



NORTH AYRSHIRE
COUNCIL

Cunninghame House,
Irvine.

20 February 2014

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 25 FEBRUARY 2014** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

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

2. Minutes (Page 7)

The accuracy of the Minutes of the meeting held on 11 February 2014 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

3. Millport Regeneration (Page 13)

Submit report by the Corporate Director (Development and Environment) and receive presentation on progress made with a series of regeneration projects in Millport (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Corporate Director (Education and Skills)

4. Gaelic Language Plan (Page 27)

Submit report by the Corporate Director (Education and Skills) on the outcome of the consultation and seeking approval of the Gaelic Language Plan (copy enclosed).

Reports by the Corporate Director (Development and Environment)

5. Tourism in North Ayrshire (Page 67)

Submit report by the Corporate Director (Development and Environment) on progress made in the development of the tourism economy of North Ayrshire (copy enclosed).

CONTRACTS

6. Refurbishment of Cunninghame House (Page 103)

Submit report by the Corporate Director (Finance and Corporate Support) on progress being made with the Cunninghame House refurbishment project; the result of the tender exercise for phase 1 of the works; and proposals for the award of contract for the phase 1 works (copy enclosed).

7. Contract for Provision of Non-Life Insurance Services and Claims Handling Services (Page 113)

Submit report by the Corporate Director (Finance and Corporate Support) on the result of the tender exercise for the provision of Non- Life Insurance Services and Claims Handling Services (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

8. Maximising Attendance Performance - December 2013 (Quarter 3 Summary) (Page 127)

Submit report by the Corporate Director (Finance and Corporate Support) on an analysis of sickness absence in Quarter 3 and the current year to date position (copy enclosed).

MINUTES

9. Housing Revenue Account Business Plan Implementation Group: Minutes of Meeting held on 17 January 2014 (Page 133)

Submit report by the Corporate Director (Development and Environment) on the Minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 17 January 2014 (copy enclosed).

10. 1st Tier JCC and Corporate Health and Safety Group: Minutes of Meetings held on 6 February 2014 (Page 141)

Submit report by the Chief Executive on the Minutes of the meetings of the 1st Tier JCC and the Corporate Health and Safety Group held on 6 February 2014 (copy enclosed).

11. Urgent Items

Any other item which the Chairs considers to be urgent.

Cabinet

Sederunt:

Elected Members

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

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
11 February 2014

IRVINE, 11 February 2014 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Anthea Dickson and Ruth Maguire; Very Reverend M. Canon McManus and M. Fraser (Church Representatives); G. Smith (Teaching Representative) and S. Hughes (Youth Representative).

Also Present

Peter McNamara.

In Attendance

E. Murray, Chief Executive, C. Kirk, Corporate Director, M. Docherty, Head of Service (Education 3-18) and S. Quinn, Head of Service (Development) (Education and Skills); L. Friel, Corporate Director and D. Tate, Senior Manager (Property Management and Investment) (Finance and Corporate Support); C. Hatton, Corporate Director and R. McCutcheon, Head of Environment and Related Services (Development and Environment); A. Adrain, Interim Head and Housing and J. McCaig, Interim Head of Service (Community Care) (Social Services and Health); S. Morley, Research Analyst; A. Woodison Communications Officer, A. Beveridge, Graduate and A. Little, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Tony Gurney, Elizabeth Higton and Emma Mae Hawthorn.

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 meeting held on 28 January 2014 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973

3. Haysholm and James McFarlane Schools

Submitted report by the Corporate Director (Education and Skills) which (a) advised of accommodation pressures affecting both schools; and (b) presented options for addressing the issue.

The Cabinet agreed to (a) approve the funding for the proposed solutions required to address the accommodation pressures at Haysholm and James McFarlane schools; and (b) otherwise note the report.

4. Re-zoning the Denominational Primary School Catchment Areas in Kilwinning

Submitted report by the Corporate Director (Education and Skills) which (a) advised of a proposed housing development of up to 400 homes at West Byrehill Industrial Estate, Kilwinning; and (b) proposed the rezoning of the catchment area of St. Luke's and St. Winning's Primary Schools to mitigate the accommodation pressures at St. Luke's Primary school and support an increase in St. Winning's Primary School roll.

Members asked questions and were provided with information in relation to the housing development that would take place over a period of time and placing requests that would be considered as and when they were received.

The Cabinet agreed to (a) the rezoning of the catchment area of St. Luke's and St. Winning's Primary Schools as detailed in the report; and (b) to receive (i) statutory public consultation documents; and (ii) updates on the progress of the proposal at a future meeting of the Cabinet.

5. School Leaver Destinations Return 2012/2013

Submitted report by the Corporate Director (Education and Skills) which provided information on (a) the destination of young people who left school between 1 August 2012 and 31 July 2013; (b) a range of supports and resources in place to improve outcomes for young people; and (c) changes to the way the annual statistic is produced.

Members asked questions and were provided with information in relation to the collection of statistical information on school leaver destinations that has been undertaken by Skills Development Scotland on behalf of the Scottish Government for more than 10 years.

The Cabinet agreed to (a) note the information set out in the School Leaver Destinations Return; (b) approve the targeting of support and resources to improve outcomes for young people; and (c) note the proposed change in relation to this annual measure.

6. Validated Self Evaluation (VSE): Employability

Submitted report by the Corporate Director (Education and Skills) which (a) advised of the publication of the Validated Self Evaluation (VSE) Employability report (Appendix 1) and (b) proposed targeting of support and resources to improve outcomes for young people.

The Cabinet agreed to (a) approve the targeting of support and resources to improve outcomes for young people; and (b) otherwise note the report.

7. Validated Self-Evaluation (VSE)

Submitted report by the Corporate Director (Education and Skills) on the progress made in relation to the actions identified in the Validated Self-Evaluation undertaken by the Council and Education Scotland.

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

- the time-consuming and challenging nature of the VSE exercise and the benefits arising from it; and
- inspections of schools that are still undertaken and the voluntary process of engagement between education authorities in Scotland that focuses on the quality of self-evaluation.

Noted.

8. Scottish Government Consultation regarding the Redraw of Data Zones

Submitted report by the Chief Executive on the proposed response to the Scottish Government's consultation on new data zone boundaries, as detailed in Appendix A to the report.

Members asked questions and were provided with information in relation to the data zone centroid that relates to the point within the data zone that represents the population centre.

The Cabinet agreed to approve the response as outlined in the report.

9. Council House Building: Fencedyke, Irvine

Submitted report by the Corporate Director (Development and Environment) on proposals to progress the Fencedyke Development Project.

The Cabinet agreed to approve (a) the Housing Revenue Account Capital Investment budget required to enable the House Building project at Fencedyke to commence in 2014/15; (b) the transfer of the land at Fencedyke Primary School from the General Services Account to the Housing Revenue Account; and (c) a procurement exercise to invite and assess tenders in advance of the appointment of Building Contractors.

10. Payday Lending

Submitted report by the Corporate Director (Finance and Corporate Support) on proposals to review financial literacy and affordable lending within North Ayrshire.

Members asked questions and were provided with information in relation to the short life Officers' Working Group that will be chaired by Councillor Maguire, supported by external experts were required, and will report back to Cabinet in the summer 2014.

Noted.

11. Planned Events To Commemorate the Anniversary of the start of World War One and World War Two

Submitted report by the Corporate Director (Development and Environment) on a number of events and projects being planned throughout North Ayrshire to commemorate the 100th anniversary of the start of World War One and the 75th anniversary of the start of World War 2.

Noted.

12. Housing (Scotland) Bill

Submitted report by the Corporate Director (Development and Environment) which provided an overview of the proposed changes contained within the Housing (Scotland) Bill as introduced to the Scottish Parliament in November 2013.

Noted.

13. Adult Support and Protection Committee Annual Report 2012-2013

Submitted report by the Director (North Ayrshire Health and Social Care Partnership) on the range of work being undertaken across agencies and the wider community over the period April 2012 - March 2013.

Members asked questions and were provided with information in relation to plans to deliver public protection awareness raising sessions to a range of Council staff

The Cabinet agreed (a) the Director (North Ayrshire Health and Social Care Partnership) provide to Members information in respect of the timescale for the training sessions for GPs; and (b) to otherwise note the report.

14. North Ayrshire Housing Partnership: Minutes of Meeting 10 December 2013

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the Meeting of the North Ayrshire Housing Partnership held on 10 December 2013.

Noted.

15. Exclusion of the Public and Press

The Cabinet resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the meeting, the press and the public for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 9 of Part 1 of Schedule 7A of the Act.

16. Surplus Property - Former Dreghorn Primary School, Main Street, Dreghorn

Submitted report by the Corporate Director (Finance and Corporate Support) which (a) advised on the proposed disposal of the former Dreghorn Primary School; and (b) conditions that will be incorporated within the terms of the legal missives associated with the transaction.

The Cabinet agreed the disposal of the former Dreghorn Primary School on the terms detailed in the report.

The meeting ended at 3.20 p.m.

NORTH Ayrshire Council

Agenda Item 3

25 February 2014

Cabinet

Subject: **Millport Regeneration**

Purpose: To advise Cabinet of progress made with a series of regeneration projects in Millport.

Recommendation: That Cabinet:

(a) notes the progress made with proposals for: Millport Marine Biological Station; Millport Conservation Area; Millport Pier; a shared use path and improvements to the Quayhead;

(b) agrees to prepare and submit a bid for Conservation Area Regeneration Scheme funding; re-submit an application for Townscape Heritage Initiative funding; and, support a shopfront improvement scheme within Millport town centre; and

c) Notes that Option 5 provides the most efficient economic outcome for Millport Pier and that, subject to the securing of external funding, this be developed for further consideration.

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 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) considering 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 progress with a series of regeneration projects which have commenced since the 20 March 2013 Cabinet meeting.

2. Current Position

- 2.1 Work to address the regeneration of Millport has included the following:

Millport Marine Biological Station (MMBS)

- 2.2 Cabinet of 11 June 2013 agreed to the principle of the operation of the MMBS by the Field Studies Council (FSC) as the most sustainable use and to provide capital funds of up to £1.5m in support of the capital investment requirements of the FSC. The Council's contribution will form part of a capital investment of c.£4m which will allow the construction of new accommodation, and refurbished/extended teaching and accommodation facilities.
- 2.3 The 2 main components or phases of this capital investment are as follows:

Phase 1 - New accommodation for around 60 academic students to allow increased numbers to be accommodated at the MMBS. The Phase 1 works will also include elements such as parking, services, energy and sewerage to serve the accommodation and teaching provision. A tender was issued by North Ayrshire Council (NAC) in December 2013 for Phase 1. This will lead to the appointment of a design and build contractor in April 2014 and the commencement of construction around August 2014. This will be financed by the capital contributions from NAC (up to £1.5m), Highlands and Islands Enterprise (scale to be confirmed) and the Scottish Government following confirmation on 22 November 2013 that an application for £500,000 to the Regeneration Capital Grant Fund has been successful. The procurement of phase 1 will require ownership to be transferred from the FSC to the Council, and a lease agreement between NAC and FSC for the accommodation. Both issues will be the subject of a Cabinet report prior to the award of the construction contract.

Phase 2 - Refurbishment of existing accommodation and teaching block. The teaching facilities require refurbishment to allow modern provision in terms of laboratory space, IT facilities and a reduction in the current significant utility costs. The existing accommodation also requires refurbishment. It is envisaged that phase 2 will be financed by a range of sources who have been or will be approached for funding support. These include the Nuclear Decommissioning Authority, the Coastal Communities Fund, The Robertson Trust and the Wolfson Foundation.

Millport Conservation Area

- 2.4 Cabinet agreed on 11 June 2013 to the preparation and submission of a bid for Townscape Heritage Funding for the Millport Conservation Area. This programme, administered by the Heritage Lottery Fund (HLF) helps communities improve the built historic environment of conservation areas in need of investment. An application was submitted in August 2013 requesting an investment of £1m from HLF to support a capital investment of £500,000 from the Council. Unfortunately the Council's bid was unsuccessful, however, feedback from the HLF has been positive. It has been suggested that a future bid could be refocused to take account of projects which demonstrate a wider vision for Millport such as proposals for the Pier and public realm/path improvements.
- 2.5 The Scottish Government recently announced that £10m funding through the Conservation Area Regeneration Scheme (CARS) will open this year with a closing date of 31 August 2014. CARS aligns with the aspirations of Townscape Heritage (TH) funding, specifically targeting conservation areas with social and economic disadvantages that find it difficult to attract investment in regeneration. The Council has ongoing CARS projects in Irvine and Kilbirnie.
- 2.6 In response to the recent decision by HLF, it is considered that there remains the opportunity to secure investment in the Millport conservation area by:
- submitting a bid for CARS funding prior to the 31 August 2014 deadline;
 - subject to feedback from HLF, the development and re-submission of a bid for TH funding in August 2014; and
 - offering support through a shopfront improvement scheme within Millport town centre. This would initially be of a relatively limited scale pending the outcome of the CARS/TH bids which could lever in additional external funds towards a more comprehensive scheme.
- 2.7 Agreement to these projects will require a recommitment of support for a joint CARS and Townscape Heritage programme submission, and some revenue expenditure towards shopfront improvements.
- 2.8 Appendix 3 illustrates Millport Conservation Area and the indicative Townscape Heritage Area.

Millport Pier

- 2.8 An annual maintenance budget of £46,200 is held for the pier. Structural Surveys of Millport Pier have identified that, in the medium term, investment works will be required to maintain its current operation.
- 2.9 In September 2013, the Council appointed Optimal Economics, in association with Wallace Stone Civil Engineers to provide consultancy support for economic analysis of proposals to redevelop Millport Pier. The initial brief identified the three options with reference to earlier structural studies carried out by the Council (1-3 in Appendix 1). In addition, Optimal Economics identified three “breakwater” options for analysis which could be accommodated (4-6 in Appendix 1). An assessment of these options and projections for capital works, maintenance, and economic benefit over 25 years are set out in Appendix 1.
- 2.10 The annual maintenance costs for options 4-6 would be minimal as the breakwater is designed to be 'self healing'. However, in addition to annual maintenance costs associated with any new moorings, it would be necessary to put in place a plan to dredge any newly created mooring area on a periodic basis.
- 2.11 The assessment indicates that option 5 above, the replacement of the wooden pier with a rock breakwater of 60 metres, outperforms the other options by some margin. While this produces the greatest net benefit to Cumbrae as facilities for visiting yachts and leisure boats would be enhanced, it would result in an end to calls by the Waverley. A plan illustrating this option is included at Appendix 2.
- 2.12 Given the current financial challenges facing the Council and the diversion of capital funds to support the Marine Biological Station and wider regeneration activities within Millport, that provide greater economic benefit than the redevelopment of the pier, it will be necessary to identify sources of external funding to develop this option further for detailed consideration.

Shared Use Path and Quayhead improvements

- 2.14 Officers have recently completed a round of public consultations to seek views on proposals to create a new seafront path between the Quayhead and Kames Bay and a redesign of the public space at the Quayhead. Appendix 3 illustrates the proposed shared use path which would improve access for walkers and cyclists, increase cycle parking provision and upgrade bus stops improving access to public transport. This would also reduce the potential for conflict between walkers and cyclists on the existing Promenade and with vehicles on the road. The redesign of the public space at the Quayhead would improve access for public transport, a welcoming gateway for visitors and the opportunity for some event space and outdoor seating for businesses.
- 2.15 The Council is in the process of investigating potential funding sources to realise these works. The redesign of the Quayhead would form part of a TH or CARS bid.

3. Proposals

- 3.1 It is proposed that Cabinet:
1. Notes the progress made with proposals for: Millport Marine Biological Station; Millport Conservation Area; Millport Pier; and, proposals for a shared use path and improvements to the Quayhead;
 2. Agrees to: prepare and submit a bid for Conservation Area Regeneration Scheme funding; re-submit an application for Townscape Heritage Initiative funding; and, support a shopfront improvement scheme within Millport town centre; and
 3. Notes that Option 5 provides the most efficient economic outcome for Millport Pier and that, subject to the securing of external funding, this be developed for further consideration

4. Implications

Financial Implications

- 4.1 Capital funding of up to £1.5m has been approved from the Town Centre Regeneration Budget for the Millport Marine Biological Station. The exact sum required will be confirmed once tenders have been returned and a contractor selected. The majority of the funds will be spent within the financial year 2014/15, with a completion date of March 2015 currently envisaged for the phase 1 works described in the report.

- 4.2 An indicative £570,000 of revenue funding, spread over 5 years, had been committed to the delivery of a Townscape Heritage bid in Millport. It is envisaged that this commitment would be maintained to support CARS and TH funding bids. The proposed shopfront improvement scheme within Millport town centre would be met from within the existing revenue budget.
- 4.3 The preferred option for the redevelopment of Millport Pier would require capital investment of £1.97m. Following the diversion of funding from within the 10 year capital plan to support projects, within Millport, than provide greater economic benefit that the redevelopment of the pier it will be necessary to secure external funding before this option can be considered further.

Human Resource Implications

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

Legal Implications

- 4.5 Discussions are ongoing between the FSC and the Council with regard to ownership and leasing arrangements for the completed accommodation block at MMBS, with consideration being given to ownership by NAC and a long lease agreement with FSC. Cabinet will require to approve Heads of Terms prior to the award of the Phase 1 construction contract.

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.8 The Council's key objective of regenerating our communities and increasing employment is supported.

5. Consultations

- 5.1 In response to the MMBS project there has been ongoing consultation between officers from Development Planning with the Council's Corporate Procurement service and key partners the Field Studies Council and Highlands and Islands Enterprise.
- 5.2 The Millport Conservation Area, Millport Pier and proposed shared use path and improvements to Quayhead have been subject to consultation between Officers of the Council and members of the public.

6. Conclusion

- 6.1 North Ayrshire Council has played a key role in the implementation of a sustainable business plan to safeguard the long term future of the Millport Marine Biological Station. It is projected that safeguarding the future of the Station will secure 15 jobs initially (rising to 30 over five years), generate up to 13,000 visitor bed nights through the provision of additional accommodation and generate an additional £300,000 for the local economy annually. The pursuit of the preferred option in relation to the Pier would generate approximately £148,000 for the local economy annually or £3.7m over 25 years, however it will be necessary to secure external funding to develop this option further.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : AL

For further information please contact Alasdair Laurenson on 01294 324758

Background Papers

N/A

Economic Analysis of Proposals to Redevelop Millport Pier




Option	Capital Cost	Maintenance Cost over 25 Years	Total Cost over 25 Years	Benefit over 25 Years	Net Benefit over 25 Years	Implications
1. Refurbish the masonry section of the pier and continue to maintain the timber section, with an increased annual budget allocation	£1.09m	£1.07m	-£2.16m	£0.72m	£-1.44m	Existing activities continue. Risk of cost escalation and damage to pier.
2. Refurbish the masonry section of the pier and encase the existing timber section with sheet piles and the provision of a new deck	£2.45m	£50,000	-£2.46m	£1.34m	-£1.12m	Existing activities continue. Risk of cost escalation and damage to pier.
3. Refurbish the masonry section of the pier and demolish the timber section	£1.13m	£70,000	-£1.19m	£0.31m	-£0.88m	End of Waverley calls. Risk of cost escalation, damage to pier and flooding to promenade.
4. Construction of a 700 metre breakwater, sited south of Millport town centre	£11.6m	Limited cost for maintenance of pontoons.	-£11.6m	£1.2m	-£10.4m	Scope for development of a large marina (additional cost of £2.5m+).
5. Demolition of timber pier and construction of 60 metre breakwater and pontoon.	£1.97m	Limited cost for maintenance of pontoons.	-£1.97m	£3.7m	£1.73m	End of Waverley calls. Improved access to tour boats and yacht visitors.
6. Demolition of timber pier and construction of 105 metre breakwater and pontoon.	£2.77m	Limited cost for maintenance of pontoons.	-£2.77m	£4.3m	£1.53m	End of Waverley calls. Improved access to tour boats and yacht visitors.



GENERAL NOTES

Appendix 2

LEGEND

-  = DEMOLITION OF EXISTING TIMBER PIER AND REPAIR OF EXISTING MASONRY PIER
 = PROPOSED DREDGE AREA
 = PROPOSED BREAKWATER

B	MINOR REVISIONS.	JR	14/02/14
A	MINOR REVISIONS.	JR	13/02/14
REV	DETAILS	BY	DATE

AMENDMENTS

CLIENT

NORTH AYRSHIRE COUNCIL

MILLPORT PIER REDEVELOPMENT STUDY

BREAKWATER

WALLACE STONE
CONSULTING CIVIL ENGINEERS
Dowan Farm Steading
Dowan Road, Milngavie
Glasgow G62 6HA
Tel: (0141) 9550995 Fax: (0141) 9554540

DRAWING TITLE

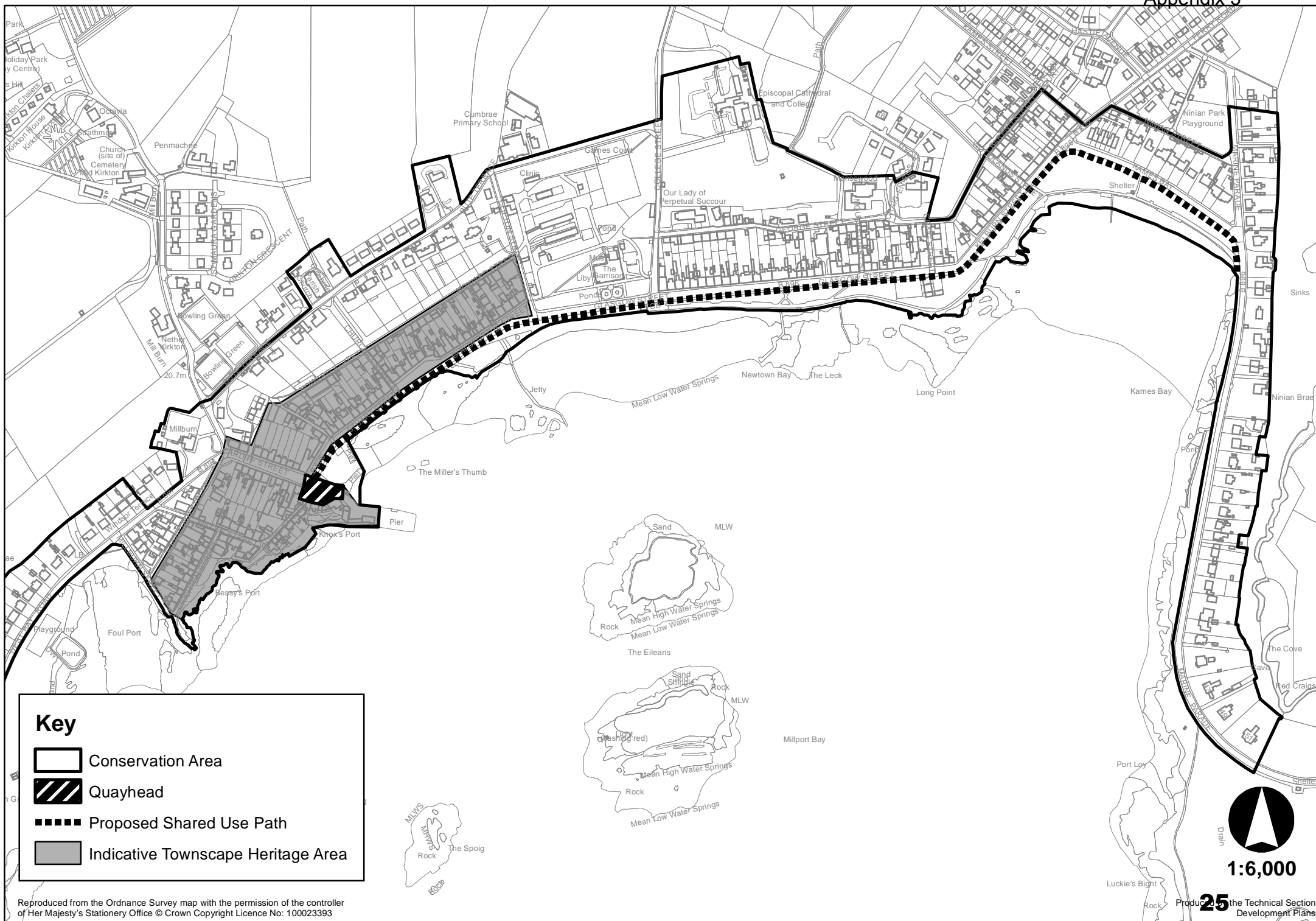
NOTIONAL BREAKWATER &
PONTON LAYOUT

DRAWN JR	CHECKED GB	APPROVED JP
DATE JAN 14	DATE JAN 14	DATE JAN 14

SCALE (A1)	1:500	STAGE FEASIBILITY
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REVISION	A	B								
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PROJECT No.	DRAWING No.
1671	101



NORTH AYRSHIRE COUNCIL

Agenda Item 4

25 February 2014

Cabinet

Subject: **Gaelic Language Plan**

Purpose: To advise the Cabinet on the outcome of the consultation on the Gaelic Language Plan.

Recommendation: That Cabinet (a) notes the outcome of the consultation; and (b) approves the Gaelic Language Plan for submission to Bòrd na Gàidhig.

1. Introduction

- 1.1 A Gaelic Language Plan (GLP) is now a statutory requirement for local authorities. North Ayrshire Council received official notification from Bòrd na Gàidhig in December 2012 of the requirement to prepare a statutory Gaelic Language Plan (GLP) under the framework of the Gaelic Language (Scotland) Act 2005.
- 1.2 The GLP includes Gaelic Medium Education (GME) and Gaelic Learner Education (GLE). The GLP affects all Council services and requires a description of how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publication and staff matters and how Gaelic will be used in any of the services the authority delivers.
- 1.3 A draft GLP was approved by Cabinet in October 2013 and it was translated into Gaelic before a public consultation.

2. Current Position

- 2.1 North Ayrshire Council is developing its response to meeting statutory commitments in adopting its first GLP. A cross-council working group has drafted the plan and consultation with the public has taken place. Information about this was publicised on the Council website, in the press and in libraries.

- 2.2 In relation to language and culture, North Ayrshire Council has been actively involved in supporting the development of Gaelic language and culture for over twenty years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners.
- 2.3 We have audited our provision for Early Years, Gaelic Cultural Provision, Adult Learning and Awareness and staff language skills. Gaelic development work continues with the support of Scottish Government's Gaelic Specific Grant with Early Years in Arran, through heritage and culture and basic language acquisition for adult learners.
- 2.4 The Gaelic Language Act Implementation Fund has provided 4 Gaelic Awareness sessions for over 60 people and these have been well-received. The Scottish Government has provided £50,000 to integrate some Early Years Gaelic provision in the renovation of the historic Town House in Irvine.
- 2.5 Currently 5 children are receiving GME provided in partnership with Inverclyde Council and Glasgow City Council. North Ayrshire Libraries have a collection of Gaelic books at Irvine and Beith Libraries. Gaelic language courses are also available to borrow from local libraries. Around 600 items are borrowed each year.
- 2.6 The Staff skills audit attracted 215 replies. It identified 3 confident or fluent Gaelic speakers amongst the Council workforce, with 75 expressing an interest in learning or improving their Gaelic language skills. A further 123 expressed that they had no wish to develop these skills. Some staff questioned the relevance of Gaelic in North Ayrshire and pointed to their experience of an absence of public demand.

Issues raised by staff members are:

- including Gaelic in logo and letterheads;
- promoting opportunities to learn; and
- responding in a relevant and proportionate way.

Public Consultation on draft GLP

- 2.7 The consultation events have been held in Ardrossan, Kilwinning, Largs, Irvine and Beith and these attracted 34 people. A sixth event on Arran was cancelled because of adverse weather. The online consultation attracted 14 respondents and 2 submissions were sent directly to the Council.

Issues raised by the public include:

- broadening the Plan to reflect the GME information and choices for parents;
- developing opportunities for Gaelic cultural classes;
- increasing the focus on strengthening Gaelic learning within the Plan;
- looking for links between Gaelic learning in primary schools and the 1+2 languages initiative;
- increasing the emphasis on Gaelic learning for adults;
- prioritising Gaelic learning for early years and building progression routes;
- coordinating the development of NAC Gaelic through a Gaelic Language Development Officer (possibly also to deliver the Plan);
- improving the library Gaelic stock and including Gaelic community in stock selection;
- more information about Gaelic on the Council website and through other channels;
- better communication with Gaelic learners; and
- building Gaelic skills amongst the NAC workforce.

2.8 Informal feedback has also been received from Bòrd na Gàidhig.

2.9 As a result a number of changes have been made to the draft GLP (Appendix 1).

Changes to Gaelic Language Plan

2.10 The Gaelic Language Plan (Appendix 1) covers Gaelic Medium Education (GME) and Gaelic Learner Education (GLE). It also describes how the authority will use Gaelic in relation to its internal processes, such as corporate identity, communications, publications and staff matters and how Gaelic will be used in any of the services the authority delivers.

2.11 North Ayrshire Council's GLP is both reasonable and proportionate; it affords equal respect to the status of Gaelic and English as official languages of Scotland, but recognises that, within the local context, treatment may necessarily be different.

2.12 The key changes which are being proposed, as a result of the consultation feedback are:

- To seek external funding for a Gaelic Development Officer to help with aspects of delivery such as the Gaelic Language in Primary Schools; and
- To hold a new consultation on Gaelic Medium Education.

These are high-level expectations of all Gaelic Language Plans which Bòrd na Gàidhig has informally suggested are expressed more clearly.

2.13 An overview of this statutory process is as follows:

- 18 months from notification to development and submission, including 6-12 weeks public consultation on the draft plan in both languages;
- the date which the GLP is required by the Bòrd for their approval is 28/2/14 followed by a 3-6 months for assessment by Bòrd na Gàidhig;
- once approved the plan must be published and made widely available; and
- the final stage is to monitor and review which is built in to the GLP process.

3. Proposals

3.1 That Cabinet (a) notes the outcome of the consultation; and (b) approves the Gaelic Language Plan for submission to Bòrd na Gàidhig.

4. Implications

Financial Implications

4.1 It is anticipated that consultation and publication costs will be met by external funding.

Human Resource Implications

4.2 It is anticipated that there will be some training and resource allocation implications for staff.

Legal Implications

4.3 There are no legal implications at this stage.

Equality Implications

4.4 There are no equality implications at this stage.

Environmental Implications

4.5 There are no environment implications at this stage.

Implications for Key Priorities

4.6 The implications for Key Priorities are:


- "opportunities for lifelong learning have increased;"
- "levels of educational attainment and achievement have improved;"
- "more young people are leaving school for positive destinations;"
- "levels of voluntary action and community involvement have increased;" and
- "partnership working between the public, community and voluntary sector has improved".

5. Consultations

- 5.1 Future public consultations will be part of the monitoring and review process.

6. Conclusion

- 6.1 The Gaelic Language Act (2005) has highlighted the importance of the Gaelic language to Scotland and it is now the statutory requirement of North Ayrshire Council to develop and implement its own Gaelic Language Plan. North Ayrshire Council's GLP should be submitted for approval to the Bòrd and officers should continue to seek external funding to support its implementation.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : RA/AS/JN

For further information please contact Audrey Sutton, Head of Service (Community and Culture) on 01294 324414

Background Papers

None

North Ayrshire Council DRAFT GAELIC LANGUAGE PLAN

2014-2019

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on 2014.

FOREWORD

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing our Gaelic provision and North Ayrshire Council will join over 100 other public bodies in producing their own Gaelic Language Plan.

The aim of the Gaelic Language (Scotland) Act is to secure the status of Gaelic as an official language of Scotland commanding equal respect to the English language. Our Gaelic Language Plan explains how we will promote and use Gaelic within our work and throughout North Ayrshire. It affects all Council services and a range of departments have been working together in its development. There will be a series of consultation events and an online survey for the public and our external partners to share their views about our proposal before the Plan is finalised.

We have recently audited our provision for Early Years, Gaelic Cultural provision and Adult Learning and held discussions with communities about our approach of basic language acquisition through awareness-raising of Scottish culture and history, information and awareness sessions for parents, musical tuition and Scottish dance instruction. In addition the Gaelic language skills of our workforce have also been audited.

North Ayrshire does not have a strong tradition of Gaelic speaking but we have a good basis for growth as there is considerable enthusiasm for participation in Gaelic cultural events such as the annual fèis, clàrsach, accordion and fiddle playing, poetry, art and song. North Ayrshire Council is committed to supporting the aspirations of the Gaelic Language Plan and being proactive in implementing them in a proportionate way.

There is much to be proud of: the work with Early Years groups on Arran supporting language acquisition, Gaelic Bookbug and information sessions for parents; building Gaelic language and culture within Curriculum for Excellence in our place names “Baile mor agus Baile beag” project and using our partnerships with Scottish Opera and the Arran Theatre and Arts Trust to deliver Gaelic based learning through cultural activities.

The strong tradition of Gaelic language provision and the recent discussions with communities provide a firm foundation for the first Gaelic Language Plan, which shows our confidence that we will be successful in developing and promoting Gaelic throughout North Ayrshire.

Elma Murray
Chief Executive
North Ayrshire Council

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Summary

North Ayrshire Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. North Ayrshire Council is committed to the objectives set out in the *National Gaelic Language Plan* and is working with communities and partners to put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

North Ayrshire Council understands that the position of Gaelic is extremely fragile and this is reflected in fewer than the national average number¹ of Gaelic speakers in our area. We will work together with communities and partners to ensure that we encourage interest in Gaelic culture and promote the increased acquisition and use of language in ways which are proportionate, sustainable and proactive.

This document is North Ayrshire Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. We will work together with Bòrd na Gàidhlig, Community Planning Partners and our communities to raise the profile and use of Gaelic in North Ayrshire daily life. Our aspiration is that this will contribute to delivery of the *National Gaelic Language Plan* and contribute towards the safeguarding of Gaelic for Scotland's future generations.

North Ayrshire Council's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the *National Gaelic Language Plan* and the *Guidance on the Development of Gaelic Language Plans*.

¹ 0.51% as against 1.1%

Structure of the Gaelic Language Plan

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of North Ayrshire Council's main areas of operation. It also provides a summary of the demography of the Gaelic language and Gaelic community activity within the authority's area, based on our most recent audit in August 2013.

Chapter 2 – Core Commitments

This chapter sets out how North Ayrshire Council will use, and enable the use of Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out *the minimum level* of Gaelic language provision to which we are committed to providing in the lifetime of the Plan.

Chapter 3 – Policy Implications for Gaelic: implementing the National Gaelic Language Plan

This chapter sets out how North Ayrshire Council will help implement the *National Gaelic Language Plan*. It also shows how we intend promoting the use of Gaelic in service planning and delivery.

Chapter 4 – Implementation and Monitoring

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

CHAPTER 1 - INTRODUCTION

Setting the Context for Developing Gaelic Language Plans

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public authority to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. North Ayrshire Council has consulted publicly on the draft of its Gaelic Language Plan in 2014 and has taken into account representations made to it during the consultation process.

Approval of North Ayrshire Council Gaelic Language Plan:

North Ayrshire Council's Gaelic Language Plan will be submitted to Bòrd na Gàidhlig for approval on 28th February 2014.

Overview of the functions of North Ayrshire Council and the use of Gaelic within our area of operation

1. North Ayrshire

North Ayrshire Council is a medium sized local authority on the west coast of Scotland serving a population of 138,200 (2011 Census). The local authority area is divided between the mainland and two islands – Arran and Cumbrae. The main centres of population include Ardrossan, Beith, Brodick, Dalry, Irvine, Largs, Millport, Kilwinning, Saltcoats, Stevenston and West Kilbride.

North Ayrshire is unique, beautiful and varied; a microcosm of Scotland at its best. With its rugged coastline, superb beaches and the dramatic island of Arran and the Cumbraes, it is proud of its landscape, culture and heritage. Tourism is an important feature of the area and ancient ruined castles, the historic attractions of Kilwinning Abbey Tower and the North Ayrshire Heritage Centre and traditional festivals such as Marymass, the annual fèis and the Largs Viking Festival link the community with their heritage and create a strong sense of place. Gaelic heritage and culture forms an important part of this through language, customs, stories, ideas, music and traditions. While slightly over 0.5% of the population speak Gaelic in North Ayrshire, many more are participating in Gaelic cultural events such as the annual fèis, clàrsach, accordion and fiddle playing, poetry, Celtic art, singing and story telling, bilingual history events, in school, nursery provision, community centres and libraries.

The population is forecast to decline by around 10,000 overall due to an increase in net out-migration, in particular of young people. According to the Scottish Index of Multiple Deprivation 17.9% of the population of North Ayrshire is income deprived, the most deprived of which is Ardrossan Central, compared to a national level of 13.4%. The latest figures from End Child Poverty show 25% of children in North Ayrshire are in poverty.

2. North Ayrshire Council

North Ayrshire Council is one of 32 Scottish local authorities established by The Local Government (Scotland) Act 1994. North Ayrshire Council was formed on 1st April 1996 and is the successor to Cunninghame District Council. It is responsible for the delivery of education, social services, culture and community services, roads, waste management, economic development, planning, housing, environmental health, and emergency planning

North Ayrshire Council has 30 Councillors, each representing one of eight Multi Member electoral wards. Each electoral ward in North Ayrshire has either 3 or 4 Councillors. Our current Councillors were elected at the Scottish Local Government Elections held on 3 May 2012. The Council consists of 12 Scottish National Party (SNP) Councillors, 11 Scottish Labour Party Councillors, 1 Conservative & Unionist Councillor, and 6 Independent Councillors. The decision and policy making body for the Council is the Cabinet. The work of the Cabinet is monitored by the Scrutiny and

Petitions Committee. The Council has a series of other committees which consider aspects of Council business. These are:

Appeals Committee

Area Committees for:

- Ardrossan and Arran, Saltcoats and Stevenston Area
- Garnock Valley and West Kilbride Area
- Irvine Area
- Kilwinning Area
- North Coast Area

Audit Committee

Licensing Committee

Local Development Plan Committee

Local Review Body

Planning Committee

Police and Fire & Rescue Committee

Staffing and Recruitment Committee

Two new Advisory Panels have recently been established:

Physical Environment Advisory Panel

Community and Lifelong Learning Advisory Panel

The net annual expenditure of the Council is just over £332.4 million, a saving of £32 million since 2010/11. We employ approximately 6500 people in the following services:

Democratic and Administration Services;

Education and Skills;

Social Services and Health;

Finance and Corporate Support; and

Development and Environment.

The Council leads the North Ayrshire Community Planning Partnership. Its Single Outcome Agreement is the foundation for effective partnership working and sets out our ambitions for North Ayrshire; this contributes to the Scottish Government's sixteen national outcomes. The Single Outcome Agreement 2013-2017 includes clear, agreed outcomes, indicators and targets for which all partners are jointly accountable. The 'golden thread' links high level objectives through to what individual employees do in their daily work.

The North Ayrshire Council Plan 2012-2017 sets out an ambitious vision *North Ayrshire – the place to be*. It is based on four core objectives: regeneration; people and communities; aspirations and ambitions; and improving services. The Council faces considerable challenges to attract jobs, increase inward migration, raise educational attainment, modernise services and increase aspirations; all within a very challenging economic climate. It has an ambitious Change Programme and works with its partners on the Economic Development Regeneration Board to deliver its ambitions for sustainable growth and development. The Council has a strong commitment to increasing capacity in its communities as well as within its services

and is increasing its use of self-evaluation and assessment. It achieved the Quality Scotland's Committed to Excellence in June 2012 and is working on a PSIF evaluation as the next step towards a Recognised for Excellence submission.

3. Gaelic within North Ayrshire

According to the results of the 2001 Census, 0.5% of North Ayrshire's population can speak or read Gaelic. Public interest in Gaelic language learning opportunities is spread across the area.

	Gaelic Language Skills in North Ayrshire	Gaelic Language Skills in Scotland
Understands but does not speak, read or write Gaelic	354	23,357
Speaks, reads and writes Gaelic	355	32,191
Speaks but does not read or write Gaelic	262	18,966
Speaks and reads but does not write Gaelic	66	6,218
Reads but does not speak or write Gaelic	61	4,646
Other combination of skills in Gaelic	31	1,678
No skills in Gaelic	132,599	5,031,167
Total population, aged 3 and over	133,728	5,118,223

North Ayrshire Council will use the Gaelic Language Plan consultation will start its conversation with communities to establish the potential for the growth and development of Gaelic language in the area. The following sections set out the current opportunities and these provide a good foundation on which to build, including an active Gaelic Forum, imaginative work in culture, heritage and music and language development with early years.

4. Gaelic Development in North Ayrshire

North Ayrshire Council has been actively involved in supporting the Gaelic language and culture for over 20 years. As a local authority which serves a diverse range of cultures, we are committed to developing and supporting our Gaelic learners. The number of Gaelic learners and speakers resident in our area form a small but important part of the social fabric of North Ayrshire.

The Gaelic Learning Strategy sets out a plan for supporting Gaelic language provision. Slightly over 0.5% of the population speak Gaelic in North Ayrshire, but many more are participating in Gaelic cultural events. The work developing the Gaelic Language Plan has already helped to establish the potential for developing the use of Gaelic and to start a conversation with the public about the ways in which proportionate capacity building can take place over time.

We have recently audited our provision for Early Years, Gaelic Cultural provision and Adult Learning. In addition we carried out 3 separate evaluation methods to inform our 2014-2019 Gaelic provision, including extensive discussions in communities.

Applications have been made to fund a Gaelic Development Officer to work with communities and Council staff to take forward aspects of delivery such as the Gaelic Language in Primary Schools and Gaelic language learning. Their ability to read, write and speak fluent Gaelic will be an essential skill.

4.1 Gaelic Medium Education

Less than 1% of the NAC population come from Gaelic speaking families who have expressed a desire for Gaelic Medium Education and there are 5 North Ayrshire pupils currently being educated with other GME pupils, 3 in Inverclyde and 2 in Glasgow. Currently our corporate policy is to educate our pupils expressing an interest in GME, in partnership with Glasgow City Council, Inverclyde Council or East Ayrshire Council.

North Ayrshire Council continued its dialogue with communities about Gaelic Medium Education with an invitation to the Parent Councils to attend the draft Gaelic Language Plan consultation. Some attended the meetings to demonstrate their interest in GME. During the lifetime of the Gaelic Language Plan a new consultation about the provision of Gaelic Medium Education will be held. Head Teachers, Parent Councils and parents will be asked for their views about Gaelic Medium Education and the potential for development, for example through the 1+2 initiative. It is important to develop progression routes from the work in early years and make these clear for parents who wish to have their children educated through the medium of Gaelic. As a result, there may be a need to review the partnership provision of GME with neighbouring councils. Depending on the outcome it may be useful to develop service level agreements to formalise and publicise the GME pathways. The discussions may evidence a significant increase in interest in GME and the Council would then explore how funding and staff recruitment issues could be resolved to offer GME more locally.

Gaelic awareness is already included in cultural and educational provision and there will be further exploration to establish how learning opportunities can be offered in primary and secondary schools through Curriculum for Excellence and in Community and Culture-led activities.

4.2 Early Years

The Gaelic Speaking Early Years Practitioner continues to work on Arran, with the support of external funding, supporting language acquisition, Gaelic Bookbug and information sessions for parents. Partnerships with Scottish Opera and the Arran Theatre and Arts Trust have contributed to Gaelic based learning through cultural activities; the former resulted in teachers' CPD leading to over 40 performances in schools and the latter will form an oral/web based Gaelic Heritage Trail on the island.

North Ayrshire Council is building Gaelic language and culture within the Curriculum for Excellence partnership, by further developing our “Baile mor agus Baile beag” a multi form project allowing North Ayrshire pupils to engage with the Gaelic roots of the towns and settlements of the authority through the origins of the place names. Local schools will explore basic vocabulary that commonly, occurs in our surrounding local. There will be full day workshops with multidisciplinary tutors with a Gaelic background in painting, singing and poetry. This work will be consolidated with film workshops integrating the previous sessions into animations.

The workshops will set the stage for longer term language classes, particularly within the early years phase. The service will seek to assist non-Gaelic speaking parents to acquire skills in the language by arranging appropriate family learning classes to support the early years delivery. The Gaelic early years’ introductory programme on Arran will be continued with 6 providers involved. We will continue to use external funding to further strengthen the successful early intervention work with schools and nurseries through the Gaelic Speaking Early Years Practitioner on Arran and encourage continued language development in the community.

North Ayrshire Council will be continuing to encourage the development of Gaelic in the early years and recognises that to be successful this needs to be extended beyond Arran. We will use the Gaelic Language Plan consultation to explore demand for Gaelic in the early years on the mainland and how skills of the Arran-based Gaelic Speaking Early Years Practitioner or other providers could be shared more widely, through Glow, or in primary schools on the mainland with the assistance of external funding.

4.3 Community Learning and Development

Recent changes to the level of Gaelic Specific Grant and within the Council’s Community Development Team has led to a consultation with communities about the current provision of basic language acquisition through awareness raising of Scottish culture and history, information and awareness sessions for parents, musical tuition and Scottish dance instruction.

We only have a small number of Gaelic-speaking tutors living in our area and know that, for our Plan to be successful, we need to work with the communities and strengthen our tutor training programme. Our tutors are motivated and competent speakers but mostly with no formal language training. We have to ensure that our tutors are enabled to deliver at the highest levels for our ambitions to support Gaelic to be sustainable and to offer progression routes for our learners.

North Ayrshire Council has extensive experience in promoting Gaelic Culture, by increasing the range of Celtic cultural experiences including an annual fèis, clàrsach accordion and fiddle playing, poetry, Celtic art, singing and storytelling, bilingual history events in community centres and libraries.

A Community Development survey of Gaelic learners in communities was carried out in 2012 and 59 people took part², 39 women and 17 men.

² Not everyone completed each section

This is a summary of the findings:

Age Range	Place where learning took place	Current ability	Learning	Gaelic spoken fluency	Gaelic reading skills	Gaelic writing skills
26-35 – 4 learners	Ardeer -1	11 Learners – 1 year or less	41 currently taking a class	16 beginners	15 beginners	19 beginners
36-45 – learners 5	Arran - 9	5 Learners – 2 years	2 do not wish to learn Gaelic	24 lower intermediate	22 lower intermediate	24 lower intermediate
46-55 – 10 learners	Beith - 3	11 Learners – 3 years	4 happy with their level of fluency	14 upper intermediate	14 upper intermediate	11 upper intermediate
56-65 – 22 learners	Dalry - 9	8 Learners – 4 years	2 might be interested in learning Gaelic	4 advanced/ fluent	6 advanced/ fluent	3 advanced/ fluent
Over 66 – 18 learners	Irvine, Dregthon - 13	20 Learners- 5 years or more	8 would like to learn but feel they do not yet have the opportunity			
	Kilbirnie – 2	2 native Gaelic speakers				
	Kilwinning - 2					
	Largs - 3					
	Millport – 1					
	Undeclared - 1					
	West Kilbride - 10					

Only one participant was taking part in learning not provided by NAC and another person was the only respondent who did not rate Gaelic as quite or very important. Only one respondent had children in GME. Learning delivery was scattered across 11 communities. There were a variety of responses from learners when asked about what their preferences were for the organisation of classes with 16 preferring in the 2 hour evening class but many of the respondents indicated their flexibility by selecting variety of options – daytime course, informal, conversational Gaelic, weekends, weekday lunchtimes, residential and self-directed study.

4.4 Gaelic and our Partners

There is a long-established Gaelic Forum which has been active for many years in promoting Gaelic language classes, Gaelic cultural activities and providing information. They are an important partner in the review of our Gaelic Learner Education, which will be informed by the 2013 Community Development consultation. Gaelic provision varies in Ayrshire and discussions have taken place with our partner authorities to explore where we can work together to improve engagement with Gaelic and in the provision of Gaelic Medium Education, so that our response in our Gaelic Language Plan is proactive but proportionate in economically challenging times.

4.5 Libraries

North Ayrshire Libraries have invested in a substantial collection of Gaelic books for all levels. They are regularly promoted and currently hosted at Irvine and Beith Libraries but are available for request and collection at the nearest Council Library. Gaelic language courses are also available to borrow materials and have them

delivered to a library of your choice, using the library mobile phone app. Around 600 items are borrowed each year. The Gaelic learners have expressed an interest in helping the library staff select new Gaelic materials for libraries.

4.6 Staff Skills

An audit of staff skills was launched as part of the development of the Gaelic Language Plan. We are unaware at this stage of the capacity of our own Gaelic Language skills and, to date, have identified one native Gaelic speaker. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan.

In a recent Gaelic Awareness session for staff 100% of those attending agreed that they felt Gaelic awareness is relevant to their current and future work. Comments included, 'I can now appreciate why we are including Gaelic in future initiatives rather than doing it because that is the Council's plan' and, 'It has sparked an interest in Gaelic awareness; I look forward to seeing North Ayrshire's plan and ways in which I can be involved.'

CHAPTER 2 - CORE COMMITMENTS

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration. The Bòrd has identified four core areas of service delivery that it wishes public authorities to address when preparing Gaelic Language Plans:

Identity:	Corporate identity Signage
Communications:	Reception Telephone Mail and e-mail Forms Public meetings Complaints procedures
Publications:	Public relations and media Printed material Websites Exhibitions
Staffing:	Training Language learning Recruitment Advertising

This section of the plan will detail North Ayrshire Council's core commitments in relation to the Bòrd's "Guidance on the Development of Gaelic Language Plans".

Each commitment is set out as follows:

1. Information on current practice
2. Key areas of development
3. Targets
4. Timescale
5. Lead Officer

Section 1 - Identity

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

North Ayrshire Council recognises the importance of extending the visibility of Gaelic and increasing its status.

Development Function	Actions	Lead	Timescale
<i>Corporate Identity:</i>			
Current practice	North Ayrshire Council does not have a policy about the use of Gaelic in its corporate identity and does not currently include any Gaelic with its corporate identity.		
Key areas of development	Develop a policy about the use of Gaelic in NAC corporate identity.	Democratic and Administration Services	Year 1
	Render the corporate logo bilingual (Gaelic and English) demonstrating equal respect for the languages and roll-out accordingly across the authority, on a replacement basis.	Democratic and Administration Services	On replacement
	Promote Gaelic through awareness raising events for staff and elected members and public consultation events.	Education and Skills	From Year 1
	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Finance and Corporate Support	From Year 1
	Introduce Gaelic in stationery when it is being reprinted.	Finance and Corporate Support	On replacement

Development Function	Actions	Lead	Timescale
Signage (internal and external):			
Current practice	North Ayrshire Council does not have a policy about the use of Gaelic in its signage and does not currently include any Gaelic with its corporate signage.		
Key areas of development	North Ayrshire Council will demonstrate equal respect for English and Gaelic where it Gaelic incorporated into external and interior signage.	Development and Environment	From Year 1
	Introduce Gaelic into the exterior signage for example North Ayrshire Council/Comhairle Siorrachd Àir a Tuath in corporate HQ, customer services' HQ and other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic into the interior signage, for example Welcome/Fàilte, in corporate HQ, key buildings, such as customer services' HQ other corporate buildings where Gaelic is used.	Development and Environment	On replacement/refurbishment/new buildings
	Introduce Gaelic to threshold road signs on replacement	Development and Environment	From Year 1

Section 2 – Communications

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that Gaelic is welcome. In addition to raising the profile of the language, it also creates opportunities for the practical use of simple greetings and encourages members of the public to use Gaelic greetings in subsequent dealings with the public authority.

North Ayrshire Council recognises the importance of creating practical opportunities for the use of the Gaelic language and in contributing to the sense that its use is welcome and can be facilitated. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and developing the capacity of the council workforce to support its wider use.

North Ayrshire Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.

Development Function	Actions	Lead	Timescale
Reception:			
Current practice	North Ayrshire Council does not make any Gaelic provision in reception areas.		
Key areas of development	Promote Gaelic through awareness raising events for reception staff.	Finance and Corporate Support	From Year 1
	Identify reception staff who would like to receive Gaelic awareness training.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training.	Finance and Corporate Support	From Year 1

	Regularly promote and encourage staff to take up Gaelic language learning opportunities.	Finance and Corporate Support	From Year 1
	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Finance and Corporate Support	From Year 1

Development Function	Actions	Lead	Timescale
Telephone:			
Current practice	North Ayrshire Council does not use Gaelic when answering telephone calls.		
Key areas of development	Promote Gaelic through awareness raising events for staff.	Finance and Corporate Support	From Year 1
	Identify staff who would like to receive Gaelic awareness training.	Finance and Corporate Support	From Year 1
	Identify staff who would like to receive Gaelic language training.	Finance and Corporate Support	From Year 1
	Regularly promote and encourage staff to take up Gaelic language learning opportunities.	Finance and Corporate Support	From Year 1

Development Function	Actions	Targets	Performance Indicators	Lead	Timescale
Mail and E-mail:					
Current practice	North Ayrshire Council Community and Culture staff use bilingual greetings in their email.				
Key areas of development	Promote the use of dual greeting and farewell in email signatures for senior staff, elected members and staff with a Gaelic remit.			Finance and Corporate Support	Year 1
	Promote the use of dual language job titles in email signatures.			Finance and Corporate Support	Year 2

Development Function	Actions		Lead	Timescale
Public Meetings:				
Current practice	North Ayrshire Council does not currently have a policy to include Gaelic in public meetings.			
Key areas of development	Identify staff across the council who would like to receive Gaelic language training in order to be able to welcome and close public meetings.		Finance and Corporate Support	Year 1
	Identify ways in which use of Gaelic in meetings where the subject matter relates to Gaelic language and where there is demand from Gaelic speakers can be facilitated and promote this.		Democratic and Administration Services	From Year 1

Section 3 – Publications

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps enhance the visibility and status of the language. The use of Gaelic in the Council's communications will be proportionate in response to the outcomes of public consultation and the capacity of the council workforce to support its wider use.

North Ayrshire Council is committed to increasing the use of Gaelic in these areas where the subject matter relates specifically to Gaelic issues.

Development Function	Actions	Lead	Timescale
<i>Public Relations and Media:</i>			
Current practice	North Ayrshire Council does not currently issue press releases in Gaelic.		
Key areas of development	Promote Gaelic activity and achievement to the appropriate Gaelic media.	Democratic and Administrative Services	Ongoing
	Discuss interest in receiving Gaelic press releases with local media.	Democratic and Administrative Services	Year 2
	Promote Gaelic activity and achievement to the appropriate Gaelic media.	Democratic and Administration Services	Ongoing

Development Function	Actions	Lead	Timescale
Printed Material:			
Current practice	North Ayrshire Council does not currently print material in Gaelic.		
Key areas of development	Provide information about Gaelic Medium Education and Gaelic Learner Education.	Education and Skills/ Democratic and Administration Services	Year 1
	Review the inclusion of Gaelic in key corporate documents.	Democratic and Administration Services	Year 1
	Consult public on producing bilingual corporate documents and official forms.	Democratic and Administration Services	Year 3

Development Function	Actions	Lead	Timescale
Websites:			
Current practice	North Ayrshire Council does not provide information about Gaelic on the Council website.		
Key areas of development	Introduce some bilingual content to the Council website and develop content about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events in North Ayrshire for the Council website.	Democratic and Administration Services	Year 1
	Link to the appropriate Gaelic websites.	Democratic and Administration Services	Year 1

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Exhibitions:					
Current practice	North Ayrshire Council does not organise separate Gaelic exhibitions.				
Key areas of development	Continue to deliver an integrated programme of exhibitions.			Education and Skills	Year 1

Section 4 – Staffing

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic users have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

North Ayrshire Council is carrying out an audit of staff skills and, to date, has identified one native Gaelic speaker. Developing the staff capacity will be one of the fundamental parts of the Gaelic Language Plan; however, the ability to promote the use of Gaelic in the Council's life is constrained and our approach will be to develop skills before raising public expectations of wider use.

North Ayrshire Council recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. North Ayrshire Council also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so and depending on business needs.

Development Function	Actions	Lead	Timescale
Recruitment:			
Current practice	North Ayrshire Council does not currently have any posts where Gaelic is an occupational requirement.		
Key areas of development	Posts where the ability to speak, read or write Gaelic is an occupational requirement, for example the delivery of Gaelic language learning, will be	Finance and	From Year 1

	identified and bi-lingual adverts considered and linguistic ability will be taken into account.	Corporate Support	
	Seek external funding for Gaelic Development Officer	Education and Skills	Ongoing

Development Function	Actions	Lead	Timescale
<i>Training (including developing and strengthening Gaelic language skills and Gaelic awareness):</i>			
Current practice	North Ayrshire Council does not currently provide staff training in Gaelic language skills.		
Key areas of development	Audit staff skills to identify current skills.	Education and Skills/Finance and Corporate Support	Year 1
	Identify staff and elected members who would like to receive Gaelic awareness training and prioritise according to business need, for example those staff involved in the Gaelic Language Plan delivery.	Finance and Corporate Support	From Year 1
	Identify staff across the council who would like to receive Gaelic language training and prioritise according to business needs for example those staff involved in the Gaelic Language Plan delivery.	Finance and Corporate Support	From Year 1
	Provide opportunities for prioritised staff and elected members to attend Gaelic awareness training, subject to the identification of additional external funding.	Finance and Corporate Support	From Year 1
	Support prioritised staff to undertake Gaelic language training, subject to the identification of additional external funding.	Finance and Corporate Support	From Year 1
	Develop CPD for teachers, subject to the identification of additional external funding.	Education and Skills	From Year 2

Development Function	Actions	Lead	Timescale
<i>Language Learning: (Wider opportunities for Gaelic language learning)</i>			
Current practice	North Ayrshire Council provides support for community led Gaelic Language Education.		
Key areas of development	Use the staff skills audit to identify current staff skills and interest in Gaelic learning to develop a learning plan for Gaelic, depending on business needs.	Finance and Corporate Support	From Year 1
	Provide information about Gaelic Language Learning opportunities.	Education and Skills	From Year 1
	Use social media and other digital platforms to promote awareness of Gaelic.	Democratic and Administration Services	From Year 1
	Make links so that Gaelic is included in the Learning Plan for North Ayrshire	Education and Skills	From Year 1

Chapter 3 – POLICY IMPLICATIONS FOR GAELIC Implementation of the National Gaelic Language Plan

Policy implications for Gaelic

North Ayrshire Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. North Ayrshire Council will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Gaelic Language Plan initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

In the formation, renewal and monitoring of policies, North Ayrshire Council will ensure that the impacts on Gaelic will be in line with the National Gaelic Language Plan. Progress will be reported annually on the North Ayrshire Council website.

Overview of the National Gaelic Language Plan

The National Gaelic Language Plan identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas:

1. *Language Acquisition*

Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic, through:

- increasing the use and transmission of Gaelic in the home
- increasing the number of children acquiring Gaelic in the school
- increasing the uptake and availability of Gaelic-medium education
- increasing the number of adult Gaelic learners progressing to fluency

2. *Language Usage*

Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression, through:

- increasing the use of Gaelic in communities
- increasing the use of Gaelic in tertiary education and places of work
- increasing the presence of Gaelic in the media
- increasing the promotion of Gaelic in the arts
- increasing the profile of Gaelic in the tourism, heritage and recreation sectors

3. *Language Status*

Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life, through:

- increasing the number of bodies preparing Gaelic Language Plans
- increasing the profile and prestige of Gaelic
- increasing the visibility and recognition of Gaelic

4. *Language Corpus*

Strengthening the relevance and consistency of Gaelic and promoting research into the language, through:

- increasing the relevance and consistency of the Gaelic language
- increasing the quality and accessibility of Gaelic translations
- increasing the availability of accurate research information

Commitment to the Objectives of the National Gaelic Language Plan

North Ayrshire Council is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim.

1. Language Acquisition

North Ayrshire Council recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. We will take the following steps to help create a supportive environment for growing the number of Gaelic speakers in Scotland.

Action	Lead	Timescale
Seek external funding for Gaelic Development Officer	Education and Skills	Ongoing
Encourage early years to develop Gaelic, currently delivered through the Gaelic Speaking Early Years Practitioner on the Island of Arran, subject to the identification of external funding.	Education and Skills	From Year 1
Explore how skills of the Arran-based Gaelic	Education and Skills	Year 2

Speaking Early Years Practitioner could be shared more widely, potentially through Glow.		
Open a new consultation on the provision of GME.	Education and Skills	Year 2
Identify and promote clear pathways for parents who wish to have their children educated through medium of Gaelic.	Education and Skills	Year 2
Review partnership provision of Gaelic Medium Education with neighbouring councils.	Education and Skills	From Year 1
Explore how Gaelic Language in Primary School (GLPS) can be offered to school pupils.	Education and Skills	From Year 3
Explore how Gaelic awareness learning opportunities can be offered to 3-18 year old school pupils through Curriculum for Excellence and Community and Culture-led activities.	Education and Skills	From Year 2
Develop CPD for teachers to support the provision of GLPS, subject to the identification of additional external funding.	Education and Skills	From Year 2

2. Language Usage

North Ayrshire Council recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

Action	Lead	Timescale
Seek external funding for Gaelic Development Officer	Education and Skills	Ongoing
Promote Gaelic language through integration in mainstream cultural, heritage and arts activities, such as the programmes	Education and Skills	From Year 1

and displays/exhibitions in the Town House heritage and cultural hub in Irvine.		
Increase visibility of Gaelic within cultural and heritage activities, such as library events.	Education and Skills	From Year 1
Increase visibility of Gaelic through signage in libraries where Gaelic language learning materials are held	Education and Skills	On replacement
Work with Gaelic Forum and communities to support and develop the range of Gaelic learning opportunities for adults.	Education and Skills	From Year 1
Work with Gaelic speaking community to establish a stock selection group for library Gaelic materials.	Education and Skills	From Year 1
Develop bilingual content for the web pages about the Gaelic Language Plan, Gaelic Learner Education, Gaelic Medium Education and Gaelic cultural events for the Council website.	Education and Skills	From Year 1
Increase signposting to Gaelic language learning opportunities for Council workforce.	Education and Skills	From Year 1
Continue to promote use of Gaelic language collections in libraries.	Education and Skills	From Year 1
Extend the existing signposting to Gaelic learning resources, including digital resources.	Education and Skills	From Year 1
Support and demonstrate the inclusion of Gaelic arts, culture and heritage in programmes of activity undertaken or funded by the Council, including book festival and heritage projects such as heritage trails, Saltcoats Town Hall and the Irvine Town House.	Education and Skills	From Year 1

3. Language Status

North Ayrshire Council recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.

Action	Lead	Timescale
Promote the first NAC Gaelic Language Plan.	Democratic and Administrative Services	From Year 1
Establish a Gaelic group to monitor and report on the implementation of the Plan.	Democratic and Administrative Services	From Year 1
Work with Gaelic Forum and communities to support and develop Gaelic.	Education and Skills	From Year 1
Increase visibility of Gaelic within Council buildings, website, cultural buildings and key documents such as Council Plan, annual calendars, etc. as opportunities arise.	Education and Skills	From Year 1
Third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage.	Finance and Corporate Services	From Year 3

4. Language Corpus

North Ayrshire Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language.

Action	Lead	Timescale
Continue to work with communities and partners to raise awareness of Gaelic place names through cultural activities.	Education and Skills	From Year 1
Ensure that work on Gaelic place names	Education and Skills	From Year 1

adheres to rules set by the latest Gaelic Orthographic Conventions and Ainmean Àite na h-Alba/Gaelic Place-Names of Scotland.		
Work with Gaelic Forum and communities to agree a cost-effective and proportionate policy which responds to requests for Gaelic translation.	Democratic and Administrative Services/Education and Skills	From Year 2
Share research and evidence about Gaelic Language with staff.	Education and Skills	From Year 2
Liaise with the national bodies for advice, participating in research where appropriate.	Education and Skills	From Year 1

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in force for a period of 5 years from the date it was approved by the Bòrd. By no later than the end of this period we will review the plan, make such amendments as necessary and submit it to the Bòrd for approval. In Chapter 2 – *Core Commitments* and Chapter 3 – *Policy Implications for Gaelic*, we have set out when we will commence activities. This will be monitored and progress reported annually on the North Ayrshire Council website and to Bòrd na Gàidhlig.

Publishing the Plan

North Ayrshire Council's Gaelic Language Plan will be:

- published bilingually on the website;
- promoted in a bilingual press release announcing the plan;
- made available in our customer services centre, libraries and corporate headquarters' reception area,
- promoted to employees via Navigate, North Ayrshire Council's intranet;
- distributed to partner organisations, as appropriate;
- distributed to Gaelic organisations; and
- made available on request.

Administrative Arrangements for Implementing the Gaelic Language Plan

This plan is the policy of North Ayrshire Council and has been endorsed both by our corporate management team and Council members.

Overall Responsibility

The Councillors and Chief Executive will be responsible ultimately for ensuring that the North Ayrshire Council delivers on the commitments set out in this plan.

Individual Staff members

All employees will be provided with information on the content of the plan via the Council intranet and website. Gaelic Language Plan developments will be reported in News in Brief, Staff Talk and Team Talk, as appropriate.

Services delivered by third parties

All third party organisations which deliver services on behalf of the Council will be advised of the commitments within this Gaelic Language Plan at the procurement stage.

Informing other organisations of the plan

Partner organisations will be advised of the Council's commitments within this Gaelic Language Plan through the Community Planning Partnership.

Resourcing the plan

North Ayrshire Council will resource many of the activities through the budgets of responsible services; however, some activities, particularly Gaelic Language Learning are currently funded by external bodies and dependent on the continuation of this support. Additional funding for specific projects will continue to be sought from external bodies to extend provision.

Monitoring the implementation of the plan

Progress towards the delivery of the plan will be reported to the Council's Cabinet and Bòrd na Gàidhlig annually.

Contact details

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of North Ayrshire Council's Gaelic Language Plan is:

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Queries about the day-to-day operation of the plan should be addressed to:

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NORTH AYRSHIRE COUNCIL

Agenda Item 5

25 February 2014

Cabinet

Subject: **Tourism in North Ayrshire**

Purpose: To inform the Cabinet of the progress made in the development of the tourism economy of North Ayrshire.

Recommendation: That Cabinet (a) notes the progress which has been made in tourism development both at a regional level by the pan-Ayrshire Tourism Team and locally by North Ayrshire Council; (b) approves the approach of focusing on 3 key tourism priorities for future development; and, (c) approves the proposed work to develop a local tourism strategic policy and investment framework for future growth opportunities.

1. Introduction

- 1.1 Tourism in North Ayrshire is a significant industry with further potential to grow. The sector makes an important and increasing contribution to our economy and communities.
- 1.2 Through the Ayrshire Economic Partnership, a Tourism Strategy for Ayrshire & Arran was produced in 2012 to support the growth of the sector by 2017. From this, the three Ayrshire Councils agreed in February 2012 to set up a Single Ayrshire & Arran Tourism Team to lead on the delivery of the strategy through a regional tourism action plan.

2. Current Position

Tourism in Ayrshire and North Ayrshire:

- 2.1 Tourism in Ayrshire & Arran employs 8,490 FTEs as a result of c3.56million tourists visiting the area bringing £360.30million revenue into the area annually (Figures: 2012 Scottish Tourism Economic Activity Monitor for North Ayrshire and the Isle of Arran - STEAM).
- 2.2 In North Ayrshire tourism, employs 3,158 FTEs with c1.1million visitors spending £132.47 million annually (2012 STEAM).

- 2.3 The tourism industry in North Ayrshire is principally focused on the Isle of Arran and the North Coast. However, there are strong tourism products throughout the area including 21 golf courses, an expansive outdoor offering at Eglinton Country Park and Clyde Muirshiel Regional Park and a wide range of sports, recreation, science, and educational facilities. These assets provide North Ayrshire with several opportunities for continued tourism growth.
- 2.4 While the tourism industry grew in North Ayrshire between 2011 to 2012, at a regional Ayrshire & Arran level there has been a slight decrease in the performance of the sector. However, Ayrshire & Arran is still performing better than the Scottish national figures in terms of visitor numbers and revenue as shown in the table below:

	North Ayrshire	Ayrshire & Arran	Scotland
Visitor numbers	1.12%	-0.5%	-1.0%
Tourism revenue	3.08%	-0.9%	-3%
Tourism employment	-0.72%	-1.5%	NA

- 2.5 This positive performance in North Ayrshire's local tourism economy can be attributed to the good performance of the sailing and sports leisure offerings and through Arran's position as Scotland's most desirable island holiday destination. Through the economic downturn, these tourism assets have managed to buck the trend and demonstrate economic resilience. This has also been aided by the combined efforts in tourism development by the Council, it's partners, the tourism industry itself and the Pan-Ayrshire Tourism Team through regional and local initiatives and investments as summarised below.

Pan Ayrshire Tourism Strategy:

- 2.6 The Pan-Ayrshire Tourism Team works across the region and delivers on the strategic priorities set out in the Ayrshire & Arran Tourism Strategy 2012-2017.

These aim to:

- i. Increase annual visitor numbers coming into Ayrshire & Arran by 10% from 3.50 million to 3.85 million.
- ii. Increase annual spend by visitors by 20% from £348 million to £418 million.

- iii. Increase employment supported by the sector by 10% from 8915 jobs to 9807 jobs.
- iv. Enhance and conserve the region's natural heritage and cultural assets.

2.7 The Pan-Ayrshire Tourism Team leads on the delivery of these strategic priorities with industry partners on the Ayrshire Tourism Leadership Group and working to the Service Plan attached at Appendix 1. The Team works with the three Ayrshire local authorities and other private and public sector partners such as VisitArran, VisitScotland and Taste Ayrshire who have all committed to the growth aspirations as set out in the Ayrshire & Arran Tourism Strategy. It was agreed in February 2012 that the Council would contribute £181,900 per annum towards the Pan-Ayrshire Tourism Team for a five year period (reviewed after three) and also to support its efforts at a local level by delivering a strategically aligned Local Tourism Action Plan.

2.8 The Pan-Ayrshire Tourism Team has focused on 12 areas of delivery and made good progress in the development and initial delivery phase of the projects in the following areas:

- Culture & Heritage - creation of itineraries and enhancing cultural experiences through visitor attractions signposting initiative;
- Golf - securing funding from Scottish Enterprise for research and development of a regional golf development group;
- Natural Environment - development of a "walking hub" in Straiton, Dalmellington and Kirkmichael, development of itineraries and support for Irvine to develop a "cycling hub";
- Water-sports - creation of a interactive water-sports website, development of supporting campaigns and marketing;
- Legacy Events - "Year of Natural Scotland 2013" photography competition and creation of "Burns in South West" thematic trails at significant Robert Burns sites;
- Business Communication Website - production of multi-channel communications website for businesses;
- Visitor Information Provision - online business performance improvement initiative.;
- Community Engagement - production of an "Ayrshire Tourism Good Practice Guide" and promotion of community learning journeys across Ayrshire ;
- Leadership & Collaboration - support and development of the Ayrshire Tourism Leadership Group and the Tourism Gathering conference in partnership with VisitScotland;

- "Ayrshire Smiles" hospitality training - creation of a new industry hospitality training programme;
- Marketing - working with VisitScotland, attendance at "Expo" travel trade exhibition and arranging coach operators familiarisation visit; and
- Sustainable Development - plans to develop initiative with transport providers and link sustainability into other projects. Further work is being undertaken to develop a volunteer initiative to involve communities in tourism that will support and add value to the visitors experience.

Implementation of North Ayrshire Tourism Priorities:

- 2.9 At a local level officers within the Council contribute to the implementation of this Regional Strategy. Progress with the six tourism development priorities of North Ayrshire as set out in the Local Tourism Action Plan is as follows:

Activities - golf, sailing, water-sports, walking and cycling - Initiatives to develop these activities have included an interactive water-sports website, social media and marketing courses, providing step ashore/berthing facilities and attracting international events with the Scottish Sailing Institute. In addition a regional golf development group has been created, work has taken place to attract the Scottish Open Golf Tournament, and the Fencing Championships will take place in Largs in November 2014.

Exploring & touring - A range of town trails, coastal paths and heritage trails have been developed including improvements to the Ayrshire Coastal Pathway. Sailing/kayaking itineraries are also being developed through a marine tourism project. New itineraries for exploring the region based around culture, genealogy, contemporary and a family friendly offer provide tourism operators with information for visitors and promote the area's assets.

Culture & heritage - North Ayrshire has a strong local culture and heritage and is home to several castles, ancient buildings and a Craft Town in West Kilbride. The North Ayrshire Heritage Centre in Saltcoats offers visitors an extensive genealogy section for those wishing to trace their Ayrshire ancestry and the Harbour Arts Centre at Irvine provides gallery, studio and theatre space with a varied programme of events and activities for visitors. Support is provided to the area's independent museums and local artist collectives to assist them in offering visitors a rich cultural offering an authentic experience of North Ayrshire.

Coastal & island resorts - A variety of support is provided for example to VisitArran and the Cumbrae Community Development Company in order to raise the value and quality of the tourism experience on the islands and to develop local initiatives, infrastructure improvements and events to attract more overnight and higher spending visitors to the area. Through town centre activities the Council's improvements will attract more visitors and expenditure. Initiatives such as the Largs business improvements district focus on improving the tourism, retail and events offering. Heritage and conservation of the built environment is a key priority that supports tourism in towns and villages.

Education & business tourism - sports and science tourism - Sporting tourism is primarily based at Scotland's National Watersports Centre at Cumbrae, SportScotland National Sports Training Centre Inverclyde, the Arran Outdoor Centre and Scottish Sailing Institute at Largs. These contribute a considerable economic impact to North Ayrshire providing employment, attracting visitors from around the world and positioning North Ayrshire as a nationally important centre of excellence in sports training tourism. The Council provides support to develop and grow these organisations. Adding to the sector is the operation of the Millport Marine Biological Station by the Field Studies Council (FSC). The proposed South of Arran Marine Protected Area and the Lamlash No Take Zone attracts scientists, researchers and students from all over the world to study the marine environment.

Improvement of local civic realm and delivery of Council services to enhance and support the visitors' experience - Various services have supported the development of tourism through initiatives such as: improving 'brown' tourism signposting, providing harbours and mooring facilities for visitors, providing visitor friendly services at key sites such as toilets facilities, cleansing and litter operations and landscaping. Support is also provided to tourism businesses through a wide range of Council services such as business development, planning, trading standards and environmental health. Plans are being put in place to create a "Tourism Cross-Working Group" with all services related to tourism in order to identify new initiatives and activity's to enhance the visitors' experience.

Building on Tourism Growth

- 2.10 As set out above, North Ayrshire has seen a steady growth in recent years in it's tourism economy with resilient tourism offerings and proactive tourism investment. The Council has made a considerable commitment and investment towards this.

2.11 Through discussion with VisitScotland, the Pan-Ayrshire Tourism Team and partners, three main assets have been identified as the areas where North Ayrshire has the potential to realise further tourism and employment growth. These are:

- sailing and water-sports - this includes adventure sports and marine and coastal activities;
- golf - this includes events and associated golfing activities such as training, practise, retailing and other business opportunities. North Ayrshire has a number of established businesses with an interest in golf eg equipment and travel. The Cabinet of 28 January 2014 received an update on the potential for the area to host the Scottish Open golf event , and;
- the Isle of Arran - this includes the new Brodick harbour development, Road Equivalent Tariff and broadband.

2.12 These offerings already attract high spending and international visitors to the area. They are significant and well recognised tourism products that can compete in a regional or even international marketplace, already demonstrate a good Return on Investment and crucially have the capacity for additional development and growth.

2.13 An economic appraisal of our product offer in the three growth areas and their market fit will help to develop insight into where our offering is positioned in the current and future tourism market, inform how we can best develop those assets and facilities to provide job opportunities and new income streams. This work will inform the development of a local tourism strategic policy and investment framework that will enable the Council and its tourism partners to further prioritise resources.

2.14 The area also benefits from a range of attractions and a strong cultural and heritage offer. It is proposed that a better understanding of the competitive position of these areas is also advisable to pinpoint how other tourism assets could be best developed to maximise economic benefit.

2.15 This work would be undertaken in 3 phases as follows:

- i) identify for the three growth areas which assets and offerings are nationally or internationally significant and pinpoint the investments needed to realise the potential of these;
- ii) understand the role of tourism attractions and facilities by identifying which ones add value to economic growth and employment opportunities; and

- iii) explore the local cultural and heritage dimension of the tourism economy by identifying which activities offer the best return on investment and employment generation.
- 2.16 The development of a local tourism strategic policy and investment framework will also support and enhance the work of the Pan-Ayrshire Tourism Team and the Local Tourism Action Plan by providing additional high value assets and offerings that can be supported and built upon at a national regional and local levels. This will then require analysis of any additional resource requirements from NAC or other sources.
- 2.17 The other areas of the tourism product mix will continue to be supported and enhanced through joint working regionally with the Pan-Ayrshire Tourism Team and locally through partners such as VisitArran and Largs Matters. Areas such as "exploring and touring" and "walking and cycling" will continue to be important underpinning and cross-cutting themes in the development of the tourism economy.

3. Proposals

It is proposed that the Cabinet:

- a) notes the progress which has been made in tourism development both at a regional level by the Pan-Ayrshire Tourism Team and locally by North Ayrshire Council;
- b) approves the approach of focusing on 3 key tourism priorities for future development initially through economic appraisal work; and
- c) approves the proposed work to develop a local tourism strategic policy and investment framework for future growth opportunities.

4. Implications

Financial Implications

- 4.1 There are no financial implications at this stage, as the expenditure required can be met through existing budgets. However, as a consequence of the proposed work, strategic interventions may be identified, requiring new resource. This will be established as part of the proposed review work.

Human Resource Implications

- 4.2 None at this time.

Legal Implications

- 4.3 None at this time.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 Growing the tourism economy of North Ayrshire is highlighted within or supports the North Ayrshire Economic Development and Regeneration Strategy 2010-2012, the Ayrshire & Arran Tourism Strategy 2012-2017 and the Ayrshire Economic Partnership Marine & Coastal Strategy 2012-2017.

Community Benefit Implications

- 4.7 The work of the Ayrshire & Arran Tourism Team and North Ayrshire Council tourism development activities will benefit the community through the economic growth of tourism thereby creating new employment opportunities.

5. Consultations

- 5.1 Substantial consultation was undertaken during the development of the Ayrshire & Arran Tourism Strategy 2012-2017. On-going consultation takes place in order to deliver those actions with the Council's Education Services, Development & Environment Services and Communications Service, the Pan-Ayrshire Tourism Team and with partner organisations such as VisitArran, VisitScotland and local tourism industry.

6. Conclusion

- 6.1 Tourism is a key sector for North Ayrshire and an economic development priority in order to grow visitor numbers, visitor expenditure and employment opportunities in the area. The development and implementation of the Ayrshire & Tourism Strategy 2012-2017 has enabled North Ayrshire Council to invest and focus its resources to grow the tourism economy.

- 6.2 North Ayrshire has made good progress in its efforts to develop and grow the local tourism economy with increases seen in visitor numbers and visitors expenditure. However, further work is necessary in order to grow on that success and maximise employment opportunities by focusing on the significant tourism products and assets that can provide the maximum return through job creation and economic growth. The development of a local tourism strategic framework and investment policy will enable this work to be prioritised and taken forward in order to build on tourism growth.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Kathleen Don, Economic Development Officer - Tourism on 01294 225193.

Background Papers

None

Service Plan 2012 – 2015

Author	Ros Halley
Service	Economy, Neighbourhood and Environment
Manager	Tourism Manager
Date started	July 2012
Date approved	

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1. Introduction

This Tourism Service Plan sets out what we intend to achieve over the three year period (2012-2015) based on the financial and other resources available to us.

The Ayrshire & Arran strategy sets the context, vision and range of activity. The Ayrshire & Arran Tourism strategy sets out to develop Ayrshire & Arran into a premier destination of choice, where visitors will receive a fantastic welcome and enjoy outstanding experiences of our coastline, countryside, culture and hospitality. This vision will be achieved by focussing on distinct areas of offer, developing products, creating collaborative packages and improving service levels.

The work of the Pan-Ayrshire Tourism Team has a significant driving role in delivering Single Outcome Agreement and Council plan outcomes. The tourism team activities are most closely linked to the delivery of economic development, regeneration, environmental improvements, leisure provision and transportation objectives.

Since setting up the Pan-Ayrshire Tourism Team in 2012, significant work has been undertaken to establish a relationship with the industry and implementation of the initial key actions identified in the Tourism Strategy. These activities have been managed by the Tourism Manager and monitored by the Tourism Leadership Group. The work of the tourism team is monitored closely by the Executive Director Economy, Neighbourhood and Environment, South Ayrshire Council as lead public sector partner for tourism on behalf of all three councils.

Continuously referring back to the Tourism Leadership Group's vision and strategic priorities, projects are being carefully planned and executed by taking a whole-region approach. We have agreed challenging targets for the Service in order to maximise the resources available and ensure a sustainable difference is made to the area.

Delivery of tourism outcomes is dependent upon successful external partnership working with tourism businesses. Externally partnerships with the key agencies of VisitScotland, Historic Scotland, Scottish Natural Heritage, National Trust for Scotland and Forestry Commission are also highly significant.

We employ 5 full time equivalent employees across the service. The total employee spend in 2012/13 is £167,760 (10 months). The principal office for the Tourism Service is on the 4th Floor in Burns House, Ayr. From 2013 onwards this Service Plan will replace the Action Plan used by the Tourism Leadership Group to monitor progress of the tourism team and will form the basis of future reports to the Shared Services Joint Committee.

2. Service Role, Objectives and Main Activities

In overall terms, the 5 year tourism objectives set out in the Ayrshire & Arran Tourism Strategy are about undertaking our duties to:

- Increase annual number of visitors coming to Ayrshire and Arran by 10%, from 3.50 million to 3.85 million.
- Increase annual spend by visitors by 20% from £348 million to £418 million.
- Increase employment supported by the sector by 10% from 8,915 jobs to 9,807 jobs.
- Enhance and conserve the region's natural, heritage and cultural assets

Whilst the Team carry out strategic priorities on behalf of the Tourism Leadership Group (an industry partnership representing the three Ayrshire councils and tourism industry sector partners), it is critical that this work is seen within the context of the overall efforts and investment from the three Councils, other public sector partners and the industry to activities which stretch beyond the core projects of the Tourism Team.

Following establishment of the Team during summer 2012, the Tourism Leadership prioritised 12 key actions for the Team for the period 2012-2015. These priorities were supported by the Chief Executives of the three Ayrshire Councils.

The Ayrshire & Arran Tourism Team operates across the entire region and works alongside local partners such as VisitArran and Taste Ayrshire and collaborates with VisitScotland to maximise the current marketing campaigns for the area. The team takes a proactive role in overseeing the pan-Ayrshire Contract with VisitScotland by scheduling regular content planning meetings and ensuring that VisitScotland activities tie in more closely with the Ayrshire & Arran Tourism Strategy. A separate Memorandum of Agreement is in place to cover VisitScotland activities with Ayrshire & Arran.

Service Priorities for 2012-2015

This tourism team role is centred on 12 key activity areas:-

- Developing culture & heritage projects that will raise the profile of Ayrshire and Arran's visitor attractions to improve the flow of visitors between venues and create new experiences to encourage more visitors to the region and extend their stay.
- Supporting a comprehensive regional approach to golf tourism development and promotion, spanning work across research and

benchmarking, regional golf development, business development, online tee times, product development and marketing.

- Developing projects to attract more walkers and cyclists to Ayrshire and Arran. A key element will be to enhance the product offering to encourage visitors to extend their stay. This will involve identifying the best routes in the region, looking at access, signage, parking and then linking the routes with a wider visitor experience and local communities.
- Mapping the coastal area to identify the key water access points, facilities and services for watersport activities. This will provide content for targeted marketing material for campaigns and industry use. A secondary phase of work will involve organising Social Media workshops to enable watersports and related businesses to enhance communication and marketing channels. Collaborative actions with the MalinWaters project (as the main promotional catalyst for sailing in the area) will be linked into the new Watersports promotions and website.
- Developing various initiatives to capitalise on and extend the benefits of the 'Year of Natural Scotland 2013' & 'Homecoming 2014'.
- Creation of integrated multi-channel communications platforms to allow the management and improvement of B2B communications across the tourism sector.
- Creation of an industry investment programme to improve current visitor information provision, with a particular focus on on-line and mobile technology.
- Arranging discovery tours for communities to share good practice and encourage joint working plus production of a Good Practice Guide to assist all those working with community groups to develop their own tourism initiatives.
- Generating specific actions to encourage leadership and collaboration will be devised during 2013 to ensure that the "tourism team products" are being fully exploited and industry engagement is increased.
- Ayrshire Smiles –The Ayrshire Smiles project will provide a tailored programme of on-line training aimed at improving the service levels and local knowledge in the hospitality industry.
- Generating opportunities for new business from travel trade buyers whether through attending national travel trade shows, arranging press visits or familiarisation trips via integrated marketing actions connected to key projects.

- Developing specific actions to encourage sustainable development as part of each tourism team work stream.

The above list includes only the headline activities of the tourism team work. It does not include the range of day to day activities on say, involvement with other corporate plans, consultations with other planning authorities and partnership working with key agencies. It is important to recognise the value of having a dedicated team to deliver key strands of the strategy, as none of the core projects would be taking place if it were not for this dedicated resource – all tourism team projects are completely new pan-Ayrshire tourism initiatives.

To date 9 of the 12 core Tourism Team actions have progressed.

- Culture & Heritage
- Golf
- Natural Environment
- Watersports
- Legacy Events
- Business Communication
- Visitor Information Provision
- Community Engagement
- Quality & Skills

In addition to continuing the projects above, during 2013-15 we will also activate the remaining 25% of the Action Plan which will include the following actions:

- Marketing (industry target)
- Leadership & Collaboration
- Sustainable Development

Updates for each core work strand can be reviewed in Annex A.

3. What Internal/External Challenges Face Us?

Our activities in the coming years will be driven by the Ayrshire & Arran Tourism Strategy, influenced by national policy drivers, new local priorities and market forces.

In the coming years the challenges we face are:

- Ensuring that the area and the initiatives taken forward by the team and businesses reflect market trends and respond to and incorporate the most relevant research available.
- Wide-spread Industry “buy-in” towards new regional tourism products, ensuring that the new products are provided with proper platforms for promotion, thus bringing in new business and enhancing current visitor experiences.
- Encouragement of new inward investment for Ayrshire tourism from a variety of sources, making sure that the creative projects being created are properly animated and ultimately make it to market, bringing in significant levels of new business.
- Raising the ambition of those working in the tourism industry to invest, provide excellent service and drive new business into the area.
- Further engagement of Tourism Leadership Group to ensure real industry leadership and the creation of active ambassadors to raise the profile of the area and ensure that Ayrshire stays firmly on the map.
- Balancing the expectation that the tourism team with its current resources can tackle everything to do with tourism in the region, including signposting, public realm, cleanliness, promotion and transport.

4. What we are going to do

To develop Ayrshire & Arran into a premier destination of choice, where visitors will receive a fantastic welcome and enjoy outstanding experiences of our coastline, countryside, culture and hospitality.

Over the next five years, we will work with our partners and our local communities to:

- **Increase annual number of visitors coming to Ayrshire and Arran**
- **Increase annual spend**
- **Increase employment supported by the sector**
- **Enhance and conserve the region's natural, heritage and cultural assets**

In addition to measurement against the regional tourism performance, our success will be evaluated against the following performance measures:

	Target 2012-2015	Achievement 2012 - 2013	Target 2013-2014	Target 2014-15	Responsible Officer(s)
Number of businesses directly engaged in tourism team actions	300	50	150	100	All
Number of businesses being assisted to develop and grow through online media	180	6	90	84	GM
Number of communities being strengthened in their engagement to achieve tourism impact	24	NA	6	18	KH
Good Practice Guide for communities produced	1	NA	1	NA	KH
No of individuals trained through Ayrshire Smiles service & local knowledge training	3500	NA	500	3000	GM / KH
Number of businesses engaged on Tourism Team B2B website	600	150	250	200	DS / LC
Number of attractions 'selling on' the next attraction	30	NA	20	10	KH
Number of itineraries produced for short-break market	10	5	5	NA	KH

	Target 2012-2015	Achievement 2012 - 2013	Target 2013-2014	Target 2014-15	Responsible Officer(s)
Number of press visits organised	20	2	6	12	DS / GM / KH
Number of familiarisation visits organised	10	1	2	7	DS / GM / KH
Exemplar natural environment hubs established	4	NA	1	3	KH
"Natural Information" brand information manual produced for industry	1	NA	1	NA	KH
Watersports map and website produced	1	NA	1	NA	GM
Photographic Competition established for Year of Natural Scotland	1	NA	1	NA	GM
Creation of new "Burns in the South West initiative" linked to Year of Homecoming 2014	1	NA	1	NA	GM
Industry networking events to be organised (not including Roadshows)	12	1	3	8	All
Incorporation and promotion of sustainable practices in Tourism Team Projects	12	NA	3	9	All
Number of Pan-Ayrshire marketing activities	3	N/A	1	2	All
Number of exhibitions attended	6	1	2	3	All

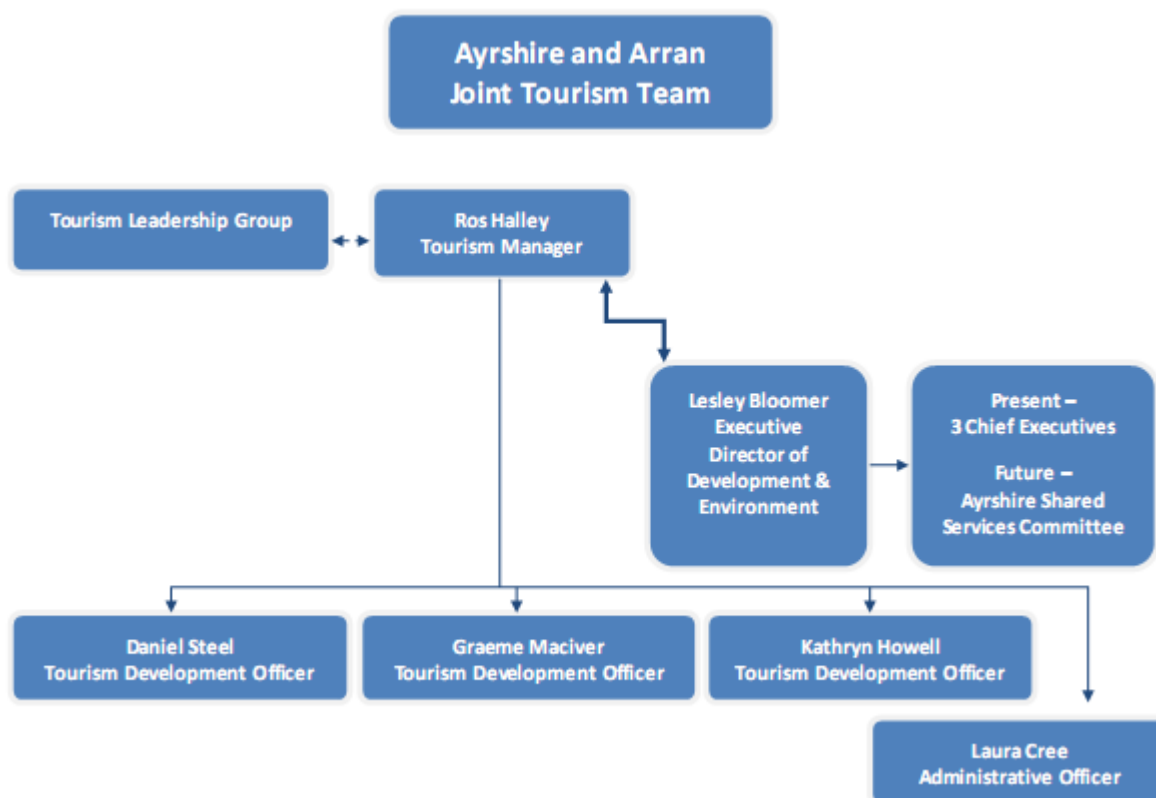
Major areas of work that will help to achieve these outcomes include:

	Due date	Responsible Officer (s)
Improvement to operations of TLG	July 2013	RH
Completion of the SNH and RYA Scotland mapping	July 2013	GM

of the coastal area		
Completion of the online development of “Ayrshire Smiles” training programme	September 2013	GM / KH
Completion of Regional Golf Consultancy phase	August 2013	DS
Development of Stakeholders Plan for Tourism	November 2013	RH

5. People

Structure and staffing

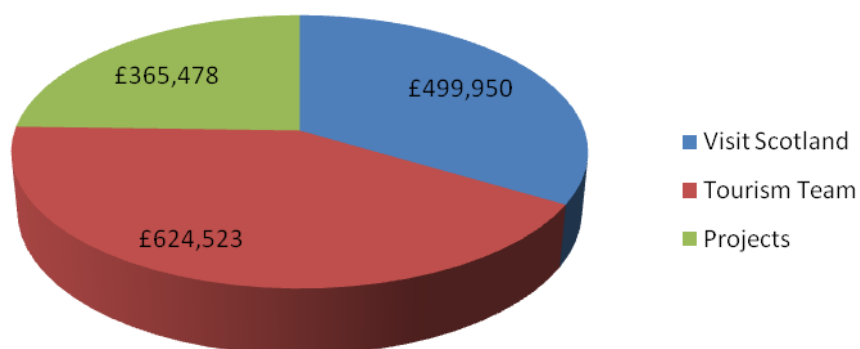


6. Resources

Ayrshire & Arran Tourism Team Budget 2012-2015

	Budgets (3Years)	Year 1 12-13 Actual	Year 2 13-14 Projected Spend	Year 3 14-15 Projected Spend	3 Year Total	3 Year Projected Spend
Visit Scotland	499,950	166,650	166,650	166,650	499,950	499,950
Tourism Team	624,523	167,760	227,245	229,517	624,523	624,523
Projects	365,478	14,850	102,755	100,483	218,088	365,478
12-13 Carry Forward	0	-	147,390	-	147,390	
Total	1,489,950	349,260	644,040	496,650	1,489,950	1,489,950

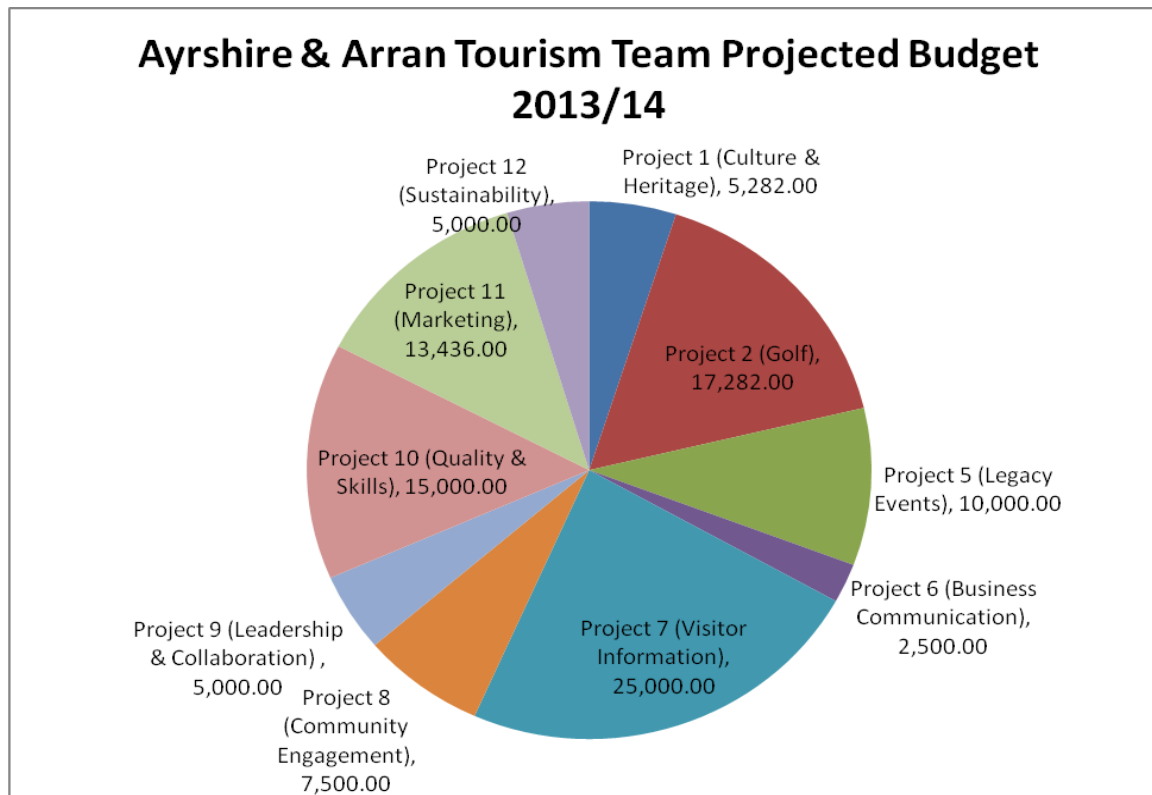
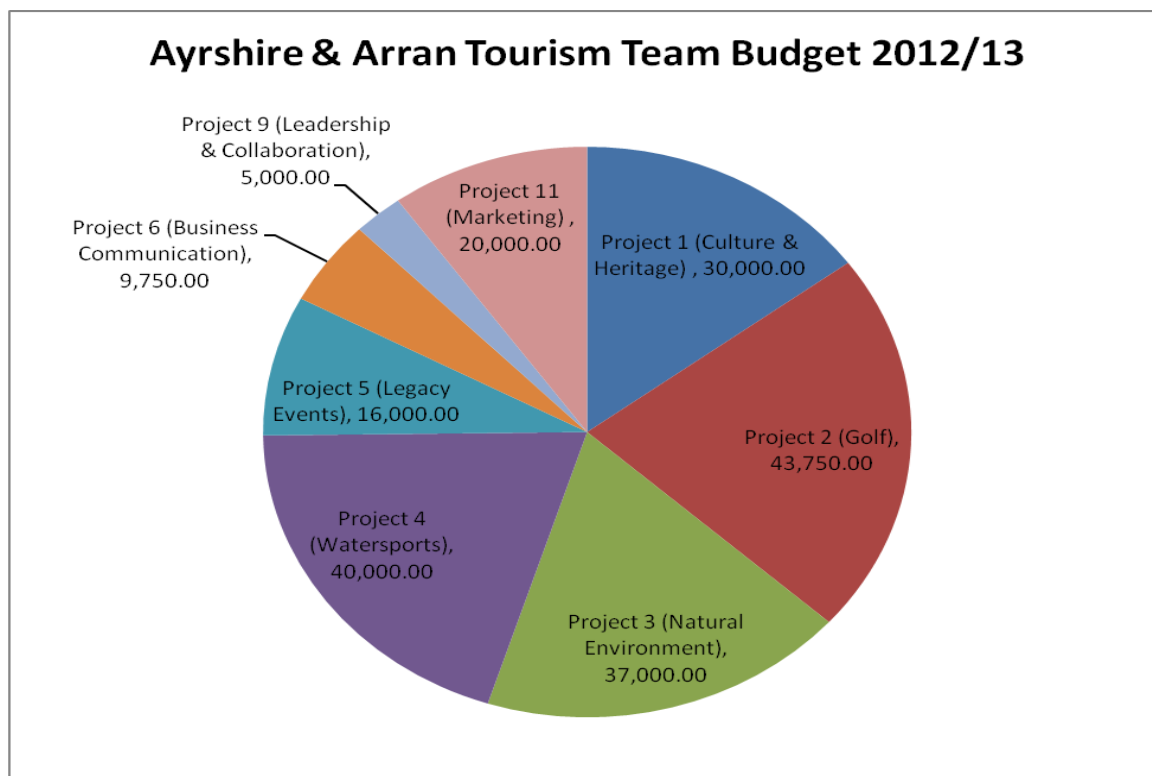
3 Year Projected Spend 2012-2015



Ayrshire & Arran Tourism Team Budget (Actual Spend 2012-2013, Year 1)

	Actual Spend
Total available from Committee Paper	495,650.00
Visit Scotland SLA	166,650.00
A&A Tourism Team	167,760.00
Marketing / Events / Promotions	0.00
Project 1 (Culture & Heritage)	2,674.00
Project 2 (Golf)	0.00
Project 3 (Natural Environment)	0.00
Project 4 (Watersports)	0.00
Project 5 (Legacy Events)	0.00
Project 6 (Business Communication)	2925.00
Project 7 (Visitor Information)	0.00
Project 8 (Community Engagement)	0.00
Project 9 (Leadership & Collaboration) - TNS	0.00
Project 10 (Quality & Skills)	0.00
Project 11 (Marketing) - EXPO	9252.00
Project 12 (Sustainability)	0.00
Total Actual Spend 2012/13	349,260

Allocation of Funding to Projects Year 1



7. Evaluation

Evaluation of tourism in Ayrshire & Arran will be performed by nationally accepted evaluation methods such as STEAM. The STEAM monitor provides a methodology for estimating tourism economic impact. The model uses local data to generate estimates of:

- Tourist Days
- Tourist Numbers (trips)
- Direct and indirect economic impacts
- Employment supported by tourism activity

The current pan-Ayrshire STEAM figures show that tourism revenue dropped by 1% in the last year. The Ayrshire & Arran figures compare well to the performance indicated by the STEAM figures for Scotland's Local Authorities 2012.

Trends for Ayrshire and Arran 2012

Indicator	2011	2012
Visitor numbers (millions)	3.58	3.56
Tourism revenue (millions)	£363.79	£360.30
Spend per visitor	£101.61	£101.20
Tourism employment	8621	8490

Key Points for Ayrshire and Arran 2012

Visitor numbers	-0.5%
Tourism revenue	-0.9%
Spend per visitor	-0.4%
Tourism employment	-1.5%

Key Points for Scotland 2012*

Visitor numbers	-1.0%
Tourism revenue	-3%
Spend per visitor	NA
Tourism employment	NA

*STEAM figures provided for Scottish Local Authorities.

8. Monitoring and reporting progress

An overall monitoring framework, which is consistent with industry norms and compatible with national economic monitors, is being produced for the Tourism Team Action Plan. This framework will link with the new model “DREAM” (created by the Moffat Centre) which will become the accepted evaluation method and will replace STEAM as the mechanism for evaluation of the high level tourism targets set in the Ayrshire & Arran strategy. This model will start autumn 2013.

The Tourism Leadership Group oversees the activities of the Tourism Team and monitors expenditure on a quarterly basis. Minutes from these meetings are provided on the B2B industry website www.ayrshire-arran.org/about-us/tourism-leadership-group

Monitoring progress against this plan is also a standing item on the Tourism Team meetings that take place monthly. A minute of these meetings is provided to the Lead Partner (SAC) and to the Chairman of the Tourism Leadership Group.

Aspects of the Plan will also be monitored in the quarterly reporting to the AEP.

Reports to the Shared Services Joint Committee on the Tourism Service Plan actions and progress will be provided quarterly. These reports will provide specific detail regarding progress on each individual core tourism team project, budget analysis and progress against performance targets. Indicators of wider tourism performance will also be provided including information regarding:

- An update on Food and Drink tourism sector performance
- An update on Golf Tourism sector performance
- An update on Marine Tourism sector performance
- An update on Culture and Heritage Tourism sector performance
- An update on Natural Environment Tourism sector performance
- An update on Events Tourism sector performance

9. Contact List

The contact list will be of use to any reader of this plan who may want further information on any specific points contained within it.

Contact Name	Service	Contact Number
Ros Halley	Strategy & Performance Leadership & Collaboration Marketing Sustainable Development	01292 616193
Laura Cree	Administration & Finance Events	01292 616130
Daniel Steel	Golf Business Communication	01292 616197
Kathryn Howell	Culture & Heritage Natural Environment Community Engagement Quality & Skills	01292 616122
Graeme Maciver	Watersports Legacy Events Visitor Information Provision Quality & Skills	01292 616131

Annex A:

The following pages provide a progress summary of each of the activated core projects. These pages summarise the strategic focus, the milestones and progress for each core project undertaken by the team to date. The final summary table (attached separately) showing Strategic Focus, Objective, Action, Officer responsible and KPIs will form the basis of the information updated on COVALENT and utilised for reports for the Shared Services Joint Committee.



Key Strategic Strand: Offers / Marketing / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Culture & Heritage (Project 1)	Kathryn Howell	£30,000 (12/13)	February 2014

Milestones

- Develop 5 visitor experiences by February 2013
- Install signage at 25 attractions and create a cultural map by April 2013.
- Work with 10 hotels to actively use itineraries by Nov 2013.
- Work with 50 B&Bs to actively use itineraries by Nov 2013.
- Develop collaborative promotional campaigns with 2 brand companies by Nov 2013.
- Attract 3 new tour operators by Feb 2014.

Progress of Project

- Achieved - 5 itineraries already in place and being promoted to the industry.
- Not achieved - due to longer negotiation required with visitor attractions. Despite issues regarding planning permissions, progress towards erecting the signs are now being made. Signage will be installed at 16 visitor attractions by September 2013. A draft of the new cultural map is currently being produced and will be ready September 2013 for distribution.
- Partially achieved - working with key hotels in the area to ensure that they are featuring and using the itineraries by Nov 2013.
- Partially achieved - working with the Ayrshire Bed and Breakfast Association to ensure that their members are featuring and using the itineraries by Nov 2013
- Partially achieved - currently working with the Scottish Maritime Museum and other heritage attractions to develop a promotional campaign with Stagecoach and/or SPT. Work on going.
- Partially achieved - following the coach operators familiarisation visit in March 2013, one new tour operator has confirmed bookings to the region and another operator has reintroduced Ayrshire & Arran to their itineraries. Work on going.

Links to cross-cutting themes

- It was proposed that Events & Festivals will feature in the appropriate visitor experiences and will be highlighted in any marketing and promotional campaigns and specific cafes and hotels will be included in each experience.
 - Five food and drink itineraries being developed to supplement existing one – scheduled for completion Sept 2013
 - It was decided that the inclusion of specific events would quickly date the information but venues such Ayr Racecourse, the Palace Theatre, Gaiety and HAC have been included in marketing information.

Updated 8/8/2013

Key Strategic Strand: Offers / Leadership / Marketing / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Golf (Project 2)	Daniel Steel	£43,750 (12/13)	December 2014

Milestones

- Benchmark research complete by Apr 2013.
- RGDG established, 20+ member businesses, by Nov 2013
- Visitor Development Action Plans created in golf clubs, 15 golf clubs, by Dec 2014
- Increased availability of online tee times, 12 golf clubs, by Dec 2014
- Increased collaboration and creation of new golf products, 6 new or improved collaborations, by Mar 2014
- Resources secured for regional golf marketing plan, £30,000 funding secured, by Jan 2014

Progress of Project

- Initial benchmark research completed by June 2013. Delayed slightly as this element of the project was rolled together with work to establish RGDG in negotiation with Scottish Enterprise for match funding.
- £10,000 of investment secured from Scottish Enterprise to support a comprehensive regional approach to golf tourism development and promotion. First phase of work involving research, benchmarking and development of a business case for an industry-led regional golf development group is nearing completion with a view to having a group established by autumn 2013.
- Current ongoing discussions with Scottish Enterprise regarding Visitor Development Action Plans.
- Current ongoing discussions with Scottish Golf Union regarding increased availability of online tee times.
- Currently developing a grant programme aimed at supporting collaborative golf tourism products.
- Work has been undertaken to showcase the area by working with VisitScotland to co-ordinate golf tourism fam trips into the area in April and July 2013.

Links to cross-cutting themes

- It was proposed that major golf events are a key tool in positioning Ayrshire & Arran as a golf destination. The Ryder Cup in 2014 will place Scottish Golf under a global media spotlight. At a regional level The Open Championship at Troon in 2016 will provide a particular focus. Key messaging will run through promotions and the event itself will provide an opportunity for data capture and brand positioning.
 - Turnberry will host the 2015 Ricoh Women's British Open (RWBO) in 2015
 - Hosted a group of businesses at the 2013 RWBO event at Old Course St Andrews in partnership with VisitScotland and Golf Tourism Scotland to give industry an insight into opportunities around major golf events.
- It was proposed that Ayrshire's "19th Hole" is very important in deriving economic benefit from golf tourism. Hospitality businesses will be actively targeted to be members of proposed new RGDG, ensuring knock-on benefits for the food and drink offer and all those involved in the supply chain.
 - Hospitality and accommodation businesses were specifically targeted as part of the initial work on the proposed RGDG, with 44 businesses responding to the consultative programme, 88% of which agreed that the concept of the Ayrshire and Arran golf group or partnership is a good idea

Updated 8/8/2013

Key Strategic Strand: Offers / Marketing / Information & Visitor Services / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Natural Environment (Project 3)	Kathryn Howell	£37,000 (12/13)	January 2014

Milestones

- Identify key paths and routes for tourist market by May 2013.
- Develop 4 integrated packages by June 2013.
- Collaborate with 5 existing events to attract a wider tourist market by Jan 2014.
- Develop collaborative marketing campaigns with 4 external organisations by Jan 2014.
- Work with 60 accommodation providers by Nov 2013.

Progress of Project

- Partially achieved - the development approach has changed from the original proposal and we are taking forward the initial hub at Straiton/Dalmellington/Kirkmichael to an appropriate stage before developing other sites. Meetings regarding other sites have been arranged with North Ayrshire Council. Work ongoing.
- Not achieved - this milestone will be revised in line with the above point to Jan 2014.
- Partially achieved - worked with the Arran Mountain Festival to improve PR coverage on the mainland and co-ordinated the inclusion of Ayrshire events in the Wild Spring Festival. Work ongoing.
- Partially achieved - worked with the Biosphere on a collaborative campaign to promote Activity Tourism (April 2013) and currently working with Scottish Natural Heritage and Forestry Commission Scotland on two collaborative campaigns. Work ongoing.
- Partially achieved - working with accommodation providers to develop the walking routes in the particular hubs. Work ongoing.

Links to cross-cutting themes

- It was proposed to capitalise on events is a key objective for the project and the team will collaborate with existing events and examine the potential for developing new events.
 - Worked with Arran Mountain Festival and East Ayrshire Leisure. Currently working with the community group co-ordinating the Mega-Cache event in 2014.
- It was proposed that Food and Drink will be an important element of the visitor packages and will help to increase dwell time and visitor spend.
 - Working with food and drink outlets to look at the development of the walking/cycling hubs

Updated 8/8/2013

Key Strategic Strand: Offers / Marketing / Information & Visitor Services / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Watersport (Project 4)	Graeme Maciver	£40,000 (12/13)	October 2013

Milestones

- Coastline audit for watersports by March 2013
- 'Responsible participant guidelines' by March 2013
- Updated content on key websites by March 2013
- Info sheet for accommodation providers by March 2013
- Social media workshop for watersports providers by March 2013
- Online interactive map by October 2013
- Printed map/guide by October 2013
- Press trips by October 2013
- Attend exhibition by October 2013

Progress of Project

- Achieved
- Achieved
- Partially completed – assisted in co-ordinating 2 Malinwaters knowledge exchange workshops and liaised with 14 watersports operators to encourage partnering with the Malinwaters project and to update their own website content. Further websites are to be updated with a link to the new watersports website.
- Partially completed – has been drafted, however purposefully delayed to circulate with link to the new watersports website.
- Achieved
- On track
- On track
- On track
- On track

Links to cross-cutting themes

- It was proposed a potential opportunity to develop Scottish Windfest, an annual 3-day watersports festival held each September. Organised by (BKSA) British Kite surfing Association and local kite surfing enthusiast.
 - In progress
- Scottish Sailing Institute hosts a number of large sailing competitions and pro-actively targets international markets. Raising the profile of watersports to the domestic market will have a positive impact on spectator numbers at these events; however it is important to note that sailing is not an ideal spectator sport and cross-selling to family and friends of event competitors.
 - Will be progressed as part of the overall marketing of the new website.
- It was proposed to increase visitors to the coastal areas having a positive impact on food and drink revenue as participants and their family/friends eat out. Furthermore, while many enthusiasts may prefer to stay at a campsite and self-cater, they will as part of their holiday or leisure break eat out in the evening.
 - Exploration ongoing.

Updated 8/8/2013

Key Strategic Strand: Offers / Marketing / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Legacy Events (Project 5)	Graeme Maciver	£16,000 (12/13) £10,000 (13/14)	December 2014

Milestones (Year of Natural Scotland)

- Photographic competition launched by May 2013
- Winner to be chosen by Sept 2013
- Mobile exhibition by Winter 2013

Progress of Project (Year of Natural Scotland)

- Achieved
- On track
- This will be re-visited after the competition closes.

Links to cross-cutting themes

- It was proposed a mobile exhibition of the very best of the images will be co-ordinated and will therefore contribute to event programme for the area
 - This dependant on the mobile exhibition
- There was no direct link to the campaign, however Ayrshire and Arran's natural larder may find itself to be an element of a photo entered in the competition
 - No action

Milestones (Homecoming Scotland 2014)

- Trail developed by summer 2013
- Invite event organisers to participate by summer 2013
- Finalise marketing schedule with VisitScotland by autumn 2013
- Launch by January 2014

Progress of Project (Homecoming Scotland 2014)

- On track – in development
- On track – programme guidelines issued
- On track – in discussion with VisitScotland and Dumfries and Galloway
- Not due until January 2014 and will be developed as part of marketing schedule

Links to cross-cutting themes

- This project will work to promote a region-wide programme of 'Burns' related events and provide an opportunity for other events to be included if they choose to include a genuine 'Burns' element
 - In progress
- Hotels/Pubs/Restaurants with a genuine 'Burns' link or theme will be included in the promotional materials
 - On track and have been included in draft material

Updated 8/8/2013

Key Strategic Strand: Effective Partnership Working / The Basics / Leadership

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Business Communication (Project 6)	Daniel Steel	£9,750 (12/13)	December 2013

Milestones

- Invitations to Tender by September 2012
- Agency Appointed by October 2012
- Tools built by December 2012
- Launched to industry by January 2013
- Business Sign-up by June 2013
- Review and enhance by August 2013

Progress of Project

- Completed
- Completed
- Integrated multi-channel communications platforms created* to allow the management and improvement of B2B communications across the tourism sector on an ongoing basis. This includes a new industry website – www.ayrshire-arran.org – which provides a central hub for tourism businesses to browse online resources, the latest industry news, and information on key projects and connect with other tourism businesses across the region. Information is pushed out to all stakeholders via an integrated email marketing system and social media channels – Twitter, LinkedIn, Flickr and YouTube.
- Industry website launched at Tourism Conference on 30th April 2013
- Tools already well established with over 40 pages of optimised content, 250 registered on the website and 200 Twitter followers.
- Review of website scheduled for August 2013 will now be undertaken in Nov/Dec 2013 to ensure reasonable time to assess any requirements for significant enhancements etc. An interim review has been conducted in early August and enhancements will be made by end of August 2013.
- Development of the tools was delayed from January until March due to significant delay in late 2012 in putting in place governance and procurement procedures for Tourism Team projects.

Links to cross-cutting themes

- It was proposed that the Extranet will link to toolkits and funding such as that provided by EventScotland. Key initiatives such as Homecoming 2014 will be featured in eNews when appropriate, & social media will allow a means for discussion between event organisers, hospitality business etc.
 - The industry website includes specific content on the Legacy Events work stream and links to toolkits, funding and initiatives such as Homecoming 2014 and the Year of Natural Scotland.
- It was proposed that the Extranet will link to key regional & national initiatives such as Taste Ayrshire, Ayrshire Food Network, Experiencing Scotland & Scotland Food & Drink. News on major activity such as Ayrshire Food Festival will be included in eNews and social media updates.
 - The industry website links to regional and national initiatives including Taste Ayrshire, Ayrshire Food Network, Taste of Arran, and Scotland Food & Drink. eNews and social media activity has included key initiatives from these national and regional groups to highlight opportunities to tourism businesses.

Updated 8/8/2013

Key Strategic Strand: Information & Visitor Services / The Basics / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Visitor Information Provision (Project 7)	Graeme Maciver	£25,000 (13/14)	Summer 2014

Milestones

- Procure suitable programme provider by September 2013
- Programme launch by Autumn 2013
- Programme complete (target of 90 businesses) by end Summer 2014

Progress of Project

- Online improvement initiative format being researched in order to ensure it meets the needs of businesses. This will enable the websites of tourism businesses to be improved with for example; enhanced content, search engine optimisation, and improved functionality.
- On track
- On track

Links to cross-cutting themes

- It was proposed that 'Events and Festivals' will be an item of the programme to improve the availability of information via businesses' websites.
 - Is being developed
- It was proposed 'Food & Drink' will be an element of the programme to encourage businesses to include information about and cross-sell local eateries.
 - Is being developed

Updated on 8/8/2013

Key Strategic Strand: Effective Partnership Working / Leadership

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Community Engagement (Project 8)	Kathryn Howell	£7,500 (13/14)	Autumn 2013

Milestones

- Identify communities by Summer 2013
- Design draft programme for 'learning journeys' by Summer 2013
- Organise visits by Autumn 2013
- Develop tourism toolkit by Autumn 2013

Progress of Project

- Partially achieved - work underway to identify groups and communities and final list to be confirmed end of summer 2013. Currently, in discussion with Ballantrae who will act as a pilot for the project.
- Partially achieved - work on draft programme for 'learning journeys' underway and on track for completion end of Summer 2013
- Partially achieved - on track to co-ordinate 'learning journeys' by end of Autumn 2013
- Partially achieved - brief developed for tourism toolkit and on track to launch by end of Autumn 2013

Links to cross-cutting themes

- It was proposed a number of groups will be involved in the organisation of community events and festivals.
 - Some of the groups identified are involved in the organisation of local events, for example Ballantrae organise the farmers' market and one-off events.
- It was proposed food and drink is an important part of any visitor journey and will feature in the project.
 - Food and drink is a key element in the programme for 'learning journeys'

Updated on 8/8/2013

Key Strategic Strand: The Basics / Marketing / Effective Partnership Working

Theme Focus	Officer Responsible	Budget allocated	Timetable for achievement
Quality & Skills (Project 10)	Graeme Maciver/Kathryn Howell	£15,000 (13/14)	Spring 2014

Milestones

- Course designed, developed and trialled by Summer 2013
- Promotional launch and registration opens by Autumn 2013
- 1st Consolidation Networking Gathering held Spring 2014

Progress of Project

- On track – online course being developed in tandem with Glasgow Welcomes which will be launched in Sept 2013
- On track - soft launch organised as part of Ayrshire Business Week (10th October 2013)
- Work in progress

Links to cross-cutting themes

- Events/Festivals will be an element of the course content.
 - Work still in progress
- Local Food and Drink will be a topic included in the course content.
 - Work still in progress

Updated 8/8/2013

NORTH AYRSHIRE COUNCIL

Agenda Item 6

25 February 2014

Cabinet

Subject: **Refurbishment of Cunninghame House**

Purpose: To update the Cabinet on (a) the result of the tender exercise for phase 1 of the works; and (b) the recommendation to award phase 1 of the works.

Recommendation: The Cabinet is asked to approve the award of contract for phase 1 of the works to James Frew Ltd.

1. Introduction

- 1.1 The first phase of the Council's office accommodation rationalisation and modernisation strategy related to the refurbishment of Bridgegate House, which was substantially complete and operational by the end of January 2014. With the transfer of Revenues and Benefits staff to Bridgegate House, it is now possible to progress with the next phase of the Council's rationalisation strategy, which incorporates the internal refurbishment of Cunninghame House. Completion of the Cunninghame House refurbishment project will facilitate the disposal of other operational property assets, including the sale of the buildings and land at Perceton House and deliver recurring revenue savings.
- 1.2 In order to progress the Cunninghame House project, the Council requires to put a contract in place for phase 1 of the refurbishment works, encompassing the ground floor and 2nd floor east wing.
- 1.3 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was undertaken using the restricted procedure in the Public Contracts Scotland portal. This process resulted in thirty-three expressions of interest, from which fourteen companies submitted a Pre-Qualification Questionnaire (PQQ). This was sifted down to six companies to be invited to tender.
- 1.4 The duration of the contract is twenty-six weeks with anticipated start date no later than three weeks after the date of the letter of acceptance.

2. Current Position

- 2.1 The current position is that the tender for phase 1 of the works is now complete and subject to Cabinet approval, phase 1 works will commence during March 2014.
- 2.2 For phase 1 of the works, five tenders were received by the due return date and time. These were evaluated against the stated evaluation criteria of lowest compliant price tender.
- 2.3 A tender out report, which provides details of the evaluation and recommendation is provided at Appendix 1.

3. Proposals

- 3.1 In order to progress with phase 1 of the refurbishment works, it is proposed that the contract is awarded to James Frew Ltd as they submitted the lowest compliant priced tender.
- 3.2 Cabinet is invited to approve this award as detailed in the report.

4. Implications

Financial Implications

- 4.1 The value of the contract is £1,301,839 and the estimated budget for the construction element of phase 1 is £1,358,295. There is provision for this within the General Services Capital budget. Completion of the Cunninghame House refurbishment project will facilitate the disposal of other operational property assets, including the sale of the buildings and land at Perceton House and deliver recurring revenue savings.

Human Resource Implications

- 4.2 Human Resources are part of the 'Cunninghame House Refurbishment Working Group,' and will lead on all employee engagement related issues.

An 'Agile Work - Working Group,' is also being led by Human Resources.

Legal Implications

- 4.3 The tender exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts.

Equality Implications

- 4.4 The refurbishment works will take account of the relevant equality requirements.

Environmental Implications

- 4.5 By improving the energy efficiency of the building, this project will contribute towards reducing the public sectors carbon footprint.

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 James Frew Ltd will employ two new apprentices and offer other work experience under the contract. It should also be noted that James Frew are based in North Ayrshire.

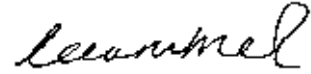
5. Consultations

- 5.1 Discussions have taken place between Corporate Procurement Unit and Property Management & Investment in relation to the award of the contract for phase 1 of the works.
- 5.2 A cross-service working group has now been established, with consultation now taking place with all Council Services.

6. Conclusion

- 6.1 It is recommended that the contract for phase 1 of the Cunninghame Refurbishment project is awarded to James Frew Ltd at a total value of £1,301,839.

6.2 The Cabinet is asked to note progress to date in relation to this project.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference : TR/CG

For further information please contact Chris Garbutt, CPU, Category Manager (Construction & FM) on 01294 324541.

Background Papers

None



NORTH AYRSHIRE **COUNCIL**

Tender Outcome Report For Recommendations over £350K

IRV/330/239

Proposed
Entrance Extension and Internal Alterations
to Cunninghame House,
Irvine (1st Phase)

Contents

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IRV/330/239

For the procurement of

Proposed Entrance Extension and Internal Alterations to Cunninghame House, Irvine (1st Phase)

1 Purpose

- 1.1 The purpose of this document is to summarise the invitation to tender process and present a recommendation for proposed entrance extension and internal alterations to Cunninghame House award. The recommendation is based on the results of the tender evaluation carried out on the responses to the proposed entrance extension and internal alterations to Cunninghame House Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with the Council's Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council. The estimated value of the project is under the EU threshold for works projects and is therefore exempt from the EU Procurement Directives, Public Contracts (Scotland) Regulations 2012.

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 Tender for, the proposed entrance extension and internal alterations to Cunninghame House, Irvine, Ref IRV/330/239.

3 Background

- 3.1 North Ayrshire Council require to establish a contract for proposed entrance extension and internal alterations to Cunninghame House, Irvine, 1st phase. The works comprise a 40m² single storey extension and alterations to the ground floor east wing and 2nd floor east wing of the existing council offices. The alterations comprise replacement mechanical and electrical installations, plumbing work, joiner work, fitted furniture, floor finishes, suspended ceilings and painter-work, together with associated site works and drainage.
- 3.2 In order to comply with the Council's Standing Orders a formal tendering exercise was undertaken.
- 3.3 The contract term is for 26 weeks, with an anticipated start date of no later than 3 weeks after the date of the letter of acceptance.
- 3.4 The estimated total value of the overall Contract is £1,301,839.36, with an estimated budgetary spend to North Ayrshire Council of £1,358,295.

4 Tender Notice, Interest and Returns

- 4.1 A formal contract notice was advertised using the restricted process on the Public Contracts Scotland Procurement Portal on 3rd July 2013 with a return date of 26th July 2013.
- 4.2 The contract notice attracted thirty three (33) expressions of interest from a wide range of potential providers of which fourteen (14) submitted PQQ's.
- 4.3 Following evaluation of the PQQ's the following six (6) potential providers were short-listed to receive Invitation To Tender documents:
- James Frew Ltd
 - Ashleigh (Scotland) Ltd
 - T & A Kernoghan Ltd
 - McLaughlin Construction Ltd
 - Mansell Construction Services Ltd
 - Luddon Construction Ltd
- 4.4 The return date for completed Invitation to Tenders was Friday 20th December at 12 noon. Five (5) potential providers returned the completed documents.

5 Evaluation Process

- 5.1 The evaluation of Tenders was single stage – lowest compliant price 100%
- 5.2 The assessment of the tenders was undertaken by Finance and Property – Property Management and Investment technical staff.

6 Evaluation Results

6.1 Price 100%

Contractors were asked to submit prices for the whole requirement which gave the following results and scores:

Contractor	Price Tendered	Ranking
James Frew Ltd	£1,301,839.36	1
Ashleigh (Scotland) Ltd	£1,407,861.79	2
T & A Kernoghan Ltd	£1,413,700.00	3
McLaughlin Construction Ltd	£1,416,825.85	4
Mansell Construction Services Ltd	£1,643,448.00	5
Luddon Construction Ltd	No Offer	6

7 Recommendation

- 7.1 The recommendation of the Tender Evaluation Panel is that a Contract be awarded to: James Frew Ltd.
- 7.2 Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers.
- 7.3 Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with Scottish Procurement Directorate guidance.

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 will seek authority from the Cabinet to accept the Tender and award a Contract to the Tenderer(s) identified in section 7.1.

NORTH AYRSHIRE COUNCIL

Agenda Item 7

25 February 2014

Cabinet

Subject: **Contract for Provision of Non- Life Insurance Services and Claims Handling Services**

Purpose: To advise the Cabinet of the result of the tender exercise for the provision of Non- Life Insurance Services and Claims Handling Services.

Recommendation: That the Cabinet agrees to approve the award of the contract to Zurich Municipal Ltd at a contract value of £10,990,304.01.

1. Introduction

- 1.1 North Ayrshire Council requires a contract for the provision of Non-Life Insurance Services and Claims Handling Services. These include the following categories of cover: Casualty, Property, Motor, Engineering Risks, Marine, Fine Arts, Fidelity and Contractors (All Risks).
- 1.2 The Council has a contract in place with Zurich Municipal which is due to expire 31 March 2014. At the Cabinet meeting of 30 April 2013 it was agreed that Corporate Procurement should tender for the renewal of the contract.
- 1.3 In order to comply with the Council's Standing Orders Relating to Contracts a formal tender exercise was advertised under the Negotiated procedure in the Official Journal of the European Union (OJEU) and the Public Contracts Scotland (PCS) portal, as the estimated total value of the requirement is over the OJEU threshold for supplies and services.
- 1.4 The Contract term agreed is based on a Long Term Agreement (LTA) for an initial five years commencing 1 April 2014 plus the option to extend for two additional years.

2. Current Position

- 2.1 Following market engagement and consultation with the Council's broker, a formal contract notice was advertised under the Negotiated Procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 6 August 2013, with a return date of 6 September 2013.
- 2.2 The contract notice attracted 13 (thirteen) expressions of interest from a wide range of potential providers of which 4 (four) submitted PQQ responses. All were invited to submit tenders and three responses were received. The requirement had been split into multiple lots to encourage specialist providers and competition. An option was available to bid for all lots and to provide a package discount.
- 2.3 The criteria for evaluation was the most economically advantageous tender (price and quality). A tender outcome report which provides details of the tender process and award recommendation is provided at the Appendix.

3. Proposals

- 3.1 It is recommended that the LTA Contract is awarded to Zurich Municipal (ZM) Ltd at a contract value of £10,990,304.01 over the potential seven years.

4. Implications

Financial Implications

- 4.1 Prior to the tender process the estimated annual cost based on historic expenditure information was £1.7M per annum or £8.5M over the initial Long Term Agreement and £11.9M if the option to extend was exercised. The tendered costs are £1,570,043.43 per annum (£7,850,217.15 over 5 years and £10,990,304.01 if the 2 year option to extend is exercised). There is provision for this within existing revenue budgets held by services.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 This requirement was tendered in accordance with EU public procurement regulations. Service terms and conditions appropriate to insurance and claims handling services were agreed with Legal Services.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 This will contribute to the Council Plan Core Objective 4 'operating more effectively and efficiently.'

Community Benefit Implications

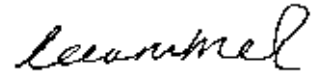
- 4.7 Procurement will continue to pursue community benefits wherever possible. In this case the service procured is not suitable for Community Benefit clauses.

5. Consultations

- 5.1 Consultation has taken place between Risk Management and Insurance, Corporate Procurement, other local authorities, external insurance brokers and direct insurers and all services affected by this contract. The Council's external insurance broker advised and assisted with the evaluation process.

6. Conclusion

- 6.1 It is the recommendation of the evaluation panel that the contract should be awarded to Zurich Municipal on the basis of Lot 1 - Combined for a Long Term agreement at an annual cost of £1,570,043.43 (£7,850,217.15 over the initial 5 years and £10,0990,304.01 if the 2-year option to extend is exercised).



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference : TR/MM

For further information please contact Maurice McTeague, CPU, Category Manager (Supplies and Services) on 01294 324015

Background Papers

Appendix - Tender Outcome Report



NORTH AYRSHIRE

COUNCIL

Tender Outcome Report

Tender No NAC\1005
For the Provision of Non- Life Insurance Services and
Claims Handling Services

Contents

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Provision of Non-Life Insurance Services and Claims Handling Services

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 Invitation to Tender (ITT) for service provider(s) for Non-Life Insurance Services and Claims Handling Services advertised in 9 LOTS. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, 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 ITT for service provider(s) for Non-Life Insurance Services and Claims Handling Services.

3. Background

- 3.1. The existing Contract for this service was due to expire on 31 March 2014.
- 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. Following market engagement and consultation with the Council's broker, it was determined that the optimum solution for the Council would be a Contract term for an initial 5 years commencing 1 April 2014 plus the option to extend for an additional 2 years. Costs are based on the use of a "Long Term Agreement" (LTA).
- 3.4. The estimated annual cost based on historic expenditure information was £1.7M p/a or £8.5M over the initial Long Term Agreement (£11.9M including the optional extension period).

4. Tender Notice, Interest and Returns

- 4.1. A formal contract notice was advertised under the Negotiated procedure in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 6 August 2013 with a return date of 6 September 2013.
- 4.2. The contract notice attracted 13 (thirteen) expressions of interest from a wide range of potential providers of which 4 (four) submitted Pre-Qualification Questionnaire (PQQ) responses. The requirement had been split into multiple Lots (Lot 2 to Lot 9) to encourage specialist providers and competition. An option was available to bid for all Lots (Lot 1). A price for terrorism cover was also requested for consideration. This cover was last provided for in 2002 and the vast majority of local authorities do not procure this. Following receipt of the tenders it was agreed not to procure this option.
- 4.3. Stage 2 documents were issued to all 4 service providers who had supplied compliant information.
- 4.4. During Stage 2 clarification meetings were arranged with all prospective providers supported by the Council appointed brokers (Marsh) and feedback from these meetings was supplied to all bidders via the tender portal.

- 4.5 One provider (Travellers Insurance) elected not to attend the clarification meeting or bid. Compliant tender responses were received from the 3 remaining providers by the due date (29 November 2013).
- 4.6 Zurich Municipal had bid for all Lots individually and Lot 1 (Combined).
- 4.7 One provider (AXA Art), a specialist Fine Art insurance provider, had bid for Lot 7 (Fine Art Insurance) only.
- 4.8 Risk Management Partners (RMP) had submitted bids for the majority of Lots with the exception of Lot 1 (combined) and Lot 6 (marine).

5. Evaluation Process

- 5.1. The evaluation of Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, then the Council could choose to reject that Tender. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.

Responses were reviewed for compliance and completeness by the evaluation panel and the Council brokers.

Initial scrutiny of the responses indicated a requirement for further clarification questions and these were issued with a response deadline of Monday 13 January 2014.

- 5.2. 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:

Quality (50%)

Cost (50%)

Quality was evaluated using the following sub-criteria/sub-weightings:

Cover Provided (20%)

- Structure / Framework of Package (sub weighting 14%)
- Innovation (6%)

Claims Handling (15%)

- Personnel (6%)
- Flexibility of Approach (4%)
- Communication (4%)
- Best Value & Innovation (1%)

Support (15%)

- Communication (5%)
- Provision of Support (5%)
- Innovation (5%)

- 5.3. Tenders and clarification responses were evaluated on 14 January 2014 by a panel consisting of representatives from Risk and Insurance supported by the Council appointed brokers (Marsh) using the published criteria of Most Economically Advantageous Tender (MEAT)

A Category Manager from North Ayrshire Councils Corporate Procurement Team was also in attendance to facilitate the meeting but did not score the submissions.

6. Evaluation Results

Quality 50%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel. A summary of which is as follows;

Zurich Municipal

The evaluation panel felt the response was well written and were confident that the Tenderer would be able to fully meet North Ayrshire Council's requirements and expectations.

AXA Art

The evaluation panel felt the response was well written and were confident that the Tenderer would be able to meet North Ayrshire Council's requirements and expectations for the specialist Lot (Fine Art).

Risk Management Partners (RMP)

The panel felt the response was generally well written but that there were minor concerns identified regarding omissions from the required cover and misinterpretation of elements of the council's requirements. This was clarified with the company but remains unresolved.

The summary of the quality element is shown in the table below:

Company	Quality Score	Ranking	Score as % of overall marks
Zurich Municipal	50	=1	50
AXA Art	50	=1	50
Risk Management Partners	47.2	3	47.2

Price 50%

Contractors were asked to submit prices for individual Lots or all Lots which gave the following results and scores:

LOT 1 – Combined

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	1,570,043.43	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	No bid	N/A	N/A

LOT 2 – Casualty (Public Liability, Employers Liability, Professional Indemnity)

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	513,458.14	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	619,206.00	2	41.46

NOTE: RMP had included a significant element of the motor insurance cover requirements within casualty cover therefore this figure also required consideration of the bid for Motor.

LOT 3a - Property

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	534,450.92	2	46.75
AXA Art	No bid	N/A	N/A
Risk Management Partners	499,671.79	1	50

NOTE: RMP had not provided costs within their bid for historic building cover which was part of the tender requirements. RMP had bid for contents cover for the PPP schools based on a policy excess of £250K which meant the total cost bid was understated.

LOT 4 - Motor

Company	Price Tendered	Ranking	Score as % of overall
---------	----------------	---------	-----------------------

			marks
Zurich Municipal	365,286.60	2	44.83
AXA Art	No bid	N/A	N/A
Risk Management Partners	327,540.00	1	50

NOTE: RMP had included a significant element of the motor insurance requirements within casualty cover meaning the motor cover was understated but depended on award of Lot 2 - Casualty

LOT 2 and LOT 4 combined

NOTE: RMP had included a significant element of the motor insurance requirements within liability cover meaning the motor cover was lower but depended on award of liability. This figure and calculation reflect a like-for-like comparison

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	878,744.74	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	946,746.00	2	46.41

LOT 5 - Engineering Risks

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	102,925.41	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	137,180.00	2	37.51

LOT 6 - Marine

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	8,029.50	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	No bid	N/A	N/A

LOT 7 - Fine Arts

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	2,150.00	1	50
AXA Art	4,830.18	2	22.26
Risk Management Partners	6,092.00	3	17.65

LOT 8 - Fidelity

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	28,517.00	2	43.83
AXA Art	No bid	N/A	N/A
Risk Management Partners	25,000.00	1	50

LOT 9 - Contractors All Risks

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	24,874.25	1	50
AXA Art	No bid	N/A	N/A
Risk Management Partners	37,662.00	2	33.02

Aggregated Comparable Lots - 2, 3a, 4, 5, 7, 8 and 9 and excluding Lot 6 (Marine)

Company	Price Tendered	Ranking	Score as % of overall marks
Zurich Municipal	1,571,662.32	1	50
AXA Art	Fine Art only	N/A	N/A
Risk Management Partners	1,652,351.79	2	47.56

NOTE: RMP total does not include Historic Buildings and is based on an excess of £250K for contents within PPP schools.

7. Overall Score

7.1. Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

LOT 1 – Combined

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	1,570,043.43	50	50	100	1

LOT 2 - Casualty

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	513,458.14	50	50	100	1
Risk Management Partners	619,206.00	41.46	47.2	88.66	2

LOT 3a - Property

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	534,450.92	46.75	50	96.75	2
Risk Management Partners	499,671.79	50	47.2	97.2	1

LOT 4 - Motor

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	365,286.60	44.83	50	94.83	2
Risk Management Partners	327,540.00	50	47.2	97.2	1

LOT 2 and LOT 4 combined

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	878,744.74	50	50	100	1
Risk Management Partners	946,746.00	46.41	47.2	93.61	2

LOT 5 - Engineering Risks

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	102,925.41	50	50	100	1
Risk Management Partners	137,180.00	37.51	47.2	84.71	2

LOT 6 - Marine

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	8,029.50	50	50	100	1

LOT 7 - Fine Arts

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	2,150.00	50	50	100	1
AXA Art	4,830.18	22.26	50	72.26	2
Risk Management Partners	6,092.00	17.65	47.2	64.85	3

LOT 8 - Fidelity

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	28,517.00	43.83	50	93.83	2
Risk Management Partners	25,000.00	50	47.2	97.2	1

LOT 9 - Contractors All Risks

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	24,874.25	50	50	100	1
Risk Management Partners	37,662.00	33.02	47.2	80.22	2

Aggregated Comparable Lots - 2, 3a, 4, 5, 7, 8 and 9 excluding Lot 6 (Marine)

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
Zurich Municipal	1,571,662.32	50	50	100	1
Risk Management Partners	1,652,351.79	47.56	47.2	94.76	2

- 7.2. Consideration was given to awarding against individual Lots based on the score for each Lot compared with the combined costs where direct comparison could be made. The Zurich Municipal bid for Lot 1 (Combined) was on the basis of an additional package discount therefore splitting the Lots would have an adverse impact on the total contract cost. This would also require claims handling costs for both ZM and RMP to be allocated to individual lots and may incur increased administration costs to manage the resulting contracts. There would also be the risk of certain claims falling between two policies.

8. Recommendation

- 8.1. It is the recommendation of the evaluation panel that
- the contract should be awarded to Zurich Municipal on the basis of Lot 1 - Combined for a Long Term Agreement at an annual cost of £1,570,043.43 (£7,850,217.15 over 5 years and £10,990,304.01 if the 2 year option to extend is exercised)
- 8.2. Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the Standstill Rules.
- 8.3. Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4. Upon the conclusion of the Standstill Period, where no formal Legal challenge has been raised, to issue Letters of Acceptance to the successful companies.

9. Authority to Approve

- 9.1. 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 the Cabinet to accept the Tender(s) and award the contract to Zurich Municipal.

NORTH AYRSHIRE COUNCIL

Agenda Item 8

25 February 2014

Cabinet

Subject: Maximising Attendance Performance - December 2013 (Quarter 3 Summary)

Purpose: This report provides an analysis of sickness absence in Quarter 3 and the current year to date position.

Recommendation: That the Cabinet notes the information contained in the report.

1. Introduction

- 1.1 This report presents the sickness absence data for Q3, the current year to date position and a comparison to the same period last year.

2. Current Position

- 2.1 The whole Council target for maximising attendance performance has been set at 8.1 average days lost per employee for 2013/14. This target represents a reduction of just under 14% of the 2012/13 actual average days lost 9.4.
- 2.2 The table below shows the average days lost per FTE by Directorate against the quarterly target

Days Lost per FTE Q3/Oct - Dec 2013			
	Qtr 3	Quarterly Target	Variance
Democratic & Admin Services	1.1	1.8	-0.7
Finance & Corporate Support	1.8	1.8	0.0
Social Services & Health	3	2.4	0.6
Educational & Skills	1.7	1.8	-0.1
Development & Environment	3	2.4	0.6
North Ayrshire Total	2.4	2.1	0.3

There has been an overall increase in sickness absence from 2.1 in Q2 to 2.4 days lost per FTE for Q3 with Social Services & Health and Development & Environment both falling below target.

HR Advisers continue to work closely with their relevant Services providing advice and guidance on an on-going basis. The changes proposed by services have now been incorporated into this report for those services that responded. Work is on-going to further develop the management reports available relating to absence, focusing on early intervention and workforce profiling.

2.3 Duration Profile of Absence

The table below shows the duration and scope of absence during Quarter 3:

Absence Profile by Directorate Quarter 3 Oct - Dec 2013					
Directorate	Occurrences	All days taken	Average days taken	Days taken in period	Median days
Chief Executive	16	85	5.3	77	3
Develop & Environment	342	9056	26.5	4031	5
Education & Skills	579	8034	13.9	4209	3
Finance & Corp Support	138	1444	10.5	849	3
Social Services & Health	378	7947	21.0	4296	4
	1453	26565	18.3	13462	4

All days taken is a measurement of the total absence days including those with a start date before the Oct – Dec quarter that form a single contiguous period of absence running into the quarter – it includes the long term absence element. Similarly **average days taken** is a measurement of all absence running into the period, and as such includes any longer term absence which then explains its relatively high value. The **median** figure is included for comparison and is the middle value of all the individual employee sickness absence days for each directorate within the period. **Days taken in period** is calculated using the workdays available in the period with an individual employee FTE applied.

2.4 The table below shows the average days lost per FTE by Directorate against the year to date target and for the same period last year.

SERVICE	Current Year To Date	Same Period Last Year	Year to Date Target
Democratic & Admin Services	2.7	6.2	5.4
Development & Environment	9.7	7.1	7.2
Finance & Corporate Support	5.6	5.0	5.4
Educational & Skills	5.0	4.3	5.4
Social Services & Health	9.0	8.9	7.2
North Ayrshire Total	7.2	6.1	6.3

2.5 Cost of Sickness Absence - by Service

The following table shows the pay costs (Excluding employers' on-costs). The calculation applied takes account of half and no pay situations. Replacement costs for the cover of critical posts are not included.

Cost of Absence Apr - Dec 2013			
	Quarter 1	Quarter 2	Quarter 3
Democratic & Administrative Services	5,697	5,063	9,764
Development & Environment	386,084	417,983	376,101
Education & Skills	604,537	269,574	610,131
Finance & Corporate Support	101,188	90,963	87,445
Social Services & Health	486,221	457,874	431,855
Total	1,583,727	1,241,457	1,515,296

The cost of sickness absence increased by £273,839 in Quarter 3, this is consistent with the 0.3 increase in Days Lost per FTE. The increase of £340,557 in Education & Skills suggests that this is due to the effect of teacher absence during term time summer holiday. The Quarter 3 increase in Democratic & Administrative Services is due to two long term absences.

2.6 Short term absence

One aspect of the Council's Maximising Attendance policy is monitoring absence against short and long term trigger points. In terms of short term absence the table below shows the application of these trigger points to sickness within Quarter 3 by Directorate:

Short Term Absence Triggers Quarter 3/Oct - Dec 2013			
Directorate	Short 1-9 days	Medium 10-39 days	Long 40+ days
Chief Executive	14	2	
Develop & Environment	220	50	72
Education & Skills	442	79	58
Finance & Corp Support	111	16	10
Social Services & Health	245	70	63
	1032	217	203

2.7 Top 5 Reasons for Absence

The table below shows the top 5 sickness absence reasons for the period:

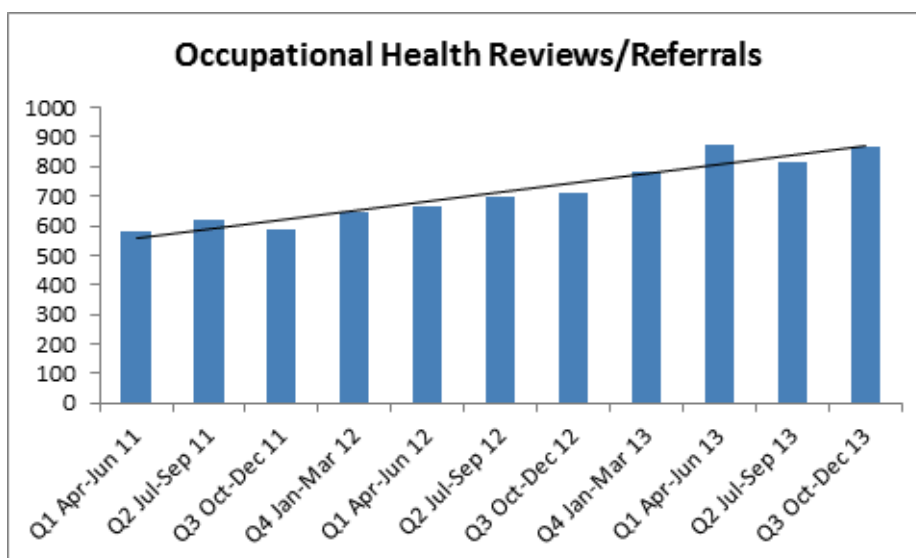
Reason for Sickness Absence Quarter 3 Oct - Dec 2013					
Reason	Occurrences	All days taken	Average days taken	Days taken in period	Median days
Musculo/Skeletal	173	4948	28.6	2416	8
Stress/Anxiety	122	4134	33.9	1916	18
Surgical Procedure	89	2254	25.3	1293	20
Gastro Intestinal	334	1513	4.5	1109	2
ENT/Eyes	220	1232	5.6	874	3

2.8 Occupational Health

The table below plots the number of occupational Management Referrals, Management Reviews and Self-Referrals by Quarter from 2011/12 to 2013/14:

Occupational Health Reviews/Referrals Trend Q3/Oct - Dec 2013				
	Management Referral	Management Review	Self-Referral	Total
Q1 Apr-Jun 11	514	42	24	580
Q2 Jul-Sep 11	534	50	34	618
Q3 Oct-Dec 11	529	31	29	589
Q4 Jan-Mar 12	570	51	27	648
Q1 Apr-Jun 12	587	52	24	663
Q2 Jul-Sep 12	617	61	20	698
Q3 Oct-Dec 12	623	59	29	711
Q4 Jan-Mar 13	699	60	26	785
Q1 Apr-Jun 13	750	101	25	876
Q2 Jul-Sep 13	681	111	24	816
Q3 Oct-Dec 13	722	114	32	868

Taking Management Reviews, Management Referrals and Self-Referrals together the graph shows the upward trend over the time frame:



Key Points

- Overall increase in sickness absence from 2.1 to 2.4 days lost per FTE for Q3
- Increasing occupational health uptake

3. Proposals

- 3.1 The Cabinet is requested to note the content of this report.

4. Implications

Financial Implications

- 4.1 Sickness absence presents a cost to the Council, both on terms of the direct costs of providing for those absent and in terms of lost work days resulting in reduced or delayed service delivery.

Human Resource Implications

- 4.2 The revised procedure for Maximising Attendance was launched on 3rd February 2014 with communications and training sessions for service managers and trade union representatives. A key human resource implication is service management time on pro-actively managing the revised procedure and ensuring that new consolidated absence stage timelines are acted on and actions are recorded to enable corporate monitoring and reporting.

Legal Implications

4.3 None

Equality Implications

4.4 None

Environmental Implications

4.5 None

Implications for Key Priorities

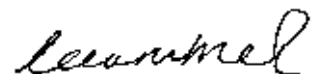
4.6 None

5. Consultations

5.1 There is no requirement for consultation in respect of the content of this report.

6. Conclusion

6.1 Despite having sound procedures sickness absence has increased in Q3 from the previous year's quarter. Services should continue to utilise occupational health services, where required seek advice from HR Advisers and ensure that an approach of early intervention is taken where employees are on long term sickness absence.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Alan Stewart, Team Leader
Information Management & Systems on 01294 324616

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 9

25 February 2014

Cabinet

Subject: **Housing Revenue Account Business Plan
Implementation Group: Minutes of meeting held
on 17 January 2014**

Purpose: To submit the minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 17th January 2014.

Recommendation: That the Cabinet notes the minutes attached at Appendix 1.

1. Introduction

- 1.1 A Housing Revenue Account Business Plan Implementation Group was set up in 2010 and consists of Elected Members, tenant representatives and Council officers from Housing Services and Finance and Property.
- 1.2 The remit of the Housing Revenue Account Implementation Group is:
- To make recommendations to the Council's Cabinet and other bodies as appropriate;
 - To carry out an annual review and report progress on the Business Plan;
 - To assume responsibility for performance monitoring and reporting;
 - To advise and provide recommendation on the setting and use of budgets and resources;
 - To ensure the appropriate consultation is undertaken at key stages, and
 - To agree and drive forward any key priorities identified in relation to the Housing Revenue Account.

2. Current Position

- 2.1 The minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 17 January 2014 are attached at Appendix 1.

3. Proposals

- 3.1 It is proposed that the Cabinet notes the minutes attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no implications arising from this report.

Human Resource Implications

- 4.2 There are no implications arising from this report.

Legal Implications

- 4.3 There are no implications arising from this report.

Equality Implications

- 4.4 There are no implications arising from this report.

Environmental Implications

- 4.5 There are no implications arising from this report.

Implications for Key Priorities

- 4.6 There are no implications arising from this report.

5. Consultations

- 5.1 None required.

6. Conclusion

6.1 The attached minutes are submitted for information.

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

CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Alex Adrain, Interim Head of Housing
on 01294 324626

Background Papers

None

	STATUS REPORT	
	Business Plan Implementation Group	

Date: 17th January 2014

Venue: Committee Room 1, Cunninghame House, Irvine

Attendees:	Councillor A Dickson Councillor R Maguire Councillor J Ferguson Councillor J Hunter Councillor C McMillan Councillor R McNicol Councillor T Marshall Alex Adrain Carolyn Hope Robert McGilvery Marianne McManus Tracey Wilson Keith MacDonald Ian Cathcart Alison Diamond Cate Weir Alex Younger	Elected Member (Chair) Elected Member Elected Member Elected Member Elected Member Elected Member Elected Member Housing Services Housing Services Housing Services Housing Services Housing Services Finance and Property Finance and Property Finance and Property Tenant Representative Tenant Representative
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Apologies:	Councillor I Clarkson Councillor J Easdale Yvonne Baulk David Tate Gordon Taylor	Elected Member Elected Member Financial and Property Finance and Property Tenant Representative
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Minuted by:	Claire McCartney Housing Services
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Agenda Item	Notes and Actions	Who	Date
1. Welcome	Cllr Dickson opened the meeting by welcoming everyone. She introduced Cllr Maguire, who, as new portfolio for Housing, will take the position of Chair for future meetings. Cllr Dickson then asked for apologies.		
2. Minutes of Last Meeting & Matters Arising	There were no amendments to the minutes of the previous meeting.		

3. Budget Summary	<p>Alex Adrain (AA) took the group through the 2014/15 Approved HRA Budget (Appendix 2).</p> <p>Following the consultation with tenants a rent increase of 3.5% had been proposed. This was then agreed by Council on 11th December 2013. This increase is in line with the Business Plan assumptions. AA advised that there had been a large increase in the level of tenant responses compared to previous years.</p> <p>AA advised that a proposal for the recovery of future utility charges at Sheltered Housing Units would be put forward this year for consideration. This will aim to align service charge income with actual utility spend in future years.</p> <p>Cllr Marshall asked what the level of interest was for prudential borrowing. Keith MacDonald (KM) advised that from memory he thought it was 5%, but he would check this and confirm to the group.</p>	KM	
4.SHQS Update	<p>Ian Cathcart (IC) provided an update of the SHQS Compliance Monitoring 2013/14 (Appendix 3). IC advised the group that as at 31st December 2013 SHQS compliance is 95.17% and ahead of target by 3.17%, however he highlighted that the highest fail rates were in energy efficiency and modern facilities and services. IC advised that this was due, in some cases to elderly tenants not giving access to the property for this work to be completed.</p> <p>Cllr Dickson asked what impact the lack of access would have on compliance. IC confirmed that as long as it was logged that they had been refused access, these properties would be classed as exempt.</p> <p>Cllr McNicol asked if the properties that were failing came from one particular area. IC advised it was an even spread across North Ayrshire.</p> <p>Cllr Hunter asked if there were many properties failing on a number of criteria. IC said there were very few and these properties were being specifically targeted however, the majority of failing properties were on a single criteria.</p> <p>Alex Younger (AY) asked IC about the new energy efficiency standard being introduced by the Scottish Government. IC advised that firm details on the requirements had not been released yet, however NAC were involved in the Scottish Government consultation. The new standards will be introduced after March 2015 with a target date of 2020.</p> <p>Cate Weir (CW) raised an issue regarding the new windows in the high flats in Saltcoats, advising that the street noise was greater than it was before. Alison Diamond (AD) confirmed she would look into this.</p> <p>AA asked IC to clarify what was covered by the 26 houses in serious disrepair – IC advised this referred to guttering, downpipes, handrails, steps and other external features.</p>	AD	

	<p>Cllr Hunter raised an issue regarding the damage to soft landscaping at Montgomery Street, Ardrossan. The scaffolding had now been removed and the planting that was destroyed by the workers had not been repaired. IC advised that further work was planned and the scaffolding would be going back up. Upon completion of this, the landscaping would be reinstated.</p>		
<p>5. Welfare Reform: National & Local Updates</p>	<p>Marianne McManus (MM) took the group through the Welfare Reform Update report (Appendix 4). MM drew attention to the recent news regarding a “loophole” to the under occupancy legislation relating to tenants that have been their tenancy for at least 16 years and continuously been on housing benefit, being exempt from the charge. Finance (Housing Benefit) will identify the tenants affected by this and they will be contacted. MM also advised the group that the Council has been successful in securing a further £120,000 of funding for Discretionary Housing Payments (DHP) from the DWP reserve fund.</p> <p>Cllr Dickson asked if there was money left in the DHP fund at the end of the year would this be carried over into 2014/15. MM confirmed that the money would have to be spent in this financial year; also the additional £120,000 would also have to be spent in this financial year.</p> <p>Cllr Hunter asked if many houses had been re-designated to avoid paying the under occupancy charge. MM advised only a very small number of properties have been re-designated, the majority of which were houses that had been significantly adapted. Cllr Hunter then asked if it would be possible to convert the 3 and 4 bedroom houses to Houses in Multiple Occupation (HMO) or shared accommodation. AA advised that Housing Services were considering a range of possible options to mitigate the impact of the Welfare Reforms.</p> <p>AY asked if the “loophole” applied to tenants who had stayed in the same house for 16 years or multiple houses over the period with a continuous claim for Housing Benefit. MM committed to confirming the details of the qualifying criteria and would report back to the group.</p> <p>Cllr McNicol asked how information on housing rent arrears was obtained, MM confirmed that arrears were collected by the housing offices and at the present time no-one had been evicted on the basis of arrears as a result of under occupancy.</p> <p>Cllr Marshall pointed out that the numbers of tenants in arrears was not overly high. MM advised that a considerable level of DHP had been used to mitigate the impact to date; however, the levels of this going forward are uncertain.</p>	MM	
<p>Changing Demand for Larger Housing</p>	<p>AA took the group through the presentation on Changing Demand for Larger Housing (Appendix 4A) expanding on the impact the under occupancy charge is having on larger properties.</p> <ul style="list-style-type: none"> Between April and October 2013, 27% of all voids were larger properties The number of 3 bed void properties has almost doubled in the last 12 months <p>Cllr Hunter asked if there was low demand for larger houses why the new developments include 3 bedroom houses. AA said that the size of houses was based on information taken from the Housing Needs and Demand Assessment (HNDA) and the North Ayrshire Housing Register and the houses needed to reflect the changing needs of tenants and</p>		

	<p>future requirements. AA stated that 3 beds are allocated easily in new build developments.</p> <p>AA noted his concern regarding the recent increase in the number of larger properties that have become void and also the lack of demand from the North Ayrshire Housing Register. AA advised that in his opinion this merited further investigation and proposed that research be commissioned. Cllr Maguire supported the use of consultants saying that the Council needs expert advice on trends to inform future strategic direction.</p> <p>Cllr McNicol asked if there was no-one within the Council who could carry out this work. AA confirmed that some work had been carried out by Council Officers to establish the current position. Wider analysis would be required to consider future options and policy considerations to address the issue.</p> <p>Cllr Hunter asked if we could sell 3 or 4 beds since the demand is no longer there. AA confirmed we could not do this.</p> <p>Cllr Marshall suggested lowering rents on hard to let properties. MM stated that there would be issues regarding equality and this could not be progressed.</p> <p>Cllr McNicol asked for information on the number of first time applicants and the number with children. AA will supply this information.</p>	AA	
6. Development Update	AA gave an update on the Development Programme (Appendix 5). Photographs and plans of new developments and regeneration projects undertaken by the Service were presented to the group. AA advised of associated projects such as property buy backs, standardised house types and a review of the development process.		
7. Discuss and Agree Priorities for 2014/15	<p>AA took the group through some suggested group priorities for 2014/15 (Appendix 6) and asked for comments/further suggestions.</p> <p>CW suggested that the group visit the new developments shown in the Development Programme, as the group had visited the sites before the upgrade it would be interesting to see the finished development.</p>	RM/ AA	
8. AOB	Cllr Dickson advised she felt it would be wise to hold back the next meeting until the end of April or May. This was agreed by the group.		
10. Next Meeting	To be advised in due course		

NORTH AYRSHIRE COUNCIL

Agenda Item 10

25 February 2014

Cabinet

Subject: **1st Tier Joint Consultative Committee and Corporate Health and Safety Group: Minutes of Meetings held on 6 February 2014**

Purpose: To submit the Minutes of the Meetings of the 1st Tier JCC and the Corporate Health and Safety Group, both held on 6 February 2014.

Recommendation: That the Cabinet agrees to note the Minutes contained in Appendices 1 and 2.

1. Introduction

1.1 The 1st Tier Joint Consultative Committee comprises Elected Members, Officers and Trade Union representatives. Its purpose can be summarised as follows:

- "To provide a forum and procedure for Council members and Trade Unions to meet on a regular and constructive basis to exchange information and resolve issues of mutual concern"; and
- "To promote and develop good relations between the Council, Management, employees and their Trade Unions".

1.2 The Council's Corporate Health and Safety Group consists of Elected Members, Officers who chair the four Health and Safety Planning Groups and safety representatives from the Trade Unions. The Group aims:-

- To engage employee representatives as an inclusive partner in the Council's arrangements for the management of health and safety to create a safe working environment that supports the well being of the Council's employees.
- To provide a forum for Council Elected Members, senior managers and safety representatives to meet on a regular and constructive basis to exchange information and resolve issues of mutual concern.

2. Current Position

- 2.1 Both the 1st Tier JCC and the Corporate Health and Safety Group meet up to four times per year. The Minutes of the latest meetings, held on 6 February 2014 are appended for information.

3. Proposals

- 3.1 The Cabinet is invited to note the content of the Minutes contained in Appendices 1 and 2.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

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

Legal Implications

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

Equality Implications

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

Environmental Implications

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

Implications for Key Priorities

- 4.6 There are no implications for key priorities arising from this report.

5. Consultations

- 5.1 No consultations were required.

6. Conclusion

6.1 The attached Minutes are submitted for information.

A handwritten signature in black ink that reads "Elma Murray". The signature is written in a cursive style with a large initial 'E'.

ELMA MURRAY
Chief Executive

Reference :

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

Background Papers

0

1st Tier Joint Consultative Committee
6 February 2014

IRVINE, 6 February 2014 - At a Meeting of the 1st Tier Joint Consultative Committee (JCC) of North Ayrshire Council at 2.00 p.m.

Present

Willie Gibson, Peter McNamara, Ronnie McNicol and Tom Marshall (North Ayrshire Council); L. McDaid, C. Turbett, F. Boyle and M. Gettins (Unison); P. Watkins (GMB) and J. Jackson (Unite).

In Attendance

I. Colvin, Director (North Ayrshire Health and Social Care Partnership); G. Macgregor, Head of Service and A. Young, Human Resources Operations Manager (Human Resources and Organisational Development) and A. Little, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Robert Barr.

1. Minutes

The Minutes of the previous meeting of the Committee held on 5 December 2013 were signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

2. Constitution

Submitted report by the Corporate Director (Finance and Corporate Support) on the proposed revisions to the 1st Tier JCC Constitution.

At its meeting on 5 December 2014, the Committee agreed (a) that it be remitted to the Joint Secretaries to (i) make further amendments to the revised Constitution, making Staffing and Recruitment Committee Named Substitutes eligible to become members of the 1st Tier JCC and providing clarification on voting arrangements; (ii) submit the revised draft Constitution to the next meeting for formal approval, whereupon Councillor Robert Steel will be invited to replace Councillor Alan Hill as a member of the Committee; (iii) put in place arrangements to facilitate a discussion on "Adult Health and Social Care" at the next meeting and the "Regeneration Strategy" at the following meeting; (b) that further discussion themes will be the subject of discussion at future meetings; and (c) that the dates for meetings in 2014 will coincide with those of the Corporate Health and Safety Group, namely 6 February, 15 May, 23 October and 4 December 2014.

The revised constitution that was attached as an appendix to the report. It was noted that other Members could attend as named substitutes over and above the Members officially called 'named substitutes' from the Staffing and Recruitment Committee.

The Committee agreed to approve the revised constitution as detailed at Appendix 1.

3. Presentation: Social Health and Integration

The Committee received a presentation from the Director (North Ayrshire Health and Social Care Partnership) on Social Health and Integration - Preparing for Integration.

The presentation included information on:-

- detailed planning for integration;
- the role of the Integration Board;
- the programme structure;
- pan-ayrshire workstreams;
- North-East partnership workstreams; and
- immediate priorities.

Discussion took place on the following:-

- interim management arrangements and the establishment of a joint management team;
- challenges in reducing emergency admissions to hospitals and work with GPs to reduce these admissions; and
- membership of the Shadow Integration Board (SIB) that will include staff representatives and consideration of staff issues by the SIB.

The Committee agreed that the Director (North Ayrshire Health and Social Care Partnership) provide an update on Social Health and Integration to the October meeting.

4 Date of Next Meeting

The next meeting will be held on Thursday 29 May 2014 at 2.00 p.m. and will receive a presentation on regeneration.

The meeting ended at 3.20 p.m.

Corporate Health and Safety Group
6 February 2014

IRVINE, 6 February 2014 - At a meeting of the Corporate Health and Safety Group of North Ayrshire Council at 1.00 p.m.

Present

Willie Gibson, Peter McNamara, Ronnie McNicol, Tom Marshall and Robert Steel (North Ayrshire Council); G. Smith (EIS); P. Watkins, P. Houston and P. Arkison (GMB); C. Nicol (SSTA); J. Jackson and D. Heminsley (Unite) and J. Purvis and L. McDaid (Unison).

In Attendance

G. Macgregor, Head of Service, F. Walker, Team Manager (Human Resources) and M. Reid, Team Leader (Health and Safety) (Human Resources and Organisational Development), W. Turpie, Operations Manager (Streetscene) (Development and Environment); D. Reid, Team Manager (Education and Skills); J. Davis, Manager Business Support (Social Services and Health); D. Mackay, Team Manager (Contracts, Compliance and Maintenance)(Finance and Corporate Support); A. Hale, Health Improvement Officer and A. Little, Committee Services Officer (Chief Executive's Service).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Councillor Barr.

1. Chair's Remarks

On behalf of the Committee, the Chair thanked Malcolm Reid, Team Leader (Health and Safety) for his contribution to the work of the Committee and the Council.

2. Minutes

The Minutes of the previous meeting of the Group held on 5 December 2013 were signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. Health and Safety: Progress Report

Submitted report by the Corporate Director (Finance and Corporate Support) on the implementation of the Council Health and Safety Action Plan with a summary of main points.

The following points were highlighted:-

- the final version of the Guidance on the Management of Work Involving Asbestos was updated and published on Navigate;
- the guidance on the Management of Work Related Stress will be amended to remove the Health and Safety Executive option and be re-launched by February 2014;
- the scheduled roll-out of Incident Reporting Procedures will begin in March 2014;
- the Corporate Health and Safety Audit System will audit high priority areas first; and
- amendments that will be required to the Guidance on Manual Handling once the revised National Moving and Handling Passport has been published.

Discussion took place on the following:-

- prioritisation of council premises on the basis of high risk factors that will include the use of equipment, plant and vehicles, potential exposure to harmful substances, moving and handling, sleeping accommodation and the presence of vulnerable service users; and
- an audit of Bridgegate House that was undertaken by Scottish Fire and Rescue as part of their regular audit plan.

Noted.

4. Health and Safety Groups

The Group agreed that future reports by the Health and Safety Groups be provided in a consistent format in terms of the information provided within Occupational Health and Employee Incidents.

4.1 Development and Environment

Submitted report by the Corporate Director (Development and Environment) on progress to date in meeting the actions set out in the Corporate Health and Safety Strategy.

Discussion took place on the following:-

- the health surveillance programme that was provided within the Roads Service and the potential inclusion of lifestyle factors within the programme; and
- work that the Health Improvement Officer has been undertaking in relation to health surveillance.

The Group agreed that (a) the Operations Manager (Streetscene) liaise with the Health Improvement Officer in respect of health surveillance in terms of the content of the programme; and (b) the Health Improvement Officer provide reports to the next meeting on (i) the NHS Keepwell (Health Check) Programme; and (ii) the work of the Cardiac Risk in the Young Unit.

4.2 Education and Skills

Submitted report by the Corporate Director (Education and Skills) on the current position in respect of the Education and Skills Health and Safety Action Plan.

Discussion took place on the following:-

- a "no parking" scheme that has been introduced in and around certain schools by Lothian Council; and
- representation on the Livewell Group.

The Group agreed (a) that the Team Manager (Education and Skills) arrange for the Road Safety at School Gates Group to examine the Lothian "no parking" scheme and provide an update to a future meeting of the Group; (b) that the Health Improvement Officer arrange for a teaching representative to be invited to future Livewell Group meetings; and (c) to otherwise note the report.

4.3 Social Services & Health

Submitted report by the Corporate Director (Social Services and Health) on the current position of the Social Services & Health and Safety Plan.

Discussion took place on the following:-

- 31 incidents of violence and aggression that took place within children's units;
- the availability of flu jabs for certain Council staff; and
- the availability of DSE self-assessment and e-learning for all Council staff.

The Group agreed (a) that the Occupational Health Officer examine the feasibility and cost of the Council providing flu jabs for staff and report to the next meeting; (b) that the Team Manager (Human Resources) liaise with the Team Manager (Education and Skills) in relation to awareness raising for teaching staff on the availability of DSE self-assessments and e-learning; and (c) to otherwise note the report.

5. Employee Incident Statistics: Monitoring Report: 1 October to 31 December 2013

Submitted report by the Corporate Director (Finance and Corporate Support) on a summary of employee injury incidents, including those which require to be reported to the Health and Safety Executive in line with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

Discussion took place on the following:-

- the future provision of comparison statistical information; and
- the use of reportable incidents as risk assessment examples.

The Group agreed (a) that the Operations Manager (Streetscene) examine the use of the incident in relation to the Higher Foreperson as a risk assessment example; and (b) to otherwise note the report.

6. Aggression and Violence Incidents: Monitoring Report: 1 October to 31 December 2013

Submitted report by the Corporate Director (Finance and Corporate Support) on a summary of incidents involving violence and aggression towards employees.

The Group was advised that future reports will include sufficient data to allow the easy identification of trends.

Discussion took place on the whether it is standard practice to report sexually motivated incidents to the Police.

The Group agreed (a) that the Health and Safety Team Leader report to the next meeting on the reporting of sexually motivated incidents to the Police; and (b) to note the future provision of sufficient data to allow the easy identification of trends.

7. Livewell - Healthy Working Lives

Submitted report by the Chief Executive on an update on the Healthy Working Lives Programme.

Discussion took place on the following:-

- the programme of health promotion activities for Modern Apprentices that includes motivated minds, financial capability, alcohol and rugs, sexual health and personal and driver safety; and
- work that is being done to finalise guidance on mental health and wellbeing that will be circulated to all staff.

The Group agreed (a) that the Health Improvement Officer ensure that information on (i) Credit Unions is included within the financial information provided to Modern Apprentices; and (ii) the Healthy Working Lives Programme is available to members of staff without access to computers; and (b) to otherwise note the report.

8. Date of Next Meeting

The next meeting will be held on Thursday 29 May 2014 at 1.00 p.m.

The meeting ended at 2.00 p.m.