executive of the Council in March 2011 when approval was given to develop a mainland North Ayrshire Older People's Housing Strategy.

- 1.5 It was recognised that, due to significant differences in tenure, demographics, availability of suitable housing and socio-economic indicators there are unique challenges in addressing the older people housing issues on the islands of Arran and Cumbrae. These areas are therefore subject to separate research that is due to be concluded by December 13. This approach is in line with other key areas of strategic planning such as the Housing Need and Demand Assessments and the distinct rural section within the 2011-16 Local Housing Strategy.

## **2. Current Position**

- 2.1 An internal Older People's Housing Strategy Working Group was established to progress the development of the strategy; membership included personnel from Housing Services, Social Services and Finance & Property.
- 2.2 The Scottish Government, through the Wider Planning for an Ageing Population working group, has recently produced a 10 year National Strategy for Housing Scotland's Older People. Running in parallel with the development of the National Strategy, Housing Services has been working in conjunction with members of the Scottish Government's Joint Improvement Team (JIT) and other key stakeholders to ensure that, at a local level, the North Ayrshire Strategy outcomes take account of the national priorities and policy direction.
- 2.3 To help understand the views of North Ayrshire residents who may develop specific housing and support requirements in the period to 2035, North Ayrshire Council (NAC) undertook its first large scale survey of those aged 50 and over regarding their housing wants and needs. Additional research and consultation was also undertaken with key stakeholder groups as part of the development of the NAOPHS; more detail regarding this process is contained within section 5 of this report.
- 2.4 The five local outcomes that have been developed, and form the basis of the attached NAOPHS, are shown below:

**Main Outcome 1:** Clear strategic leadership is in place at national and local level about housing outcomes to be delivered for older people;

**Main Outcome 2:** Older people are better assisted to remain in, and make best use of, existing housing stock;

**Main Outcome 3:** Investment in new housing provision across the sector meets future needs of older people;

**Main Outcome 4:** The needs of older people for low level, preventative support are met; and

**Main Outcome 5:** The infrastructure to support these outcomes is improved.

- 2.5 An important theme that recurred within the consultation and research process is the need for more effective joint working. There are a number of cross cutting priorities across Housing, Social Care and Health that need to be taken forward in a holistic manner. To facilitate this, and ensure the NAOPHS outcomes are successfully delivered, an Older People Housing Team, made up of a manager and two development officers, is now in place.

The key priorities of the Older People Housing Team are:

- Taking forward the sheltered housing development programme;
- Develop an older people housing options approach;
- Take forward the North Ayrshire adaptations research;
- Improve joint working and planning across the Community Planning Partnership;
- Improved consultation & engagement;
- Develop a 'one stop shop' model for older people; and
- Explore different housing models for older people.

### **3. Proposals**

- 3.1 The Cabinet is invited to approve the North Ayrshire Older People's Housing Strategy.

### **4. Implications**

#### Financial Implications

- 4.1 £800,000 per annum has been set aside as part of the HRA Business Plan development to deliver the sheltered housing development programme.
- 4.2 A total of £2.617m has been invested in two developments at Currie Court, Ardrossan and Woodgrove, Dreghorn and both projects are due for completion in 2013/14. Two future developments which were approved by Cabinet on 30 April 2013 are Kiln Court, Irvine and Montgomery Court, Kilbirnie, with indicative projects costs of £2.736m and £2.48m respectively.

#### Human Resource Implications

- 4.3 The Older People's Housing Strategy will be taken forward by the Older People Housing Manager. There will be additional input required from Housing, Finance and Property, ICT and Social Services & Health.

#### Legal Implications

- 4.4 There are no legal implications

#### Equality Implications

- 4.5 The Older People's Housing Strategy has been subject to an equalities impact assessment to ensure that no discrimination is inherent within the document.

#### Environmental Implications

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

#### Implications for Key Priorities

- 4.7 The creation of an Older People's Housing Strategy is in direct response to the findings of the LHS 2011-16 and the CHP Joint Commissioning Strategy Action Plan. The OPHS assists in addressing the information gaps highlighted through other strategic documents in relation to planning for an ageing population.

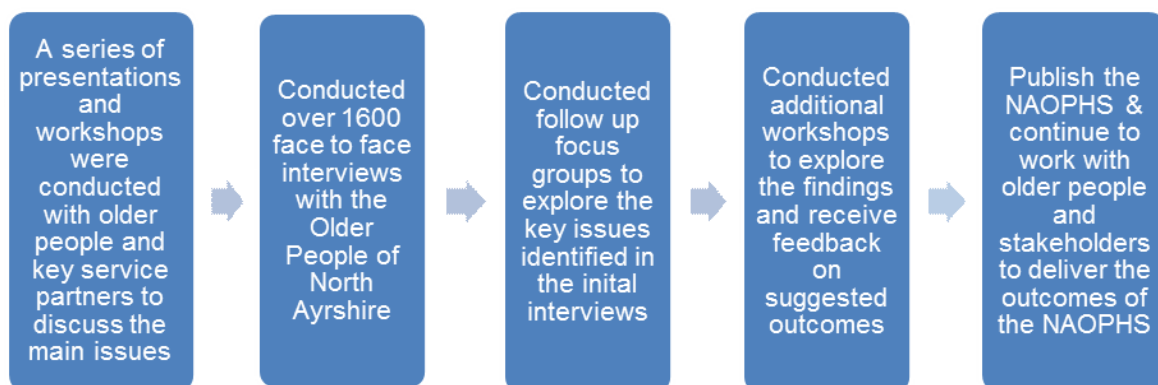
### **5. Consultations**

- 5.1 The key underlining principle through the development of the NAOPHS has been to engage with the older people of North Ayrshire and key strategic partners and begin identifying the housing elements that are important to older people. The diagram below shows the key consultation processes undertaken to gauge the opinions of older people and additional stakeholders.

The key aim of the engagement process was:

*'To understand the key needs and wants of older people within North Ayrshire, with respect to the housing and environmental circumstances that would optimise their independence and quality of life.'*

**Figure 1: Older People Engagement Process**



- 5.2 The North Ayrshire Housing Partnership and Community Health Partnership have been consulted and kept informed at key stages.

## **6. Conclusion**

- 6.1 If approved, the Older People Housing Strategy will make a significant contribution to addressing local objectives in terms of an ageing population within North Ayrshire. The strategy has been drafted to clearly demonstrate what older people and other key stakeholders have said they want, and to show how NAC and its partners propose to translate that feedback into housing outcomes that older people want.

IONA COLVIN

Corporate Director (Social Services and Health)

Reference :

For further information please contact Olga Clayton on 01294 324626

## **Background Papers**

None



# North Ayrshire Older People Housing Strategy

2013 - 2016



## Document Information

\*Users of hard copies of this document are responsible for ensuring their copy is up to date\*

Issue Date	<b>April 2012</b>	
Version/Issue Number	<b>Issue 1</b>	
Document Status	<b>Final Consultative Draft</b>	
Effective From Date	<b>April 2013</b>	
Review Date	<b>April 2016</b>	
Scope of Document	<b>The North Ayrshire Older People's Housing Strategy sets out the strategic direction of older people's housing and related support services from 2013-2016. The outcomes presented within the strategy are the result of an extensive consultation exercise with the older people of North Ayrshire and key service delivery partners.</b>	
Objective		
Who needs to know?		
Document Sponsor	Name	<b>Olga Clayton</b>
	Job Title	<b>Head of Community Care &amp; Housing</b>
Author	Name	
	Contact Tel:	

## Amendment Record

Date	Issue No.	Section/Page	Details of Change	Authorised By:

## Amendment Notes

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## Foreword

I am pleased to introduce North Ayrshire Council's (Mainland) Older People's Housing Strategy which sets out the strategic direction of older people's housing and related support services over the next three years.

The need for research around housing for an ageing population was highlighted through the North Ayrshire Council Local Housing Strategy (2011 – 2016) as a key area for further research and this document is the culmination of that work.

The Strategy comes at a vital time for housing and addresses a number of the most significant and important challenges facing the Council and its partners and communities in terms of the older people's agenda.

With the continued recession and restrictions on public expenditure set to continue for a number of years, the task of ensuring that the quantity and quality of housing meets the needs and aspirations of older people within North Ayrshire will be a considerable undertaking.

Creating and sustaining strong, vibrant communities requires the commitment and resources of a range of public and private sector agencies and, crucially, local people. The outcomes presented within the strategy are the result of an extensive consultation exercise with the older people of North Ayrshire and key service delivery partners.

I thank all of you who took the time to participate in the consultation and provided feedback and I look forward to ongoing partnership working as we implement and monitor progress with the strategy over the next few years.

I am confident that by working together we can build on our achievements and create a North Ayrshire where older people are able to enjoy affordable, good quality housing in a pleasant and safe environment.

I am delighted that through consultation our stakeholders have identified a vision for the Older People's Housing Strategy which demonstrates clear strategic direction and our commitment to partnership working.

*"To create a multi-agency framework to jointly deliver positive outcomes for the older people of North Ayrshire; through the provision of the housing and related services that they want and need."*

I would like to thank everyone who participated in the development of this strategy. Your views have directly influenced and informed it.

## Executive Summary

North Ayrshire Council has recognised the pressing need to plan for the future local challenges in providing housing and housing related support for the rapid rise in the 65+ population across the next 20 years. To ensure North Ayrshire has suitable housing for a growing ageing population will have significant financial implications for the local authority. In addition, through the research phase of the North Ayrshire Older People's Housing Strategy (NAOPHS) it highlighted the following additional elements need recognition in conjunction with the changing demographic:

- The national Reshaping Care for Older People agenda puts the home and community at the heart of care provision
- North Ayrshire has a higher rate of households that have long term illness (LTI) or disability when compared to Scotland overall
- North Ayrshire has the fifth highest rate in Scotland of those aged 65+ hospitalised after a fall in the home
- National data has projected that those diagnosed with dementia nationally will double over the next 20+ years; this has significant implications for housing and care providers
- There is only a small proportion of older people within North Ayrshire that recognise the benefit of planning for their housing needs in later life
- There is a projected reduction in the younger age groups within North Ayrshire and therefore a future deficit of those able to provide informal care and support in the future
- There is an overall reduction in new build housing rates within North Ayrshire, due to the current economic climate
- The economic environment has also resulted in an overall reduction in real term budgets nationally and within North Ayrshire.

This presents a difficult set of circumstances in relation to housing an ageing population, the shifting the balance of care agenda, economic climate and the projected demographic changes essentially mean that housing can no longer be viewed as just 'bricks and mortar' it has to become part of an integrated housing and care system for older people.

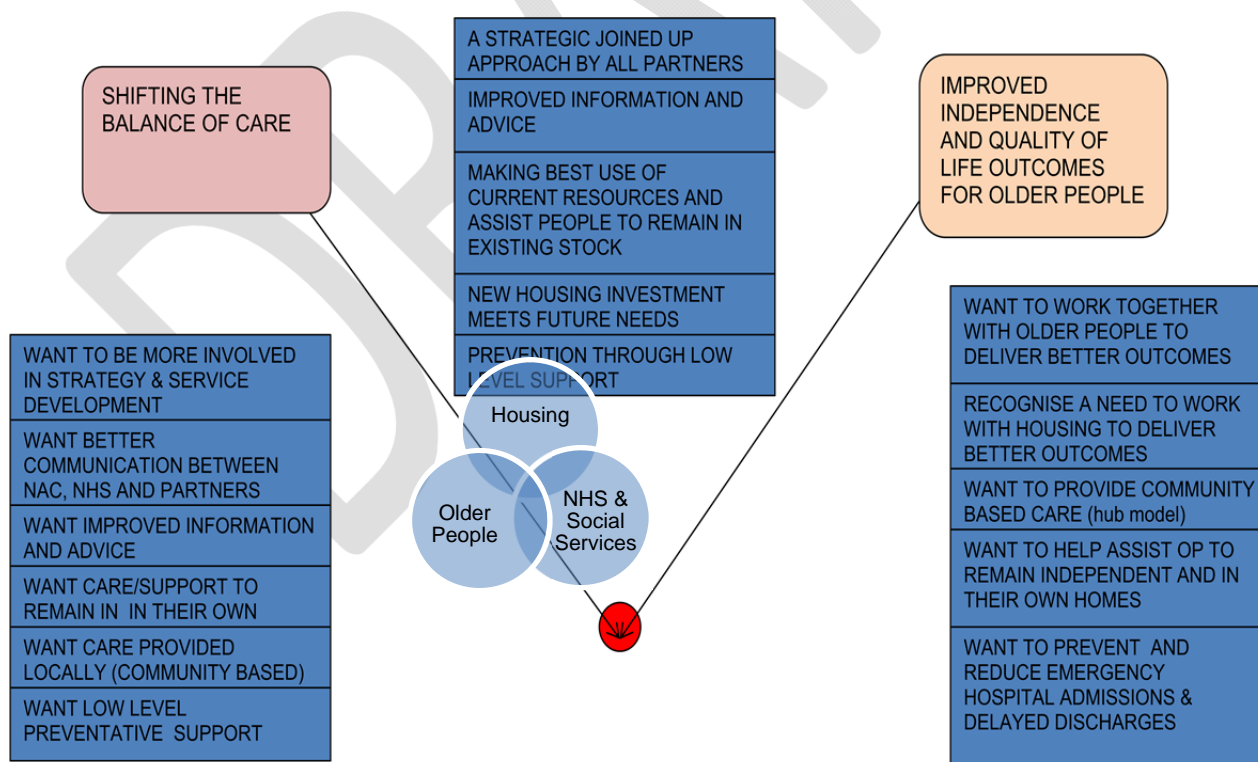
Critically, the health and age profile of North Ayrshire has the potential to create an unsustainable demand for suitable housing for older people in the near future. The demand will also affect our partners in the NHS and Social Care in an equally unsustainable way, if current methods of service delivery and cost levels are maintained.

In order to meet the increased demand anticipated across Housing, Health and Social Care, the increased involvement of older people, carers, the 3<sup>rd</sup> Sector and other housing providers (such as Registered Social Landlord's and the independent sector) in the strategic planning process and development of services will be crucial. The status quo is not financially sustainable, therefore it is imperative that everyone works together to maximise available resources and deliver the joint services older people want and need to support them to remain independent and in their own homes.

To ensure that older people and key stakeholders shaped the NAOPHS over 1600 people aged 50+ were surveyed and several focus groups, workshops and events were carried out to enable an inclusive overview of different sectors opinions to inform the strategy.

The findings of the NAOPHS research has highlighted that at a broad strategic level, older people, as well as Housing, Health and Social Care providers all want to achieve the same general outcomes in relation to the future shape of older people's housing and care services. The diagram shown below illustrates the crossover of individual outcomes that each party would like to see achieved through the NAOPHS.

**Figure 1: Joint Outcomes for Older People's Housing and Care Services**



The NAOPHS research has provided key insights into the outcomes that older people, housing services, the NHS and Social Care want to achieve for older people. The NAOPHS sets out the first steps in achieving the agreed outcomes that each key stakeholder wants to see delivered.

### **Strategic Outcomes:**

Throughout the consultation events and focus groups conducted the five key national themes were agreed as the basis to develop strategic outcomes at a local level, and demonstrate clear linkages to the National Strategic Outcomes. The national and local outcomes that have been developed and form the basis of this strategy are shown below:

- National Outcome 1: *Clear strategic leadership*
- **Local Outcome 1: Clear strategic leadership is in place at a local level about the housing outcomes to be delivered for older people**
- National Outcome 2: *Information and Advice*
- **Local Outcome 2: The information and advice needed by older people to make the best decisions about their housing and support provided**
- National Outcome 3: *Better use of existing housing stock*
- **Local Outcome 3: Older people are better assisted to remain in, and make best use of, existing housing stock**
- National Outcome 4: *Preventative support services*
- **Local Outcome 4: The needs of older people for low level, preventative support are planned for and met**
- National Outcome 5: *New build housing*
- **Local Outcome 5: Investment in new housing provision across sectors takes into account the current and future needs of older people.**

### **Introduction**

The need for research around housing for an ageing population was highlighted through the 2011-2016 Local Housing Strategy (LHS) as a key area for further research and the NAOPHS is the culmination of that work.

The population projections provided by the General Register Office for Scotland (GROS) for the period to 2035 show that within North Ayrshire the number of people aged 65-74 is expected to increase by 27%, while the numbers aged 75+ are projected to rise by 84%<sup>1</sup>. This has significant implications for North Ayrshire and Scotland in general, but it has particular significance for the housing system in ensuring that suitable housing options are available for the rapid future rise of older people, particularly those with mobility problems or other long term conditions.

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<sup>1</sup> General Register Office Scotland (GROS) 2010 population projections, using 2010 as the baseline

The population projections when coupled with the shifting the balance of care agenda, decreasing budgets and reduced new build rates, creates a unique set of circumstances. These future housing challenges will need to be largely met by making best use of existing housing stock and maximising resources across all tenures and sectors.

To help understand the views of North Ayrshire residents who may develop specific housing and support requirements in the period to 2035, North Ayrshire Council (NAC) undertook its first large scale survey of those aged 50 and over regarding their housing wants and needs. Additional research and consultation was also undertaken with key stakeholder groups as part of the development of the North Ayrshire Older People's Housing Strategy (NAOPHS).

The Scottish Government, through the Wider Planning for an Ageing Population working group, has produced a 10 year National Strategy for Housing Scotland's Older People<sup>2</sup>. Running in parallel with the National Strategy, North Ayrshire Council has been working in conjunction with the older people of North Ayrshire, members of the Scottish Government's Joint Improvement Team (JIT) and other key stakeholders to ensure that at a local level the process begins to plan for the projected demographic and economic shifts that will reshape our current housing, social care and health system.

An important theme that has recurred within the consultation process and previous research is the need to work together<sup>3</sup>. The research conducted as part of the process of developing the NAOPHS has identified a number of cross cutting priorities across Housing, Social Care and Health. The challenges created by the demographic changes affect all three services collectively. The current environment not only presents significant challenges for all three sectors, but also an unprecedented opportunity for improved joint working to deliver the services older people want and need, in a more cohesive and cost effective manner. The NAOPHS has been developed to help inform and plan the service improvements that older people have expressed they want and need.

The specific housing market contexts of the islands of Arran and Cumbrae were also highlighted within the 2011-2016 LHS as an area that required further research, given the distinct issues and challenges. To ensure that the islands are represented fully a separate piece of research will be carried out and an island specific Older People's Housing Strategy produced.

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<sup>2</sup> Age, Home and Community: A Strategy for Housing for Scotland's Older People: 2012-2021, Scottish Government (November 2011) <http://www.scotland.gov.uk/Publications/2011/12/16091323/0>

<sup>3</sup> Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie. (June 2011) <http://www.scotland.gov.uk/Publications/2011/06/27154527/0>

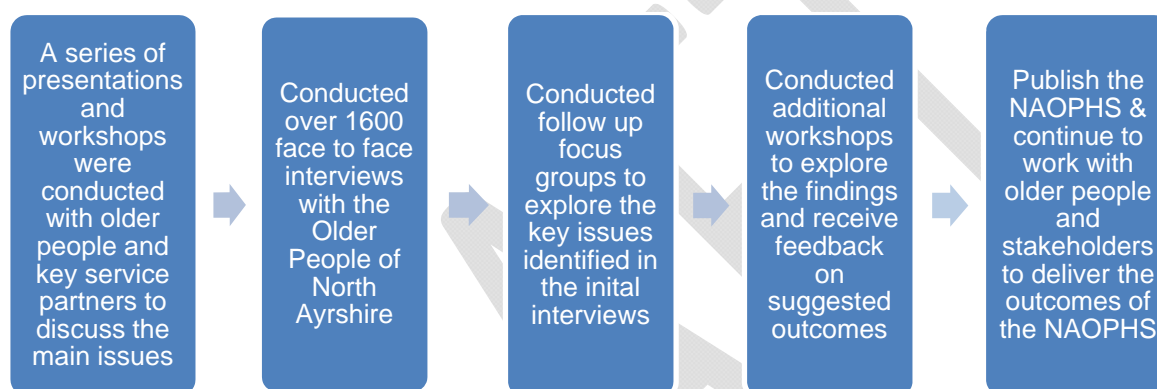
## Working Together to Shape the Strategy

The key underlining principle through the development of the NAOPHS has been to engage with the older people of North Ayrshire and key strategic partners and begin identifying the housing elements that are important to older people. The diagram below shows the key consultation processes undertaken to gauge the opinions of older people and additional stakeholders.

The key aim of the engagement process was:

*‘To understand the key needs and wants of older people within North Ayrshire, with respect to the housing and environmental circumstances that would optimise their independence and quality of life.’<sup>4</sup>*

**Figure 2: Older People Engagement Process**



The major element of the engagement process with the older people of North Ayrshire was through the Older People's Housing Survey (OPHS). The OPHS was the first large scale survey that NAC has undertaken specifically for people aged 50 and over regarding their housing wants and needs. The main reason for including such a large age range (50+) was to ensure that the views of those who will be in potential need of older people accommodation and support in 2035 are included. The OPHS included over 1,600 older people across all tenures; each participant completed a comprehensive survey of 56 questions spread across the following topics:

- Current Housing Circumstances
- Sheltered Housing
- Future Housing Intentions
- Housing Preferences
- Particular Needs
- Housing and Advice Services for Older People
- Household Information

<sup>4</sup> Reshaping Care for Older People: Final Report to the Ministerial Strategic Group on Health and Community Care, Wider Planning for an Ageing Population (March 2010)

Additional follow up focus groups were also conducted to explore the initial survey findings in more detail and a summary of some of the key points from both engagement exercises are listed below:

- There is generally a high satisfaction rate with current housing circumstances within the 50+ population
- There is a significant lack of knowledge and awareness of the housing options, support and care that are available for older people
- There is a strong desire to remain in the current home due to a range of practical, emotional and financial reasons
- Little consideration is given to future planning and housing options until 'point of crisis'
- Younger age groups (50-64) appear to be more willing to consider a move than older age groups
- There is a surprisingly large number of owner occupiers looking to move from owner occupation to the social rented sector
- Age is not a key determinant of need, health and the ability to manage in your own home is the critical factor
- There is significant requirement identified for low level support across all tenures and ages in relation to home and garden maintenance
- Sheltered housing is generally perceived as a positive choice, however;
- There is believed to be a significant gap in the provision of sheltered housing services with the removal of the warden service.

The key wants that older people identified in terms of service improvement areas are:

- more involvement in the strategic decisions and the development of the services that affect them
- improved communication between NAC, NHS and other key partners
- improved information and advice on the housing and care options available to them
- localised care and support to help them remain independent and in their own home
- Increased low level preventative support to reduce the risks of falls and injury in the home
- Improved social events and activities within sheltered housing complexes.

All of the engagement exercises undertaken have generated invaluable insight into the key issues that affect older people and what their priorities are with regard to their housing wants and needs. The OPHS has provided important customer feedback on the key issues linked to the future strategic and operational direction of the housing service.

The input of service partners has also been crucial and several presentations and workshops were conducted with members of the following groups:

- Community Housing Partnership
- Sheltered Housing Forum
- North Ayrshire Council Housing Managers
- Community Health Partnership
- Officers Locality Group
- Social Services Managers
- Registered Social Landlords
- Age Scotland
- North Ayrshire Tenants and Residents Network

The feedback received from Health and Social Care partners identified the differing perspectives each service had on what they would like to see developed through the NAOPHS, the key 'wants' that emerged through this process were:

- To support older people to remain independent and within their own homes
- To focus services on preventative care to reduce emergency hospital admissions and delayed discharges
- To develop local care models for older people through 'community hub models'.

The following was recognised as critical to delivering the wants highlighted above:

- The need to work together with older people and their carers to develop services that deliver better outcomes for them
- The need to work closer strategically with housing providers to shift the balance of care and maximise the use of resources.

Social housing providers also recognise that a key area for improvement is for improved joint working with our partners in Health and Social Care at a strategic and operational level. There was an overall consensus that the housing areas to focus on improving were those set out within the national Older People's Housing Strategy (see vision and strategic outcomes section).

The key local information gathered from the Older People's Housing Survey (OPHS) and associated focus groups, workshops and events is provided in greater detail throughout the main sections of this Strategy. The feedback generated from the Straight Talking Sessions which were undertaken by NAC to gauge opinion on local public services and the potential effects of budget reductions, has also been included.

## Vision and Strategic Outcomes

### North Ayrshire (Mainland) Older People's Housing Strategy Vision:

To create a multi-agency framework to jointly deliver positive outcomes for the older people of North Ayrshire; by providing the choice of housing, related support and preventative services that they want and need.

#### Strategic Outcomes:

Through the consultation events and the focus groups NAC conducted to inform the NAOPHS; the five key national themes were agreed as a good basis to develop strategic outcomes at a local level and demonstrate clear links to the National Strategic Outcomes:

**Table 1: National and Local Outcomes for Older People's Housing**

<b>National Older People's Housing Strategy Outcomes</b>	<b>North Ayrshire Older People's Housing Strategy 2012-15 Outcomes</b>
Strategic Leadership	Clear strategic leadership is in place at a local level about the housing outcomes to be delivered for older people.
Information and Advice	The information and advice needed by older people to make the best decisions about their housing and support provided.
Better Use of Existing Stock	Older people are better assisted to remain in, and make best use of, existing housing stock.
Preventative Support	The needs of older people for low level, preventative support are planned for and met.
New Build Housing	Investment in new housing provision across sectors takes into account the current and future needs of older people.

This strategy puts in place a vision, provides a strategic direction and identifies the actions needed to begin the process of developing a housing system within North Ayrshire that can offer the choices of housing and housing services that older people have told us they want and need.

## National Context

The strategic documents that have provided the national framework and have been the catalyst for the production of a North Ayrshire Older People's Housing Strategy are:

- National Older People's Housing Strategy<sup>5</sup>
- Homes Fit for the 21<sup>st</sup> Century<sup>6</sup>
- Shifting the Balance of Care (Housing and Community Care Policy)<sup>7</sup>
- Article 19 of the UN Convention on the Rights of Persons with Disabilities<sup>8</sup>
- The Christie Commission Report<sup>9</sup>
- The National Dementia Strategy<sup>10</sup>
- The National Carers Strategy 2011-2015<sup>11</sup>
- Reshaping Care for Older People

The strategic documents identified above have been developed to inform, plan and mitigate the impacts of the following issues and projected future changes:

- A significant increase in the numbers of older people nationally by 2035 (82% increase in those aged 75+ between 2010 and 2035)
- Scotland spends around £4.5 Billion of public funding per year on health and social care on those aged 65 and over. An additional investment of around £1.1 Billion would be required by 2016 if services continue to be delivered in their current form
- The considerable reduction in Scotland's future budget levels (a reduction of £39 Billion, between 2009/10 to 2025/26)
- The majority of older people want to remain in their own homes for as long as possible

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<sup>5</sup> Age, Home and Community: A Strategy for Housing for Scotland's Older People: 2012-2021, Scottish Government (November 2011) <http://www.scotland.gov.uk/Publications/2011/12/16091323/0>

<sup>6</sup> Homes fit for the 21<sup>st</sup> Century The Scottish Government's Strategy and Action Plan for Housing in the Next Decade: 2011-2020 (February 2011) <http://www.scotland.gov.uk/Publications/2011/02/03132933/0>

<sup>7</sup> <http://www.shiftingthebalance.scot.nhs.uk/downloads/1249894242Improvement%20Framework%20July%222009.pdf>

<sup>8</sup> <http://www.un.org/disabilities/default.asp?id=279>

<sup>9</sup> Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie. (June 2011) <http://www.scotland.gov.uk/Publications/2011/06/27154527/0>

<sup>10</sup> Scotland's National Dementia Strategy (October 2010) <http://www.scotland.gov.uk/Publications/2010/09/10151751/0>

<sup>11</sup> Caring Together: The Carers Strategy for Scotland 2010 – 2015 <http://www.scotland.gov.uk/Publications/2010/07/23153304/0>

- The informal care provided by family and friends accounts for 20 hours of unpaid care to over 40,000 people per week, demographic changes will increase the number requiring care and reduce the numbers of people able to provide it
- The number of people with dementia is expected to double over the next 25 years due to the anticipated increase of older people. The current costs of providing dementia care are estimated to be £1.7 Billion per year.

The current strategic drivers and the changes that need to be implemented over the next 25 years, provide no easy options or solutions. Scotland will have an increased demand for older people's housing and services at a time when budgets are severely restricted. Therefore the re-shaping care agenda must succeed and housing's role in that process better understood. The messages outlined above have been reiterated through the Christie Commission Report, which was established to assess the future delivery of public services within the current financial environment. The report identified a need for an urgent and sustained programme of reform; embracing a collaborative approach that involves not only all service providers but service users to develop an integrated service that delivers positive outcomes for local people and communities.

### National Expectations for Housing Providers

The objectives below highlight the critical role that housing is expected to play at a national level, in reshaping health and social care for older people in the future. The key objectives set out within the reshaping care agenda<sup>12</sup> emphasises that Local Authorities and housing partners need to:

- develop practical ideas for change that are sufficiently radical to meet the changing need of Scotland's population, and are also sustainable, deliverable, appropriate and fair
- shift the balance of care away from hospital settings and into **community based care**, by providing the necessary support and **treatment in or close to home**
- enable people – not necessarily just older people but those with a range of needs – **to stay at home or in a homely setting, with maximum independence, for as long as possible** (Source: Scottish Government 2010).

The national policy priority of reshaping care puts the home and domestic built environment at the heart of care provision, primarily because it is what older people want and it is also perceived as a more cost effective alternative to formal care<sup>13</sup>. Key drivers are cost efficiency and delivery of improved outcomes for older people, this message continues to be at the forefront of the Reshaping Care Guidance:

<sup>12</sup> Reshaping Care Booklet: <http://www.scotland.gov.uk/Resource/Doc/1095/0097691.pdf>

<sup>13</sup> Reshaping Care for Older People, A Program of Change 2011-2021  
<http://www.scotland.gov.uk/Resource/Doc/924/0114884.pdf>

‘We cannot simply expand current services to help and support many older people in future. That is unsustainable. Nor can we consider substantial increases in expenditure in a financial climate in which health and social care services are already looking for savings’ (*Reshaping Care Guidance, Scottish Government 2010*).

The strength of local relationships between Housing, Health, Social Care and the Community will determine the success of local authorities’ progress in reshaping care within their locales.

There is an increasingly louder call nationally for fundamental public service reform that will bring Housing, Health and Social Care into closer strategic and operational alignment. The national resources made available to facilitate this step change has begun at a local authority level through the Change Fund<sup>14</sup>, which made £70 million available to Housing, Social Care and the NHS in 2011/12 and £80 million in 2012/13 with a further £80 million committed for 2013/14 and £70 million for 2014/15.

The role of housing in the shifting the balance of care agenda has been largely overlooked in the past, however it is anticipated that this situation will be addressed as part of the integration of social care and the NHS agenda. The publication of the Christie Commission Report<sup>15</sup> highlights that public services can no longer operate as separate entities but must become part of a holistic system that delivers better outcomes for customers and reduces cost.

### **Local Strategic Framework**

The NAOPHS is a sub-strategy of the LHS and was commissioned to ensure that the complexities of housing an ageing population and its implications for housing providers could be identified and discussed with older people and other key stakeholders.

The LHS sits within a framework that clearly demonstrates integrated strategic links and golden thread principles. The four key tiers of this framework are:

- **The Single Outcome Agreement**
- **The Council Plan**
- **The Local Housing Strategy**
- **Service Plans**

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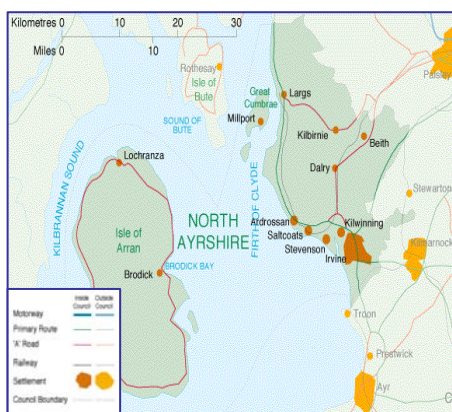
<sup>14</sup> Change Fund Guidance. <http://www.jitscotland.org.uk/action-areas/reshaping-care-for-older-people/change-fund-plans/>

<sup>15</sup> Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie. (June 2011) <http://www.scotland.gov.uk/Publications/2011/06/27154527/0>

## North Ayrshire Sub Market Housing Areas

North Ayrshire is located on the West Coast of Scotland and covers an area of 885 km<sup>2</sup> (see Figure 4 below). The most densely populated settlements are situated in and around the South Coast and include the Three Towns (Ardrossan, Saltcoats, and Stevenston), Irvine and Kilwinning. Other key settlements spread northwards into the more rural parts of North Ayrshire and include Dalry, Kilbirnie, Beith and Largs. There are also two island communities – Arran and Cumbrae, both islands will have additional research carried out and an island specific Older People's Housing Strategy produced.

**Figure 4: Map of North Ayrshire**



**Figure 5: Sub Market Housing Areas**

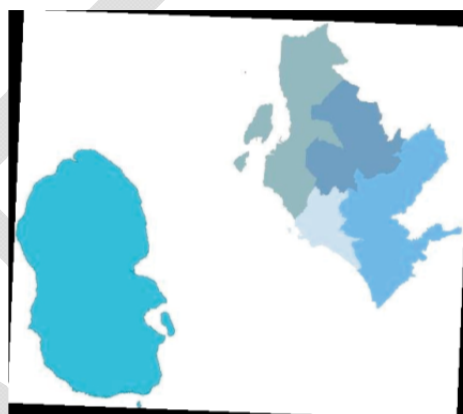


Figure 5 shows the area boundaries that comprise the Sub Market Housing Areas (SMHA) of North Ayrshire. There are currently five (SMHA's) within North Ayrshire:

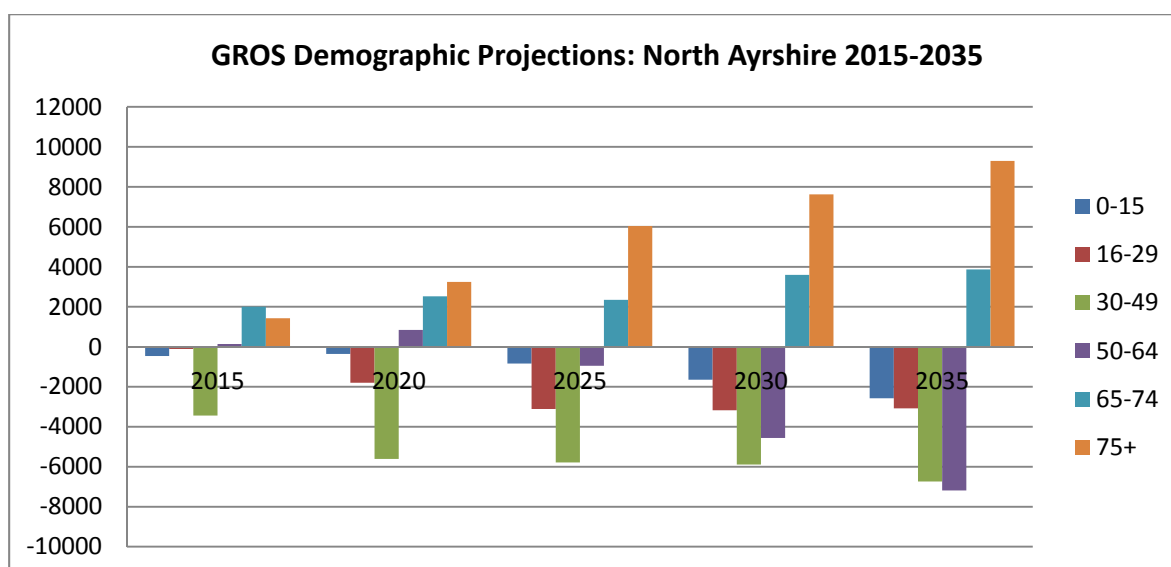
- Arran
- Garnock Valley
- Irvine/Kilwinning
- North Coast
- The Three Towns

The differences between the SMHA are significant, the Scottish Index of Multiple Deprivation 2009 (SIMD) ranks each data zone in Scotland from lowest (most deprived) to highest on a scale from 1 to 6,505. North Ayrshire has areas with income levels ranging on the SIMD scale from 48 to 6,148; this is just one example of the economic differences across the communities within North Ayrshire.

## Demographic Profile

The demographic profile of North Ayrshire shows important differences when looked at in more detail; those detailed differences will significantly influence how to plan for an ageing population. Chart 1 below shows how the age profile within North Ayrshire is projected to change over the course of the next 20+ years.

**Chart 1: North Ayrshire 20 Year Age Profile Projections (using 2010 Mid-Year Estimates as a base line)**

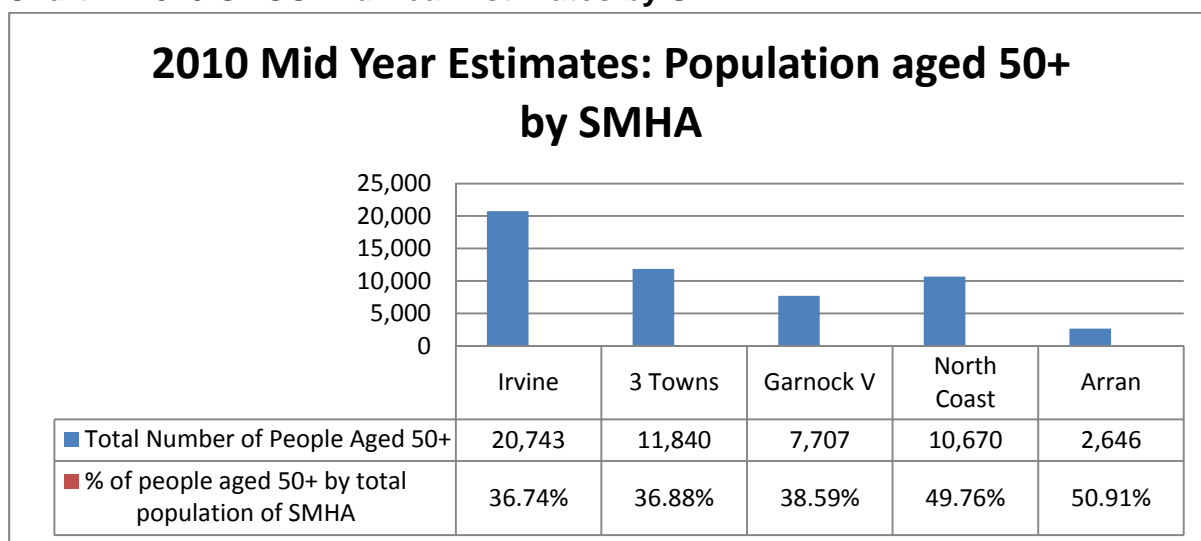


(Source: GROS 2010)

A key North Ayrshire change that differs from the national projections is an overall decrease in the population over the next 20+ years. The figures provided by General Registers Office Scotland (GROS) above show a gradual but significant increase year on year of those aged 65-74, with a greater increase in those aged 75+ in addition to a relatively large decrease in all other age brackets. The data estimates that North Ayrshire will have a larger percentage increase in those aged 75+ than the national average and a significant decrease in the age bands that currently provide a large proportion of informal care to older people.

The 2010 Mid-Year Estimates (provided by GROS) were analysed by SMHA, the results of that exercise are shown in Chart 2.

**Chart 2: 2010 GROS Mid-Year Estimates by SMHA**



(Source: Scottish Neighbourhood Statistics – Mid Year Population Estimates 2010)

Chart 2 provides a useful breakdown of the numbers of older people across the SMHA of North Ayrshire and highlights that the area with the highest number of older people is currently Irvine.

### Tenure Profile

Housing tenure is a key factor in people's housing aspirations and future choices, but with increasingly tight lending conditions the current owner occupied housing market has significantly slowed down<sup>16</sup>. This change in the buying and selling of property has increased demand in the rental market. Rental is fast becoming the tenure of choice, as people's attitudes towards this option become more positive and attitudes towards home ownership have become more sceptical<sup>17</sup>.

Analysis of NAC Council Tax data shows that the majority (68%) of people live in homes that are owned followed by the social rented sector (20%) and private rental sector (10%), with a small percentage in other tenure forms (1%)<sup>18</sup>. This information was then plotted against the Scottish Average<sup>19</sup> for comparison and the results are shown in Chart 3 overleaf.

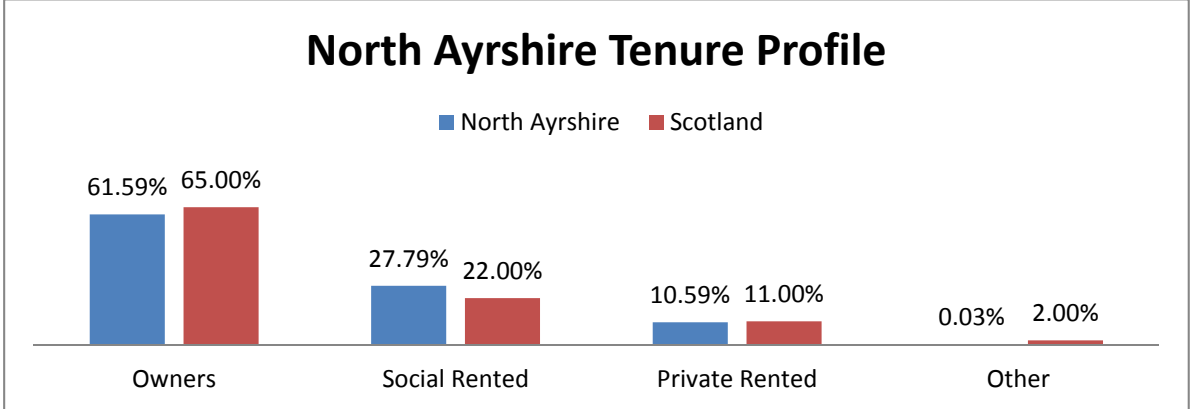
<sup>16</sup> Savills UK (2011) Re-programmed: decoding the next 5 years of the housing market  
<http://pdf.euro.savills.co.uk/uk/residential-property-focus-uk/residential-property-focus-q4-2011.pdf>

<sup>17</sup> Scottish Government (2010) [Housing Aspirations, Needs and Demands in the light of the Credit Crunch](#)

<sup>18</sup> **Please note:** The figures shown are not age specific

<sup>19</sup> Scotland's People Annual Report: Results from the 2009/2010 Scottish Household Survey  
<http://www.scotland.gov.uk/Publications/2011/08/17093111/0>

Chart 3: Tenure Profile Comparison

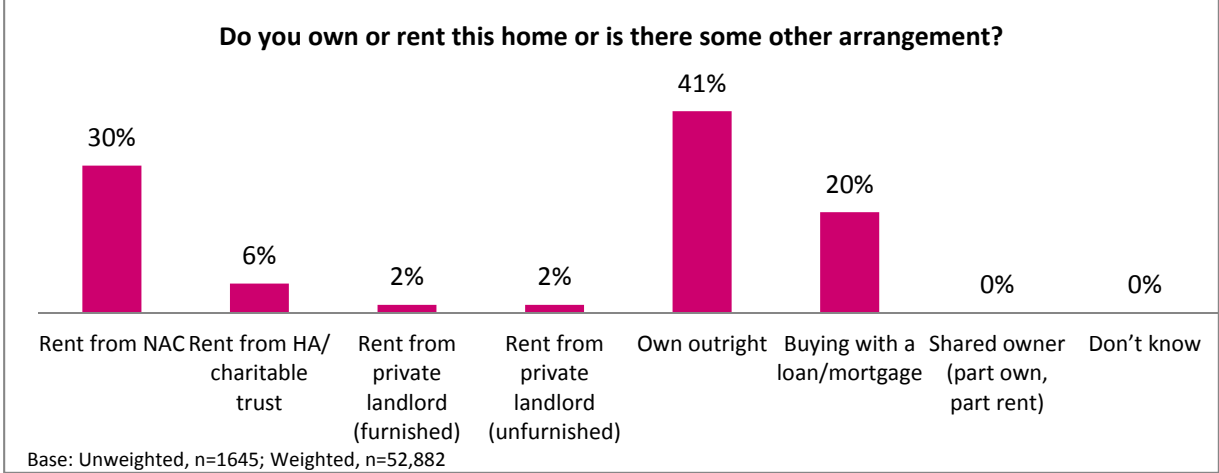


(Source: Derived from NAC Council Tax Data and the Scottish Household Survey Data 2010)

Chart 3 highlights the housing tenure mix within North Ayrshire (across all age groups); as can be seen, a higher proportion of the North Ayrshire population reside within social rented accommodation and a lower percentage reside within the owner occupied sector, when compared with Scotland overall.

The tenure profile results provided by the OPHS (including those aged 50+) followed the same general profile with the exception of the private rental sector which showed a far lower percentage uptake within the 50+ age brackets. Chart 6 also highlights the large percentage of over 50's that own their property outright and therefore are anticipated to have significant equity levels.

Chart 4: North Ayrshire Current Housing Arrangements for those aged 50+



(Source: North Ayrshire Older People's Housing Survey 2011<sup>20</sup>)

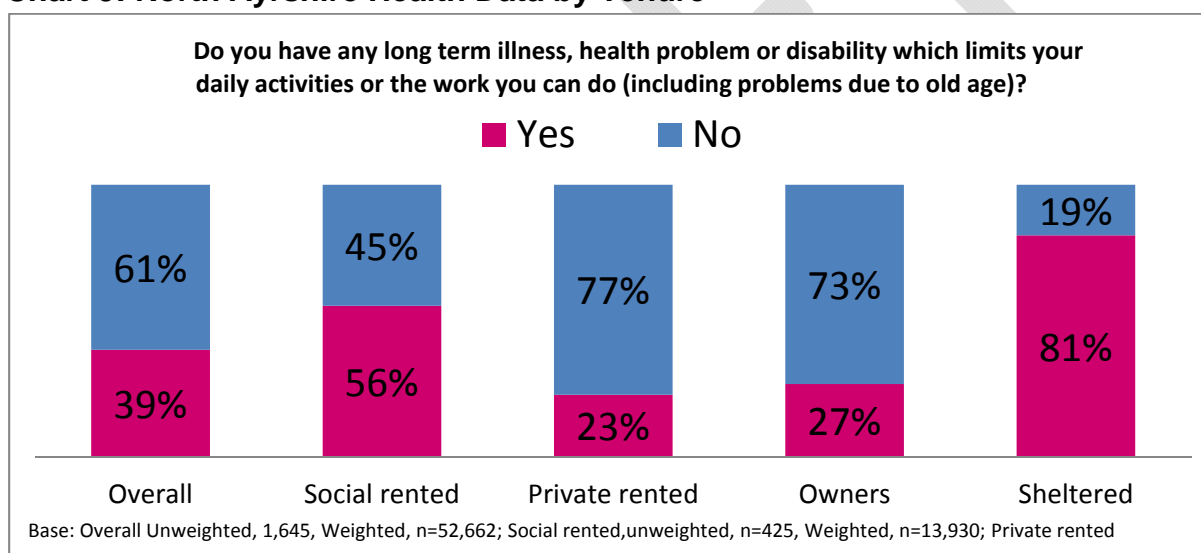
<sup>20</sup> Please note: Percentage difference is due to rounding

## Health Profile

The health of the older population will play a fundamental role in the demand profile for specialist housing, housing adaptations and housing related support. It is therefore critical that we begin the process of finding out what areas, tenures and ages are most affected by poor health and mobility. The links between increasing age and decreased health and mobility are well documented; however it is important to point out that not all older people will require older people specific accommodation and lead very healthy and independent lives.<sup>21</sup>

The tenure profile identified within the OPHS highlights that a large percentage of the over 50 population reside within the social rented sector. The data provided through the OPHS gives a useful overview of the health profile of those living within each tenure and therefore an insight into which sector will create the greatest demand for specialist housing and housing related support in the future. The percentage of older people within North Ayrshire who have a long term illness, health problem or disability by tenure is shown in Chart 5.

**Chart 5: North Ayrshire Health Data by Tenure**



(Source: North Ayrshire Older People's Housing Survey 2011)

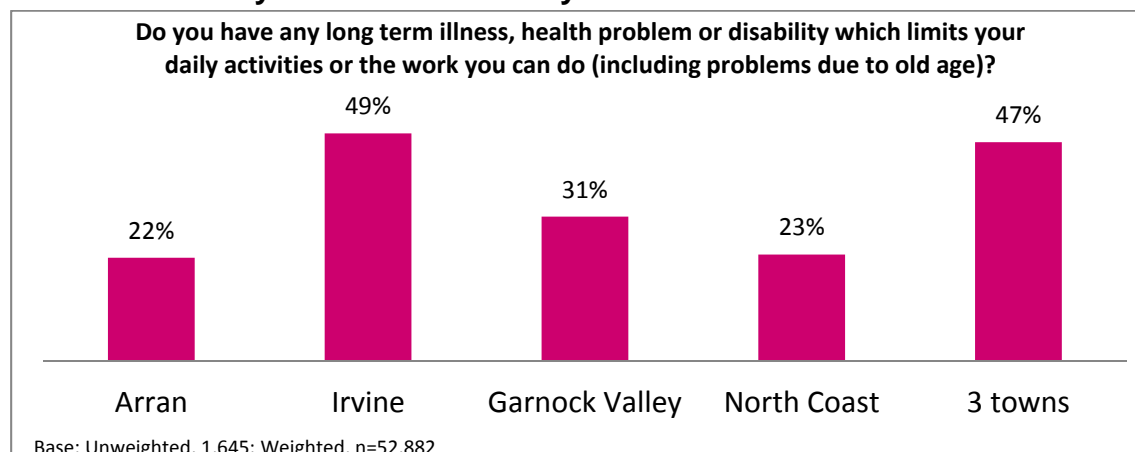
The information in Chart 5 clearly shows that the social rented sector (including sheltered housing) has a significantly higher proportion of those with an illness, health problem or disability and as a consequence this tenure will require specific focus in future years.

The data used in Chart 5 was also analysed by SMHA and highlights the differing health profiles across North Ayrshire (shown in Chart 6). The results suggest that the greatest demand for older people's housing and associated services will be within Irvine and the Three Towns area.

<sup>21</sup> Caring Together: The Carers Strategy for Scotland 2010 – 2015  
<http://www.scotland.gov.uk/Publications/2010/07/23153304/0>

This further highlights the importance of localised planning for an ageing population and the significant disparity across the SMHA's of North Ayrshire in relation to the levels of need and support requirements.

**Chart 6: North Ayrshire 50+ Health by SMHA**



(Source: North Ayrshire Older People's Housing Survey 2011)

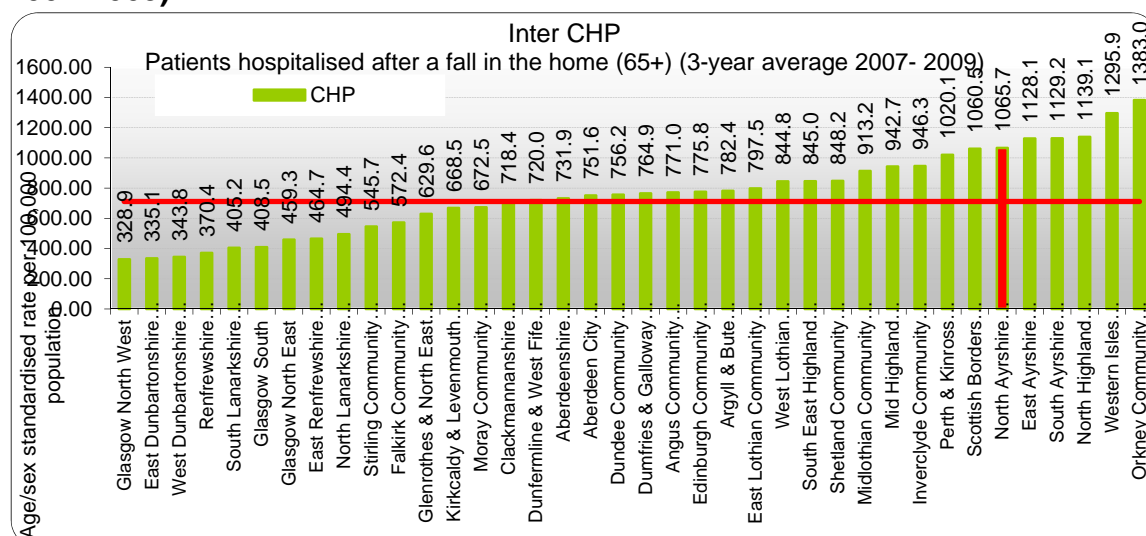
The links between housing and health are not always immediately obvious; however there is no doubt that one affects the other<sup>22</sup>. A good example of this link is the number of patients hospitalised after a fall in the home; a particular area of concern within North Ayrshire as it has the fifth highest rate in Scotland (shown in Chart 7). There is now a substantial body of evidence that a high proportion of falls in the home could be avoided through increased resources and focus on preventative housing related support.<sup>23</sup>

<sup>22</sup> Chartered Institute of Housing (CIH) (2009)

[http://www.dhcarenetworks.org.uk/library/Resources/Housing/Support\\_materials/Reports/Housing\\_Health\\_and\\_Care.pdf](http://www.dhcarenetworks.org.uk/library/Resources/Housing/Support_materials/Reports/Housing_Health_and_Care.pdf)

<sup>23</sup> Heywood, F., Oldman C. and Means R. (2002) *Housing and Home in Later Life*, Buckingham: OUP

**Chart 7: Patients hospitalised after a fall in the home (65+) (3-year average 2007-2009)**



(Source: SPHO Health Profiles 2010)

The overall number of emergency hospital admissions within the NHS, is important as it represents a significant annual cost and, as such, is monitored as a key performance target. The local delivery plans agreed with NHS Boards<sup>24</sup> reflect the heat targets core set of performance indicators.

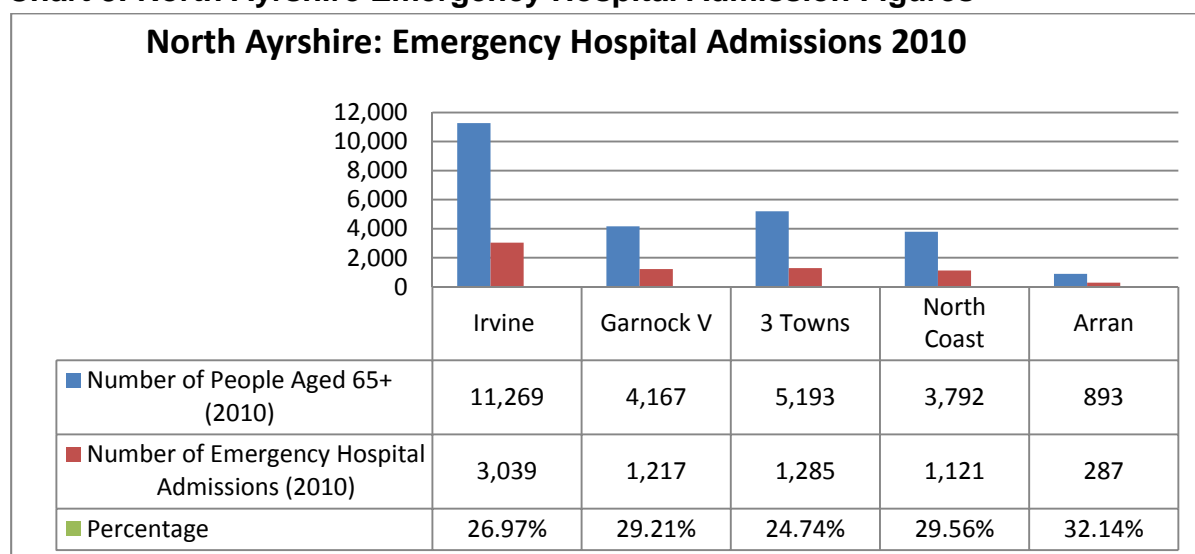
Housing Providers could have an increased role to play as set out in the 2012/13 local delivery plan. The key actions are identified below:

- To support shifting the balance of care, NHS Boards will achieve agreed reductions in the rates of attendance at A&E between 2009/10 and 2013/14.
- Reduce the rate of emergency inpatient bed days for people aged 75 and over per 1,000 population by at least 12% between 2009/10 and 2014/15.
- From April 2013, once treatment is complete, waiting times for people being discharged from hospital into a more appropriate care setting will not exceed 28 days. This will reduce further to a 14 day maximum wait from April 2015.

The emergency hospital admissions within North Ayrshire by SMHA are shown below and link with the figures provided through the NAOPHS which identifies Irvine as a key area that requires focussed attention to reduce future demand for services. Potentially, this could be achieved by adopting a joint preventative housing approach.

<sup>24</sup> <http://www.scotland.gov.uk/Topics/Health/NHS-Scotland/17273/targets>

**Chart 8: North Ayrshire Emergency Hospital Admission Figures**



*(Source: Scottish Neighbourhood Statistics 2010)*

The Invigor8 Programme which is funded by the Scottish Governments Change fund is an example of effective falls prevention at a local level. The initiative is delivered by NHS Ayrshire and Arran within KA Leisure premises throughout North Ayrshire.

The development of Telecare has also been identified as a particular area for improvement which aims to offer older people Telecare Packages within their homes as part of their Community Alarm system.

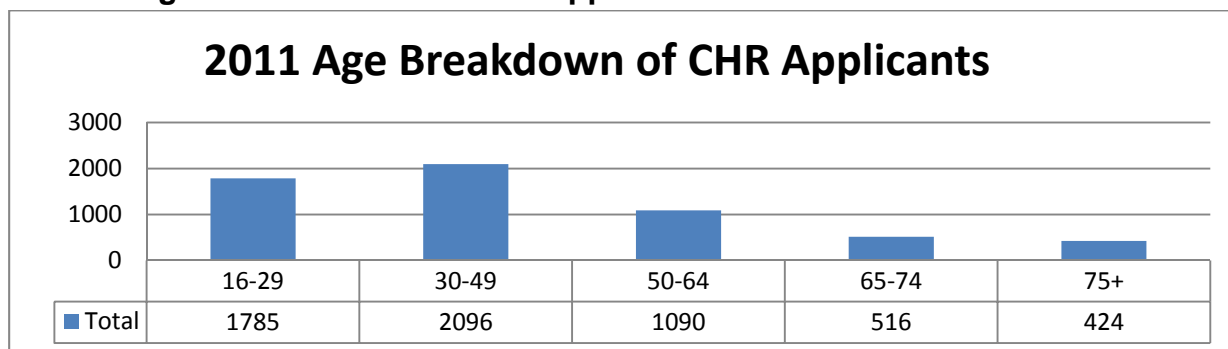
## **Social Housing Stock Profile and Demand**

### **General Needs Housing Stock**

The demand figures used within the LHS are taken from the Housing Needs and Demand Assessment (HNADA) which currently does not provide information on age specific housing demand. The only housing demand information that can generate this information is provided by the North Ayrshire Housing Register (NAHR). The NAHR data provides some insight into the demand for older people specific accommodation and other housing preferences of those aged 50+ looking for a social rented property.

An extract of the NAHR data was taken and analysed by age to provide further information on the profile and housing preferences of those on the waiting list for social rented properties. As stated in the previous section the social rented sector is likely to produce the greatest demand, based on the health profile by tenure, therefore it is important to have as complete an understanding as possible of current housing circumstances and preferences. The information shown in Chart 9 highlights the current age profile of people seeking social housing through the NAHR.

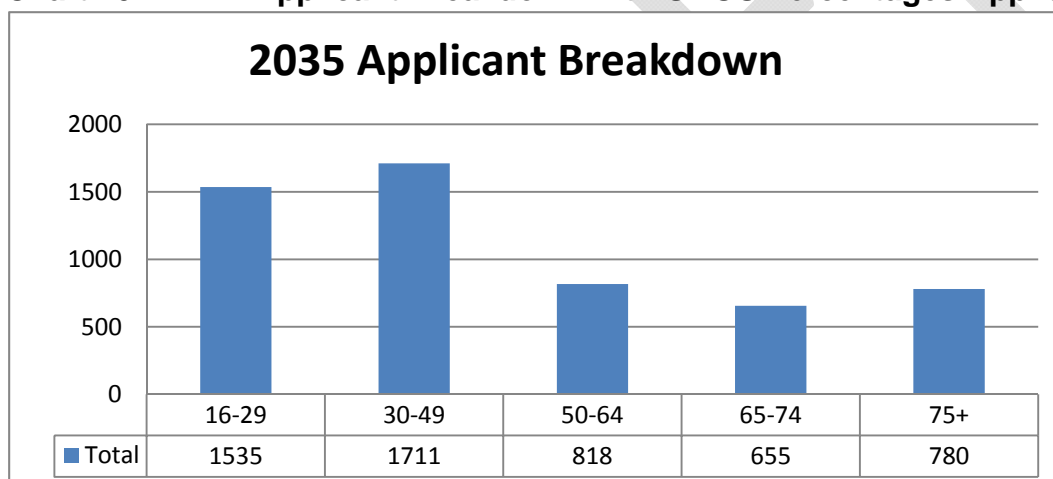
**Chart 9: Age Breakdown of the 50+ Applicants on the NAHR**



(Source: North Ayrshire Housing Register (NAHR) 2011)

In order to provide an estimate of how the projected demographic changes will affect the profile of the NAHR in 2035, the percentage increases and decreases provided by GROS for each of the age bands were applied. This provided a rough estimate of how the changing demographic could affect the NAHR waiting list in 2035; the estimated figures are shown in Chart 10.

**Chart 10: NAHR Applicant Breakdown with GROS Percentages Applied**

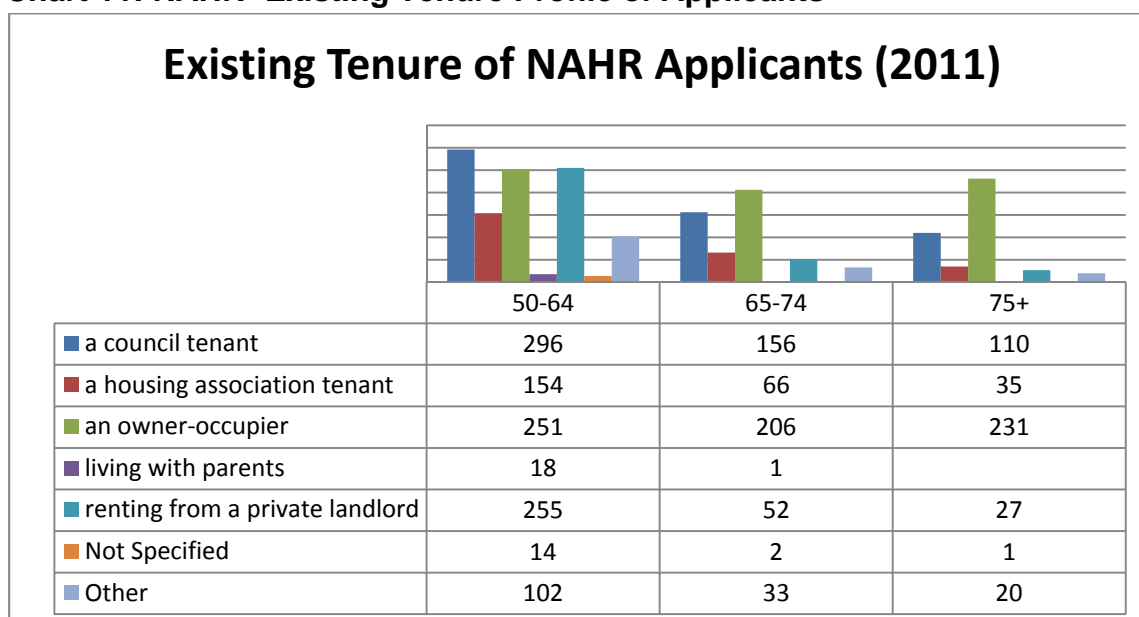


(Source: North Ayrshire Housing Register (NAHR) 2011)

The exercise shows the potential effect that the demographic shifts will have on the numbers of people applying for social rented accommodation in 2035 (all things remaining equal), the biggest change as you would expect are within the 65-74 and 75+ age bands.

The OPHS identified key differences amongst tenures in terms of their future housing preferences, especially from owner occupiers; who were very specific about what they wanted for themselves in the future. The current tenures of people that have applied for a social rented property were analysed and the results are shown below in Chart 11.

**Chart 11: NAHR- Existing Tenure Profile of Applicants**



*(Source: North Ayrshire Housing Register (NAHR) 2011)*

The figures in Chart 11 show a surprising number of older home owners applying for a social rented property. Through the focus groups that were conducted, some of the reasons suggested by older people for the number of owner occupiers seeking to move to social rented properties were:

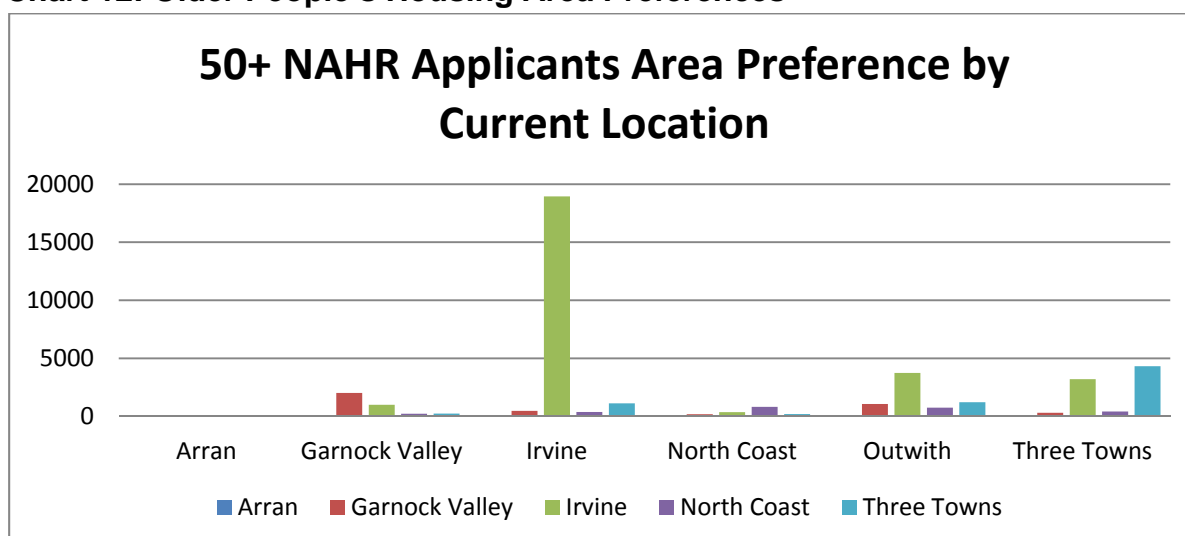
- Lack of suitable older people specific housing in the private sector
- Affordability issues with owner occupation in later years
- The need to release home equity to generate much needed additional income
- Social rented sector is perceived as the main provider of older people specific housing.

The information provided by the NAHR does have certain limitations in producing demand data. A key principle of the NAHR was to establish a nomination based system with a high degree of applicant choice; this has in turn created a system that allows all 52 lettings areas to be chosen with no prioritisation. This makes it more difficult to assess real demand by area from the data provided within the NAHR.

There are currently 2030 people aged 50+ registered on the NAHR<sup>25</sup> with over 40,000 combined area preferences logged. In order to provide an overview of the area demand profile, all areas stated as a preference were included and filtered by SMHA. The information presented in Chart 12 identifies the most popular areas with North Ayrshire by applicant's current home location.

<sup>25</sup> Data extract taken October 2011

**Chart 12: Older People's Housing Area Preferences**

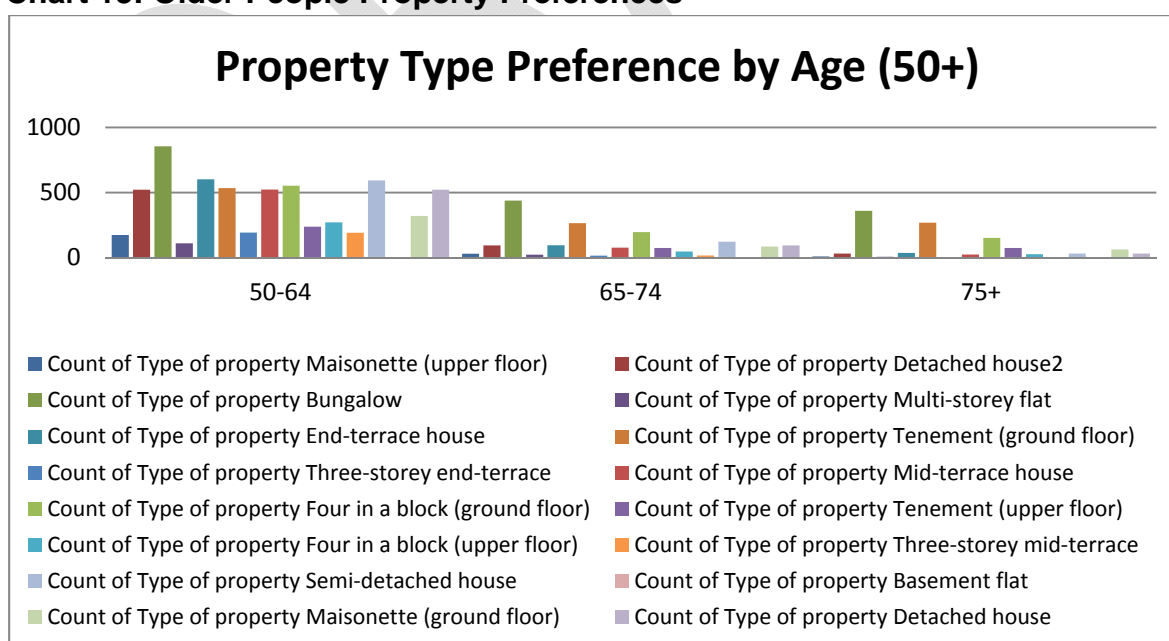


(Source: North Ayrshire Housing Register (NAHR) 2011)

Chart 12 provides further evidence to that of previous research in relation to older people's preference to move within their current area. This also highlights the current high demand for housing within the Irvine area for the 50+ population of North Ayrshire. Those currently living outside the Irvine area have also demonstrated a clear preference for Irvine as a second choice if they cannot stay within their current SMHA.

The property type preferred by all applicants aged 50+ registered on the NAHR was also analysed, the results are provided in Chart 13.

**Chart 13: Older People Property Preferences**



(Source: North Ayrshire Housing Register (NAHR) 2011)

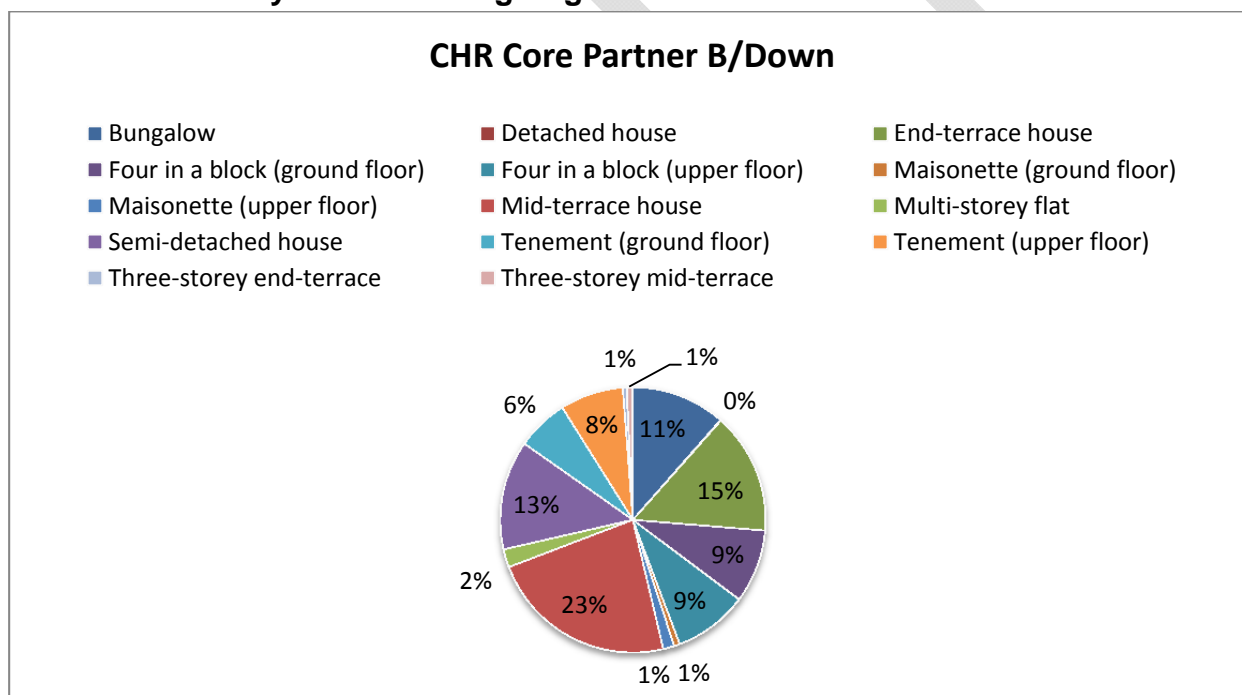
The number of property types identified in Chart 13 show that within the 50-64 age group there is generally a good mix of house types that would be acceptable. Within the 65-74 age group a very distinct pattern emerges in terms of house type preferences. The top three choices identified are detailed below in priority order:

1. Bungalows
2. Ground Floor Tenement
3. Ground Floor Four in a Block

The choices above also feature largely in the 50-64 age group with bungalows being the number one preference followed by end-terrace properties and ground floor four in a block. This clear preference for bungalows was also identified through the OPHS.

In order to put supply and demand into context, a breakdown of the property types that the core partners of the NAHR currently own is shown in Chart 14.

**Chart 14: North Ayrshire Housing Register Core Partners Stock Breakdown**



*(Source: North Ayrshire Housing Management Database 2011)*

The house type preferences chosen by NAHR applicants have shown (see Chart 13) that those aged 50+ want predominately bungalows and ground floor properties. The properties available that fit that broad category equate to approximately 26% of the housing stock available, however there is no guarantee that those house types will be suitable.

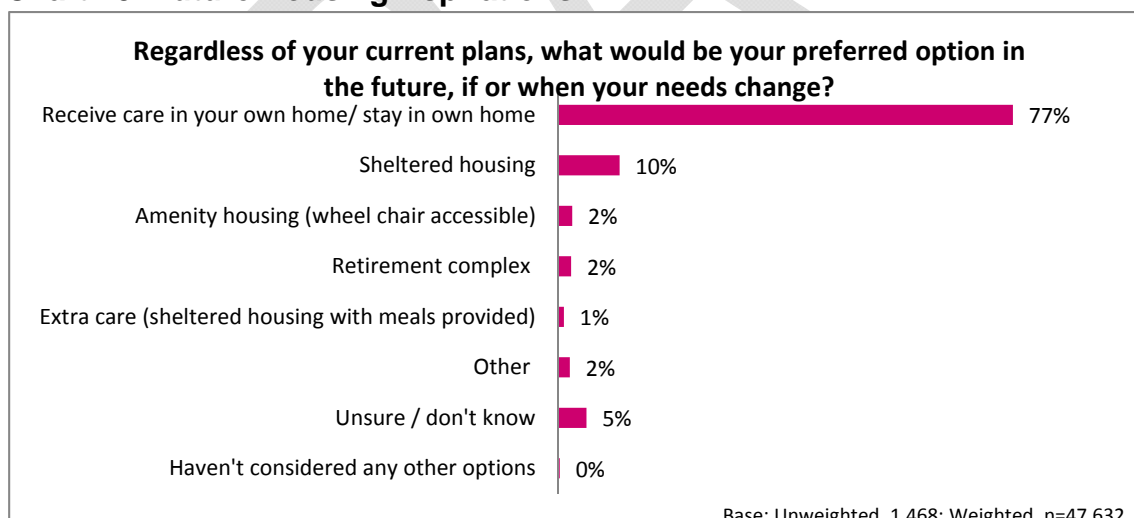
The actual number of properties that are suitable for older people available within the NAHR stock is difficult to define. There are differing levels of mobility by applicant and therefore differing requirements that a building has to meet in order for it to be suitable for someone with specific health issues. North Ayrshire Council is in the process of finalising a 100% stock condition survey which records a number of criteria that will help construct a clearer picture of North Ayrshire Councils Housing Stock.

The information known about the owner occupied and private rented sector is far less detailed than the social rented sector, in fact there is very little detail known about these sectors to undertake any useful analysis in relation to older people. This information gap represents an area for further work that needs to be undertaken to help gain a better understanding of the private and owner occupied sector housing stock. This additional work is currently being progressed through the recently formed NAC Private Sector Housing Team.

### Older People's Housing Wants and Needs

One of the principal reasons that the NHS, Social Care and Housing have been tasked with shifting the balance of care is that the vast majority of people nationally have indicated that they want to remain in their own homes for as long as possible<sup>26</sup>. To provide the evidence base locally the same question was asked of 1600+ older people within North Ayrshire; the results are shown in Chart 15 below:

**Chart 15: Future Housing Aspirations**



(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

The figures in Chart 15 highlight that the majority of people would prefer to stay in their existing home regardless of how their needs changed. It also identifies that a significant number of older people see sheltered housing as an important housing option in the future.

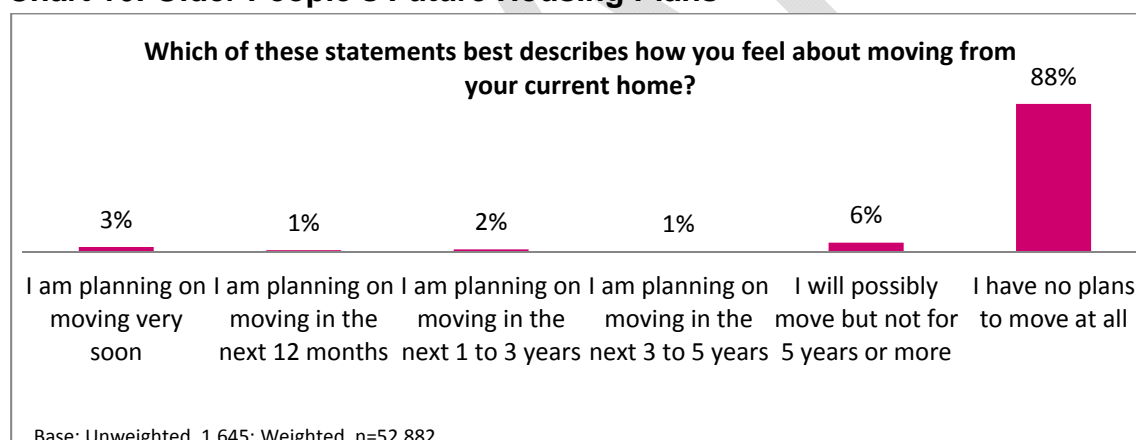
<sup>26</sup> Age, Home and Community: A Strategy for Housing for Scotland's Older People: 2012-2021, Scottish Government (November 2011) <http://www.scotland.gov.uk/Publications/2011/12/16091323/0>

The change in people's mobility as they age is a determining factor in whether their current home is suitable for them, although there are others e.g. social isolation, access to services etc. The restricted mobility that some older people experience can result in the home becoming a significant burden that affects their mental and physical wellbeing. The attachment to the home is one of the key reasons why the majority of older people only move at 'point of crisis' and therefore at a stage in their life when they are least able to manage a change in circumstances.

The OPHS found that the majority of older people who currently stay in sheltered housing accommodation made the transition from general needs accommodation to sheltered when they or their partners health deteriorated to the extent their home was no longer suitable. This raises two key issues 1. Regarding how to plan ahead for reduced mobility in later life, given the requirement to prioritise on the basis of current need for specialist accommodation; and 2. How best to support those who need to move at a time when they have a reduced ability to deal with the associated pressures.

The figures in Chart 16 identify the future housing plans of older people at a North Ayrshire level and show that the majority of older people have no planned intentions to move home.

**Chart 16: Older People's Future Housing Plans**

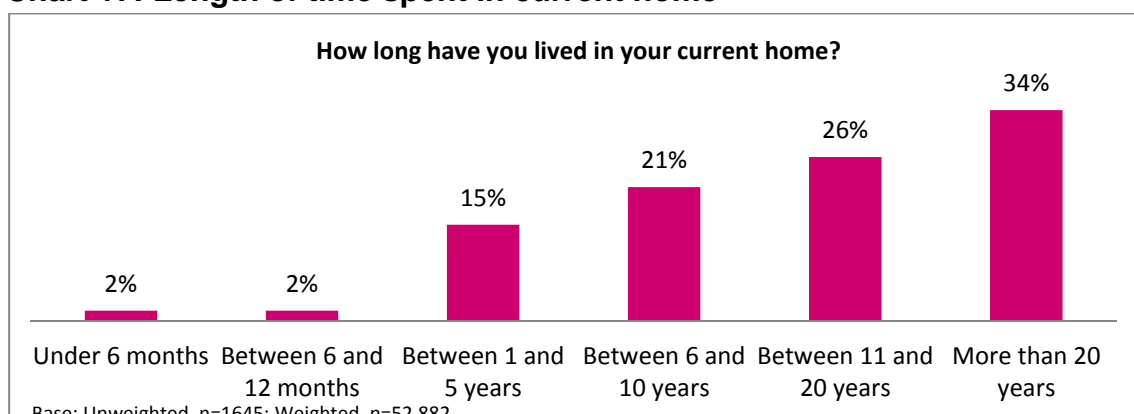


(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

This was a recurrent theme in various questions asked throughout the OPHS, such as the length of time spent at your current home shown in Chart 17. It is no surprise that given the time spent in the same property the attachment to one's home is a critical factor in the decision to move. Even when a person acknowledged that they will need to move because their home is no longer physically suitable and is affecting their quality of life, it made no discernible difference in them wanting to move to more suitable accommodation.<sup>27</sup>

<sup>27</sup> Croucher K. (2008) Housing Choices and Aspirations of Older People  
<http://www.communities.gov.uk/documents/housing/doc/aspirationsresearch.doc>

**Chart 17: Length of time spent in current home**

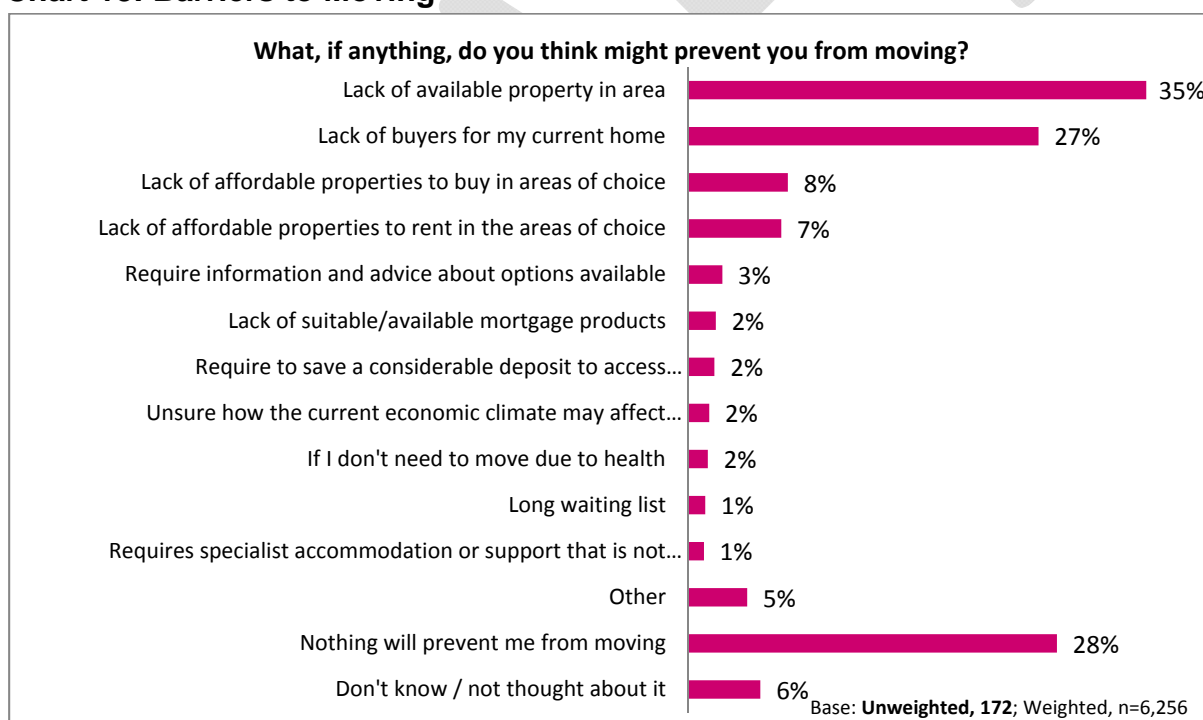


(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

The reluctance to consider other housing options may be the result of a current gap in information surrounding the alternative housing options available to older people<sup>28</sup>

The OPHS asked the older people that had plans to move home (172) what the current barriers to moving home are, those perceptions are shown in Chart 18.

**Chart 18: Barriers to Moving**



(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

The current economic climate is playing a significant role in relation to tenure mobility and housing market flexibility. The key areas identified by those indicating a desire to move home were the lack of available properties within areas of choice and a lack of buyers for their current property.

<sup>28</sup> North Ayrshire Older People's Housing Survey: Focus Group Report (2011)

As stated previously the property type of choice for older people, unsurprisingly, is bungalows. Bungalows are the number one choice for 63% of those considering moving home, this was followed by maisonettes (33%), which resonates with the findings of the NAHR analysis. The main reason older people chose bungalows or maisonettes was a perceived increase in space and accessibility. When this question was revisited through the focus groups it became apparent that there was a real lack of understanding around house types and the housing options available to North Ayrshire residents.. It was stated that this was due to a gap in information and advice.

The main reasons people were currently considering moving home were due to accessibility, maintenance and affordability. The preferences were analysed in detail within each age band and the results are shown in Figure 6.

**Figure 6: Main reasons for moving home 50+**

What are the main reasons for considering moving?					
	Overall	50-59	60-64	65-74	75+
Unweighted	173	56	31	65	21
Accessibility of property related issues	68%	63%	56%	<b>82%</b>	73%
Maintenance of property related issues	42%	34%	40%	46%	<b>61%</b>
Affordability related issues	47%	49%	49%	44%	40%
Desire to be closer to care/ support network	12%	18%	7%	9%	4%
Area related issues e.g. facilities/ crime	11%	11%	11%	11%	11%
Health related issues	11%	4%	14%	19%	12%

(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

An issue that has caused major debate at a national and local level is the future financing of housing and caring for an ageing population. Therefore through the OPHS it was important to broach the subject and gauge local opinion on the future funding issues that require to be faced. The figures collated on the subject of how care should be funded in the future identified that 55% thought that care should be paid through general taxation, 27% believed it should be paid through a mixture of taxation and personal contribution and 8% wanted to see a public insurance scheme that everyone paid into to pay for care. The remaining 10% stated a variety of other options. Regardless of how care is paid for in the future it is important that older people's views are taken into account and the OPHS provides the first local insight into that debate.

The format of this strategy is set out to clearly demonstrate what older people and other key stakeholders have said they want and to highlight how NAC and its partners propose to translate that feedback into positive action and deliver the housing outcomes that older people want to see achieved within North Ayrshire.

### **Equal Opportunities**

North Ayrshire Council (NAC) is committed to ensuring equality and opportunity for all residents and to address any form of discrimination on the grounds of:

- Age
- Disability
- Race
- Religion or Belief
- Gender
- Gender Reassignment
- Sexual Orientation, and
- Maternity & Pregnancy

NAC will eliminate discrimination and harassment for the services we are responsible for and we will take appropriate action to achieve this, including legal and non-legal remedies. The North Ayrshire Older People's Housing Strategy (NAOPHS) has been developed with older people for older people and through extensive consultation with key partners and stakeholders.

The North Ayrshire Older People's Housing Strategy 2012-2015 (NAOPHS) was the subject of an Equality Impact Assessment. The strategy has been assessed as having no negative or discriminatory effect on any of the equality groups listed in this section. This strategy has an obvious positive impact specifically for older people.

## **Strategic Environmental Assessment Links with the LHS SEA**

The North Ayrshire Older People's Housing Strategy 2012-2015 (NAOPHS) is a sub strategy of the Local Housing Strategy 2011-2016 (LHS). There has been a full environmental assessment conducted through the development of the LHS, this included a robust consultation process with the public and key partner agencies and a full environmental report compiled. The issues highlighted within the report cover all relevant aspect of the NAOPHS and there is therefore no requirement for an additional report.

The research, consultation and the associated assessments have provided a comprehensive overview of the issues surrounding housing and supporting an ageing population. The consultation with older people and stakeholders has provided the information and feedback necessary to develop the local outcomes that are set out within this strategy.

## **North Ayrshire Older People's Housing Strategy (NAOPHS)**

### **Local Outcome 1: Clear strategic leadership and joint planning is in place about the housing outcomes to be delivered for older people**

#### **Specific Local Outcomes**

- **Older people, carers, housing providers and the 3<sup>rd</sup> Sector are involved in the strategic planning processes that affect them, through new and existing mechanisms**
- **The future need and demand for older people specific housing is clearly identified within North Ayrshire**
- **A clear strategic and budgetary framework is established and maintained between Social Care, Housing and the NHS, to jointly deliver positive housing and care outcomes for older people.**

1. 1 The emergence of housing for an ageing population as a key strategic issue is relatively new for all of Scotland's local authorities. The strategic links between older people, Housing, Health and Social Care will therefore require an element of development and improvement, in order to provide a cohesive strategic framework to plan and respond to the challenges it brings. The current economic environment creates further constraints and barriers to achieving successful outcomes for older people and it will require the use of collective resources and experience to succeed in meeting these challenges.

1. 2 The consultation conducted through the production of the NAOPHS, the LHS and the Straight Talking Sessions have clearly demonstrated the benefits of getting service users more involved in the strategic planning process. The feedback provided by the older people of North Ayrshire has proved invaluable in shaping the content and outcomes of the NAOPHS.

1. 3 Older people have identified that they want to be involved within the strategic processes that affect them. This has been highlighted within the feedback generated as an area that requires further improvement. Examples of the comments collated are shown below:

*When asked the question of whether older people currently had enough opportunities to participate in the strategic issues that affect them within North Ayrshire, over 50% said 'No' or 'definitely no'. (LHS Forum October 2011).*

*'Older people's voices need to be heard and there needs to be an opportunity for them to challenge decisions' (Straight Talking Sessions 2011).*

*'Involvement of service users needs to underpin all that we do' (North Ayrshire Older People's Housing Strategy Event November 2011).*

1. 4 The scale of the challenge for all housing and care providers will be significant. The housing providers that currently play a key role and have established strategic links with North Ayrshire Council are:

- Registered Social Landlords (RSL's)
- North Ayrshire Council
- Private Landlord's (including retirement complexes)
- The Independent Sector (care homes etc.)
- Private Developers/Sellers

Throughout this strategy the term 'housing providers' is used to refer to all of the above. There is a need to raise awareness among housing providers of the changes that the demographic will have on their respective customer bases and of the need to work together in a strategic fashion to ensure that opportunities are maximised and risks mitigated. The production of the NAOPHS is part of the process of increasing awareness locally of the issues surrounding housing an ageing population.

1. 5 The involvement of the 3<sup>rd</sup> sector, often called the voluntary sector, is also key to creating strategic links with the community to help increase community capacity and engagement. The 3<sup>rd</sup> sector within North Ayrshire is primarily represented and developed through The Ayrshire Community Trust (TACT). The four key areas that TACT currently focus on are:

- To promote and develop volunteering
- To support and develop community organisations
- To encourage and develop social enterprise
- To create clearer links with the Community Planning Partnership.

The potential contribution from the 3<sup>rd</sup> sector will be crucial given the current economic environment and the future increased demand for older people's services. TACT has a designated Development Worker for Older People's Services who provides strategic links to the Change Fund and community based projects for older people. This post could provide an invaluable strategic link between older people, housing providers and the 3<sup>rd</sup> sector.

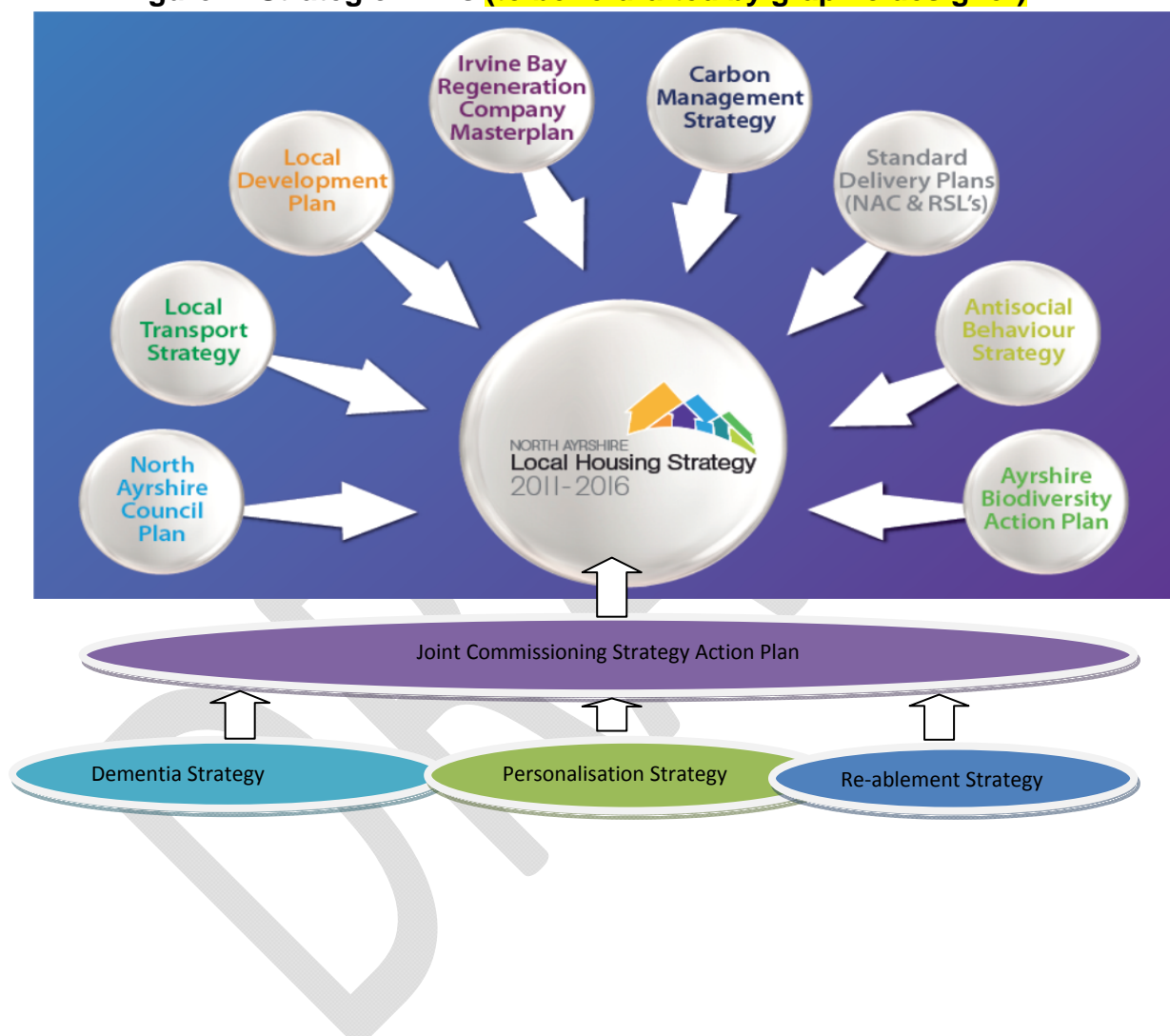
1. 6 The main strategic documents that inform the strategic housing planning process are the Local Housing Strategy (LHS) and the Local Development Plan (LDP); both are informed by the findings of the North Ayrshire Mainland Housing Needs and Demand Assessment<sup>29</sup> (HNADA), which is carried out every 5 years (the most recent HNADA was completed in 2009). The housing issues that arise through housing an ageing population have not been recognised sufficiently within previous HNADA's or LDP's; given its future impacts and risks there is now a strong argument for specific sections on older people's housing within these strategic documents.
1. 7 To ensure that the need and demand for older people specific housing is given appropriate priority within each of the SMHA's, future HNADA should consider specifically including sections on amenity, sheltered and other older people specific housing, thus defining what is needed across the North Ayrshire mainland. This in turn will ensure that older people specific housing forms part of the next LHS and LDP.
1. 8 The 2011-16 LHS identifies links between eight North Ayrshire Strategies and Plans, the OPHS research has identified additional strategic links associated with the shifting the balance of care agenda (see Figure 4).

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<sup>29</sup> North Ayrshire Housing Needs and Demand Assessment (2009) <http://www.north-ayrshire.gov.uk/Documents/CorporateServices/LegalProtective/LocalDevelopmentPlan/HousingNeedandDemandAssessment.pdf>

Through the research phase of the strategy it became apparent that there is considerable cross over in terms of the outcomes to be achieved for older people through the Joint Commissioning Strategy<sup>30</sup>, Personalisation Strategy<sup>31</sup>, Enablement Strategy<sup>32</sup>, Dementia Strategy<sup>33</sup> and through the Change Fund Process<sup>34</sup>. In particular there is a significant role that housing plays within key aspects of Social Care strategies, a role that is not sufficiently recognised at present<sup>35</sup>.

**Figure 7: Strategic Links (to be re-drafted by graphic designer)**



<sup>30</sup> <http://www.north-ayrshire.gov.uk/SocialCareAndHealth/HealthAndMedicalInformation/JointCommissioningStrategyOlderPeople.doc>

<sup>31</sup> <http://www.north-ayrshire.gov.uk/Documents/SocialServices/PersonalisationDraft.pdf>

<sup>32</sup> North Ayrshire Enablement Strategy 2011

<sup>33</sup> North Ayrshire Dementia Strategy 2011

<sup>34</sup> Change Fund Guidance. <http://www.jitscotland.org.uk/action-areas/reshaping-care-for-older-people/change-fund-plans/>

<sup>35</sup> Registered Social Landlord (RSL) Focus Group Report 2011

1. 9 There is evident cross over between various strategic outcomes within current Housing, Social Care and NHS strategies and action plans, when put within the context of ever decreasing budgets, this creates a potentially serious risk of duplication and non-efficient use of limited resources<sup>36</sup>.
1. 10 The risk of work being duplicated across Housing, the NHS and Social Care can only be mitigated by closer alignment of outcomes, priorities and budgets. The development of shared outcomes to maximise the impact that the limited resources available can achieve, will be critical in providing future services for older people. This message has been re-iterated nationally through the Change Fund Guidance<sup>37</sup> and the Christie Commission Report<sup>38</sup>; both documents also call for increased involvement of the 3<sup>rd</sup> and independent sector as well as other housing providers such as RSLs, to assist in shifting the balance of care and achieving the personal outcomes that older people want.
1. 11 When stakeholders were asked for their views on the importance of current and future partnership links between housing providers, Social Care and the NHS at a local level, it was identified as a specific area for improvement locally.
1. 12 The following quotes and statistics provide some insight into the current perceptions of local stakeholders:

*When asked if there is a need for housing and care services to work closer together, 98% said 'YES' (North Ayrshire Older People's Housing Strategy Consultation Event November 2011).*

*'A more joined up approach between NHS and NAC was highlighted, as well as a need to consult older people on what they need to stay healthy and independent.' (NAC Straight Talking Sessions 2011).*

*'We need more integrated services to maximise resources' (Local Housing Strategy Forum June 2011).*

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<sup>36</sup> Joint Improvement Team (JIT) Essential Connections (2005) <http://www.jitscotland.org.uk/action-areas/housing/past-work/>

<sup>37</sup> Change Fund Guidance. <http://www.jitscotland.org.uk/action-areas/reshaping-care-for-older-people/change-fund-plans/>

<sup>38</sup> Report on the Future Delivery of Public Services by the Commission chaired by Dr Campbell Christie. (June 2011) <http://www.scotland.gov.uk/Publications/2011/06/27154527/0>

These and similar messages have been evidenced throughout the national and local consultation on housing an ageing population as a key improvement area<sup>39</sup>.

1. 13 It is therefore clear that if the challenge of providing fit for purpose housing and related support to older people is to be achieved, the strategic involvement of older people coupled with the alignment of outcomes for housing providers, Social Care and the NHS, linked to budgets and outcomes is a strategic step that cannot be missed. The NAOPHS offers an opportunity to begin that process.
1. 14 The LHS 2011-2016 (published in November 2011) has set out a series of overarching outcomes to be achieved for North Ayrshire. The National Older People's Housing Strategy (published in December 2011) has set out very similar outcomes to the LHS. A comparison of the outcomes is shown in Table 1 below. The NAOPHS follows the same broad outcomes as the National Housing Strategy for Older People, and is set out specifically to link strategically with the LHS.

**Table 2: Outcome Comparison**

<b>National Older People's Housing Strategy Outcomes</b>	<b>Local Housing Strategy 2011-16 Outcomes</b>
Strategic Leadership	The Strategic Process is Open, Transparent and Accountable
Information and Advice	Access to High Quality Information and Advice has Improved
Better Use of Existing Stock	Housing is Sustainable and Contributes to Stable Communities
Preventative Support	Housing Support Measures Promote Independent Living
New Build Housing	The supply and quality of housing better meets needs and aspirations
	Fewer People Become Homeless

1. 15 The issues that surround the older people's agenda are becoming increasingly complex and work is required to reduce that complexity as much as possible, to help provide clarity around the key issues that impact each service. Older people and partners must work towards jointly planning outcomes and combining resources to meet the needs of older people collectively.

<sup>39</sup> Reshaping Care for Older People, A Program of Change 2011-2021  
<http://www.scotland.gov.uk/Resource/Doc/924/0114884.pdf>

Critical to this process will be older people becoming more involved and emphasising that they are best placed to inform others what works and what does not work for them<sup>40</sup>. This approach is being adopted by social care through the personalisation agenda and self directed support.

### **What we are currently doing**

- The LHS 2011-16 has established six sub groups which cover each of the main outcomes outlined within the LHS action plan. The sub groups include key stakeholders from relevant sectors to assist in jointly developing and achieving the LHS action plan. This has developed and will continue to create critical strategic links between Health, Housing and Social Care providers, including the Community Planning Partnership (CPP).
- There are well established strategic mechanisms (see page 13), such as the North Ayrshire Housing Partnership (NAHP), CPP, and the Officers Locality Groups (OLG), that are working hard to improve the strategic partnerships that exist and put service users at the centre of that process.
- A new working group has been established to develop a joint strategy for older people's services by 2013, across Housing, Social Care and the NHS. The strategy will provide a pan Ayrshire strategy to deliver joint services for older people. Strategy has been written – update required?

### **Key Future Actions**

- Clear identification of the current working group architecture that relates specifically to older people should be undertaken and opportunities identified to involve older people, the 3<sup>rd</sup>/Independent sector and carers in making the decisions that affect them, along with Social Care and the NHS
- The Housing Needs and Demand Assessment (HNADA) specifically explores older people's housing needs– in addition the future LDP and LHS should have a designated section for older people's housing
- A review of older people specific budgets and outcomes across housing providers, Social Care and the NHS should be undertaken to identify any duplication of services and identify opportunities for joint working and efficiency
- The creation of standard shared boundaries (operating areas such as SMHA etc.) between Housing, Social Care and the NHS. This would allow the same data to be used in the decision making processes across areas and service providers

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<sup>40</sup> Joseph Rowntree Foundation, Older People's Enquiry 'that little bit of help' (2005)  
<http://www.jrf.org.uk/sites/files/jrf/briefing03.pdf>

## Local Outcome 2: Information and Advice Needed by Older People to Make the Best Decisions about Their Housing & Support is Provided

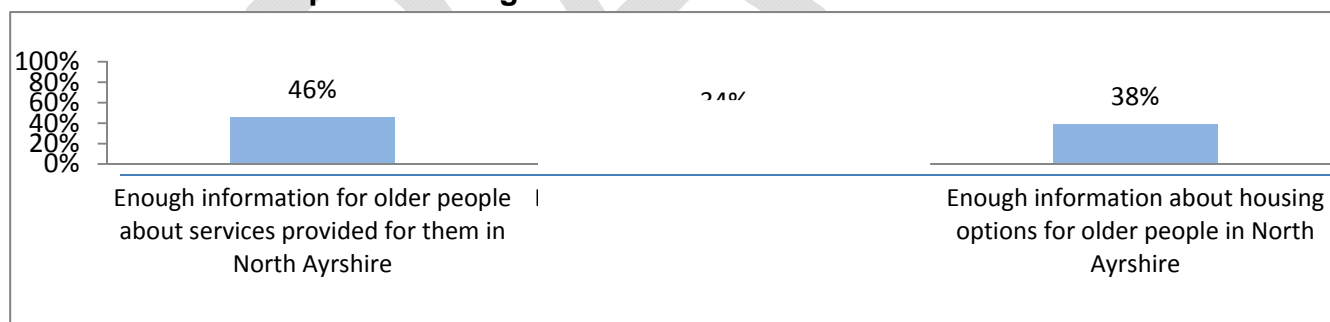
### Specific Local Outcomes

- Older People are aware of how their housing needs could change and are encouraged to plan for the future
- Older People have a single point of contact where they can access the information and advice, in the appropriate format, that is needed to select the right housing and housing related support options available to them.

2.1 A key component of choice is having the proper information and advice you need to choose the right option. However, for older people in particular being aware of where to access good, accurate information is imperative to help them stay independent and in control of their lives.<sup>41</sup> The information that older people require differs, especially by tenure, due to the range of housing and support options individuals are financially able to consider.

2.2 The OPHS highlighted the opinions of older people regarding the current provision of information on housing options and related services, shown in Chart 19. It clearly demonstrates that in each case fewer than 50% felt that there was enough housing information for older people currently provided.

**Chart 19: Older People's Housing and Information Provision**



(Source: North Ayrshire Older People's Housing Survey (OPHS) 2011)

2.3 The results from Chart 19 were analysed by age of respondent and it highlighted a key trend. The older a person was the more likely they felt that there was sufficient information available, with 69% in the 75+ age bracket stating there was enough information falling to a low of 30% within the 50-59 age category. This identified a need to target the 50-64 age category in particular, to raise awareness of how their housing needs may change in the future and advise on how to begin proactively planning for such an eventuality; or at the very least be aware of where to access advice and assistance if required.

<sup>41</sup> Centre for Policy on Ageing How can local authorities with less money support better outcomes for older people? (Jan 2011) <http://www.jrf.org.uk/publications/local-authorities-better-outcomes-older-people>

2. 4 The survey results were echoed within the focus groups when discussing the information and advice currently provided for older people.

*‘There are problems communicating with older people, NAC needs to be more strategic in getting information to the elderly. Web based information is not always suitable, information needs to be shared with families, carers and volunteers so they can pass it on’ (Straight talking sessions 2011).*

*NAC need to target the middle aged (50+) to consider their future housing needs and help them proactively plan ahead (May LHS Forum 2011).*

*There was not believed to be sufficient clarity in relation to who provides particular services and how to access them (RSL Focus Group 2011).*

2. 5 There are various local and national agencies that currently provide information on specific aspects of housing and support for older people, such as<sup>42</sup>:

- House Key<sup>43</sup>
- Housing Care and First Stop<sup>44</sup>
- The Age UK Helpline<sup>45</sup>
- Citizens Advice Bureaux<sup>46</sup>
- Citizens Advice Direct<sup>47</sup>

The information currently available is sometimes hard to follow and largely web based, a format that many people within North Ayrshire, especially older people, may have trouble accessing for a variety of reasons.

The information sources above primarily provide advice on existing housing options, as identified through the research and consultation there is a need to increase awareness of the benefits that planning ahead can bring in later life.

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<sup>42</sup> Please note this list is not exhaustive

<sup>43</sup> House key website: <http://www.scotland.gov.uk/housekey/>

<sup>44</sup> Housing Care website: <http://www.housingcare.org/nursing-homes/area-2-north-ayrshire.aspx>

<sup>45</sup> Age UK website: <http://www.ageuk.org.uk/>

<sup>46</sup> Citizens Advice Bureaux website: <http://www.citizensadvice.org.uk/>

<sup>47</sup> Citizens Advice Direct website: <http://citizensadvisedirect.org.uk/>

2. 6 The development of a housing options approach has been promoted through the national strategy as an effective model of delivering better housing outcomes for older people. This approach has proven successful within North Ayrshire in delivering positive results for people presenting as homeless within North Ayrshire. The success of this approach was recognised nationally through the 2012 COSLA awards. It is anticipated that the experience gained through piloting this type of housing approach by the homeless team will assist in delivering similar results for older people within North Ayrshire. This person centred focus is also being piloted by our partners in Social Care through the Personalisation Strategy and Enablement Strategy.
2. 7 The consultation processes have highlighted that older people want and need a 'one stop shop' within North Ayrshire, to provide them with a single point of contact providing the information and advice required. The priority areas older people have identified that they would like more information and advice on are:
- Available Housing Options
  - Support/Care Options Available - including telehealth care<sup>48</sup>
  - Income Advice (Benefits etc.)
  - Local Social Activities (Exercise, Befriending etc.)
  - Local Services and Amenity Information
  - Handymen/Trusted Trader Information
- (Source: Adapted from OPHS Consultation Events)*
2. 8 The places that older people are most likely to go for information on housing options were identified through the OPHS and it highlighted that 70% of those aged 50+ would go to North Ayrshire Council (including Social Services) for housing options information.

### **What we are currently doing**

- The 2011-2016 LHS has recognised the importance of providing access to high quality information and advice (LHS Outcome 5). The specific actions that are being progressed through the LHS Action Plan are listed below:
  - Explore options for partnership working for the provision of homelessness advice and information to residents on the islands
  - Prepare an online directory of all support services for partner and provider use

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<sup>48</sup> Tele(health)care information: <http://www.jitscotland.org.uk/publications-1/telecare/>

- **Support the local energy advice forum**
- **Develop an information ‘hub’ within the council’s website collating information and advice on private sector housing issues**
- **Develop Housing Options Guides and Personal Housing Plans**
- NAC Homeless advice and information service to achieve ‘Homepoint’ Accreditation

The actions in bold above are the most relevant to older people in relation to LHS Outcome 5, although it is recognised that the LHS does not specifically identify older people’s involvement in the development of the actions above. Notwithstanding this, the established engagement structure presents an opportunity for older people to become represented within each relevant group and ensure the changing demographic of North Ayrshire is recognised and taken into account throughout the groups tasked with taking this agenda forward.

- The housing partners within the North Ayrshire Housing Register Working Group (NAHWRG) have employed an Occupational Therapist (OT) to assess the housing and medical requirements of social housing applicants. This represents a significant step forward in acknowledging the current and future need for a housing assessment process that looks at the housing, health and care needs collectively. The results of the project thus far have produced excellent results, similar to the homeless pilot<sup>49</sup>, and demonstrate the benefits of providing good information and advice, coupled with a person centred approach, to deliver better outcomes for the people of North Ayrshire.
- The need for key partners to work together is well documented throughout the NAOPHS and was advocated at the various presentations and workshops undertaken through the NAOPHS research phase, which has helped increase awareness of the issues each sector faces. Through the 2012/13 change fund there has been a greater interaction between RSL’s, Social Care, NHS and the 3<sup>rd</sup> and Independent Sectors. The Scottish Governments renewed focus on improving engagement with key partners, through the Change Fund, presents an opportunity for the older people’s agenda, within each sector, to be taken forward in a cohesive manner.

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<sup>49</sup> <http://www.nacasadvice.org.uk/news/1085/north-ayrshire-council-recognised-as-sector-leader-in-tackling-homelessness>

## Key Future Actions

- Develop a Housing Options approach (already identified in the LHS Action Plan) and being progressed through the North Ayrshire Housing Register Working Group
- Develop a housing related support information service (already identified in LHS Action Plan)
- Develop a joint information and engagement strategy for older people with our partners in Housing, Social Care and Health, encompassing the following elements:
  - A review of information services available for Older People and how they are advertised- e.g. citizen's advice, Age Scotland, Carers centre, TACT etc.
  - Development of a proactive approach to encouraging older people to think about the suitability of their housing for later life
  - To work with Scottish Government towards a national information and advice standard for older people
  - Raise awareness of the issues surrounding the changing demographic within North Ayrshire and its implications.

## Local Outcome 3: Older People are Better Assisted to Remain in, and Make Best Use of Existing Stock

### Specific Local Outcomes

- **Equipment and adaptations services are provided to assist people to live independently in their own homes and easily accessible to all tenures**
- **Older people specific housing (e.g. sheltered housing, amenity etc.) is utilised to its full potential**
- **An accessibility criteria (i.e. properties graded in terms of suitability for older people) for North Ayrshire's existing social rented housing stock is developed**
- **The existing general needs housing suitable for older people is identified and its potential to become specifically designated as older people's housing assessed.**

3.1 There are 66,439 homes within North Ayrshire<sup>50</sup>, the total amount of new homes that have been completed since 2005 amount to less than 0.4% of that figure<sup>51</sup>. New homes represent a relatively small proportion of overall housing stock; therefore housing an ageing population will primarily have to be facilitated through the existing stock that is currently available.

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<sup>50</sup> NAC Council Tax Data Extract June 2011

<sup>51</sup> Housing Statistics for Scotland 2011: <http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/HSfS/NewBuild>

The figures also highlight the importance of maximising the flexibility of future new build housing to accommodate changes in people's health and mobility needs.

- 3.2 The greatest percentage of older people currently live in general needs properties and do not require to move home or to older people specific housing<sup>52</sup>. This mirrors the response of the vast majority of older people surveyed within North Ayrshire who want to remain in their own home regardless of how their needs change (77%). This housing preference is a key driver of the national reshaping care agenda, which places the home and community at the heart of future care provision.
- 3.3 The success of the reshaping care agenda will largely depend on the ability of existing housing stock to be re-configured to provide a safe environment for older people to live independently and receive the care and support they need within the home. The number of falls related to the home within North Ayrshire (see page 24) provides a good indicator that current services need to change in order to reduce the numbers of older people currently being injured and the associated costs to care providers. This analysis identifies a key gap in preventative services within North Ayrshire and further highlights the strategic links between health, social care and housing at a local level; and financially how one can affect the other depending on the services they provide.
- 3.4 The development of a more cohesive approach by Housing, Social Care and NHS care providers in housing and supporting an ageing population will be critical to successfully reshaping care as one service is unlikely to succeed without the experience, resources and assistance of the other. Without housing there is nothing to shift care to and without care and support there is existing housing for older people that is largely unsuitable, as the current falls and hospital admission rates are demonstrating.

### **Equipment and Adaptations**

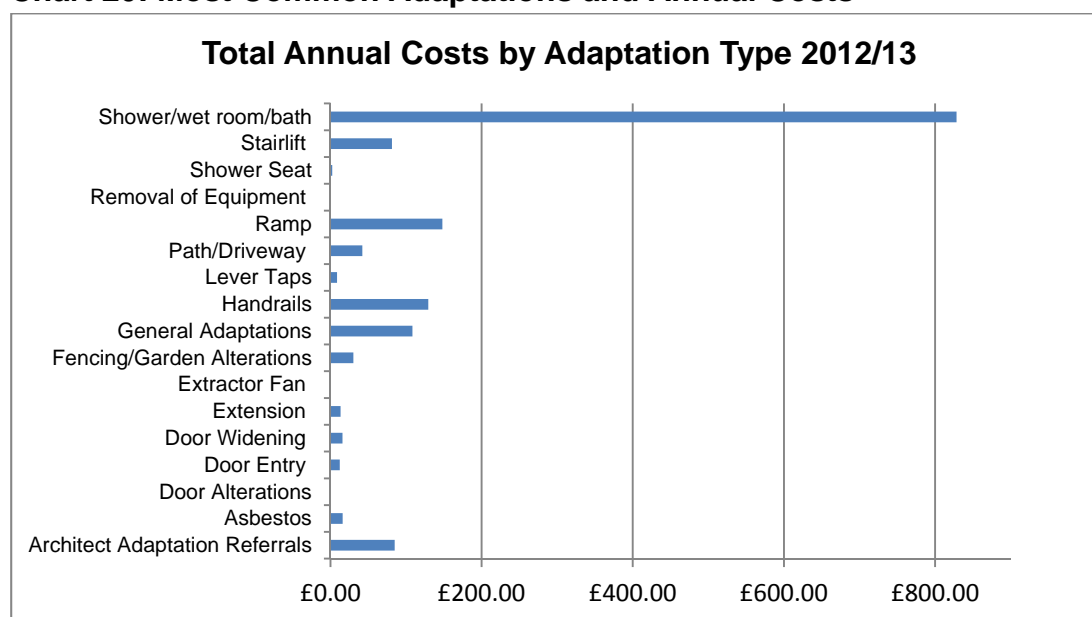
- 3.5 The principle option for older people who have mobility or health issues and wish to remain as independent as possible and within their own home is through 'equipment and adaptations'<sup>53</sup>. This term is used to describe a whole range of options that can help transform a home from a burden to a safe and independent living space. The most common 'equipment and adaptations' provided by North Ayrshire Council are shown in Chart 20.

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<sup>52</sup> Age, Home and Community: A Strategy for Housing for Scotland's Older People: 2012-2021, Scottish Government (November 2011) <http://www.scotland.gov.uk/Publications/2011/12/16091323/0>

<sup>53</sup> Scottish Government Guidance: <http://www.scotland.gov.uk/Topics/Health/care/EandA/EandAGuidance>

**Chart 20: Most Common Adaptations and Annual Costs**



(Source: Adapted from NAC Adaptations Database 2011)

- 3.6 The role of the equipment and adaptations identified above is to provide greater independence and feeling of security to people who suffer from a long term illness or disability. Equipment and adaptations have also been proven to assist in preventing falls in the home, helping carers and improving physical and mental health. There are also many examples of the cost effectiveness of equipment in adaptations compared to the costs of emergency hospital admissions and the associated care costs<sup>54</sup>.
- 3.7 The emergence of telehealth care<sup>55</sup> over recent years has taken basic equipment and adaptations to a more sophisticated level. This type of care provision is generally used for more complex health issues, such as dementia and other long term conditions that require an enhanced level of care and monitoring. This includes the use of various types of monitoring equipment such as, fall mats, personal alarms, heat detectors etc. These devices are linked to a monitoring station equipped with a 24 hour response team, who provide care in emergency situations; this allows people with complex conditions a balance of independence and the peace of mind that support is on hand if needed.
- 3.8 There is no doubt that equipment and adaptations are, and will continue to be, crucial in assisting older people to remain independent and in their own homes. The current economic climate however has resulted in a large scale reduction in resources across all local authority areas.

<sup>54</sup> Heywood & Turner 'Better Outcomes Lower Costs' <http://odi.dwp.gov.uk/docs/res/il/better-outcomes-summary.pdf>

<sup>55</sup> <http://www.jitscotland.org.uk/publications-1/telecare/>

The funding for adaptations differs depending on which tenure you reside within. There are significant questions that the current funding situation raises in relation to equity and access to key services that can improve the lives of older people and reduce emergency hospital admission caused by falls in the home.

- 3.9 The Scottish Governments current guidance<sup>56</sup> regarding equipment and adaptations sets out the responsibilities of the NHS and local authorities on the national governments policy in this area. The funding arrangements for the private rented sector and owner occupiers are slightly different for those within the social rented sector shown in Table 2; there are also different categories of adaptations from major to minor adaptations and different timescales that have to be met depending on priority levels (e.g. hospital discharges).

**Table 3: Equipment and Adaptations Funding Overview<sup>57</sup>**

	Private sector housing		Social rented housing		
	Owner occupier	Private rented sector tenant	Local authority tenant	Housing association (RSL) tenants <sup>6</sup>	
				Non stock transfer RSLs	Stock transfer RSLs
Funding source	LA private sector grant funding		Housing revenue account	HAG (Scottish Government or LA in Glasgow & Edinburgh) <i>and/or</i> RSL resources	RSL resources
Level of funding	80-100%	80-100%	100%	100%	100%
Access to funding	LA private sector teams, <i>or</i> grants officers		LA housing service	RSL	RSL
Management of process	LA private sector teams/ grants officers <i>or</i> Care & Repair <i>or</i> individual owner/tenant		LA housing or property services	RSL	RSL

(Source: Joint Improvement Team 'Guide to funding a major adaptation' 2010<sup>58</sup>)

- 3.10 North Ayrshire Council is responsible for providing grant assistance to all disabled people regardless of tenure, if they have a medically assessed need for equipment and adaptations. The eligibility criteria and further information on equipment and adaptations within the private and owner occupied sector is available through the NAC Scheme of Assistance Guide 2012.<sup>59</sup>

<sup>56</sup> <http://www.scotland.gov.uk/Topics/Health/care/EandA/EandAGuidance>

<sup>57</sup> **Please note this is the usual circumstance:** A tenant in the social rented sector (either local authority or housing association) can apply for grant in the same way as an owner or private sector tenant. However the Government has made it clear that such applications should be the exception.

<sup>58</sup> <http://www.scotland.gov.uk/Resource/Doc/924/0103476.pdf>

<sup>59</sup> North Ayrshire Council Scheme of Assistance Guide 2012

- 3.11 It is difficult to assess current demand for equipment and adaptations across North Ayrshire as there are currently numerous systems that hold information across NAC and RSL partners. These systems record the number of people waiting for adaptations within the social rented sector and private tenures within North Ayrshire. The information currently available is disjointed and a combined database of everyone awaiting equipment and adaptations would allow greater analysis and insight.
- 3.12 The results gathered through the OPHS highlighted that there is approximately 29% of older people who have a long term illness or health problem that do not have any equipment or adaptations to help them, shown in Figure 8.

**Figure 8: Percentage of Older People with equipment or adaptations who have a long term illness or health problem.**

Do you have any equipment/ aids to help you?					
	Overall	Social rented	Private rented	Owners	Sheltered
Unweighted	662	241	11	279	131
Have aids/ adaptations	71.2%	66.1%	15.3%	68.6%	91.9%
Do not have any aids or adaptations	28.8%	33.9%	84.7%	31.4%	8.1%

(Source: Older People's Housing Survey 2011)

- 3.13 The data shown in Figure 8 suggests that a significant percentage of older people may not be aware of how to access the equipment and adaptations that could increase their independence and quality of life. If those older people who required equipment and adaptations had them installed it could potentially prevent falls in the home and the associated emergency hospital admissions. The percentage of older people who do not have equipment and adaptations are relatively similar across the social rented sector and owner occupied sector, with the largest gap presenting within the private rented sector.
- 3.14 Scottish Government research has highlighted that the time adaptations take to install is perceived as a critical factor in their effectiveness<sup>60</sup>, therefore the speed of installation of equipment and adaptations is therefore important to ensure maximum impact.

<sup>60</sup> Scottish Government 2010 'The Effectiveness and Value of Adaptations'  
<http://www.scotland.gov.uk/Topics/Health/care/EandA/ValueofAdaptations#a2>

## **Repairs and Maintenance**

- 3.15 Equipment and adaptations can provide the basis of independent living; however there are additional support elements that older people have identified that make it difficult to remain in their own home. The most common issue highlighted was in relation to the maintenance of the home and garden area. This was predominantly mentioned by the owner occupied sector as a difficult area to manage both physically and financially.

## **Existing Housing Options for Older People**

- 3.16 There are however instances where adapting properties is not the best option, due to a number of reasons, usually the home not being suitable for adaptation and subsequently affecting quality of life. This scenario is most common after a significant change in mobility/health and arises when level access to bedrooms and bathrooms become critical to remaining independent, this scenario is often termed as 'point of crisis'.
- 3.17 North Ayrshire has a range of housing options across tenures that are available specifically for older people with specific health and mobility needs, these are:
- Very Sheltered Housing
  - Sheltered Housing
  - Amenity Housing
  - Private Retirement Complexes<sup>61</sup>
  - Care Homes

Although not specific to older people a more suitable general needs property could also provide a viable housing option.

- 3.18 The information available on the existing housing stock within North Ayrshire is not available for all tenures. The information pertaining to properties within the owner occupied and private rented sector that would allow an analysis of suitability currently does not exist. The only detailed data that can be analysed is the information relating to North Ayrshire's social rented stock. The social rented sector has the largest percentage of those with long term illnesses and health related issues and includes almost the entire specialist housing available for older people within North Ayrshire; therefore the availability and quality of stock information within this sector is particularly important.

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<sup>61</sup> <http://www.mccarthyandstone.co.uk/>

- 3.19 There are existing systems that provide information; the North Ayrshire Housing Register (NAHR) provides detailed information on the majority of social housing properties (RSL and NAC). The other key source of data is provided by the NAC Stock Condition Survey (APEX), this provides detailed information on layout, accessibility and adaptations for NAC stock only. There is however some mismatches within the existing data and an exercise to cleanse and match all the data sets to provide a robust and detailed database of accessible properties would allow a greater understanding of what capacity North Ayrshire's Housing Stock has in housing an ageing population.
- 3.20 Several agencies and Local Authorities are currently developing an accessibility criterion (which grades each property in terms of its suitability for older people) for their existing social rented housing stock to define their suitability in meeting the needs of an ageing population and people with disabilities<sup>62</sup>. The RSL sector within North Ayrshire is currently working towards a 100% stock condition survey. This is in line with government guidance<sup>63</sup> which is recommending this is undertaken to provide information primarily for the SHQS. A full stock condition survey presents an opportunity to compile as much information as possible on the suitability of social rented properties for older people, in relation to access, property layout and details of any existing adaptations that have been carried out.
- 3.21 There is a number of general needs properties that could be suitable for older people in terms of accessibility. There are properties that have level access and fit a number of the need requirements of older people, such as multi storey flats that have lift facilities which provides level access to properties. The feasibility of re-designating this property type, and others, provides a good example of the potential to build extra capacity for housing an ageing population within the existing social housing stock, when they are needed. North Glasgow Housing Association has carried out a re-designation of multi storey flats to sheltered accommodation, which has proven very successful with older tenants.
- 3.22 The Right to Buy (RTB) legislation<sup>64</sup> has resulted in an increased number of owner occupiers and a reduction in social rented properties within North Ayrshire. The main mechanism used by local authorities and RSL's to retain social rented housing stock in areas of acute housing shortage has been pressured area status.

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<sup>62</sup> National Database for accessible homes is cited within the National Older People's Strategy and Homes Fit for the 21<sup>st</sup> Century

<sup>63</sup> SHQS Guidance (2011) <http://www.scotland.gov.uk/Topics/Built-Environment/Housing/16342/shqs/guidance>

<sup>64</sup> Right to Buy Guidance (2011) <http://www.scotland.gov.uk/Publications/2011/10/03132827/0>

The recent changes in pressured area status guidelines<sup>65</sup> offers an opportunity to protect existing general needs housing that is suitable for older people from the right to buy. Critical to making a robust application for pressured status by house type will be the ability to identify which stock is suitable, therefore the data cleansing process (highlighted in 3.19) will be critical to the success of future bids for pressured status by NAC and RSL partners.

- 3.23 The issue of tenure mobility within the social housing sector is reported as generally low<sup>66</sup> and with the housing welfare reform plans for reducing housing benefit for under occupation of properties, there will potentially be a large scale relocation of tenants to more suitable housing. This therefore presents an opportunity to better match the right people with the right property, those aged 60+ are exempt from the reforms but there may be certain older people who wish to be relocated to a more suitable house voluntarily.
- 3.24 There have been a number of schemes implemented to help people find the right accommodation for them regardless of age and tenure. North Ayrshire Council developed an electronic mutual exchange system which was launched in January 2013. Circle Anglia have produced a website to facilitate home swaps <http://www.houseexchange.org.uk/> Aberdeen, Dundee and Edinburgh Council are all currently part of the scheme. This type of scheme and others like it (<http://www.homeswapper.co.uk/>) provide a relatively cost effective way to help people find the right home and therefore make best use of existing properties.

### **Very Sheltered Housing**

- 3.25 This form of housing (sometimes known as 'care' and 'extra care' housing) generally has all the features listed for sheltered housing, but will usually have special bathroom facilities. In addition, a greater level of care and support is offered through the service of extra wardens, full-time carers or domiciliary assistance and the provision of meals. The provision for this type of accommodation is minimal within North Ayrshire and demand data for very sheltered is limited. The feedback from older people through the OPHS highlighted that this option was unpopular with only 1% indicating they would consider it in the future.

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<sup>65</sup> Pressured Area Status Guidance (2011) <http://www.scotland.gov.uk/Publications/2011/02/25103931/3>

<sup>66</sup> Circle Anglia Group 'The economic and social impact of reduced mobility in social housing (2010) <https://www.circle.org.uk/data/files/counting-costs-july-2010-final-final-1429.pdf>

## **Sheltered Housing**

- 3.26 Sheltered Housing is the primary example of housing with care and support within North Ayrshire. The positive response to sheltered housing as a future housing option for older people and the high satisfaction rates with current sheltered users<sup>67</sup>, demonstrates that sheltered housing is, and will continue to be, a real asset in providing suitable housing for an ageing population. There is however some complexes that were built in the 1970's that will require to be upgraded further than the planned SHQS refurbishment. A review of those properties that fall into that category will help ensure that sheltered housing continues to be an asset in housing an ageing population.
- 3.27 Through the consultation process<sup>68</sup>, sheltered housing residents were asked to identify any support services which they would like more support with. The service areas the sheltered tenants focus group identified are:
- Assistance with Moving into Sheltered Accommodation
  - Improved Social Events
  - Low Level Support Services e.g. Handyman/Co-ordinator Type Service
  - A Consistent Point of Contact
- 3.28 There is a perceived gap in the co-ordination of services within sheltered housing complexes by current residents. These 'gaps' have now been identified and work is therefore required to improve services to sheltered residents, within the resources available. The majority of sheltered housing complexes are located in the heart of local communities this offers an opportunity to maximise their role in providing improved services for residents and other older vulnerable people within the immediate area.
- 3.29 The potential to maximise the value that existing specialist housing stock brings to the community will be critical in providing suitable accommodation and services for an ageing population. There are several good practice examples of sheltered housing complexes being developed with sheltered residents and service providers to create community hubs for older people within the surrounding area<sup>69</sup>. This method has allowed resources to be combined from different providers to deliver positive outcomes for sheltered housing residents and vulnerable older people within the immediate vicinity of sheltered complexes.

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<sup>67</sup> North Ayrshire Older People's Housing Survey (2011) 31% of Sheltered Residents stated a dissatisfaction with current organisation of social events

<sup>68</sup> Identified within the North Ayrshire Older People's Survey (2011) and Sheltered Housing Focus Group (2011)

<sup>69</sup> E.g. Riverside Housing Association's 'Live Time' Housing Pilot

3.30 There are many good examples of the service areas that community hubs can provide better services for older people by improving and utilising sheltered housing facilities<sup>70</sup>. The examples below are only a small proportion of the good work being carried out across the country to help increase older people's quality of life and give them options to participate in the things that interest them. Activities like this have been identified as important to people with dementia and in delivering positive outcomes for older people<sup>71</sup>.

- Digital Inclusion Projects (Improving Older People's Ability to Use Computers)
- Activity Projects (Ref North Ayrshire Pilot)
- Lunch Clubs
- Medical Services (GP's, Podiatry, Eye Tests etc.)
- Community Gardens
- Debt/Income Advice

3.31 NAC is currently developing a new North Ayrshire Sheltered Housing Standard (NASHS) with sheltered housing residents, housing services and social care to provide an updated vision of what sheltered housing should provide for residents both now and in the future. The Scottish Government is also developing a Sheltered Housing 'How to Guide' which is being progressed through the National Older People's Housing Strategy. The establishment of communication links to the national work through the NASHS could provide mutual benefit and ensure that there is knowledge transfer across both pieces of work. There is also a significant financial commitment from NAC to demonstrate the new standard within a number of existing sheltered housing complexes.

### **Amenity Properties**

3.32 Amenity properties are generally level access properties, predominately bungalows, with various standard design elements<sup>72</sup> that help those with restricted mobility. There is no formal support that comes with an amenity property.

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<sup>70</sup> The Bloom Awards Recognise Innovative Housing Projects for Older People

<http://www.lemosandcrane.co.uk/home/index.php?id=213425>

<sup>71</sup> Scotland's National Dementia Strategy (2010)

<http://www.scotland.gov.uk/Resource/Doc/324377/0104420.pdf>

<sup>72</sup> Section 69 Guidance (2011) <http://www.scotland.gov.uk/Resource/Doc/1125/0124746.pdf>

- 3.33 There are general needs houses that are not designated specifically as amenity but have been adapted to suit the particular needs of a tenant. These adaptations are often removed once a tenancy ends and represents a potential waste of resources. There is no easy solution to this issue and further work is required to find the correct balance to maximise resources overall.
- 3.34 There is over 17% of the waiting list for amenity housing aged between 50-64, however the eligibility criteria set out within the current allocations policy for amenity housing is 60 years and over. There is increasing evidence nationally<sup>73</sup> and locally<sup>74</sup> that there should be a commonality in approach for all those with long term illnesses and mobility problems regardless of age. The allocations and assessment of those applicants with medical needs is currently being piloted and reviewed through the NAHRWG. The allocation policy guidance<sup>75</sup> for amenity housing links to the Single Shared Assessment (SSA) process<sup>76</sup> and is programmed to be reviewed in the near future.

### **Private Sector**

- 3.35 The private sector also has an important role to play in providing private accommodation similar to the retirement complexes developed by McCarthy Stone<sup>77</sup>, located in Largs. There is limited provision of this type of accommodation with North Ayrshire; however the findings nationally anticipate that the demand for this type of property will increase as the population ages. The biggest barrier for this type of development is believed to be the availability of land and planning restrictions<sup>78</sup>, this again highlights the need for older people accommodation to be factored into the HNADA, LHS and the LDP for both private and social sector housing providers.

### **Support to Move Home**

- 3.36 Moving home is stressful for everyone regardless of age and represents a large amount of upheaval and change. Older people often have this stress exacerbated through ill health and lack of physical and financial assistance at a time when they need it most.

The process of finding a suitable property can be difficult and there were key barriers identified through the OPHS that are preventing older people who currently want to move home. The main reasons cited were:

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<sup>73</sup> Age, Home and Community: A Strategy for Housing for Scotland's Older People: 2012-2021, Scottish Government (November 2011) <http://www.scotland.gov.uk/Publications/2011/12/16091323/0>

<sup>74</sup> North Ayrshire Older People's Housing Survey Focus Group Report (2011)

<sup>75</sup> North Ayrshire Council Single Shared Assessment 'Housing Services Guidance Note for Staff' (2005)

<sup>76</sup> North Ayrshire Council Single Shared Assessment Process for NAC Housing

<sup>77</sup> <http://www.mccarthyandstone.co.uk/>

<sup>78</sup> Scottish Government Sheltered Housing Review (2008)

<http://www.scotland.gov.uk/Resource/Doc/208953/0055383.pdf>

- Lack of available properties in the area (35%)
- Lack of buyers for current property (27%)
- Lack of affordable properties to rent (8%)
- Lack of affordable properties to buy (7%)

3.37 When older people have made the decision to move and found suitable accommodation, assistance in making the physical move was identified as being an area that would help take some of the worry out of the transition to a new home.

### **What we are currently doing**

- Providing assistance to the private sector through the Scheme of Assistance
- Piloting the Sheltered Housing Activity Programme
- Developing a new North Ayrshire Sheltered Housing Standard (NASHS) with tenants, including consultation on the potential development of a community hub model
- Investing £4 million within a number of existing sheltered housing complexes to showcase the new NASHS
- Providing Equipment and Adaptations services to Older People
- Employed a Team Manager to develop Telecare Services within North Ayrshire which includes a Self Assessment process for over 75's.
- 200 enhanced telecare packages installed in 2012/13 and 20 heart failure telehealth pods currently being tested
- Recruitment of Older People's Housing Team to take forward the Older People's Housing Strategy.
- Undertaking a cross tenure review of the adaptations process within North Ayrshire

### **Key Future Actions**

- Development of an accessibility criteria to measure North Ayrshire's existing social housing stock against
- Conduct a review of current preventative service provision within North Ayrshire and how it is currently advertised
- Develop a community hub model specification within sheltered in conjunction with tenants and stakeholders
- Review Allocations Policy for Sheltered and Amenity accommodation
- Assess the use of pressured area status to protect the limited number of general needs social housing stock that is suitable for older people and designate as older people specific housing

## Local Outcome 4: The needs of older people for housing related low level, preventative support are met.

### **Specific Local Outcomes:**

- Older people have a 'one stop shop' advice and information service, provided in partnership with RSL's, the 3<sup>rd</sup> Sector, Social Services, NHS and other key partners
  - Preventative services for older people are jointly developed, expanded and resourced
  - Older people are better assisted to avoid unnecessary hospital admissions through preventative housing assessment and associated services
  - Preventative services for older people are fair and equitable
4. 1 There is widespread recognition of the need to redesign our public services so that there is greater emphasis on care at home, and services which avoid, or reduce the need for, institutional forms of care. This approach reflects the strong preferences stated by the vast majority of older people who want to receive care in their own homes. It also reflects a financial imperative that the current configuration of health and social care services are not financially sustainable<sup>79</sup>. The shift away from bed based care is financially essential as well as being desirable to older people. This is the impetus behind the current interest in prevention and the benefits of preventative spending.
4. 2 Prevention has now been embraced much more widely across Government, with the Christie Commission,<sup>80</sup> the Scottish Government's response,<sup>81</sup> and the recent Scottish budget<sup>82</sup> all emphasising the need to develop public services which have a preventative focus. Prevention is also a key focus in Reshaping Care which provides the Scottish Government's policy framework in this area. This framework sets out clearly the importance of housing's role in reshaping care through delivering services such as adaptations, small repairs, handyperson services and other low level services. These services support the critical NHS and Social Care objectives to prevent or delay the need for health and social care interventions<sup>83</sup>. This has been reinforced by the 2012-13 Change Fund Guidance<sup>84</sup> which has recognised the contribution of housing-related services to the prevention agenda.

<sup>79</sup> *Reshaping Care: a programme for change 2011-2021* estimates that an additional £1.1bn on the health and social expenditure by 2016 to meet the additional demand.

<sup>80</sup> <http://scotland.gov.uk/Resource/Doc/352649/0118638.pdf>

<sup>81</sup> <http://www.scotland.gov.uk/Resource/Doc/358359/0121131.pdf>

<sup>82</sup> <http://www.scotland.gov.uk/Resource/Doc/359651/0121519.pdf>

<sup>83</sup> The draft national housing strategy for an ageing population reflects this emphasis, along with the supporting research, analysis and discussion papers.

<sup>84</sup> Change Fund Guidance 2012/13:

[http://scottishcare2011.redpaint.co.uk/docs/037\\_188\\_general\\_Change\\_Fund\\_Guidance\\_2012\\_13\\_2\\_132\\_1190857.pdf](http://scottishcare2011.redpaint.co.uk/docs/037_188_general_Change_Fund_Guidance_2012_13_2_132_1190857.pdf)

*“The provision of housing-related services including equipment and adaptations, physical activity, telehealth care, handyperson services and specialised housing for older people, for example, can significantly reduce the incidence of falls and optimise the independence and wellbeing of older people and support them to remain safely at home or in a homely setting.”*

- 4.3 Housing related services, which focus on prevention, encompass a wide variety of different services reflecting the diversity of the housing sector. They focus on the home ‘environment’ – the bricks and mortar of the home itself and the surrounding environment, with each service focussing on practical support to older people. These include, most obviously housing support services, handyperson and small repairs, gardening services; but it is important to emphasise the wide range of potential areas of activity and of need, which come under the umbrella of housing-related services with a practical focus. It can, for example, include household or window cleaning, decorating, clearing snow and gritting garden paths.
- 4.4 The services mentioned above are considered to be within the context of ‘housing’, however they contribute to agendas that are wider than just housing. The key financial and strategic link is the reduction in health and social care costs through the prevention of avoidable admissions to hospital and care home, reductions in delayed discharge, and helping those with long term conditions maintain their independence and quality of life in their own homes. It is important to ensure that preventative services are developed collaboratively across housing and partners in health and social care so that responsive, flexible services are available across tenures which meet older people’s needs.
- 4.5 The views of older people and stakeholders locally have identified a gap in preventative low level support services for older people. Figures 9 and 10 below show that 100% of those asked agreed that prevention was a priority in assisting older people to remain independent and in their own homes.

**Figure 9: Should prevention be a service priority?**

*(Source: Older People’s Housing Strategy Consultation Event November 2011)*

4. 6 There are already a significant number of housing related preventative services operating in North Ayrshire, many of them of them small scale and operating in local communities or providing single services to particular groups of people. In addition, there are other services such as some private and 3<sup>rd</sup> sector home care providers whose services include some housing-related services as part of an overall package. This complex picture is difficult to understand for professionals and providers; therefore it is even more difficult for older people themselves to find out about these services and how to access them.
4. 7 Respondents to the older people's survey were asked whether they thought that a one stop shop would be useful for giving information and signposting to available services: there was strong support for this proposal.

**Figure 10: Is there a need for a 'one stop shop' for older people?**

*(Source: Older People's Housing Strategy Consultation Event November 2011)*

4. 8 The findings shown in Figures 9 & 10 were reiterated through the straight talking sessions<sup>85</sup>, older people's housing strategy focus groups<sup>86</sup> and various workshop sessions.

*'Needs to be a one stop shop and cater for all levels of care e.g. dementia sufferers, respite care and include a social aspect.'* (Straight talking sessions, 2011).

*'It was agreed within the group that support services for people with Health and mobility problems has to be more responsive as many members of the group had stories about support failing people and being too difficult to access.'* (LHS Forum 2011 May).

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<sup>85</sup> Straight Talking Report 2010 <http://www.north-ayrshire.gov.uk/Documents/CorporateServices/ChiefExecutive/StraightTalkingReport.pdf>

<sup>86</sup> North Ayrshire Older People's Housing Survey Focus Group Report 2011

*'It was suggested that if, for example, all social housing providers in North Ayrshire came together to provide a gardening service (or indeed some other service) then it would be possible to provide economies of scale and provide the service in a way which was cost effective and affordable.'* (RSL FG 2011).

*'When thinking about managing in their current home, the things that participants were beginning to struggle with, or acknowledged as issues for the future were: Maintaining a garden, climbing stairs, accessing bedroom and bathrooms upstairs, maintaining and decorating their home, changing light bulbs and curtains'* (Older People's Housing Survey Focus Group 2011).

4. 9 The major barrier to expansion of low level preventative services is securing the funding, particularly in the context of reducing public expenditure.
4. 10 Key to the discussions over funding is whether such services provide benefits, both to the public purse and to the individual, which are greater than the initial capital cost. There is however evidence that provision of low level preventative services can reduce or delay the need for more intensive services, and can avoid 'crises' occurring, thus reducing expenditure in other parts of the system. There is a growing body of evidence of the impact and preventative contribution of these services.<sup>87</sup> Within North Ayrshire, prevention is already part of the culture of the housing service, with its homelessness prevention service leading the way in Scotland. A core feature of this service is the provision of housing options advice for those whose current living arrangements are threatened or unsatisfactory.
4. 11 It is clear that housing has a key role to play given that the shifting the balance of care agenda puts the home at the heart of care provision. Therefore future funding allocations should reflect the importance of that role and a focus on jointly delivered preventative approaches and services. The revised Change Fund Guidance has recognised this and calls for greater strategic and budgetary alignment to progress a preventative and anticipatory care approach:

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<sup>87</sup> University of York, The Costs and Benefits for Preventative Support Services for Older People (2011) provides an overview of the evidence base

*‘The availability of suitable housing is essential if the outcomes of Reshaping Care are to be achieved. Partnerships should ensure that the housing consequences of their Joint Commissioning Strategies are identified and incorporated in the Local Housing Strategy and Strategic Housing Investment Plan (SHIP).’*

- 4.13 The Change Fund Guidance also clearly states the critical importance of involving older people carers and the 3<sup>rd</sup> & independent sector when redesigning services. The guidance and associated processes set out a vision for a truly collaborative approach to reshaping care across Scotland to focus on prevention.

#### **What we are currently doing**

- Funding an RSL partner to pilot a new model of service within their sheltered housing complexes. This will have a focus on preventative activities and addressing instances of social isolation
- Expanding care at home services to include overnight provision.
- Substantially increasing resources around the provision of telecare and telehealth services
- Undertaking a cross tenure review of the adaptations process within North Ayrshire

#### **Key Future Actions**

- Working in partnership with an RSL partner to develop a Public Social Partnership model that will manage and provide cross tenure preventative services such as care and repair, handyperson and small repairs services.
- Develop a one stop shop service for the provision of housing advice for older people
- Work closely with the 3<sup>rd</sup> sector to develop services within the NAC sheltered housing complexes to increase physical activity levels, encourage the uptake and development of new skills and address instances of social isolation.
- Develop a community hub model specification within sheltered in conjunction with tenants and stakeholders

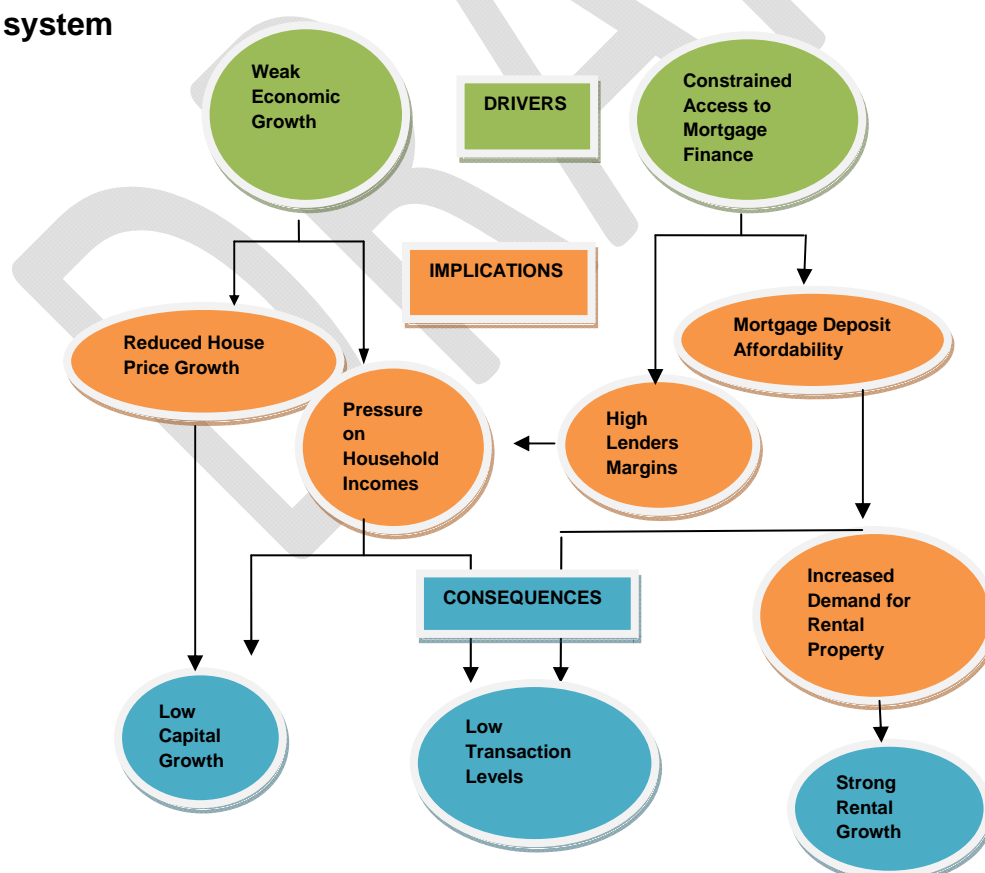
## Local Outcome 5: Investment in New Housing Provision across the Sectors Meets the Future Needs of Older People

### Specific Local Outcomes

- New build social housing projects take account of the particular needs of the changing demographic within North Ayrshire
- Private sector awareness of the changing demographic is increased
- Increased partnership working between social housing providers and the private sector to identify innovative ways to finance new housing developments suitable for older people.

5.1 When the private and social housing sectors are viewed as one system, it becomes apparent that a change in one element can have a significant effect on the other. The broad overview of the current housing system shown in Figure 11 illustrates how changes in the wider economy has affected house prices and increased pressure on household incomes. This has been exacerbated by the affordability of mortgage deposits and higher lending rates and this has resulted in reduced mobility to move home within the current housing system.

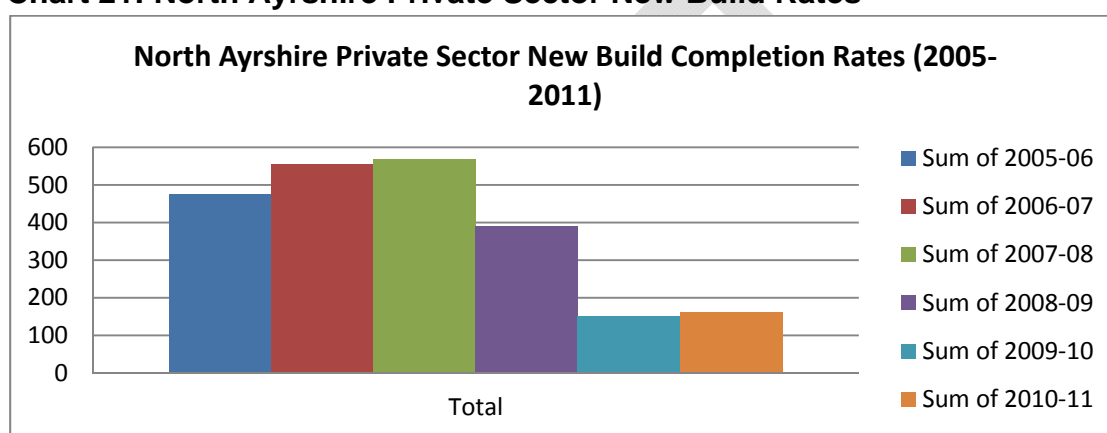
**Figure 11: Drivers, Implications and Consequences of the current housing system**



(Source: Adapted from Savilles (2011) 'Re-programmed: decoding the next 5 years of the housing market')

- 5.2 The consequences of the current housing system dynamic has resulted in reduced private sector investment in new build housing, primarily due to the reduced availability of finance for capital projects and a lack of demand. The affordability of mortgage products and higher lender margins has resulted in a more constrained lending market and is one of the main causes of the current reduction in demand within the housing system. Private sector developments have historically accounted for the majority of new build completions within North Ayrshire, however the new build completion levels enjoyed pre 'credit crunch' have dropped significantly from their 2008 peak (shown in Chart 21). These figures demonstrate how the impacts within the wider economic environment have affected the local housing system.

**Chart 21: North Ayrshire Private Sector New Build Rates**



(Source: Scottish Government 2011)

- 5.3 The reduction in the availability and demand for new build housing is expected to continue, consequently increasing demand in both the social and private rental sectors<sup>88</sup>. The Scottish Government has recognised this need and has set a target of building 30,000 new affordable homes over the next five years. The funding mechanisms for affordable house building have been revised as part of the Housing fit for the 21<sup>st</sup> Century reforms. This reform has seen a reduced subsidy level per unit for social housing which has since dropped to £40,000 per RSL unit and £30,000 per Council built unit. These funding changes have significantly reduced the number of RSL's that are able to develop affordable housing.

<sup>88</sup> Savills UK (2011) Re-programmed: Decoding the next 5 years of the housing market  
<http://pdf.euro.savills.co.uk/uk/residential-property-focus-uk/residential-property-focus-q4-2011.pdf>

5. 4 The private sector will have a key role to play in meeting the demand for older people specific housing. Input will be crucial in order to maximise the number of affordable new build homes built with the limited funding available, both now and in the future. There is now a need to create opportunities for housing providers from the private and social sectors to come together with social services and the NHS to research innovative housing development models that reflect the current and future economic environment and the associated changes they will bring to the housing market.
5. 5 The future demand for older people's housing cannot be met solely by the social rented sector. The role of the private sector will arguably be just as critical given the levels of owner occupation within the older population and the preference of owners to remain within this tenure<sup>89</sup>. The communication links and dialogue with private developers will therefore be very important in raising awareness of the changing demographic and likely housing market impacts. Building suitable housing for older people will become increasingly important, as they will account for almost half of the population within North Ayrshire in 2035 and therefore will represent a significant proportion of the housing market locally.
5. 6 There are numerous good practice examples of new build older people specific housing. These examples range from older people's retirement villages with homes for outright purchase to new extra care complexes for social rent. The need and demand for this type of accommodation and suitable general needs properties is expected to grow commensurately as the baby boomer population ages<sup>90</sup>. A key consideration in the construction of new older people specific housing is demand information and further work is required to collate this need data at a local level for both the private and social rented sectors. Inclusion of older people specific need and demand data within the future HNADA, LHS and LDP should assist this process. This will, in turn, help evaluate the business case for the construction of new older people specific housing developments.
5. 7 Older people represent a significant amount of resources within the housing system especially in relation to property equity; therefore building the homes that they want to live and invest in will play a critical role in returning to a less constrained and more sustainable housing market both now and in the future.

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<sup>89</sup> North Ayrshire Older People's Housing Survey Focus Group Report (2011)

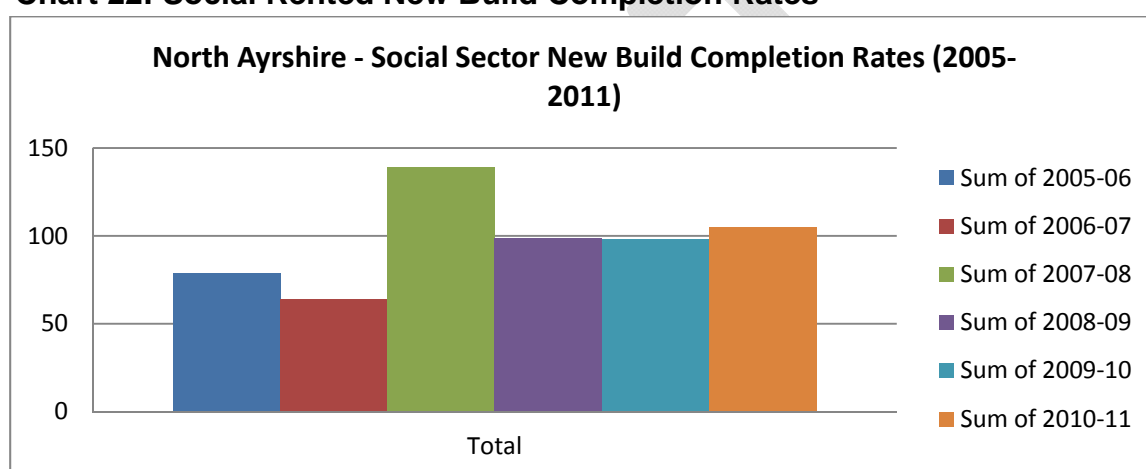
<sup>90</sup> Scottish Government Sheltered Housing Review (2008)

<http://www.scotland.gov.uk/Resource/Doc/208953/0055383.pdf>

Quality information and advice on how to release equity from your property, especially on the availability of equity release products, is currently not widely available. The issues surrounding equity release are complex however it will no doubt become essential in the future to help older people facilitate a variety of housing choices.

5. 8 The current economic climate, as previously stated, has reduced overall new build completions significantly, however with the changes to local authorities prudential borrowing rules and the kick start council house building programme, the social rented sector is generally maintaining new build completion rates<sup>91</sup>, as Chart 22 demonstrates.

**Chart 22: Social Rented New Build Completion Rates**



(Source: Scottish Government 2011)

5. 9 Given the overall reduction in new build rates it is imperative that all new homes built are as flexible as possible. Therefore housing that is constructed in the future should recognise the need for increased space standards, bedrooms at ground floor level and barrier free access etc<sup>92</sup>. The 2011 Building Standards have adopted much of the good practice specification, for older people and those with reduced mobility, within the Housing for Varying Needs (HfVN) Guidance.<sup>93</sup>

<sup>91</sup> Housing Statistics for Scotland 2011: <http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/HSfS/NewBuild>

<sup>92</sup> Housing our Ageing Population: Panel for Innovation (HAPPI) (2010) <http://www.homesandcommunities.co.uk/housing-ageing-population-panel-innovation>

<sup>93</sup> Housing for Varying Needs Guidance: <http://www.archive2.official-documents.co.uk/document/deps/cs/HousingOutput/start.htm>

The HfVN Part 1 and 2 were published in 1998 and 1999 respectively and technology has progressed significantly since this time, especially in relation to telehealth care. A review of the HfVN guidance and Scottish Building Standards<sup>94</sup> to ensure current guidance and standards meet the requirements of older people is highlighted through the national strategy as a key action.

5. 10 The LHS Sustainability Sub Group, has been tasked with the development of sustainable communities and as part of that remit they are investigating ways to making social rented housing more sustainable. New build housing has to take cognisance of the particular needs of the changing demographic within North Ayrshire to be truly sustainable and any work undertaken in this regard, where possible, should include the housing wants and needs of an ageing population and the shifting the balance of care agenda.

### **What we are currently doing**

- Although this is a mainland strategy, it should be noted that over £2.1 million is being invested to develop older people specific council housing on Millport. This project will help to inform any similar developments within the North Ayrshire mainland
- Council House Building and RSL new build affordable housing that meets HfVN standards
- LHS Sustainability Sub Group.

### **Key Future Actions**

- Review housing mix methodology for new social housing developments to ensure the ageing population of North Ayrshire is recognised
- Assess cluster model housing as an appropriate housing type for older people
- Develop a joint information and engagement strategy for older people with key partners within the Housing Sector, Social Services, NHS the 3<sup>rd</sup> and Independent sector, encompassing the following elements:
  - A review of information services available for older people and how they are advertised
  - Develop a proactive approach to encouraging older people to think about the suitability of their home to meet their health needs
  - To work with Scottish Government towards a national information and advice standard for older people
  - Raise awareness of the issues surrounding the changing demographic and its implications

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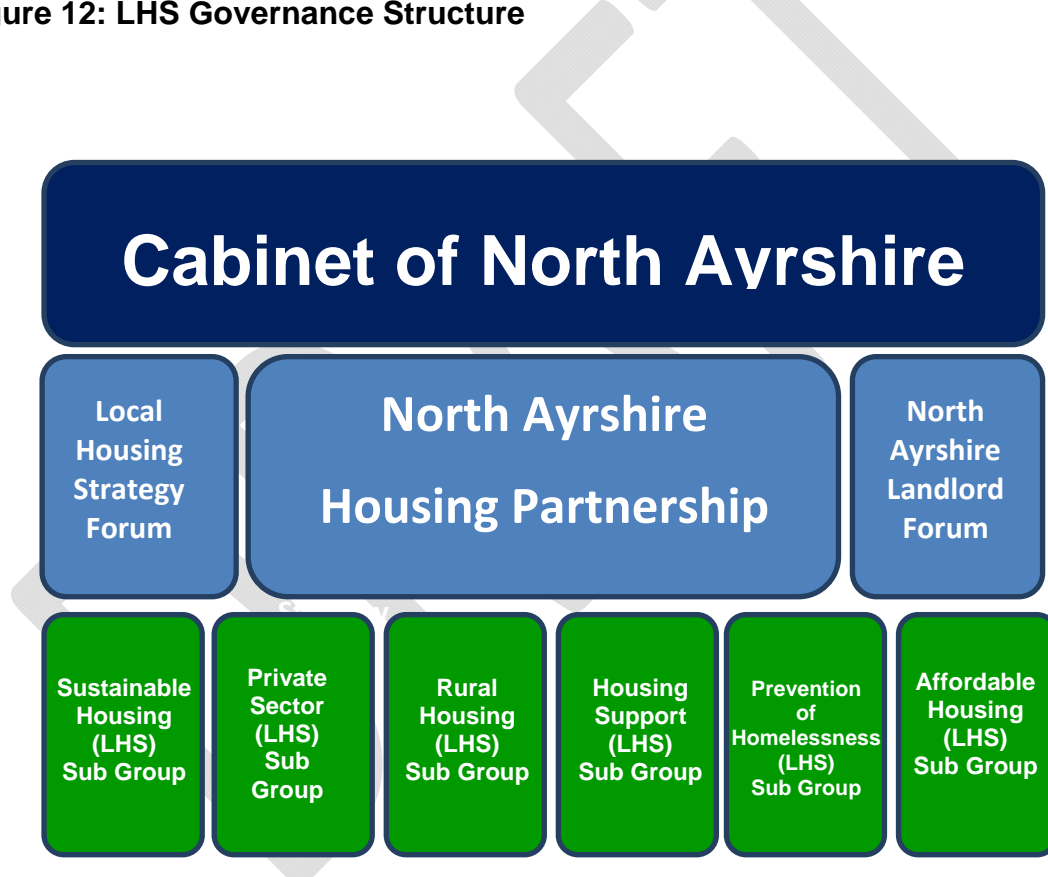
<sup>94</sup> Scottish Building Standards Technical Handbooks: <http://www.scotland.gov.uk/Topics/Built-Environment/Building/Building-standards/publications/pubtech>

- Investigate opportunities for social housing providers, social services, health and the private sectors to work in partnership to develop older people specific housing

### Accountability

The NAOPHS is a sub strategy of the LHS 2011-2016; therefore the established governance structure, shown in Figure 12, will be accountable for monitoring the actions set out within the NAOPHS as a fundamental part of the 2011-2016 LHS. The Older People Housing Team will be accountable for progressing the actions identified to deliver the specific local outcomes. The future consolidation of the LHS and NAOPHS into one complete strategy would help ensure that older people are represented throughout the LHS, HNADA and LDP processes.

**Figure 12: LHS Governance Structure**



## Glossary of Terms

### **ACCOUNTABILITY:**

Demonstrating and taking responsibility for performance. Accountability is concerned not only with reporting on or discussing actions already completed, but also engaging with stakeholders to understand and respond to their views.

### **AMENITY HOUSING:**

Housing that is intended for people with particular needs and will be equipped with special modifications to ease accessibility.

### **COMMUNITY HEALTH PARTNERSHIP:**

Aims to create the highest quality primary and community estate that serves the needs of the local communities contributing towards improving people's health and wellbeing.

### **COMMUNITY HUBS:**

Deliver a variety of activities and services for neighbourhoods; providing the focus for local community activity bringing residents together to improve the quality of life in their areas.

### **COMMUNITY PLANNING PARTNERSHIP (CPP):**

The CPP is led by 6 statutory community planning partners, their role is to work together and plan and deliver better public services for North Ayrshire.

### **COSLA:**

National voice for local government in Scotland and promotes the position of local government.

### **ENABLEMENT AGENDA:**

Assists individuals to identify and define goals for improving and maintaining independence based on what is practical, realistic and personal to them.

### **ENGAGEMENT:**

Informing, consulting, involving, listening and responding to stakeholders through the building of ongoing relationships.

### **EQUIPMENT AND ADAPTATIONS:**

Specialist equipment and adaptations, such as handrails, stair-lifts or hoists that can make it easier for people to live independently in their own home.

### **EQUAL OPPORTUNITIES:**

The granting of equal rights, privileges and status regardless of gender, transgender, pregnancy, maternity, age, race, religion, disability or sexual orientation.

### **EQUITY RELEASE:**

Equity release is a way that older homeowners can release cash from their home without having to move. Money is borrowed against the value of the property, but nothing is paid back until the property is sold – either after death or when moving into long-term care.

### **GOVERNANCE:**

Ensuring the decision making process is robust and that decisions are monitored and verified.

## **HOUSING NEED AND DEMAND ASSESSMENT:**

Research which informs the development of Local Housing Strategies and Local Development Plans. A Housing Need and Demand Assessment provides the evidence base upon which housing supply targets are defined and suitable available land is allocated. In North Ayrshire, three assessments have informed these:

## **INDEPENDENT SECTOR:**

An umbrella term for all non-statutory agencies delivering services. This includes a range of private companies and voluntary organisations.

## **JOINT IMPROVEMENT TEAM:**

This team (JIT) was established in 2004 to work directly with local health and social care partnerships across Scotland.

## **LOCAL DEVELOPMENT PLAN:**

The overarching plan which sets out all Developments within North Ayrshire over the next 10-20 years. The proposed plan sets out policies and proposals for the development and use of land and provides a basis for the assessment of planning applications.

## **LOCAL HOUSING STRATEGY:**

A strategic document detailing how the Council and its partners will tackle challenges and issues within the local housing system, over the next 5 years.

## **NORTH AYRSHIRE COUNCIL PLAN:**

The Council Plan 2012/17 describes the Council's aims and ambitions for the next five years and sets out our vision for North Ayrshire.

**NORTH AYRSHIRE HOUSING REGISTER:** (NAHR) is a partnership letting service provided by North Ayrshire Council, Cunninghame Housing Association, Irvine Housing Association and ANCHO.

## **NORTH AYRSHIRE SINGLE OUTCOME AGREEMENT:**

An agreement between the Scottish Government and Local Authority which seeks to improve outcomes for local people in a way that reflects local circumstances and priorities.

## **PERSONALISATION AGENDA:**

Making universal services such as transport, housing and education accessible to all residents.

## **PRESSURED AREA STATUS:**

Considered in areas where the demand for social housing outweighs supply. The purpose of pressured area status is to protect the amount of affordable housing in an area by suspending the right to buy for some tenants.

## **PRIVATE SECTOR:**

Housing owned, rented or for sale on the open market.

## **REGISTERED SOCIAL LANDLORDS:**

A 'not for profit' Housing Association or Cooperative that is registered with the Scottish Housing Regulator. These organisations aim to provide good, low cost accommodation for people who need it.

**RESHAPING CARE AGENDA:**

The planning and provision of services in much more integrated ways between GP's, hospitals and community based health, social care, housing and independent sectors. It means improving the whole range of services and designing better ways of communicating across different agencies in support of this.

**RIGHT TO BUY:**

The right for certain social housing tenants to buy the home they are living in.

**SCHEME OF ASSISTANCE:**

The scheme aims to encourage home owners to take more responsibility for the condition of their homes and to ensure that private housing in Scotland is kept in a decent state of repair, through the provision of advice and assistance.

**SCOTTISH HOUSING QUALITY STANDARD:**

Criteria which Local Authorities and Registered Social Landlords must ensure they meet by 2015. The standard is intended to provide a measure against which the standard of accommodation provided to tenants can be measured and encouraged.

**SHELTERED HOUSING:**

Housing intended primarily for people aged 60 or over who are able to live independently in their home. Younger people with a disability may sometimes be accommodated in sheltered housing if it is considered that they would benefit from this type of housing.

**SHIFTING THE BALANCE OF CARE AGENDA:**

Aims to improve the health and wellbeing of the people of Scotland by increasing emphasis on health improvement and anticipatory care to enable disabled adults and children to live independently in their own homes instead of in institutional settings. This requires a partnership approach between the NHS, Local Authorities and the Third Sector.

**SINGLE OUTCOME AGREEMENT:**

The Single Outcome Agreement (SOA) is an agreement between the Community Planning Partnership (CPP) and the Scottish Government on the outcomes which we collectively want to achieve for North Ayrshire.

**SOCIAL HOUSING:**

Housing managed by Public Authorities (Predominately Councils) and Housing Associations (Registered Social Landlords).

**STAKEHOLDERS:**

Any person, group or organisation with an interest in a particular subject.

**STRATEGIC HOUSING INVESTMENT PLAN:**

A strategic document which sets out how available monies for housing development will be allocated over a five-year period. It is reviewed annually.

**STRATEGIC OUTCOMES:**

A desired outcome or end result to which efforts are ultimately directed. Provides direction and guidance to ensure that desired outcomes are reached.

**SUSTAINABILITY:**

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

**TELEHEALTH CARE:**

Telecare and Telehealth services use technology to help you live more independently at home. This is achieved by use of personal alarms and health-monitoring devices.

**THE AYRSHIRE COMMUNITY TRUST:**

This Trust exists to promote, support, develop and connect groups and individuals to create resilient communities through volunteering, social enterprise and lifelong learning.

**THE CHANGE FUND:**

This is a Scottish Government fund to provide 'bridging finance' to each of the 32 local authority areas to work in partnership with NHS, private sector and third sector partners to deliver better outcomes for older people in their homes or in homely settings.

**THE THIRD SECTOR:**

The voluntary sector, community sector, non-profit sector. It is the sphere of social activity undertaken by organisations that are not for profit and non-governmental.

**VERY SHELTERED HOUSING:**

Accommodation intended primarily for frail older people or those who are more dependent on care services, but can still manage in their own home. They are very similar to Sheltered Housing in design, but will have the provision for enhanced support services on site.

**WELFARE REFORM:**

A movement to change the government's social welfare policy in order to simplify the benefits system; introduce a cap on benefits and incentivise returning to work.

## Appendix 1: Strategy Implementation- Action Plan

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
Strategic Objective #1: Clear strategic leadership is in place at a national and local level	1.1 Older people, carers, housing providers and the 3 <sup>rd</sup> Sector are involved in the strategic planning processes that affect them, through new and existing mechanisms.	Clear identification of the working group architecture that currently relate specifically to older people should be undertaken and opportunities identified to involve older people, the 3 <sup>rd</sup> /independent sector and carers in making decisions that affect them, along with social services and the NHS.		
		A review of how we consult with older people and how we can improve that process should be conducted (or factored into any larger NAC consultation method review).		
	1.2 The future need and demand for older people specific housing is clearly identified within North Ayrshire.	The Housing Needs and Demand Assessment (HNADA) clearly acknowledges the need for older people's housing based on the available data; in addition the future LDP and LHS should have a designated section for older people specific housing.		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
	1.3 A clear strategic and budgetary framework is established and maintained between Social Care, Housing and the NHS, to jointly deliver positive housing and care outcomes for older people.	A review of older people specific budgets and outcomes across housing, social services and health should be undertaken to identify any duplication of services and identify opportunities for joint working and efficiency.		
		The creation of standard shared boundaries (operating areas such as SMHA etc.) between housing social services and health. This would allow the same data to be used in the decision making processes across areas and service providers.		
Strategic Objective #2: Information and Advice	2.1 Older People are aware of how their housing needs could change and are encouraged to plan for the future.	Develop a Housing Options approach <b>(already identified in the LHS AP and being progressed through the NAHRWG).</b>		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
	2.2 Older people have a single point of contact where they can access the information and advice needed to select the right housing and housing related support options available to them.	Develop Housing Related Support Information Service (HRSIS) <b>(already identified in LHS).</b>		
		<p>Develop a joint information and engagement strategy for older people with key partners within the Housing Sector, Social Services, NHS the 3<sup>rd</sup> and Independent sector, encompassing the following elements:</p> <ul style="list-style-type: none"> <li>Ø A review of information services available for older people and how they are advertised;</li> <li>Ø Develop a proactive approach to encouraging older people to think about the suitability of their home to meet their health needs;</li> <li>Ø To work with Scottish Government towards a national information and advice standard for older people;</li> <li>Ø Raise awareness of the issues surrounding the changing demographic and its implications.</li> </ul>		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
Strategic Objective #3: Better use of existing housing	3.1 Equipment and adaptation services are provided to assist people to live independently in their own homes and are advertised and accessible to all tenures.	Review the current adaptation and equipment systems including those provided by social services and health and identify how these mechanisms are accessed and advertised by all tenures, as part of a wider preventative service review. This review will include assessing the potential to combine all current equipment and adaptations waiting lists.		
	3.2 Older people specific housing is utilised to its full potential.	Redevelopment of sheltered housing and creation of a new North Ayrshire Standard in conjunction with existing service users.		
		<p>Development of a community hub specification in conjunction with older people.</p> <hr/> <p>Review the allocation policy for sheltered and amenity housing. Conduct a matching exercise to ensure all amenity stock currently designated as such meets the new section 69 criteria.</p>		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
	3.3 An accessibility criteria for North Ayrshire's existing social rented housing stock is developed.	Development of an accessibility criteria and adapted property database for North Ayrshire's existing social rented stock.		
	3.4 The existing general needs housing suitable for older people is identified and its potential to become specifically designated as older people's housing (sheltered, amenity etc.) assessed.	Assess the use of pressured area status to protect the limited number of general needs social housing stock that is suitable for older people and designate as older people specific housing.		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
Strategic Objective #4: Preventative Support Services	4.1 Older people have a 'one stop shop' provided in partnership with RSL's, the 3 <sup>rd</sup> Sector, Social Services, NHS and other key partners.	Preventative Services Feasibility Study, encompassing the following key elements: Ø Assess the core services available – handyman, adaptations, information and advice, housing health checks, care and repair, scheme of assistance, signposting of services, cleaning, garden services, employability benefits etc.		
	4.2 Preventative services for older people are jointly developed, expanded and resourced.	Ø Assess demand for this type of preventative service with Social Care and Health Ø Develop a clear and consistent charging and eligibility criteria for all services provided		
	4.3 Older people are better assisted to avoid unnecessary hospital admissions through preventative housing assessment (Housing Health Check).	Ø Investigate long term funding agreements needed to top up any income shortfall Ø Develop a performance monitoring framework to measure impact of the service across older people, social services, NHS and housing in relation to any efficiency savings and improvements to older people's lives		
	4.4 Preventative services for older people are fair and equitable.	Ø Investigate assessment methods of housing circumstances ('housing health check') to help ensure older people who need advice are given the correct information and signposted to the services that they need (building on existing work through the NAHRWG OT Pilot and homeless pilot).		

OPHS Strategic Objective	OPHS Outcome	Action	Output	Target
Strategic Objective #5: New Build Housing	5.1 New build social housing projects take account of the particular needs of the changing demographic within North Ayrshire.	Review housing mix methodology for new social housing developments to ensure the ageing population of North Ayrshire is recognised. Assess cluster model housing as an appropriate housing type for older people.		
	5.2 Private sector awareness of the changing demographic is increased.	Include the private sector within the joint information and engagement strategy action, identified in Local Outcome 2.		
	5.3 Increased partnership working between social housing providers, Social Care, the NHS and the private sector to identify innovative ways to finance new housing developments suitable for older people.	Investigate opportunities for social housing providers, Social Care, the NHS and the private sectors to work in partnership to develop older people specific housing.		

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 13**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Consultation on Delegation of Local Authority Functions - Mental Health (Care and Treatment) (Scotland) Act 2003 and Adults with Incapacity Act 2000.**

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**Purpose:** To seek Cabinet's approval on the outline consultation process and response in relation to the Scottish Government consultation on the delegation of local authority functions.

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**Recommendation:** That the Cabinet agrees to approve North Ayrshire Council's consultation response being in line with the Association of Directors of Social Work (ADSW) response and agrees to the North Ayrshire Council consultation process involving North Ayrshire Council Mental Health Officer service.

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#### **1. Introduction**

- 1.1 The Scottish Government consultation supplements the recent consultation on the integration of adult health and social care and specifically seeks views on the delegation of local authority functions under the Mental Health (Care and Treatment)(Scotland) Act 2003 ('the 2003 Act') and the Adults with Incapacity (Scotland) Act 2000 ('the 2000 Act').
- 1.2 Local authorities are asked to provide views on what, if any, of the current extensive Mental Health Officer (MHO) or local authority functions contained in the two Acts might in future be delegable to NHS Boards in Scotland. The consultation deadline is 28 June 2013.

#### **2. Current Position**

- 2.1 The 2003 Act contains a range of local authority functions relation to the provision of services to people with mental disorder and a large number of core MHO functions. The MHO role is an integral part of the 2003 Act in that it provides an independent safeguarding role for people subject to the Act, a role that operates without undue influence from others in the mental health system. Functions include :-

- Section 23-27 contain functions currently belonging to both the NHS and local authorities in relation to the provision of care and support services to people with mental health disorder.
- Core MHO functions (115 in total) include warrants for entry, consent to detention, applications to the Tribunal for compulsory treatment, removal orders, Court assessment orders, provision of social circumstance reports.

2.2 The 2000 Act contains a range of local authority functions which ensure that, through the role of the Chief Social Work Officer (CSWO), people with incapacity are safeguarded through a range of welfare and financial interventions (including applications to Court) when required. Some of these functions are carried out by MHOs but the majority are delegated, through the CSWO, to social work officers. Functions include :-

- Investigations into adults' circumstances, supervision of Guardians, applications for welfare/financial Guardianship, provision of advice and support, investigation of complaints, consultation with monitoring bodies.

2.3 Some local authority functions within the 2003 Act (Sections 25, 26, 27 and 33) were made delegable through the Community Care (Joint Workings) (Scotland) Amendment Regulations 2012 ('the 2012 regulations'). These regulations were created in relation to NHS Highland's health and social care integration process and were not consulted on. The ADSW has raised concerns about Section 33 (currently a MHO duty to enquire into the circumstances of someone suspected of being at risk due to mental health problems) being delegable.

2.4 The ADSW Mental Health Sub Group is putting together a joint local authority response and North Ayrshire Council has contributed to this. A range of other national and local organisations will also be responding.

2.5 The North Ayrshire MHO Service is well paced to contribute to our response given its key role in relation to both Acts.

### **3. Proposals**

3.1 It is proposed that the North Ayrshire consultation response is as follows :-

- In relation to the 2003 Act to respond that Sections 23-27 should be delegable between the NHS and local authorities. Namely that the provision of care and support services, services designed to promote wellbeing, assistance with travel, services and accommodation for young people and mothers experiencing mental health problems should be delegable.

- In relation to all other current local authority and MHO functions in the 2003 Act, that these should not be delegable to the NHS. The reasons for this include :-
  - (i) No foreseeable benefit to people affected by the Act.
  - (ii) Current local authority functions link together, therefore, the delegate of some of these would lead to inconsistency in the exercise of core functions and undermine the principles enshrined in the Act.
  - (iii) Potential erosion of safeguards and rights of people with mental health problems - a loss of the current checks and balances provided for the person affected by the Act.
  - (iv) A risk of service driven decision making rather than principles-based decision making.
  - (v) The current set up works well with local authority roles complementing NHS roles.
- In relation to the 2000 Act to respond that none of the current local authority functions should be delegable to the NHS. The reasons for this include :-
  - (i) No foreseeable benefit to people affected by the Act.
  - (ii) A risk of service driven decision making rather than principles-based decision making.
  - (iii) Potential erosion of safeguards and rights of people with incapacity - a loss of the current checks and balances provided for the person affected by the Act.
  - (iv) Erosion of the independent safeguarding role of the CSWO.

3.2 The North Ayrshire consultation response will include the views of the MHO service which were obtained at the MHO Forum on 28 May 2013.

3.3 The Cabinet is invited to approve North Ayrshire Council's consultation response being in line with the Association of Directors of Social Work (ADSW) response and agrees to the North Ayrshire Council consultation process involving North Ayrshire Council Mental Health Officer service.

#### **4. Implications**

##### **Financial Implications**

4.1 There are future financial implications of delegating Sections 23-27 of the 2003 Act between the NHS and the local authority - mainly around shared budgets for mental health services. There are future financial implications of not delegating other local functions in that North Ayrshire will require to continue to resource the existing wide range of functions.

#### Human Resource Implications

- 4.2 There are no human resource issues as existing staff carrying out local authority functions will continue to be employees of the Council.

#### Legal Implications

- 4.3 The implications of not delegating current local authority functions means that the Council's Legal Services will require to continue to support interventions under both Acts as they currently do.

#### Equality Implications

- 4.4 The provision of the current significant safeguards afforded to people with mental disorder or incapacity by local authority MHOs of social work officers will be maintained if local authority functions contained in both Acts are not delegable to NHS Boards. These individuals may be disadvantaged if functions/tasks are delegable.

#### Environmental Implications

- 4.5 There are no environmental implications in connection with the proposed consultation response.

#### Implications for Key Priorities

- 4.6 The proposed consultation response supports the Council Plan of supporting vulnerable people within the community.

### **5. Consultations**

- 5.1 Consultation on the proposed response has already taken place with the ADSW Mental Health Sub Group and through a recent national MHO Award event.
- 5.2 A consultation exercise with the North Ayrshire MHO Forum was held on 28th May 2013.
- 5.3 Service user/carers and advocacy providers will be responding to the consultation in their own right.

### **6. Conclusion**

- 6.1 The importance of the independent role of the MHO and CSWO in safeguarding vulnerable people with mental disorder or incapacity should be protected and if changes required then this requires legislative review rather than regulations.

- 6.2 The North Ayrshire consultation response should provide a range of evidence to support the proposed consultation response that existing local authority and MHO functions within the 2000 Act and the 2003 Act should not (with the exception of Sections 23-27 of the 2003 Act) be delegable to NHS Boards.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : JMcC/KA

For further information please contact John McCaig, Senior Manager  
(Community Care)(Learning Disability & Mental Health) on 01294 317718

**Background Papers**

Nil



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 14

11 June 2013

#### Cabinet

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**Subject:** Social Care (Self Directed Support)(Scotland) Regulations 2014

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**Purpose:** To seek Cabinet agreement to the proposed response to the Scottish Government consultation on the Social Care (Self-Directed Support)(Scotland) Regulations 2014.

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**Recommendation:** That the Cabinet agrees to the response to the consultation on the Social Care (Self-Directed Support)(Scotland) Regulations 2014 as set out in the report.

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#### 1. Introduction

- 1.1 The Social Care (Self-Directed Support) (Scotland) Bill 2013 received Royal Assent in February 2013. It sets out new duties and powers to local authorities that will ensure adults and children, including carers and young carers, are given more choice and control over how their social care needs are met. It enshrines Self Directed Support (SDS) into legislation, and stipulates the forms of SDS that must be offered by local authorities to those assessed as requiring services, namely: Direct Payments, directing the available resource, local authority arranged support, or a mix of the first three options.
- 1.2 The Act also :
- introduces the language and terminology of self-directed support into statute;
  - provides a consistent, clear framework in law;
  - imposes firm duties on local authorities to provide the various options available to citizens - making it clear that it is the citizen's choice as to how much choice and control *they* want to have;
  - widens eligibility to those who have been excluded up to this point, such as carers; and
  - consolidates, modernises and clarifies existing laws on direct payments.
- 1.3 The Act stipulates that all new eligible service users will be offered SDS from April 2014 with all existing service users eligible service from April 2015.

- 1.4 Publication of the proposed Social Care (Self-Directed Support) (Scotland) Regulations 2014 are intended to inform how SDS should be implemented in Scotland.

## **2. Current Position**

- 2.1 North Ayrshire Council's Personalisation Strategy forms part of a wider Social Services Change Programme which aims to transform the way North Ayrshire Council delivers services. This is to ensure we have modernised Social Services, that are efficient and effective and maximise independence of service users, meeting citizen needs and expectations and meeting increasing demand. The change programme is on target to meet the Scottish Government's targets for implementation.
- 2.2 The proposed Regulations will inform and determine how SDS will be rolled out in North Ayrshire.

## **3. Proposals**

- 3.1 The proposed Regulations relates to areas covered in previous reports to the Cabinet and in the Council's submission to the consultation on the draft Bill.
- 3.2 The Regulations propose specific circumstances and individuals who would be exempt from one or more of the SDS options, including people subject to community payback orders or compulsory treatment orders under the Mental Health Care and Treatment Act ( Scotland) Act . There is a potential tension with Councils' other statutory duties and the guidance requires to take account of the Councils duties in terms of safeguarding and promoting social welfare. Whilst the clarity around these specific groups is welcome we would propose that it is accompanied by a general statement that allows greater discretion to local authorities to withhold access to a direct payment where they consider this would entail an unacceptable level of risk to the individual or the wider public.
- 3.3 The Regulations specify that Direct Payments cannot be used for long term residential care that is longer than a continuous period of 4 weeks. This is welcomed as it allows for continuation of the National Care Home Contract which offers best value to the council and quality of care to service users.
- 3.4 The Regulations state that direct payments can be made on a net basis minus any contribution stipulated by the Council's charging policy. However, service users would be able to insist on Direct Payments being paid gross rather than net of any charge by the Council. This would incur unnecessary costs in terms of recovery of any charge and recouping unpaid charges through debt recovery. The recommendation is that we propose that any payment is paid net to the service user but that the individual is provided with details of the gross budget, annual charge if applicable and net payment.

- 3.5 The Regulations would suggest widening the current exceptional circumstances requirement for the employment of a family member. Whilst we would not wish to oppose this clarification we suggest the proposal is too wide and negates any exceptional criteria.
- 3.6 The Social Care (Self-directed Support) (Scotland) Act 2013 has a specific, focus on support to Carers. The Regulations are clear in suggesting that Carers should be exempt from a charge for services that support them in their caring role. There is however, concern around the significant cost pressure this could incur and the raising of expectations about how far the public purse can go to support Carers.
- 3.7 There is merit in considering the waiving of charges to carers in many circumstances, such as advocacy, training or assistance with household tasks. There is, however, an issue around equity where a wealthy service user with a carer would be exempt from a charge, whereas a less wealthy service user without a carer could be subject to a charge. Many carers are also in receipt of Carers Allowance paid by the Department of Work and Pensions, and the Scottish Governments Regulations require to be aligned with this.
- 3.8 Current charging policy often charges against a couple's joint income. If the carer is a spouse or partner there is a question as to how the waiver would be imposed. There are circumstances where the carer receives services to meet their care needs as well as supporting their caring role. Free personal care has resulted in some older service users not paying a contribution. It would appear that further scoping or analysis of what the cost of this regulation would be to Councils is needed so that the full that the cost implication can be determined.
- 3.9 The regulation also looks to local authorities to adopt a broadly consistent approach to the carrying out of a carer's assessment. The objective is to enhance both the quantity and quality of the assessment process. These directions are welcomed as they will ensure a consistent service and increase uptake of Carers assessments. This is a priority for the council's draft Carers Strategy.
- 3.10 In summary, the Cabinet is invited to agrees to the response to the consultation on the Social Care (Self-Directed Support)(Scotland) Regulations 2014 as set out above.

#### **4. Implications**

##### Financial Implications

- 4.1 The proposals surrounding carers could have considerable financial implications for the Council and it is proposed that greater research is undertaken by the Scottish Government to allow an informed decision.

#### Human Resource Implications

- 4.2 The Human Resource implications will be addressed through the Social Services Change Programme which was approved by the Cabinet Committee on 8 November 2012 .

#### Legal Implications

- 4.3 Social Care (Self-Directed Support) (Scotland) Act 2014 enshrines SDS into legislation, and stipulates the powers and duties for local authorities. These Regulations propose how the Act requires to be implemented.

#### Equality Implications

- 4.4 A full equality impact assessment will be completed on the proposed Social Services Change Programme.

#### Environmental Implications

- 4.5 There are no environmental implications.

#### Implications for Key Priorities

- 4.6 The proposals within this report will contribute to the North Ayrshire Single Outcome Agreement three priority areas of a Healthy and an Active North Ayrshire.

#### Community Benefit Implications

- 4.7 The consultation period ends on 10th July 2013 and it is proposed that North Ayrshire Council submit a response as detailed in this report.

### **5. Consultations**

- 5.1 Consultation on our Personalisation Strategy is ongoing.

## **6. Conclusion**

- 6.1 The proposed Regulations are welcome. Some areas require further consideration to ensure there is a balance between equity, fairness and affordability.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : AB/KA

For further information please contact Alan Brown, Senior Manager  
Community Care (Personalisation) on 01294 317795.

## **Background Papers**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 15**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Town Centre Regeneration**

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**Purpose:** To advise the Cabinet of the proposed Town Centre Regeneration activities across North Ayrshire over the next 5 years and to seek approval of the suggested approach.

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**Recommendation:** That the Cabinet agrees to (a) an approach based principally on regenerating the two major centres of population, Irvine and Saltcoats; (b) approve the development of a series of master plans supporting the regeneration of Irvine and Saltcoats; (c) acknowledge the requirement to support wider Town Centre activities across North Ayrshire based on identified themes and priorities; and (d) develop an approach to dealing with vacant and derelict land and properties.

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#### **1. Introduction**

- 1.1 North Ayrshire Council is committed to supporting the development of Town Centres across the area and to advancing a series of projects in support of their regeneration. Town Centres are an important element of the economic and social fabric of North Ayrshire. Support for Town Centres forms a key part of the regeneration vision and supporting outcomes contained within the Economic Development Regeneration Strategy and the 2013 Development and Environment Service Plan.
- 1.2 Town Centres are a central component of successful local economies and offer a base for businesses and jobs. They are often at the core of community life, offering spaces to meet and access facilities and services that people require. It is important that our Town Centres are well maintained assets that support the needs of our residents, businesses and visitors. Across North Ayrshire, there are a number of key towns, including (amongst others):

- Irvine: Irvine acts as the main town in the region and is the biggest single centre of population;
- Saltcoats: the principal town within the Three Towns area, acting as the retail and banking hub for the three towns and forming the second biggest centre of population in North Ayrshire;
- Largs: A popular seaside resort with a pier, the town markets itself on its historic links with the Vikings. In 1263 it was the site of the Battle of Largs between the Norwegian and the Scottish armies;
- Kilwinning: an historic town, known locally as the 'crossroads of Ayrshire', due to its strategic location within the wider Ayrshire region;
- Ardrossan: Shipbuilding was one of Ardrossan's important industries in the 18th and 19th centuries, and today it is home to a ferry port with regular Caledonian MacBrayne services to the Isle of Arran;
- Key towns within the Garnock Valley: The region includes the towns of Beith, Dalry, and Kilbirnie, and some smaller villages such as Gateside, Barrmill, Longbar and Glengarnock; and
- Millport is the only town on the island of Cumbrae in the Firth of Clyde off the coast of North Ayrshire. The town is four miles south from the Largs-based Caledonian MacBrayne ferry slipway. Tourism is an important aspect of the economy. Due to its small size, the island and its town are often linked in the minds of visitors and residents.
- Brodick is a popular holiday destination on the Isle of Arran, with tourism providing much of the economic base. Brodick has the island's main ferry terminus which connects Brodick to Ardrossan and the national rail network.

- 1.3 Town Centre Regeneration has been a key component of the regeneration strategies adopted by North Ayrshire Council and the approach presented here builds upon earlier work carried out as a result of papers presented to Cabinet for approval on 25 September 2007 and 10 August 2010.

## **2. Current Position**

- 2.1 Town Centre Regeneration activities have been undertaken by a combination of North Ayrshire Council (NAC) and Irvine Bay Regeneration Company (IBRC) activity. The work of the Council has focussed across the Garnock Valley and Largs and has been driven through local community consultation, with a specific focus on shop front improvement schemes and streetscape works. This work has been reactive and opportunistic in nature and has been largely driven by local need. Furthermore, Largs has recently secured business improvement district status.

- 2.2 IBRC has undertaken a programme of Town Centre regeneration works since their formation in 2006. IBRC has carried out a number of environmental improvement projects, shopfront schemes, streetscape works and property maintenance/repair. Key sites have been developed, most notably in Irvine with the Bridgegate public realm works and associated development and safeguarding works to the Trinity Church, as part of a programme of investment totalling some £34m. This work was identified through a series of strategic documents that were developed between 2006 and 2008.
- 2.3 IBRC has also been heavily involved in progressing a number of projects across the Three Towns' area of Ardrossan, Saltcoats and Stevenson. IBRC also carried out a series of improvements to Kilwinning. A regeneration plan was developed to revitalise Kilwinning Main Street and promote the Town Centre businesses. Work is now complete on the major refurbishment of Kilwinning Main Street.

### 3. Proposals

- 3.1 The goal is to create Town Centres that are not solely dependent on their individual 'retail' offerings but also support local communities, businesses and visitors alike. Work moving forward will consider our Town Centres as social destinations, and consider the spaces where public, commercial and social functions often overlap. Strong connections with surrounding neighbourhoods, commercial areas and parks will help to reinforce the view that Town Centres are accessible to all users. Within this aspirational approach, there will be some complex aspects of physical connectivity that the Council will need to consider amongst planned uses, open space, roads and the surrounding neighbourhoods.
- 3.2 It is the intention to advance a series of projects over the next five years that builds on the work carried out in recent years within our Town Centres but provides a more strategic and less reactive approach to supporting key priorities. This work will be based upon five strategic themes that identify the rationale for intervention:
- **Connectivity;** Projects are broadly aimed at addressing issues surrounding the perceived disconnect between areas of our towns. Where appropriate, projects will also address potential failures in the ability of our towns to connect to the wider North Ayrshire region;
  - **Competitiveness;** There are a number of projects, which by their very nature, give rise to opportunities to increase the economic competitiveness of our individual towns. These projects tend to involve new uses for existing sites and buildings, that either support community or business aspirations;
  - **Conservation;** These projects are aimed at safeguarding buildings and sites that are important by nature of their cultural and historical importance; and

- **Physical Infrastructure;** Physical Infrastructure projects directly support Town Centres by providing basic facilities (e.g. signage, street furniture etc) needed for the successful operation of our Town Centres; and
- **Business Support;** Projects that directly support businesses located within North Ayrshire Town Centres.

### **Irvine and Saltcoats**

3.3 As the main centre of population (38,380), Irvine should be considered as a priority. Irvine has the potential to become the principal town with North Ayrshire, acting as a 'hub' for social activity, whilst promoting its key assets as a destination that could serve the wider area. Irvine has much to offer, not simply in terms of its retail offering but in regard to its historical and cultural relevance and strong infrastructural links to other towns within North Ayrshire. Irvine also benefits from strong linkages to the Glasgow Metropolitan area by virtue of its established road and rail networks. Other reasons to support regeneration activity within Irvine include:-

- retail vacancy rate running at 10%;
- 37.6% leakage in retail expenditure to three other neighbouring areas, all of whom are investing in their key town/city centres, Kilmarnock, Ayr and Glasgow (source Experian Ltd 2012);
- a low resilience to economic shock, forecast at 10% for businesses within Irvine and 30% for place resilience (Experian Ltd 2012);
- a notable decline in the Town Centre environment and a disconnect between the supermarket led retail parks, the Rivergate and the historic core and high street areas;
- the existing and future potential impact of the Irvine Town Centre area on the enterprise area and the supporting role in attracting mobile investment;
- a notable lack of a developed evening economy and facilities; and
- North Ayrshire has 43 data zones falling within the 15% most deprived in Scotland. Of these 43, 14 are in Irvine (33%). There are 9,517 people living in these areas accounting for 4,960 households.

3.4 As the second largest centre of population, Saltcoats should also be considered as a priority, other reasons to support Saltcoats include:-

- Saltcoats acts as the main retail and banking hub for the three towns;
- the main retail areas of Hamilton Street and Dockhead Street are in need of shop front improvements and rationalisation of both the public realm and associated street furniture in order to combat the perceived decline of the urban environment;

- although significant in terms of its place at the centre of the three towns, Saltcoats suffers from a 49.5% leakage in retail expenditure to its top three competitors across West Central Scotland (Experian Ltd 2012); and
  - there is a declining population with an anticipated 52% of retired and elderly people making up the majority of residents by 2018 (Experian Ltd 2012).
- 3.5 It is vital that these towns continue to be supported through regeneration activities that help maintain their positions as key 'hubs' for the wider North Ayrshire area. In advancing matters, master plans will be developed for both Irvine and Saltcoats that consider the wider Town Centre environments and the key inherent challenges. Taking forward the 'North Ayrshire, the place to be' ethos, the master plans will set a framework for future development in the Town Centres, seeking to unlock Irvine and Saltcoats combined potential and create thriving and attractive 'hub' towns within North Ayrshire.
- 3.6 The master plans will be based on a clear vision and comprehensive set of development principles. They will also provide detailed guidance for individual spaces, streets and sites.

The purpose of the master plans is to:-

- review traffic management, pedestrian provision and public transport links in the two towns;
- review the importance of the built heritage including a prioritisation of potential buildings and areas;
- indicate where public investment is likely to be required to secure specific developments;
- review the streetscape, townscape, urban design and general environmental condition of the towns together with proposals for enhancement/improvement;
- provide information regarding ownership of identified sites;
- assess retail opportunities and constraints;
- identify and develop principles for key development opportunity sites, spaces and streets;
- provide guidance to North Ayrshire Council on the delivery of the master plans, together with timescales;
- identify further studies and the steps that should follow the master plan;
- guide developers seeking to develop sites within the area with regard to the principle of location, type, form, access and design of development, and also the appropriate sustainability principles that should be employed;
- provide an evidence base for planning policy and guidance on the principles for future developments in the study area; and
- provide an interim report that details the key projects for progression during 2013/14.

## **Kilbirnie**

- 3.7 Kilbirnie Town Centre will also be advanced through the 'Conservation Area Regeneration Scheme', which recognises the geographical importance of Kilbirnie as a key town within the Garnock Valley area of North Ayrshire. In an assessment of Kilbirnie carried out in comparison to other North Ayrshire towns, Kilbirnie Town Centre and its Conservation Area were identified as having suffered significant decline as a result of under investment over many years. The on-going regeneration of Kilbirnie Town Centre will support the businesses located there by providing an enhanced Town Centre environment. This will ensure that Kilbirnie Town Centre becomes a more attractive and positive environment supporting the population of circa 7,500 that live within the Kilbirnie area and arresting any further decline in the built environment.

## **Ardrossan**

- 3.8 Ardrossan Town Centre will continue to be developed in a partnership approach between IBRC and the Council. Ardrossan is an important town in that it functions as the gateway to Arran and in that regard acts as a showcase for North Ayrshire as a direct result of the significant number of visitors and tourists that pass through the area each year. The town itself is in need of continued regeneration to support the businesses based there and the 4,900 people who live there. Other reasons to support Ardrossan include:-
- 6 data zones that are consistently represented as within the worst 15% in Scotland in terms of social Indicators of multiple deprivation (SIMD);
  - a need to create better linkages between the failing commercial centre, harbour activities, marina development and South Beach that encourages people to spend time in Ardrossan rather than simply driving straight to the ferry terminal;
  - Ardrossan suffers from a perceived poor sense of arrival and there is a need to further consider matters that improves the main route into the town along Glasgow Street; and
  - the promenade and beach-front area has suffered from significant decline and there is a requirement to further regenerate the town with better parking and facilities that supports residents and businesses located within the area and acts as a catalyst for further investment.

## **Millport**

- 3.9 Millport on the Isle of Cumbrae was a popular tourist destination in the 1950s and 1960s, attracting many visitors from the Scottish mainland, particularly the west coast. However, more recently the number of tourists coming to stay has fallen and most visitors to the island these days are day trippers. This reduced popularity has led to a resultant downturn in the island's economy and a resulting notable decline in Millport Town Centre.
- 3.10 The University Marine Biology Station on Millport (UMBSM) is the largest employer on the Island of Cumbrae, accounting for between 10-15% of island workforce with the majority of staff living on Cumbrae. At a meeting on 30 January 2013, the Board of Trustees accepted a proposal to begin redundancy consultations with staff of the UMBSM. This followed a withdrawal of funding from the Higher Education Funding Council for England. The closure of the UMBSM would result in the loss of around 30 full time jobs, which would have a significant impact on the Island's economy given direct and indirect job losses, the potential for depopulation of residents, the loss of significant numbers of academic visitors and as a consequence a reduction in the viability of businesses especially out with the tourism season.
- 3.11 This decision was confirmed by the Board of Trustees on 20<sup>th</sup> March 2013 and as it stands the station will close in late 2013. In response, North Ayrshire Council (NAC) and Highlands and Islands Enterprise (HIE) have commissioned an analysis of the potential of the facility for alternative uses. The principal aim will be to produce a viable business plan to support the case for on-going activity and employment. This work will ultimately be supported through Town Centre regeneration monies.
- 3.12 A Community Development Plan for Cumbrae was commissioned by the CCDC in 2009. This work involved extensive consultation and an economic overview of the island, and set out a number of recommendations on how to bring together community development activities in a more coordinated way. It has led to a range of activity, including the development of a business centre within the Garrison House grounds and the CCDC managing self-catering accommodation. One of the strengths of the island is the commitment and activity of the CCDC. The Development Plan remains relevant and repetition of this is not required, rather a move on to the identification of specific actions which can be delivered by stakeholders, who will deliver these and confirmation of financial commitments. The main components to be analysed will be:-

- the potential of the Millport pier, including consideration of repairs to its structure, onshore facilities, pontoon facilities and how additional boat traffic may be serviced;
- means of supporting existing and potential businesses on the island;
- improved streetscape/public realm
- improved open spaces, beaches;
- improved access and traffic management;
- the scope for a review of development land allocations to enable the development of the tourism offer and to attract people to the island; and
- improved marketing of the Islands assets and based upon confirmation of its unique selling points and brand.

3.13 While exact funding requirements for the above will be confirmed, the Council has made a significant level of commitment to Town Centre Regeneration and part of this budget will be allocated to Millport. Consideration will in particular be given to the nature and scale of investment in the pier which has been identified as having the requirement for refurbishment at significant cost, and the resources this would leave to undertake other interventions.

### **Other Town Centres**

3.14 Consideration will also be given to supporting additional Town Centre regeneration activity across the wider North Ayrshire area. This activity will be 'needs based' and potential projects will be assessed on a criteria to be developed by Economic Development and Planning Regeneration teams. Priority will be given towards activity that directly impacts economic development objectives around job creation and business development.

### **Vacant and Derelict Property**

3.15 In addition to the work undertaken to develop important master plans, work will also be carried out to develop a strategic approach to dealing with derelict and vacant land and properties. In North Ayrshire, the approach to dilapidated properties is generally opportunity led, with improvements to prominent buildings being targeted as part of wider regeneration initiatives. Examples include: Irvine and Kilbirnie Conservation Area Regeneration Schemes (Trinity Church, Walker Hall, Knox Institute); redevelopment of Irvine Townhouse as part of the proposed leisure centre development; redevelopment of Saltcoats Town Hall and former Ardrossan Police Station.

3.16 In developing an approach to derelict and vacant land and properties, there are opportunities for NAC to consider in:-

- creating a prioritised schedule of key buildings for targeted improvements for each settlement. This could also encompass earlier intervention work, helping to reduce the number of properties reaching more significant levels of dilapidation;
- advancing a new fund, to allow the Council to undertake improvement works and then seek to recover costs from owners;
- forming a dedicated task group, including officers from planning, economic development, building standards, legal and possibly housing, to take forward action and to ensure a coordinated approach is taken and uses the appropriate legislation in the most cost effective way.

3.17 In summary, the Cabinet is invited to agree to (a) an approach based principally on regenerating the two major centres of population, Irvine and Saltcoats; (b) approve the development of a series of master plans supporting the regeneration of Irvine and Saltcoats; (c) acknowledge the requirement to support wider Town Centre activities across North Ayrshire based on identified themes and priorities; and (d) develop an approach to dealing with vacant and derelict land and properties.

#### **4. Implications**

##### Financial Implications

4.1 Funding will be provided in line with North Ayrshire Councils approved capital and revenue monies and in line with the recently approved forward plan. It is worth noting that this paper covers the first five years of an intended ten year development plan, with additional projects to be considered at a future date and as matters progress.

##### Human Resource Implications

4.2 Projects will be developed by the Economic Development & Regeneration Team, who will work closely with colleagues within North Ayrshire Council and with wider partnership organisations and funding bodies to advance matters. Specialist advice will be necessary regarding design work surrounding shop front improvement schemes and streetscape works. Additional development plans for key areas and projects may require further specialist support, which will be identified as matters develop.

##### Legal Implications

4.3 Contractual liability aspects of Town Centre regeneration work, may involve working with business owners and third party funders in order to advance matters. North Ayrshire Council's Legal Section will be consulted in order to minimise and control all legal risks and liabilities.

## Equality Implications

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

## Environmental Implications

- 4.5 Works in support of the regeneration of Town Centres will improve the character and appearance of our key towns, creating more vibrant and attractive localities. Environmental Impact Assessments will be carried out as required for any projects that require the relative due diligence.

## Implications for Key Priorities

- 4.6 Town centre regeneration works have the potential to increase training and employability options within the local community. Construction related contracts that support local companies and that have preferred training clauses will be considered as appropriate for identified works.
- 4.7 Town centre works will add significantly to the key objectives of the Single Outcome Agreement and the Economic Development Regeneration Strategy. Works will also directly support the Development and Environment service plan through delivery of a range of outcomes. High level indicative outcomes include:
- 4.8 Economic Impacts:-
- support new employment opportunities;
  - make the town a more attractive place to visit and do businesses from;
  - enhance the physical connections within the Town Centres, and therefore increase spending opportunities;
- 4.9 Social Impacts:-
- Improve the physical appearance of the streetscape;
  - create/deliver better public realm and meeting spaces; and
  - increase resident's and visitor's enjoyment of the Town Centres
- 4.10 Environmental Impacts:-
- decontaminate vacant and derelict sites and remove environmental blight;
  - purchase gaps sites for environmental improvements and development; and
  - prepare/enable land for development;

## Community Benefit Implications

- 4.11 Town centre regeneration works have the potential to increase training and employability within the local community. Construction related contracts and preferred training clauses will be considered as appropriate.

## 5. Consultations

- 5.1 Considerable work has been undertaken (and is on-going) in identifying key priorities and projects within the Town Centres, this includes:-

- town Centre Health check work to identify key business and community preferences and views on strategic direction;
- consultation on the Scottish Governments 'Theories of change' approach to Town Centre development (Doug Wheeler Associates);
- consultation with members and key partners as part of the work undertaken by the Centre for Local Economic Strategies (CLES);
- presentations and discussions by the Town Centre Manager at the Economic Development Board, the extended Corporate Management Team, the Irvine Area Committee and Irvine Community Council;
- a review of the previous programme of activity and consultation with community groups regarding future priorities and projects; and
- meetings within internal council services, including planning, roads, estates, street scene, business development, building standards and marketing and communications. This work is on-going and will result in an account plan that develops opportunities for cross working and inherent synergies on Town Centre activity.

## **6. Conclusion**

- 6.1 Town centres have a role that extends beyond places in which people shop and transact business. They are literally at the heart of the communities North Ayrshire Council serves. If Town Centres are to thrive in the future, then their importance in regeneration terms is not to simply increase their commercial viability but also to better develop their contribution as locations for jobs, services, community development, social interaction and entertainment.



CRAIG HATTON  
Corporate Director (Development and Environment)

Reference : GH/AM

For further information please contact George Hunter, Town Centre  
Regeneration Manager on telephone number 01294 225177

### **Background Papers**

None

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 16

11 June 2013

#### Cabinet

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**Subject:** Establishing an Inward Investment Service for North Ayrshire

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**Purpose:** To note the potential to (a) develop a competitive offer to attract inward investors to North Ayrshire; and (b) recognise the requirement to develop an Inward Investment Strategy.

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**Recommendation:** That Cabinet agrees that an Inward Investment Strategy be developed.

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#### 1. Introduction

1.1 The Economic Development and Regeneration Board tasked its three Private Sector Board Members to carry out a review of current business support and make recommendations to improve delivery in the following key areas:-

- Increasing the number of business start-ups;
- Attracting inward investment;
- Growing existing business.

1.2 The report noted that with inward investment there was a potential confusion of support with Scottish Development International (SDI), Irvine Bay Regeneration Company, North Ayrshire Council (NAC) and Scottish Enterprise (SE), all handling enquiries. With this fragmented approach there was no guarantee that any potential inward investor would be given the full support offer available from a variety of partners.

1.3 It also recognised that there was no cohesive approach or marketing message to promote North Ayrshire as an inward investment location. Nor is there the staff able to effectively engage with potential inward investors, SDI or other intermediary bodies.

1.4 In conclusion, the report recommended the development of a dedicated inward investment service to attract new businesses to the area, with the following aims:

- Develop processes and define value propositions that make it easier for SE/SDI to understand and engage in North Ayrshire;
- Broaden the scope of inward investment beyond life sciences to include other key growth sectors.

- Develop capacity to deliver a North Ayrshire Inward Investment Service;
- Define the role of Irvine Bay URC in the context of the above and de-clutter the landscape and create focus for all agencies.

## **2. Current Position**

- 2.1 To assist with fully understanding the potential for inward investment in a North Ayrshire context, an Inward Investment Workshop was arranged with Ernst & Young May 2013. The statistics from their European Investment Monitor (EIM) on Foreign Direct Investment (FDI) paint a mixed but largely positive picture for Scotland (Appendix 1).
- Although the number of FDI projects fell during 2011, Scotland outperformed every other part of the UK in generating employment, with almost 6000 jobs created;
  - In terms of the origins of FDI projects, the USA was the biggest single source, accounting for 50% on both projects and job creation;
  - In 2011, there was just over 50 FDI projects but none in Ayrshire.
  - Strong sectors in Scotland attracting FDI include machinery & equipment, business services, food, retail, logistics and business services all of which generated high levels of employment.
- 2.2 To respond to the challenges of securing a number of significant inward investment opportunities, a number of factors have to be considered:
- the potential target sector companies;
  - the North Ayrshire proposition;
  - profile raising of the opportunities;
  - resources and structure required to respond to the potentially increased level of interest considering North Ayrshire as a location.
- 2.3 Whilst Glasgow and Edinburgh were significant beneficiaries of FDI nevertheless other areas have also been able to attract inward investors including, for example, Renfrew and East Kilbride. It is worth noting that Ernst & Young were of the opinion that if North Ayrshire could develop its proposition and inquiry handling process, the area could provide a competitive offer.
- 2.4 As a result of this workshop, it became very clear that to fully understand inward investment an Inward Investment Strategy for North Ayrshire should be produced.

- 2.5 It is proposed to develop a clear strategy for the attraction of inward investment to include development of objectives and targets, targeted propositions, and recommendations for the North Ayrshire and its partners as to the resources and structures required to deliver the strategy.
- 2.6 The key outputs of the work will be the production, based on the analysis above, of a North Ayrshire Inward Investment Strategy setting out;
- objectives;
  - target markets and locations;
  - inward investment propositions (for sectors, infrastructure and skills);
  - infrastructure development to support future opportunities;
  - business and skills support; and
  - resources required together with appropriate milestones and targets for the strategy delivery.
- 2.7 The strategy is expected to build upon best practice inward investment support from across Scotland, the UK and from comparable international examples.
- 2.8 The strategy should also make recommendations as to the organisational structures and changes, including governance and reporting arrangements, required to be put in place by North Ayrshire, Irvine Bay Regeneration Company and our partners to deliver the strategy.
- 2.9 Critical to this work will be the relationship with and contribution from our key partners particularly Scottish Enterprise, Scottish Development International and Skills Development Scotland. The consultants will be expected to consult with and engage our partners during the course of the commission.
- 2.10 The main benefit of this strategy would be the provision of a complete package of relevant information being provided to potential investors in North Ayrshire, which will be key partners of SE and SDI to understand the North Ayrshire offer leading to greater engagement. It will also remove the perceived duplication in support from a variety of agencies.
- 2.11 North Ayrshire has a number of key business locations with unique characteristics and opportunities. A clear Inward Investment Strategy is essential to be able to assess these within the context of future inward investment opportunities.

### **3. Proposals**

- 3.1 That Cabinet agrees that an Inward Investment Strategy be developed.

### **4. Implications**

#### Financial Implications

- 4.1 The development of an Inward Investment Strategy would be met from the existing Economic Development budget.

#### Human Resource Implications

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

#### Legal Implications

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

#### Equality Implications

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

#### Environmental Implications

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

#### Implications for Key Priorities

- 4.6 The development of an Inward Investment Strategy will assist in achieving the following SOA outcomes:

- The current business base is encouraged to move up the value chain and high-level activities and jobs are attracted to North Ayrshire;
- The number of job opportunities in North Ayrshire is increased.

### **5. Consultations**

- 5.1 Consultations have been on-going with North Ayrshire Council, Irvine Bay Regeneration Company, Scottish Development International and Ernst & Young.

## **6. Conclusion**

- 6.1 Tackling unemployment is a key priority for North Ayrshire Council. As indicated in the Economic and Development Regeneration Strategy, jobs will be created through a combination of inward investment, increasing the rate of start-up businesses and growing the existing business base. The development of an Inward Investment Strategy will develop the processes and define our collective offer that will make it easier for potential inward investors to understand and engage in North Ayrshire.



**CRAIG HATTON**  
Corporate Director (Development and Environment)

Reference : CH/KY/LB

For further information please contact Colin Naismith, Economic Development Manager on 01294 225168

### **Background Papers**

nil



# North Ayrshire Council and Irvine Bay Regeneration Company

## Inward investment strategy workshop

### Summary and action points

#### Introduction

A workshop was held on Wednesday 8 May 2013 at Irvine Bay Regeneration Company's offices to discuss the development of an approach to produce an inward investment strategy for North Ayrshire. This paper presents a summary of the action points to ensure that progress is now made.

#### Participants

Name	Organisation
Karen Yeomans	North Ayrshire Council
Colin Naismith	North Ayrshire Council
Patrick Wiggins	Irvine Bay Regeneration Company'
James Ledgerwood	Irvine Bay Regeneration Company'
Philip Milne	Ernst & Young
Jackie Harvey	Ernst & Young

#### Setting the objectives

At the start of the workshop a list of objectives were agreed:

- ▶ Identify what inward investment is?
- ▶ Recognise this is new investments (FDI) and reinvestments, and investment will come from a range of differing geographies:
  - ▶ International
  - ▶ UK
  - ▶ Scotland
  - ▶ Regional
  - ▶ Local
- ▶ Identify what a good inward investment strategy looks like. What resources are required? It must be aspirational and deliverable.
- ▶ Consider sectors and opportunities (balance of sectoral and generic approach)
- ▶ Identify critical relationships and stakeholders.

## Workshop agenda

The agenda included:

Session	Description
Understanding inward investment context	Summary of the historical FDI position in the UK and Scotland
North Ayrshire: Council (NAC) confirming the current position	Summary of historical FDI position in Ayrshire and the work undertaken by the Council and Irvine Bay that will contribute to an inward investment strategy
Developing an inward investment strategy	Discussion on what inward investors look for, and the environment required for success
Key sector discussion	Discussion on a sector focus approach with a Life Science sector focused case study
Financial assistance	Summary of neighbouring local authority direct financial assistance for new and existing businesses
Developing and implementing the strategy	A high level blueprint for developing and implementing the strategy
Wrap up	

## Actions

The workshop prompted a wide range of discussions and identified several actions that will be required to move the inward investment strategy forward. These are set out in the table overleaf.

Objective	Discussion/key point	Outcome / conclusion	Action	Owner	Timescale
Identify what inward investment is	<p>When setting the objectives it was agreed that investment from different geographies will require different approaches. It was agreed that the geographical reach of inward investment for North Ayrshire includes:</p> <ul style="list-style-type: none"> <li>▶ International</li> <li>▶ UK</li> <li>▶ Scotland</li> <li>▶ Regional</li> <li>▶ Local</li> </ul>	Clear identification of the areas that inward investment into North Ayrshire is likely to come from	Agree geographical reach of inward investment		
Identify what a successful inward investment strategy looks like	<p>The workshop discussed the need for different approaches across differing geographies, sectors, and size of investors.</p> <p>The discussion on approach reached a consensus that there is a need to be proactive in targeting areas where North Ayrshire is competitive. However the approach also needs to be reactive and able to work with other potential opportunities.</p>	<p>A clear approach to deal effectively with inward investment from differing:</p> <ul style="list-style-type: none"> <li>▶ geographies</li> <li>▶ sectors</li> <li>▶ size and scale of potential investors</li> </ul>	<p>Agree approach for effectively dealing with inward investment from differing:</p> <ul style="list-style-type: none"> <li>▶ geographies</li> <li>▶ sectors</li> <li>▶ size and scale of potential investors</li> </ul>		
Identify what a successful inward investment strategy looks like	The workshop discussed the need for a single point of contact to be able to direct effectively the query to the right person.	A single point of contact will be able to direct the query to the right person	Agree on the need to identify single point of contact		
Identify what a successful inward investment strategy looks like	<p>The workshop discussed the variable need for resources. This will differ depending on the:</p> <ul style="list-style-type: none"> <li>▶ geography of the inward investor</li> <li>▶ sector</li> <li>▶ size and scale of investors</li> </ul>	<p>A clear case management approach detailing the resource requirements for each factor:</p> <ul style="list-style-type: none"> <li>▶ geography of the inward investor</li> <li>▶ sector</li> <li>▶ size and scale of investors</li> </ul>	Agree case management approach		

Objective	Discussion/key point	Outcome / conclusion	Action	Owner	Timescale
Consider sectors and opportunities	<p>The key sectors for North Ayrshire were discussed. Both the draft marketing plan and the EDR strategy list key sectors for North Ayrshire. There is little evidence behind this sectoral alignment and it was agreed that work should be done to further identify the sectors within North Ayrshire.</p> <p>The Economic Development team at North Ayrshire Council has begun to undertake this analysis.</p>	Clear identification of the key sectors for North Ayrshire	Review key sectors when analysis completed by the Economic Development team at North Ayrshire Council		
Consider sectors and opportunities	<p>When each sector has been identified, the need for a detailed analysis of each sector was discussed. This would include:</p> <ul style="list-style-type: none"> <li>▶ Factors that investors look for in each sector</li> <li>▶ Factors required within an environment for the sector to succeed</li> <li>▶ An analysis of what North Ayrshire offers against each factor, prioritising areas for action</li> </ul> <p>This may also mean sub-sectoral analysis in order to develop a competitive advantage or USPs</p>	A detailed analysis of the sector and sub-sectors that are key for North Ayrshire	Undertake a detailed analysis for identified sectors and sub-sectors identified in the Economic Development team analysis. This will also be informed by the i3 analysis currently being undertaken by Irvine Bay and the Hunterston future uses study.		
Consider sectors and opportunities	<p>A discussion on the priority investment opportunities that will attract inward investment identified three sites:</p> <ul style="list-style-type: none"> <li>▶ i3 and the Enterprise Area</li> <li>▶ Hunterston</li> <li>▶ Ardeer</li> </ul> <p>Irvine Bay is undertaking an analysis of the current businesses in i3. This will inform the sector analysis and the priority area analysis.</p> <p>The Hunterston future uses study will also inform both analyses.</p>	Clear identification of the inward investment assets and opportunities of North Ayrshire	Confirm inward investment assets and opportunities. This will be informed in part by the i3 analysis currently being undertaken by Irvine Bay and the Hunterston future uses study.		

Objective	Discussion/key point	Outcome / conclusion	Action	Owner	Timescale
Identify critical relationships and stakeholders	It was discussed that communications are often sporadic with SDI not having a clear understanding of what the area offers. Increased and more effective communications with SDI are vital as they are a key stakeholder in attracting non UK investment (FDI). This should improve with a new Life Sciences contact.	SDI will have a greater understanding of the North Ayrshire offering to international investors leading to a greater number of enquires	Greater and more effective communication with SDI		
Identify critical relationships and stakeholders	Agents are a key stakeholder group for inward investment as they are often the key point of contact for potential new businesses. The understanding of agents as to what is offered in North Ayrshire was discussed and generally agreed as poor. Agents are generally surprised when they discovered what the area had to offer, particularly with regard to i3. Increased engagement with agents will improve this.	A greater understanding by agents of the North Ayrshire offering leading to a greater number of enquires	Increased engagement and education of agents		

## Sample skeleton inward investment strategy

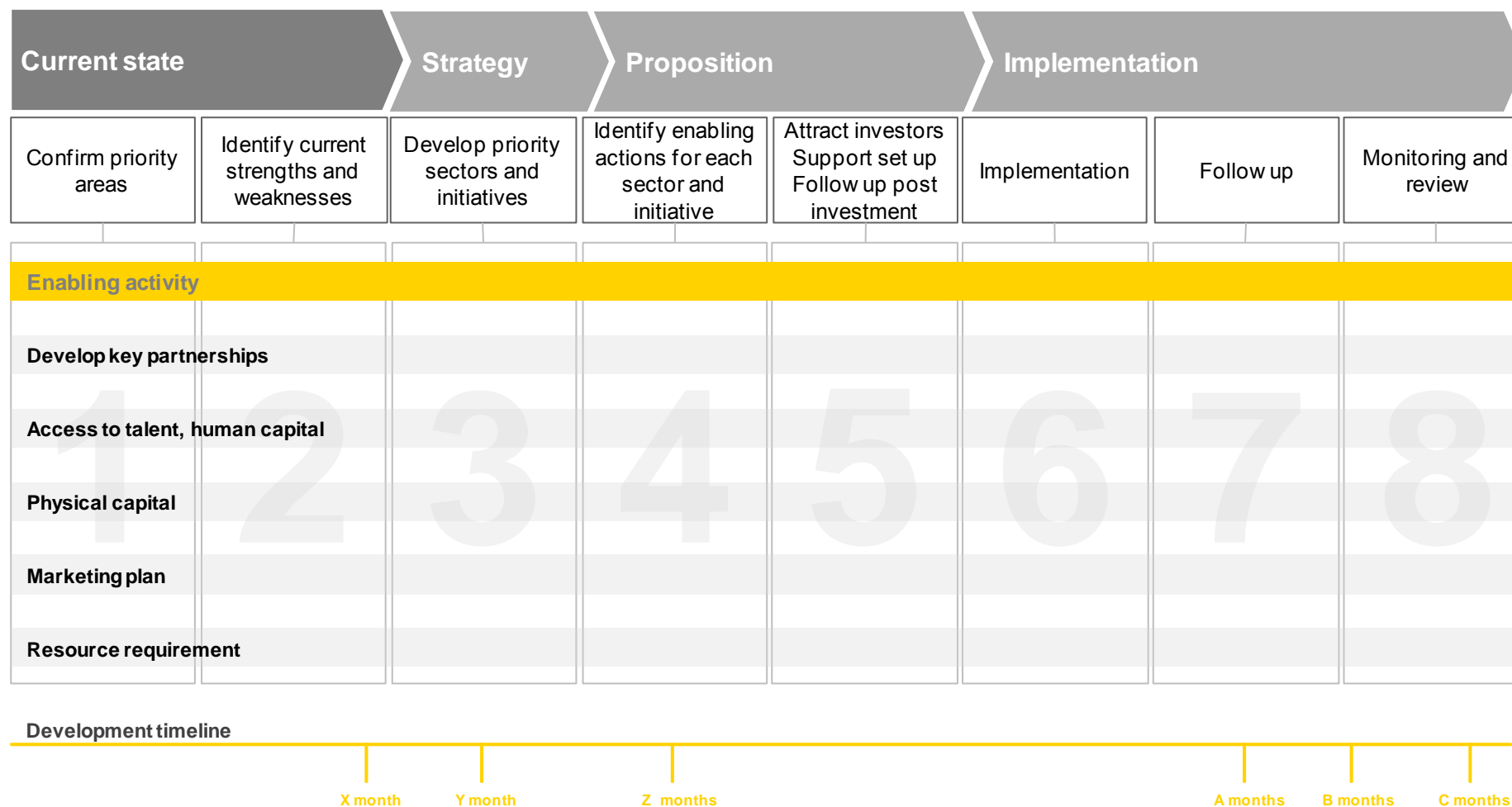
The table below sets out the draft contents of an inward investment strategy for North Ayrshire.

Section	Description
Strategic context	Set out the strategic context: aiming to attract new investment and reinvestment to North Ayrshire
Aims, objectives and targets	Identify the linkages to EDR strategy
Introducing North Ayrshire	Set out the facilities that North Ayrshire has to offer: <ul style="list-style-type: none"> <li>▶ Location and access to markets</li> <li>▶ Transport access</li> <li>▶ Workforce</li> <li>▶ Property</li> <li>▶ Supply chains and linkages</li> <li>▶ Training and business development support</li> <li>▶ Local facilities</li> <li>▶ Networks and collaboration</li> </ul>
Sector / investment approach	Set out the sectors and investment approach detailing the USPs that will attract these sectors across a range of geographies
Marketing plan	The materials and activities that will raise awareness of the investment and business opportunities to target businesses in the identified growth sectors. Also set out the materials and activities that will raise awareness at the more generic level.
Investment services	Set out the professional, effective and efficient enquiry handling, project management and after-care arrangements Set out proposition for a range of investment type and scale Set out the resourcing requirements
Monitoring and evaluation	Set out the monitoring and evaluation of the initiatives and services against the objects and set targets

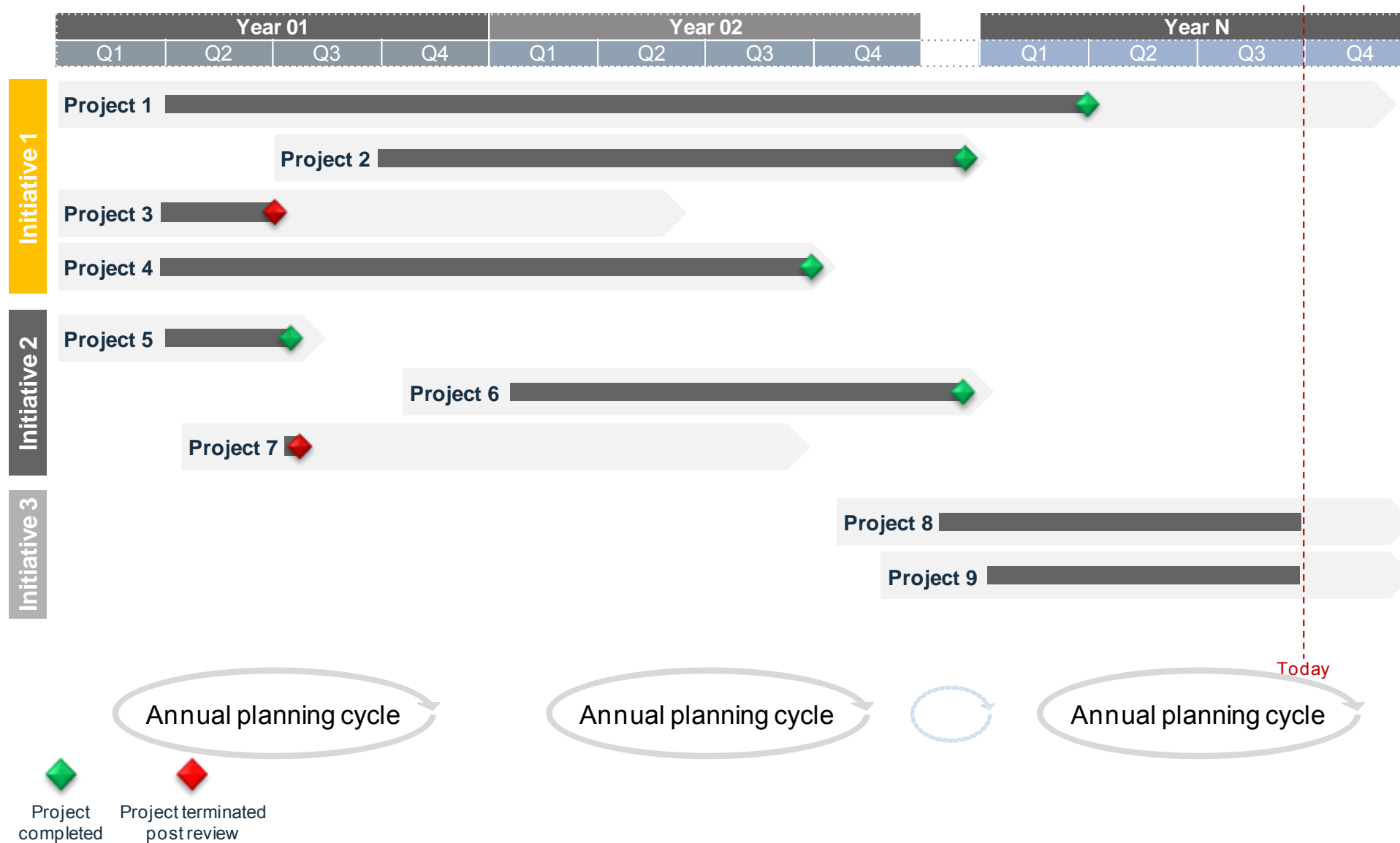
The matrix overleaf sets out a framework for identifying activities, by sectors or initiatives, across each inward investment geography.

	International	UK	Scotland	Region	Local
<b>Sectors</b> <i>Identify sectors and sub sectors</i> <i>Detailed analysis of relevant sectors</i>					
<b>USPs</b> <i>Identify</i> <i>SWOT analysis</i>					
<b>Marketing target</b> <i>Sector specific or generic</i>					
<b>Key stakeholders and relationships</b> <i>Identify</i>					
<b>Proposition and services</b> <i>Identify</i>					
<b>Resourcing requirements</b> <i>Identify</i>					
<b>Key actions</b> <i>Identify</i>					
<b>Incentives</b> <i>Identify</i>					
<b>Linkages to EDR strategy</b> <i>Identify KPIs</i>					
<b>Monitoring and evaluation</b>					

## Sample development and implementation plan



## Sample Indicative investment and monitoring timetable





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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 17**

**11 June 2013**

#### **Cabinet**

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**Subject: Business Support**

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**Purpose:** To provide an update on the proposals presented by the Economic Development and Regeneration (ED&R) Board to encourage business growth.

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**Recommendation:** That Cabinet agrees to the new approach to business support through the implementation of the actions set out at Section 3 of this report.

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#### **1. Introduction**

1.1 The ED&R Board tasked its three private sector Board members to carry out a review of current business support and make recommendations to improve delivery in the following key areas:-

- Increasing the number of Business Start-ups;
- Attracting Inward Investment;
- Growing Existing Business.

1.2 This review presented to the February Board 2013 meeting noted that the greatest opportunity to improve job creation will be to support existing companies who have growth potential.

1.3 The report recommended five areas of improvement:-

- New focus on companies with growth potential;
- Creation of a senior post dedicated to leading an integrated team approach;
- Development of a dedicated inward investment service to attract new businesses to the area;
- Improving the North Ayrshire Product;
- Improving the promotion of North Ayrshire.

#### **2. Current Position**

2.1 Business support in North Ayrshire is currently delivered through a variety of support agencies including North Ayrshire Council (NAC), Scottish Enterprise (SE), Highlands and Islands Enterprise (HIE), Scottish Development International (SDI), Business Gateway (BG) and by legal and financial professionals in the private sector.

- 2.2 A start-up business would normally access support through Business Gateway or for a potential high growth start-up through Scottish Enterprise. The support is offered on a “one to many” arrangement for the majority of start-ups and on a “one to one” basis for companies with growth potential. This generally works well when a business is still at start-up stage with Business Gateway able to offer a good resource.
- 2.3 An existing business can access support through a variety of agencies:-
- Those able to demonstrate the potential for fast significant growth in turnover are generally account managed by SE or HIE (there are currently 38 SE and 3 HIE account managed companies).
  - The Council's Economic Development support is more general and is currently given to a large number of businesses across North Ayrshire, including SE account managed companies.
  - Business Gateway, who for years dealt only with start-up now deliver a small percentage of their contract to existing businesses.
- 2.4 The work of the Economic Development & Regeneration Board private sector members noted that the model of support for existing businesses does not work as well as that for start-up businesses. Their observations include the following:-
- Support by SE is seen to be patchy and dependent on the competence and skills of the Account Manager. SE does not have nearly enough account managed businesses in North Ayrshire.
  - The Council's Economic Development team provides general business support to a broad base of businesses but with much time and energy spent on managing European grant programmes. As some of these programmes have been running for over five years there is now a threat that the business support on offer is not always tailored to company need.
  - Business Gateway provides a good resource for new-start businesses but it's capability to deliver products suitable to growing businesses is less certain. Business Gateway identifies suitable companies to enter the pipeline towards SE account management but there is little proactive and systematic support to these growth companies by any of the organisations delivering business support.
  - There is a threat of duplication of activity between organisations, with the roles of the various agencies not always clearly understood by clients, and in certain cases by some of the organisations themselves, resulting in a possible reduced uptake of support and advice.

### **3. Proposals**

3.1 It is proposed to create a North Ayrshire Growth Programme which is targeted at high growth and strategically important businesses. The programme will provide targeted and proactive support to companies that demonstrate growth potential.

3.2 This programme will be delivered by a dedicated team led by a seasoned business development senior manager with skill, authority and drive to bring together public and private sector partners to work together to provide a package of support, which will help a business realise its growth potential. To take this forward, a number of components need to be developed:-

- Selection of the North Ayrshire growth companies;
- Creation of a team approach to the various organisations who should play a part in 'Team North Ayrshire';
- Create a dedicated account management team.

3.3 The selection of North Ayrshire Growth Companies will be based on young and small-but-rapidly-growing firms with directors/owners that show an international outlook, entrepreneurial skill, and can demonstrate a clear vision and an appetite for business. An analysis of North Ayrshire business suggests that 165 businesses meet this criteria operating in the following sectors:-

● Manufacturing	34
● Engineering	33
● Food & Drink, Leisure	32
● Service/Assorted	24
● Construction	16
● Care	11
● Life Sciences	8
● IT	7

3.4 It is proposed that these companies will be invited to become part of the North Ayrshire Growth Programme. In addition, the 38 Scottish Enterprise account managed companies and the 3 Highland & Island Enterprise account managed companies will also be included in the programme.

- 3.5 To underpin this programme, it is proposed to create a 'Team North Ayrshire' approach. The 'team' will comprise amongst others North Ayrshire Council (NAC); Scottish Enterprise (SE); Highlands and Islands Enterprise (HIE); Skills Development Scotland (SDS); Business Gateway (BG); Scottish Development International (SDI); Irvine Bay (IB) and representation from professional bodies and banks. The purpose for the team approach will be to:-
- Work in partnership to support a business to realise its growth potential;
  - Identify the most appropriate resource/support to assist a business to grow or locate in North Ayrshire;
  - Identify how additional resources/support can be levered in to assist a business to expand.
- 3.6 It is also recommended that a proactive account management approach be established, led by an enhanced business support team. Each business will be supported by an account manager whose role it will be to work across 'Team North Ayrshire' to provide the package of support and help to facilitate an account managed company to realise its business growth potential. The role of the account manager will be to act as the facilitator between the business and all relevant other parties. The purpose will be to unblock problems and bring about a proactive/can do approach to ensure that all within 'Team North Ayrshire' are doing their utmost to assist the business.
- 3.7 A new suite of support programmes will be developed and will be aimed at supporting businesses in their expansion plans or to assist in attracting companies to the area. These programmes could include direct financial support to assist in investment plans, support to develop higher level skills, product development, new market exploitation and links to other businesses in order to improve collaboration and partnering possibilities.
- 3.8 Businesses that do not meet the Growth Criteria will still be able to access support but will not receive a direct client managed arrangement. They will still be able to receive support from existing programmes and if showing growth potential will form the pipeline into the Growth Programme.
- 3.9 To support these changes, a web based portal will be developed to provide relevant information on a wide range of business topics. North Ayrshire will be positioned as 'Scotland's Smartest Place to Invest'. Profile for these changes to business support will be raised by holding a major event anticipated for October.
- 3.10 In summary, the Cabinet is invited to agree to the new approach to business support through the implementation of the actions set out above.

## **4. Implications**

### Financial Implications

- 4.1 There will be financial implications to this proposal but all costs will be met from the existing Economic Development budget. Once the Business Development Senior Manager is in place, a review of existing Business Development staff and support programmes will be undertaken. Proposals for a new business development programme will be brought to the Cabinet in late August/September.

### Human Resource Implications

- 4.2 Once the Business Development Senior Manager is in place, a review of existing Business Development staff will look at skills and potential workload. Any required training or increase in staffing levels would be met from existing budgets.

### Legal Implications

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

### Equality Implications

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

### Environmental Implications

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

### Implications for Key Priorities

- 4.6 This enhanced level of Business Support will assist in achieving the following SOA outcomes:-
- The current business base is encouraged to move up the value chain and high –level activities and jobs are attracted to North Ayrshire.
  - The number of job opportunities in North Ayrshire is increased.

## **5. Consultations**

- 5.1 This new Business Support Programme will be delivered in Partnership with Scottish Enterprise, HIE, Business Gateway, SDI and the local private sector businesses.

## **6. Conclusion**

- 6.1 Tackling unemployment is a key priority for North Ayrshire Council. As indicated in the Economic and Development Regeneration Strategy, jobs will be created through a combination of inward investment, increasing the rate of start-up businesses and growing the existing business base. This new enhanced business support package will result in a greater level of support being targeted at companies with real growth potential.



**CRAIG HATTON**  
Corporate Director (Development and Environment)

Reference : CN

For further information please contact Colin Naismith, Economic Development Manager on 01294 225168

### **Background Papers**

N/A

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## NORTH AYRSHIRE COUNCIL

### Agenda Item 18

11 June 2013

#### Cabinet

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**Subject:** Grant Offers for Outdoor Access Projects in the Financial Year 2013-14

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**Purpose:** To seek approval for projects to improve the outdoor path network and the proposed means of expenditure.

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**Recommendation:** That the Cabinet agrees to (a) note the grant funding submissions made; (b) approve the acceptance and expenditure of the grant offers; and (c) remit to the Corporate Director (Development and Environment) to identify potential projects and apply for funding for 2014-15 onwards.

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#### 1. Introduction

- 1.1 The Land Reform (Scotland) Act 2003 provides the public with a right of responsible access to the outdoors and places a number of statutory duties, obligations and powers on Local Authorities. The production of an Outdoor Access Strategy and Core Paths Plan are key stages in the translation of the Land Reform legislation into a local context. These documents provide a framework for reviewing the existing situation in terms of provision, use, policy and resources. They also provide a means for coordinating priorities for outdoor access development and inform applications of available external funding.
- 1.2 This strategy and plan further identifies the ways in which outdoor access can assist in addressing the key issues for North Ayrshire and the shared vision of the Single Outcome Agreement of North Ayrshire "A Better Life". The implementation of these documents will assist in achieving the following objectives:
- A Working North Ayrshire by improving opportunities for active travel to employment; integrating outdoor access into wider programmes; implementing improvements through training programmes and contributing to the regeneration of our towns and villages

- A Healthy and Active North Ayrshire by promoting access for everyday journeys and recreation; creating increased opportunities for active travel and recreation; improving the condition of local path networks; improving access for all ages and abilities and improving infrastructure and signage.
- A Safe and Secure North Ayrshire by ensuring local path networks are attractive, safe and accessible for local communities and visitors

- 1.3 Significant levels of funding are required to implement the Strategy and Core Paths Plan on the ground, for example, to upgrade paths, create short links and improve signage and infrastructure. A 10 year capital allocation of £50,000 per annum was agreed by Cabinet in January 2013 for the implementation of the Outdoor Access Strategy and Core Path Plan. The Council also receives an annual Cycling, Walking and Safer Streets (CWSS) grant allocation from the Scottish Government. This is to assist the Council in the delivery of active travel infrastructure and projects. The grant offer is subject to a minimum spend of 36% and recommended spend of 50% on cycling related projects. This grant is utilised alongside the capital allocation to secure external funding thereby maximising the level of resources available to implement the Strategy and Plan. Together these allow adequate levels of match funding to be demonstrated and enable significant improvement to be made to the path network.
- 1.4 This report provides an update on the grant offers received for 2013/14 and an outline of the proposed means of expenditure.

## **2. Current Position**

- 2.1 A range of potential projects were identified to implement the Strategy and Core Paths Plan in 2013/14. The list of projects was developed in partnership with local communities, Elected Members, Council Services and the North Ayrshire Outdoor Access Forum, as agreed by Cabinet on 4 September 2012. A range of funding opportunities were examined to identify the most appropriate funds to submit applications to. The projects were then prioritised on the basis of the objectives and assessment criteria set out by the funding bodies. The CWSS grant of £144,000 was utilised alongside the £50,000 capital allocation for the Access Path Network Programme as match funding for the applications. Most funds require a minimum match funding contribution, which is generally 50% of the total project costs.

2.2 Applications were submitted to the following funds:

- Central Scotland Green Network (CSGN) Development Fund which aims to develop the CSGN by delivering projects that promote active travel and healthier lifestyles and make the area more attractive to live, do business and visit;
- Sustrans Scotland's Community Links Fund which aims to provide direct and convenient cycling and walking links for everyday journeys which demonstrate strong community need and/or support;
- Strathclyde Partnership for Transport's (SPT) Capital Fund which aims to encourage active and sustainable transport and joined up journeys with the public transport network;
- Forestry Commission Scotland which offers funding for Intermediate Labour Market training programmes to implement the CSGN and woodland projects.

2.3 Appendix 1 provides a summary of the applications submitted and the outcome of the applications to date. This took account of the Core Paths Plan and Outdoor Access Strategy, as well as proposals received from Elected Members and local communities, and criteria set out by the external funding bodies.

2.4 Offers of funding totalling £177,475 for 2013/14 have been received from the CSGN Development Fund (£32,500), Strathclyde Partnership for Transport (£25,000), Forestry Commission (£32,475), Irvine Bay Regeneration Company (£20,000) and Sustrans Scotland (£67,500). Strathclyde Partnership for Transport will consider the remaining applications for funding at their June Committee. The CSGN Development Fund has also awarded £37,500 for the Connecting Communities and Businesses project in 2014/15.

2.5 The projects are required to be undertaken in the current financial year. They will assist in achieving the Council's objectives in terms of regeneration, active travel, tourism and the development of the Central Scotland Green Network in North Ayrshire by in particular:

- Creating a green network and improving access between Irvine Town Centre and the Enterprise Area;
- Upgrading the link between Kilwinning Station and National Cycle Network Route 73 via Kilwinning Sports Club;
- Implementing a range of path and green space improvements through a training programme;
- Designing an off-road route between Cladach and Merkland Wood on the Isle of Arran; and,
- Investigating the potential for a cycle route between Largs and Skelmorlie.

- 2.6 Potential funding opportunities to facilitate the design and construction of the proposed Fairlie Coastal Path are being investigated. This is being undertaken in partnership with the Fairlie Community Trust and an initial application has been submitted to the Coastal Communities Fund in partnership with the Trust. Cost estimates have been obtained and funding applications will be prepared and submitted as required. The outcome of the initial application to the Coastal Communities Fund will be known in mid June 2013. Appendix Two provides a summary of potential projects for financial years 2014/15 onwards. Further projects will be investigated in the coming year for submission to the various funding bodies for implementation in 2014/15.

### **3. Proposals**

- 3.1 The Cabinet is invited to agree to:-
- (a) Note the grant funding bids submitted as detailed at Appendix 1;
  - (b) Approve the acceptance and expenditure of the grant offers from Sustrans Scotland's Community Links Fund, SPT's Capital Fund and the CSGN Development Fund and any future grant offers from SPT as detailed in Appendix 1;
  - (c) Remit to the Corporate Director (Development and Environment) to identify potential projects for 2014-15 onwards (in partnership with Elected Members, local communities, internal Council Services and the North Ayrshire Outdoor Access Forum) and apply for funding for 2014-15 onwards.

### **4. Implications**

#### Financial Implications

- 4.1 The costs associated with implementing the projects outlined in Appendix 1 will be met from a combination of the external grant funding offers, the CWSS grant allocation and the £50,000 Capital Allocation for the Access Path Network Programme.
- 4.2 The works undertaken will result in a substantial deferment of the Council's maintenance responsibilities and costs in relation to the paths for a significant period of time. This could equate to 10 -15 years as the projects will result in the paths being upgraded to an "as new" condition.

#### Human Resource Implications

- 4.3 There are no Human Resource implications arising from this Report.

#### Legal Implications

- 4.4 Where necessary traffic orders, path creation agreements and other legal agreements will be promoted.

#### Equality Implications

- 4.5 The projects will provide increased opportunities and improved access for all ages and abilities to the Council owned path network in North Ayrshire.

#### Environmental Implications

- 4.6 The projects will provide increased opportunities for active travel including cycling and walking. This in turn will promote modal shift which will improve health and well-being of communities, reduce the use of private cars and improve the air quality within North Ayrshire.

#### Implications for Key Priorities

- 4.7 The implementation of these projects contributes to Single Outcome Agreement Outcomes 1(a), 1(b), 6(b), 7(c), 9(c), 10(c) and 12(a) and the Healthy and Active Action in relation to the implementation of the Outdoor Access Strategy. This will also assist in achieving a number of the aims and objectives of the Core Paths Plan, Local Transport Strategy and Council Plan.

#### Community Benefit Implications

- 4.8 The potential for the inclusion for of Community Benefit clauses will be investigated on a project by project basis through the procurement process.

### **5. Consultations**

- 5.1 Environment and Related Services and Development Planning Services have been consulted on the proposed projects and support their implementation. Consultation has been undertaken with the North Ayrshire Outdoor Access Forum and a variety of local organisations, who also support the implementation of the projects.
- 5.2 The projects are informed by proposals received from Elected Members, local communities, other Council Services and external partner organisations. Public consultation on the details of the projects for example path design and specification will be undertaken on a project by project basis.

## **6. Conclusion**

- 6.1 A significant level of external funding has been secured to date for the implementation of outdoor access projects in 2013/14. This complements the works that have been undertaken in previous financial years and demonstrates the continued levels of funding secured by Planning Services for the implementation of outdoor access projects. The implementation of the projects will result in significant improvements to the path network within Council ownership and demonstrate a contribution to the regeneration, quality of life, health and well-being and social inclusion agendas.



**CRAIG HATTON**  
Corporate Director (Development and Environment)

Reference : LK/SLP

For further information please contact Louise Kirk, Access Officer on 01294 324766

### **Background Papers**

North Ayrshire Core Paths Plan  
North Ayrshire Council Plan  
North Ayrshire Local Transport Strategy  
North Ayrshire Outdoor Access Strategy  
North Ayrshire Single Outcome Agreement

## Funding Applications Update 2013/14

The following tables summarises the applications submitted and the decisions received to date for 2013/14. This includes a brief summary of the projects and the potential contribution required from the Access Path Network Capital Budget and Cycling, Walking and Safer Streets (CWSS) grant allocation.

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
Connecting Communities and Businesses 2013/14 Improving access between the Enterprise Area and Irvine through path and greenspace improvements 2014/15	£65,000 £107,500	£32,500 from CSGN Development Fund £10,000 from IBRC £37,500 from CSGN Development Fund, £20,000 from IBRC £30,000 from Sustrans	£22,500 £20,000	£70,000 secured over the two financial years from CSGN plus £10,000 in 2013/14 from Irvine Bay Regeneration Company (IBRC).
Largs to Skelmorlie Feasibility Study Feasibility study to investigate the potential for a cycle route between the two towns including public consultation and preparation of designs for the route.	£25,000	£25,000 from Strathclyde Partnership for Transport	0	£25,000 secured. Further funding has been requested to prepare detailed designs for implementation in 14/15.
NCN Route 73 Kilwinning Station Community Link Upgrade of the route between NCN Route 73 and Kilwinning Station to an all abilities access and multi user standard including directional signage.	£90,000	£45,000 from Sustrans' Community Links Fund and £20,000 from Strathclyde Partnership for Transport	£20,000	£45,000 secured from Sustrans. SPT application to be considered at their June Committee
NCN Route 7 Gailes Road Phase 2 Upgrade of the path between the Three Stanes Roundabout and Heatherhouse to an all abilities access and multi user standard including directional signage.	£90,000	£45,000 from Sustrans' Community Links Fund £45,000 from Strathclyde Partnership for Transport*	£45,000	Sustrans application was unsuccessful due to a lack of available funding. An amended application was submitted to SPT and will be considered at their June Committee
NCN Route 7 Blair Road On Road Improvements Implementation of the recommendations of the NCN Route 7 Kilwinning to Kilbirnie Feasibility Study between Kilwinning and Cockenzie through on road improvements.	£40,000	£20,000 from Sustrans' Community Links Fund £20,000 from Strathclyde Partnership for Transport*	£20,000	Sustrans application was unsuccessful due to a lack of available funding. An amended application was submitted to SPT and will be considered at their June

Committee				
<b>Project Title and Summary</b>	<b>Estimated Cost</b>	<b>Grant Contribution(s) Applied For</b>	<b>Potential NAC/CWSS contribution</b>	<b>Outcome of Application(s)</b>
I3 Active Travel Link Phase 1 (Design) Design of an all abilities and multi user path for active travel between the Enterprise Area and Irvine.	£15,000	£7,500 from Sustrans' Community Links Fund	£7,500	£7,500 secured
NCN Route 7 Gailes Road Phase 2* Upgrade of the path between the Three Stanes Roundabout and Heatherhouse to an all abilities and multi user access standard	£90,000	£45,000 from Sustrans' Community Links Fund	£20,000	Unsuccessful due to funder's lack of available funding. An amended application has been submitted to SPT
NCN Route 7 Kilbirnie All Abilities Access Improvements Upgrade of the link paths to the NCN at Stoneyholm Road and Ladeside, Kilbirnie.	£50,000	£25,000 from Sustrans' Community Links Fund	£25,000	Unsuccessful due to funder's lack of available funding.
NCN Route 7/73 River Irvine Bridge (Design) Design of a replacement bridge for the footbridge at between Low Green and Waterside.	£60,000	£30,000 from Sustrans' Community Links Fund	£30,000	Unsuccessful as funder can no longer fund major capital projects.
NCN Route 73 Brodick to Corrie Phase 4/5 (Design) Design of the sections of path between the Museum and South Lodge and Cladach and Merklund Wood	£30,000	£15,000 from Sustrans' Community Links Fund	£15,000	£15,000 secured
NCN Route 73 Brodick to Corrie Phase 5 (Construction) Design and construction of the section of route between the vehicular entrance to Brodick Castle and Country Park and Merklund Wood	£80,000	£40,000 from Sustrans' Community Links Fund	£40,000	Unsuccessful due to landownership agreements not being finalised.
NCN Route 757 Fairlie Short Link Phase 2 Construction of the path between the Bowling Club and Kelburn Avenue.	£60,000	£30,000 from Sustrans' Community Links Fund	£30,000	Unsuccessful due to the guarantee of the installation of a crossing over A78 not being available.

Project Title and Summary	Estimated Cost	Grant Contribution(s) Applied For	Potential NAC/CWSS contribution	Outcome of Application(s)
NCN Route 73 Tarryholm All Abilities Access Upgrade Upgrade of the existing path to an all abilities access and multi user standard	£90,000	£45,000 from Sustrans' Community Links Fund	£45,000	Unsuccessful due to funder's lack of available funding
NCN Routes 7 and 73 All Abilities Access Improvements Removal of barriers on the NCN which currently restrict legitimate access users and all abilities access including chicanes, kerbs and inaccessible gates.	£40,000	£20,000 from Sustrans' Community Links Fund	£20,000	Unsuccessful due to funder's lack of available funding
CSGN Skills Training for Young People – North Ayrshire A 6 month Intermediate Labour Market (ILM) training project employing 5 local young unemployed people to implement green network and path improvements in the Irvine area whilst receiving work experience and vocational training. This project will be developed in partnership with East Ayrshire Woodlands (EAW). EAW is a partnership initiative supporting communities and landowners to expand and enhance the woodland habitat network in Ayrshire.	£65,475	£32,475 from Forestry Commission Scotland £10,000 from IBRC	£23,000	£32,500 from Forestry Commission Scotland £10,000 from IBRC

It should be noted that there may be an opportunity to secure additional funding from Sustrans later in the financial year. The practicality of this will be investigated when the full extent of any additional funding is identified.



## Potential Projects 2014/15 Onwards

The following tables summarises potential projects for 2014/15 onwards including potential funders and estimated costs. Feedback will be obtained from funders on any projects which are unsuccessful in 2013/14 and these will be resubmitted where appropriate. Where the paths are in Council ownership, this will represent a substantial deferment in maintenance responsibilities and costs for a significant period of time e.g. 10 to 15 years as it will result in the paths being upgraded to an “as new” condition. Where they are in private ownership maintenance agreements will be made with the owner.

Project title and Summary	Estimated Cost	Potential Partners
<b>Cumbrae Walking and Cycling Improvements</b> Upgrading existing path networks to an all abilities and multi user access standard and improved signage and interpretation to create networks for everyday journeys and recreation.	£100,000	Argyll and the Islands LEADER Programme and Sustrans Scotland
<b>Core Path Signage (North Ayrshire wide)</b> Completion of the signage scheme for the Core Paths Network in partnership with local communities. These paths are currently adopted and maintained by a range of organisations and maintenance responsibilities will be met by these organisations.	£40,000	Ayrshire LEADER Programme and Sustrans Scotland
<b>Dalry Green Network</b> Formation of a green network for Dalry through environmental improvements to local greenspace, improved signage and interpretation and the upgrade of existing path to an all abilities access and multi user standard.	£60,000	Central Scotland Green Network (CSGN) Development Fund
<b>Garnock Valley Path Network</b> Improve the linkage between NCN Route 7 and Garnock Valley towns through improved signage and the upgrade of existing paths and footways to an all abilities and multi user standard.	£60,000	Ayrshire LEADER Programme, CSGN Development Fund and Sustrans Scotland
<b>Fairlie Coastal Path</b> Creation of a link path between Causeway and the Fairlie Burn to provide all abilities and multi user access as part of the Ayrshire Coastal Path	£150,000	Coastal Communities Fund and Sustrans Scotland
<b>Irvine Cycle Friendly Town Implementation</b> To implement the recommendations of the Study undertaken in 2012/13 to develop and promote Irvine as a Cycle Friendly Town. This includes the creation and improvement of short links, improvement of signage and the installation of infrastructure for example cycle parking.	£150,000	CSGN Development Fund and Sustrans Scotland
<b>NCN Route 7 Kilwinning to Kilbirnie</b> Implement the recommendations of the NCN Route 7 Kilwinning to Kilbirnie Feasibility Study by upgrading existing	£90,000 (Phase 2)	Ayrshire LEADER Programme and

sections of path to an all abilities access and multi user standard.		Sustrans Scotland
<b>Project title and Summary</b>	<b>Estimated Cost</b>	<b>Potential Partners</b>
<p>NCN Route 7 Towns Moor All Abilities Upgrade</p> <p>Upgrade the existing NCN Route 7/73 path between Low Green and Towns Moor to an all abilities and multi user standard including the removal of barriers and the upgrade of the overall path surface. This will represent a substantial deferment in maintenance responsibilities and costs for a significant period of time e.g. 10 to 15 years as it will result in the paths being upgraded to an “as new” condition.</p>	80,000	Central Scotland Green Network Development Fund and Sustrans Scotland
<p>NCN Route 73 Brodick to Corrie</p> <p>Implement the recommendations of the Feasibility Study by constructing the remaining sections of the path to an all abilities access standard. This project will require to be constructed in phases.</p>	450,000	Sustrans Scotland
<p>Stevenston Beach Local Nature Reserve Accessibility Improvements</p> <p>Upgrade the existing bridge and path through the Reserve to an all abilities access and multi user standard (Countryside for All Standard). This will represent a substantial deferment in maintenance responsibilities and costs for a significant period of time e.g. 10 to 15 years as it will result in the paths being upgraded to an “as new” condition.</p>	30,000	Central Scotland Green Network Development Fund and Sustrans Scotland

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 19**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Millport Marine Biological Station**

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**Purpose:** To seek agreement to support the Field Studies Council as the Council's preferred operator of the Millport Marine Biological Station and to pursue Heritage Lottery Funding for investment in the Millport Conservation Area.

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**Recommendation:** That the Cabinet agrees to (a) the principle of Field Studies Council operation of the station as the most sustainable use; (b) the nature of potential North Ayrshire Council support to deliver the proposal including financial support and the potential for NAC ownership of the station; and (c) the preparation and submission of a bid for Townscape Heritage Initiative Funding for the Millport Conservation Area.

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#### **1. Introduction**

- 1.1 On 20 March 2013, the University of London confirmed its decision to end its provision of education and research services in marine science at the Millport Marine Biological Station (MMBS). The closure of the facility would result in the loss of around 30 jobs and have a significant impact on the economy of the Isle of Cumbrae. The Cabinet of 30 April 2013 agreed to respond to this announcement in two phases by i) investigating an alternative operational structure to safeguard employment and economic activity on the site and ii) to consider how to support the economy of Cumbrae through the potential for investment in Millport Pier and other actions identified within the Community Development Plan.
- 1.2 This report provides an update on work done by the Council, Highlands and Islands Enterprise (HIE) and Cumbrae Community Development Company (CCDC) on taking forward the response previously agreed, in particular advising Cabinet on interest in operating the station expressed by the Field Studies Council (FSC) and how this may be supported.

## **2. Current Position**

- 2.1 The withdrawal of the University of London would result in the closure of the facility by the end of 2013, however they have advised that they wish to see the continued operation of the station. A new operational model is required, and there is an urgent need to ensure that bookings can be invited for next year in order to secure the on-going business.

### Potential Operational model

- 2.2 In pursuing a new operational model to allow bookings to be maintained, initial analysis by the CCDC and the appointed consultant, Paul Durrant of Proving Ground Limited looked at the potential for a new operating body or Trust to continue the current operation at a reduced scale, potentially owned by a Community Organisation. The willingness of the University of London to transfer the asset to such an organisation would also require to be confirmed as well as the constitution of the organisation and the sustainability of the business model. There are questions over whether this could be in place in time to allow bookings to be maintained in the new academic year, and whether the principles of this would be accepted by the University of London Board of Trustees.
- 2.3 An alternative model has emerged through the interest expressed in operating the station by the Field Studies Council (FSC). The FSC is a charity established in 1943 to 'advance the education of the public in every kind of fieldwork in the arts and sciences and to establish, equip and maintain centres for field studies, research and lectures'. The FSC operate 18 stations in the UK (14 of which are residential), run courses for over 140,000 learners and provide c.200,000 visitor nights per annum. They operate a variety of models, with a combination of owner occupation and long term lease agreements. The FSC are a successful and well regarded operation who have not closed a centre in 60 years of operation.
- 2.4 The FSC already work with over 140 University departments in the UK and with Aberdeen, Dundee, Edinburgh, Glasgow, St Andrews, Stirling and St Andrews Universities in Scotland. They propose to continue the academic focus of the MMBS, and develop additional markets through schools (especially secondary schools), professional training courses and tourism. Their initial five year business plan for the station envisages employment levels increasing over this period to levels equivalent to those currently seen at the site. The FSC are serious about progressing their interest in providing a long term solution to the marine centre at Millport, and have secured initial Policy Board approval to further develop their business plan. Their interest offers a sustainable solution but one which requires a commitment from the Council and other parties through capital investment and other support.

2.5 It is considered that the FSC model is preferable to the alternative of a new trust or model operating the station and should be supported by the Council due to their potential to:

- take over the station and maintain bookings at an early date;
- transfer expertise and maintain links with Universities;
- grow the business through the schools market as demonstrated by their operation at Kindrogan in Perthshire;
- set up a steering group to ensure continued University/Community involvement; and
- demonstrate a viable business model which will gain the confidence of the University of London and secure the transfer of the asset.

Matters to be Confirmed to Demonstrate Support for the FSC Proposal

2.6 The FSC business plan identifies a need for major capital investment in the MMBS to ensure that the centre can continue to attract and grow academic and other revenue sources, and to secure its long term future. This has been the case for a number of years, with previous proposals by the University of London and St Andrews University not having come to fruition. The capital funding requirement envisaged by the FSC is considered to be in the region of £3-4m.

2.7 Around £1.7m of external funding had previously been committed to the Station through a range of sources. While there are no guarantees of success, these and other funders will require to be re-approached based upon a new proposal and business plan. The ability of FSC to raise the total figure will depend on public sector support through the Council, HIE and Scottish Government, which will allow for certainty when approaching other funders for match funding. It is considered that a sum of up to £1.5m will require to be committed by the Council to support the proposal and to give the FSC the comfort to proceed.

2.8 While the FSC would prefer to own the site, this may lead to financial implications relating to State Aid given the transfer of public funds to a commercial organisation. It is considered that this issues may be avoided should the Council own some or all of the site, and offer a long term lease at an appropriate market rent to the FSC. Agreement would be required on the management and procurement of the construction process, and the terms of the lease. The FSC would commit to setting up a steering group comprised of academic institutions and the Community Development Company.

- 2.9 In terms of growing revenue at the Station, the FSC have identified the potential for growth in the schools market, which offers the opportunity to considerably increase the number of bed nights accommodated at the station. The FSC already operate a facility at Kindrogan in Perthshire, and this delivers Higher/Advanced Higher field courses for over 90 Scottish schools with courses being delivered for a further 30 schools at Standard or Primary Level. The Kindrogan centre primarily provides courses in Geography, and a Millport centre would offer primarily science courses. It is proposed that, while the responsibility for selecting courses to deliver the curriculum lies with head teachers, North Ayrshire Council could identify FSC as a 'preferred operator' of field studies experience in science courses delivered at MMBS. This commitment would be key in establishing a model for schools which could be grown through other local authority areas.

#### Townscape Heritage Programme Funding

- 2.10 The Townscape Heritage Programme administered by the Heritage Lottery Fund (HLF) is aimed at schemes which help communities improve the built historic environment of conservation areas in need of investment across the UK. The HLF support partnerships of local, regional and national interests that aim to regenerate economically disadvantaged historic areas. Grants are available for sums between £100,000 to £2m. Townscape Heritage applications go through a two-round process to allow applications at an early stage of planning and an idea of the prospects of success before proposals are developed in detail. First-round applications need to be submitted by 31 August for a decision in January 2014. Thereafter projects are developed for up to 12 months before final agreement by HLF.

- 2.11 The criteria for consideration of a grant application is similar to that for a Conservation Area Regeneration Scheme. The Council was successful in January 2013 in securing £500k from Historic Scotland for investment in the Kilbirnie Conservation Area. The application submitted in August 2012 followed analysis of the 13 Conservation Areas in North Ayrshire against the bid criteria. It was noted in a report to Cabinet on 19 June 2012 that 'In addition to the Kilbirnie bid, it is recognised that the Millport Outstanding Conservation Area has some potential to access funding given the residual quality of its built environment and the potential for regeneration, which would assist the local tourism economy and help to create and sustain jobs on the island'. Further to the Cabinet agreement to consider means of investment in Millport on 30 April 2013 and the previous consideration of Conservation Areas, agreement is now sought for officers to develop and submit an initial bid for Townscape Heritage Funding for the Millport Outstanding Conservation Area prior to the 31 August 2013 deadline. This will require some revenue expenditure on a Conservation Area Appraisal, as well as a commitment to capital support. Given the requirement to invest in the Millport Pier, the Programme provides an opportunity for match funding to be pursued towards investment in what is a Category B Listed structure and therefore an important Heritage Asset.

### **3. Proposals**

- 3.1 It is considered that the interest from FSC is positive development in the provision of a sustainable future for the Millport Marine Biological Station. A commitment from NAC to support this proposal will be important to the FSC in allowing them to demonstrate that their business model can be delivered, and crucially that bookings from existing users can be maintained. It will allow the provision of certainty on a range of matters when the FSC consider the proposal internally through Board meetings in June and July. It will also allow for a Memorandum of Understanding to be developed between the FSC and University of London and discussion on the terms of the transfer of the asset.
- 3.2 It is proposed that the Cabinet agrees to:-
- (a) the principle of operation of the Millport Marine Biological Station by the Field Studies Council as the most sustainable use;
  - (b) the nature of potential North Ayrshire Council support to deliver the proposal including financial support of up to £1.5m, and the potential for the Council ownership of the station funded from the approved Capital Programme; and,
  - (c) the preparation and submission of a bid for Townscape Heritage Initiative Funding for the Millport Conservation Area.

- 3.3 Following consideration of the proposal by both the FSC and University of London Boards of Trustees in July 2013, a further report will be taken to Cabinet on progress and the detail of the support to be provided by the Council.

#### **4. Implications**

##### Financial Implications

- 4.1 The FSC have identified a capital investment requirement to deliver their operational model. The level of financial support from the Council will be confirmed as progress is made on the availability of funds from other sources, however it is envisaged that to support this process a commitment to make available funding of up to 1.5m will require to be made. These funds would be directed from the approved Capital Programme and from the Town Centre Regeneration budget, with the majority of support provided for the construction period envisaged during financial years 2014/15 and 15/16.
- 4.2 The FSC business plan demonstrates a minor revenue deficit in years 2014 and 2015, with the facility then moving to financial surplus in 2016. These revenue projections are predicated on a reduced cost base, growth in revenue in particular through the schools market, and an assumption of a continuation of the revenue support from the Scottish Government currently provided via the Scottish Funding Council. It is not envisaged that revenue support from the Council will be required.

##### Human Resource Implications

- 4.3 There are no human resource implications at this stage.

##### Legal Implications

- 4.4 Analysis of the legal implications of the FSC model will be required. This will depend on the ownership and operational model agreed with FSC and will include the terms of the asset transfer (should this be made to the Council) and the terms of any lease agreed with FSC. The implications of providing funding support on State Aid legislation will require to be confirmed with the Scottish Government State Aid Unit.

##### Equality Implications

- 4.5 There are no equality implications.

## Environmental Implications

- 4.6 There are no environmental implications.

## Implications for Key Priorities

- 4.7 The Council's Core Objective 1: Regenerating our communities and increasing employment is supported.

## Community Benefit Implications

- 4.8 There are no community benefit implications at this stage.

## 5. Consultations

- 5.1 A range of organisations have been involved in the analysis of the MMBS and in support of the FSC model including Highlands and Islands Enterprise, Scottish Government, Cumbrae Community Development Company, and the staff of the MMBS.

## 6. Conclusion

- 6.1 The closure of the Marine Biological Station in Millport would have a significant impact on the island of Cumbrae's economy as previously recognised by the Cabinet. The FSC interest is positive in that there is the potential for a deliverable solution to maintain current levels of activity, and with prospects for additional growth through the schools market. The FSC interest requires further analysis which will be greatly assisted by a commitment from the Council to financial support, agreement to the potential ownership of the asset by the Council should this be preferable to the FSC, and the exploration of support from schools. The pursuit of HLF funding would also contribute to wider intervention in Millport and its economy.



CRAIG HATTON  
Corporate Director (Development and Environment)

Reference : AL

For further information please contact Alasdair Laurenson, Team Manager (Regeneration) on telephone number 01294 324758

## Background Papers

N/A



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 20**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Audit Scotland report: An Overview of Local Government in Scotland 2013**

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**Purpose:** To inform the Cabinet of the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

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**Recommendation:** That the Cabinet notes the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

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#### **1. Introduction**

- 1.1 Audit Scotland recently published its annual 'Overview of Local Government in Scotland' report. This examines how local authorities are responding to the main challenges that they face and identifies what more needs to be done.
- 1.2 This report will highlight the main issues from the Audit Scotland study, which is attached in full at Appendix 1. A detailed table, showing the actions already taken and currently planned by North Ayrshire Council, is also attached at Appendix 2.

#### **2. Current Position**

- 2.1 The Audit Scotland report notes that:
  - budgets are tightening and Councils anticipate tougher times in coming years;
  - across Scotland, reserves have increased but can be used only once;
  - demand for services continues to rise and the impact of population change, particularly increasing numbers of older people, is likely to be substantial.
- 2.2 It is also noted that over a third of Councillors across Scotland were newly elected in May 2012 and there have been significant changes in the senior management structures of Councils.

- 2.3 The report notes that the public service reform agenda continues to gather pace and significant changes lie ahead; welfare reform, the integration of health and social care and the introduction of the new police and fire services are highlighted.
- 2.4 The Audit Scotland report identifies four common themes: leadership and governance, partnership working, service changes and performance and information management. The report is in two parts; service challenges in 2013 and the use of resources in 2012 with each part exploring the issues relevant to the four themes.
- 2.5 The table attached at Appendix 2 notes the key points in the report relating to each of these themes. Information is provided on actions already taken by North Ayrshire Council in relation to each point, as well as further actions that are planned for the current financial year.
- 2.6 The main issues for North Ayrshire Council in relation to the key findings of the report are as follows:
- North Ayrshire Council has robust governance and scrutiny arrangements in place;
  - the recent audit of North Ayrshire Community Planning Partnership concluded that the partnership was well established and had made good progress in some areas; an action plan for improvement is now in place;
  - the Council is proactive in its approach to the significant change it faces including Welfare Reform and the Integration of Health and Social Care;
  - the Council has approved its budget savings into 2015/16 and has developed its 10 year financial strategy;
  - performance management and self evaluation arrangements are developing well. The Council is preparing for its 'Recognised for Excellence' (R4E) submission in 2014, Council-wide and individual service PSIF reviews are scheduled for 2013/14 and plans are being developed to carry out detailed process benchmarking with other Councils in relation to the new SOLACE performance indicators;
  - sound capital planning and management arrangements are in place, demonstrated through the Capital Asset Strategy, 6 Asset Management Plans and 10 year capital investment programme;
  - the Council is further developing its workforce planning and employee engagement strategies.

### **3. Proposals**

- 3.1 That the Cabinet notes the findings of the recent Audit Scotland report, the current position in North Ayrshire and further actions being taken to address the issues within the report.

### **4. Implications**

Financial Implications

- 4.1 None.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

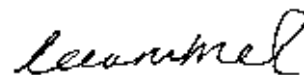
- 4.6 None.

### **5. Consultations**

- 5.1 Consultation has taken place within Finance and Corporate Support and with officers in the Chief Executive's Service in the preparation of this covering report.

## **6. Conclusion**

- 6.1 North Ayrshire Council measures well in relation to the various issues in the national Audit Scotland report.
- 6.2 There are opportunities for further improvement and these are detailed in Appendix 2 to this report.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)



ELMA MURRAY  
Chief Executive

### **Reference :**

For further information please contact Laura Friel, Corporate Director (Finance and Corporate Support) on 01294-324512.

### **Background Papers**

An Overview of Local Government in Scotland 2013 (Audit Scotland, 28 March 2013)

# Responding to challenges and change

An overview of local government in Scotland 2013



Prepared by Audit Scotland  
March 2013

# The Accounts Commission

The Accounts Commission is a statutory, independent body which, through the audit process, requests local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has four main responsibilities:

- securing the external audit, including the audit of Best Value and Community Planning
- following up issues of concern identified through the audit, to ensure satisfactory resolutions
- carrying out national performance studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information they are required to publish.

The Commission secures the audit of 32 councils and 45 joint boards and committees (including police and fire and rescue services).

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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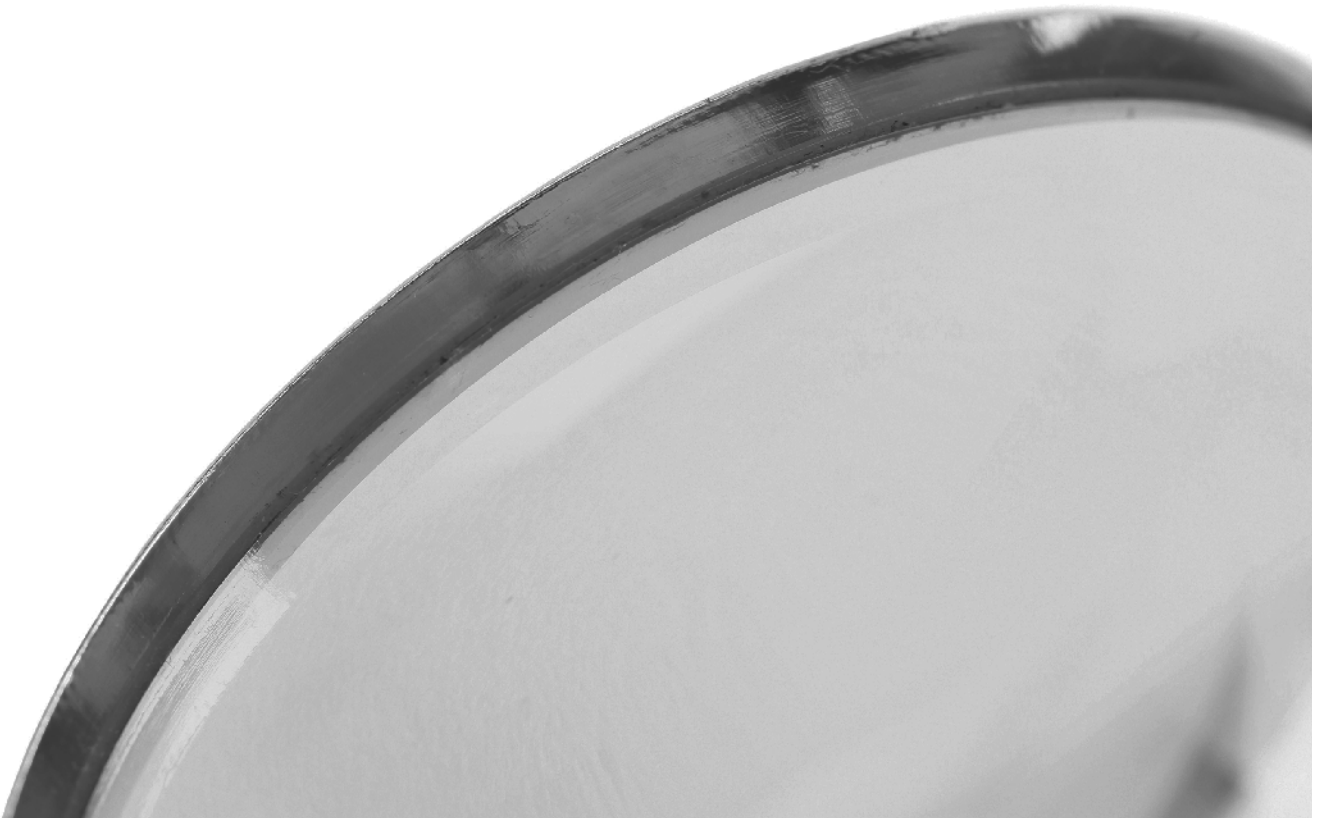
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### Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

# Summary



Councils that place Best Value at the centre of all they do are well placed to deal with challenges and change

## Introduction

**1.** The Accounts Commission's overview report last year identified the pressures facing local government. This year, we look at how councils are responding and identify what more needs to be done. There are many challenges facing local government. The most immediate are managing financial pressures, dealing with welfare reform and continuing to provide Best Value.

**2.** Our report draws on recent audit work including the annual audits, Best Value audits and national performance audits to provide an independent view on the progress councils are making. The report is in two parts:

- Part 1 highlights service challenges in 2013
- Part 2 reviews use of resources in 2012.

**3.** There are short summaries at the end of each part of the report, leading to a checklist of actions for councillors in Appendix 1. There is a glossary of terms used in the report in Appendix 2.

## Context

**4.** Budgets are tightening and councils anticipate even tougher times over the next few years. Reserves have increased but they can be used only once and are not a sustainable source of support for expenditure. Demands on services continue to rise and the longer-term impact of changes in the population and, in particular, the growing number of older people, is likely to be substantial. So far, tighter budgets have been met by reducing staff numbers and increasing charges.

**5.** There have been significant changes in the make-up of the people leading and managing councils. Over a third of the councillors elected were new to local government at the May 2012 elections. About a third of councils have changed their

chief executives over the last two years. Councils are also changing how they deliver services with, for example, more arm's-length external organisations (ALEOs) now in place.

**6.** Politics is, of course, an integral part of local government and heightened political tensions are apparent. Further pressures are likely as the new administrations strive to deliver manifesto commitments at a time when reduced budgets mean that choices and decisions are harder.

**7.** The public service reform agenda is gathering pace and significant changes lie ahead for local government. Reform of the welfare system is likely to have significant and far reaching consequences for councils and their communities. There are plans for major change in adult health and social care. The new single police and fire services mean new relationships will need to be established with councils. It is also very clear that the Scottish Government expects Community Planning Partnerships (CPPs) to oversee and lead public service reform.

## Priorities

**8.** Against this backdrop, the overall aim for councils is to achieve Best Value and improve outcomes. Common themes are leadership and governance, partnership working, service changes and performance information and management. We return to these themes in the summaries at the end of each part of the report.

**9.** There are many aspects to the councillor role, and there is a wide range of material available to support them. In recognition, and drawing on the range of issues covered in the report, we have identified a small number of key recommendations for councillors in 2013 (Exhibit1, overleaf).

**10.** Councillors and senior managers should consider this report, identify what they are doing in response and, where there are gaps or where progress is slow, determine the immediate actions they need to take to improve. We would also encourage councils to discuss the report with their community planning partners. Local authorities that place Best Value at the centre of all they do are well placed to deal with the challenges in 2013 and beyond.

**Exhibit 1**

The Accounts Commission's key recommendations for councillors in 2013



Source: Audit Scotland

# Part 1. Service challenges in 2013



The councillor role in performance, improvement and governance is crucial in 2013 and beyond

**11.** In this part of the report, we consider the resource and demand pressures facing local government in 2013, the impact of public service reform and underline why the councillor role in performance, improvement and governance is crucial.

### **Demand and resource pressures continue to build**

**12.** Councils are managing their finances in challenging economic circumstances and against a backdrop of increasing demand for services. As shown in Part 2 of the report, reserves have increased but this is only one indicator of financial health. The position at each council needs to be considered overall, taking account of borrowing and other commitments, for example.

**13.** The Scottish Government funding settlement to local authorities for 2013/14 is £9.9 billion, a decrease of about 0.2 per cent in cash terms or 2.2 per cent in real terms.<sup>1</sup> While local government's share of the Scottish budget has remained fairly constant, the actual amount of money councils receive has been cut. Councils are increasing charges for some services but need to weigh these decisions against the impact on service users. There are also uncertainties about the scale of any further reductions which may flow from the UK Government's Comprehensive Spending Review later in 2013.

**14.** At the same time, councils are facing continuing cost pressures. Following a series of pay freezes, salaries are set to increase. There are also pressures in a range of other areas, including food and energy costs, waste disposal and building and road maintenance.

**15.** Staff early-release schemes continue to feature strongly as an option to reduce costs. Councillors should take a close interest to ensure

the principles of transparency and accountability are observed in an area which is, rightly, of particular interest to the public.

**16.** Cost pressures have to be managed alongside substantial service demand pressures relating to, for example, looked-after children, supporting people most affected by economic recession and welfare reform, and the effect on services of the ageing population. Many of the services which councils provide are non-discretionary, leaving limited room for manoeuvre in budgets. Typical cost and demand pressures facing councils are summarised in Exhibit 2; their impact will vary from council to council.

**17.** Achieving savings will become progressively more challenging. Most councils are predicting substantial funding gaps over the next three years and need to consider seriously policy options which in the past may have been rejected. Councils are putting plans in place to address funding gaps, for example through savings and efficiency programmes. However, longer-term plans with clear links to workforce and asset strategies are less well developed.

**18.** Councils are doing more to engage local people in discussions about the financial position and the choices available to balance the budget, eg by online questionnaires and through meetings in local communities. This is a healthy development which provides councils with more information about residents' views and promotes a wider understanding of the tough decisions councillors face. It is important that councils follow through on these initiatives by publishing information on what people said and how this influenced budget decisions.

**19.** Set against a background of substantial demand and resource pressures, there is a range of

changes on the horizon to which local government will need to respond (Exhibit 3, page 8).

### **Public service reform is gathering pace; councils and Community Planning Partnerships are at its centre**

**20.** Public service reform is gathering pace and local government is at its heart. The Scottish Government's reform approach across public services is founded on 'four pillars' for change: shifting resources towards prevention; integrated local services through better partnership working; workforce development; and transparent and improving performance. Responding to public service reform can help public services, including councils, deal with demand and resource pressures. Shifting resources to preventative activity presents a major challenge for councils and their partners.

**21.** Councils are reviewing services to meet the changing demands, to address inequality and better meet the expectations of people and communities. In doing so, councils need to work with partners so we also look at what more needs to be done to meet the growing expectations of community planning.

### **Reforms and changes, now and in future**

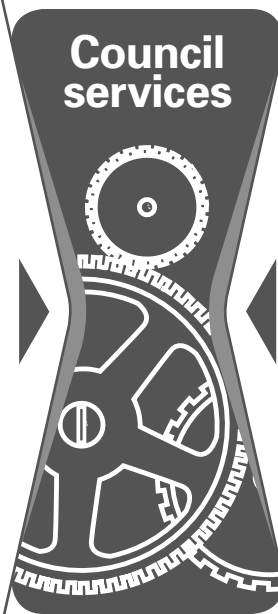
**22.** Councils and local services face significant changes. Welfare reform, the new national police and fire and rescue services and adult health and social care reform will all have a significant impact on local government. An increasing emphasis on partnership working and community empowerment also provide opportunities for new approaches to service delivery.

### **Welfare reform**

**23.** The Welfare Reform Act 2012 of the UK Parliament aims to improve work incentives, simplify benefits

**Exhibit 2****Demand and resource pressures in 2013 and beyond****Demand pressures**

- Population growth and changes:
  - demand for social care services eg care for older people
  - demand on school places
- Economic pressures:
  - increasing benefit claimants/ pressures on welfare benefits and advice services
  - social housing demand
  - demand on economic regeneration and business advice services
- Impact of welfare reform
- Implementing national and local priorities
- Local pressures:
  - increasing maintenance costs for roads and other assets
  - flooding/winter maintenance demands

**Resource pressures**

- Reducing revenue and capital budgets
- Salary and pension commitments
- Early release costs and equal pay commitments
- Reducing staffing numbers
- Borrowing commitments
- Capital programme slippage
- Economic pressures:
  - reduced income from non-domestic rates
  - impact on council tax payment/ arrears
  - reducing income from sale of buildings/assets
  - reducing income from cash deposits/investments
  - reducing income from planning and building control fees
  - inflation and rising costs eg fuel

Source: Audit Scotland

and their administration, and deliver substantial savings. It is the biggest reform of the UK welfare system in 60 years, which could change the lives of millions of people and have significant implications for councils and the services they provide. The most significant changes include: a new universal credit to replace existing benefits, including housing benefits currently administered by councils; the introduction of a benefit cap which will limit the amount paid to households; and a new scheme to replace existing council tax benefits.

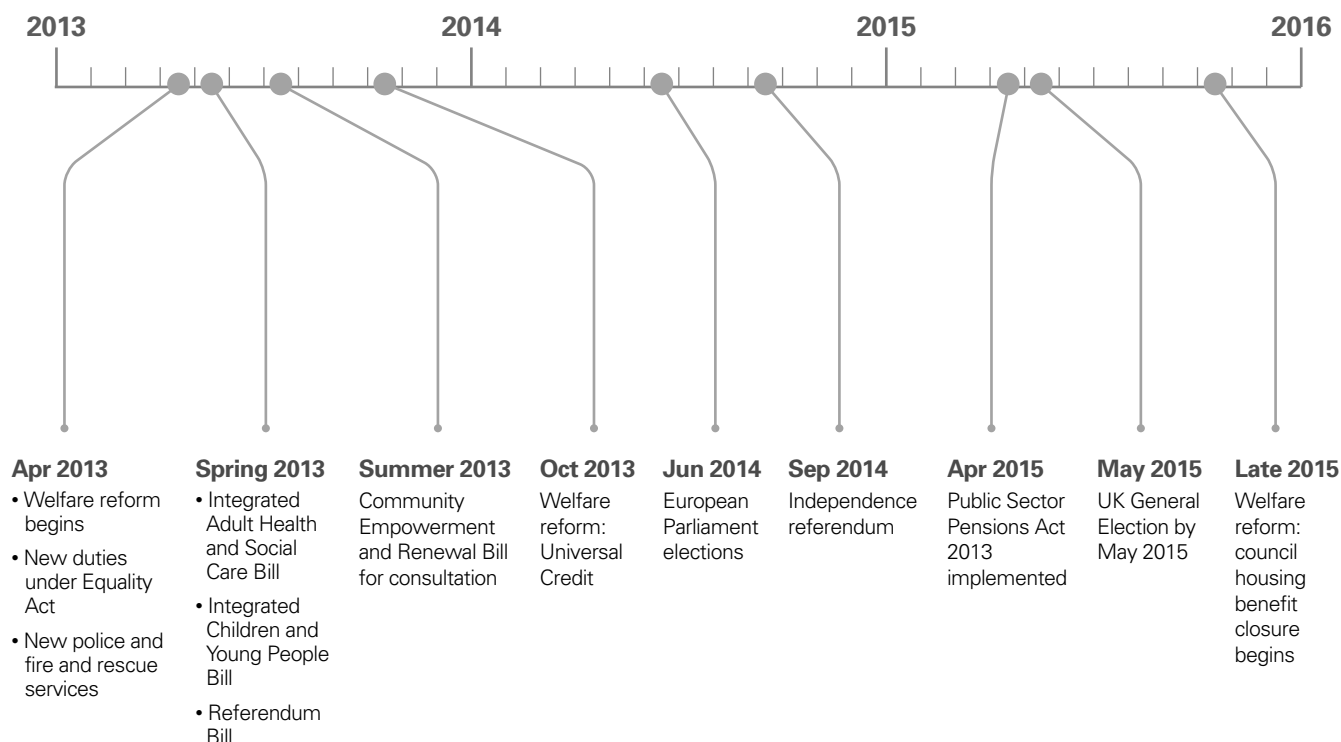
**24.** Councils are taking this very seriously and are responding to this major change by identifying the implications for existing services and anticipating the effect on local communities. Some councils have estimated the effect on disposable income in their area, further emphasising the far-reaching effect of the reforms. There is also evidence of councils working together and working with their partners, such as housing associations, to plan for the changes. Some councils are involved in testing aspects of the reforms, including direct payments to benefit claimants (as

opposed to offsetting benefits against rents due under current arrangements).

**25.** Immediate challenges include monitoring the impact of changes from April 2013. Work is continuing to ensure council staff are prepared to deal with issues that arise and to assist those most affected. In the longer-term, councils may review new house building to address the likely increased demand for properties with fewer bedrooms because, under the reforms, benefit will be restricted if a dwelling is larger than required. Many councils have yet to address

### Exhibit 3

#### Summary of changes facing local government



Source: Audit Scotland

fully the longer-term implications. This is mainly because they are unable to predict with certainty the services they will be expected to provide and therefore the number, skill mix and staff grades required.

**26.** It is difficult to overstate the potential implications of welfare reform on people and communities, on council services and their policy objectives, and on council staff. Welfare reform represents a major challenge for councils in the short to medium term.

#### Other changes

**27.** The Police and Fire Reform (Scotland) Act 2012 of the Scottish

Parliament established a single police service and a single fire and rescue service from 1 April 2013. This is a substantial undertaking involving major change in vital public services. During 2012, we produced overview reports<sup>2, 3</sup> highlighting the main issues from Best Value audit and inspections of police authorities and forces and the Best Value audits of fire and rescue authorities.

**28.** In December 2011, the Scottish Government set out plans to integrate adult health and social care. This aims to improve the quality and consistency of care for older people, and to shift resources to

community services and away from institutional care. The Government plans to introduce Health and Social Care Partnerships (HSCPs) to replace the existing Community Health Partnerships. These changes affect major public services and, potentially, represent the biggest change in local government since its reorganisation in 1996.

**29.** Demographic changes, particularly the ageing population, have significant implications for council services and will increase demands in key areas such as homecare and housing. Registrar General for Scotland<sup>4</sup> figures show

<sup>2</sup> *Best Value in police authorities and police forces in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

<sup>3</sup> *Best Value in fire and rescue services in Scotland*, Accounts Commission, July 2012.

<sup>4</sup> *Scotland's Population 2011 – The Registrar General's Annual Review of Demographic Trends*, General Register Office for Scotland, August 2012.

that Scotland's population reached a record high, growing by 0.6 per cent in the year to June 2011, largely due to inward migration with 27,000 more people entering Scotland than leaving, and 4,809 more births than deaths. Projections suggest further growth, and a significantly ageing population. From 2010 to 2035 the number of people aged 75 and over will increase, by over 80 per cent, representing about a third of a million people (Exhibit 4).

**30.** The anticipated effect across council areas is not uniform, with rural areas likely to see proportionately larger increases in the number of older people, with the potential to compound the challenges in meeting service demands. The demographic changes mean significant and pressing challenges for councils and the wider public sector. There is a wide recognition that services need to change but services have been slow to adapt and there is limited evidence of changes in the way resources are being used over time.

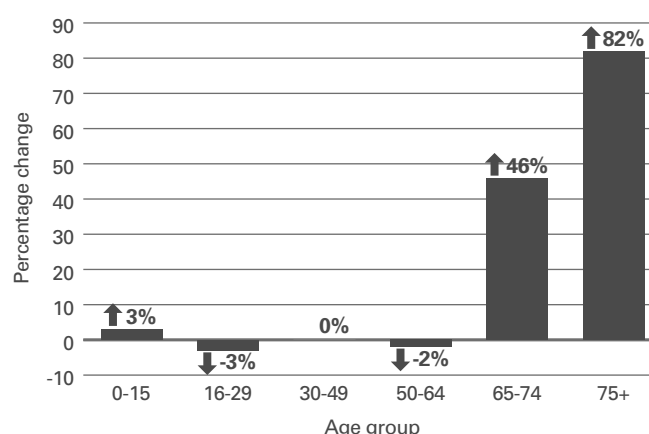
### Reform and the growing expectations of community planning

**31.** By working together to plan services and make best use of the overall resources, partners can achieve better outcomes and value for money than by working alone. Community Planning Partnerships (CPPs) offer part of the solution to the pressures on resources and will play a crucial role in public service reform. The Scottish Government expects CPPs to take the lead in improving outcomes with reduced budgets.

**32.** Community planning involves councils and other public bodies working together, with local communities, the business and voluntary sectors, to plan and deliver better services and improve

### Exhibit 4

#### Projected change in age structure of Scotland's population, 2010–35



Source: General Register Office for Scotland

outcomes for people. CPPs set out their priorities in Single Outcome Agreements (SOAs).

**33.** Local authorities have a duty<sup>5</sup> to initiate, facilitate and maintain effective community planning, and statutory partners such as health boards are required to participate. All councils have established a CPP to lead and manage community planning in their area. CPPs are not statutory committees of the council or public bodies in their own right.

**34.** As part of its response to the Christie Commission's report on the future delivery of public services,<sup>6</sup> the Scottish Government worked with the Convention of Scottish Local Authorities (COSLA) to produce a Statement of Ambition for community planning.<sup>7</sup> It requires community planning partners to achieve better outcomes for communities and to work together to help prevent problems arising. It also emphasises that all partners are collectively accountable for delivering services (Exhibit 5, overleaf).

**35.** The Scottish Government asked the Accounts Commission to consider how external audit and inspection might help CPPs to improve and deliver better outcomes. In doing this we worked with the Auditor General, Audit Scotland and our scrutiny partners<sup>8</sup> and developed a framework to audit CPPs and how they perform.

**36.** Aberdeen City, North Ayrshire, and Scottish Borders CPPs participated in initial audits which, for the first time, focussed on the effectiveness of individual CPPs. Audit reports on each CPP and a summary report covering common issues and related information were published in March 2013.<sup>9</sup>

**37.** The initial audit work suggests that while there are examples of good partnership working and initiatives to meet local needs, there is a long way to go before the full potential of community planning will be realised. Exhibit 6 (overleaf) summarises the findings from our early audit work on community planning.

<sup>5</sup> Local Government in Scotland Act 2003, Part 2, section 15.

<sup>6</sup> *Commission on the Future of Public Services*, Christie Commission, June 2011.

<sup>7</sup> *Review of Community Planning and Single Outcome Agreements: Statement of Ambition*, Scottish Government and COSLA, March 2012.

<sup>8</sup> Partners included: Education Scotland, Care Inspectorate, Her Majesty's Inspectorate of Constabulary for Scotland, the Scottish Housing Regulator and Healthcare Improvement Scotland.

<sup>9</sup> *Community planning in Aberdeen, Community planning in North Ayrshire, Community planning in Scottish Borders, Improving community planning in Scotland*, Accounts Commission and the Auditor General for Scotland, March 2013.

## Exhibit 5

### The Statement of Ambition – key features and what CPPs must do

- **Understand place:** develop a clear and evidence-based understanding of local needs and opportunities. This requires local and national agencies, supported with good data that can be monitored over time, to demonstrate continuous improvement. CPPs and SOAs must be responsive to local circumstances, within the context of the National Performance Framework – this sets out national priority areas such as ‘we live longer healthier lives’, ‘we realise our full economic potential’, and ‘our children have the best start in life’.
- **Plan outcomes:** translate their understanding of place into plans that recognise the particular needs and circumstances of different communities. These should clearly identify outcome priorities and improvement actions, agreed jointly by partners.
- **Deliver outcomes:** translate into delivery, with partners working together to implement local priority outcomes. CPPs must have a clear understanding of the respective contributions from partners, and how overall resources will be targeted to deliver the priorities. This will require service integration, a focus on prevention, and investment in the people who deliver services through enhanced workforce development, including effective leadership.

Source: Audit Scotland

## Exhibit 6

### Community planning – audit findings

- Community planning provides a clear opportunity to deliver a step change in the performance of public services.
- Partnership working is well established and there are many examples of joint working that are making a difference for specific communities.
- Community Planning Partnerships (CPPs) are not yet able to demonstrate that they have had a significant impact in delivering improved outcomes across Scotland.
- Performance issues go beyond individual CPPs: delivering change to help meet the demanding requirements of the Statement of Ambition for community planning will require strong and sustained leadership at national and local level.
- The outcomes that CPPs are trying to improve are complex and deep rooted.
- CPPs need to be clearer about their priorities for improving their area.
- CPPs need to focus their efforts through using their combined resources, skills and expertise.

Source: Audit Scotland

**38.** The messages from the CPP audits are consistent with matters identified in our report on health inequalities.<sup>10</sup> This highlighted the lead role that CPPs have in bringing together all relevant local organisations to address health inequalities. The report found a number of areas where health and social care providers need to improve the joint delivery of services (Exhibit 7).

### Councils and CPPs must involve and consult local communities

**39.** Councils and CPPs need to understand local community needs to deliver better services and address inequalities. The Statement of Ambition for CPPs stresses the importance of using strong and reliable data to understand and act on local need.

**40.** Most councils survey service users in some way and some have established customer standards setting out what people can expect from services. Reports from surveys provide useful information and help to support public performance reporting, eg where councils take an approach based on ‘you said..., we did...’.

**41.** Councils are doing more to understand the views of residents more generally. Information from complaints and user feedback, for example, helps to identify problems and gauge customer satisfaction. Councils with good complaint-handling processes are more responsive and transparent in the way they deliver services.

**42.** The effectiveness of community engagement is variable. Many councils and CPPs do not link consultation and engagement activity with decision-making to adapt and improve services. More developed approaches, involving CPPs and others, can help manage expectations about what can be achieved by local public services in a context of reducing budgets.

### Reviewing services and implementing options

**43.** Councils decide the best way to deliver services taking account of the needs of service users and communities. In so doing, they must observe their duty to provide Best Value, which requires continuous improvement, while maintaining a balance between quality and cost and having regard to value for money, equal opportunities and sustainability. Pressures on finances and changes in the workforce give even greater impetus for councils to be active and ambitious in considering alternative options for services.

**44.** Options include: council-provided services; services delivered through contracts with external private or voluntary sector suppliers; and services delivered through partnerships or by an arm's-length external organisation (ALEO). Option appraisal needs to be rigorous and challenging, and based on clear business cases. Alternatives to externalising services include simplifying and standardising existing processes, many of which are common to all councils, for example, issuing bills and paying creditors.

**45.** Reviews need to include discussions with local partners to identify areas for improvement. Fully evaluating the service options that flow from that can be complex and councillors need good-quality evidence. In summary, the key questions are:

- Is there a need for this service?
- If so, how should it be delivered and by whom?
- Have we explored all the realistic options?
- Do we have sufficient evidence to make an informed decision?

### Exhibit 7

#### Health inequalities

- CPPs' reports on delivering their SOAs are weak in the quality and range of evidence used to track progress in reducing health inequalities. Current performance measures do not provide a clear picture of progress.
- It is difficult to track direct spending by the NHS and councils on addressing health inequalities.
- CPPs must ensure that partners have a shared understanding of health inequalities, their respective roles and the shared resources available, and that they involve local communities in initiatives to tackle health inequalities.
- NHS boards, councils, the voluntary sector and other partners should identify their combined spend on reducing health inequalities locally, and work together to ensure that resources are targeted at those with the greatest need.

Source: Audit Scotland

**46.** Improvement depends on strong and effective councillor and officer leadership which builds and maintains momentum through the change process. Councillors and officers must ensure they have the skills and capacity to deliver change and councillors need to challenge and scrutinise progress effectively.

### Sharing services

**47.** Sharing services may provide an option for savings or for providing better services. However, barriers include organisational structures, leadership changes, compatibility of systems and staff terms and conditions (Exhibit 8, overleaf). It is particularly difficult when sharing services means loss of control and jobs. We remain of the view that significant savings in the short term are unlikely from sharing services.

**48.** Where business cases and option appraisal indicate the potential for savings, we encourage councils to press on in accordance with Best Value principles, with strong councillor and officer leadership, to realise the benefits as quickly as possible.

**49.** There is also potential from approaches that shift the emphasis from 'economies of scale' to 'economy of skills', particularly around professional services. For example, our report on protecting consumers<sup>11</sup> noted that councils are working collaboratively on specific projects such as sharing laboratories, equipment and expertise.

### ALEOs

**50.** Our *How councils work* report on ALEOs<sup>12</sup> sets out good practice in setting up and running ALEOs. We encourage councillors to use it to check progress on governance, performance and risks. We have previously highlighted the problems that can emerge when governance is not effective, and the risks to finance and services. A key issue for the Accounts Commission is for auditors to be able to 'follow the public pound', from the council to the ALEO, where it is then used to provide public services.

<sup>11</sup> *Protecting consumers*, Accounts Commission, January 2013.

<sup>12</sup> *How councils work: an improvement series for councillors and officers – Arm's-length external organisations (ALEOs): are you getting it right?* Accounts Commission, June 2011.

## Exhibit 8

### Shared services

- East Lothian and Midlothian councils ended their plans for joint working in education and children's services following changes in political administrations.
- The three Ayrshire councils decided not to proceed with a project for shared regulatory services (building standards, environmental health and trading standards) owing to the lack of savings likely to be generated and legal complexities in integrating services.
- Clyde Valley councils have worked together since the 2009 Arbuthnott review recommended closer working between councils and health boards. Work started in social transport, health and social care, waste management and support services. Many of the projects are still at planning and development stage and have not yet delivered the expected outcomes.
- Clackmannanshire and Stirling councils continue to work to integrate education and social care services. Each council has now agreed a shared methodology for apportioning costs and savings, and work is under way to agree a common performance management framework.

Source: Audit Scotland

in 2013 and beyond. Councillors need to be clear about what the council is trying to achieve and how they will monitor and review performance.

### Self-evaluation and improvement

**56.** Our Best Value audits have helped stress the importance of self-evaluation and performance management as a route to improvement.

**57.** Self-evaluation done well can provide real insight into how councils can improve and is a characteristic of high-performing organisations. In order to improve, councils must be self-aware and critically review their performance.

**58.** There is still a long way to go before self-evaluation becomes a central part of change and improvement. There is scope for councils to improve self-evaluation by comparing performance with other councils by benchmarking, using the work developed by the Society of Local Authority Chief Executives and Senior Managers (SOLACE), and by making better use of service users' views.

**59.** Everyone in the council has a role in managing performance. In well-run councils, performance management is embedded in people's jobs. The key requirement is a culture that encourages open discussion and challenge. By taking a close interest in performance, councillors can support improvement. They need to be prepared to engage in strong scrutiny and to challenge officers on performance.

**60.** Performance management involves gathering, analysing and acting on information to manage and improve services. Good performance management is essential for councils to deliver effective services and to demonstrate the best use of resources. In 2012, we looked across our audit work to identify key issues to help support improvement.<sup>13</sup>

**51.** ALEOs can take the form of a company or trust which is 'arm's-length' because the council retains a degree of control and 'external' because they have a separate legal identity. They deliver a wide range of council-related services, including leisure services and property maintenance, and offer the potential to reduce costs and increase flexibility. However, there are also potential disadvantages and risks.

**52.** More councils have established leisure trusts and there are other cases where councils are considering the ALEOs option, for example as the vehicle for innovative approaches to the management of commercial property.

**53.** Specifying policies on, for example, remuneration (including bonus payments), equalities and sustainability means that the council can shape from the outset the framework within which the ALEO operates. A clear framework also allows the council

to retain responsibility for the public funds it provides to the ALEO without compromising the independence of the ALEO.

**54.** ALEOs operate in the same challenging financial environment as councils and there is an increasing number of cases where ALEOs are operating at a loss. In a quickly changing environment, councils need to keep their involvement in ALEOs under close review. This involves regular monitoring of financial and service performance but it will also involve periodic and systematic review of whether an ALEO remains the best option.

### Councillor involvement in performance, improvement and governance is crucial

**55.** This section focuses on self-evaluation, performance information and governance. All of these are increasingly important in the context of the challenges which councils face

**61.** Councillors often have a strong appetite for scrutiny, although they can feel cautious about this where partners are involved. They need good-quality performance information to allow them to scrutinise effectively. Information needs to be concise and relevant, highlighting areas not meeting or exceeding target. Lengthy performance reports are often ineffective because critical issues are buried in the detail. Exhibit 9 sets out the main elements of performance management.

**62.** Our performance audit reports have confirmed that more work is required on performance information and management. For example, our report on reducing reoffending<sup>14</sup> identified the need to improve the range of performance measures used to assess the effectiveness of

the Scottish Prison Service, criminal justice authorities and councils in reducing reoffending.

**63.** Similarly, our report on *Protecting consumers*<sup>15</sup> found that councils had differing and inconsistent performance reporting for trading standards. This makes it difficult to benchmark performance. Councils should continue to work together in the project developed by SOLACE to produce meaningful and consistent indicators that will allow them to compare their services. This will help them to identify what works well as a starting point to improving performance and cost effectiveness.

**64.** The Accounts Commission has a duty to define the performance information that councils need to publish. In 2008, we made a

significant change, inviting councils to develop a broad set of information to demonstrate they are securing Best Value. In December 2012, the Accounts Commission endorsed the SOLACE project to improve performance and benchmarking information.

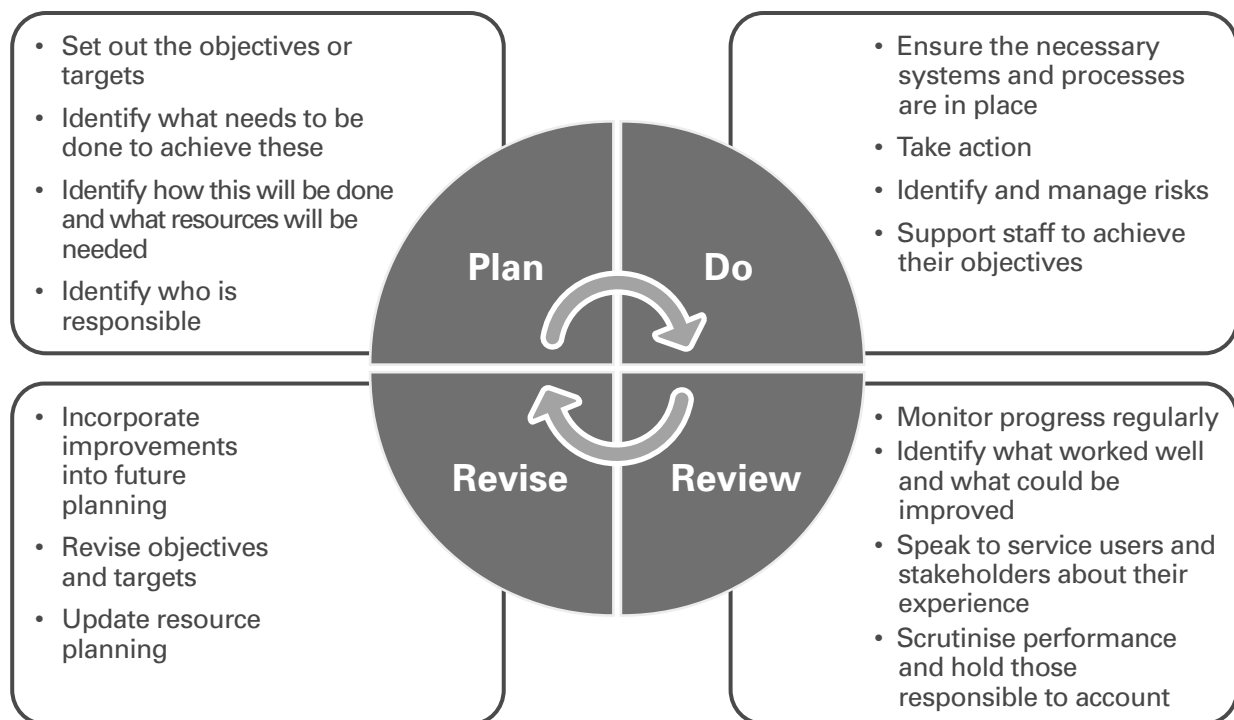
**65.** We will continue to review councils' approaches to the Best Value principle of reporting performance to citizens, both in terms of the benchmarking indicators and in the range of service and corporate performance information reported.

#### Effective performance management in partnership working

**66.** The Statement of Ambition for CPPs emphasises the role for strong challenge and scrutiny from councillors, and the importance

### Exhibit 9

#### Managing performance based on the plan-do-review-revise cycle



Source: Audit Scotland

<sup>14</sup> *Reducing reoffending in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

<sup>15</sup> *Protecting consumers*, Accounts Commission, January 2013.

of self-assessment. Similarly, the Scottish Government holds health boards and other public bodies to account for their contribution to CPPs.

**67.** Performance management in partnership working can be challenging. CPPs must demonstrate that they are improving local outcomes but this can be difficult. It requires good local data and meaningful comparisons to track progress over time. Differing financial and performance management arrangements across sectors can be problematic, and more work is needed to share data between agencies.

**68.** The extent to which shared partnership objectives are built into partners' performance management arrangements varies. This can make partners less clearly accountable for delivering SOA priorities. In addition, performance reporting of partnership work does not always give a clear picture of progress, for example in reducing health inequalities.

#### Using cost information more effectively

**69.** Our report on how councils use cost information<sup>16</sup> found scope for councils to use cost information more effectively. Cost information, and in particular the unit cost of services, is crucial for councillors to make informed budget decisions, particularly where finances are tight. The report stressed the need for councillors to scrutinise costs as well as performance. As part of this they should be able to benchmark or compare service costs and quality with other councils which operate in similar circumstances.

**70.** Our report on reducing reoffending<sup>17</sup> found that more detailed information on unit costs

and service quality is needed to make an overall assessment on how efficiently money is being used. The report recommends that councils and their partners work together to improve understanding of costs of service delivery. Previous performance audits have identified the need for more consistent data and much greater transparency about the cost of in-house and externally provided services.

#### Governance of finances

**71.** Good governance is about clear direction and strong control. In the current financial circumstances, effective governance of finance is more important than ever. Part 2 of our report has details on matters arising from the audits which are of concern. In particular, it highlights:

- increasing evidence of large variances against budgets. It is important that councillors have good-quality and timely information about why variances occur
- weaknesses in basic accounting systems and controls and under-resourcing of internal audit. Councillors need assurance that officers are addressing these problems.

**72.** Councils decide local governance arrangements but they should take account of recommended good practice. If they decide not to follow it, they need to explain why. Audit committees provide a focus for financial control and risk and enhance public trust and confidence. We support the fundamental principle that audit committees should be chaired by someone who is not a member of the political administration.

**73.** Many administrations are now coalitions, so applying the principle in practice can be challenging. There are six councils where the chair of the audit committee is also a member of the administration. Those councils need to monitor their approach to ensure effectiveness and transparency and to maintain public confidence. Some councils have non-councillor, lay members on their committees. This can add a different perspective to the audit committee work and further enhance its independence and standing.

**74.** Status and independence provide the foundation but, ultimately, the effectiveness of the audit committee depends on the committee members and their approach. They need to know how services and resource management work and be prepared to ask challenging questions. This in itself requires particular skills. Specialist training in how to pursue lines of questioning may help support councillors in their role.

**75.** There is evidence of delays in updating key governance documents such as standing orders, schemes of delegation and financial regulations. These are essential points of reference which ensure that business is conducted properly within the agreed responsibilities and accountabilities, and need to keep pace with changes in structures and responsibilities.

**76.** The chief financial officer (also known as the statutory officer for finance or the Section 95<sup>18</sup> officer) has a crucial role in providing professional advice to colleagues and councillors on all aspects of the council's finances and is central to effective financial governance. A useful summary of the role is provided in the Chartered Institute of Public Finance and Accountancy's (CIPFA) guidance<sup>19</sup> (Exhibit 10).

<sup>16</sup> *How councils work: an improvement series for councillors and officers – Using cost information to improve performance: are you getting it right?*, Accounts Commission, May 2012.

<sup>17</sup> *Reducing reoffending in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

<sup>18</sup> Section 95 of the Local Government (Scotland) Act 1973.

<sup>19</sup> *The Role of the Chief Financial Officer in Local Government*, CIPFA, 2010.

**77.** The focus on finances means that the chief financial officer role is increasingly important. The role carries overall responsibility for financial management and reporting, contributing to the strategic management of resources and advising on the financial aspects of what are often complex proposals for new ways of delivering services.

**78.** However, management restructuring and the shift to smaller management teams means that the chief financial officer is often not now a member of the senior management team. As a result, in about a half of councils the chief financial officer is below director level. There is a risk, therefore, that the statutory role is less visible and that financial governance is affected. These risks can be mitigated where the chief financial officer attends senior management team meetings and has regular contact with councillors who have specific responsibilities for finance, such as the convener of the finance committee or equivalent.

**79.** As we have said in previous reports, where the chief financial officer is not a member of the senior management team, councillors need to understand why that is the case and satisfy themselves that the officer has appropriate access and influence to perform this crucial role.

**80.** Effective risk management is increasingly important in the current context, where there are substantial changes in staff and services, innovative approaches and more focus on partnership working. These require a shift in the culture and attitude to risk. In short, the scale of the challenge for councils means that they cannot afford to be risk averse, so the focus is on being risk aware.

### **Exhibit 10**

#### **CIPFA statement on the role of the chief financial officer (CFO)**

##### **The CFO:**

- is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the organisation's financial strategy
- must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

##### **To deliver these responsibilities the CFO:**

- must lead and direct a finance function that is resourced to be fit for purpose
- must be professionally qualified and suitably experienced.

Source: CIPFA

**81.** High-level risk registers are in place in all councils but more work is needed to ensure risk management is embedded and aligned through the council, from the corporate centre through individual services. It is important that risk management is not seen simply as a compliance exercise but rather it is used operationally, for example, to inform decision-making in individual projects, in services and to develop contingency plans.

**82.** Councillors have an important role in encouraging an open approach to risk management which promotes discussion about risk, and a clear plan which identifies acceptable risks and the steps needed to mitigate the likelihood of those risks materialising.

## Summary of Part 1

### Leadership and governance

- Councillors need to provide robust scrutiny of finances and service performance (paragraphs 59 and 71).
- Councils need to ensure strong financial governance, including fully resourced internal audit, strong audit committees and access and influence for the chief financial officer (paragraphs 71 to 79).

### Working in partnership

- There are increasing expectations on community planning, and councils must provide strong leadership of this process (paragraph 31).
- Community Planning Partnerships must make better use of available resources, develop preventative practice to improve local outcomes, and demonstrate that the council and its partners are making progress in achieving outcomes (paragraph 37).

### Service changes

- Significant changes for local government include: welfare reform; changes in health and social care; police and fire and rescue service reform; and the effect of demographic changes (paragraph 22).
- Rigorous option appraisal is needed to ensure that services are effective and demonstrate Best Value. Existing arrangements, including the use of ALEOs, should be reviewed to ensure they are meeting their financial and service aims (paragraphs 44 and 54).

- Councils need the capacity and skills to respond to budget challenges, support change programmes and improve services (paragraph 46).

### Performance information

- Good self-evaluation is central to improvement (paragraph 57).
- Good cost and comparative performance information is essential for councillors to scrutinise services and take effective decisions (paragraphs 61 and 69).
- Councils must demonstrate Best Value, using benchmarking information to draw comparisons with other councils and providers (paragraph 58).

# Part 2. Use of resources in 2012



There were significant changes in people  
and finances in local government in 2012

**83.** In this part of the report, we consider changes in 2012 in the make-up of those leading, managing and working in councils. We also look at the financial position in 2012 and how well councils are placed to deal with financial pressures in the years ahead.

### **There have been significant changes in the make-up of those leading, managing and working in councils**

#### **Changes in councils, councillors and senior managers**

**84.** The political landscape has changed substantially in recent years. The move to proportional representation in 2007 resulted, in many cases, in a shift from one-party control to coalitions or minority administrations. In the May 2012 elections, there were changes in political control in 23 of the 32 councils and an increase in the number of councils led by a single political group. However, coalitions remain the most common form of administration (Exhibit 11).

**85.** A significant number of the 1,222 councillors across Scotland are new or relatively new to local government. In 2007, nearly half were elected for the first time and in the 2012

elections 34 per cent of councillors were new to local government. In some councils, the proportion was significantly higher, with almost half in Glasgow City and almost two-thirds in Shetland Islands.

**86.** Following the elections, 12 councils have made changes in their decision-making and scrutiny structures and more are in the process of doing so. Consequently, most, if not all, councillors now in office have some new aspect to their role, as part of the political administration, in opposition or in a different committee structure.

**87.** As at December 2012, 16 councils operated 'traditional' service structures where committees with cross-party membership govern and challenge on a service-specific basis. Twelve operated 'executive' or 'cabinet' models where the leading administration takes decisions that are monitored and challenged by scrutiny committees, typically chaired by a councillor who is not a member of the administration. The remaining four councils operate under other arrangements which combine elements of the traditional and cabinet models.

**88.** Some councils have introduced a petitions committee designed to encourage individuals, community groups and other organisations to become involved by bringing forward concerns and suggestions for change. Alongside existing channels and other initiatives, these committees have the potential to deliver a more inclusive and accessible approach to council business.

**89.** It is for councils to decide structures that best suit local needs and it is important that they keep structures under review to ensure they remain fit for purpose in a quickly changing environment. How councils are organised is crucial in setting the framework within which decision-making and scrutiny take place. Ultimately, success will depend on what councillors do in practice to:

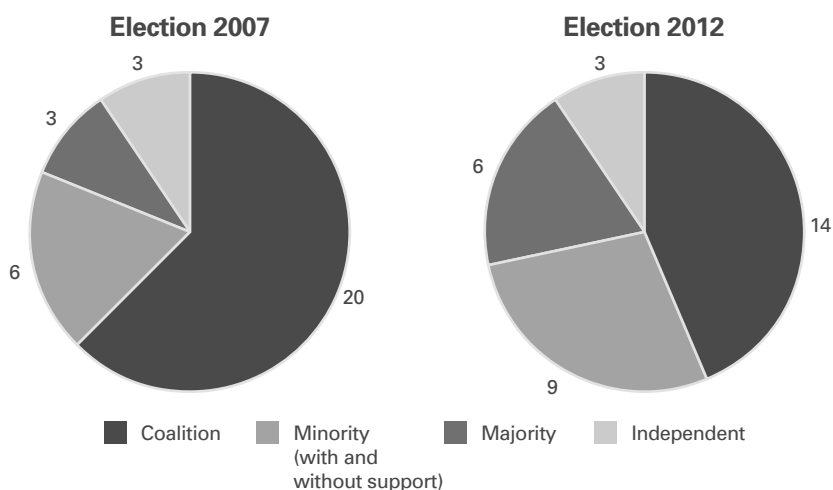
- make sure that decisions are in line with their best value responsibilities
- scrutinise the extent to which their decisions achieve the intended outcome, eg reduce costs and/or improve services and outcomes.

**90.** It will take time for the new councils to become fully established, and for newer elected members to develop an in-depth understanding of the context into which they will implement manifestos and priorities. Initial signs, such as disputes over the political balance on committees (unlike England, there is no statutory requirement in Scotland for committees to reflect the political composition of the council overall), suggest that political tensions may be more pronounced. Councils need to consider the implications on the public's perceptions of local government.

**91.** Changes in the make-up of councils provide an opportunity for fresh ideas and renewed impetus. This makes it more important than ever that councillors get the support

### **Exhibit 11**

#### **Political control in councils: 2007 and 2012**



Source: Audit Scotland

they need, including effective training and development. Councils have made good progress in introducing personal development plans for councillors that include training for councillors working in specialist areas such as planning and licensing. In the current context, developing scrutiny skills is a priority. One year after last year's council elections, the time is right for councillors to assess the effectiveness of training and development.

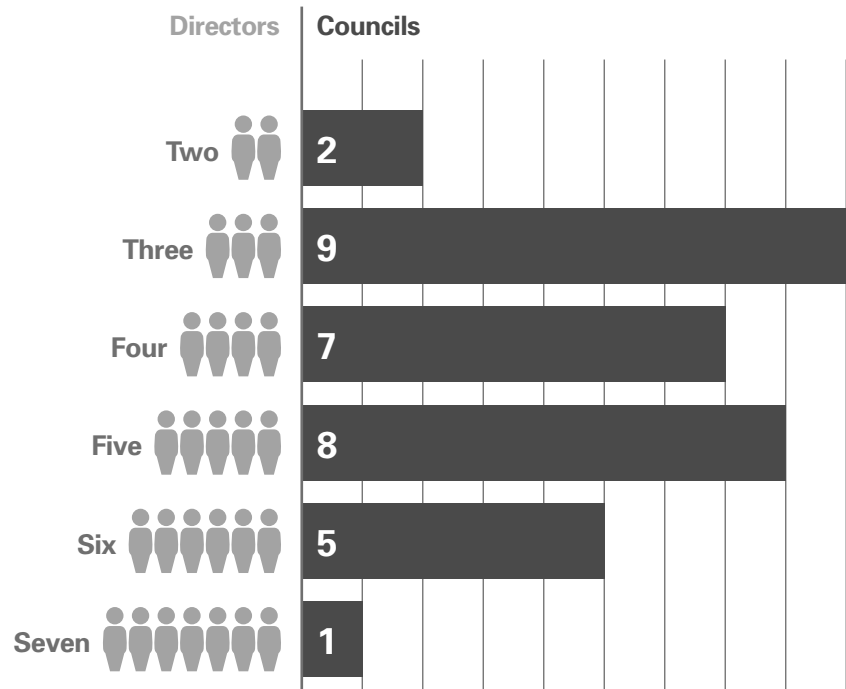
**92.** As well as significant changes in political leadership, there continues to be substantial changes at a senior officer level. In the two years to December 2012, there have been ten new council chief executives and over a third of chief financial officers are new. There has also been substantial change in other senior manager positions as councils look to save money and put in place structures which best suit the service context now and in future. In some cases, councils and health boards have agreed to a single senior officer overseeing aspects of health and social care, and this has helped to promote a joint approach.

**93.** There has been a continuing move to smaller management teams and, by the end of 2012, over half of councils had four or fewer directors on their management teams (Exhibit 12). Changes were made to reduce costs or to promote a more corporate approach to management, or both.

**94.** Councils are complex organisations with many different services and areas of professional expertise. In recognition, steps to reduce the number of senior managers are often accompanied by changes in management structures at less senior levels, and by a change in culture to empower managers across the council. This takes time to embed and become fully effective and requires, in particular, strong skills and capacity at the first level below directors, at 'head of service' level.

### Exhibit 12

Number of directors (corporate management teams, excluding the chief executive)



Note: Shows the 32 councils by number of directors (eg, nine councils have three directors).  
Source: Audit Scotland

**95.** Management restructuring brings additional demands on senior managers and comes at a time when they need to support new political arrangements and manage substantial pressures on finances and services. Councillors need to ensure their councils maintain senior managers' skills and build resilience and capacity within smaller senior management teams.

#### Reducing staff numbers

**96.** A significant proportion of local authority spending is on staffing, typically about 41 per cent of net spending, or about £8 billion in total across Scotland's 32 councils. At a time of financial pressures, balanced budgets have been achieved mainly by reducing staff numbers. Councils need to monitor the consequences for services.

**97.** The number of staff directly employed by councils has decreased by about 6.4 per cent since 2010, a reduction of 25,800 people or 14,100 full-time equivalent (FTE) posts. There have also been reductions elsewhere in the public sector. Over that two-year period, the percentage reduction in local government was bigger than the NHS in Scotland (2.2 per cent) but smaller compared to other public bodies, including the Scottish Government core directorates (10.7 per cent).<sup>20</sup>

**98.** The number of people directly employed in local authorities is now at the lowest level since 1999. There are two main factors: workforce reductions to meet tighter budgets; and the transfer of staff to ALEOs and the commissioning of services.

20 Scottish Government core directorate figures refers to the core directorates only and not the whole civil service in Scotland. Joint Staffing Watch, Q3 data.

Information is not available on the extent to which these factors contribute to the decrease. Exhibit 13 therefore only shows the overall change in directly employed staff.

**99.** This trend is set to continue as councils look to reduce staff costs and numbers as part of their strategies for achieving budget reductions. The approach includes voluntary early release and vacancy management, where staff who leave are not replaced.

**100.** Councils with workforce plans in place to identify skills gaps, workforce pressures, and future needs are better placed to take informed decisions about how to reduce the workforce. Councils need to ensure that workforce plans are up to date and, in particular, to take a longer-term view in line with service plans, ensuring that they have sufficient skills and capacity to meet current and longer-term priorities. Councils are at an early stage of engaging with community planning

partners to discuss the overall workforce-related issues in their area, including matters flowing from public service reform, eg adult health and social care changes.

**101.** One particular example was highlighted in our *Protecting consumers*<sup>21</sup> report on trading standards and food safety services. These departments are relatively small but provide important services. Trading standards has experienced greater than average staff reductions in the last four years (15 per cent compared to an average of ten per cent for all services) and its long-term viability is now under threat. Staff reductions in food safety services have been less severe but here too there are concerns about the loss of skills and experience.

**102.** Part of the approach to reduce staff costs is to offer staff voluntary early release. Since 2010, about 9,400 local authority staff left at an average cost of £35,600 per person and at an aggregate cost over the

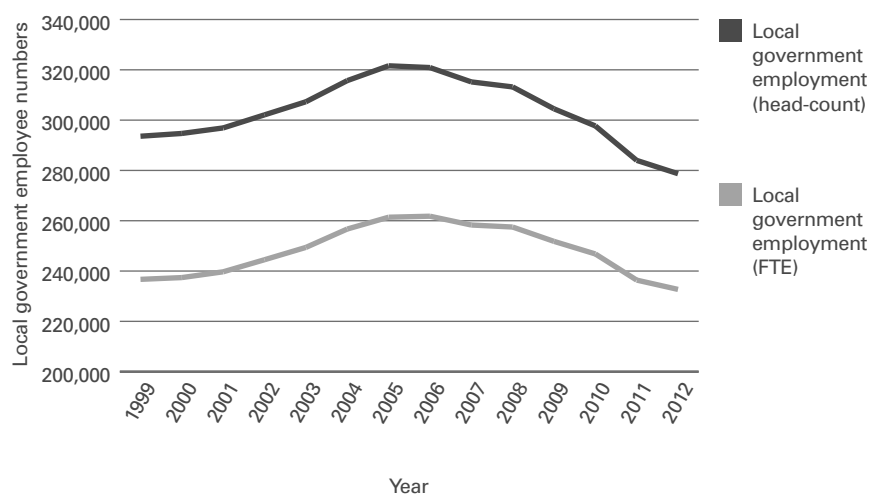
two years of £335 million. Schemes vary, with some requiring individual business cases while others are based on eligibility, eg age. However, more work is needed to demonstrate that business cases and schemes have resulted in the anticipated level of savings.

**103.** Our audits have identified weaknesses in governance of senior officer early retirement. For example, at Strathclyde Fire and Rescue Joint Board we found a systemic failure by the board and its officers to follow good governance in the retirement and re-employment of the chief fire officer.<sup>22</sup> Our findings included points of principle which are applicable across local government (Exhibit 14). This case demonstrated the key role for councillors and, in particular, the need to do more to ensure transparency when senior officers retire early and to provide effective scrutiny of the financial implications.

**104.** The recommendations in our *Bye now, pay later?* report<sup>23</sup> remain relevant. These emphasise the importance of effective governance and identifying the full costs of early retirements, particularly when decisions relate to senior officers where the sums tend to be relatively large and the consequences of getting it wrong are at their greatest (Exhibit 15). We are currently working with the Auditor General to prepare a report on managing early departures in the Scottish public sector which we will publish in spring 2013.

**105.** There is progress in the number of women who are part of senior management structures. Our Statutory Performance Indicators (SPIs) show that the percentages of women in the top two per cent and five per cent of earners continue to improve. Women now make up 48.5 per cent of the top five per cent of

**Exhibit 13**  
Numbers directly employed in local government



Note: Employee numbers by full-time equivalent (FTE) and head-count Q3 of each year  
Source: Joint Staffing Watch

<sup>21</sup> *Protecting consumers*, Accounts Commission, January 2013.

<sup>22</sup> *Strathclyde Fire and Rescue Joint Board Statutory Report on the retirement and re-employment of the Chief Fire Officer*, Accounts Commission, September 2012.

<sup>23</sup> *Bye now, pay later? A follow-up review of the management of early retirement*, Accounts Commission, June 2003.

council earners and 41.2 per cent of the top two per cent of council earners.

#### **Workforce-related financial pressures**

**106.** Councils are continuing to settle equal pay claims and make provisions where claims are still outstanding. Cumulatively, councils had paid £475 million by March 2012 (£25.6 million during 2011/12), with £106.3 million set aside for known future amounts. Some councils also earmarked reserves for equal pay and, beyond that, most councils' accounts note the possibility of future claims which cannot be quantified, ie contingent liabilities. We will consider equal pay implementation further in our performance audit on workforce planning.

**107.** Pension costs are met from employer and employee contributions over the long term. There is a risk that amounts required to fund staff pensions will increase over time, as a consequence mainly of reduced investment returns in recent years and retired members living longer.

**108.** The UK Government is changing all the main public sector pension schemes to help reduce their cost, through the Public Service Pensions Act 2013. The Act requires: ending the current final salary pension schemes; establishing a link between state pension age and normal scheme pension age; and improving scheme governance arrangements.

**109.** These changes apply to the local government pension scheme in Scotland and must be implemented by April 2015. Within the next two years COSLA, local authorities, the Scottish Government and trade unions must consult and conclude negotiations on the design of a successor scheme. They will also need to work together to help prepare the necessary legislation for approval by the Scottish Parliament and ensure new systems and processes are up and running in time.

### **Exhibit 14**

#### **Strathclyde Fire and Rescue – retirement and re-employment of Chief Fire Officer – Accounts Commission's findings**

Public confidence in decisions on early retirement can only be secured if decisions are made and reported in accordance with the principles of good governance, including full transparency. We emphasise a number of key points for general application by all local authorities:

- Members of joint boards have an important decision-making role. In order to fulfil this role effectively, they must be provided with full and objective information and advice, setting out appropriate choices, and the full implications of those choices.
- Members must scrutinise and challenge officers on the information and advice provided to them, especially if they believe that it is inadequate.
- Members must be kept up to date with issues relevant to them fulfilling their obligations.
- The distinct roles and responsibilities of senior officers, either from the supporting authority or from the services for which a board is responsible, need to be clearly set out and adhered to.

Source: Accounts Commission

### **Exhibit 15**

#### **Bye now, pay later? – key recommendations**

##### **Framework for decision-making**

- Early retirement policies should be approved by councillors and reviewed regularly.

##### **Informing members**

- Councillors should receive a report at least annually that details the number of early retirement decisions and the associated costs and savings.

##### **Decision-making**

- Local authorities should rigorously appraise individual cases to ensure the expected savings associated with retirement outweigh the costs.
- To improve accountability and assist monitoring, the costs of early retirement should be charged to the appropriate service budget.
- Councillors should be involved in approving early retirement decisions for senior staff.

Source: Accounts Commission

**110.** Effective absence management practice can help to reduce sickness absence rates and support employees back into work. Local authorities have done important work to address the levels of sickness absence and absence rates have mostly improved:

- 6.2 days for teachers (2010/11: 6.6 days)
- 10.4 days for other council staff (2010/11: 10.8 days), (Exhibit 16)
- 7.2 days for fire and rescue services (2010/11: 8.3 days)
- Absence for police officers<sup>24</sup> in 2011/12 was 4.2 per cent (2010/11: 3.8 per cent<sup>25</sup>).

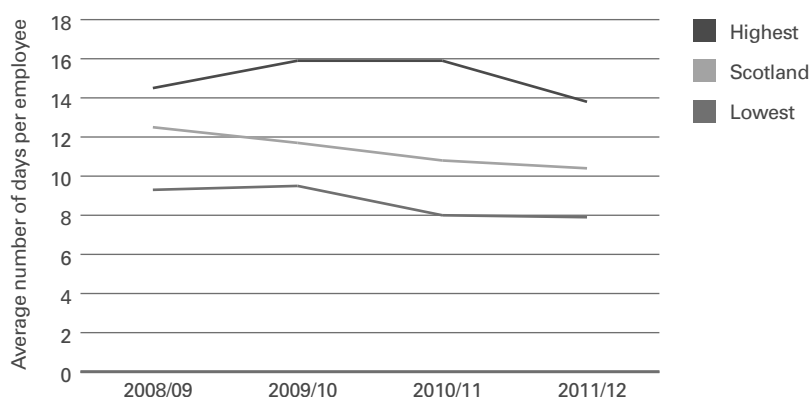
**111.** The costs of sickness absence include sick pay, staff cover and overtime, and service loss. The extent to which employers monitor this varies, as do the costs they include. It is therefore difficult to estimate the cost of sickness absence. In a UK-wide absence management survey<sup>26</sup> public sector employers indicated that sickness absence costs around £80 per day per employee.

**112.** The costs of sickness absence can therefore be substantial. As an indication, in a typical council with around 5,000 employees (non-teaching staff), sickness absence could cost over £4 million a year, based on an average of 10.4 sickness days per employee. Each reduction of one day in the average level of sickness absence could save in the order of £400,000 per year. Projecting this further, a potential saving in the order of £12 million could be possible across councils as a whole for non-teaching staff alone if they each achieved a reduction of one day's sickness per employee.

**113.** These figures are indicative and focus only on savings; less sickness absence can also reduce

## Exhibit 16

### Other local government staff sickness absence



Source: Audit Scotland

pressures on services. However, we hope expressing this in financial terms goes some way to reflect the costs of sickness absence and how further relatively small reductions can contribute to savings.

### Financial reserves strengthened in 2012, but funding is decreasing and significant cost pressures are growing

#### The financial position and asset management

**114.** Revenue expenditure is the day-to-day cost of providing services and includes employee costs, supplies such as food and fuel, and materials such as routine repairs. Capital expenditure is the expenditure incurred on long-term assets such as schools, major repairs and refurbishment of other buildings and acquiring large items of equipment such as vehicles which will be used over time in providing services.

**115.** In financial year 2011/12, income from government grants, council tax, non-domestic rates, housing rents and other fees and charges in local government was £18.6 billion.

Spending on services was £18.7 billion and, after accounting adjustments of £0.3 billion, £0.2 billion was transferred to usable reserves (Exhibit 17). Service spending was broadly in line with the spending patterns in the previous year.

**116.** The SPIs showed that, despite the financial context for taxpayers, most councils increased the amount of council tax collected. The overall figures increased from 94.7 to 95.1 per cent. Five councils had small reductions in collection rates. Around £116 million, or about five per cent of the £2.3 billion due in 2011/12, was not collected during the year. Councils will continue to pursue this through ongoing recovery processes.

**117.** Of the aggregate expenditure, councils spend over £4 billion in procuring goods and services to deliver outcomes. Better procurement can help councils achieve better value for money. A Procurement Capability Assessment scoring process was introduced in 2009 to measure progress against common criteria and standards. From a relatively low base, the average

<sup>24</sup> Sickness absence for police officers is calculated as the proportion of working time lost.

<sup>25</sup> ACPOS Annual Performance Report 2011-12, Scottish Policing Performance Framework, June 2012.

<sup>26</sup> The 2012 CIPD Annual Report found that the median cost of sickness absence per year in a UK survey was £647 per employee for the public sector, and the average sickness level was about eight days per employee.

score for councils has been improving and now stands at 48 per cent, just short of the Scottish Government's target for all sectors of 50 per cent by the end of 2012.

**118.** Capital investment is essential to sustain delivery of high quality and effective public services in Scotland. Investing in areas such as schools, social housing and transport infrastructure can bring significant improvements to public services and the way they are delivered.

**119.** Total capital spending in 2011/12 was £2.4 billion, an increase of £0.3 billion or 14 per cent compared with the previous year (£2.1 billion), reflecting a focus on promoting capital spending to support more efficient services.

**120.** The main sources of money for capital spending are borrowing, capital receipts (from the sale of assets such as land and buildings), capital grants and the application of capital reserves. Exhibit 18 (overleaf) shows that more capital spending is being funded from borrowing, with reduced funding from capital receipts because of lower asset values and fewer sales.

**121.** Capital grants are forecast to be cut in 2013/14 before increasing again in 2014/15. Councils are considering new ways of financing capital expenditure, including Tax Incremental Financing (TIF) which uses forecasts of the expected additional income from non-domestic rates from property developments as a basis for additional borrowing.

**122.** We have carried out a performance audit of major capital projects in councils and published our report in March 2013. This assessed how well capital investment is directed, managed and delivered within councils. It is crucial that councillors and officers provide

## Exhibit 17

### Income and expenditure 2011/12

£ billion	
<b>Where the money came from:</b>	
General revenue funding from government	£7.8
Service fees, charges, other revenue, government grants and housing rents	£5.6
Capital grants and contributions	£0.7
Council tax	£2.3
Non-domestic rates	£2.2
<b>Total income</b>	<b>£18.6</b>
<b>Where the money was spent:</b>	
Education	£5.3
Social work	£3.8
Housing	£3.7
Roads, environment, culture and planning	£3.3
Police, and fire and rescue services	£0.9
Other services and operating expenditure	£1.7
<b>Total spending on services</b>	<b>£18.7</b>
Accounting adjustments	-£0.3
Increase in usable reserves	£0.2
<b>Total expenditure and transfer to reserves</b>	<b>£18.6</b>

Source: Audit Scotland

strong leadership and effective management to ensure value for money from capital investment programmes. To assist this we have published a good practice guide on major capital investment in the *How councils work* series.<sup>27</sup>

**123.** Having invested in assets to support service delivery, councils need to maintain these assets, to ensure they remain fit for purpose. Our report<sup>28</sup> on roads, for example, found that all councils had a road maintenance backlog

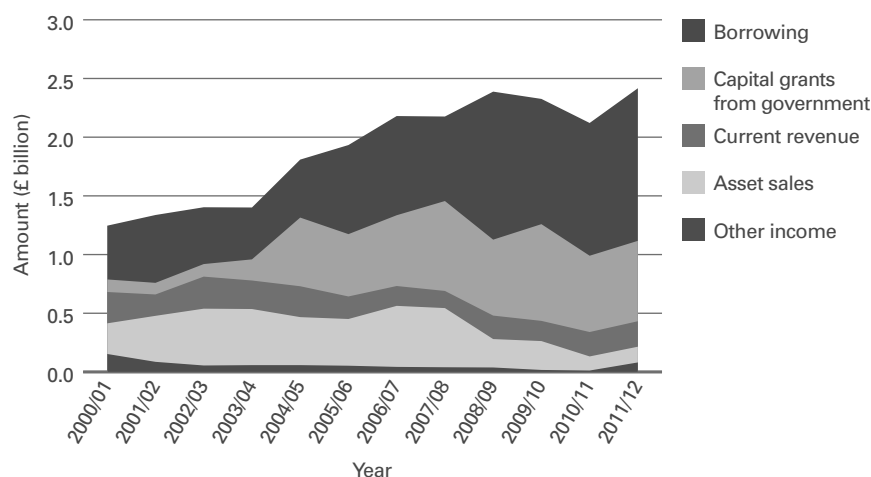
and there is scope for better use of planning to help set priorities for roads maintenance. More recently, the Scottish Road Maintenance Condition Survey for 2010-12 indicates a slight improvement of 0.3 per cent in the proportion of council-maintained roads that are of acceptable condition. However, this survey is based on a rolling programme of work and it will take time before information is available as to the true effect of expenditure reductions.

<sup>27</sup> *Major capital investment in councils* report and the associated good practice guide, Accounts Commission, March 2013.

<sup>28</sup> *Maintaining Scotland's roads: A follow-up report*, Accounts Commission and the Auditor General for Scotland, February 2011.

### Exhibit 18

Sources of financing for annual capital expenditure, 2000 to 2012 (real terms)



Source: Audit Scotland

**124.** Maintaining information and communications technology (ICT) assets is also important. ICT has a key role in enabling change and improving services. There are challenges in implementing ICT projects, including integrating working practices between services or organisations and in applying procurement legislation across organisations. ICT-related matters will be a central factor as councils and their partners work together to implement public service reforms.

**125.** The Local Government ICT Strategy<sup>29</sup> was developed in response to the McClelland review of public sector ICT, *Scotland's Digital Future – Delivery of Public Services*. It sets out a ten-year vision and a national programme of work taking into account the Christie review<sup>30</sup> and the opportunity for digital services at a time of tight financial constraints. Its aim is to help local government to deliver better services using ICT to plan and procure better, and to share future developments and operations.

### Indebtedness

**126.** Local authorities determine programmes for capital investment in accordance with the prudential code<sup>31</sup>, which was introduced in 2004 to support local authorities' capital investment decisions. Borrowing is the main way councils fund capital spending and the prudential regime allows flexibility to invest – on condition that capital plans are affordable, prudent and sustainable.

**127.** In the period since the code was introduced, the overall level of net indebtedness<sup>32</sup> increased by around 40 per cent, from £9.1 billion to £12.9 billion. The position at each council must be considered in the context of its overall financial strategy and circumstances, eg the decision to transfer housing stock to another landlord will have a significant effect on a council's borrowing. However, bearing in mind local circumstances, there is wide variation across councils in the change in net indebtedness in the years since the prudential

code came into effect. Exhibit 19 (which excludes Orkney and Shetland Islands councils which have no net indebtedness).

**128.** We believe there would be merit in examining the reasons for the wide variation and in producing benchmark data to give councillors better information about indebtedness and how, alongside other key financial information, their council compares with others. This is a complex and important subject, with far-reaching consequences for the sustainability of public finances, and we would encourage a collective response, involving professional organisations and local government, supported if appropriate by auditors.

**129.** The prudential code has been revised on a number of occasions but the key indicators remain largely unchanged. There may be merit in considering the code further in the current financial context, and to explore how effective the framework has been in monitoring borrowing, supporting borrowing decisions and gauging the affordability of capital investment decisions.

### Reserves

**130.** Councils hold reserves which are available to finance service expenditure, to ensure stability in cash flow, to build up funds for predicted cost pressures, and as a contingency for unforeseen expenditure.

**131.** The overall level of cash-backed reserves increased by £0.21 billion (14 per cent) compared with the previous year and totalled £1.68 billion at 31 March 2012 (Exhibit 20). Contributory factors include lower than anticipated interest and more general under-spending against budgets; 27 councils experienced an increase in reserves in 2011/12.

<sup>29</sup> *The Local Government ICT Strategy, Delivering Better Services for Communities – SOLACE, SOCITM, Improvement Service, September 2012.*

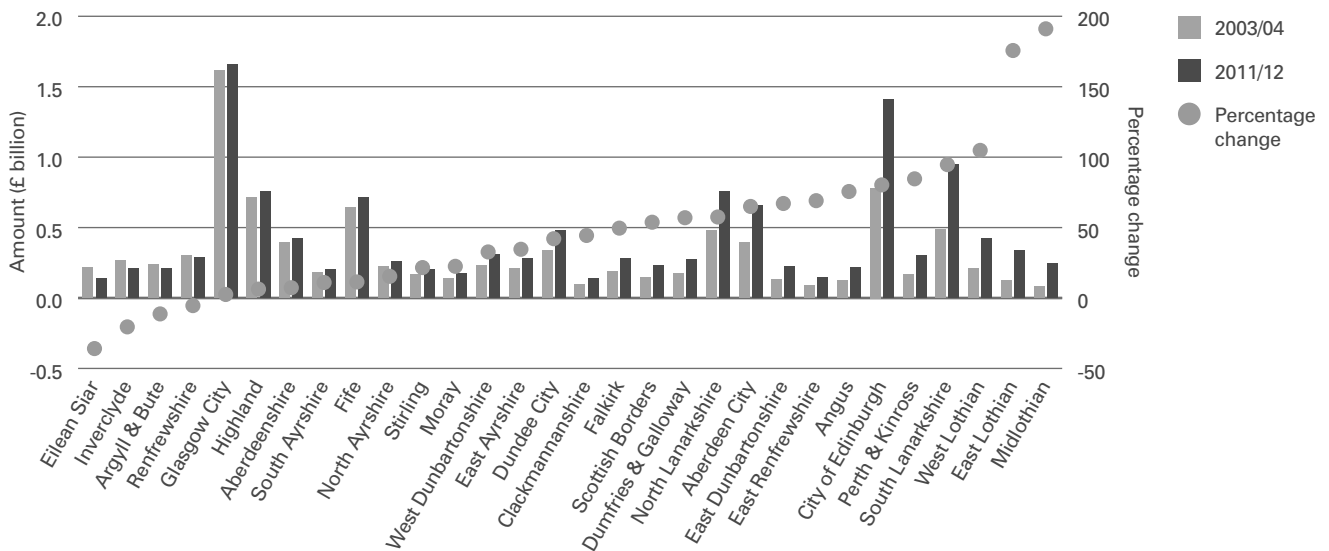
<sup>30</sup> *Commission on the Future of Public Services, Christie Commission, June 2011.*

<sup>31</sup> *The Prudential Code for Capital Finance in Local Authorities, CIPFA.*

<sup>32</sup> We define net indebtedness as external borrowing plus PFI-related liabilities less investments, on a council-only basis, ie not including borrowing etc. in the 'group'.

**Exhibit 19**

Movements in net indebtedness 2003/04 to 2011/12



Source: Audit Scotland

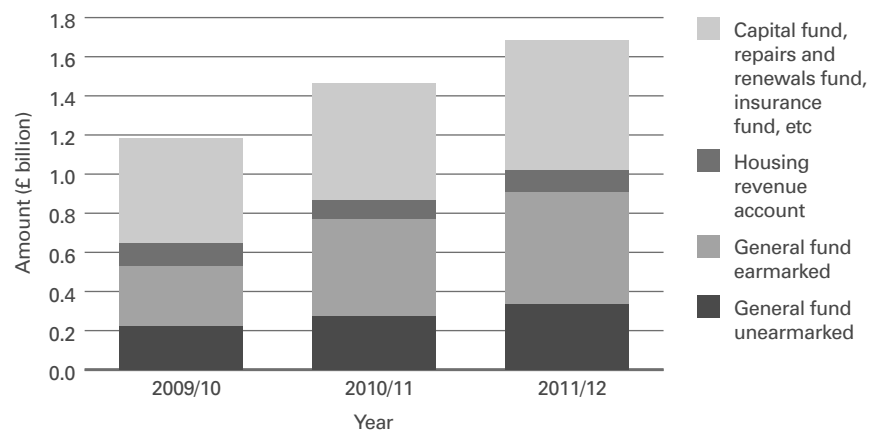
**132.** As a broad comparison, councils in England held total reserves of £12.9 billion at 31 March 2012,<sup>33</sup> which is broadly similar to the position in Scotland taking account of the relative sizes of the local government sectors in each country.

**133.** The general fund is the main reserve and these funds increased by £139 million (18.1 per cent) in 2011/12 and totalled £907 million at 31 March 2012. Of this, £573 million was 'earmarked' to meet known commitments such as PPP/PFI payments and equal pay claims. The earmarked element represents 63 per cent of the amounts held in general funds, broadly in line with previous years.

**134.** Approaches to 'earmarking' vary from council to council and reflect local plans and views of risk and, as a result, earmarking is inconsistent. However, it does give an indication of how much

**Exhibit 20**

Total usable reserves



Note: Excludes Orkney and Shetland Islands councils which hold large reserves and balances arising mainly from harbour and oil-related activities.

Source: Audit Scotland

33 *Striking a balance – improving councils' decision-making on services*, Audit Commission, December 2012.

is available to meet unplanned expenditure. The information is important for councillors, to assist their understanding of the financial position and to assist them in scrutinising budgets.

**135.** The overall level of non-earmarked balances was £334 million or 37 per cent of the amount held in general funds at 31 March 2012. This has risen from 2.1 per cent last year to 2.7 per cent of net cost of services, and within individual councils varies significantly from 0.8 to 7.2 per cent of net cost of services (Exhibit 21).

**136.** Councils have policies on the optimum level of reserves they maintain to deal with unforeseen circumstances. Typically, these are in the range of one to four per cent of net cost of services. A number of councils have non-earmarked general fund reserves greater than the level set out in their policies, which may be prudent in the current environment.

**137.** Beyond the general fund, councils also held £666 million in other reserves, representing about 40 per cent of total usable reserves. This comprised capital funds (£323 million), capital receipts reserves (£195 million) and repairs and renewals funds (£122 million), with the balance (£26 million) in other smaller funds. These reserves vary from council to council and need to be viewed alongside the general fund position to get an overall picture.

**138.** In some cases, councils have not reviewed reserves policies for many years and so policies may no longer reflect the council's overall financial approach. Councillors need a clear picture of reserves and how they feature as part of their council's overall financial strategy.

**139.** Equally important is clear information for local people and communities about why reserves are built up, the reasons for any unplanned increases, and what the council intends doing with them. This information helps promote transparency, particularly now when budgets are reduced and competing pressures on financial resources are intensifying. It is helpful to include a clear statement that when reserves are used, they can be used only once and are not available to sustain services on a continuing basis.

**140.** We have been monitoring the position on the eight councils that had investments totalling £46.5 million in Icelandic banks when they failed in October 2008. To date, £22.7 million has been recovered and councils expect to recover between 88 and 100 per cent by 2019.

#### Financial reporting and management

**141.** Annual audited accounts show a council's financial performance and position and are important in demonstrating the proper stewardship of public money. The accounts should be published as soon as possible after the end of the financial year, along with an opinion from the independent, external auditor stating whether the accounts present a 'true and fair' view. This provides important assurance on financial reporting.

**142.** In 2011/12, accounts for all councils and other local authority organisations, including the 11 local authority-administered pension funds for 2011/12, were presented for audit on time and signed off by auditors without qualification. We welcome this achievement and the assurance it provides to the public and other stakeholders. We are, however, concerned about the increasing number of adjustments to accounts identified by auditors,

often arising from more complex issues, such as accounting for capital assets.

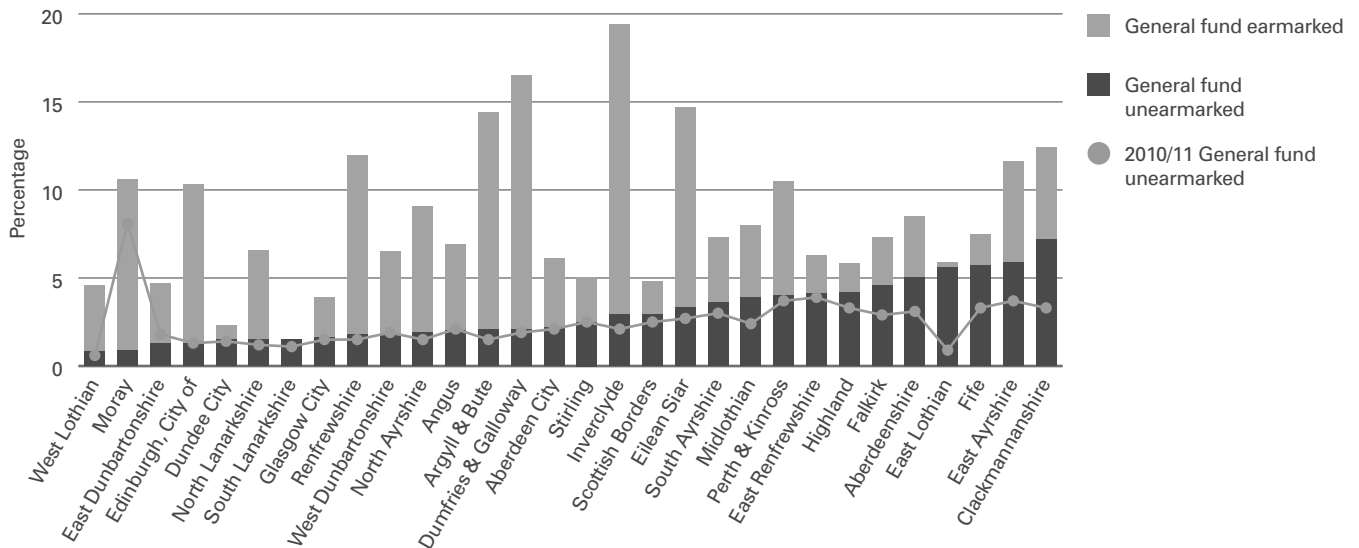
**143.** There have been significant changes in the layout and format of accounts in recent years to align with international financial reporting standards. Compliance is essential to meet the statutory duty to observe proper accounting practice but, as a result, local authority accounts are increasingly complex and difficult to understand. Work is continuing by the accounting standard-setters to explore ways to support transparency, accountability and scrutiny. In the meantime, more can be done to improve the financial information presented in the foreword to the accounts and in public performance reports.

**144.** There is increasing evidence of large variances of actual expenditure against budgets, where actual spending has differed from planned spending. Of particular concern are cases where variances only became apparent during the closing months of the financial year or where variances against budget at the year-end were significantly different to those reported to councillors during the year. Councillors need to understand the reasons, including whether the root cause is over-spending or under-budgeting.

**145.** We are also concerned about the increasing reports by auditors of weaknesses in some councils' basic accounting systems and controls (Exhibit 22). Strong accounting systems and controls are the mainstays of financial management and if they are not in place, or do not operate effectively, local authorities are exposed to a greater risk of accounting errors, fraud and corruption.

**Exhibit 21**

General fund balances (as a percentage of net cost of services) as at 31 March 2012



Note: Excludes Orkney and Shetland Islands councils which hold large reserves and balances arising mainly from harbour and oil-related activities.

Source: Audit Scotland

**146.** We are also concerned to note an increase in reports of data loss, including cases where paper records were not disposed of properly and where computer equipment was not secured, and stolen. Investigations were undertaken by councils' internal auditors and further by the Information Commissioner. In such cases, public confidence in the council's systems is affected and there is reputational damage to the council overall.

**147.** There is further evidence of under-resourcing of internal audit and cases where the internal audit approach could include more focus on financial controls and risk management. Councils, through their audit committees, should ensure that the resources for internal audit are adequate and that they provide assurance on the effectiveness of financial controls across the council's range of activities, including pension funds where the council is an administering authority.

**Exhibit 22**

Basic weaknesses in accounting systems

Examples from auditors' reports:

- 'Key weakness related to the lack of timely completion of monthly bank reconciliations.'
- 'Weaknesses and risks arising from gaps in the financial control framework, including bank and other reconciliations and journal authorisation processes.'
- 'The key bank accounts were not fully reconciled at the year-end.'

Source: Audit Scotland

## Summary of Part 2

### Leadership and governance

- Building and maintaining strong working relationships in the new councils is essential to deal with the challenges facing councils (paragraphs 89 to 95).
- Sound governance is needed over early retirement (paragraph 104).
- Effective capital planning and management are essential if councils are to understand progress with capital projects, and their impact on services and council priorities (paragraph 122).
- Sound financial management is required to anticipate resource pressures in the longer-term and to ensure borrowing is affordable and sustainable (paragraphs 128 and 144).
- Strong accounting systems, controls and internal audit are essential (paragraphs 144 and 147).

### Working in partnership

- Councils, with their partners, should plan and manage the overall workforce and other resources in their area (paragraph 100).

### Service changes

- A stronger focus on workforce planning is important to ensure the right people are in place to meet future service needs and the challenges of public sector reform (paragraph 100).

- More work is needed to understand the impact of staff reductions on services (paragraph 96).

### Performance information

- More can be done to improve the financial information presented in public performance reports (paragraph 143).

### Concluding comment on this report

**148.** Our report draws on the audit work to provide an overall picture of local government in Scotland in 2013. Its wide-ranging nature reflects the many challenges, risks and opportunities for councils and their partners in providing vital public services across Scotland, now and in future.

**149.** Pressures on resources – and by that we mean finance, workforce and assets – continue. This is not new because in public services there have always been difficult choices to make about how to allocate limited resources across many competing priorities. However, the scale of the pressure, coming as it does at the same time as increasing demands and expectations on services and very significant changes such as welfare reform, is substantial.

**150.** We emphasise the crucial role of those leading and managing the response to this challenge. In particular, we emphasise the difference that strong and effective scrutiny by councillors can make in ensuring the best use of available resources, improving services and delivering improved outcomes.

**151.** The Accounts Commission acknowledges the progress achieved this far in challenging circumstances and we look forward to continuing to work with local government and our scrutiny partners to support improvement. The Best Value duty provides the platform for success.

**152.** To support improvement and to provide a focus for next steps, action points for councillors can be found in Appendix 1.

# Appendix 1

## Action points for councillors

Question	Action point
<b>Leadership and governance</b>	
Are you satisfied that you are supported in taking effective decisions, and can question and challenge your council's performance?	<ul style="list-style-type: none"> <li>Consider reviewing governance arrangements in your council and its committees.</li> </ul>
Do you understand your council's overall financial position, including its borrowings and other commitments, and the level of reserves?	<ul style="list-style-type: none"> <li>Consider the extent to which you are made aware of financial issues and their impact on services.</li> <li>Seek assurance from officers that sufficient controls and checks are in place.</li> </ul>
Do you understand how the financial position affects on your council's services?	<ul style="list-style-type: none"> <li>Seek advice on how budget shortfalls, savings, or delayed spending will impact on services.</li> </ul>
Do you know how well your council is managing its capital programme and major capital projects?	<ul style="list-style-type: none"> <li>Review whether progress with capital plans is on track and meeting its objectives, using our good practice guide on major capital investment to help improve your council's performance.</li> </ul>
<b>Working in partnership</b>	
How well placed is the Community Planning Partnership (CPP) to meet the expectations set out in the Statement of Ambition?	<ul style="list-style-type: none"> <li>Review plans and progress, eg how well the CPP: engages partners; makes best use of employees and other resources; targets local need; involves communities.</li> </ul>
Is your CPP delivering on its local priorities and improving people's lives?	<ul style="list-style-type: none"> <li>Assess how well CPP progress reports give you a clear picture of progress, including prevention.</li> </ul>
Is your council making good progress in implementing reforms regarding police, fire, and integrating adult health and social care?	<ul style="list-style-type: none"> <li>Ensure measures are in place, and that the CPP and the council are providing sufficient direction.</li> </ul>
<b>Service changes</b>	
Are you satisfied with how your council and its partners are leading public sector reform?	<ul style="list-style-type: none"> <li>Ensure you understand the issues and implications for the council and local services.</li> <li>Check the extent to which arrangements are in place to plan and implement reform.</li> </ul>
Do you understand the impact of staff reductions at your council on skills and capacity?	<ul style="list-style-type: none"> <li>Review the impact on services, sickness and morale.</li> <li>Review how effective workforce planning is in your council and its services.</li> </ul>
Do you understand the implications of welfare reform?	<ul style="list-style-type: none"> <li>Check your council has plans in place, including plans to change its workforce and its ICT systems.</li> </ul>
Are you satisfied that your council has fully considered the various options to deliver services, and their advantages, risks, and disadvantages?	<ul style="list-style-type: none"> <li>Review whether existing delivery methods have delivered their intended benefits.</li> <li>Check that you are satisfied that the council has a robust approach to review and option appraisal.</li> </ul>

Question	Action point
<b>Performance management and improvement</b>	
Are you given the right information on costs and performance to challenge how well your council performs and whether it is achieving Best Value?	<ul style="list-style-type: none"> <li>Review the information you receive noting gaps and areas for improvement.</li> </ul>
Do you have the information you need to assess how well your council's performance compares with others?	<ul style="list-style-type: none"> <li>Assess the benchmarking information you receive, eg on performance, practice, costs, sickness absence, etc.</li> </ul>
Do you have skills and experience to scrutinise and take decisions effectively?	<ul style="list-style-type: none"> <li>Consider further training on scrutiny.</li> </ul>

# Appendix 2

## Glossary of terms

Arm's-length external organisations (ALEOs)	Companies, trusts and other bodies that are separate from the council but are subject to council control, or influence.
Best Value	Continuous improvement in the performance of an authority's (council's) functions.
Community Planning Partnership (CPP)	A partnership between a council, health board, police, fire and rescue services, third sector and other public sector organisations to deliver improved outcomes in a geographical area.
Continuous improvement	Ongoing action to improve services, ie Best Value.
General fund	The main cash-backed fund or reserve held by a council.
Governance	The framework of accountability to users, stakeholders and the wider community, within which councils take decisions, and lead and control their functions, to achieve their objectives.
Outcomes	Priorities or objectives, and their associated measures (eg, set out in the SOA) to improve aspects of people's lives such as their health, employment or education.
Performance management	Processes at individual, team and service level to assess, manage and improve performance against objectives.
Private Finance Initiative (PFI)/Public Private Partnership (PPP)	A generic term for projects involving both the public and private sectors (resulting from earlier government initiatives to promote private sector financing and involvement). This can be to varying degrees with partnerships taking different forms.
Prudential code	A professional code of practice to support local authorities in taking capital investment decisions.
Reserves	Money set aside to meet expected and unexpected demands.
Resource management	The efficient and effective use of a council's collective resources, directed where they are needed. Refers to the workforce, finances, buildings and other assets, including ICT.
Risk management	The process of managing risk to identify risks to projects, services, or to the council itself and taking action to control or avoid unacceptable risks.
Section 95 officer	The statutory officer for finance, as required by Section 95 of the Local Government (Scotland) Act 1973 – 'every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that the proper officer of the authority has responsibility for the administration of those affairs.'
Shared services	Joint services or functions provided by more than one council or partner.
Single Outcome Agreement (SOA)	An agreed vision between a Community Planning Partnership and the Scottish Government setting out the priority outcomes in the area and how the Community Planning Partnership will work towards achieving them.
Statutory Performance Indicators (SPIs)	A set of performance indicators specified by the Accounts Commission, the information for which must be collected and reported on by councils.
Value for money	Obtaining the maximum benefit from resources (money, people, assets) with regards to economy, efficiency and effectiveness.
Workforce planning	Process to identify and plan workforce needs (size, experience, knowledge and skills) to achieve service objectives.

# Responding to challenges and change

## An overview of local government in Scotland 2013

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**386**

## PART 1 – Resource and Demand Pressures

Issue	Key points	Current NAC Position	Planned NAC Actions
<b>Leadership and Governance</b>			
Councillors need to provide robust scrutiny of finance and service performance	<ul style="list-style-type: none"> <li>• Councillors must engage in strong scrutiny and challenge officers on performance.</li> <li>• Councillors require good quality and timely budget monitoring information.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has a Scrutiny and Petitions Committee and an Audit Committee.</li> <li>• Regular revenue and capital monitoring reports are presented to Cabinet.</li> <li>• Bi-annual performance reports to Cabinet on Council and Service actions and performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated governance arrangements are being proposed to monitor delivery of major capital projects.</li> </ul>
Councils need to ensure strong financial governance, including fully resourced internal audit, strong audit committees and access and influence for the chief financial officer	<ul style="list-style-type: none"> <li>• Councils should establish an Audit Committee chaired by someone who is not a member of the political administration</li> <li>• There is evidence of delays in updating key governance documents such as standing orders, schemes of delegation and financial regulations.</li> <li>• The Chief Financial Officer has a key role in providing professional advice to Councillors and officers and should be a member of the Corporate Management Team.</li> <li>• Effective risk management arrangements are increasingly important and should be embedded throughout the Council.</li> <li>• Councillors have an important role in encouraging an open approach to risk management.</li> </ul>	<ul style="list-style-type: none"> <li>• The Audit Committee is chaired by the leader of the opposition, in line with good practice identified by CIPFA.</li> <li>• The Council's standing orders relating to contracts and scheme of administration have been updated within the last year. The Financial Regulations were last approved by Council in 2011 and the scheme of delegation is currently being reviewed by the Head of Democratic and Administration Services.</li> <li>• The Corporate Director (Finance and Corporate Support) is a member of the CMT and is a trusted advisor to Elected Members.</li> <li>• Internal Audit is resourced to deliver its five year audit plan, which is risk based in line with the</li> </ul>	

		<p>requirements of audit standards.</p> <ul style="list-style-type: none"> <li>• A risk management improvement plan was agreed by the CMT in April 2012, including the establishment of a Corporate Risk Management Group.</li> <li>• The Strategic Risk Register and Risk Management Strategy are reported to Cabinet and the Audit Committee annually.</li> <li>• The AIP 13-16 identified that satisfactory risk management processes are in place and no scrutiny is required in this area.</li> <li>• Risk Management processes are in place at project level.</li> </ul>	
<b>Working in partnership</b>			
There are increasing expectations on community planning and councils must provide strong leadership of the process	<ul style="list-style-type: none"> <li>• By working together, partners can achieve better outcomes and value for money than working alone.</li> <li>• CPPs offer part of the solution to the pressure on resources.</li> </ul>	<ul style="list-style-type: none"> <li>• The Community Planning Partnership's (draft) Single Outcome Agreement 2013-17.</li> <li>• The improvement plan to address the learnings from the Audit Scotland Community Planning audit.</li> <li>• The Neighbourhood Planning Approach agreed with CPP partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Leading a range of partnership actions to deliver the SOA e.g. data sharing, resource mapping and community asset transfer.</li> <li>• All CPP partners committing to referencing their CPP and SOA responsibilities within their governance structures, strategic plans and risk registers.</li> <li>• Taking forward the neighbourhood approach to promote greater joint working through: resource alignment, co-location of services, and joint delivery teams.</li> </ul>

Community Planning Partnerships must make better use of available resources, develop preventative practice to improve local outcomes, and demonstrate that the council and its partners are making progress in achieving outcomes	<ul style="list-style-type: none"> <li>Initial audit work suggests that there are examples of good partnership working but there is a long way to go before the full potential of community planning will be realised.</li> </ul>	<ul style="list-style-type: none"> <li>Early intervention and prevention is a key theme within the draft Single Outcome Agreement 2013-17.</li> <li>A programme manager has been appointed to coordinate and monitor early intervention and prevention activities and strategy across the CPP.</li> <li>Additional Council funding of £1.1m has been earmarked to expand early intervention and prevention work in 2013/14; the NHS has also earmarked £1.885m across Ayrshire, with further support from the Third sector and Police Scotland.</li> <li>The design of the 2013-17 SOA aligns outcomes, actions, and indicators which will make it simpler to demonstrate progress in achieving outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>A CPP Resource Planning Group is being established and tasked with identifying the total resources available to all partners; and determining how resources can be targeted and aligned.</li> <li>The Early Years Collaborative will lead on tests of change which will drive the transformation of Early Years services to deliver improved outcomes.</li> <li>Improved sharing and use of partner data to support early intervention and prevention, including projects such as AYRShare.</li> </ul>
<b>Service Changes</b>			
Significant changes for local government include; welfare reform; changes in health and social care; police and fire and rescue service reform; and the effect of demographic changes	<ul style="list-style-type: none"> <li>Councils must plan for the implications of these changes in conjunction with Community Partners.</li> </ul>	<ul style="list-style-type: none"> <li>The Council has formed a Welfare reform working group with representatives from key Council services.</li> <li>A board chaired by the Chief Executive has been established to develop the Council's approach to the integration of Health and Social Care</li> <li>A new Police and Fire and Rescue Committee of the Council has been</li> </ul>	<ul style="list-style-type: none"> <li>Internal Audit review of preparations for Welfare Reform planned for 2013/14.</li> <li>2013/14 Welfare Reform action plan.</li> <li>Development of outcome-based budgeting to ensure resources continue to be aligned to key priorities.</li> </ul>

		<p>created to monitor local service delivery.</p> <ul style="list-style-type: none"> <li>• Demographic and impact of other significant changes reflected in 10 year financial strategy.</li> <li>• Neighbourhood planning approach has been developed</li> </ul>	
<p>Rigorous option appraisal is needed to ensure that services are effective and demonstrate Best Value. Existing arrangements, including the use of ALEOs should be reviewed to ensure that they are meeting their financial and service aims</p>	<ul style="list-style-type: none"> <li>• Councils need to be active and ambitious in considering alternative options for service delivery.</li> <li>• Option appraisal needs to be challenging and based on rigorous business cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Developed Outline Business Case for Roads shared service</li> <li>• Draft report on Options appraisal for all supporting services.</li> <li>• Options appraisal for Building services.</li> <li>• Corporate Change Programme, utilising a structured demand management approach in service redesign activities.</li> <li>• The solution to the Council's longer term Waste Strategy is being developed in partnership with a number of West of Scotland local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete options appraisal for supporting services review</li> <li>• Development of a 3rd sector collaborative forum, underpinned by increased use of Outcome Based Specifications and a revised commissioning cycle.</li> <li>• Use of SOLACE PIs to identify specific Councils who have delivered demonstrable improvements to key services.</li> <li>• Outcome Based Budgeting will increase the focus on the relative contribution of services to outcomes.</li> </ul>
<p>Councils need the capacity and skills to respond to budget challenges, support change programmes and improve services</p>	<ul style="list-style-type: none"> <li>• Improvement depends on strong and effective councillor and officer leadership which builds and maintains momentum</li> <li>• Councillors and officers must ensure they have the skills and capacity to deliver change</li> <li>• Councillors need to challenge and scrutinise progress effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Induction and Continuing Professional Development programmes for elected members.</li> <li>• Regular (6 weekly) Corporate Management Team meetings focused on change and transformation.</li> <li>• Development of an Outcome Map, demonstrating how transformational activities contribute to Council objectives.</li> <li>• A dedicated Business Change</li> </ul>	<ul style="list-style-type: none"> <li>• Instigation of quarterly pipeline/portfolio reviews, to communicate progress on change initiatives and to align activity, across the Council, for the coming period.</li> </ul>

		<p>Team, driving cross service initiatives and available to support any transformational activity in the Council.</p> <ul style="list-style-type: none"> <li>• Strategic partnership with imPower and arrangements in place for skills transfer to Council staff.</li> <li>• High Impact Leadership programme for Chief Officers and senior managers.</li> </ul>	
<b>Performance and Information management</b>			
Good self-evaluation is central to improvement	<ul style="list-style-type: none"> <li>• Self-evaluation done well can provide real insight into how councils can improve and is a characteristic of high-performing organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Scotland's Assurance and Improvement Plan (AIP) Update 2013-16 advised that no further scrutiny was required in respect of Performance Management, Challenge, and Improvement.</li> <li>• Attainment of the Committed to Excellence Award (C2E) in 2012.</li> <li>• Increased capacity through development of 21 EFQM assessors in the Council.</li> <li>• Education and Skills undertook a VSE in partnership with Education Scotland.</li> <li>• Social Services and Health are using the Performance Improvement Model (PIM) promoted by the Care Inspectorate for front line services and have a schedule of assessments planned.</li> <li>• Housing Services have submitted a Recognised for Excellence submission and are waiting for the results.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council's Recognised for Excellence (R4E) submission to Quality Scotland.</li> <li>• Learning Community reviews and Learning Community inspections, in partnership with Education Scotland.</li> <li>• 'How Good is Our Culture and Sport' pilot with Education Scotland.</li> </ul>

		<ul style="list-style-type: none"> <li>• Council wide participation in the Public Service Improvement Framework (PSIF) self-assessment began in April 2013.</li> </ul>	
Good cost and comparative performance information is essential for councillors to scrutinise services and take effective decisions	<ul style="list-style-type: none"> <li>• Lengthy performance reports are often ineffective because critical issues are buried in the detail.</li> <li>• There is scope for Councils to use cost information much more effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council published a number of SOLACE indicators in the 2011/12 Annual Performance Report.</li> <li>• Initial report to Council on SOLACE Indicators highlighted North Ayrshire Council's 2011/12 performance relative to other councils and how the position had changed year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• All SOLACE indicators will be published in the 2012/13 Annual Performance Report.</li> <li>• Review of all Council unit costs to ensure they are calculated consistently to support the development of benchmarking.</li> <li>• Investigate the use of infographics, presenting information pictorially as well as textually.</li> </ul>
Councils must demonstrate Best value, using benchmarking information to draw comparisons with other councils and providers	<ul style="list-style-type: none"> <li>• There is scope for councils to improve self-evaluation by comparing performance with others by benchmarking, using the work developed by SOLACE.</li> </ul>	<ul style="list-style-type: none"> <li>• All Services have a range of benchmarks in their respective Service Plans, balancing cost and quality.</li> <li>• The Council and the Corporate Management Team have committed to using the SOLACE Indicators.</li> <li>• The Corporate Management team reviewed SOLACE indicators, considering for each indicator basis, A) Comparable Councils who appeared to be high performers. B) Individual Councils who showed a marked improvement in that area.</li> </ul>	<ul style="list-style-type: none"> <li>• Each Service has undertaken to review the SOLACE Indicators with a view to <ul style="list-style-type: none"> <li>A) Proposing changes that would strengthen the indicators.</li> <li>B) How they have used the data and what they have learned.</li> </ul> </li> </ul>

**PART 2 – Changes in 2012 in the make up of those leading councils and the financial position in 2012 and how well councils are placed to deal with the financial pressures in the years ahead.**

Issue	Key points	Current NAC Position	Planned NAC Actions
<b>Leadership and Governance</b>			
Building and maintaining strong working relationships, in the new councils is essential to deal with the challenges facing Councils	<ul style="list-style-type: none"> <li>• Councils must keep structures under review to ensure they remain fit for purpose in a constantly changing environment</li> <li>• Councillors must get the support they need including effective training and development</li> <li>• There has been a continuing move towards smaller management teams</li> <li>• Strong skills and capacity are required at 'Head of Service' level.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and implementation of new Chief Official structure finalised 2013.</li> <li>• NAC one of Improvement Service pilot Councils for Elected Member Development programme project.</li> <li>• Elected member training programme.</li> <li>• Implementation of High Impact leadership programme across all Chief Officers and now being rolled out to Senior Managers.</li> </ul>	<ul style="list-style-type: none"> <li>• New programme of elected member development being implemented 13/14.</li> <li>• Evaluation project for H.I.L. planned for 13/14.</li> <li>• Further review of Council structures due to integration of health and social care.</li> </ul>
Sound governance is needed over early retirement	<ul style="list-style-type: none"> <li>• There needs to be transparency when senior officers retire early and effective scrutiny of the financial implications.</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has a formal policy for Local Government staff of capping added pensionable years at a maximum of 3 years and up to 2 years for Teachers.</li> <li>• Financial implications of VER are monitored and tracked. Approval for Teachers' early retirements is delegated to the Staffing and Recruitment Committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit review planned during 2013/14.</li> </ul>
Effective capital planning and management are essential if councils are to understand progress with capital projects and their impact on services and council priorities	<ul style="list-style-type: none"> <li>• Councillors and officers must provide strong leadership and effective management to ensure value for money from capital investment programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Updated Capital Asset Strategy approved in 2013.</li> <li>• 6 themed asset management plans are in place</li> <li>• 10 year capital programme 2013-2023</li> </ul>	<ul style="list-style-type: none"> <li>• NAC arrangements will be assessed against Audit Scotland checklists from 'Major Capital Investment in Councils' report.</li> </ul>

		<ul style="list-style-type: none"> <li>• Capital Programme and Assets Group (CPAG) is now well established to plan and monitor major capital investments.</li> <li>• Establishment of the Strategic Property Group to progress all action in the Property Asset management Plan.</li> </ul>	
Sound financial management is required to anticipate resources pressure in the longer term and to ensure borrowing is affordable and sustainable	<ul style="list-style-type: none"> <li>• Increasing evidence of large variances between actual expenditure and budgets.</li> <li>• Particular concern where variances only become apparent during the closing months of the financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 year financial strategy approved in January 2013.</li> <li>• Annual treasury management strategy</li> <li>• Sound financial reporting to Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>• Development of outcome-based budgeting.</li> <li>• Development of Social Services' management and financial information.</li> </ul>
Strong accounting systems and controls and internal audit are essential	<ul style="list-style-type: none"> <li>• Increasing reports by auditors of weaknesses in some Councils' basic accounting systems and controls</li> <li>• Increasing reports of data loss, including paper records and computer equipment, can affect public confidence.</li> <li>• There is evidence of the under-resourcing of Internal Audit and cases where Internal Audit require a greater focus on financial controls and risk.</li> <li>• ICT-related matters will be a central factor as Councils and their partners work together to deliver reforms.</li> </ul>	<ul style="list-style-type: none"> <li>• The annual external audit report for 2011/12 noted 'no material weaknesses in the accounting or internal control systems were identified'.</li> <li>• The annual external audit report also noted 'the Council maintains a sound information management environment'.</li> <li>• Internal Audit is resourced to deliver its five year audit plan, which is risk based in line with the requirements of audit standards.</li> <li>• The Council has a 5 year ICT strategy and ICT arrangements were recently the subject of a favourable review by the external auditors.</li> <li>• The AIP 13-16 noted that financial management arrangements are now an area where no additional</li> </ul>	

		local scrutiny is required.	
<b>Working in partnership</b>			
Councils, with their partners should plan and manage overall workforce and other resources in their area	<ul style="list-style-type: none"> <li>Councils are at an early stage of engaging with Community Planning partners to discuss the overall workforce-related issues in their area.</li> </ul>	<ul style="list-style-type: none"> <li>The recent CPP audit of North Ayrshire notes that the CPP does not yet have a deliberate and co-ordinated approach to leadership and workforce development.</li> <li>There are number o examples where partners have co-located to ensure more effective service delivery.</li> <li>Council has established a project board to progress the development of the new Health and Social care partnership.</li> </ul>	<ul style="list-style-type: none"> <li>The Single Outcome Agreement 2013-17 commits to the development of a Community Planning Organisational Development Plan.</li> <li>The CPP Resource Planning Group will identify the total resources available to all partners; and determine how resources can be targeted and aligned towards agreed SOA outcomes, aligned around the agreed Neighbourhood Planning Approach.</li> </ul>
<b>Service Changes</b>			
A stronger focus on workforce planning is important to ensure the right people are in place to meet future service needs and the challenges of public sector reform	<ul style="list-style-type: none"> <li>Councils with workforce plans in place are better placed to take informed decisions about how to reduce the workforce.</li> <li>Workforce plans must take a longer-term view.</li> </ul>	<ul style="list-style-type: none"> <li>The Council's current Organisational Development Strategy contains key interventions on strategic workforce skills and development and supports transformational change and improving organisational effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Current 'Re-sizing the workforce' strategy being revised during 13/14 with enhanced workforce reporting.</li> <li>Long-term plans being developed around revised strategic approach now called 'Re-shaping our workforce' which is in accordance with the aims of the project brief from Audit Scotland entitled 'Re-shaping Scotland's public sector workforce'.</li> </ul>

More work is needed to understand the impact of staff reductions on services	<ul style="list-style-type: none"> <li>Balanced budgets have been achieved mainly by reducing staff numbers; councils need to monitor the consequences for services.</li> <li>The number of staff employed by local authorities is at the lowest level since 1999. There are 2 main factors: workforce reductions and the transfer of staff to ALEOs.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce reductions are managed through formal service reviews which take into account longer-term service objectives.</li> <li>Employee engagement levels have been assessed in detail through our engagement survey and associated actions. Overall engagement levels at NAC remain relatively high despite significant change context.</li> <li>Organisational Development is a key component of the Council's change programme to ensure people have the right skills to deliver services in new ways.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting of employee engagement action plan progress to cabinet on a bi-annual basis.</li> <li>Targeted sampling of low-score engagement areas being facilitated through interim 'pulse' surveys to assess action plan effectiveness.</li> </ul>
<b>Performance and Information management</b>			
More can be done to improve the financial information presented in public performance reports	<ul style="list-style-type: none"> <li>Local authority accounts are increasingly complex and difficult to understand.</li> <li>More can be done to improve the financial information presented in the foreword to the accounts and in public performance reports.</li> </ul>	<ul style="list-style-type: none"> <li>Foreword to the Council's Annual Accounts highlights the key issues for members and other key users of the Accounts.</li> <li>Summary financial information is provided in the regular Council and public performance reports.</li> </ul>	<ul style="list-style-type: none"> <li>All SOLACE indicators, including cost indicators, will be published in the 2012/13 Annual Performance Report</li> </ul>

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 21**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Pan Ayrshire Joint Equipment Service**

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**Purpose:** To seek Cabinet agreement to develop a tender for an Ayrshire wide Joint Equipment Store on a negotiated contract basis in partnership with North and East Ayrshire Councils and NHS Ayrshire and Arran.

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**Recommendation:** That Cabinet agrees (a) to a partnership approach led by North Ayrshire Council to the development and publishing of an Invitation to Tender document for a Joint Equipment Store; (b) to a "negotiated contract with competition" approach with the highest evaluated tender submission to fully develop a business case for development of an Ayrshire wide Joint Equipment Store; (c) that the findings of the negotiations and Business Case be presented to a future Cabinet for consideration; and (d) to receive a further report at a future meeting.

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#### **1. Introduction**

- 1.1 North Ayrshire Council operates an occupational therapy equipment store from a Council owned property in Irvine. The store holds a supply of the most common types of equipment generally required to support people to live at home independently. On referral from an appropriate professional, a technician will deliver an install relevant equipment to the service user's home.
- 1.2 Similar stores are in operation within South and East Ayrshire and NHS Ayrshire and Arran, meaning that four stores provide comparable services to residents in Ayrshire.
- 1.3 As part of each of the Ayrshire's Reshaping Care for Older People programmes, Change Fund monies were directed towards reviewing the existing stores and to explore the possibility of efficiencies that could be achieved. For each of the partners, it has been suggested that a pan Ayrshire approach to the provision of equipment could have a number of benefits beyond improvement of existing stores. These include:-

- Better outcomes for customers.
- More efficient procurement and ordering of equipment.
- Reduction in duplication of stock across Ayrshire.
- Removal of duplication in policies and procedures.
- Better information sharing between Local Authorities and NHS Ayrshire & Arran.
- Greater co-ordination of delivery and uplift of equipment.
- Better use of scheduled appointments for installation.
- Standardisation of equipment provided across Ayrshire.

## **2. Current Position**

- 2.1 Discussions have taken place between officers of the three local authorities and NHS Ayrshire & Arran at a Joint Equipment Board (JEB) to consider the costs and benefits of an Ayrshire wide Joint Equipment Store. A number of recommendations have been made including a need to upgrade the IT systems for stock control, standardisation of stock, methods for controlling soiled equipment to facilitate recycling and a robust maintenance programme for equipment.
- 2.2 Work has been on going over the past 12 months to improve our store operation to meet some of these requirements; this has resulted in efficiencies contributing to a £90,000 saving for the year 2012-13.
- 2.3 We have also entered an interim agreement with Cordia around procurement of equipment. This has been in place since October 2012 and has resulted in 31% savings spending £45,723 on equipment that under previous arrangements would have cost £65,453. We have also increased our recycling of equipment, generating further cost avoidance of £45,678.
- 2.4 The current store is not suitable for use, in terms of size, facilities and in particular the need to improve recycling of equipment. There is an estimate of costs up to to bring the current facility up to standards in terms of efficiencies and health and safety. We would also need to invest in IT infrastructure to improve ordering, delivery and uplift of equipment that would allow greater choice and control for service users.
- 2.5 There is an acknowledgement that there is a lack of the specialist knowledge within Ayrshire partners to design, source and implement these improvements.

### **3. Proposals**

- 3.1 Due to the complexities of running an Ayrshire wide store, the level of capital investment required to bring any of the stores up to an acceptable standard and size and the IT investment required, the proposal is that this service be considered for management and control by an experienced private provider.
- 3.2 To ensure transparency and compliance with the Council's Standing Orders and Financial Regulations, a tender process is required. Rather than a typical tender submission detailing cost and delivery processes, it is proposed that a negotiated procedure with competition be progressed. This approach allows the partners to test the market for interest and to then engage with a provider most suited to develop a specification that meets the partners' requirements, provides suitable IT systems and develops relevant service performance standards.
- 3.3 It is recognised that there are specialist providers in the market place who have significant experience of providing similar services. Adopting this tender approach will allow the partners to benefit fully from their knowledge and experience whilst reducing significantly the lead in time required to develop a fully specified tender document.
- 3.4 This approach would also allow discussions to take place around premises, location, staffing etc and will provide the Council with certainty over the financial implications. Development in partnership with a private provider is at the provider's risk, with no cost to the Council should the Joint Equipment Store not progress after negotiations.
- 3.5 It is, therefore, proposed that North Ayrshire Council enters in to partnership with South and East Ayrshire Councils and NHS Ayrshire & Arran to develop and issue a negotiated tender with competition for the joint equipment store. It is further proposed that the lead authority to manage the procurement process be North Ayrshire Council. It is anticipated that the outcome of this process would be known within nine months due to a need to recruit a Project Manager, develop the Tender documentation and thereafter to deal with negotiations with the preferred provider.
- 3.6 On conclusion of the negotiations, each of the partner organisations would need to satisfy their appropriate governance boards prior to contract award. Therefore, a report would be presented to Cabinet on conclusion of the negotiations outlining the findings and recommendations of next steps.

- 3.7 The Joint Equipment Board will continue to meet regularly to monitor progress and oversee the programme.
- 3.8 The Cabinet is invited to agree (a) to a partnership approach led by North Ayrshire Council to the development and publishing of an Invitation to Tender document for a Joint Equipment Store; (b) to a "negotiated contract with competition" approach with the highest evaluated tender submission to fully develop a business case for development of an Ayrshire wide Joint Equipment Store; (c) that the findings of the negotiations and Business Case be presented to a future Cabinet for consideration; and (d) to receive a further report at a future meeting.

#### **4. Implications**

##### Financial Implications

- 4.1 There is no financial risk to the Council to progress with a tender process at this time. The longer term financial implications or efficiencies would be outlined to Leadership Panel on conclusion of the negotiated discussions.
- 4.2 A Project Manager will be part funded by each of the 4 Change Funds in operation in Ayrshire and therefore, there is no direct cost to the Council.

##### Human Resource Implications

- 4.3 The Project Manager post hosted by North Ayrshire Council will initially be open to advert to employees of the 4 partner organisations.
- 4.4 North Ayrshire Council officers will continue to contribute time and support to the Joint Equipment Board from within existing resources. Any future service delivery through a private contractor may include an element of Transfer of Undertakings of Employment (TUPE) for staff within existing equipment stores. The implications will be fully discussed with employees and trade unions prior to any future report to Cabinet.

##### Legal Implications

- 4.5 The legal and procurement process will be managed by North Ayrshire Council. It is however, expected that Legal and Procurement officers from each of the partners will contribute to ensure their satisfaction with the tendering and subsequent negotiation processes.

## Equality Implications

- 4.6 This report is not proposing new services, policies, strategies, or plans (or significant changes to or reviews of them) at this time. It does not propose decisions about budgets, including budget cuts or service reductions. This report therefore has not been assessed for equalities impacts. However, should there be a recommendation to progress at a future date with a Joint Equipment Store, a full Equalities Impact Assessment would be completed at that point.

## Environmental Implications

- 4.7 There are projected benefits from a joint equipment service in terms of running costs through shared facility, reduction in transport and subsequent carbon footprint as well as an increase in recycling of equipment.

## Implications for Key Priorities

- 4.8 The proposals within this report will contribute to the North Ayrshire Single Outcome Agreement three priority areas of a Healthy and an Active North Ayrshire.

## Community Benefit Implications


- 4.9 A negotiated tender process will allow for the locating of a store within Ayrshire with subsequent retention of employment in the area.

## **5. Consultations**

- 5.1 There has been no public consultation on the contents of this paper as part of the development of the service full consultation with service users and staff will be undertaken.
- 5.2 Engagement with communities across Ayrshire was undertaken in relation to reshaping care services to older people as part of the development of the 10 year plans submitted to the Scottish Government in February 2013.
- 5.3 Consultation has taken place with Legal and Procurement officers of each of the partners to ensure compliance with tender requirements.
- 5.4 Trade Unions have been advised of the early proposed processes and dialogue will continue over the coming months.
- 5.5 Consultation on the proposed actions contained within this report has been discussed with staff based at the Irvine Equipment Store.
- 5.6 In May 2013, the Strategic Alliance agreed with this proposal being presented to the appropriate boards of elected members within each of the partner organisations.

## **6. Conclusion**

- 6.1 There are a number of customer and operational benefits stemming from a Joint Equipment Store. Furthermore, a joint store may result in financial efficiencies for each of the 4 partners. However, to fully understand the financial commitment required to create a joint equipment store, there is a need to engage with a provider with experience in this field.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : AB/KA

For further information please contact Alan Brown, Senior Manager  
(Community Care)(Personalisation) on 01294 317795.

## **Background Papers**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 22**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Council House Development Project: John Galt Primary School, Irvine**

---

**Purpose:** To seek Cabinet approval to tender and appoint a Contractor for the demolition of John Galt Primary School and tender for a Contractor from the approved Council house building framework to construct 80 new houses on the cleared site.

---

**Recommendation:** That the Cabinet agrees to tender and appoint a Contractor for the demolition of John Galt Primary School and tender for a Contractor for the John Galt development from the Council house building framework of Contractors to construct 80 new houses on the site.

---

#### **1. Introduction**

- 1.1 The Housing Revenue Account Business Plan which was approved by Elected Members in January 2011 has committed North Ayrshire Council to a new build programme of 500 new homes over a 10 year period.
- 1.2 On 21 August 2012, the Cabinet of North Ayrshire Council approved the submission of a bid to the Scottish Government seeking £2.4 million (£30,000 per unit) of subsidy to part fund the new 80 unit development project at John Galt Primary School, Irvine.
- 1.3 On 4 December 2012 Housing services notified Cabinet that partial funding of £1.274 million had been forthcoming from the Scottish Government. This equates to a Government subsidy of £15,925 per unit. On this date the Cabinet gave approval to progress the £10,341 million project, by commencing the tendering process to appoint a design team. It was also agreed that the remainder of the costs for the £10,341 million project would be financed through:
  - Capital contribution from revenue: £2,649 million
  - Affordable housing account: £1,186 million
  - Prudential borrowing: £2,572 million
  - HRA house building fund: £2,660 million

## **2. Current Position**

- 2.1 During 2010, Housing Services in partnership with the Council's Corporate Procurement Unit developed a Contractor Framework Agreement. The framework identified nine organisations who would be invited to tender for future council house building construction contracts. The framework agreement means that mini-competitions can now be undertaken between the nine framework organisations for council house build contracts. The selection for the successful Contractor will be based on lowest cost.
- 2.2 In conjunction with the Council's Corporate Procurement Unit, a design team for the John Galt project has been appointed following a design competition. The team consist of a Project Manager, Architect/Landscape Architect, CDM Co-ordinator, Civil & Structure Engineer, Quantity Surveyor and Eco-Homes Assessor.
- 2.3 The John Galt site is in the ownership of Education Services and is currently still an active school. The school is scheduled to close at the end of June and can be handed over to Housing Services during the summer recess 2013. The existing school buildings will require demolition and other enabling works to be undertaken prior to the construction phase.
- 2.4 Practical completion by March 2015 is a requirement of the Scottish Government funding and the delivery of 80 units on this site is a very challenging timescale for such a large project. Following consultation with the Corporate Procurement Unit and our development agent it has been recommended that the demolition and construction contracts be issued separately to allow the demolition to progress independently and not be delayed by the tender process for the construction element.
- 2.5 As access and disruptive works are currently restricted for health and safety reasons prior to the school closing, the exact cost of the demolition is not known at this time. Desk top analysis has been carried out by our design team and finance and property and they have advised that the cost could vary between £125,000 and £250,000; with the overall cost being dependant on the amount of asbestos found within the building.
- 2.6 A construction Contractor to build the 80 units, will be selected following a completion of a mini competition from our existing contractor framework. A further report will be submitted to Cabinet to appoint the successful contractor. The Corporate procurement Unit has confirmed that this process complies with contract standing orders and procurement legislation.

### **3. Proposals**

- 3.1 That the Cabinet agrees to tender and appoint a Contractor for the demolition of John Galt Primary School and tender for a Contractor from the council house building framework contractors to construct 80 new houses on the site.

### **4. Implications**

#### Financial Implications

- 4.1 The indicative budget approved by Cabinet on 21st August 2012 for the full project including design and construction is £10,341 million.
- 4.1.1 Demolition works are estimated to cost between £125,000 and £250,000, depending on the amount of asbestos identified during the asbestos survey. As the value of this contract will be below £350,000, Corporate Procurement advised that this tender can be approved by the Chief Executive as per the Standing Orders relation to Contracts Procedure.
- 4.1.2 If this project is not accelerated sufficiently to meet the deadline of March 2015, the Scottish Government funding of £1,274 million may be at risk.

#### Human Resource Implications

- 4.2 There are no human resource implications.

#### Legal Implications

- 4.3 Housing services guided by the Council's Corporate Procurement Unit, has adhered to European Regulations with regard to the establishment of a framework agreement and the subsequent tendering process.

#### Equality Implications

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

#### Environmental implications

- 4.5 There are no environmental implications.

## Implications for Key Priorities

- 4.6 The Council House Building Programme supports the Single Outcome Agreement between North Ayrshire Council and the Scottish Government. Specifically, the national outcome "we live in well designed, sustainable places where we are able to access the amenities and services we need". Also, the North Ayrshire Outcomes 10(a) The quality of social housing has improved and 10(b) Availability of affordable housing has increased.

## Community Benefit Implications

- 4.7 A minimum of 52 weeks targeted recruitment per £1,000,000 of the construction contract value (i.e. one person employed for five days equals one week will be delivered as a result of this project. This will be targeted at young people seeking apprenticeships. The full details of this will not be known until the Contractor has been appointed and the contract value identified.

## 5. Consultations

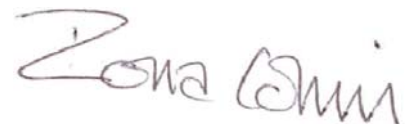
- 5.1 Consultation has taken place with the external design team and the required council services and departments including:

- Finance and Property: Housing Investment
- Finance and Property: Financial Management
- Finance and Property: Procurement
- Education Services
- Development Planning: Planning
- Development Planning: Roads

- 5.2 A consultation event has also been arranged for the local residents and waiting list applicants.

## 6. Conclusion

- 6.1 Housing Services seek permission to tender and appoint a Contractor to undertake the demolition of John Galt Primary School and to issue a tender from the council house building framework of Contractors for the construction of 80 new houses on the site.



IONA COLVIN

Corporate Director (Social Services and Health)

## Reference :

For further information please contact Olga Clayton on 01294 324626

## Background Papers

None

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 23**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Measured Term Contract, Bitumen Felt Roofing - Tender Outcome**

---

**Purpose:** To advise Cabinet of the results of the tender exercise for bitumen felt roofing and present a recommendation for award of contract.

---

**Recommendation:** That the Cabinet agrees to approve the contract award to Frank O'Hara Limited trading as Faskin Contracts.

---

#### **1. Introduction**

- 1.1 The Council requires a contract to be in place to repair, supply and fit bitumen felt roofing for non-domestic properties.
- 1.2 In order to comply with the Council's Standing Orders a formal tendering exercise was undertaken using the 'restricted' procedure. A formal contract notice was placed on the Public Contracts Scotland Procurement Advertising Portal on 13 March 2013.
- 1.3 The duration of the contract is three years with the option to extend for a further two years, commencing 21 July 2013.

#### **2. Current Position**

- 2.1 Five companies submitted Pre Qualification Questionnaires (PQQs) and following their evaluation four companies were invited to submit a tender.
- 2.2 The criteria for award of contract was lowest price based upon a Schedule of Rates.
- 2.3 A tender outcome report and award recommendation is provided at Appendix 1.

#### **3. Proposals**

- 3.1 It is proposed that the contract is awarded to Frank O'Hara Ltd trading as Faskin Contracts as they submitted the lowest cost compliant tender.

#### **4. Implications**

##### Financial Implications

- 4.1 The estimated total value of the contract (including potential extensions) is £555,000 based on the Schedule of Rates. This represents a saving of £195,000 against the estimated budget of £750,000. The budget is provided for within the Council's General Fund Property Management budget. Savings achieved will be re-invested in other property maintenance priorities.

##### Human Resource Implications

- 4.2 None.

##### Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Standing Order Relating to Contracts.

##### Equality Implications

- 4.4 None.

##### Environmental Implications

- 4.5 None.

##### Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 4 'Operating more efficiently and effectively.'

##### Community Benefit Implications

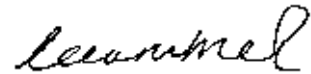
- 4.7 None due to the contract value.

#### **5. Consultations**

- 5.1 Discussions have taken place between Corporate Procurement and Property Management and Investment.

## **6. Conclusion**

- 6.1 It is recommended that the contract be awarded to Frank O'Hara Ltd trading as Faskin Contracts based on a total contract value of £555,000.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

Reference : TR

For further information please contact Thomas Reaney, Procurement Manager on 01294 324097

### **Background Papers**

Tender documentation





# **NORTH AYRSHIRE**

## **COUNCIL**

Tender Outcome Report  
For Recommendations over £350K

NA/194

Measured Term Contract 2013/2016 Bitumen Felt  
Roofing

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## **1 Purpose**

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to the Measured Term Contract 2013/2016 Bitumen Felt Roofing Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

## **2 Introduction**

- 2.1 This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tenders for the Measured Term Contract 2013/2016 Bitumen Felt Roofing.

## **3 Background**

- 3.1 North Ayrshire Council is required to establish a Measured Term Contract for Bitumen Felt Roofing 2013/2016 as the existing contract expires on 20<sup>th</sup> July 2013.
- 3.2 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3 The contract term is for three years plus the option to extend for up to two additional years.
- 3.4 The estimated total value of the overall Contract (including any possible extensions) is £555,000 with an estimated budgetary spend to North Ayrshire Council of £750,000.

## **4 Tender Notice, Interest and Returns**

- 4.1 A formal contract notice was advertised under the Restricted process in the Public Contracts Scotland Procurement Portal on 13<sup>th</sup> March 2013 with a return date of 27<sup>th</sup> March 2013.
- 4.2 The contract notice attracted 27 expressions of interest from a wide range of potential providers of which 5 submitted PQQ's.
- 4.3 Following evaluation of PQQs the following 4 potential providers were short-listed to receive Invitation to Tender documents: City Gate Construction (Scotland) Ltd, Frank O'Hara trading as Faskin Contracts, WG Walker Ltd and Wm Murchland & Co Ltd. One tenderer was not invited to tender due to failing the minimum financial checks.
- 4.4 The return date for completed Invitation to Tenders was 17<sup>th</sup> May 2013. North Ayrshire Council received 3 completed tenders as WG Walker failed to submit a tender.

## 5 Evaluation Process

- 5.1 The evaluation of Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria which tenderers were required to meet in order to progress to Stage two of the evaluation.
- 5.2 Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Price 100%

- 5.3 The assessment of the criteria took place on 21<sup>st</sup> May 2013 at Perceton House, Irvine. The Tender Evaluation Panel consisted of:

*2 Contracts Officers (Minor Works & Maintenance) – Finance & Property*

A Procurement Officer from North Ayrshire Councils Corporate Procurement Team facilitated the evaluation but did not score the submissions.

## 6 Evaluation Results

- 6.1 Price 100%

Contractors were asked to submit prices as an adjustment percentage of the Schedule of Rates provided. The adjustment percentage was to be provided as an addition or deduction of the Schedule of Rates. This gave the following results and scores:

Company	Price	Rank
Frank O'Hara trading as Faskin Contracts	£555,000	1
City Gate Construction (Scotland ) Ltd	£675,000	2
Wm Murchlands & Co Ltd	£806,250	3

## 7 Recommendation

- 7.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to Frank O'Hara trading as Faskin Contracts for the sum of £555,000.

## 8 Authority to Approve

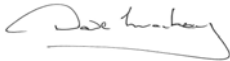
- 8.1 In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from Cabinet to accept the Tenders and award a Contract to the Tenderer identified in section 7.1.

Name: Lisa Sneddon

Job Title: Procurement Officer (Corporate Procurement Unit)

Date: 22.05.13

Endorsed by:

<b>TEAM MANAGER (Project Management, Finance &amp; Property)</b>	
Print Name	Dave Mackay
Signed	
Date	23 May 2013

Approved by:

<b>HEAD OF SERVICE (Finance &amp; Property)</b>	
Print Name	
Signed	
Date	



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## NORTH AYRSHIRE COUNCIL

### Agenda Item 24

11 June 2013

#### Cabinet

---

**Subject:** Framework Agreement for Electrical Rewiring - Award of Call Off Contract.

---

**Purpose:** To advise Cabinet of the results of a tender exercise for a call off against the framework agreement for electrical rewiring and present a recommendation for award of contract.

---

**Recommendation:** That the Cabinet agrees to approve the contract award to GD Chalmers.

---

#### 1. Introduction

- 1.1 The Council has a framework agreement in place for electrical rewiring. The framework agreement started 21 August 2012 for a period of three years with the option to extend this for a further year. Eight contractors were appointed to the framework agreement and call offs for individual projects are made by conducting mini competitions amongst the eight contractors.

#### 2. Current Position

- 2.1 A mini competition was conducted on 24 April 2013 for the electrical rewiring of 505 houses and a tender document sent to all eight contractors on the framework agreement. The basis of contract award was lowest price and seven offers were received as detailed below.

Name of contractor	Offer received
G D Chalmers	£842,779
Mitie Property Services (UK) Ltd	£940,575
McGill Ltd	£1,049,351
Maclin Electrics Ltd	£1,052,141
ABN Servcies Ltd	£1,089,073
Millar Electric Ltd	£1,344,135
CCG (Scotland) Ltd	£1,779,889
Complete Electrical UK Ltd	No offer received

### **3. Proposals**

- 3.1 It is proposed that the contract is awarded to GD Chalmers as they submitted to lowest cost compliant tender.

### **4. Implications**

#### Financial Implications

- 4.1 The contract value is £842,779 and budget is available through Housing Revenue Account (HRA) capital expenditure.

#### Human Resource Implications

- 4.2 None.

#### Legal Implications

- 4.3 None.

#### Equality Implications

- 4.4 None.

#### Environmental Implications

- 4.5 None.

#### Implications for Key Priorities

- 4.6 This contributes to the Council Plan Core Objective 4 'Operating more efficiently and effectively.'

#### Community Benefit Implications

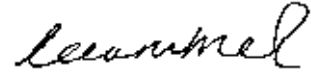
- 4.7 None due to the contract value.

### **5. Consultations**

- 5.1 Discussions have taken place between Corporate Procurement and Housing, Assets and Investment.

## **6. Conclusion**

- 6.1 It is recommended that the contract is awarded to G D Chalmers based on a contract value of £842,779.



LAURA FRIEL  
Corporate Director (Finance and Corporate Support)

### **Reference :**

For further information please contact Thomas Reaney, Procurement Manager on telephone number 01294 324097

### **Background Papers**

Tender documentation



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 25**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Ayrshire Economic Partnership**

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**Purpose:** To submit minutes of the Meeting of the Ayrshire Economic Partnership held on 17 April 2013.

---

**Recommendation:** That the Cabinet notes the minutes attached at Appendix 1.

---

#### **1. Introduction**

1.1 The Ayrshire Economic Partnership was established several years ago to promote Economic Development across Ayrshire. The approach has focused on sector development:

- Renewable Energy;
- Food and Drink;
- Engineering;
- Tourism.

#### **2. Current Position**

2.1 The Ayrshire Economic Partnership last met on 17 April 2013 and meets approximately every two months

#### **3. Proposals**

3.1 The Cabinet is invited to note the Minutes attached at Appendix 1.

#### **4. Implications**

##### Financial Implications

4.1 There are no financial implications at this time.

##### Human Resource Implications

4.2 There are no human resource implications at this time.

##### Legal Implications

4.3 There are no legal implications at this time.

#### Equality Implications

- 4.4 There are no equality implications at this time.

#### Environmental Implications

- 4.5 There are no environmental implications at this time.

#### Implications for Key Priorities

- 4.6 Economic implications are a key priority for the Council.

#### Community Benefit Implications

- 4.7 There are no community benefit implications.

### 5. Consultations

- 5.1 No consultation was undertaken in the production of this report.

### 6. Conclusion

- 6.1 The attached minutes are submitted for information.



CRAIG HATTON  
Corporate Director (Development and Environment)

Reference : KY/fm

For further information please contact Karen Yeomans, Head of  
Development Planning Services on 01294 324308

#### Background Papers

nil



At a meeting of the Ayrshire Economic Partnership on **Wednesday 17 April 2013** at **5.30 p.m.** In the Council Chambers, Cunninghame House, North Ayrshire Council Headquarters, Irvine, KA12 8EE.

<b>Present:</b>	Councillor Marie Burns (North Ayrshire Council) Elma Murray (North Ayrshire Council) Craig Hatton (North Ayrshire Council) Karen Yeomans (North Ayrshire Council) Councillor Bill McIntosh (South Ayrshire Council) Eilleen Howat (South Ayrshire Council) Lesley Bloomer (South Ayrshire Council) Mark Hastings (South Ayrshire Council) Bill Costley (Private Sector) Councillor Douglas Reid (East Ayrshire Council) Fiona Lees (East Ayrshire Council) Alan Neish (East Ayrshire Council) Sharon Hodgson (East Ayrshire Council) Heather Dunk (Principal Delegate Ayrshire Colleges) Jill Farrell (Scottish Enterprise) Willie Mackie (Ayrshire Chamber of Commerce and Industry) Val Russell (Ayrshire Chamber of Commerce and Industry) Douglas Boatman (Federation of Small Businesses)	
<b>Apologies:</b>	Councillor William Gibson (North Ayrshire Council) Stewart Farmer (Federation of Small Businesses) Donna Higgins (Private Sector) Gordon McGuinness (Skills Development Scotland)	
<b>In Attendance:</b>	Angus O’Henley (North Ayrshire Council) Fiona Millar (North Ayrshire Council)	
<b>ACTIONS AGREED</b>		
	<b>Action Required</b>	<b>Responsible</b>
1.	<b><u>Actions from Previous Meeting: 12 December 2012</u></b>  The Action Note arising from the AEP meeting held on 6 February 2013 was agreed as a true and accurate note of the meeting.	
2.	<b><u>Presentation: Draft Food &amp; Drink Strategy</u></b>  Sharon Hodgson, East Ayrshire Council, gave a presentation on the Draft Food & Drink Strategy for Ayrshire.  “Scotland is a land of food and drink. We have some of the best natural produce in the world. The food and drink stands for quality, for beautiful unspoilt landscapes, clear	

	<p>air, pure water and all the traditions of good husbandry.” (Recipe for success: Scotland’s National Food and Drink Policy, Scottish Government, 2009.)</p> <p>The Food and Drink Sector in Ayrshire employs over 20,000 people, with service activities accounting for £182m within Ayrshire in 2010.</p> <p>The Public and Private Partnership approach to supporting the Food and Drink Sector forms a strong basis upon which to build, and is demonstrated within the Food and Drink Strategy. It is further believed that Ayrshire is well positioned to build on these strong foundations.</p> <p>Discussion was held on the draft Food and Drink Strategy and the Board agreed to support the strategy and take this forward.</p>	<i>Sharon Hodgson</i>
<b>3.</b>	<p><b><u>Year 2 Launch of Coastal Community Fund</u></b></p> <p>Karen Yeomans presented a paper on the Year 2 Launch of Coastal Community Fund.</p> <p>The Coastal Communities Fund (CCF) encourages the economic development of UK coastal communities by providing funding to create sustainable economic growth and jobs.</p> <p>The Marine &amp; Coastal Strategy identifies and prioritises marine and coastal development opportunities to be taken forward by both North and South Ayrshire Council. The CCF provides a relevant source of funding to realise potential projects.</p> <p>Both North and South Ayrshire Council will submit separate applications to the CCF in relation to Marine Tourism Infrastructure and Harbour Development at locations within the Isles of Arran &amp; Cumbrae and Girvan.</p> <p>Discussion was held on the paper and the Board agreed to take this forward.</p>	<i>Karen Yeomans</i>
<b>4</b>	<p><b><u>Youth Employment Scotland Employer Recruitment Incentive.</u></b></p> <p>Angus O’Henley presented a paper to the Board on the Youth Employment Scotland Employer Recruitment Incentive.</p> <p>Youth Employment Scotland moves forward the Scottish</p>	

	<p>Government's commitment to help unemployed 16-24 year olds into work. It builds on measures which provide education and training to prepare young people for employment. The prolonged economic downturn has hit young people particularly hard. Even where jobs do exist, young people face the catch-22 problem of not being able to secure employment without experience which, results in being unable to gain experience.</p> <p>In response to the above, East, North &amp; South Ayrshire Council have jointly agreed to submit a pan-Ayrshire bid with North Ayrshire as the Lead Authority. Under this incentive, North Ayrshire will be responsible for associated compliance, monitoring and reporting. The joint bid also reflects the pan-Ayrshire focus of the Ayrshire Economic Partnership thus making it easier for the programme to be marketed to local businesses.</p> <p>Discussion was held on the Youth Employment Scotland Employer Recruitment Incentive and the Board agreed that it would be taken forward.</p>	<p><i>Angus O'Henley</i></p>
5.	<p><b><u>Follow on MSPs Presentation/Meeting Scottish Government.</u></b></p> <p>Karen Yeomans provided an update on the Follow on from MSPs Presentation/ Meeting with Scottish Government to the Board.</p> <p>Discussion was held on the Follow on from the Presentation to the Scottish Government. The Board were advised that interest had been shown in the work of the Partnership.</p> <p>Future engagement with Scottish Government will provide an ideal opportunity for Council Officers to liaise with the Minister for Finance, Employment &amp; Sustainable Growth. It was suggested that Willie Mackie attend any future meetings.</p> <p>The three Chief Executive Officers agreed to discuss further at a future Chief Executive Officer Partnership meeting.</p> <p>The Board agreed to take this forward.</p>	<p><i>Karen Yeomans</i></p>

6.	<p><b><u>Thematic Updates</u></b></p> <p><b>Food &amp; Drink</b> Taste Ayrshire pan-Ayrshire Event Calendar includes four showcase events, one in each Local Authority which will include:</p> <p>Taste Ayrshire Branding (Including Website provision)</p> <p>Recruitment of a full-time Taste Ayrshire Manager.</p> <p>Support from North Ayrshire Council together with the two respective Local Authorities will provide additional support in relation to the Food Festival. Such support will be offered to local companies to participate in Food &amp; Drink Master classes in conjunction with last year's successful Fusion Programme.</p> <p>Discussion was held on the Food &amp; Drink Strategy with interaction from other business partners within Ayrshire. It was noted that this has been successful, and additional partnership work will be undertaken with the respective Ayrshire Colleges and Dumfries House.</p> <p><b>Engineering</b> Chris Brodie (Skills Development Scotland, Director for Key Industry Skills Investment Plans) attended to discuss the Engineering Plan which is due for publication in May 2013. C Brodie will be invited to a future AEP to discuss the Engineering Skills Investment Plan and their intention to develop a Regional (Ayrshire) Skills Investment Plan.</p> <p>Graham Waddell (Board member of Scottish Enterprise, Skills Development Scotland and Chair of Scottish Manufacturing Advisory Service) will visit Ayrshire August/September 2013 at which he will hold a number of engineering-related meetings as well as attendance at a future AEP Meeting (date tbc).</p> <p>A joint meeting will be arranged with AEP, Glasgow Economic Leadership Board and the Clyde Valley Partnership to consider collaboration on the engineering sector development.</p> <p><b>Renewables</b> Consideration is being given as to whether it would be beneficial to combine work currently in underway in relation to Energy Strategy at Hunterston. At present work is being undertaken separately by both Hunterston and North Ayrshire Council.</p>	
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	<p>Supply Chain Development: biomass supply chain development event took place on 12<sup>th</sup> February 2013 in Dumfries House, Cumnock. The event was very well attended by Ayrshire companies and focused on potential opportunities from the Renewable Heat Incentive. Fifty-nine delegates attended the event including representatives from twenty-five target businesses and nineteen wood-heating related businesses. Many attendees attended the biomass boiler tours and expressed interest in Renewable Heat Incentive.</p> <p>The Renewable Strategy Report will be presented at the next Board meeting.</p> <p><b>Tourism</b></p> <p>Working in conjunction with industry partners, twenty-three coach operators attended a familiarisation trip from 14 – 17 March 2013. The trip has proved successful and resulted in forty additional coach bookings being confirmed for 2014. This will bring approx. 1500 additional visitors and will result in approx. £140,000 additional visitor spend to the region.</p>	<p><i>Jill Farrell/ Jim Reid</i></p>
8.	<p><b><u>Skills – New Funding Programme</u></b></p> <p>Heather Dunk announced core grant funding of £1.5m for 2014. This funding will enable the delivery of strategic needs within Ayrshire.</p> <p>Discussion was held on availability of courses and whom such courses should be aimed at. The Board were advised that courses would be aimed specifically at the unemployed and adult women returners. It was further highlighted that packaging together with wage incentives, would be a great opportunity for Ayrshire. The Board agreed that the sooner we move on this, the better.</p> <p>The Board discussed the opportunities in Social Care for adult returners and the improvement within the Sector which may arise from this. The Board were advised on the need to meet with sectors through Local Authorities and in particular the hospitality, food &amp; drink and engineering sectors.</p> <p>The Board agreed that Heather Dunk would to meet with the Chief Executive Officers to discuss ways in which funding could be utilised. The Board acknowledged the good news.</p>	<p><i>Heather Dunk</i></p>

9.	<b><u>Global Scott Engagement</u></b>  There was no update in relation to Global Scott Engagement.	
10.	<b><u>AOCB</u></b>  Jill Farrell announced she was moving on from Scottish Enterprise and that Jim Reid would attend future AEP meetings.  Val Russell asked for the secretariat to circulate AEP minutes, Ayrshire Future Dinners and Skills Pulse Survey to AEP Members. This was agreed.	<i>Fiona Millar</i>
11.	<b><u>Next Meeting</u></b>  The next meeting of the Ayrshire Economic Partnership will be held on Wednesday 26 June 2013 at 5.30 p.m. in East Ayrshire Council Headquarters, London Road, Kilmarnock, KA7 3BU.	

**KY/FM**

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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 26**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Economic Development & Regeneration Board**

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**Purpose:** To submit the minutes of the Meeting of the Economic Development & Regeneration Board held on 24 April 2014.

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**Recommendation:** That the Cabinet notes the minutes attached at Appendix 1.

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#### **1. Introduction**

- 1.1 The Economic Development & Regeneration Board was established in August 2010 and consists of key stakeholders and agencies including representatives from the private sector business.

#### **2. Current Position**

- 2.1 The Economic Development & Regeneration Board met on 24 April 2013.

#### **3. Proposals**

- 3.1 The Cabinet is invited to note the minutes attached at Appendix 1.

#### **4. Implications**

##### Financial Implications

- 4.1 There are no financial implications at this time.

##### Human Resource Implications

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

##### Legal Implications

- 4.3 There are no legal implications at this time.

##### Equality Implications

- 4.4 There are no equality implications at this time.

#### Environmental Implications

- 4.5 There are no environmental implications at this time.

#### Implications for Key Priorities

- 4.6 Economic Regeneration is a key priority for the Council.

#### Community Benefit Implications

- 4.7 There are no community benefit implications at this time.

### 5. Consultations

- 5.1 No consultation was undertaken in the production of this report.

### 6. Conclusion

- 6.1 The attached minutes are submitted for information.



CRAIG HATTON  
Corporate Director (Development and Environment)

Reference : CH/KY/FM/LB

For further information please contact Karen Yeomans, Head of  
Development Planning Services on 01294 324308

#### Background Papers

nil

Meeting:	Economic Development & Regeneration Board	
Date/Venue:	Wednesday 24 April 2013 at 2.00 p.m. in the Council Chambers, Cunninghame House, Irvine	
Present:	Professor Alan McGregor, Glasgow University (Chair) Alison Allan, Assistant Principal (James Watt College) (Sub for S Pinder) Councillor Marie Burns, Portfolio Holder: Economy & Employment (North Ayrshire Council) Alastair Dobson, Managing Director (Taste of Arran) Councillor William Gibson, Leader of the Council (North Ayrshire Council) Elma Murray, Chief Executive (North Ayrshire Council) Councillor Peter McNamara (North Ayrshire Council) Robert McKay, (Jobcentre Plus) Gordon McGuinness, Skills Development Scotland Malcolm Simpson, SimpsInns Limited Jim Reid; Director of Financial Services & West (Scottish Enterprise) Gordon McLean, (UPM Caledonia)	
Apologies:	Etta Wright, District Manager (Jobcentre Plus)	
In Attendance:	Paula Chadderton, The Scottish Government Karen Yeomans, Head of Service Development Planning (North Ayrshire Council) Patrick Wiggins, Chief Executive (Irvine Bay Regeneration Company) Marian Gardiner; Chief Executive LESL; (Business Gateway) Kerry McGuire; Business Gateway Coordinator (North Ayrshire Council) Angus O'Henley, Team Leader Economic Development ( North Ayrshire Council) Fiona Millar Administrative Assistant (North Ayrshire Council)	
ACTIONS		
No.	Action	Responsible
1.	<b>Welcome and Introductions</b>  The Chair opened the meeting and apologies were received from Etta Wright, (Jobcentre Plus).	
2.	<b>Actions arising from the Economic Development &amp; Regeneration Board held on Wednesday 24 2013.</b>  The Action Note arising from the Economic Development and Regeneration Board Meeting held on 24 April 2013 was agreed as true and accurate.	
3.	<b>Matters Arising</b>  a) <b>The Hatchery Offer Update</b>  Karen Yeomans advised the Board on Phase Two of the Hatchery Offer. This is a private agreement between the Hatchery and the two companies as discussed.	

# Action Note

	<p><b>b) The College and North Ayrshire Council Business Dinner</b></p> <p>Alison Allan advised the Board on the jointly hosted business dinner held at James Watt Campus on 19 March 2013. The Board were advised that continuous work had resulted in a further two business breakfasts to be scheduled at Kilmarnock College, themes being engineering and hospitality (dates to be confirmed).</p>	<p><i>Gordon McGuinness to be circulated with dates and times of future business Meetings</i></p>
4.	<p><b>Presentation: Business Gateway</b></p> <p>Marian Gardiner gave a presentation on the performance of the first six months of Business Gateway within North Ayrshire.</p> <p>The Board were advised that North Ayrshire Business Gateway had around 370 enquiries for advice and support, with 19 events and 140 attendees and with 52 businesses receiving client-managed support.</p> <p>Questions arose on support available, what is in place for start-up businesses, what challenges were specific to North Ayrshire, and what marketing was being carried out.</p> <p>The Board were advised that there had been a dramatic drop in business start-ups which had resulted in the implementation of the new Business Gateway website in November 2012. The new website was uploaded with no registration requirements, which led to a dramatic loss of client data not being recorded. This issue has been highlighted to the COSLA/Business Gateway National Unit, BG Senior Management Board and SLAED, as all areas have been affected. This is currently being addressed by Business Gateway National Unit &amp; Scottish Enterprise.</p> <p>This resulted in the requirement for intensive local marketing to promote the services of BG across Ayrshire.</p> <p>It was suggested that the Leader write to Scottish Parliament to raise concern.</p> <p>The Board agreed to request a future presentation on Business Gateway performance in six months. Report on future economic impact comparison and circulation of figures would be provided to the Board in advance of the presentation.</p>	<p><i>Councillor Gibson/ Karen Yeomans</i></p> <p><i>Karen Yeomans/ Fiona Millar</i></p>
5.	<p><b>Presentation: Enterprise Area</b></p> <p>Patrick Wiggins gave a presentation on Irvine Enterprise Area to Board.</p> <p>The Finance Secretary's announcement of four Enterprise Areas in Scotland with effect from April 2012. Irvine is a key strategic location within Glasgow City Region. Incentives available were confirmed within both Scottish and UK Parliaments.</p>	

# Action Note

	<p>Discussion was held in relation to partnership working with NHS and Universities. The Board were advised on the current close working partnership with Glasgow Innovation.</p> <p>Discussion took place in relation to SPRUCE funding. Such funding was proving difficult with many constraints and a more competitive rate may be achievable from a bank.</p> <p>The Board agreed that a paper would be prepared for the next Board meeting.</p>	<p><i>Karen Yeomans/ Patrick Wiggins</i></p>
6.	<p><b>Building a Stronger Business Base</b></p> <p>Malcolm Simpson presented a paper on Building a Stronger Business Base to the Board.</p> <p>North Ayrshire Economic Development Regeneration Board tasked its three Private Sector Board Members to carry out a review of current business support and make recommendations to improve delivery in the following key areas:-</p> <ul style="list-style-type: none"> <li>• Attracting Inward Investment;</li> <li>• Increasing the number of Business Start-ups;</li> <li>• Growing Existing Business.</li> </ul> <p>The purpose of this paper was to report progress in relation to the work of the Business Support Task and Finish Group. Significant work still remains to be undertaken, namely:</p> <ul style="list-style-type: none"> <li>• The appointment of the Business Development Senior Manager and establishment of the new team;</li> <li>• The creation of the 'Team North Ayrshire' approach in consultation with the proposed members and agreement as how this team will operate;</li> <li>• Growth companies to be identified and signed up to the programme;</li> <li>• Development of the package of support;</li> <li>• Development of the web portal and event launch;</li> <li>• Identification of resources required to deliver the programme.</li> </ul> <p>Discussion on Building a Stronger Business Base took place agreement to take forward. A future report will be submitted to the Board in due course.</p>	<p><i>Karen Yeomans</i></p>

# Action Note

<p><b>7.</b></p>	<p><b>Employability and Skills</b></p> <p>Marie Burns presented a report to the Board on Employability and Skills.</p> <p>The Board were advised that a Task and Finish Group, chaired by the Portfolio Holder for Economy &amp; Employment, will be set up to guide and oversee this process. Partners will include JobCentre plus, Skills Development Scotland, Ayrshire Colleges, Scottish Enterprise, Third Sector, local businesses and Services across the Council.</p> <p>Discussion on employability and skills funding identified the need to for a proactive and timeous approach. Work is currently be undertaken by Karen Yeomans and Carol Kirk (Corporate Director – Educations &amp; Skills).</p>	<p><i>Karen Yeomans/ Carol Kirk</i></p>
<p><b>8.</b></p>	<p><b>Single Outcome Agreement</b></p> <p>Angus O'Henley presented an update on the draft Single Outcome Agreement for 2013-2017 and a Working North Ayrshire Action Plan.</p> <p>A presentation and report on Community Planning and the Single Outcome Agreement (SOA) was submitted to the Economic Development and Regeneration Board at its meeting in February 2013.</p> <p>The final draft SOA will be submitted to the Community Planning Partnership Board on 13th June. All amendments will require to be completed and agreed no later than 30 May 2013.</p> <p>The EDRB Board were asked to:</p> <ul style="list-style-type: none"> <li>• Note the draft SOA ;</li> <li>• Agree the Working North Ayrshire Action Plan;</li> <li>• Note the requirement for Council Officers to work with relevant partners to allocate leads and resources against actions.</li> </ul> <p>The Board agreed that an email be sent to all Board Members over the next two weeks for comment and completion by 10 May 2013. It was highlighted that particular attention be given to the last twelve pages of the SOA to align with the ED&amp;R Strategy.</p>	<p><i>Angus O'Henley</i></p>

# Action Note

<p>9.</p>	<p><b>AOB</b></p> <p>Jill Farrell announced that she would be moving on from Scottish Enterprise and Jim Reid would be attending future meetings.</p> <p>It was highlighted that a more cohesive numbering of Agenda Items would be implemented for ease of use for Board Members.</p> <p>All actions must be undertaken and in this regard a procedure will be put in place to ensure that all actions are undertaken by the relevant member.</p> <p>The Chair thanked those in attendance and the meeting closed at 3.55pm.</p>	<p><i>Fiona Millar</i></p> <p><i>Fiona Millar</i></p>
<p>10.</p>	<p><b>Date of Next Meeting</b></p> <p>The next meeting of the ED &amp; R Board will take place on Wednesday <b>7 August 2013 14.00 p.m. in the Council Chambers, 3<sup>rd</sup> Floor, Cunninghame House, Irvine.</b></p>	

KY/Fm



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## **NORTH AYRSHIRE COUNCIL**

### **Agenda Item 27**

**11 June 2013**

#### **Cabinet**

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**Subject:** **Community Empowerment Policy Board**

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**Purpose:** To submit the Minutes of the meeting of the Community Empowerment Policy Board held on 7 May 2013.

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**Recommendation:** That the Cabinet agrees to note the Minutes set out at Appendix 1.

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#### **1. Introduction**

- 1.1 A meeting of the Community Empowerment Policy Board took place on 7 May 2013.

#### **2. Current Position**

- 2.1 The key issue discussed was:
- Irvine Community Sports Club.

#### **3. Proposals**

- 3.1 It is proposed that Cabinet notes the Minutes, which are attached at appendix 1.

#### **4. Implications**

##### Financial Implications

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

##### Human Resource Implications

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

##### Legal Implications

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

#### Equality Implications

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

#### Environmental Implications

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

#### Implications for Key Priorities

- 4.6 There are no key priorities implications arising from this report.

### 5. Consultations

- 5.1 None required.

### 6. Conclusion

- 6.1 That the Cabinet notes the Minutes.



CAROL KIRK  
Corporate Director (Education and Skills)

Reference : AS/EMcK

For further information please contact Audrey Sutton, Head of Community and Culture on telephone number 01294 324414

### Background Papers

None

At a meeting of the **Community Empowerment Policy Board of North Ayrshire Council** held on 7 May 2013 at 10.00 am in Cunninghame House, Irvine.

**Members Present:**

Councillor John Bruce, Councillor Jean Highgate, Councillor Peter McNamara, Councillor Ruth Maguire and Councillor Tom Marshall.

**In Attendance:**

Audrey Sutton, Head of Service, Education and Skills; John McKnight, Manager (Community Development), Education and Skills; Martyn McKeown, Committee & Members' Services Manager, Chief Executive's; John Hamilton, working with Irvine Community Sports Club; George McKee, Chair of Irvine Community Sports Club; Andy Rennie, Vice Chair of Irvine Community Sports Club and Stewart Neil, Treasurer of Irvine Community Sports Club.

**Chair:**

Councillor Alan Hill

**Apologies for Absence:**

Councillor Ronnie McNicol.

Councillor Hill welcomed the members to the meeting and commenced with Item No. 3 on the Agenda.

**1. Minute of previous meeting**

The minute of the previous meeting held on 4 March 2013 was approved.

**2. Matter arising**

To discuss the community centres working group.

**3. Irvine Community Sports Club: Presentation**

After introducing the executive post holders from the club (George McKee, Chair, Andy Rennie, Vice Chair and Stewart Neil, Treasurer) John Hamilton, who has been working with Irvine Sports Club, gave a presentation.

Irvine Community Sports Club was started in 1972 and is an amalgamation of various clubs. It is in an area of higher than average deprivation and lower than normal participation in sport. It offers free membership to juniors (under 18 years of age) and its motto could be said to be "Sport for All, All for Sport".

The club's strategic aim is to ensure financial sustainability and will be targeting specific market segments and building on partnerships. Its aim is to provide:

- A sports hub and a home for member clubs whilst attracting increased sporting participation through the development of sports.
- To be a facility for use by the whole community as well as for local schools.
- To work with key partners to maximise participation in sport with provision of qualified coaching staff.
- To maintain links with school active sports co-ordinators.

The club has a 32 acre site including football, rugby, hockey and cricket pitches, along with an athletics track and bowling green. It also has a gym along with four rooms which can be let as well as a bar/social area. It has eight sports club within the club section covering a broad spectrum of sports and wants to increase provision for girls' and women's sports (provision of changing rooms fit for purpose). It currently has 10 employees and 70 volunteers.

The club meets the Community Planning Single Outcome Agreement outcomes and Council partnership has been growing in the past four years. The club is hoping for support and would welcome future development of the partnership. NAC has its own sports strategy and Irvine Sports Club fits into the promotion and profile of places and spaces and if to increase its footfall needs to be fit for purpose.

The club now has a development plan and has had close contact with and guidance from sportscotland. It hopes to be able to improve access to sport by increasing membership and broaden usage of the Club to the wider community. The club needs to make the following improvements to be fit for purpose as a sporting and recreation facility:

- improved female & child changing facilities/ showers to allow more than one sport to take place at a time
- improve fitness suite
- improve reception area
- improve heating and energy system
- improve parking spaces
- to offer affordable community participation
- to attract more girls and women to participate in sport
- hopes to create 3 new posts
- training for potential jobs for young people
- to continue to develop facilities for active school co-ordinators/support for local primary schools
- to continue to offer facilities for students to undertake Sports Leader Awards.

## Timing

The club is ready to proceed with planning permission received and invitation to tender has been sent out and hoping to commence build in late summer 2013.

Total of £1,000,000 funding has been sourced/requested as follows:

- £250,000 Irvine Sports Club
- £250,000 sportscotland
- £30,000 NAC Landfill
- £100,000 Energy trust

The club has committed money to be spent on the facility and has commissioned architects, with Stage 1 approved by sportscotland. A capital spend of £1,000,000 will offer improved sports and recreation facilities and the club is seeking £250,000 from North Ayrshire Council towards required project funding. This is the Club's first approach to the Council since its formation.

Councillor Hill thanked Mr Hamilton for his presentation and asked if there were any questions.

Councillor Ruth Maguire asked about use by the wider community other than from Irvine residents. It was advised that the Janice Marshall School of Dance takes place in the club as well as pilates classes. Their intention is to have a computer suite and to use social media to publicise the club. The club intends to market the facility for weddings and funerals as Irvine is short of venues for functions of about 90 people. The Club wants to expand gym use (£130 per year membership). Gym members come from a wide area as there is 24/7 access to gym. The business plan identified that facilities are only used at 20% of capacity.

Councillor McNamara asked whether any governing bodies had been approached apart from sportscotland. He was advised that Irvine Bay, the Moffat Trust, the Weir Trust and the Robertson Trust had been approached. The club had received £50,000 from the Scottish Rugby Union for floodlights and also money had been received from "proceeds of crime money". John McKnight advised that the SFA has a strategic approach to funding so would not make any level of funding into an Irvine Sports Club and that other governing bodies do not have significant amounts of money so sportscotland would be the body to approach.

Councillor Highgate requested information on the income gap. The response was given that the club is trying to be sustainable and to move away from grant funding. They have negotiated a payment from Scottish Water for ground; commissioned a business plan; and received gym equipment from Greenwood Academy when it was rebuilt. They are now receiving £24,000 yearly in gym membership and the aim is to generate more income from increased use of facilities/improved facilities. The treasurer explained that he had been asked to take this position 8 years ago and advised that at that point the club was insolvent; 2 years ago it was just marginally in the red; and last year was in the black. The club is not sustainable but moving forward to this. A big issue is that the gym could become overused and needs to be

extended. A hockey section has been built up but currently on a grass pitch and would require an all weather pitch to move upwards in the League.

Councillor Hill asked how the free membership for under 18s fits in with what is happening elsewhere and what was the amount paid by Scottish Water. The Club got £500,000 from Scottish Water and a substantial proportion of this was used to pay off loans and purchase new ground equipment. About £340,000 is in the bank and the club is hoping to put forward £250,000 towards the proposed project and the remainder is to be used for development. It was pointed out that a lot of work was done voluntarily so only the purchase of materials required.

It was advised that Irvine Sports Club is happy to work with Kilwinning Sports Club. They also work with KA Leisure as they can promote outdoor events which KA cannot. John McKnight made reference to community hubs, sports strategy, etc and that their unique selling point is that they have outdoor sports sites which have a strong community focus, though this could be stronger. KA does have a gym but it is not open 24/7. It is certainly a strategic fit. and has a lot to offer to the Community and not just Irvine. Complementarity and partnership working is important and not in competition - which is hugely important.

Councillor Bruce asked whether the hope that construction will start this year is fully dependent on proposed funding package and was advised that the club did not have a "Plan B".

The question was asked whether there is any connection to shooting the papingo (archery) and the response was given that an enquiry had been received from Kilwinning Archers. The club is in receipt of Heritage Lottery Fund in partnership with the Council and this is helping to widen the interest base of club.

Councillor Hill thanked the representatives of Irvine Club for attending and providing the presentation.

Discussion then took place in relation to the club's presentation. The pitches & outdoor facilities strategy will add to the Board's knowledge and understanding of provision in North Ayrshire.

#### **4. Community Councils**

An initial discussion took place in relation to Community Councils due to the Community Empowerment and Renewal Bill's forthcoming legislation. A range of potential issues surrounding community councils was discussed and how this can be taken forward as a Council. There is a need to review how this is done within North Ayrshire Council as not all community councils are active (11 out of 17 functioning).

Issues which require to be addressed include:

- Strategic view
- Diversity
- Issue of encouraging activity and involvement (contested elections)
- Appropriate and proper elections
- Community Empowerment Bill
- Potential involvement in role and delivery of services
- Amount of training and support needed
- Links with external partners and how this fits with council role and partners
- Geographical areas covered by Community Councils.

Feedback needed from members was sought on neighbourhood approach, locality and geographical split. It was agreed that consultation is required and that we need to identify what the Council does not do well.

Community Council elections are held every second year. Martyn McKeown puts a notice in the press seeking nominations for available places. Only if more nominations are received than places available a public meeting is held to elect and a ballot would be cast at this meeting. It was stated that there is difficulty in sustaining minimum numbers for community councils.

Councillor Marshall stated that in the North Coast Community Council meetings are generally quite successful and there is usually press attendance and people therefore tend to know what is going on. Discussion took place about the need to set up meetings properly from the outset with a diversity of membership. The example was given of the success of involvement with the youth parliament. Co-opted members do not need to be 18 and has to be an enjoyable experience.

Training for all chairs and secretaries will be arranged once the revision is agreed. There is also a proposal to have a civic forum to bring members of different community representation groups together and provide an opportunity for them to meet.

Discussion took place as to how to overcome apathy and increase interest and get views represented. The importance of communication was stressed and with the relaunch of the council website each community council has a page.

Timeline – 20<sup>th</sup> May Community Council chairs and secretaries invited to meet the Council.

NAFCA AGM is being held on 18<sup>th</sup> May and should be alerted that Community Councils are being reviewed. Group leaders also need to be advised and depending on timing this proposal should be circulated to members.

## **5. Community asset transfer/purchases; progress report**

The final guidance document is now being signed off with applications underway and officers now assigned to different projects and the community associations involved.

A. Sutton will report back on this and can circulate a list internally.

## **6. AOCB**

### **Short Life Working Group**

A minute of the meeting from the Short Life working group on Community Centres and Halls held on 11 March 2013 was circulated.

There is a meeting planned for next week (15<sup>th</sup> May 2013).

### **Meeting of Community Council Chairs**

There is a meeting on 20<sup>th</sup> May for Community Council chairs and Martyn McKeown has already written to advise that a review of Community Councils is being considered.

It was pointed out that the spelling of Councillor Maguire 's and Councillor McNicol's names was incorrect in the minutes. Apologies were given

## **7. Date of next meeting**

The next meeting will take place on Monday 17 June at 2.00 pm in the Council Chambers.