# NORTH AYRSHIRE COUNCIL

**26 September 2023**

**Cabinet**

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|---|---|
| **Title:** | **North Ayrshire Asset Management Strategy & Plans** |
| **Purpose:** | To seek Cabinet approval of the refreshed North Ayrshire Corporate Asset Strategy and associated Asset Management Plans. |
| **Recommendation:** | That Cabinet approves the North Ayrshire Corporate Asset Strategy and Plans at Appendix 1. |

## 1. Executive Summary

1.1 The Council has a variety of assets which are integral to service delivery. Asset management is a structured and systematic approach to managing assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to end of life.

1.2 This report introduces a new Corporate Asset Strategy incorporating individual Fleet, Roads, Housing, Property, Open Space and ICT asset management plans. The review has been informed by various key drivers including the North Ayrshire Council Plan, our Community Wealth Building approach, climate change emergency and the ongoing financial challenges facing the public sector.

1.3 Key areas of asset management opportunity will include how we maximise the use of our land and property assets and how we can manage assets in such a way to contribute to our Council Plan priorities of wellbeing, tackling climate change, and supporting communities and local democracy, for example by investing in energy efficiency measures and decarbonisation of buildings and fleet, or supporting communities to acquire buildings through Community Asset Transfer.

1.4 Robust asset management also plays a key role in developing the Council's Medium Term Financial Strategy through the realisation of efficiencies and enhanced utilisation of assets. The plans are also an integral delivery mechanism to ensure the Council delivers 'Best Value'. The proposed Corporate Asset Strategy and Plans at Appendix 1 reflect updated priorities and challenges to ensure an approach to asset management that remains fit for purpose.

## 2. Background

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

2.2 Asset management plans are essentially a decision-making framework used to identify assets, their value, their use and how they support the Council's overall aims and

objectives. Asset management plans are therefore also important tools to assist in the planning of capital and revenue expenditure.

2.3 More widely, there is a need for our asset management approach to align closely with the North Ayrshire Council Plan, reflecting the strategic priorities of wellbeing, communities and local democracy and climate change. In addition, a key objective of Community Wealth Building is maximising the use and function of our land and property assets for the benefit of local people. This includes exploring alternative use of council owned assets for communities or businesses and supporting Community Asset Transfer to grow community ownership.

2.4 The landscape in which Council services are delivered is constantly changing, with direct impacts on how assets are used and managed. The shift to more agile working patterns has changed how our buildings are used, and the development of several school campus projects in recent years has provided opportunities for community services to be co-located.

2.5 The current economic climate has significantly increased the operating and maintenance costs of our asset portfolio and placed a renewed focus on the sustainability of assets going forward.

2.6 The climate change emergency has far-reaching implications for our assets: the decarbonisation of buildings and vehicles, infrastructure requirements for active travel, opportunities to use our assets for renewable energy generation, and protecting and enhancing our habitats to capture carbon.

2.7 The overall aims and objectives of our refreshed CAS are:

1. That our asset management approach is aligned to the delivery of key Council and partner strategies, including the North Ayrshire Council Plan;
2. That we maximise the efficient and effective use of all Council assets for the benefit of those that live, work, visit or do business in North Ayrshire as part of a clear and co-ordinated framework;
3. That, through our sustainable change programme, we review our assets to ensure that the portfolio is lean and fit-for-purpose and that opportunities to reduce pressure on capital and revenue budgets are identified and delivered; and
4. That available investment in assets is prioritised, with clear governance, assessment and decision-making arrangements in place.

2.8 Audit Scotland published the latest Best Value Assurance Report for North Ayrshire Council in June 2020. A key area of focus for the audit was how the Council manages its assets. The report noted that the Council has demonstrated a culture of continuous improvement since a previous report by the Accounts Commission in 2011. Central to the approach is sound governance arrangements for asset management, and the proposed CAS at Appendix 1 sets out the roles and responsibilities, prioritisation and decision making criteria for our assets.

2.9 The refreshed CAS also provides the framework for performance and risk management and reporting as part of our asset management approach.

2.10 The CAS includes individual asset management plans for the six categories of asset: property, housing, roads, fleet, open space and ICT. Each individual asset plan aims to ensure that the Council holds the right assets and that they are fit for purpose in terms of condition, suitability, sufficiency and accessibility. The asset plans, including condition survey information, are used to inform the capital investment programme.

## 3. Proposals

3.1 It is proposed that Cabinet approves the refreshed Corporate Asset Strategy and Plans at Appendix 1.

## 4. Implications/Socio-economic Duty

### Financial

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

### Human Resources

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

### Legal

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

### Equality/Socio-economic

4.4 Implementation of the asset management plans underpins the Council's equality and socio-economic duty, by, for example:

- Ensuring availability of affordable, accessible, well-maintained housing
- Ensuring access to public services through availability of well-maintained property assets including schools, libraries and community centres
- Availability of quality public open spaces, for physical activity and health and wellbeing benefits

### Climate Change and Carbon

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

### Key Priorities

4.6 The asset management plans are designed to support our Council Plan priorities by setting out a framework for utilisation and management of assets that supports a wellbeing economy, responds to the climate change emergency, and provides opportunities for local decision making.

### Community Wealth Building

4.7 Implementation and continued development of the asset management plans will contribute to all strands of Community Wealth Building, in particular the utilisation of

our land and assets.

## 5. Consultation

5.1 A cross-service officer working group was established to review and refresh the approach to asset management and to ensure a consistency of approach in preparing the individual asset management plans. The asset management plans have been developed in consultation with partners and customers where appropriate.

RUSSELL McCUTCHEON
Executive Director (Place)

For further information please contact **David W. Hammond, Head of Service (Sustainability, Corporate Property & Transport),** on 01294 324514.

**Background Papers**
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**APPENDIX 1**

# NORTH AYRSHIRE COUNCIL

# CORPORATE ASSET MANAGEMENT STRATEGY & PLANS

# 2023-28

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

## 1. Introduction

The Council has a variety of assets which are integral to service delivery. Asset management is a structured and systematic approach to managing assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to end of life. Effective asset management planning means knowing what you own, where it is located, who is responsible for it, the operation and maintenance costs, and what role the asset has in current and future service delivery.

As part of the asset management process, we need to ensure that assets are:

- fit for purpose
- used efficiently
- maintained on a sustainable basis
- matched in investment terms to service needs.

This Corporate Asset Strategy (CAS) sets out a framework for the management of the Council's core assets and infrastructure, with individual, detailed asset management plans for the Council's key asset groups as appendices to the document.

## 2. Aims & Objectives

Plans for the future should ensure that assets are used primarily to enable the most effective provision of services together with the achievement of strategic objectives; and that this should be done in the most efficient manner. The CAS aims to provide an integrated approach to realising the Council's overall strategic aims and objectives for optimising assets.

The North Ayrshire Partnership Plan (NAPP) (formerly the Local Outcomes Improvement Plan) is administered by the North Ayrshire Community Planning Partnership and consists of public, private and voluntary organisations and groups working together with communities through our six Locality Partnerships to make North Ayrshire a better place to live. The NAPP has three key themes: Wellbeing, Work and World.

Alongside the wider NAPP, the CAS and individual asset management plans play a central role in delivery of the most recent Council Plan. The latest review of the CAS and plans therefore reflects the following Council Plan priorities:

- Wellbeing
- Communities and Local Democracy
- Climate Change
- A Sustainable Council

Alongside delivery of day-to-day services, there are also a wide range of overarching Council strategies where delivery is contingent on the effective use of assets, for example:

- Community Wealth Building Strategy
- Environmental Sustainability & Climate Change Strategy
- Local Housing Strategy
- Regeneration Delivery Plan
- Open Space Strategy
- Learning Estate Strategy
- Digital Strategy
- Technology Strategy
- Sustainable Change Programme

It is within this context that the aims and objectives of the CAS are set. These are:

1. That our asset management approach is aligned to the delivery of key Council and partner strategies, including the North Ayrshire Partnership Plan and Council Plan
2. That we maximise the efficient and effective use of all Council assets for the benefit of those that live, work, visit or do business in North Ayrshire as part of a clear and coordinated framework
3. That, through our sustainable change programme, we review our assets to ensure that the portfolio is lean and fit-for-purpose and that opportunities to reduce pressure on capital and revenue budgets are identified and delivered
4. That available investment in assets is prioritised, with clear governance, assessment and decision-making arrangements in place

## 3. Drivers for Change

The landscape in which Council services are delivered is constantly changing, with direct impacts on how assets are used and managed.

The shift to more agile working patterns has changed how our buildings are used, and the development of several school campus projects in recent years has provided opportunities for community services to be co-located.

The cost-of-living crisis has significantly increased the operating and maintenance costs of our asset portfolio and placed a renewed focus on the sustainability of assets going forward.

The climate change emergency has far-reaching implications for our assets: the decarbonisation of buildings and vehicles, infrastructure requirements for active travel, opportunities to use our assets for renewable energy generation, and protecting and enhancing our habitats to capture carbon.

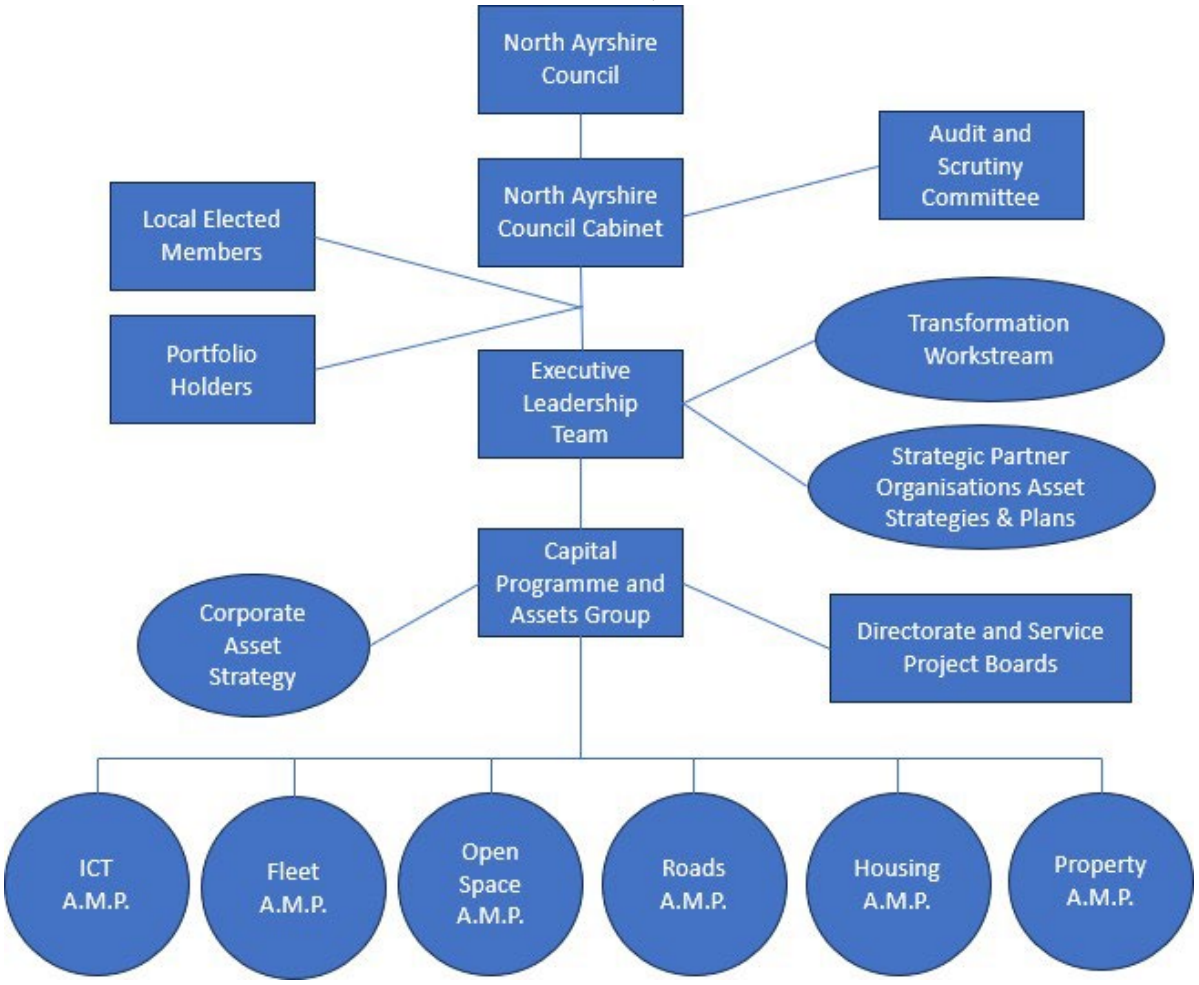
The Council are pioneers in Community Wealth Building (CWB) and launched Scotland's first Community Wealth Building Strategy in May 2020. CWB aims to retain wealth and economic benefits within the local area, making our communities more

inclusive, resilient and sustainable. A key objective of CWB is maximising the use and function of our land and property assets for the benefit of local people. This includes exploring alternative use of council owned assets for communities or businesses and supporting Community Asset Transfer to grow community ownership.

The Council's capital and revenue budgets continue to face significant pressure, compounded by recent inflation and borrowing cost rises. There are less and less resources available to meet the investment, operating and maintenance requirements of our asset estate.

## 4. GOVERNANCE

The diagram below provides the governance arrangements for corporate asset management within the Council:



## 3.1 Roles and Responsibilities

Audit Scotland published the latest Best Value Assurance Report for North Ayrshire Council in June 2020. A key area of focus for the audit was how the Council manages its assets. The report noted that the Council has demonstrated a culture of continuous improvement since a previous report by the Accounts Commission in 2011. Central to the approach is sound governance arrangements for asset management.

Cabinet approves the corporate framework and the medium and longer term investment programme.

The Executive Leadership Team, the Capital Programme and Assets Group (CPAG) and Directorate & Service Project Boards ensure officer co-ordination of corporate asset management and support the Council and Cabinet at chief officer and senior management levels.

CPAG is chaired by the Head of Finance, with representation from senior officers across all Services. It meets on a monthly basis with the remit of:

- ensuring a strategic and corporate approach overview of asset management to ensure the Council's resources are deployed effectively
- developing and delivering the corporate asset management plans
- developing and delivering the Council's capital investment programme, minimising slippage on the delivering the programme
- developing clear criteria for investment of Council resources on asset matters and assessing all investment business cases
- developing and monitoring performance across all asset classes
- developing a capital receipts strategy
- developing and implementing best practice in all asset matters

Chief Officers and Senior Managers are responsible for:

- working together to ensure a corporate approach to asset management is in place and delivering the Council's asset management plans and associated investment programme
- contributing to the development and delivery of asset strategies and plans; and
- ensuring consultation on asset management is undertaken with all relevant stakeholders

Directorate and Service Project Boards are responsible for:

- Ensuring capital and asset plans are being implemented efficiently and effectively
- Taking corrective action to ensure delivery plans remain with agreed parameters of time and budget
- Escalating relevant issues to the Executive Leadership Team and and/or CPAG

## 3.2 Asset Plans

The Council's CAS and plans have been reviewed in line with the CIPFA's 'A Guide to Local Authority and Public Sector Asset Management' published in 2020. Our assets

are classified under six categories, with an associated plan for each as an appendix to the CASL

| Asset Plan | Directorate | Chief Officer |
|---|---|---|
| Property (including Common Good assets) | Place | Head of Sustainability, Corporate Property & Transport |
| Housing | Place | Head of Sustainability, Corporate Property & Transport/Head of Housing & Public Protection |
| ICT | Chief Executive's | Head of People & ICT |
| Roads including structures, lighting and water infrastructure | Place | Head of Neighbourhood Services |
| Open Space | Place | Head of Neighbourhood Services |
| Fleet including vehicles, plant and equipment | Place | Head of Sustainability, Corporate Property & Transport |

Each individual asset plan aims to ensure that the Council holds the right assets and that they are fit for purpose in terms of condition, suitability, sufficiency and accessibility. The asset plans, including condition survey information, are used to inform the capital investment programme.

The asset plans follow a broadly similar structure, setting out the Council's current asset base, assessment against the categories within the CIPFA guidance, with an action plan at the end of each document.

## 5. Funding Strategy

The Council's 10-year Capital programme is aligned to the strategic priorities as set out in the Council Plan and is the product of the various plans and strategies which impact on the assets and infrastructure of North Ayrshire Council. The plan is updated annually, with a full refresh undertaken every three years.

The current 10-year plan includes significant investment in key strategic projects such as investment in the Councils learning estate (for example Ardrossan Campus and Montgomerie Park Primary school), and the Ayrshire Growth Deal which will see the regeneration of the region through investment in strategic infrastructure across various sectors, including life sciences, tourism, manufacturing and aerospace.

The Capital investment is funded from a variety of sources including the General Capital grant, Scottish Government Specific Capital Grants, Ayrshire Growth Deal, capital receipts and the use of internal funds. However, most of the Council's funding comes from Prudential Borrowing.

The revenue implications of both the individual projects included within the Programme and the additional borrowing costs associated with the overall programme have been incorporated within the Medium Term Financial Plan 2023/24 to 2025/26. Any further revenue implications associated with those projects which are still to be finalised and will be reported once the detailed business cases have been approved.

## 6. Performance

The Council must underpin asset management, business case development and capital and revenue decision making with robust asset performance data. The Council's Performance Strategy set out our framework for managing and reporting on performance.

In relation to asset management plans, there are a number of performance indicators as part of our performance framework that provide intelligence on our asset management performance

# ASSET MANAGEMENT PLAN

# PROPERTY

## 1. Introduction

The Property Asset Management Plan (PAMP) underpins strategic decision making at the Corporate Landlord level across the Council and is prepared by Property Management & Investment (PMI). PMI is part of the Place Directorate and responsible for managing the Council's housing and non-housing property assets.

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

- set out the Council's objectives, priorities, programme, and performance in relation to property.
- provide a clear statement of direction for other property stakeholders and customers.

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

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

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

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

This Property Asset Management Plan (PAMP) sets out the North Ayrshire plan for the management of the Council's property assets for the period 2023 – 2028.

## 2. Aims & Objectives

North Ayrshire Council has established the Council Plan 2023-2028 which contains four principal objectives necessary to meet our vision and mission statements. Effective and efficient property asset management is pivotal in achieving these goals, with the key activities noted as follows:

- Wellbeing
- Communities & Local Democracy
- Climate Change
- A Sustainable Council

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

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

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

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

## 3. General Description of Assets

The following table summarises the Council's operational properties within North Ayrshire:

| Property Type | Uniclass Category | Number |
|---|---|---|
| | | |
| Historic Buildings | D582 | 14 |
| NAC Offices (inc. leased-in) | D3141, D3142, D3143, D3154, D325 | 8 |
| Schools (inc. Early Years stand-alone assets and ASN schools) | D711, D712, D713, D717 | 59 |
| Community Properties | D51, D532, D5322, D5323, D5341, D754, D762 | 56 |
| Depots | D1264, D173, D1732, D2722, D2823, D284 | 23 |
| Commercial (inc. individual units) | D283, D284, D345, | 223 |
| Sheltered Housing/ Day Care Centres | D441, D447, D8141, D8144 | 32 |

| | | |
|---|---|---|
| North Ayrshire Leisure Limited | D541, D562, D563, D567, D56771, D5685 | 18 |
| Cemeteries (inc. graveyards/ churchyards) | D673 | 34 |
| Residential Non-HRA | D442, D4461, D855 | 14 |
| Educational Resource Centres | D5841, D586, D74 | 5 |
| Other Sports & Travellers Site | D5845 | 12 |
| Public Conveniences (exc. APC's) | D941, D942 | 25 |
| **Total Property Assets** | | **523** |
| of which, Common Good | | 7 |

**Table 1 - Property Asset Designations as at August 2023**

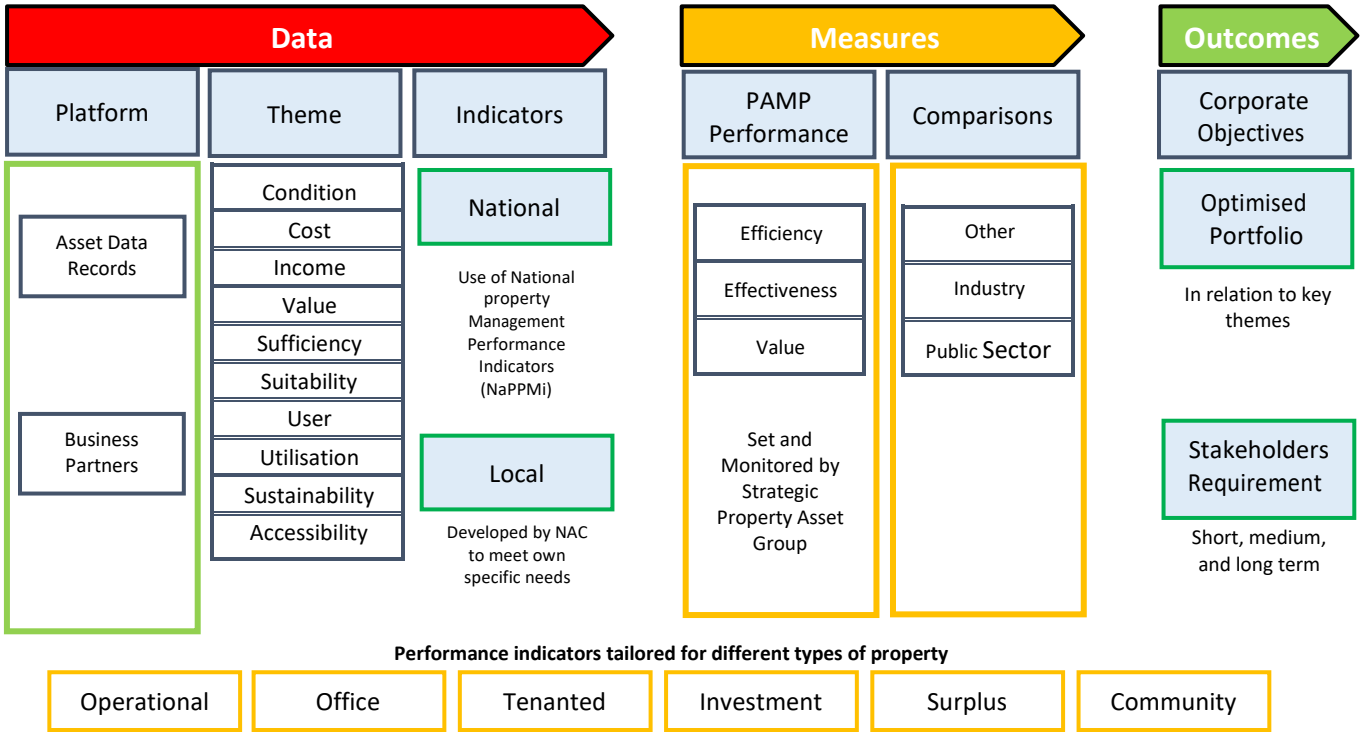
## 4. Asset Management Performance and Drivers for Change

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

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

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

## Property Performance Challenge




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

The key questions to therefore consider are: -

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

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

The latest condition surveys undertaken on key operational properties assessed the condition of the property assets and highlighted priority investment based upon the design life of individual elements of the fabric of the property assets. This created a needs-based prioritisation of investment to inform capital planning.

With regards to key drivers for change, there are a number of emerging constraints which will impact on the success of the PAMP. These influences include:

- The Council's commitment to achieve net zero carbon emissions by 2030

- Investment in existing building stock is required to upgrade or replace plant with more energy efficient and green technology from renewable sources, together with enhancing building fabric and increasing thermal resistances of current property assets.
- New projects may rely more on external consultants with specialised knowledge and experience to deliver buildings which meet the credentials necessary to achieve net zero, such as Passivhaus.

- Difficulties attributed to the current economic climate
  - Financial pressures undoubtedly have an impact on the way the Council operates, in particular the maintenance of our property assets which are the main base for operation of most of our services.

- Post-pandemic work habits have changed, resulting in less demand for office space
  - In the post-pandemic world, agile and hybrid working arrangements are now commonplace. One factor from this change is the reduction in office accommodation required, with many buildings becoming under-utilised.

## 5. Condition and Suitability

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

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

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

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

PMI employs a dedicated officer who is responsible for undertaking full condition surveys of our operational properties on a 5-year cyclical basis, with these reviewed and refreshed annually. This ensures we have the most up to date information possible and have extensive in-house knowledge of our operational property portfolio.

Building suitability is defined as:

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

Suitability assessments have been carried out for some of the Council's operational properties. The Statutory Performance Indicator (SPI) on suitability reflects the number of operational buildings which are considered to be suitable for their current use. These properties fall into either category A or B. The work to continue to assess the suitability of council assets will

continue under this PAMP to enable fuller benchmarking of the performance of assets as the Council continues on property rationalisation programme.

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

The Council's drive to improve efficiency is a key element of its desire to achieve a retained estate which meets the needs of service delivery and is fit for purpose. This is an essential element of good asset management practice by identifying utilisation of property assets, the Council can map current and plan for future demands for property assets.

A key element of these utilisation reviews is the identification of under-utilised property assets, which will be examined to determine alternative proposals to either maximise utilisation of the asset, or to provide the service in a different way, thereby enabling the asset to be declared surplus and offered for disposal. To date, comprehensive utilisation information has only been collected for the school estate which indicates that there are no establishments where the school roll exceeds the building capacity, whilst 22% of primary and secondary schools have rolls less than 60% of their capacity. It is a key factor in both the setting of the Capital Plan and the rationalisation of the Council's estate, that where schools have spare capacity, they assist with the creation of community hubs within school campuses/premises where feasible. In order to determine the sufficiency of the estate, and where investment may require to be targeted, calculations are required to be undertaken which take account of planning applications for housing and assessments of demographic population forecasts.

## 6. Sufficiency

The emergence of hybrid working through the need for change during pandemic restrictions, along with advances in technology has revolutionised the working environment. The effect of staff working from home has led to a substantial decrease in demand for office accommodation. This downturn in occupancy for many Council buildings has presented an opportunity to rationalise the estate by consolidation of services.

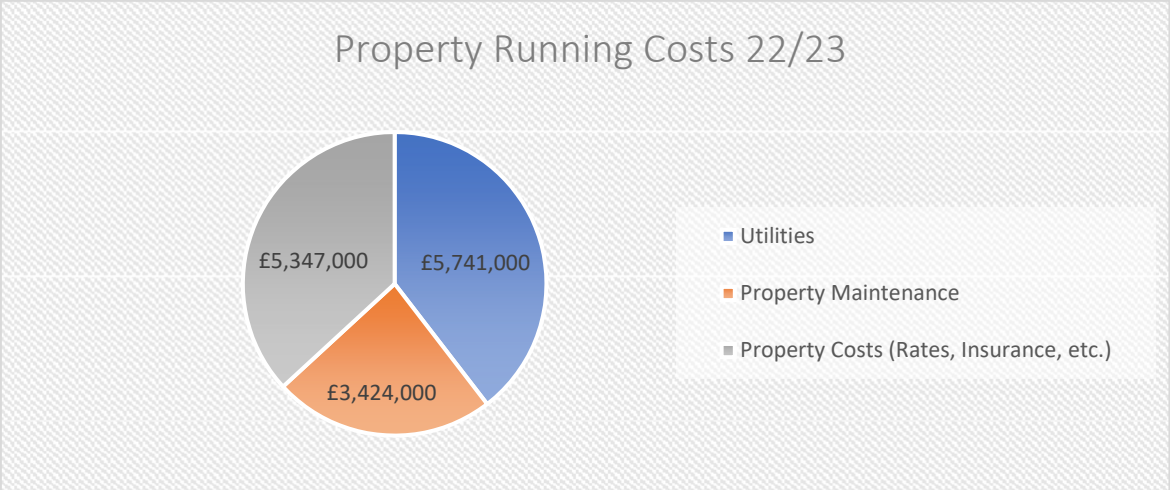
There is currently a feasibility study underway to review the corporate buildings and propose solutions to adjust the portfolio to meet the demands of the workforce. It is anticipated that this study will identify options to streamline the property assets, making for a more efficient estate and in turn reducing revenue costs as well as potential disposal opportunities leading to capital receipts.

Good estate management involves the monitoring and review of the portfolio. Any property assets which may be deemed Surplus, can be considered for disposal, either by way of sale or transfer. There are a number of benefits achieved from the disposal of a surplus asset: -

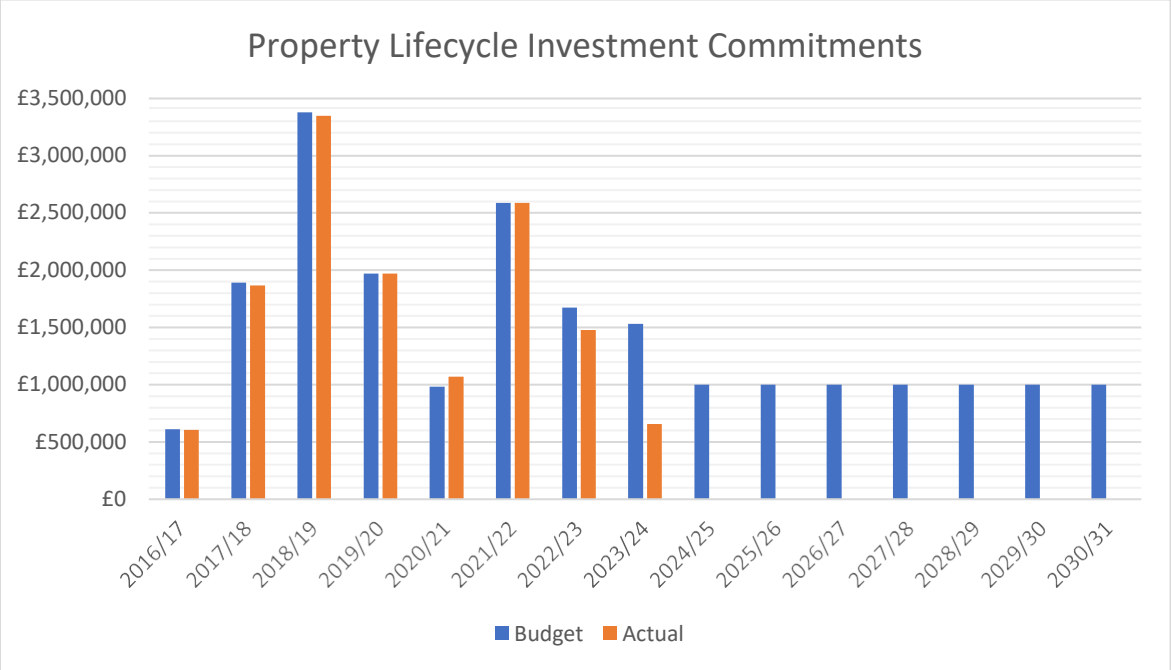
- Revenue savings achieved through the removal of property running costs.
- Capital Receipts income from sale of asset.
- Removal of statutory obligations easing pressure on resources
- Reduction in risk management, where some older properties may have latent defects (such as asbestos, Legionella or ageing plant at risk of breakdown)
- In the case of Community Asset Transfers, the disposal will empower the community associations who take over the ownership of the building.
- The opportunity to contribute to the Council's net-zero carbon emissions target by offloading buildings which may not be particularly efficient.

## 7. Financial

The total revenue running costs for the operational estate in 2022/23 was £14.512m, which consists of all reactive repairs, planned preventative maintenance, statutory compliance, utilities, rates, insurance premiums, and any other property costs.




Committed revenue investment across the property estate is accompanied by ongoing capital investment through the Property Lifecycle Investment (PLI) budget. This funding stream contributes to the maintenance and management of an asset by maximising the life of the building. Considered investment is directed to properties in need of building fabric upgrade and plant replacement where required most, and as identified in the cyclical condition surveys. Since 2016/17, there has been a total investment of **£13.583m** from PLI funds on operational buildings, with a further **£7.877m** anticipated spend by 2030/31.



As highlighted in Section 6 – Sufficiency, the disposal of surplus assets may lead to the Council achieving capital receipt income from the sale. The current Capital Receipts Schedule is summarised as follows:

| Funding | Actual 2023/24 | Estimated 2023/24 | Estimated 2024/25 | Estimated 2025/26 | Estimated 2026 & beyond | Total Estimated |
|---|---|---|---|---|---|---|
| GF | £0 | £2,011,535 | £7,640,000 | £850,000 | £1,705,000 | £12,206,535 |
| HRA | £575 | £25,575 | £0 | £0 | £0 | £25,575 |
| Common Good | £0 | £0 | £325,000 | £0 | £0 | £325,000 |
| Totals | £575 | £2,037,110 | £7,965,000 | £850,000 | £1,705,000 | £12,557,110 |

## 8. Legislation

Maintaining a public building requires extensive management and coordination of the various disciplines required under statutory compliance. This involves recurring service inspections across many elements of a building, which is coordinated centrally from the Contracts, Compliance & Maintenance team, and covers the following: -

- Gas Safety/ Soundness tests
- EICR Fixed Wiring
- FRA renewal
- Fire appliance service/ testing
- Fire detection system testing
- Emergency lighting testing
- CCTV service
- L8 ACoP Legionella (RA, biological sampling, temperature testing, etc.)
- TM44 AC/ AHU servicing
- Passenger lift servicing
- Automatic door serving
- Pressurisation vessel service
- Pool plant servicing

In addition, the service administers work activities in locations where there may be asbestos containing materials (ACMs) present. Any planned construction work is subject to a pre-check of the asbestos register to determine any presence of ACMs. If appropriate, a Refurbishment & Demolition survey is commissioned by a specialist contractor, followed by testing at a UKAS-approved laboratory. All buildings which have ACMs present and listed in the asbestos register are subject to regular inspections to ensure the materials have not degraded and at risk or releasing airborne fibres. All works are in accordance with the Control of Asbestos Regulations 2012.

## 9. Health and Safety

The Health and Safety at Work etc. Act 1974 is the overarching legislation which covers occupational health and safety in Great Britain. In addition, the Health & Safety Executive publication, HSG159 “Managing Contractors” is guidance which is adhered to by the service when engaging and controlling contractors.

## 10. Risk Management

The delivery of the PAMP is affected by a number of constraints including finance, statutory compliance, backlog maintenance and resources.

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

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

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

### Risks to delivery of the PAMP

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

1. Budgets - External factors including high inflation and global market pressures (availability of materials/ resources) which impact on construction and maintenance costs, leading to pressures on routine and reactive maintenance and planned investment.
2. Business Continuity – robust business continuity arrangements are required across our property estate to deal with potential operational disruption arising from building maintenance issues.
3. Legislation - Changing legislation may entail new capital projects to deliver new services which will put pressure on existing capital plan projects and budgets. This may also affect retained assets which may mean that some assets are no longer fit for purpose and require unplanned investment to ensure they are compliant and fit for purpose for continued service delivery.
4. People - Availability of appropriate and sufficiently knowledgeable staff to deliver on the priorities and agenda within the PAMP.
5. Net-zero carbon emissions – challenging targets will require significant financial investment within our property estate

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

### Project specific risks

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

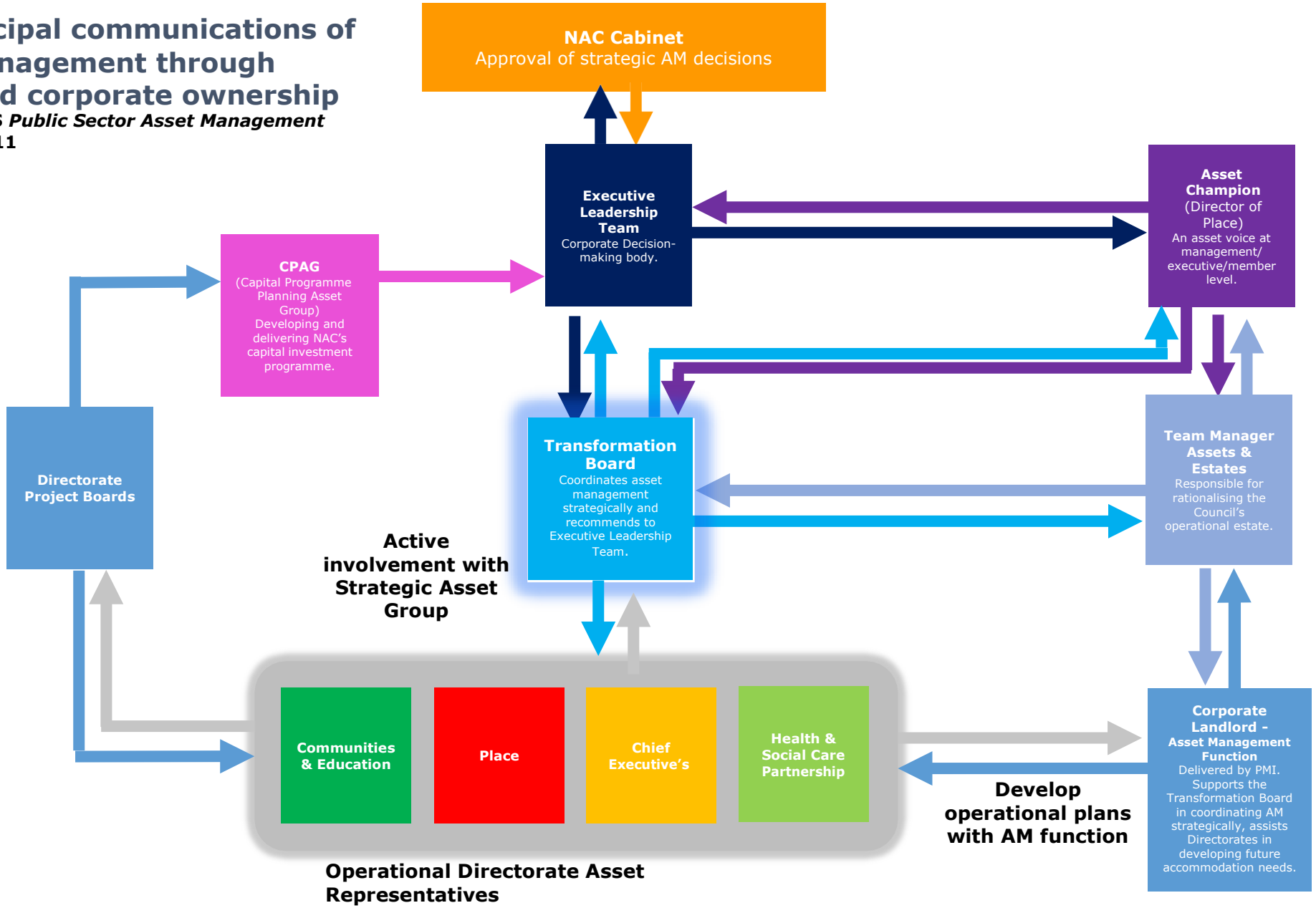
## 12. Governance of the assets

The Council recognises the need to manage its property asset base corporately and has therefore established a structured approach with clear roles and responsibilities and clarity of accountability and control.

The diagram below shows the principles of this type of approach of asset management through integrated corporate ownership:

## 7.2t Principal communications of asset management through integrated corporate ownership

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



**Common Good and Trust properties**

The Council manages a number of Common Good and Trust properties throughout North Ayrshire. Where the Council occupies properties for service delivery purposes an appropriate rental is paid into the Common Good and/or Trust Funds. These Common Good and/or Trust property assets are held in trust for the benefit of the local population/communities and comprise a range of asset types including amenity land, historical buildings, offices, sports pavilions/pitches, public parks and public buildings. Income generated from the leasing of Common Good/Trust Funds is used to maintain and repair the property assets where required. Tenants of Common Good/Trust properties have responsibility for internal repairs and maintenance.

**Leased-out commercial estate**

The commercial estate comprises 160 assets which includes 94 industrial assets, 41 retail units, and 25 offices. The commercial and industrial portfolio transferred to the Business Support and Development team, who manage the properties with the support of an external property management consultancy firm, Graham + Sibbald.

## 13. Future Service Delivery Aspirations/ Challenges

In 2022, PMI and the Transformation team embarked on a study to review the use of buildings across North Ayrshire as part of the Land and Property Transformation Workstream, to identify opportunities to consolidate and rationalise the estate. The objective is to reduce our property running costs and future investment requirements, as well as reduce our carbon emissions. Progress is reported to the Corporate Transformation Board.

## 14. Performance Indicators

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

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

## 16. Action Plan

| Action Plan Reference | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| PAMP_A01 | Review governance arrangements relating to asset management to ensure that strategic asset management reflects best practice. | NAC will have a property estate which is being managed appropriately and in accordance with current guidance. | PMI | Mar-24 |
| PAMP_A02 | Continue implementation of new CAFM system to replace current software. | A new CAFM system will result in asset management becoming integrated in officers' daily duties, making workload more efficient, and providing required data seamlessly. | PMI | Jun-24 |
| PAMP_A03 | Review existing asset management approach to ensure information is used appropriately to influence investment decisions and future asset management strategies. | A more robust process is established for identifying investment priorities, ensuring key stakeholders are included in strategic decision-making. | PMI | Mar-24 |
| PAMP_A04 | Develop performance indicators that reflect a robust system of financial management achieves value for money. | A set of KPI's are formed to highlight success and improvement opportunities. | PMI | Mar-24 |
| PAMP_A05 | Prepare a detailed condition survey programme to identify sequence for all future inspections. | A 5-year cyclical condition survey programme is established, providing full transparency for services and management, and ensure all buildings are attended to in a timeous manner. | PMI | Dec-23 |
| PAMP_A06 | Conclude review of new Insurance claim process. | An agreed method for processing all insurance claims, | PMI / Insurance | Dec-23 |

| | | | | |
|---|---|---|---|---|
| | | reducing delays and impact on end-user. | | |
| PAMP_A07 | Finalise PLI capital project commitments for the upcoming 3 years. | A programme is created for planned PLI projects giving opportunity for collaborative works with other teams/ services. | PMI | Mar-24 |
| PAMP_A08 | Complete a data cleanse of existing property asset files in K2 and update where required. | Obsolete and superseded data entries on the current CAFM system is removed, ensuring the asset register is accurate and ready for transition to a new system. | PMI | Mar-24 |
| PAMP_A09 | Ensure fire plans are present and correct, in accordance with new UFAS changes. | All fire plans are accurate (building layout, fire system devices, legislation and guidance correct) to align with H&S, FRA and Insurance concerns. | PMI | Dec-23 |
| PAMP_A10 | Complete the review of all rationalisation workstreams (analysis works) | All opportunities have been fully assessed (external and in-house reviews), and outcomes then available to present to Transformation Board. | Transformation / PMI | Oct-23 |
| PAMP_A11 | Complete the estate surveys of RAAC | All NAC operational properties with the potential to contain RAAC have been surveyed and remedial actions received. | PMI | Sep-23 |
| PAMP_A12 | Prepare a strategy for upgrading the Council estate to meet ZDE targets. | Collaborative exercise with E&S identifying energy efficiency actions in the existing properties to | Sustainability / PMI | Ongoing |

| | | | | |
|---|---|---|---|---|
| | | achieve net zero carbon emissions | | |

# ASSET MANAGEMENT PLAN

# ROADS

# 1. Introduction

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

# 2. Aims & Objectives

## Road Asset Management

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

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

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

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

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

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

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

### Council Plan

The importance of asset management is evident in how well managed and maintained road infrastructure contributes to the Council Plan 2023-28 Priorities:

Priority – Wellbeing

- Ensure our places and spaces where we live, work and visit are well maintained and accessible.
- Developing infrastructure to support business growth.

Priority – Climate Change

- Improving resilience and reducing carbon by developing and supporting supply chains where materials and goods are sourced locally.
- Developing and promoting active travel infrastructure.
- Transitioning to low and zero carbon travel.

Priority - A Sustainable Council

- Ensuring robust governance arrangements are in place to fulfil the Council's statutory duties, manage risk and support delivery of key priorities.
- Working with partners nationally, regionally and locally to secure investment and target resources towards our priorities.
- Focusing our investment on priorities
- Effective workforce planning ensuring that we have the right skills/resources to deliver priorities.

## 3. General Description

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

| Asset | Quantity (31st March 2023) | Unit |
|---|---|---|
| Carriageway – Mainland | 883.9 | km |
| Carriageway – Arran | 166.3 | km |
| Footways/footpaths | 1026.84 | km |
| Bridges & Culverts | 630 | no. |
| Car Parks | 66 | No. |
| Retaining Walls | 116 | No. |
| Street Lighting Columns | 24,338 | No. |
| Traffic Signals | 81 | No. of sets |
| Vehicle Activated Signs | 39 | No. |
| Non-illuminated Signs | 12,413 | No. |
| Illuminated Signs/Bollards | 2,045 | No. |
| Pedestrian Guardrail | 10,750 | m |
| Grit Bins | 510 | No. |
| Safety Fences | 40,575 | m |
| Street Name Plates | 3,673 | No. |
| Cattle Grids | 11 | No. |
| Verge Marker Posts | 4,465 | No. |
| Weather Stations | 2 | No. |

### Asset Management Planning Documentation

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

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

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

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

**Performance Report** – APSE/SCOTS results

**Improvement Action Plan** – to support the asset management planning process.

**Customer Information Report** – provides current customer information

**APSE / SCOTS Customer Questionnaire** – help us understand the customer expectations and experiences of winter gritting, road works and other road maintenance related matters.

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

**Annual Status Report** – provides a summary of the status of each asset group in meeting service standards.

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

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

## Other Road Assets

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

- Drainage systems are not covered by this plan. There is limited recorded information on drainage. New drainage installed or existing drainage that is being worked on, is included in the recording procedures for asset changes. Historic plans of drainage will ultimately be fully recorded on GIS. This element will form part of the new SCOTS asset management project. Sustainable Urban Drainage Systems (SuDs) are an integral part of all new development. Developers are required to install a SuDs as part of their drainage infrastructure. NAC have signed up to the Memorandum of Understanding with Scottish Water that states that Scottish Water will be responsible for the below ground assets and the council will be responsible for the above ground asset. As part of the construction consent process, NAC have ensured that the above ground assets are part of the developments factor arrangements.

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

- Private Roads and Footways – those not on the list of public roads. This also includes non-adopted council assets, such as promenades, car parks, council properties and open space paths.

- Urban road verges within 30mph zones
- Cycle paths – not forming part of existing carriageways or footways/footpaths
- Private Bridges (including Network Rail and Sustrans structures)
- Roadside Trees that are within the extents of the adopted road network. Trees are inspected by the Streetscene service when any issues are highlighted by members of the public or the Roads Inspector. If required, the roads service will serve notice on a neighbouring landowner to action any problems identified with the tree.

**Flooding Assets**

The Flood Risk Management (Scotland) Act 2009 confers certain powers and places specific duties on Local Authorities to help them manage flood risk in their areas. Flooding assets are varied and can include both built and natural features, which are not always located on Council owned land.

Flood Risk Management assets can be either:

1. An asset that is subject to Council intervention, which is necessary to reduce the risk of a flood that is likely to occur imminently and have serious consequences. These types of assets are only identified in urgent situations and may generally be maintained by another asset owner at other times.

2. A relevant body of water that has been subject to an assessment, which finds that clearance and repair work would substantially reduce flood risk; The Schedule of Clearance and Repair that is published on the Council's website (available at https://www.north-ayrshire.gov.uk/Documents/FloodProtection/2019-20-clearance-and-repair-schedule.pdf) lists the trash screens, watercourses and culverted watercourses that are regularly cleared and repaired. Note only works that would substantially reduce flood risk can be undertaken.

3. A formal flood protection scheme. There are Flood Protection Schemes at Largs, Saltcoats and the Upper Garnock. The standard of protection offered by these schemes rely on both the maintenance of these assets and on the operation of flood gates, barriers and other features that are part of the schemes.

4. An asset located on Council owned ground that provides a flood risk management function. Examples can include built or natural coastal defences, Council owned drainage infrastructure etc.

# 4. Current Performance / Drivers for Change

## Service Standards

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

| Service | Measure | Target Standard |
|---|---|---|
| | **Carriageways** | |
| **Safety** | Response times to Category 1 defects | 4 hours (24h on Isle of Cumbrae) |
| | Response times to Category 2 defects | 5 working days |
| | Response times to Category 3 defects | 60 working days |
| | Routine safety inspection frequency – Strategic routes | 12 times per year |
| | Routine safety inspection frequency – Main Distributor routes | 12 times per year |
| | Routine safety inspection frequency - Secondary Distributor routes | 12 times per year |
| | Routine safety inspection frequency – Link roads | 4 times per year |
| | Routine safety inspection frequency – all other routes and car parks | once per year |
| | **Utility Inspections** | |
| | % of Sample A Inspections completed against number of potential inspections | 100% |
| | % of Sample B Inspections completed against number of potential inspections | 100% |
| | % of Sample C Inspections completed against number of potential inspections | 100% |
| **Condition** | Maintain RCI | 34.8% |
| | Maintain condition of A Class Roads at target levels | 32% |
| | Maintain condition of B Class Roads at target levels | 32% |
| | Maintain condition of C Class Roads at target levels | 42% |
| | Maintain condition of U Class Roads at target levels | 37% |
| | **Footways** | |
| **Safety** | Response times to Category 1 defects | 4 hours (24h on Isle of Cumbrae) |
| | Response times to Category 2 defects | 5 working days |
| | Response times to Category 3 defects | 60 working days |
| | Routine safety inspection frequency – footways associated with strategic, main and secondary routes | 12 times per year |
| | Routine safety inspection frequency – footways associated with link roads | 4 times per year |

| Service | Measure | Target Standard |
|---|---|---|
| | **Footways** | |
| | Routine safety inspection frequency – Castlepark and Lower Vennel | Twice per year |
| | Routine safety inspection frequency – all other footways and footpaths | Once per year |
| **Condition** | Maintain % of footways requiring maintenance at current levels | 13% |
| **Service** | **Measure** | **Target Standard** |
| | **Street Lighting** | |
| **Safety** | % of street lanterns with a valid Electrical Test Certificate | 40% |
| **Condition** | % of lamps restored to working condition within 7 days | 96% |
| | % of lanterns that exceed their Expected Service Life should be no more than | 20% |
| | % of columns that exceed their Expected Service Life should be no more than | 20% |
| | **Structures** | |
| **Safety** | Carry out General Inspections | 2 yearly |
| | Carry out Principal Inspections | 6 yearly |
| **Condition** | Response time to emergency calls | 4 hours |
| | Target figure for Average Bridge Stock Condition Indicator | 86.4 |
| | Target figure for Critical Bridge Stock Indicator | 75 |
| | **Traffic Signals** | |
| | Response time to attend urgent faults | 2 hours |
| **Safety** | Repair/make safe time for urgent faults | 4 hours |
| | Response and repair time for non-urgent faults | 12 working hours |

Details of our Road Hierarchy are shown in Appendix B

## Road Condition

The table below shows the Road Condition Indicators for North Ayrshire Council reported as Statutory Performance Indicators and the comparison with the Scottish average. Road condition improved from 2014 to 2016 as a result of asset management practices using lifecycle planning to target investment to make optimum use of available resources. Road condition deteriorated slightly by 1.3% between 2014-16 and 2016-18, additional budget invested in roads infrastructure in 2017/18 and 2018/19 stabilised road condition and further additional investment contributed to an overall improvement in road condition. There has been a marginal deterioration in the % of the road network that should be considered for maintenance treatment reported in 2023, additional investment in road infrastructure improvements in 2022/23 and 2023/24 should assist in improving road condition over the longer term.

| RCI Comparison to Scottish average | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2012-14** | **2013-15** | **2014-16** | **2015-17** | **2016-18** | **2017-19** | **2018-20** | **2018-21*** | **2020-22** | **2021-23** |
| **North Ayrshire** | 40.8 | 39.1 | 37.8 | 38.3 | 39.1 | 38.1 | 37.3 | 37.1 | 33.9 | 34.8 |
| **Scottish average** | 36.7 | 37.0 | 36.7 | 36.4 | 36.7 | 36.3 | 35.8 | 35.5 | 34.2 | 33.6 |
| Comparison to Scottish average | +4.1% | +2.1% | +1.1% | +1.9% | +2.4% | +1.8 | +1.5 | +1.6 | -0.3 | +1.5 |
| Overall Ranking | 21st | 20th | 20th | 22nd | 26th | 23rd | 23rd | 23rd | 20th | 21st |

*3 year composite PI due to issues completing survey during Covid19

# 5. Condition and Suitability

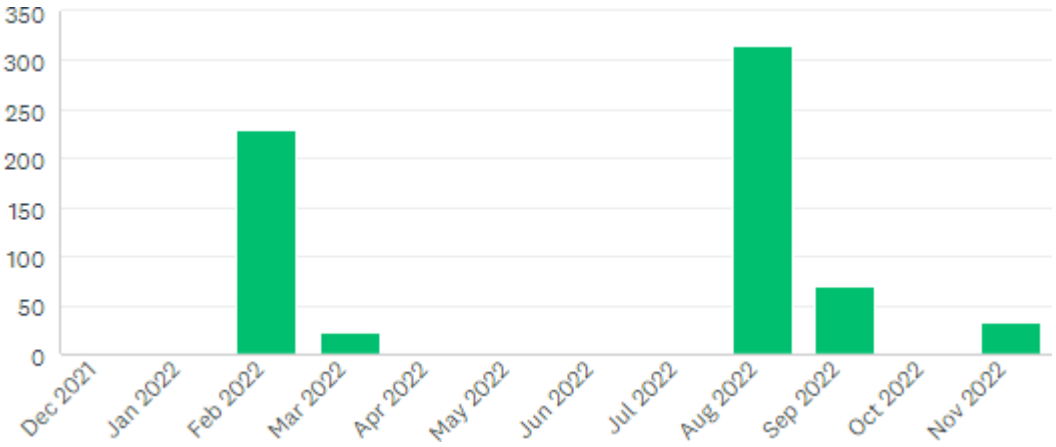
### Customer Surveys, Enquiries and Consultation

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

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

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

The Roads Service now participates in the APSE / SCOTS customer satisfaction survey to enable benchmarking between other Scottish authorities. This is an online survey managed by APSE that is available to all local authorities to use and it asks a set of standard questions which are specific to your own council area. This survey is open at all times for members of the public to access, and available on our website. However, a review of the data collected indicates that activity is generally as a result of specific social media promotions of the survey as shown below.




The results of the customer satisfaction surveys can be found in the Asset group Status reports in Section 6 - Sufficiency.

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

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

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

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

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

**Condition**

**SCOTS BACKLOG MODEL**

A study was completed in 2010 using the 2007 and 2008 SRMCS data to determine the effect of applying different maintenance budgets to the Scottish local public road network. This concluded that the budget required to return to the position where the carriageway is in a good state of repair (the Headline Backlog figure) was £1.539bn. The model was re-run using 2009 and 2010 SRMCS data in order to determine the effect of the February 2010 winter weather resulting in a new figure of £1.729bn, an increase of 12.33%. Analysis of information in 2015 identified that the budget required to remove all carriageway defects in 1 year in North Ayrshire was £30.9million. The backlog figure was re-calculated again in 2017 and 2019. 2017figures

were further revised based on the 2019 Scotland wide treatment costs to provide a comparison with the 2019 figures. The 2019 figures are calculated based on a set of Scotland-wide treatment costs to provide a sound basis for comparison between family groups, although any comparisons must still be treated with caution as the widths of carriageway used in the calculations are a combination of actuals and estimates provided by individual authorities.

Due to the impact of inflationary increases in material and contractor costs, the backlog figure is being recalculated for 2023 using current market costs to provide a more accurate picture of the extent of the backlog facing local authorities, this figure is not yet available.

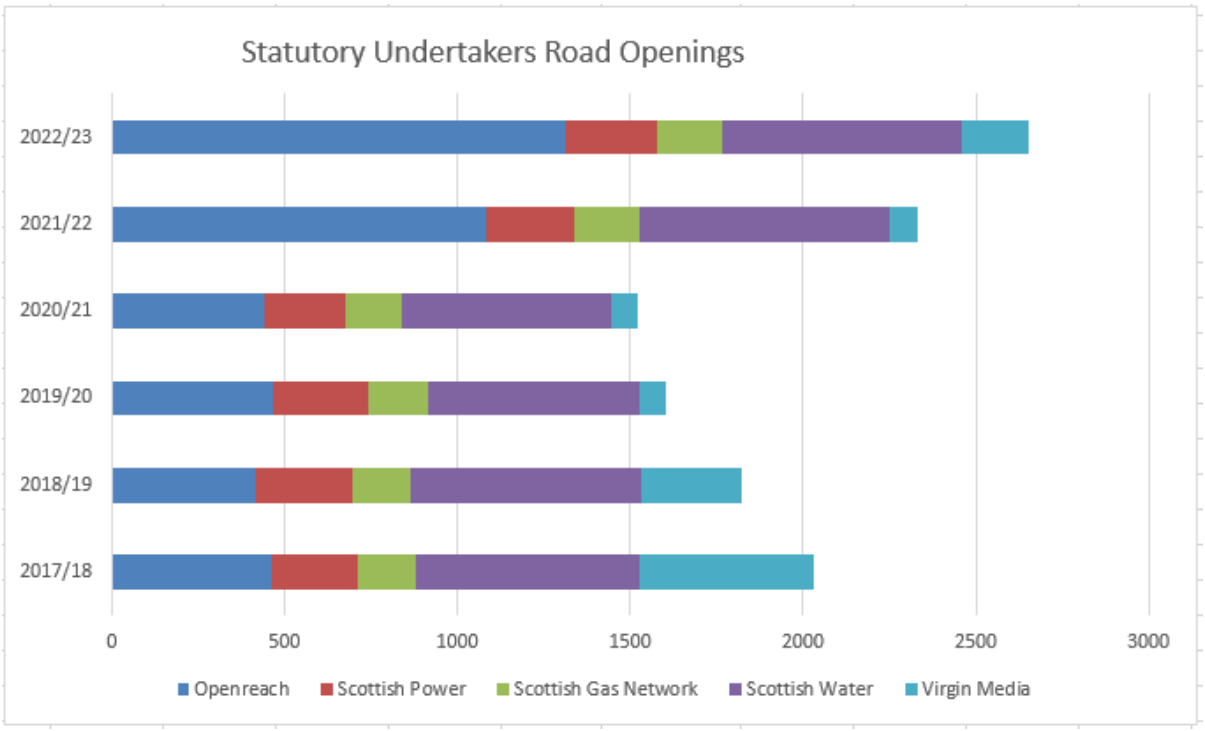
**Backlog figures for North Ayrshire Council (to be updated in 2023)**

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

## Utility Activity

Utility activity can have a major effect on the maintenance and management of the road assets. There are currently no recorded figures to quantify the effect that utility openings have on the road structure, but it is widely believed that these lead to an increase in defects and earlier deterioration of the road surface than would otherwise be expected. All statutory undertakers are responsible for carrying out their own reinstatements and the new fifth edition of "Specification for the Reinstatement of Openings in Roads" is going to introduce a 6-year guarantee on these works.

This change was the result of the Office of the Scottish Road Works Commissioner undertaking a review of the long-term damage that can result from utility activity. This included a review of the existing 2-year guarantee period, and it was felt appropriate to change this to a 6 year period, with some minor exceptions.



The graph above shows high levels of work for telecoms operators, these are due to the national rollout of high speed fibre broadband. This has resulted in telecoms poles being erected in residential areas in addition to an increase in excavations in order that new ducting can be laid to provide accessibility for all residents.

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

# 6. Sufficiency (Asset Demand)

There is a constant demand for improved road infrastructure for driving, walking, cycling and accessibility.

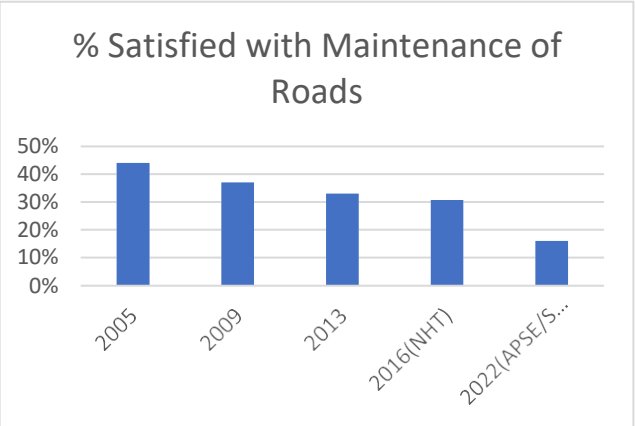
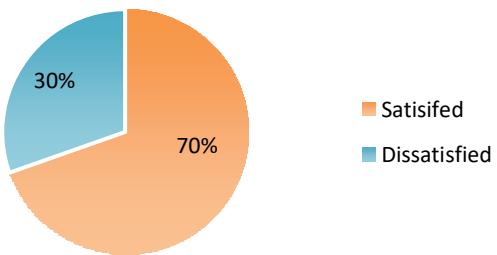
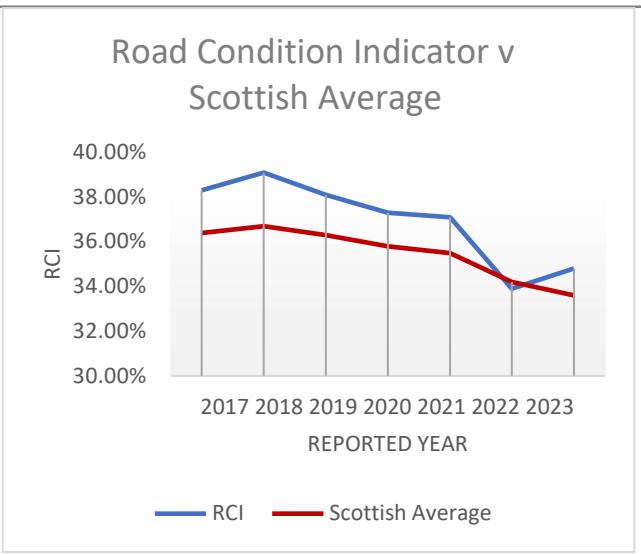
Environmental factors also impact on both deterioration of the road network and the solutions that can be found to address the challenges of providing a sustainable network for the travelling public.

Environmental Factors

- Climate change – changeable weather conditions with severe weather extremes becoming more common result in rapid deterioration of the road network. Landslides undermining roads on Arran have resulted in prolonged closures on both the Ross Road and at Kildonan within the last 2 years. Further landslides have been reported in 2023 as a result of heavy rainfall. Further, re-routing of traffic due to prolonged closures results in heavy vehicles causing damage to alternative roads not constructed to withstand either the volume or type of traffic.
- Winter weather – harsh winter weather, particularly the extreme low temperatures becoming more common causes significant damage to road surfaces
- Flooding – flooding is becoming more common due to prolonged periods of intense rainfall with historical road drainage unable to cope. This further leads to rapid deterioration on rural roads where there is little or no formal drainage in place.
- Electric Vehicle Charging has introduced a number of new assets within public car parks to allow members of the public access to charge their vehicles.
- Electric cars are around twice as heavy as standard vehicles and are expected to cause increased deterioration to road networks, with further deterioration as a result of the introduction of electric buses and lorries which are significantly heavier
- Materials are constantly under review to see if there are more sustainable and environmentally friendly products available that meet the required standards. Recycled materials are considered for use where appropriate.

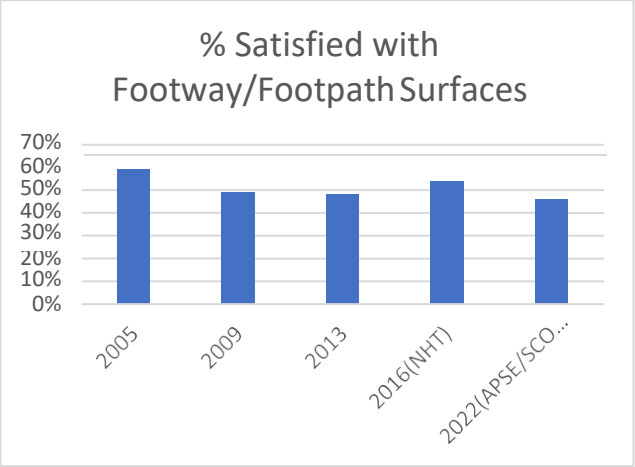
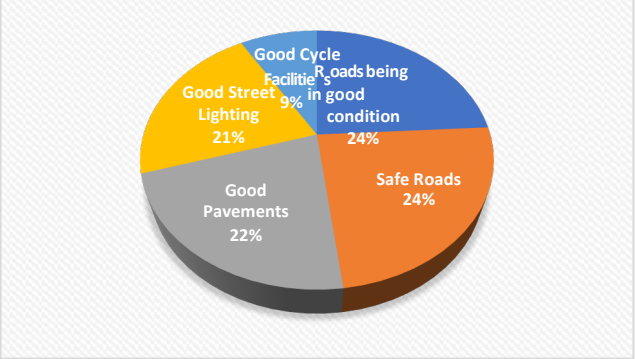
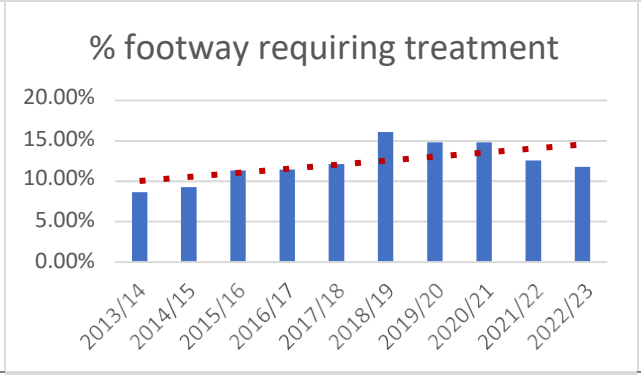
## Asset Group Status Reports

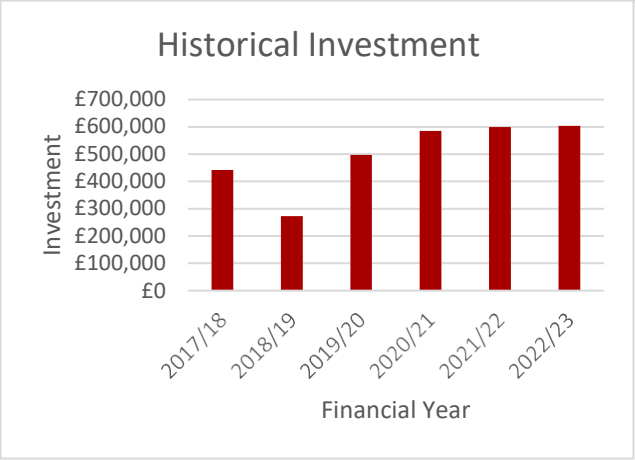
The status of the major asset groups that make up the road asset as of April 2023 are summarised in the following pages: -

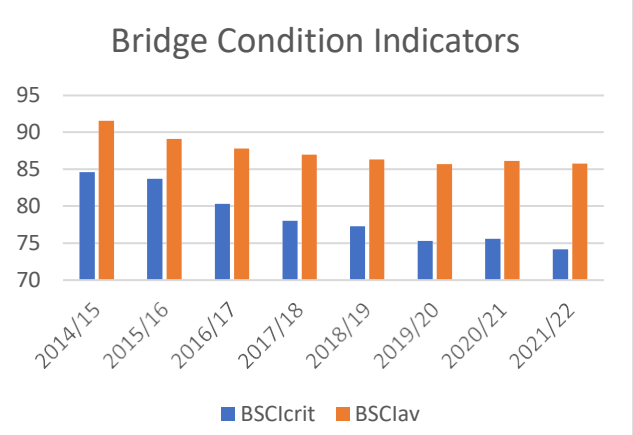
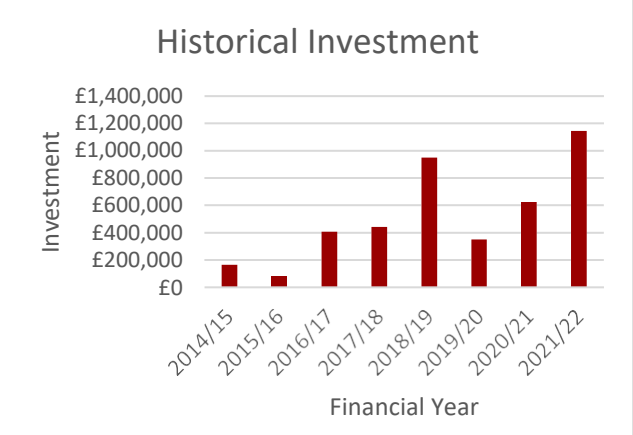
| Carriageways | Statistics | Commentary |
|---|---|---|
| **The Asset** | North Ayrshire Council has 1050 km of public road network.<br><br>Growth of 0.80% over the last 5 years.<br><br>Growth of 14.32 km over the last five years. | Predicted growth over the next 5 years of 0.2% per year. |
| **Customer Expectations** |  <br><br>**Overall Satisfaction with Winter Service**<br><br>  | Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of our roads. The 2016 NHT survey indicates the low level of satisfaction with the condition of our roads.<br><br>This decrease in satisfaction with our road network is despite an improvement in overall road condition and indicates the increasing expectations of the community.<br><br>A roads customer survey created jointly by APSE/SCOTS to enable national satisfaction comparison was made available. It asked, how satisfied or dissatisfied are you with the condition of roads, this indicates that the satisfaction level has now dropped to 16%.<br><br>A winter survey carried out in 2013 indicated that 70% of the community are satisfied with the winter service provided. The APSE / SCOTS survey in 2022 shows that the level of satisfaction with the winter service has remained the same. |
| **Condition** |  | SRMCS results in 2017/19 indicate that 38.1% of our carriageways may require attention – approximately 400km.<br><br>Our RCI has improved with 34.8% of our road network to be considered for maintenance in 2023. The Scottish Average has improved over the same period to an RCI of 33.6%.<br><br>Increased investment in road maintenance since 2020/21 should assist in maintaining current condition. |

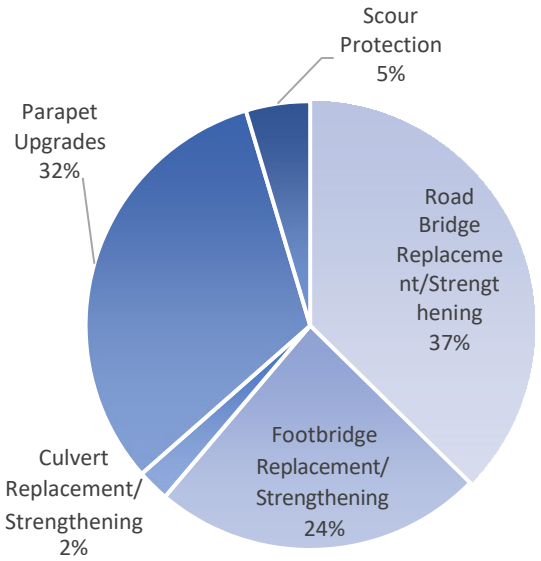
<table>
<tr>
<td>Investment<br>Historical</td>
<td>
</td>
<td>These figures include capital and revenue investment in planned maintenance works.<br><br>The investment figures include planned kerbing works (as per Financial accounting guidelines), planned patching and works carried out for external authorities<br><br>The carriageway investment plan includes £3.8m Capital Investment and £0.5m Revenue. These investment levels were set to maintain steady state in road condition. The reported steady state figure in 2019 increased to £4.3m.<br><br>Investment in 2023/24 includes £3.8m Capital Investment and £0.5m Revenue to maintain current road condition. An additional £0.5m Capital and £1m Revenue funding was agreed for 2023/24 bringing the total investment to £5.8m.</td>
</tr>
<tr>
<td rowspan="2">Valuation<br>(Figures to be recalculated by SCOTS in 2023)</td>
<td>Steady State figure £4.3million (May 2019)<br><br>(Increased from £3.8m in May 2017)</td>
<td>Cost per year to maintain the current Road Condition Indicator (RCI). (1)</td>
</tr>
<tr>
<td>Headline backlog figure is £34.8million. (May 2019)</td>
<td>Budget required to remove all defects in one year.</td>
</tr>
<tr>
<td>Planned<br>Future Investment</td>
<td>It is calculated that £11.1million per year is required to prevent further deterioration across the network. This figure does not include for increasing materials and construction costs.</td>
<td>This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 50% for materials and transport. No distinction is made between capital or revenue funding.</td>
</tr>
<tr>
<td>Forward Works<br>Programme</td>
<td>A forward investment plan has been developed for Arran using Road Condition data and Inspectors surveys which also takes account of identified community priorities to provide options for optimising investment. A 3 year plan for the Mainland is currently being revised due to changes to the plan as a result of rapid deterioration in some areas.</td>
<td>Locations identified are subject to annual re-assessment. Our system is utilised to identify the optimum strategy for long term planning for road maintenance which maximises budget efficiency for both Arran and the Mainland.</td>
</tr>
</table>

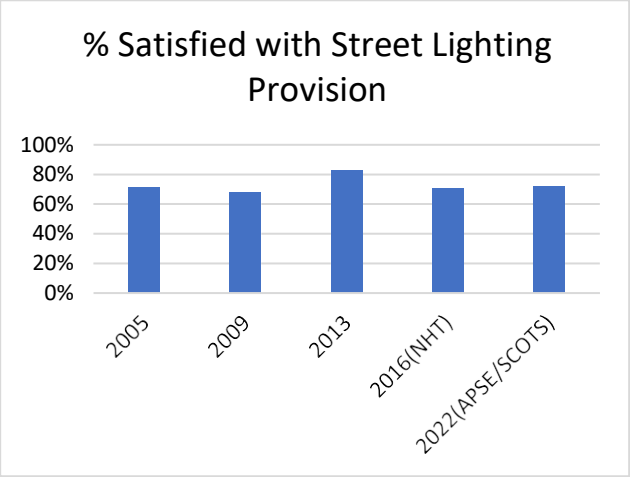
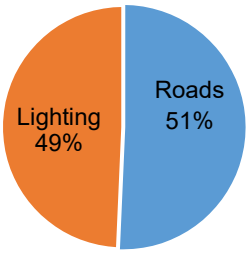
(1) The Steady State calculation is based on investment required to ensure carriageways currently in amber condition do not deteriorate to red condition, and carriageways currently in good condition do not deteriorate to requiring maintenance treatment. This figure does not include treating all carriageways currently requiring major maintenance works as those in red condition will not deteriorate further

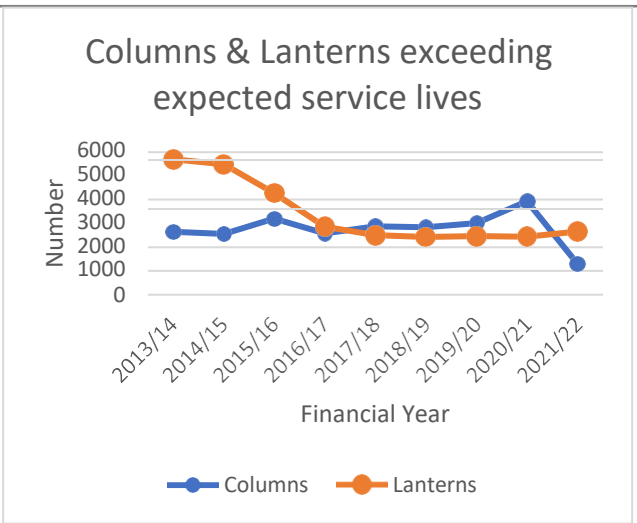
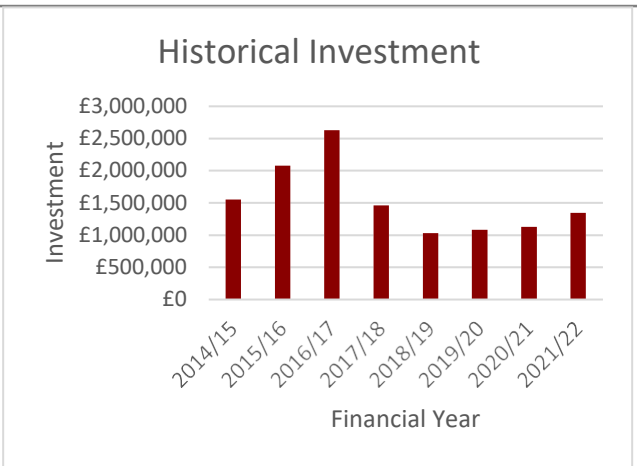
| Footways | Statistics | Commentary |
|---|---|---|
| **The Asset** | North Ayrshire Council has 1014.8 km of footway/footpath network.<br><br>Growth of 1.6% over the last 5 years.<br><br>An extra 17.1 km of footway to be maintained. | Predicted growth over the next 5 years of 0.15% per year.<br><br>Predicted increase in footway length of 7.5 km over the next 5 years. |
| **Customer Expectations** |  <br>  | Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 show a decrease in satisfaction with the maintenance of footways and footpaths. The NHT survey indicates that this increased to 54% of respondents satisfied with the condition of footways. From the APSE/SCOTS survey in 2022 we saw a decrease to 46%.<br><br>Footways are third only to safe roads and good road condition as the most important assets to our customers. |
| **Condition** |  | A condition survey of the whole footway is completed annually. Assessments are undertaken by the Road Inspectors as part of their inspection programme.<br><br>Condition assessments carried out on the footway network indicate that footway condition is around 12% of our footway/footpath network is currently in need of maintenance treatment – approximately 122km. |

| | | |
|---|---|---|
| **Investment Historical** |  | Planned footway maintenance includes footway resurfacing/ reconstruction and planned footway patching.<br><br>Additional investment in 2016/17 was as a result of capital investment in town centre regeneration projects, however remaining years have stayed relatively stable.<br><br>It is expected that footway condition will continue to stay static around 12% unless the level of investment is increased. |
| **Planned Future Investment** | It is calculated that **£1 million** per year is required to prevent further deterioration in the footway network. This figure does not include for increasing materials and construction costs. | This figure does not take into consideration the additional costs associated with surfacing works on Arran. Increased costs are estimated to be 36% for materials and transport. No distinction is made between capital or major revenue funding. |
| **Forward Works Programme** | All footways requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all footways requiring maintenance works in order of priority. | Locations identified are subject to continual re-assessment. |

| Structures | Statistics | Commentary |
|---|---|---|
| **The Asset** | The Structures asset consists of:<br><br>249 Road Bridges<br>88 Footbridges<br>116 Retaining Walls<br>293 Culverts<br>7 Underpasses<br>1 Tunnel<br>34 Revetments | The figure for the length of retaining walls is estimated.<br><br>There are two flood protection schemes currently being progressed - Upper Garnock Valley, Largs Seawall and Millport which will involve the creation of a dam and rock armour sea defences. |
| **Customer Expectations** | 100% of requests relating to abnormal loads are responded to within service response times. | There have been no adverse comments in respect of Structures. |
| **Condition** |  | The Bridge Condition Indicators require that Principal Inspections (PIs) are undertaken over a 6 year cycle. A combination of a backlog of PIs and limited capital investment has resulted in a deterioration of bridge condition.<br><br>Capital investment from 2016/17 onwards has seen the rate of decline reduce in BSCIs.<br><br>General Inspections (GIs) are undertaken 2 yearly. |
| **Investment Historical** |  | These figures represent revenue expenditure only from 2013/14 to 2015/16. The application of asset management to maintenance of the structures asset resulted in planned Capital investment of £560,000 annually for maintenance of Structures assets from 2016/17 util 2022/23. Further additional Capital investment of £300,000 was made in 2018/19 to carry out improvement works. |

| | | |
|---|---|---|
| **Planned Future Investment** | Estimated Outstanding Maintenance Work Required<br>  <br> | Value of outstanding maintenance work for the Structures asset is estimated to be £6.7million.<br><br>This estimate is based on the inspections that have been carried out to date and may rise as inspections are reviewed.<br><br>A formalised process for establishing the ongoing, long-term budgetary requirements for the maintenance of the Structures Asset, is being developed to build upon existing Capital Programme Asset Group (CPAG) work. |
| **Forward Works Programme** | The capital programme is identified based on the structures prioritisation methodology which ranks assets based on a number of factors including condition, safety, and usage. | The revenue programme is based on priorities from identified maintenance work, this is adapted throughout the year due to defects of a higher priority being identified through the annual inspection process.<br><br>All works are subject to continual re-assessment. The capital programme may be revised as a result of higher priorities being identified through results of inspections. |

| Lighting | Statistics | Commentary |
|---|---|---|
| **The Asset** | No. of luminaires 24,448<br>No. of columns 24,338<br><br>Over the last 3 years the no. of luminaires has increased by 821 reflecting a rise of 3.4% per annum and the no. of lighting columns has increased by 1002; a rise of 4.1%. | The growth pattern is expected to remain constant due to additional infrastructure as part of new developments. In addition, infrastructure replacement works will continue to increase the number of lighting points to reflect current design spacings. |
| **Customer Expectations** |  <br>Customer Enquiries and Service Requests<br>  | Roads Services customer surveys carried out in 2005, 2009 and repeated in 2013 indicated an increase in satisfaction with the provision of street lighting. The NHT survey shows a decrease in the level of satisfaction with street lighting.<br><br>The lower level of satisfaction may be due to the introduction of LED lighting which is being installed across North Ayrshire as part of an energy efficiency programme. These ensure that the lighting is concentrated onto the road network thereby reducing light spread onto surrounding private areas, gardens and pathways.<br><br>The APSE/SCOTS survey now shows that the level of satisfaction for street lighting has remained the same as the 2016 survey at 72%.<br><br>In 2017/18, 49% of enquiries and service requests recorded for the Service were regarding Street Lighting. This is an increase of 8% over the last 2 years. This may partially be a result of public reaction to the changed perception of lighting levels from the installation of LED lighting, but is also partially resulting from policy decision to remove night-time fault inspection arising from longer life LEDs. |

| | | |
|---|---|---|
| **Condition** |  | The number of lanterns exceeding expected service life has decreased by 55% since 2013/14, due largely to bulk LED lantern changes despite fluctuations in Capital investment.<br><br>The increase in the number of columns exceeding service life may have been affected by estimated historic installation date records and will also be affected by reprofiled capital investment in the years 2019-21. The age profile of lighting assets is variable dependent on original development or bulk spend and over years can account for differences in age expired units. Overall the profile is managed through use of structural safety inspections which allow targeted replacement and budget setting to maintain at least a static depreciation.<br><br>A SCOTS exercise to further refine the life expectancy of L.A. cable network is ongoing |
| **Investment Historical** |  | Level of historic investment reflected the ongoing £1m approx. required annually to maintain existing lighting infrastructure depreciation. Reprofiled Capital in 19/20 resulted in reduced investment to £750k. This has been restored in later years.<br><br>An increase in investment from 2014/15 to 2017/18 is due to a major spend to save energy initiative to introduce LED lanterns into approx. 60% of the network. This resulted in an energy efficiency saving of an estimated £570k per year. However, reduction in energy and carbon has been offset by significant increased energy costs since 2022. |
| **Planned Future Investment** | Capital Investment<br>2015/16 - £2,654,000<br>2016/17 - £2,222,000<br>2017/18 - £1,460,428<br>2018/19 - £1,000,000<br>2019/20 - £750,000<br>2020/21 - £750,000<br>2021/22 - £1,940,000<br>2022/23 - £1,250,000 | The additional spend to save investment was completed in 2017/18 reducing investment thereafter to the ongoing £1M approx. annual investment to maintain the lighting infrastructure depreciation at status quo. However, reprofiled investment over financial years 2019 – 2021 impacted these statistics with an increase in units exceeding life expectancy. There was also a further identification of £690k energy efficiency funding in 21/22 for earlier installed white lighting units to be converted to LED. |
| **Forward Works Programme** | Structural inspection programme of risk certification is ongoing.<br><br>Priority major infrastructure replacement programme is drawn from inspection, age profile and asset profile information. | Continued structural inspection manages risk between priority replacement and interim inspection certification. |

# 7. Financial

## Historical Expenditure

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

| Asset | Works | 18/19 £ | 19/20 £ | 20/21 £ | 21/22 £ | 22/23 £ |
|---|---|---|---|---|---|---|
| Carriageways | Reactive | 1,210,964 | 1,087,364 | 885,282 | 987,755 | 637,259 |
| | Routine | 371,277 | 262,830 | 224,136 | 184,966 | 280,516 |
| | [1]Planned | 4,568,828 | 3,821,785 | 4,047,703 | 5,642,824 | 5,205,937 |
| Footways | Planned | 272,982 | [4]409,610 | [4]528,053 | [4]538,415 | [4]530,857 |
| Winter Maintenance | CW and FW | 685,632 | 481,195 | 611,076 | 452,926 | 493,955 |
| Structures | Total | [2]950,153 | 267,054 | 623,258 | 1,102,570 | 1,068,433 |
| Lighting (excluding energy costs) | Cyclic | 47,316 | [3]1,084,258 | 1,125,450 | 1,346,570 | Figures not available |
| | Reactive | 211,482 | | | | |
| | Planned | 1,026,793 | | | | |

[1]Planned carriageway expenditure includes externally funded improvement works and additional allocated budget

[2]Additional Capital investment allocated for Structures planned improvement works from 18/19 onwards

[3]Total spend as internal works claims are not broken down into work types.

[4]Revenue footway budget remains at £250k, externally funded improvements, generally on shared paths, have increased investment on the footway network. In addition, footway improvements are being included as part of capital carriageway resurfacing projects

Expenditure on street furniture and traffic management systems have been excluded from these figures as maintenance is based upon ongoing inspection regimes which determine repairs/replacements to be carried out on a needs basis.

## Planned Investment

Service standard targets and investment strategies are based on available budgets detailed in the table below. Any changes to these predicted budget levels will require changes to both service standard targets and investment programmes**.** These budget figures are based on a 10 year plan and can vary annually depending on grant funding and further budget allocations. Due to internal payment management systems with internal service providers, it is not possible to break down lighting costs to equivalent figures for cyclic, reactive and planned work types. The breakdown shown for long term funding reflects the annual capital grant and revenue budgets for the lighting service broken down to an estimated split.

| Asset | Works | £'000 | | | Long Term Funding £'000 |
|---|---|---|---|---|---|
| | | 2020/21 | 2021/22 | 2022/23 | Y4-Y10 pa |
| Carriageways | Reactive/Routine | £1,100 | £1,100 | £1,100 | £1,100 |
| | Planned | £3,800 | £3,800 | £3,800 | £3,800 |
| Footways | Reactive/Routine | £130 | £130 | £130 | £130 |
| | Planned | £250 | £250 | £250 | £250 |
| Structures | Reactive | £135 | £135 | £135 | £135 |
| | Planned | £560 | £560 | £560 | £560 |
| Street Lighting | Energy Costs | £643 | £678 | £693 | Based on current energy supplier prices. Long term market prices are unpredictable |
| | Cyclic | £47 | Not Available | | £100 |
| | Reactive | £289 | | | £350 |
| | Planned | £1,027 | | | £800 |

## Investment Strategies

The strategies in this section have been determined using predictions of future condition over a 10-year period. The predictions enable strategies to be created to look at the whole life cost of maintaining the asset. Using long term predictions means that decisions about funding levels can be taken with due consideration of the future maintenance funding liabilities that are being created. Investment strategies for the major asset types are summarised below. These strategies are designed to enable the service standards in section 5 to be delivered.

## Investment between Asset Types

In comparison to historical investment future investment is planned to be:

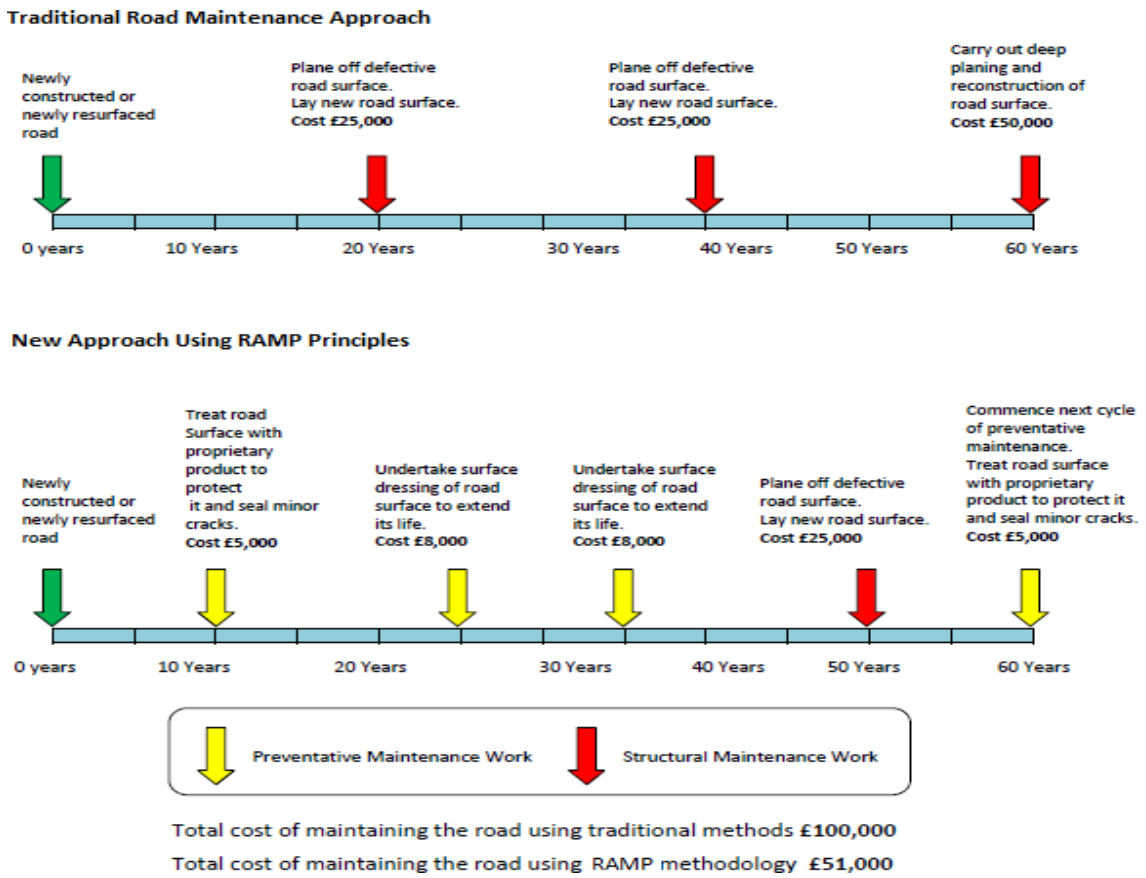
- Carriageways: level of investment - £3.8m Capital investment planned annually, expected to be maintained until 2025-26. Revenue contribution to planned investment expected to be maintained at £500,000. These figures meet the current steady state figure calculated by SCOTS to maintain existing road condition. Investment in 2023/24 includes £3.8m Capital Investment and £0.5m Revenue to maintain current road condition. An additional £0.5m Capital and £1m Revenue funding was agreed for 2023/24 bringing the total investment to £5.8m. This level of investment should help to counter inflationary increases in contractor and material costs and assist in maintaining levels of improvement in road condition.
- Footways: level of planned investment decreased to £250k to assist in maintaining carriageway investment levels, grant funding for active travel and footway improvements as part of capital carriageway works have increased the level of investment annually in the footway asset.
- Structures: level of investment increased from 2016/17 to enable a programme of improvements. Additional Capital investment of £300,000 was granted in 2018/19. Investment of £560,000 is expected to remain steady going forward.
- Street lighting; level of investment was increased until 2017/18 as part of a 'spend to save' initiative to introduce modern efficient LED lighting. Capital investment of £1M annually

required to keep pace with annualised depreciation, was reduced in 2019/20 and 2020/21 to £750k before reprofiled increase in subsequent two years. The immediate impact of this was

an increase in depreciated assets which resulted in reprofiling to £1.25m in the following two years which should stabilise the annual depreciation figures by 2024/25.

## Carriageways

The investment strategy for carriageways is to optimise investment by using life cycle planning to undertake targeted improvements to ensure that efficiency of spend is maximised. This will increase investment in lower cost treatments, although investment will also require to continue in higher cost resurfacing where carriageways are in poor condition. The budget available is insufficient to undertake a full preventative programme as there are areas of major deterioration that must be addressed for public safety. The strategy is to minimise deterioration by optimising available investment in order to maintain current condition.




The above illustration shows that by applying road asset management principles the whole life cost of maintaining the asset is greatly reduced. The use of preventative maintenance treatments at the optimum intervention timings extends the life of the asset leading to less need for reactive and planned maintenance.

The budget currently allocated for planned maintenance is to meet the steady state figure calculated by SCOTS to assist in maintaining current road condition as measured by the Road Condition Index. This figure is being recalculated to take into account inflationary increases in construction costs and is expected to be available late 2023. A programme of carriageway screeding is planned annually to improve our rural road network.

A method of prioritisation is utilised in addition to Scottish Road Maintenance Condition survey data to target investment for long term planning. Carriageway prioritisation data is included at Appendix C.

## Footways

The strategy for planned improvement works to footway is to develop a long-term programme for footway improvements using our prioritisation matrix (Appendix D).

Preventative treatments have been used in previous years in residential streets but had poor feedback from the public. As a result of this, all town centre footways are resurfaced in asphalt with white limestone chips or to meet public realm requirements, but all other footways are now resurfaced with a 6 or 10mm asphalt concrete finish as this is a more efficient use of limited funding for footway improvements. Although initial feedback has been varied on this matter, it is more acceptable to our residents than the extended use of thin surfacing treatments.

To move to programming investment in our footway network using lifecycle planning, there is a requirement to use a range of treatments. As thin surfacing treatments are further developed, they will be trialled, and the results analysed to enable lifecycle planning to be fully implemented and investment optimised across our footway network.

Routine and reactive repairs are expected to continue at current levels and will be undertaken within available budgets.

## Structures

The structures maintenance strategy is to use available funding to ensure the safety of the travelling public by maintaining the structures in a serviceable condition. The methodology used to allocate Revenue and Capital funding is outlined below.

## Revenue

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

Works identified, where there is insufficient budget to immediately carry out repairs and where they are not prioritised due to safety reasons, are recorded in the Work Bank which is a list of works to be completed as funding is available.

The maintenance strategy attempts to balance the need to complete essential reactive works, whilst allocating funds to routine preventative and corrective works identified through inspections. A reduction in routine maintenance will accelerate the rate of deterioration of the asset.

## Capital

A capital budget has been allocated to the structures asset from 2016/17. This is enabling a programme of strengthening and replacement to be put in place.

These works will be prioritised using the structures prioritisation methodology and a programme of works established. The Structures Prioritisation Matrix is contained in Appendix E.

The annual capital budget allocated is £560,000. This means that the current list of works required would take approximately 12 years to compete.

## Street Lighting

The investment strategy for lighting is to continue to use lifecycle planning to undertake targeted improvements of the overall asset infrastructure by using the prioritisation of profiled deteriorated, age expired and energy improvement opportunities. This is to ensure that the asset remains safe and fit for purpose and avoids collapse and injury, such as that experienced in 2023 in Glasgow.

The funding available currently for infrastructure replacement will not be sufficient to improve the age/condition profiles, however the overall strategy is to minimise further deterioration of the asset profile by keeping pace with annualised depreciation.

However, the short term reduced Capital investment resulting from reprofiling will increase the annualised depreciation cost; increase poor condition assessment statistics; increase the impact of energy increases, carbon tariffs and unplanned reactive repairs on future revenue budgets until the balance is redressed from increased spend in subsequent years.

The Capital funding will continue to be required to support annual replacement of deteriorated support column and cable infrastructure on those locations which have been converted to energy savings lanterns, as those supporting networks themselves become deteriorated and age expired.

# 8. Legislation

Legislation can lead to increased demand on Local Authorities' resources in managing their road assets. The following list is legislation requirements currently in place that have an impact on the Road Service and should be taken account of:

- Roads (Scotland) Act 1984
- New Roads and Street Works Act 1991
- Transport (Scotland) Act 2005
- Transport (Scotland) Act 2019
- Flood Risk Management (Scotland) Act 2009
- Disabled Persons Parking Places (Scotland) 2009
- Traffic Signs Regulations and General Directions 2016
- Reform of red diesel and other rebated fuels entitlement
- Public Health etc. (Scotland) Act 2008 (Artificial Light Nuisance)
- Electricity at Work Regulations 1989
- Environmental Protection Act 1990
- Clean Neighbourhoods and Environmental Act 2005
- Climate Change (Scotland) Act 2009

As well as the above primary legislation, there are also secondary legislations, these are Regulations and Orders that are made under the enabling powers provided by primary legislation in order to implement and administer the requirements of that primary legislation.

- The Road Works (Reinstatement Quality Plans, Qualifications of Supervisors and Operative and Miscellaneous Amendments) (Scotland) Regulations 2023
- The Scottish Road Works Register (Prescribed Fees) Regulations 2022
- The Scottish Road Works Commissioner (Imposition of Penalties) Regulations 2022
- The Road Works (Qualifications of Operatives and Supervisors) (Scotland) Amendment Regulations 2019
- The Road Works (Inspection Fees)(Scotland) Amendment Regulations 2014

The following national policies and guidance documents also have an impact on the service provided:

- Well-Managed Highway Infrastructure: A Code of Practice
- Safety at Street Works and Road Works: A Code of Practice
- Designing Streets Manual for Scotland
- SCOTS National Roads Development Guide

- SUDS Section 7 agreements may create further maintenance responsibilities in relation to sustainable drainage systems. Section 7 agreements state that the Roads Authority and Scottish Water may agree to the provision, management and maintenance or use of their sewers or road drains for the conveyance of water bringing shared responsibilities for systems.
- Cycling by Design
- BS 7671:2018 The Requirements for Electrical Installations
- BS 5489-1-2020 Design of Road Lighting : Code of Practice

## 9. Policy/Guidance

The following policies associated with the Roads asset have been approved by the Council Members:

- Council Plan
- Performance Management Framework
- Corporate Procurement Strategy
- Place Directorate Plan
- Roads Operational Plan
- Road Asset Management Plan
- Permission for Attachment of Amenity Displays
- Arran Lighting Policy
- Lighting Energy Efficiency Strategy
- Local Transport Strategy
- Winter Service and Weather Emergencies Plan
- Road Asset Safety Inspection Policy

Guidance

- Well Managed Highway Infrastructure - Code of Practice
- BS 5489-1-2020 Design of Road Lighting – Code of Practice

## 10. Health and Safety

The assets are managed in accordance with Well Managed Highway Infrastructure – A Code of Practice. The code highlights a statutory obligation on Highway Authorities to maintain the public highway and embraces the 2 essential functions of Safe for Use and Fit for Purpose.

- Safe for Use requires carriageways to be managed in such a way that they do not pose an unacceptable risk to public safety.

- Fit for Purpose requires carriageways to be managed in such a way that they remain available for use by traffic permitted for the route.

Road Safety information and details of initiatives to promote road safety are available from I:\All Departments\SCOTS Asset Management Project\Road Safety.

**Structures assets** are managed in accordance with the Code of Practice for Management of Highway Structures. The code highlights a statutory obligation on Highway Authorities to maintain the public highway and embraces the 2 essential functions of Safe for Use and Fit for Purpose.

- Safe for Use requires a highway structure to be managed in such a way that they do not pose an unacceptable risk to public safety.

- Fit for Purpose requires a highway structure to be managed in such a way that they remain available for use by traffic permitted for the route.

Regular inspections of structures identify problem areas that require urgent rectification or the imposition of other safety measures such as the implementation and enforcement of weight or height restrictions.

**The lighting assets** are managed in accordance with Well Managed Highway Infrastructure – A Code of Practice The code highlights a statutory obligation on Highway Authorities to maintain the lighting asset and embraces the 2 essential functions of Safe for Use and Fit for Purpose.

- Safe for Use requires lighting plant to be structurally & electrically safe.

- Fit for Purpose requires lighting to be operational or to restore inoperative lighting within a defined time.

The lighting levels and outputs are defined within British Standard BS5489-1:2020 A Code of Practice for the Design of Road Lighting and within the ILP Guidance Note 01/21: The Reduction of Obtrusive Light (JM) and are based on type of road and night-time use of road, environmental area and whether an alternative lit route is available.

Works carried out which involve traffic management, excavation or working at height are progressed in accordance with the legislative framework provided within.
- The New Roads and Street Works Act 1991
- The Working at Height Regulations
- The Electricity at Work Regulations 1989

Overarching requirements in respect of climate change are managed with respect to Climate Change (Scotland) Act 2009.

## 11. Risk Management

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

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

### Risk Identification
The Roads management team identifies significant strategic risks impacting upon the priorities outlined in the Councils Plans.

### Risk Categorisation
A risk assessment matrix is used to identify the level of risk associated with carriageway and footway defects and to categorise and prioritise repairs accordingly. There is a long-established process in place to risk assess and prioritise defects related to structures.

## Risk Control

Risks within the Roads Service are controlled by carrying out inspections in accordance with Codes of Practice, adherence to the winter policy and compliance with the Flood Risk Strategy.

## Monitoring and Reporting

Risk is continually monitored by the Roads management team and reported to the Corporate Management Team through quarterly performance reports and annually through the Roads Operational Plan.

## Risk Register

A corporate risk register has been produced and this contains the risks associated with Neighbourhood Services. A summary of the risks associated with the Roads Service are recorded in the following table:

| Risk | Strategic / Corporate / Operational |
|---|---|
| Climate Change | Operational |
| Financial Variation on Flood Scheme | Operational |
| Flood Programme Risk | Operational |
| Energy Pricing | Corporate |
| Sustainability of Asset Management Model (Capital Investment) | Operational |
| Decriminalised Parking / Legislative Changes | Operational |
| Workforce Demographics / Contingency Capacity Risk | Operational |
| Recruitment / Retention | Corporate |
| Reputation Risk | Corporate |
| Fuel Resilience | Operational |

Specific risks associated with the Roads asset are recorded in the following table:

| Risk | Controls | Monitoring Process |
|---|---|---|
| Reduced resources leading to a reduction in levels of service and an increase in complaints and legal claims | Road Asset Inspection Policy<br><br>Prioritisation scheme for works | Regular monitoring of performance achievable with allocated resources<br><br>Number of 3rd party liability claims<br><br>Number of defects reported |

| Risk | Controls | Monitoring Process |
|---|---|---|
| Failure of street lighting electrical networks leading to dark area or electrical accidents or injury | Statutory Inspection Regime | Number of units with valid electrical inspection |
| Failure of street lights leading to accidents | Regular inspection programme in place and investment in replacement programme | Number of reported dark lamps |
| Failure of street lighting structures leading to damage or injury | Regular inspection programme in place and investment in replacement programme. | Number of age expired units with valid structural inspection certification |
| Flooding leading to service and local transport disruption and associated financial cost | Emergency plans for flooding<br><br>Flood Risk Strategy | Regular inspection of trash screens and culverts |
| Severe winter weather or failure of proactive winter procedures leading to traffic disruption and impact on the local economy | Annual review of winter maintenance policy.<br><br>Operative training in winter procedures | % of priority routes completed on time<br><br>Ongoing review of measures in place throughout the winter period. |

## 12. Governance of the Assets

**Plan Management**

The Head of Neighbourhood Services is responsible for management and control of the plan, and the Senior Managers (Roads and Engineering Services) are responsible for its implementation.

This Roads Asset Management Plan (RAMP) will be presented to Members as a component of the overall Corporate Asset Management Plan.

**Plan Review**

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

# 13. Service Delivery Aspirations/Challenges

The roads infrastructure asset is constantly changing as a result of changes in legislation, active travel improvements, public transport infrastructure improvements, the introduction of electric vehicles charging points, requirements for traffic calming measures, and to meet community aspirations.

## Asset Growth

In addition to the above reasons for asset growth, this also arises from the adoption of new development sites.

The carriageway asset has increased by 1.17% over the last 5 years, which has resulted in an additional 12.2 km of carriageway to be inspected and maintained. This increase included an additional 3.56km from the de-trunking of the A737 through Dalry. Due to the increase in new housing developments, it is expected that the carriageway asset growth will increase at approximately 0.4% per year. Growth of our footways/footpaths over the same period was 10.9 km representing a 1.08% increase over the same 5-year period, this is expected to decrease by 0.2% per year due to the increased use of shared surfaces and the resultant decrease in footway provision.

The number of lighting columns has increased by approximately 0.22% over the last 5 years. This rate of growth is due both to adoption of new development sites and increased numbers resulting from improvement of lighting to current standards. This trend is expected to continue.

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

New infrastructure that isn't going to form part of the public road network and appear in the List of Public Roads is classified as non-adopted assets. These mostly consist of new cycleways and remote paths. These are not recorded as part of the adopted network assets but do increase the inspection and maintenance liability of the service.

Flooding has seen a significant capital investment in recent years and this has resulted in several large scale flood prevention schemes, namely, Largs Seawall, Garnock Flood Prevention scheme and Millport Flood Prevention.

Increasing demand for speed reduction measures is likely to continue, particularly as a result of the ongoing assessment of 20mph limits for residential streets as part of the Scottish Governments National Strategy to ensure all appropriate roads in built up areas have a speed limit of 20mph by 2025. The installation of traffic calming measures and associated signage further incurs additional maintenance costs.

## Traffic Growth

Demand for traffic management measures and parking availability as a result of increased car ownership has resulted in an increasing number of enquiries and requests for the service to 'do something' to alleviate the problem. It is hoped that improvements in public transport, and cycling/walking facilities will encourage active travel and have an impact on the level of demand on the road infrastructure.

Traffic movements are also affected by roadworks and changes to the trunk road network resulting in increased loading on carriageways not designed for high levels of traffic. A shift

in local traffic patterns took place with the opening of the 3 Towns by-pass in 2005 and again with the opening of the new Dalry Bypass in April 2020. The opening of the 3 Towns bypass resulted in significant deterioration of the B714 as a result of increased traffic volumes, partly due to drivers choosing to use the B714 as an alternative route when traffic management is in place in Kilwinning. It is anticipated there will be another change in future years when the realignment and improvements on the B714 are complete.

With the proposed B714 improvement works it is expected that there will be an increase of traffic through Kilwinning while works are being undertaken, however this should only be a temporary situation while the public find alternative routes to avoid the construction work.

Road Equivalent Tariff (RET) was introduced on ferry routes to Arran with a reduction in fares for the travelling public. There is currently no information available on any increase in vehicular traffic as a result of this however, anecdotal information suggests a significant increase due to the influx of tourists, with private cars and bus tours throughout the summer months further contributing to the deterioration of Arran's roads. There are projected figures for increases in timber transport calculated from predicted volumes of timber to be felled in future years. It is estimated that haulage traffic had increased by 39% between 2012-2016 and 2017-2021, the demands placed on the road network by timber haulage is expected to continue.

## Traffic Composition

Traffic composition is considered where deterioration in the road surface requires repeated maintenance.

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

A programme of improvements to rural roads is ongoing to provide for more permanent solutions to maintaining the road surfaces.

Rural roads are not designed or in a state to be used by heavy goods or large numbers of vehicles. The C87 from Whitehurst Park to the A737 is a short cut used by residents and haulage firms trying to avoid going through Kilwinning town centre. This has resulted in this road requiring significant maintenance, further measures are being considered to reduce the level of traffic choosing to take this rural route.

# 14. How assets will be used in the future

### Local Transport Strategy

The Local Transport Strategy is currently under review and the updated document will help improve the transport network in North Ayrshire and its connectivity beyond to create an attractive place for businesses and communities to thrive. The new draft Local Transport & Active Travel Strategy sets out the policies to be adopted and the actions to be implemented to guide the planning and improvement of the local transport and active travel networks. It also outlines behaviour change initiatives aimed at supporting and encouraging people to use the sustainable transport networks more often. A detailed action plan identifies actions and priorities for the period of the strategy. The new draft Local Transport & Active Travel Strategy refers to all types of transport, including walking, wheeling, cycling, bus, rail, ferry and car and considers how to integrate these types of transport to make travel by several modes easier for all. The Local Transport Strategy may result in additional public transport and walking/cycling routes that will result in increasing future maintenance costs.

North Ayrshire Council is committed to implementing low maintenance solutions, where possible, for example widening existing footways to create shared footway/cycleways rather than constructing separate new cycleways that would incur additional inspections costs.

## 15. Performance Indicators

The table below shows some of the main APSE/SCOTS performance indicators used to measure performance of the roads assets.

| Performance Indicator | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 (target) |
|---|---|---|---|---|---|
| RDS_PI010 - Percentage of top priority winter gritting routes completed on time | 98.76 | 98.74 | 99.2 | 98.6 | 100 |
| CP_20 (RCI) - % of overall road network that should be considered for maintenance treatment | 37.3 | 37.1 | 33.9 | 34.8 | 34.8 |
| SOL_ENV04b - % of Class A roads that should be considered for maintenance treatment | 38.8 | 36.3 | 29.9 | 30.7 | 36 |
| SOL_ENV04c - % of Class B roads that should be considered for maintenance treatment | 36.8 | 32.6 | 29.4 | 28.9 | 32 |
| SOL_ENV04d - % of Class C roads that should be considered for maintenance treatment | 46.9 | 44.9 | 39.4 | 39.9 | 42 |
| SOL_ENV04e - % of unclassified roads that should be considered for maintenance treatment | 33.7 | 35.6 | 33.9 | 35.4 | 37 |
| RDS_PI008 - Bridge Stock Condition Indicator (average BSClav) | 85.7 | 86.1 | 85.8 | 86.4 | 86.4 |
| RDS_PI009 - Bridge Stock Condition Indicator (BSCIcrit) | 75.3 | 75.6 | 74.2 | 74.8 | 75 |
| OP_PL_LIGHT_01 - % of lamps restored to working condition within seven days | 93.9 | 94.8 | 94.7 | 96 | 96 |
| OP_PL_LIGHT_06a - Average annual electricity consumption per street light (kw hours) | 199.6 | 192 | 184.9 | 184.9 | 180 |
| RDS_PI003 - % of street lights which are LED | 60.8 | 61.9 | 65 | 79.5 | 81 |

The target for RCI % of road network that should be considered for maintenance treatment is to maintain current road condition. The targets for the A, B, C and Unc roads are variable due to the differences in survey timings and %s of each classification of road that are surveyed annually. Road condition can deteriorate quickly as a result of inclement weather, subsidence and material failures.

Further performance information is reported through SCOTS/APSE to enable benchmarking between authorities in Scotland and assist in sharing and learning through best practice.

## 16. Action Plan

Asset Management Plan Action Plan

The following actions have been identified as the Road Asset Management improvement actions and are recorded on Covalent.

| Action Ref | Action | Lead | Timescale |
|---|---|---|---|
| RAMP_A02 | Develop risk-based approach for illuminated sign approval, produce policy document for implementation and assess impact and possible requirement for committee approval. | Lighting Manager | March 2024 |
| RAMP_A15 | Review & Update Rural Lighting Policy in respect of updated Arran Plan and Legal comment | Lighting Manager | March 2024 |
| RAMP_A21 | Assess NAC impact & policy for illuminated sign reduction arising from Risk Based guidance | Lighting Manager | March 2024 |
| RAMP_A22 | Integrate Roads & Building Services lighting operational and financial management systems | Lighting Manager | March 2024 |
| RAMP_A23 | Review & Update Road Lighting Policy to incorporate guidance on Non-Road Assets and other services impacts” | Lighting Manager | March 2024 |
| RAMP_A30 | Develop a programme for the structural review and re-assessment of bridges. | Team Leader Structures | March 2024 |
| RAMP_A31 | Review the results of bridge scour assessments and create database of scour risk. | Team Leader Structures | Ongoing |

| Action Ref | Action | Lead | Timescale |
|---|---|---|---|
| RAMP_A32 | Use coastal inspections to identify and prioritise long term maintenance requirements for coastal assets. | Team Leader Flooding | March 2024 |
| RAMP_A33 | Undertake location surveys for watercourses and review and update the schedule of watercourses in accordance with legislative requirements | Team Leader Flooding | Ongoing |
| RAMP_A34 | Assess the suitability of low carbon road materials for use on the NAC road network | Network Manager | March 2024 |
| RAMP_A35 | Review the sustainability/lifecycle of historical and current road surfacing materials | Team Leader Asset Management | March 2024 |
| RAMP_A36 | Option appraisal for inspection and management of non-adopted road network assets | Team Leader Asset Management | March 2024 |
| RAMP_A37 | Prepare a proposal for the removal/replacement of obsolete flashing 20s outside schools | Team Leaders Network | March 2024 |

## 17. Glossary

The following abbreviations are used in this plan:

| | |
|---|---|
| ACoP | Approved Code of Practice |
| ADC | Annualised Depreciated Cost |
| AMP | Asset Management Plan |
| APSE | Association for Public Service Excellence |
| BCI | Bridge Condition Indicator |
| BSClav | Average Bridge Stock Condition Indicator |
| BSClcrit | Critical Bridge Stock Condition Indicator |
| CSS | County Surveyors Society |
| DRC | Depreciated Replacement Cost |
| GRC | Gross Replacement Cost |
| HGV | Heavy Goods Vehicle |
| IA | Improvement Action |
| LCP | Lifecycle Plan |
| LTS | Local Transport Strategy |
| NRSWA | New Roads and Street Works Act |
| RAMP | Road Asset Management Plan |
| RAUC(S) | Roads Authorities and Utilities Committee (Scotland) |
| RCI | Road Condition Indicator |
| RMS | Roads Management System |
| SCOTS | Society of Chief Officers of Transportation in Scotland |
| SRMCS | Scottish Road Maintenance Condition Survey |
| SRWR | Scottish Road Works Register |
| SPI | Statutory Performance Indicator |
| TRO | Traffic Regulation Order |
| WDM | Williams Detail Management Limited |
| WGA | Whole of Government Accounts |

The following terms are used in this plan:

| | |
|---|---|
| **Annualised Depreciation** | The cost of annual deterioration of the road network if no maintenance works are carried out. |
| **Asset Management** | A strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the Road infrastructure to meet the needs of current and future customers. |
| **Asset Valuation** | The calculation of the current monetary value of an authority's assets. |
| **Depreciation** | The systematic allocation of the depreciable amount of an asset over its useful life arising from use, ageing, deterioration or obsolescence. |
| **Depreciated Replacement Cost** | Method of valuation which provides the current cost of replacing as asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation. |
| **Gross Replacement Cost** | The monetary cost of replacing the existing asset with a modern equivalent asset. |
| **Levels of Service** | A statement of the performance of the asset in terms that the customer can understand. |
| **Lifecycle Plan** | Document defining the standards applied to an asset and detailing the management processes used to deliver those standards. |
| **Public Realm** | Publicly owned streets, pathways, right of ways, parks, publicly available open spaces; all areas to which the public has open access |
| **Road Infrastructure Assets** | An authority's portfolio of road assets including roads, segregated footpaths and cycle routes, structures, lighting, traffic management systems, etc. Together they function as a system or network which as a whole is intended to be maintained at a specified Level of Service (assessed through performance measures) by the continuing replacement and refurbishment of its assets and elements. |
| **Section 7 Agreement** | A Roads Authority and Scottish Water may agree to the provision, management, maintenance or use of their sewers or road drains for the conveyance of water from the surface of a road or surface water from premises and that neither party shall unreasonably refuse to enter into such an agreement or insist on terms or conditions unacceptable to the other party. |
| **Statutory Undertakers** | Various companies and agencies with legal rights to carry out works on the road. |

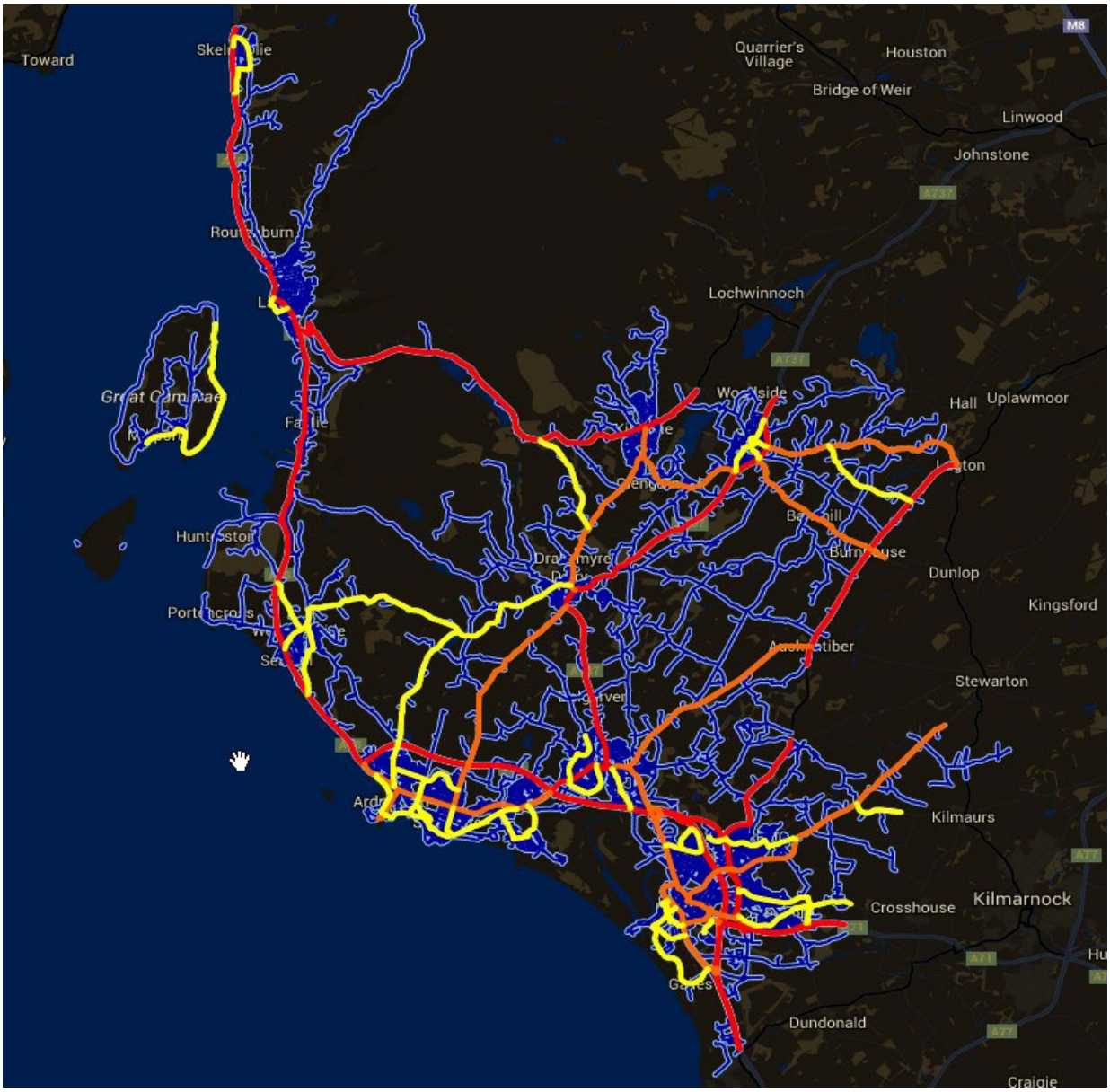
## 18. Appendix A – Maintenance Hierarchy Mainland & Cumbrae

**Strategic**

**Main Distributor**

**Secondary Distributor**

**Link and Access Roads**



## 19. Appendix B – Maintenance Hierarchy Arran

**Strategic**

**Main Distributor**

**Secondary Distributor**

**Link and Access Roads**

# 20. Appendix C – Carriageway Prioritisation Criteria

The annual carriageway resurfacing programme is developed using WDMs UKPMS Scheme Manager software.

This takes into consideration the following data when determining prioritisation of carriageways for inclusion in the works programme.

The following road condition data sources are used:

- Scottish Road Maintenance Condition Survey Data
- RoadAI Condition Data
- SCRIM

Primary condition data sources utilised for each classification of road are:
A, B & C roads are using SRMCS
U class are using RoadAI

Local Rankings are also included:

- Accident Data
- Road Hierarchy
- Defects

Scheme Manager produces a prioritised list of carriageways in need of maintenance treatment. This includes a determination of the most efficient treatment type i.e. surface treatment, thin surface or inlay/overlay, taking into account its condition and lifecycle.

The outputs from Scheme Manager are then compared to the Locality Inspectors annual Condition Assessments to identify any areas that may not have been highlighted through this process.

# 21. Appendix D – Footway Priority System

## North Ayrshire Council - Roads
## Footway & Footpath Resurfacing Scheme Priority System

**General**

The weighting system devised enables the programme of footway & footpath resurfacing schemes to be objective, rated against a number of important criteria.

| Scoring System | | | |
|---|---|---|---|
| **Criteria** | **Maximum Score** | **Weighting** | **Score** |
| 1. Condition | 16 | 4 | 64 |
| 2. Importance / Accessibility | 5 | 2 | 10 |
| 3. Public Liability Claims / RMS Faults / Complaints | 6 | 1 | 6 |
| 4. Assistance to Other Priorities | 10 | 2 | 20 |
| | | **Maximum Total:** | **100** |

**1. Condition**

Taken from initial Condition Assessment Score generated during inspection

| Condition → / Extent ↓ | 1 – Acceptable | 2 – Safe but poor appearance | 3 – Minor deterioration | 4 – Major Deterioration |
|---|---|---|---|---|
| 1 – Up to 25% | | 5 | 9 | 13 |
| 2 – 25% - 50% | | 6 | 10 | 14 |
| 3 – 50% - 75% | | 7 | 11 | 15 |
| 4 – 75% - 100% | 4 | 8 | 12 | 16 |

**2. Importance / Accessibility**

| | **Score** |
|---|---|
| Footway / Footpath Priority 1 Gritting Route | 5 |
| Footway / Footpath Priority 2 Gritting Route | 3 |
| Footway / Footpath Priority 3 Gritting Route | 2 |
| Other Footway / Footpath | 1 |

**3. Public Liability Claims / Fault Reports / Complaints**

Score according to the type / source of complaint / fault report / request for service received for the location

- **1 -** Public Complaint or Fault Report resulting in a confirmed defect
- **2 -** Multiple Requests for service or Fault Reports resulting in confirmed defects
- **4 -** Elected Member Complaint or Request for Service
- **6 -** Public Liability Claim

**4. Assistance to Other Priorities**

Use your own knowledge of the surrounding area to rate the location in relation to:

- **1 -** Shared Cycle / Footways
- **2 -** Adjacent to Local Shops
- **4 -** Adjacent to Schools, Leisure Facilities and Tourist Attractions
- **6 -** Adjacent to Amenity Housing, Residential Care Homes and Medical Centres
- **8 -** Local Bus Route, access to Train Stations and Park & Ride facilities
- **10 -** Town Centre

# 22. Appendix E – Structures Priority System

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Structure Name:** | | | | | | | | |
| **Date when the scoring is carried out:** | | | | | Structure Name: | | | |
| | | | | | Structure | Net score | % of | |
| | | Maximum | | | Score | | total Score | |
| No. | Factors | Score | | | Input | | | Additional comments |
| 1 | Type of Bridge | 1 | Score 1 if road bridge and 0 if foot bridge | Culverts, Subways which carry road shall be considered as road bridge as per this scoring system. Structures which carry only pedestrians, cyclists and equestrians shall be considered as footbridge. | 1 | NA | | |
| 2 | Route Factor | **40** | Score based on NAC route hierachy | Route hierachy | 0 | 0 | 0% | |
| | | | | Cat 2 - SPT/ NAC strategic routes - 40 | | | | |
| | | | | Cat 3a - Main distributor routes - 30 | | | | |
| | | | | Cat 3b - secondary distributor routes - 20 | | | | |
| | | | | Any other category - 10 | | | | |
| | | | | Routes serving fewer than 5 properties - 5 | | | | |
| 3 | HGV Restriction factor | **20** | Score based on weight capacity | Weight restriction | 0 | 0 | 0% | |
| | | | | 3 tonnes - 20 | | | | |
| | | | | 7.5 to 13 tonnes tonnes - 15 | | | | |
| | | | | 18 tonnes - 10 | | | | |
| | | | | 26 to 38 tonnes - 5 | | | | |
| | | | | No weight restriction - 0 | | | | |
| 4 | Condition factor | **10** | Score based on the condition of the bridge | Sliding score based on 0 for very good condition to 10 for poor condition. (10 - (BCI crit/ 10)) | 0 | 0 | 0% | |
| 5 | Deterioration factor | **10** | Score based on the rate of deterioration of the structure | Sliding score based on 0 for very slow deterioration to 10 for rapid deterioration | 0 | 0 | 0% | |
| 6 | Pedestrian factor | **30** | Score based on pedestrian usage. Bridges with footways of heavy pedestrian usage shall score a maximum of **30**. | Structures with footways in heavily used urban areas score 30. Score 30 if route is access to a school or railway station. Apply a sliding scale going down to 0 for rural structures without footways. | 0 | 0 | 0% | |
| 7 | Flooding factor | **40** | Score based on the potential for the existing structure to contrubute to flooding | A structure that makes no contribution to flooding risk will score 0. Structures that are know to increase the risk of flooding due to restrictions in width or soffit height will score 30. | 0 | 0 | 0% | |
| 8 | Scour factor | **60** | Score based on risk of collapse due to expose to scour in heavy flow conditions | Risk of collapse of structure due to scouring. Structures which have been deterioted severely because of inadequate scour protection and on verge of collapse score maximum. Scour risk based on a sliding scale. | 0 | 0 | 0% | |
| 9 | Parapet Condition Factor | **15** | Score based on the condition of the parapets | Structures with substandard Parapets with poor conditon will score 15 . Structures with substandard parapets with a 'monitor only' recommendation will score 10. Structures which have parapets to current standards will score 0. | 0 | 0 | 0% | |
| 10 | Parapet Risk Factor | **10** | Score based on risk in the event of a parapet collapse leading to high risk injuries and human casualties. | What is the likelihood of someone getting high risk injury or even death while the parapet is open to use considering the condition of the structure. Risk based on a sliding scale. | 0 | -5 | 100% | |
| 11 | Delay factor | **20** | Score based on whether existing restrictions such as limited width cause delays at the structure | Structures where delays are caused by width, weight, height or other restrictions such as traffic lights will be given a score higher than zero. Delays less then 2 minutes at peak times will score 10 and longer than 2 minutes will score 20. Score maximum if fire station, railway station or hospital affected by delay. | 0 | 0 | 0% | |
| 12 | Structure Risk factor | **10** | Score based on risk in the event of a Structure collapse leading to high risk injuries and human casualties. | What is the likelihood of someone getting a high risk injury or even death while the structure is open to use considering the condition of the structure. Risk based on a sliding scale. | 0 | 0 | 0% | |
| 13 | Maintenance factor | **30** | Score based on maintenance required to keep the existing structure open. | Score based on known maintenance history and requirement. No maintenance requirement will score 0. Listed structures score 15. | 0 | 0 | 0% | |
| 14 | Diversion factor | **20** | Score based on the length of the diversion route if the structure is closed in an unplanned manner with no finite time limit. | Score based on diversion length. Any diversion equal to or more than 20 miles scores 20. Score 1 for each mile of diversion up to 20. Score 20 if a road closure adversly affects a fire or railway station or hospital. Score 20 if there is no alternative diversion. | 0 | 0 | 0% | |
| | | | | | | -5 | | |

Note maximum score that can be achieved for road bridge= 500

| **Priority level Chart** | **Structure Name:** | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | Date of Scoring: | 00-Jan-00 | | | | | | | |
| Priority Level Indicator | | **Overall works (500)** | | **Structure works (100)** | | **Parapet works (70)** | | **Scour Protection (60)** | |
| | | Level | Score | Level | Score | Level | Score | Level | Score |
| No Action Rquired | | | | | | | | | |
| Low Priority | | | | | | | | | |
| Medium Priority | | | | | | | | | |
| High Priority | | | | | | | | | |
| Immediate action required | | | | | | | | | |

Note : Works are divided above into three sub categories as each work can be independent and each has its own significance in terms of attention required.

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

# ASSET MANAGEMENT PLAN

# FLEET

## 1. Introduction

The Council operates over 500 vehicle and road registered items of plant, with a replacement value of £27.98 million, along with a large number of other plant and machinery to support the delivery of services. Assets are primarily maintained in the Council's workshops at Kilwinning and Arran supported by specialist external contractors where required. The cost of operating and maintaining the assets including fuel use is currently £4.82 million per year. These assets are supplemented by both externally hired assets to meet long-term specialist needs or short-term business needs accounting for approximately £0.38million annual expenditure.

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

A two-shift working arrangement is in place to enable operational availability of the workshop from 0630hrs to 1800hrs; this pattern maintains the capacity of the service during the core day whilst supporting the daily requirements of fleet users. These arrangements are also complemented by mobile mechanic arrangements as appropriate. The Arran workshop is available from 0800hrs to 1630hrs.

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

## 2. Aims & Objectives

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

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

- Wellbeing
- Communities & Local Democracy
- Climate Change
- A Sustainable Council
-

Effective management of fleet related assets is critical to the delivery and performance of Council services. This Fleet Asset Management Plan sets out and controls the management of the Council's fleet related assets. Our vision is to provide effective fleet procurement, management, and a workshop maintenance service, enabling our users to deliver safe, reliable, and cost-effective services to our communities, with a commitment to significantly reducing our reliance on fossil fuels and to make our assets environmentally sustainable.

The objectives of the Fleet Asset Management Strategy are:

- Assets fit for purpose - All vehicles/plant and equipment will be 'fit for purpose' in terms of condition and suitability for the intended use.
- Safety - The vehicle/plant or equipment must secure the minimum health and safety risk to our staff and members of the public.
- Assets used effectively – Assets will be treated as a corporate resource, and the need to own/maintain the vehicles/equipment will be regularly challenged with users and the performance of assets will be monitored and reported with the aim of eliminating unnecessary expenditure.
- Sustainability - Assets, which run efficiently, maximise value for money, are environmentally and energy efficient contributing directly to delivering reductions in carbon emissions inclusive of the environmental life cycle of the vehicle and component parts (including fuel). This links directly to our Council Plan climate change priority.

In meeting these aims the Transport Hub commits to: -

- Collaboration with stakeholders to identify additional value from the standardisation of vehicles and equipment across North Ayrshire Council.
- Provision and maintenance of a modern vehicle fleet that is fit for purpose and fully supports the delivery of front-line services.
- Ensuring Council Services have the appropriate vehicles to carry out their responsibilities and duties.
- Demonstrating Best Value.
- Considering the needs of Stakeholders.
- Ensuring Fleet Asset Management information and data is collected and stored effectively within its Fleet Management System (Fleetwave).
- Ensuring vehicles are maintained to DVSA (Driver and Vehicle Standards Agency) standard.
- Undertaking safety inspections (currently annual for vehicles under 3500kg and every eight weeks for vehicles over 3500kg as defined by the terms and conditions applicable to our Operators Licence) to ensure vehicles are fit for purpose, kept roadworthy and comply with Construction & Use Regulations.
- Providing in-house Class IV, V & VII MOT facility by DVSA trained mechanics.
- Using approved and calibrated inspection equipment.

## 3. General Description

The Council operates a fleet of 557 vehicles and plant registered for the road along with many other plant and machinery to support the delivery of services. The permanent vehicle fleet is supplemented by 125 short-term hired assets to meet fluctuations in business activities, such as the Car Club and seasonal work within the Streetscene Service or short- term contracts within Building Services and Care at Home.

A planned preventative maintenance and inspection schedule is in place at periods ranging from eight weekly to annually, depending on the type and use of each vehicle. This is supported by a daily reporting system to identify any defects before vehicles are used to ensure roadworthiness. All repairs are documented to ensure that works carried out on Council vehicle assets are recorded to enable effective asset management and to ensure that throughout the vehicle's life it is maintained in a safe, legal, and roadworthy condition.

The Transport Hub is an accredited Van Excellence operator which is a scheme designed by some of the best van operators in the UK and facilitated and managed by Logistics UK to

recognise excellence and improve operational standards. At its heart is the Van Excellence Code which is a code of practice outlining 'what good looks like in van operations.' This helps ensure that the Council continue to operate to nationally recognised best practice standards.

### 3.1 Asset Types

| Asset Type | Number of Assets | % of Fleet |
|---|---|---|
| Passenger Vehicles | 80 | 14.0% |
| Minibuses | 18 | 3.2% |
| Bus | 8 | 1.4% |
| Large Goods Vehicles over 3500Kg | 74 | 13.3% |
| Compact Sweepers | 12 | 2.2% |
| Vans and Tippers up to 3500Kg | 282 | 51.0% |
| Road Registered Plant | 83 | 14.9% |
| **Total** | **557** | |

## 4 Current Performance/Drivers for Change

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

- National commitments for reduction of transport emissions have been made, with the 2019-2020 Programme for Government committing to phase out the need for any new petrol and diesel light commercial vehicles by 2025 and to create the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030.
- The Council's commitment to achieve net zero carbon emissions by 2030.
- The Council's Transformation programme seeks to review the current methods of delivering services to ensure that the Council can still deliver high quality customer focused services within reduced financial resources. Many of the Council's services utilise fleet assets to support their delivery.

### 4.1 Increasing Fleet Utilisation and Transport demand management

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

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

analysis of the telematics data will help support the review by evidencing the demand for vehicles and key areas where we can optimise the utilisation across the fleet.

### 4.2 Service Transformation

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

### 4.3 Sustainability

The Scottish Government has set out an ambition to phase out the need for any new petrol and diesel light commercial vehicles by 2025 and to create the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030.

The need for public sector leadership is key to realising this ambition. The Transport Hub faces a challenge as it aims to reduce environmental impacts through a combination of cleaner vehicles and fuels, fuel-efficient operation, and driving; and by reducing the amount of road traffic it generates. To get to the point where ULEVs can be acquired and deployed into the Councils fleet successfully, the infrastructure needs to be ready. The Council are already forging the way with workplace charging options. The team continue to successfully engage with the Switched-on Fleet initiative, facilitated by Transport Scotland and The Energy Savings Trust. This initiative offers grant funding which can be used towards the procurement of Workplace Chargers and associated infrastructure.

### 4.5 Car Club

The Council's pool car scheme was successfully re-launched during 2022/23 with an aim to reduce carbon emissions and expenditure associated with staff business travel. Over 1,500 members of staff have signed up to the scheme, with access to 11 low emission vehicles and four EV's across seven Council office locations. Our aim is to expand the club's EV capacity which will further reduce emissions and expand the scope to increase workplace chargers to support these within the scheme.

### 4.6 Business Development / Commercialisation

Commercialising opportunities now forms part of all future business developments of the Transport Hub, this will include promoting the use of the pool of fleet vehicles and drivers, maximising the potential use of the Councils MOT test centre and maintenance facility, the provision of certified driver training and review opportunities for shared services with other public-sector bodies.

### 4.7 Vehicle Advertising

All commercial and light commercial vehicle fleets carry the Council's corporate branding/colours and logo. The Council's distinctive fleet are highly visible throughout North Ayrshire and is a highly effective channel for outdoor advertising. It is now standard practice to use these vehicles to promote Council events, services, and campaigns, reducing the need for other forms of outdoor advertising.

## 5 Condition and Suitability

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

| Service Area | Owned Vehicles | Hired Vehicles | Electric Vehicles |
|---|---|---|---|
| Building Services | 111 | 32 | 2 |
| Roads and Transportation | 39 | 6 | 0 |
| Streetscene | 98 | 8 | 5 |
| Waste Management | 49 | 7 | 2 |
| Facilities Management | 26 | 7 | 11 |
| Educational Resources | 10 | 0 | 0 |
| PMI | 1 | 0 | 1 |
| Social Services | 113 | 65 | 0 |
| Corporate Services | 1 | 0 | 1 |
| Transport | 61 | 0 | 25 |
| **Total** | **510** | **125** | **47** |

A well-maintained vehicle fleet provides a positive image of the Council to the public and minimises service disruption attributable to breakdowns and associated re-active maintenance and ensures compliance with the appropriate regulatory frameworks. Getting the most out of vehicles over a longer period of time and the key aim to maximise the use of each vehicle, maintain regulatory compliance and wherever possible extend its useful life beyond initial planned parameters.

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

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

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

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

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

**Driver Training**
Provision of core driver/operator training is undertaken by our in-house Fleet Compliance Team. This training has been developed to fulfil our health and safety responsibilities, statutory duty and to provide staff with the skills they need to undertake their roles. We are a Joint Approvals Unit for Periodic Training (JAUPT) accredited training centre this enables us to deliver Driver Certificate of Professional Competence training straight to our teams and in a way that ensures as little disruption to services as possible. We also have a qualified instructor/assessor accredited to RTITB Road Transport Industry Training Body for delivering plant and machinery training.

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

## 6 Sufficiency

### Use of Assets

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

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

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

### Lifetime Performance

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

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

## 7. Financial

### 7.1 Annual Revenue Costs

The annual revenue cost of maintaining and operating the vehicle and road going plant items is currently £4.82 million of which £3.06 million is attributable to fleet management and maintenance and £1.76 million to fuel.

### 7.2 Service Level

The centralised Transport Hub, which incorporates, Fleet Compliance, Maintenance and Journeys teams allows a more corporate and strategic approach to the management of the supply and demand for transport across services. The Hub manages all the Councils consolidated transport related budgets. The cost of transport provision is allocated to services annually based on their specific requirements. Management information regarding vehicle costs and usage is also available to users in a form and timescale that enables appropriate management interventions in respect of use and deployment. The mechanism aims to provide greater transparency and control in the allocation of costs to services in operating vehicles by allocating costs in the following ways: -

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

### 7.3 Capital Investment

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

The Council has replaced 434 vehicles at a capital cost of £13.97 million over the past eight years as set out in the table below.

| Year | Number of Vehicles Replaced | Replacement Cost (£) |
|---|---|---|
| 2015/16 | 92 | 1.99m |
| 2016/17 | 54 | 2.03m |
| 2017/18 | 61 | 2.08m |
| 2018/19 | 97 | 1.84m |
| 2019/20 | 37 | 1.04m |
| 2020/21 | 52 | 2.04m |
| 2021/22 | 29 | 1.48m |
| 2022/23 | 12 | 1.47m |

| | | |
|---|---|---|
| **Total** | **434** | **13.97m** |

The estimated asset replacement costs together with allocated Capital funding are set out in the table below for each of the next 8 years. The forecast costs include for vehicle replacements based on 2030 target date to decarbonise the 397-vehicle fleet currently suitable for the transition to alternative fuelled vehicles.

| Year | Estimated Replacement Costs (£) | Capital Programme (£) |
|---|---|---|
| 2023/24 | 3.26m | 3.36m |
| 2024/25 | 2.84m | 1.02m |
| 2025/26 | 3.66m | 2.00m |
| 2026/27 | 4.90m | 2.98m |
| 2027/28 | 3.62m | 2.00m |
| 2028/29 | 3.44m | 2.00m |
| 2029/30 | 3.35m | 2.00m |
| 2030/31 | 2.88m | 2.00m |
| **Total** | **27.98m** | **17.36m** |

The profiling of the above illustration is based on a decarbonisation model undertaken which considered remaining lifespan of current combustion vehicles, the need for a managed approach, and the lead-in time for vehicle charging investment.

The value of the capital programme during this period is significantly less than the replacement value due to an increase in today's purchase costs for alternative fuelled vehicles and the relevant infrastructure.

It is estimated that the total capital funding required to replace all 397 vehicles suitable for low emissions alternatives alone to be is £15.85m (which includes both vehicle replacement and assumed charging costs), based on today's prices, this equates to a 100% (£7.92m) increase in costs compared to ICE (Internal Combustion Engine) vehicles. The figure also excludes those 160 vehicles which do not currently have a cost-effective solution.

The ability of the Council to decarbonise the fleet in the short to medium term will be particularly challenging. However, the estimated figures may change due to ongoing Transformation Projects and Service reviews which may impact upon the number of vehicles required in the future. Further information is provided at section 13 below.

### 7.4 Expiry

The vehicle replacement plan identifies the anticipated lifespan to enable accurate financial planning. However, to maximise the value of each asset replacement is made on a condition basis or a notable change in user requirement. To extend their life vehicles may be transferred

to other services, utilised within the central transport pool to reduce the need for hire vehicles or used to replace a vehicle that is no longer economically viable.

Capital funding for fleet replacement vehicles was reduced by 25% over the past 5 years (£2.5m), this had a significant impact on the revenue budgets due to maintaining the assets over a longer period which resulted in additional down time and reduced vehicle reliability.

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

### 7.5 Disposal

At the end of their useful life with the Council vehicles are disposed of through an auction house or directly to specialist dealers ensuring that the best price is attained. Vehicles which are deemed to be beyond any use at end of life will be disposed of through recognised accredited vehicle dismantlers. Such receipts are not expected to exceed £100,000 annually and are returned to the Council's capital fund.

## 8. Legislation

There is an extensive regulatory regime in place regarding the provision and operation of the assets which in the case of Large Goods Vehicles is enforced by the Traffic Commissioner.

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

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

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

## 9 Policy/Guidance

**Council Plan**

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

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

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

- Wellbeing
- A Sustainable Council
- Climate Change

## 10 Health and Safety

All vehicles and equipment must be fit for purpose and need to be managed effectively to support our services and ensure the health and safety of staff, customers, and the wider community.

The provision of fleet vehicles and plant which are fit for purpose and provide both an efficient and safe working environment by meeting all the requirements of our Operator's Licence and satisfies all Health & Safety, Legislative and Statutory requirements.

## 11 Risk Management

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

### Key Risks

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

| | | | | | |
|---|---|---|---|---|---|
| | | | | | ▪ Driver training programme |
| Increased environmental controls in respect of vehicle emissions | 3 | 2 | 6 | ▪ Fleet does not meet legislative standards<br>▪ Cannot utilise transport to deliver services<br>▪ Increased costs to hire in appropriately compliant vehicles. | ▪ Timely replacement programme<br>▪ Evaluation of alternatively powered vehicles<br>▪ Planned maintenance programmes to ensure optimum efficiency in vehicle operation |
| Significant increase in Price of Fuel | 3 | 2 | 6 | ▪ Increase in budget requirement | ▪ Speedy implementation of alternatively powered vehicles<br>▪ Securing of bulk supply contracts |
| Securing of Fuel Supply | 1 | 5 | 5 | ▪ Essential Services cannot be delivered | ▪ Maintain bulk supply<br>▪ Work with Ayrshire Civil Contingencies Team to maintain contingency plan<br>▪ Increase the number of alternatively powered vehicles to reduce demand |
| Insufficient capital funding to support the decarbonisation of the fleet | 3 | 3 | 9 | ▪ Not meeting the Scot Gov target<br>▪ Increase in revenue costs due to retaining vehicles longer<br>▪ Low staff moral<br>▪ Increase of vehicle downtime | ▪ Early engagement within service reviews impacting on transport<br>▪ Replacement plans re-phased to significantly reduce number of vehicles being replaced |

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

## 12 Governance of the assets

### 12.1 Plan Management

The Head of Sustainability, Corporate Property & Transport is responsible for management and control of the plan, and the Transport Manager is responsible for its implementation.

### 12.2 User Input

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

### 12.3 Elected Members

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

### 12.4 Plan Review

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

## 13 Service Delivery Aspirations/Challenges

National commitments for reduction of transport emissions have been made, with the 2019-2020 Programme for Government committing to phase out the need for any new petrol and diesel light commercial vehicles by 2025 and to create the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030.

As part of our ambition to achieve net zero carbon emissions by 2030, work is already underway in support of transitioning to zero-emission fleet vehicles and progress has been made in terms of investment in both EVs (Electric Vehicles) and charging infrastructure.

### 13.1 Avoiding the need to travel

The Council's fleet is engaged in essential service delivery, with a need to travel. However, there may be opportunities to reduce travel demand, including through digital service delivery and journey planning for essential travel.

In terms of staff business travel, we continue to promote sustainable travel and employees are reminded to select the best option to meet their business travel needs. The sustainable travel hierarchy encourages staff to choose the most appropriate solution with the lowest $CO_2$ impact. Staff should continue to be encouraged to choose travel options as close to the top of the hierarchy as possible.

### 13.2 Rationalise the current fleet

Fleet rationalisation is the process of reducing the size of the fleet to ensure that each vehicle is used as efficiently as possible. This involves examining the usage of each vehicle and removing any vehicles that are excess to requirements, reallocating vehicles within the fleet, and downsizing vehicles. This can provide cost (revenue and capital) and carbon savings as vehicles are optimised and less vehicles overall need to be leased, purchased, and maintained.

The Transport Hub Team continue to critically review the fleet, this has been carried out over two phases with an aim of rationalising, downsizing, and electrifying the current fleet where possible.

The work of the team contributed to the provision of a wealth of baseline fleet data and background in support of the ongoing Fleet Decarbonisation work and continue to provide valuable support throughout the review and the development of the Decarbonisation of Fleet Working Group.

At each replacement opportunity the team consider in consultation with the relevant service whether a vehicle is still required, or if it can be downsized through reviewing operational requirements, carrying capacity and number of seats required. Fleet rationalisation is therefore a continual part of our fleet management activity.

The Team continues to support frontline service reviews, this can include service redesign or transformational projects which can result in a reduction in the number of fleet vehicles.

### 13.3 Use of Telematics

The Council operate a telematics system which is installed in all fleet vehicles.

The telematics system provides decent quality fleet data which is an essential component to successfully implement zero emission vehicles. The most principal factors to consider when we are selecting a ZEV (Zero Emission Vehicle) replacement is the daily mileage and maximum range required, and the opportunities for recharging (usually overnight but also during the day).

The telematics data is used to help identify potential locations for charging sites. The data highlights the locations where vehicles are stationary during the day and night along with the duration that they are stationary for, thereby pinpointing potential locations for charging infrastructure.

The data is also used to identify vehicles which are underused. This helps inform our fleet rationalisation decisions, over whether some vehicles can be removed from fleet, or whether additional work can be put on them to make them more effective.

Overall, our telematics system provides us with a clearer picture of how the fleet is currently being used. This data will make the process of transitioning the fleet to ZEV's (Zero Emission Vehicles) easier, as we can match zero emission technology with vehicles, and accurately plan our charging infrastructure.

### 13.4 Switch to low carbon alternatives

Creating a 100% zero-emission fleet will require the replacement of our current vehicles with a mixture of different technologies. Currently most ZEVs (zero emission vehicles) are battery electric vehicles (BEVs) but there are also hydrogen options available.

The current fleet includes a range of vehicles intended to serve varying purposes, meaning that some vehicles would be more suited to switching from conventional fuels to electric than others. Given the current average range limitations of EV batteries, Council vehicles which currently travel less than 100 miles per day would have the best potential to switch to electric, 397 vehicles have been identified as being immediately suitable to be replaced by electric vehicle (EV) alternatives.

Progress has already been made in relation to acquisition of electric vehicles and we currently operate 47 EVs, which equates to 11.8% of the 397 vehicles noted above. However, this figure will change as vehicles reach the end of their contract agreement and returned to the leasing company. The numbers will continue to fluctuate depending on both lead times and securing sufficient budget for replacements.

Nonetheless, the purchase of new passenger and Light Commercial Vehicles (LCVs) will be zero emission vehicles only, two years ahead of the 2025 target to phase out acquisition of petrol and diesel versions of such vehicles by public bodies.

To inform how we decarbonise other plant (e.g., tractors), the Scottish Government are undertaking analysis on the 'Decarbonisation of mobile agricultural machinery in Scotland.' This will shape the policies to be developed as part of the upcoming Climate Change Plan.

### 13.5 Charging Infrastructure- Workplace

In parallel with ZEV adoption, the Council must plan for, and install, suitable charging infrastructure to support our expanding electrified fleet. This will require a mixture of workplace and home-based charging, as some vehicles are stored on Council premises overnight, and others are taken home.

The Council has set a target through its **Electric Vehicle Strategy (2021-2025)** to have 80 workplace charge sockets (44 charge points with varying number of outlets) in place by December 2025.

As of June 2023, the Council have installed 29 dedicated workplace chargers (65 sockets) to support the decarbonisation of our fleet vehicles. These have been funded through the Switched-on Fleets programme which is solely used in support of charge point infrastructure for fleet vehicles.

The Decarbonisation of Fleet Working Group will continue to review the Council's non-domestic buildings and fleet mileage data to identify further opportunities to install workplace charge points.

The key things to be aware of when designing and implementing a robust charging infrastructure are:

• Site constraints - such as the available site electrical capacity and current site demand

• The duty cycles of vehicles based at the site - how much time they have available to charge

• The daily mileage requirement of the vehicles based at the site

• The energy requirement of the vehicles based at the site

The new generation of EVs boast a significant range on a single battery charge, and there is unlikely to be a requirement for a ratio of one charger per vehicle. An EV with a 200-mile range and a daily route of 40 miles would in theory only need recharging once per week, so one charger could potentially serve five vehicles.

A system will need to be devised to allow for essential charging, where a vehicle needs a charge, but a charge point is not available. This could involve either installing a small number of buffer chargers that are only used for essential charging or advising staff to use public charge points when available.

### 13.6 Heavy Duty Vehicles

The UK Government Decarbonising Transport plan for Heavy Duty Vehicles (HDV) details that all sales of new medium sized trucks (up to and including 26 tonnes) to be zero emissions from 2035. with the heaviest (above 26 tonnes) zero emissions by 2040.

The Council is aiming to achieve the public sector fleet decarbonisation targets, these state that all HDVs (Heavy Duty Vehicles) are to be zero-emission from 2030. With these targets in mind, the Energy Saving Trust had been commissioned to produce an HDV-focused fleet decarbonisation report for North Ayrshire Council.

There is a growing number of viable zero-emission alternatives, particularly Refuse Collection Vehicles (RCV), however at present they do have high upfront costs and it is likely that more viable zero emission replacements options will appear in the next few years.

Hydrogen is often discussed as a key fuel source in a net zero future. Fuel cell electric vehicles (FCEVs) use hydrogen to produce electricity, these offer efficient and quiet transport with no

exhaust emissions other than water. If fuelled by hydrogen produced from renewable sources, they are a true zero emission solution.

The main advantage of hydrogen over battery electric is its much higher energy density. This gives hydrogen vehicles a driving range comparable to conventional fossil fuel ICE vehicles.

However, hydrogen fuel cell electric vehicles (FCEVs) are an innovative technology and are currently at an earlier stage of development than electric vehicles and it is expected that the range of available hydrogen vehicles to expand over the next few years along with adequate refuelling infrastructure.

In support of decarbonising the existing HDV fleet, an interim alternative could be the use of HVO (hydrotreated vegetable oil). This can offer a potential short to medium term option for our HDV fleet where ready electric replacements are not available or would be cost prohibitive. HVO makes sense, not only because it can deliver up to 90% well-to-wheel carbon reduction but also because it is a drop-in alternative to diesel.

From 2030 onwards the Council will need to consider the procurement of zero emission HDV's, these vehicles have the longest life cycles and have the highest potential for CO2e savings. Were we have HDVs that must be replaced in the short term but have no zero emission replacement options, we will continue to specify that these are equipped with the latest Euro 6 diesel engines to help keep our fleet emissions as low as possible.

## 14 Performance Indicators

The service has a few performance indicators in place to measure the availability and cost of maintaining assets, these are benchmarked through the APSE (Association for Public Service Excellence) performance networks.

| Indicator | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 (target) |
|---|---|---|---|---|---|
| Fuel Use (litres) | 1,678,518 | 1,466,780 | 1,514,271 | 1,572,108 | 1,500,000 |
| CO2 Emissions (tonnes) | 3,938 | 3,311 | 3,498 | 3,689 | 3,600 |
| % of vehicles serviced within 7 days of schedule | 98 | 99 | 99 | 99 | 99 |
| % of vehicles passing DVSA (Driver and Vehicle Standards Agency) MOT test first time | 98.57 | 100 | 98.55 | 97.30 | 100 |

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

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

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

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

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

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

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

## 16 ACTION PLAN

| Action Plan Reference | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|
| FAMP A01 | Develop the existing EV working group into a fleet decarbonisation group, which will report to our already established Climate Change Steering Group. | Working Group Established | Transport Hub | October 2023 |
| FAMP A02 | The purchase of new passenger and Light Commercial Vehicles (LCVs) will be zero emission vehicles only. | Reduction of ICE vehicles and fleet produced emissions | Transport Hub | Ongoing |
| FAMP A03 | To undertake further research, including with the Hydrogen Accelerator Project and consideration of HVO as a potential short to medium term option for existing heavy fleet combustion vehicles. | Reduction of fleet produced emissions | Sustainability | March 2024 |
| FAMP A04 | Share the findings of our decarbonisation routemap with CPP partners to identify any potential synergies including in relation to vehicle charging infrastructure. | Shared working | Sustainability | March 2024 |

| | | | | |
|---|---|---|---|---|
| FAMP A05 | Review future electricity generation proposals and potential links with charging requirements at depot locations. | Energy efficiency | Sustainability | March 2024 |
| FAMP A06 | Review the potential emerging's from our Digital Strategy and work with services | Reduction in demand for vehicles and travel | Transport Hub | Ongoing |
| FAMP A07 | Review of EV maintenance costs and develop mechanics by supporting attendance of training on electric/hybrid vehicle systems repair and replacement | Identify the needs and ensure the demands of future technologies can be met | Transport Hub | December 2023 |
| FAMP A08 | Review the capital programme provision for fiscal year 2024/25 onwards to consider the current £10.620m gap to further support decarbonisation requirements. | To meet the government targets additional funding must be made available | Transport Hub | September 2023 |
| FAMP A09 | Lobby Scottish Government through existing networks (including COSLA, SOLACE and the Sustainable Scotland Network). | Ensure the financial burden is voiced and scope the potential for any additional funding | Head of Sustainability, Corporate Property & Transport | Ongoing |

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

# HOUSING ASSET MANAGEMENT PLAN

## 1. Introduction

The Housing Asset Management Plan (HAMP) has been developed to complement:

- The North Ayrshire Local Housing Strategy 2023 - 2028
- The Council's Housing Revenue Account 30 Year Business Plan (HRA Business Plan)
- Delivery of the Strategic Housing Investment Plan

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

- Aim for 100% Scottish Housing Quality Standard (SHQS) and achieve full Energy Efficiency Standard for Social Housing (EESSH/EESSH2) compliance and is aligned with the Housing to 2040 route map.
- Exceed the standards and outcomes set by the Scottish Social Housing Charter.
- Ensure the Council's housing stock is maintained in a condition compliant with existing and proposed legislation and standards.

### 1.1 Housing to 2040

The Scottish Government's "Housing to 2040" paper outlines a long-term vision for housing in Scotland and sets out key objectives and strategies to address housing challenges and meet the needs of the population. Key themes include:

- Vision – the paper envisions an environment where everyone has a safe, affordable, and warm home that meets their needs and supports their wellbeing.
- Affordable Housing – The Government aims to increase the supply of affordable housing, including social and affordable rented homes, intermediate housing and low-cost home ownership options. This will be achieved through increased investment, partnership working and innovative financing models.
- Energy Efficiency – there is a strong emphasis on improving the energy efficiency of homes to combat climate change and reduce fuel poverty. The Government aims to ensure that all homes meet high energy efficiency standards, making them more environmentally sustainable and affordable to heat.
- Quality & Standards – the paper highlights the importance of delivering high quality homes that are designed to be accessible, adaptable, and inclusive.
- Place Making – The guidance aims to create thriving and sustainable communities by considering the broader social, economic and environmental factors that contribute to the quality of housing areas. This includes promoting mixed- tenure developments, improving public spaces and enhancing community facilities.
- Housing and Homelessness – the paper recognises the need for a coordinated and efficient housing system, involving collaboration between the Government, housing providers and other stakeholders. There is a commitment to the prevention of homelessness and supporting those in need of social housing, with a particular emphasis on early intervention.
- Digital inclusion – the Government acknowledges the potential of digital technology to improve housing services and delivery. It highlights the importance of digital connectivity, smart homes and data-driven solutions to enhance the quality of housing and improve the lives of residents.

Housing to 2040 is an ambitious and comprehensive strategy to address housing challenges, promote sustainable development, and ensure that everyone in Scotland has access to high-quality, affordable homes that meet their needs.

The HAMP reflects several key themes, including:

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

The Action Plan at the end of this document captures the over-arching key deliverable tasks for the 2023-28 period, with appropriate actions being added, removed or amended on an annual basis.

## 2. Aims & Objectives

The importance of asset management is evident throughout the Council Plan 2023 - 28. The HAMP outlines the priorities for the ongoing maintenance and improvement of the housing stock and is intended to assist the Council on achieving the vision to have a North Ayrshire that is fair for all and to achieve our mission of working together to improve the lives of our people in North Ayrshire. The HAMP has been created to support delivery of several of the key priorities, namely:

Priority - Climate Change

*Key activities*

- Reducing the carbon footprint of our estate through rationalisation utilising a locality-based approach and taking a fabric first and low carbon energy generation approach to homes and buildings.
- Developing local low carbon energy generation schemes and networks.
- Working with communities to adopt low carbon behaviour change and encourage climate-based volunteering activities.

Priority – Wellbeing

*Key activities*

- Using our assets to support wellbeing in local communities.
- Through our housebuilding programme and wider housing investment provide homes for life that meet the needs of our residents.
- Ensure our paces and spaces where we live, work and visit are well maintained and accessible.

Priority - Communities and Local Democracy

*Key activities*

- Developing strong relationships with communities and partners based on trust and shared aspirations using their experiences to inform service provision.
- Supporting the Community Planning Partnership and the North Ayrshire Partnership Plan.
- Developing partnerships with the third and voluntary sector.
- Ensuring an inclusive, fair, rights-based and asset-based approach in our work.

Priority - A Sustainable Council

*Key activities*

- Ensuring robust governance arrangements are in place to fulfil the Council's statutory duties, manage risk and support delivery of key priorities.
- Using dynamic data and lived experiences to inform decision-making.
- Working with partners nationally, regionally and locally to secure investment and target resources towards our priorities.

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

- Major Works Working Group
- Recognised Tenant and Resident Groups
- Housing Business Plan Group (HBPG)
- Housing Asset Management Board (HAMB)
- SHIP Project Board

In terms of effective governance and management of the HAMP, progress against the agreed action plan will be regularly monitored through the Housing Asset Management Board.

## 3. Asset Management Systems

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

- A dedicated housing asset management software system (APEX) which contains all property information relating to the housing stock.
- PMI currently holds detailed stock condition data for 96% of our housing stock. This information is gathered by an independent surveying company. We carry out a cyclical stock condition programme which covers around 8% of the housing stock each year, this allows the information held to be continually updated due to continued investment in our properties. The information from these surveys is held within the APEX system.
- An asbestos management database.
- A process that reviews all homes which meet several criteria e.g. hard to let, significant works required, estate management issues and continuous void turnover.
- A business case process to test in advance the soundness of major capital investment proposals.
- An informed experienced team of in-house staff to deliver projects within approved timescales and budgets.

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

- Refurbishment of dwellings to ensure they remain attractive, meet modern requirements and tenant expectations.
- A planned maintenance programme, achieving economies by replacing components just before they would otherwise require response repairs, anticipating changes in

minimum acceptable standards, and reducing future requirements for cyclical maintenance.
- Cyclical maintenance to prevent deterioration in the physical condition of stock.
- A responsive maintenance service, to ensure that tenants remain satisfied with their accommodation and to prevent unplanned deterioration in its condition.
- An efficient and effective voids repair service, helping to speed up the repairs process and protect the Council's revenue and provide additional stock condition data.

## 4. Repairs and Maintenance

### 4.1 Response Maintenance

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

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

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

The Gas Safety (Installation and Use) Regulations 1998 require that gas fittings and flues are maintained in a safe condition for tenants and to carry out safety checks for appliances and flues every year. North Ayrshire Council employs the services of an external contractor to carry out all gas related works, under the management of PMI. When a tenant requires a response repair relating to gas these are carried out by our appointed contractor.

Within the stock profile we have 28 Sheltered Housing Units, these units have several systems within them such as call systems and door entry systems where response repairs are not carried out by Building Services, repairs to these systems are administered and instructed by PMI using specialist contractors.

### 4.2 Void Repairs

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

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

the property to isolate the supply to allow any void works to be undertaken safely and assesses the condition of the current system. At the end of the void period a full service “pre-let” is carried out

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

### 4.3 Planned Maintenance

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

**Expected lifespan for main components (reviewed annually)**

| Component | Expected life |
|---|---|
| Central Heating (Gas & Elec, ASHP) | 15 years |
| Electrical Rewiring | 30 years |
| Window replacement | 30 years |
| Kitchen | 22 years |
| Bathroom | 27 years |
| Roofing (dependent on roof finish) | 43 - 63 years |
| Rendering | 35 years |
| External Wall Insulation | 35 years |
| Smoke detection | 10 years |

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

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

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

The results are incorporated into an ongoing programme of planned maintenance works. It is intended to carry out as much maintenance work as possible on a planned basis.

### 4.4 Cyclical Maintenance

In terms of both statutory and non-statutory cyclical maintenance our responsibilities are to ensure that:

- All gas heating systems in the properties are serviced annually and have any repairs carried out quickly and effectively. Accurate records are maintained of all servicing and maintenance and an escalation procedure is in place to gain access to properties where the tenants have refused the authorised contractors’ access.

- Electrical circuits in properties are checked at least once every 5 years.
- Fire Risk Assessments, where required, are carried out at appropriate intervals.
- Where necessary, fire alarm, emergency lighting, lift installations and water hygiene systems are checked and maintained in accordance with the appropriate legislative requirements.
- Smoke alarms are working effectively before letting a property to a tenant and that tenants are aware of their responsibility to report any faulty alarms.
- Annual Portable Appliance Testing (PAT) is carried out in common areas within sheltered housing units and hostels.

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

Routine maintenance is essential to preserve the lifespan of components and to maintain the appearance of properties and estates. Open areas within estates that are the Council's responsibility are maintained this includes grass cutting, tree and shrub maintenance. Budgets have been identified within the HRA 30-year Business Plan for estate management including:

- upgrading of non-adopted footpaths, roads and lighting to adoptable standard
- provision of additional car parking in our estates
- Estate Based Regeneration Programme (EBRP) developed to improve the appearance of estates throughout North Ayrshire.

## 5. Asset Portfolio

The HAMP concentrates on the Council's permanent rented portfolio and sheltered housing units and the delivery of the Strategic Housing Improvement Plan. At the time of writing, North Ayrshire Council currently owns **13,273** social housing properties.

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

The overall valuation of the Council's housing assets as at 31 March 2023 was £572.86 million.

During the period between 2010-2015 the Council invested more than £20 million per annum to meet the requirements of SHQS. Since 2015 there has been continued investment of more than £10 million per annum to ensure compliance levels are maintained and new legislative standards are met.

In addition, at the time of writing, the Council has constructed 831 new homes, and is making good progress towards our commitment to build a total of 1,625 by March 2028.

The table below illustrates the net book value of the Housing Revenue Account assets.

### 5.1 Asset Valuation (as at 31 March 2023)

| Asset Group | Stock Numbers (units) |
|---|---|
| Amenity Bungalow | 722 |
| Bungalow | 647 |
| 2 Storey House | 6,885 |
| 4 in Block | 2,833 |
| Amenity 4 in Block | 3 |
| Tenement Flat | 1,016 |
| Amenity Tenement Flat | 221 |
| Sheltered Housing | 627 |
| Maisonette | 252 |
| Multi Storey Flat | 67 |
| **Housing Asset Total** | **13,273** |
| **Net Book Value (with vacant possession)** | **£527.86m** |

The table below illustrates the distribution of stock by location and bedroom size:

### 5.2 Housing Services Stock Breakdown (Location and Bedroom Size)

| | Bedsit | 1 bed | 2 bed | 3 bed | 4 bed | 5 bed | 6 bed | Total |
|---|---|---|---|---|---|---|---|---|
| Ardrossan | 20 | 247 | 587 | 331 | 52 | | | 1,237 |
| Barrmill | | | 21 | 3 | | | | 24 |
| Beith | | 206 | 270 | 179 | 15 | | | 670 |
| Brodick | | | 27 | 3 | 4 | | | 34 |
| Dalry | | 190 | 379 | 148 | 4 | | | 721 |
| Fairlie & Largs | | 18 | 16 | 15 | | | | 49 |
| Irvine | 40 | 1,024 | 1,730 | 1,115 | 185 | 1 | 1 | 4,096 |
| Kilbirnie | | 192 | 521 | 389 | 17 | | | 1,119 |
| Kilwinning | | 279 | 806 | 398 | 54 | | | 1,537 |
| Largs | 7 | 190 | 282 | 61 | 6 | | | 546 |
| Longbar & Glengarnock | | 15 | 42 | 10 | | | | 67 |
| Millport | | | 24 | 5 | 1 | | | 30 |
| Saltcoats | | 257 | 572 | 453 | 56 | 1 | | 1,339 |
| Skelmorlie | | 20 | 22 | 4 | 2 | | | 48 |
| Stevenston | 3 | 246 | 515 | 697 | 35 | | | 1,496 |
| West Kilbride | | 100 | 84 | 73 | 3 | | | 260 |
| | | | | | | | | |
| Total | **86** | **2,984** | **5,898** | **3,884** | **434** | **2** | **1** | **13,273** |

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

## 6. Performance

### 6.1 Stock Condition

Overall, our housing stock is in very good condition and well maintained. We take a proactive approach to asset management and target improvements to ensure that our properties are SHQS and EESSH compliant. Properties are the subject of regular investment to ensure they remain attractive and meet modern requirements and tenant expectations. We have a range of planned maintenance programmes and undertake cyclical maintenance which maximise the return on investment and ensure replacement is undertaken prior to major reactive maintenance being required or condition deterioration.

The Council has robust and comprehensive stock condition information. Stock condition surveys are available for 96% of the housing stock with approximately 8% of our stock subject to a full condition survey each year.

The properties are selected based on type/ age and geographical location. Each property survey assesses the internal and external aspects of the property alongside a minRDSap energy survey. The survey is carried out by an external Chartered Surveyor and uploaded from the surveyor's handheld device to our asset management system APEX. The data is validated internally by PMI staff, and each data set of property information is assessed for compliance with the SHQS and EESSH. The System is also updated monthly with asset improvements and major repairs completions to ensure that information is as accurate and relevant as possible. Properties which fail the standards are highlighted and placed on capital or major revenue improvement programmes. This information is also used to inform the 30-year business plan and prepare planned and cyclical programmes of work.

### 6.2 Performance & Governance

To accurately track performance in relation to the maintenance and repair of the Council's housing stock, PMI and Housing Services report regularly to both internal and external stakeholders including:

- Housing Asset Management Board
- APSE
- Scottish Housing Regulator (SHR)
- Scottish Housing Network (SHN)
- Scottish Government

The following approaches are incorporated into our working practices:

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

### 6.3 Housing Asset Management Board

The Housing Asset Management Board (HAMB) was established in 2022 with a remit to provide governance and accountability for expenditure from the Housing Revenue Account. The HAMB comprises officer representatives from various Council services and covers the following areas:

- Ensure that policies, procedures, and systems of work are established to comply with all relevant legislation.
- Monitoring of financial spend across the HRA.
- Regularly review capital programme delivery.
- Escalation of key project decisions.
- Allow cross service discussion on issues relating to future programmes of work.
- Facilitate reporting to Scottish Housing regulator.

Key themes of the plan are also discussed and agreed at regular forums, including the Joint Improvement Group and the quarterly Major Works Working Group.

The Council approves annual budgets for the work to be undertaken under this strategy and set performance targets to enable monitoring of financial expenditure and service standards.

## 7. Legislation

### 7.1 Scottish Housing Quality Standard (SHQS)

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

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

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

In April 2020, the SHQS was revised to demonstrate that in order to comply with compliance elements 11 and 45, landlords must organise electrical safety inspections at intervals of no more than five years in line with BS 7671:2018. This was a change from our previous cycle of testing which was every 10 years and resulted in our SHQS compliance dropping from 99.09% in 2019 to 63.24% in 2022/23.

The appointment of a contractor to carry out the electrical testing of properties was issued in March 2020, however due to the Covid pandemic and government guidelines, the commencement of this contract was delayed, leading to a backlog of properties and we have also experienced high volumes of properties failing to allow access for this essential work. To address the difficulties in this area and achieve compliance, a working group has been established and an improvement plan implemented. This includes working with our Housing Colleagues to address areas of persistent no access and an ongoing social media campaign to raise tenant awareness of the importance of this area.

Progress in this area is regularly reported to the statutory compliance working group, Council Members and at the HAMB. The Scottish Housing Regulator is currently provided with a

monthly update of our progress in this area and the processes being implemented to achieve full compliance.

### 7.2 Energy Efficiency Standard for Social Housing (EESSH)

EESSH encourages landlords to improve the energy efficiency of social housing in Scotland leading to reductions in energy consumption, fuel poverty and the emission of greenhouse gases. An initial milestone of 31 Dec 2020 was set for EESSH compliance, and a further milestone (EESSH 2) was set for Dec 2032 whereby all social housing in Scotland would achieve an energy efficiency rating of EPC band B or above.

The Scottish Government's recently published twenty-year vision for housing, *Housing to 2040*, sets out the commitment to adapt and retrofit existing homes to improve their energy efficiency and decarbonise their heating, highlighting housing's contribution to reducing climate change emissions. The report recognised the need for a review of the EESSH target to be carried out as part of the commitment to achieve net zero emissions.

In March 2021, the Zero Emissions Social Housing Taskforce (ZEST) was convened by the then Minister for Local Government, Housing and Planning. It was asked to look at the opportunities, barriers and solutions required of social housing to maximise its contribution to the Scottish Government's ambitious climate change targets. The report recommended that review of the current EESSH guidance be brought forward. Part of this review is to agree new milestones which are more closely aligned with the Scotland's 2045 net zero emissions target.

The first meeting of the review group took place in September 2022 and is expected to complete in 2023.

In direct response the Scottish Government issued further guidance on EESSH in October 2022 which:

- Placed a hold on the 2025 & 2032 milestones previously issued.
- Advised that during the review period landlords should continue with investment programmes and prioritise a fabric first approach.
- Advised that external funding options be explored where possible to assist with the delivery of investment programmes.

At 31 March 2023, 98.2% of North Ayrshire properties achieved or exceeded the EESSH standard; however, it is recognised that considerable work will be required to achieve EESSH2 compliance in particular regarding options for decarbonisation of heat.

We continue to work towards this by implementing energy efficiency measures as part of the Council's capital programmes and are in the process of identifying an area suitable for a pathfinder project where the properties involved will receive all necessary measures to achieve expected EESSH 2 compliances. This pathfinder project will allow the collation and analysis of real-life costs and performance information which will inform future business planning.

In addition, a pilot programme was delivered to retrofit 500 Council owned homes with rooftop solar photovoltaic (PV) systems. This programme supported delivery of financial savings and reduce fuel poverty for tenants, reduce carbon emissions, and increase energy security. Following the success of this pilot programme, solar PV is now installed on Council owned homes as part of the planned annual re-roofing and rendering programmes. Solar PV systems are also being installed at sheltered housing units as part of the refurbishment works

programme. Our external wall insulation programme is also being extended to ensure that the maximum number of properties benefit from increased insulation which provides both an energy efficiency measure and will provide benefit to our Tenants in reducing their heating costs.

Our new build programme is also key area in delivering energy efficiency measures, the new homes being constructed utilise the latest energy efficient technologies including increased levels of thermal insulation and air tightness, air source heat pumps and solar panels.

### 7.3. New Housing Standard

Sustainability performance is central to our specification for both new build and existing stock. The Council's standard specification for our new builds includes for enhanced building fabric and Zero Direct Emissions (ZDE) heating solutions that go beyond the minimum requirement of the current and recently updated Building Standards.

The Scottish Government started consultation on the "New Housing Standard" in 2021, with the aim to publish the draft standard in 2023, enact it in law and introduce it between 2025 and 2030.

The new standard means that all homes (private and social) will have a legal duty to meet the same minimum standard. All new build homes will have to meet a Scottish version of the Passivhaus standard, meaning they will be highly energy efficient and well ventilated. This is the biggest step yet in the push towards making sure that all new build homes are low carbon and economical for tenants to heat.

There will be no margins of tolerance, no exemptions and no "acceptable levels" of sub-standard homes. The HAMP will be updated when the Scottish Government publish further guidance on the "new Housing Standard".

## 8. Future Demands

Despite the Council's new build housing programme, most of North Ayrshire Council's stock comprises of housing built by former local authorities and the former Irvine Development Corporation. The stock was built to comply with National Standards and Regulations and is subject to ongoing programmes of repair, maintenance, and improvement.

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

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

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

However, there are several reasons why a property may cease to meet the Council's strategic requirements and may be considered for disposal. We will carry out an evaluation and assessment of stock meeting these criteria and consider options for stock regeneration programmes, including new build, refurbishment, demolition etc.

Demand for Council Housing remains high, although it is recognised that there are areas of unpopular stock. Work will continue to be undertaken to address the factors contributing to demand for particular house types and areas and align with Council priorities.

In the current economic climate, the delivery of new build properties, refurbishment projects and cyclical capital and revenue investment programmes is becoming increasingly financially challenging, and we need to balance project affordability and impact on future rent levels as part of our HRA Business Planning process.

### 8.1 Sheltered Housing Unit Refurbishment Programme

The need for high quality, accessible housing for older people is recognised within the Council's 'Older People's Housing Strategy'. The Housing Revenue Account budget approved by Council in December 2020 included the provision of a further £25m investment in our Sheltered Housing Re-provisioning Programme. This allows us to continue improving our sheltered housing portfolio and ensure Council complexes within North Ayrshire are high quality, energy efficient and meet tenants' needs and aspirations.

Eleven properties not already refurbished or redeveloped through the SHIP were identified and following a review of the property lifecycle data for these units, Barnett Court in Saltcoats and Cheviot Court in Irvine were selected as the first two to be progressed.

The programme involves the full refurbishment – including new heating systems, windows and external doors, Solar PV's, CCTV installation, upgrading of the door entry system, external works including external insulation if appropriate, additional car parking and EV charging infrastructure.

As of 2023 works have commenced at both Barnett Court and Cheviot Court with design works progressing for the remaining units.

### 8.2 Estate Based Regeneration Programme (EBRP)

The Council has committed to investing £10 million in our housing estates between 2019-2029. This investment is used to address issues which cause residents to become dissatisfied with their local area. These issues can include insufficient parking, areas attracting anti-social behaviour, or lack of green space.

The investment programme seeks to provide communities where residents are proud to live and to safeguard them for future generations.

Recent examples of work undertaken by the EBRP include:

- Hayocks area, Stevenston – 27 additional parking bays to alleviate parking pressures (Dec '22)

- Bimson Place, Irvine – Rear gardens cleared and fenced, low maintenance chips and rotary dryers installed, and pathways upgraded. (Feb '23)
- Glass Fronted Closes, Irvine – 12 glass screens replaced, including installation of ramped access and creation of bin storage areas. (July '23)
- Dirrans, Kilwinning – creation of in-curtilage parking to 26 properties to alleviate parking pressures (Oct '22)
- Keppenburn Avenue, Fairlie – creation of in-curtilage parking to alleviate parking pressures. (Feb '23)

The EBRP forms part of the Council's wider approach to regeneration. The programme was borne through an aspiration to further invest in our estates to address pockets of low demand stock; antisocial behaviour; external appearance; parking provision; road and footpath condition; fencing; landscaping; and general grounds maintenance issues. The proposed projects can also assist with solutions for disrepair in mixed-tenure blocks. These blocks can often be in poorer condition as some owners either cannot afford or are not willing to contribute to common repairs. Further assistance in this area is provided by PMIs factoring team who engage with owners within these blocks to facilitate common repairs.

The EBRP programme is developed in partnership with our tenants and consultation exercises are carried out as appropriate.

### 8.3 Multi Story Blocks

In June 2018, the Council's Cabinet approved the demolition of the Fullarton Tower Blocks in Irvine and for the major refurbishment of the Saltcoats Tower Blocks. As of August 2023, the demolition of the Fullarton Blocks is progressing well and expected to complete in late 2023. Once cleared this site, will be passed to the SHIP programme to provide new build housing consisting of general needs housing, amenity bungalows and accessible homes.

Refurbishment works at Saltcoats, with an expected investment value of £2.25m, are expected to complete late 2023 and have provided the residents with internal and external refurbishment including upgraded central heating, rewiring and installation of a fire suppression system. The final stage of the refurbishment will be the replacement of the lifts in the two blocks. This will commence during 2023/24 which will further ensure the longevity of the blocks.

### 8.4 New Build Housing

In-line with North Ayrshire Council's Strategic Housing Investment Plan 2024-29 we continue to design, develop and deliver a new supply of affordable and sustainable housing for rent. The Council's current housing development programme is on target to deliver a committed 1625 new homes by March 2029.

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

| Project | Completion Date | No. of Homes | Housing Mix |
|---|---|---|---|
| Vennel Gardens, Irvine | 2015 | 16 | Sheltered Housing Unit |
| Stevenston Institute, Largs | 2015 | 11 | Amenity Flats |
| Dickson Drive Phase1, Irvine | 2015 | 8 | General Needs Homes & Amenity Bungalows |
| Montgomerie Court, Kilbirnie | 2016 | 24 | Sheltered Housing Unit & Amenity Bungalows |

| | | | |
|---|---|---|---|
| Fencedyke, Irvine | 2017 | 35 | General Needs & Amenity Homes |
| Glencairn House, Stevenston | 2018 | 28 | Sheltered Housing Unit |
| Kyleshill Court, Saltcoats | 2019 | 36 | Sheltered Housing Unit |
| Ardrossan Road, Seamill | 2019 | 31 | General Needs Homes & Amenity Flats |
| Dickson Drive Phase 2, Irvine | 2020 | 24 | General Needs, Amenity and Wheelchair Liveable Homes |
| Dalrymple Place, Irvine | 2021 | 33 | Sheltered Housing Unit and Amenity Bungalows |
| Flatt Road, Largs | 2021 | 123 | Wheelchair, amenity and general needs homes, sheltered housing unit and supported living unit |
| St Beya Gardens, Millport | 2021 | 18 | General Needs, Amenity and Wheelchair Liveable Homes |
| Springvale Place, Saltcoats | 2021 | 14 | General Needs, Amenity and Wheelchair Liveable Homes |
| Towerlands, Irvine | 2022 | 50 | General Needs, Amenity and Wheelchair Liveable Homes |
| Brathwic Terrace, Arran | 2022 | 34 | General Needs, Amenity and Wheelchair Liveable Homes |
| St Colm's Place, Largs | 2022 | 29 | Sheltered Housing Unit |
| St Michael's Wynd, Kilwinning | 2022 | 79 | Wheelchair, amenity and general needs homes, sheltered housing unit and supported living unit |
| Harbourside, Irvine | 2023 | 71 | Sheltered housing unit, wheelchair, amenity and general needs homes |
| Caley Court, Stevenston | 2023 | 16 | Supported living accommodation |
| Afton Court, Stevenston | 2023 | 6 | Amenity bungalows |
| Former Largs Police Station, Largs | 2023 | 12 | Amenity flats |
| Ayrshire Central, Irvine | 2027 | 202 | General Needs, Amenity and Wheelchair Liveable Homes |
| Montgomerie Park, Irvine | 2027 | 189 | General Needs, Amenity and Wheelchair Liveable Homes |
| Former Garnock Academy, Kilbirnie | 2025 | 50 | General Needs, Amenity and Wheelchair Liveable Homes |
| Corsehillhead, Kilwinning | 2025 | 7 | Amenity and General Needs Homes |
| Former James Reid School, Saltcoats | 2025 | 47 | General Needs, Amenity and Wheelchair Liveable Homes |
| Former Stanecastle School, Irvine | 2025 | 31 | General Needs, Amenity and Wheelchair Liveable Homes |
| Former James McFarlane School, Ardrossan | 2025 | 19 | General Needs, Amenity and Wheelchair Liveable Homes |
| Kings Arms, Irvine | 2025 | 6 | Amenity Flats |
| Fullerton Street, Irvine | 2026 | 50 | General Needs, Amenity and Wheelchair Liveable Homes |

| | | | |
|---|---|---|---|
| Bourtreehill Village, Irvine | 2028 | 32 | General Needs, Amenity and Wheelchair Liveable Homes |
| Laburnum Avenue & Newhouse Drive | 2025 | 14 | Amenity and General Needs Homes |
| Refurbishment Project 8 | 2026 | 2 | TBC |
| Regeneration Project 1e | 2027 | 7 | TBC |
| Regeneration Project 1d | 2027 | 36 | TBC |
| Unallocated Regeneration Block 1 | 2027 | 30 | TBC |
| Glebe Pace | 2028 | 8 | TBC |

### 8.5 Island Housing

The Council is committed to supporting our island communities. 18 new homes were completed on the Isle of Cumbrae during summer 2021. The site provided a mixture of general needs houses, amenity bungalows and homes for wheelchair users.

The Council also completed 34 new homes at Brathwic Terrace on the Isle of Arran during June 2022. The site provided a mixture of general needs houses, amenity bungalows and homes for wheelchair users.

Island properties are subject to the same asset management approach as mainland properties, with reactive and annual maintenance being the responsibility of Building Services who have emergency arrangements in place with local island-based contractors.

These developments, alongside work with communities on the island, are anticipated to stimulate investment in other infrastructure (transport, marine, digital) to encourage economic growth. An Arran Housing Task Force has been established to support an evidence-based assessment of demand for affordable housing on Arran. The assessment is being undertaken by Northstar Consulting, in consultation with all affected parties, with results expected late 2023. Thereafter, an action plan will be established to address the outcomes of the assessment and any other recommendations made.

## 9. PMI Support services

### 9.1 Tenant Alterations & Improvements

The Council will allow tenants to carry out some alterations to their homes provided they have sought our permission. Tenants must apply in advance, providing details of proposed works. This covers any changes that they may wish to make to the inside of their home, decorating of the outside or erecting any structures in the outside space. No permission is required for minor decoration within the property.

Consent will not be unreasonably withheld provided the works comply with all relevant standards. Tenants are also required to apply for any necessary statutory approvals. If tenants remove any fixtures or carry out works without permission, they may be required to apply for retrospective permission or in some instances restore them to the original condition. Where a tenant is unwilling or unable to carry this out, they may be recharged for any costs associated with restoring the property to its original condition.

### 9.2 Medical Adaptations

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

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

Adaptations can be low cost and minor (handrails and shower seats) or more extensive (ramps, extensions, wet rooms). PMI assist in the delivery of the adaptations programme by providing architectural support to HSCP to assist with the delivery of larger scale and more complex adaptations to council properties.

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

### 9.3 Asbestos Management

Asbestos containing materials were widely used in the construction industry prior to the year 2000. Any housing stock built or refurbished before this date may have asbestos containing materials within its construction.

North Ayrshire Council is committed to managing work activities involving asbestos containing materials to reduce the likelihood of asbestos fibres becoming airborne. Where any construction works are carried out on behalf of North Ayrshire Council within the housing stock, that building is deemed a workplace under the Health and Safety at Work Act. These work activities are therefore subject to health and safety legislation including the Control of Asbestos Regulations 2012.

It is current policy at North Ayrshire Council that no Council employee will work on any asbestos containing materials. Where asbestos containing materials are identified the Council will arrange for a specialist contractor to carry out removal or other appropriate work. This applies to both licensed and non-licensed asbestos work as defined by the Health and Safety Executive.

North Ayrshire Council uses an electronic database for recording its housing assets asbestos information. Access to this database can be provided securely to contractors ensuring safe working practices.

North Ayrshire Council appoints competent UKAS accredited contractors to conduct surveys.

- Management Survey: The purpose of the management survey is to manage asbestos-containing materials (ACM) during the normal occupation and use of premises.
- Refurbishment / Demolition Survey: The refurbishment / demolition survey is required where the premises, or part of it, need upgrading, refurbishment, or demolition.

It is Council policy to carry out management surveys on all Council housing stock, however this may not always be possible due to access difficulties.

Currently the Council has asbestos information recorded for 98% of its housing stock with 154 no accesses. These figures include 860 post 2000 builds which will not contain ACMs.

Refurbishment surveys are carried out whenever they are required by UKAS accredited surveyors and are specific to the scope of works, these surveys are all available on the asbestos database.

Management plans are available for all common areas within the housing stock as per Health and Safety Executive recommendations. These plans are updated annually following a running programme of re inspection. Currently North Ayrshire Council has 387 internal

common areas all of which are surveyed, of these 147 have asbestos containing materials identified and are included in the re-inspection programme.

### 9.4 Property Factoring

The previous Right to Buy legislation led to the sale of approximately 12,000 homes to sitting Council tenants. Approximately 1,413 of these properties share communal parts with other properties. Typical examples would include flats and four-in-a-block style houses.

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

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

The Act has three main elements:

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

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

The Factoring Team has developed and implemented the processes required to comply with the terms of the Act and issued a ‘Statement of Services’ to the 1,413 factored owners within Council managed housing estates.

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

The Factoring Team handle a number of enquiries annually with referrals being received from multiple sources including, but not limited to, homeowners and tenants, the Housing Repairs line and Building Services Inspection Unit. During 2022, the Team recorded approximately 276 approaches and year to date in 2023 have recorded approximately 197 enquiries. Most cases raised lead to the completion of essential repairs. Please note that these figures do not consider approaches for general advice and assistance. In financial year 2022-2023, a total of 180 owners were invoiced for repairs to a total value of £135,432.50 (including administration fee & VAT).

A successful Factoring Service provides a framework for improving the management of common or shared parts of owner-occupied properties and provides the opportunity for the Council and owner occupiers to communicate effectively in relation to future planned maintenance work and potential energy efficiency projects.

The Scottish Government are currently in the process of reviewing the role of Property Factors across the sector and have established three key areas for change. Proposals are currently in early stages of development however may lead to significant development of the Factoring Service in future years.

## 10. Financial Summary

All work carried out on the Council's housing assets are funded from the Housing Revenue Account or the Housing Capital Programme. Funds are obtained from a number of sources principally rents from dwellings, which is in the region of £52.63m per annum, and other income of approx. £0.563m is received from commercial interests in retail units and lock-up garages. Capital receipts are also received through the sale of HRA assets amounting to £0.224m in the period 2018-2023.

Although the Council's housing stock is in very good condition, investment is required to ensure that it continues to perform as an effective asset. A 30-year Business Plan has been developed to ensure that the appropriate level of funding is available to finance repairs and investment to all stock. Each year future expenditure, including maintenance and investment requirements are reviewed. The 30-year business plan is updated to determine required levels of income required over the period of the plan. Various stakeholders are consulted on the updated business plan. Tenants are consulted on rent proposals before the feedback and report are provided to Council for consideration.

The current Business Plan projects future investment to March 2053. It is reviewed annually to ensure that all work continues to support the Council's priorities and is based on the latest appropriate condition survey information. Additional factors such as the cost of living and pressures on rent income are considered during the development of the Business Plan.

The investment costs for the period between April 2023 and March 2024 and projected investment costs identified for the period between 2024 and 2054 are detailed below. These costs include all anticipated works required to ensure that properties are maintained at or above the required standards.

Projected investment required during period April 2023 to March 2054:

| Cost Category | 2023/24 | 2024/28 | 2028/33 | 2023/53 | TOTAL |
|---|---|---|---|---|---|
| Improvements to Existing Stock | 29,009,490 | **83,951,435** | **98,769,118** | **943,224,495** | **1,177,957,830** |
| New Build Projects | 116,132,786 | **53,828,232** | **-** | **-** | **169,961,018** |
| Void Costs | 3,559,098 | **14,867,804** | **17,037,622** | **119,360,869** | **158,803,668** |
| Responsive Repairs | 7,978,432 | **34,322,777** | **39,365,069** | **276,448,485** | **367,302,368** |
| Planned & Cyclical Maintenance | 5,090,728 | **22,071,766** | **26,434,714** | **199,665,337** | **259,216,843** |
| Infrastructure Improvements | 273,750 | **1,180,550** | **1,367,101** | **9,864,327** | **13,003,179** |

| | | | | | |
|---|---|---|---|---|---|
| Aids & Adaptations | 1,617,464 | **6,972,104** | **8,059,205** | **57,859,950** | **76,381,923** |
| **Total** | **163,661,748** | **217,194,668** | **191,032,829** | **1,606,423,463** | **2,222,626,829** |

## 11. Risk Management

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

At both strategic and operational levels, the Council recognises that the management of its housing stock does have several identifiable risks.

- Building cost inflation and rising tender prices
- Shortages of materials and supply chain issues
- Capacity within the construction industry
- Technology changes, particularly in relation to heating options
- Impact of future legislative changes

To mitigate risks, several key controls have been developed. These are summarised as follows:

- Major new build Projects

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

- Major Capital Projects

  These projects have dedicated monthly project boards and are reported bi-monthly to the Housing Asset Management Board (HAMB), where issues of concern and risk mitigation are standard agenda items.

  The operational aspects of major capital projects are also reported and any risks relating to the delivery are discussed.

- Other Major Works and Revenue Repair Projects

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

    - Dedicated professional technical staff.
    - Ongoing and progressive training

Over-arching key risk and mitigations are noted below:

| Key Asset Risk | Mitigation(s) |
|---|---|
| Ageing asset stock impacting on condition | • Cyclical condition surveys<br>• Cyclical component replacement programmes<br>• New build programme (SHIP) |

| | |
|---|---|
| | • SHU refurbishment programme<br>• Saltcoats High Flats refurbishment programme<br>• Responsive repairs service |
| Statutory Compliance / Safety | • Statutory compliance programmes (Gas safety / EICR / Smoke detection upgrade)<br>• Governance and reporting procedures (HAM Board, Annual Return on the Charter, Cabinet reporting).<br>• Responsive repairs service<br>• Resource structure within PMI team being reviewed<br>• Process for gaining access to people's homes being reviewed<br>• Condensation Damp and Mould Stategy and reviews process being developed<br>• Statutory compliance working group established |
| Climate Emergency / EEESH / EESH2 | • Council's Sustainability and Climate Change Strategy<br>• Whole house energy efficiency pilot project<br>• Energy Efficiency investment programmes<br>• New build programme (SHIP) |
| Investment requirements exceeding budget availability | • Best value procurement of external contractors<br>• Long term business planning model and rent-setting<br>• Governance and reporting procedures (SHIP Board, HAM Board, cabinet etc.) |
| Increasing regulatory demands | • Engagement with Information networks (APSE / ALACHO / SHOPs etc.)<br>• Long term business planning model and rent-setting |
| Staff resource to respond to increasing demands | • Resource structure within PMI team being reviewed<br>• Process for gaining access to people's homes being reviewed<br>• Staff training and development |
| Systemic issues within construction industry supply chains | • Quality standards within tender documents to ensure appropriate contractors are appointed<br>• Governance and reporting procedures (SHIP Board, HAM Board, cabinet etc.) |
| Uninsured perils | • Risk based assessment on identified properties ie subsidence. |

## 12. Insurance

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

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

As a result of the insurance exclusion for subsidence the Council aims to mitigate the risk through the correct management of dwellings known to be at risk of subsidence. PMI are working towards development of a process for the risk-based assessment of stock identified to be within subsidence areas or identified through condition survey. This will require allocation of a dedicated budget to allow mitigation of future risk.

## 13. Action Plan

The contents of the HAMP demonstrate that the Council is committed to providing high quality, affordable houses for rent that not only meet the standards of SHQS and EESSH/EESSH2 but meet the expectations of tenants and user groups.

To deliver the objectives of the 2023-2028 HAMP, an Action Plan is set out below. The Action Plan covers a three-year period, from 2023-2026 and will be updated annually to take account of the successful completion of actions. It is also intended that on an annual basis, new action will be added, to reflect changes in over-arching objectives or changes brought about through legislation.

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

Progress against the HAMP Action Plan will be reported at the Housing Asset Management Board (HAMB) and escalated as appropriate to the Executive Director (Place)/Executive Leadership Team.

## 2023 - 2028 Action Plan

The following actions have been identified as the Housing Asset Management Plan improvement actions for 2023-28 and will be recorded on the Council's performance management system, Pentana.

| HAMP Action Ref | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|
| **Strategic actions** | | | | |
| HAMP_S01 | Review governance arrangements relating to asset management including the role of officer groups, elected members and tenant representatives to ensure that strategic asset management reflects best practice. | Governance arrangements remain robust and fit for purpose. | PMI | March 2024 |
| HAMP_S02 | Review information management systems to ensure a comprehensive understanding of all assets is gathered, stored, accessed and analysed appropriately. | Accuracy of asset information is maintained. | PMI | Ongoing |
| HAMP_S03 | Review existing asset management approach to ensure information is used appropriately to influence investment decisions and future asset management strategies. | Provision of accurate information to inform HRA Business Plan and ensure robust decision making process. | PMI | Ongoing |

| | | | | |
|---|---|---|---|---|
| HAMP_S04 | Review performance indicators to ensure framework reflects a robust system of financial management and achieves value for money. | Realistic and measurable outcomes are recorded and benchmarked. | PMI | March 2024 |
| HAMP_S05 | Review workforce planning in relation to skills, experience, training and knowledge across all relevant stakeholders in the asset management process. | Asset team is fit for purpose, well trained and engaged. | PMI | March 2024 |
| HAMP_S06 | Review stock profile, condition information and asset lifespan considerations to inform future priorities and programmes in relation to stock redevelopment and regeneration | To take a strategic asset management approach to the future stock profile. | PMI | March 2024 |
| HAMP_S08 | Develop pathfinder project to inform longer term investment decisions to deliver EESSH2 compliance. | Informed decision making in the area of retrofitting sustainability elements. | PMI | March 2025 |
| HAMP_S09 | Expand decarbonisation strategies to ensure all investment aligns with local and national priorities / targets. | Addressing climate emergency / zero carbon agenda. | PMI / Sustainability | Ongoing |

| HAMP Action Ref | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|
| **Operational Actions** | | | | |
| HAMP_A01 | Ensure compliance with SHQS (excluding exemptions and abeyances) with a particular focus on Electrical Installation Condition Reports (EICR) compliance. | 100% SHQS compliance. | PMI | Ongoing |
| HAMP_A02 | Ensure compliance with EESSH/2 (excluding exemptions and abeyances). | 100% EESS2 compliance. | PMI | Ongoing |
| HAMP_A03 | Work with Housing Services to develop and deliver SHU refurbishment projects. | Completion of SHU refurbishment projects. | PMI | 2028/29 |
| HAMP_A04 | Work with Housing Services to develop and deliver projects within the Strategic Housing Investment Plan. | Completion of SHIP projects. | PMI | Ongoing |
| HAMP_A05 | Continue to develop factoring service and encourage owner occupier uptake with major planned and capital investment works. | Delivery of an effective Factoring Service. | PMI | Ongoing |
| HAMP_A06 | Continue with the annual programme of percentage stock condition surveys and upload all necessary attributes, condition, life | Continue a regular programme of stock condition surveys. | PMI | Ongoing – 8 % of Stock targeted per annum |

| | | | | |
|---|---|---|---|---|
| | expectancy and cost information to the Asset Management System (Apex). | | | |
| HAMP_A07 | Work with Housing Services to develop and deliver projects contained within the Estate Based Regeneration 10-year Programme. | Deliver the annual EBRP. | PMI | Ongoing. |

# ASSET MANAGEMENT PLAN

# ICT

## 1. Introduction

This ICT (Information and Communications Technology) Asset Management Plan 2021-2024 supersedes the previous 2018 – 2021 Asset Management Plan. As per the previous Plan, this new plan is linked to the ICT Technology Strategy and will depict the impact on hardware, software, and application assets. North Ayrshire Council's approach to Asset Management Planning is based on the guidance given by CIPFA.

In relation to Governance the Information Technology Manager is responsible for management and control of the Asset Management Plan which will be reviewed annually. The Architecture Board acts as the assessment body for all IT investment and change. The ICT Asset Management Plan outlines the Council's approach to Asset Management and how this links with the Technology Strategy.

## 2. Aims & Objectives

### Council Plan

The importance of Asset Management is evident in the Council Plan 2023-28 Priorities

Priority – Wellbeing

*Key Activities*

- Improving educational attainment and achievement and closing the attainment gap.

Priority – Climate Change

*Key Activities*

- Reducing the carbon footprint of our estate through rationalisation

Priority - A Sustainable Council

*Key Activities*

- Driving change and transformation, using technology where appropriate, to deliver efficient and effective services and support delivery of priorities.
- Maximising value from the use of our assets.
- Focusing our investment on priorities.
- Using dynamic data and lived experiences to inform decision-making.

## 3. Asset Types

All ICT asset types have, to some extent, clearly defined strategies for their delivery and management which are summarised within this document along with high level commentary regarding the asset base.

The asset base and scope of this document includes:

- End User Devices: PCs; Laptops; Mobile Phones
- Data Centre Technology: Server Hardware; Storage Hardware; Switch Hardware; Firewall Hardware
- Network Technology: Data Switches & Routers; Wireless Access Points
- Software – Key Software and Applications

## 4. Review of ICT Asset Management Plan 2018 – 2021

***Provides an overview on progress on activities/approaches included within the previous ICT (Information and Communications Technology) Asset Management Plan***

The last three years has seen some significant changes to, progress in and challenges for the way in which IT assets are deployed, developed, and utilised. The key aspects have been:

- The previous strategy of rolling out Virtual Desktop Infrastructure (VDI) which centralised control of devices and helped prolong the life of desktop devices is no longer a fit for purpose approach.
- There is a need to standardise desktop devices on the latest operating system version (currently Windows 11) to ensure security, performance and improve ease of management. This has seen a large-scale programme of replacement of older devices.
- The Council agreed the significant move to and investment in the Microsoft M365 suite of products which provides a vast array of collaborative software and tools. Significantly, migration away from Lotus Notes and Sametime to Outlook email and Teams has provided opportunity for improved ways of working. Additionally, migration of file storage away from network drives to Sharepoint will provide huge benefits in the way files are created, worked on and stored, and will allow improvement in information management.
- 2020 saw the world hit by the COVID Pandemic with the resultant impact on the way the Council conducts business. This has brought new challenges to how IT is delivered and utilised. A significant change in direction has been required, with more people working from home. Home working became the norm due to being compulsory for most staff. This dramatic move to home working is unlikely to reverse as the Pandemic eases and most staff have indicated the desire to continue some form of home or blended working. Going forward, agile working rather than office desk-based working will become the norm. IT Services has already started on the journey of supporting this future vision.
- A complete review of IT Infrastructure was completed, funds approved, and tender exercise carried out. The outcome is a complete upgrade and refresh of Wide Area Network (WAN), Local Area Network & WiFi (LAN & WiFi), and Telephony.
- A review of devices used in Education has been conducted which highlighted that around 70% of the desktop estate is ageing and requires replacement and that little or no disposal of older devices is carried out. An operational group has been set up between IT Services and Education to take forward actions resulting from the review, improve best practice procedures and review asset management and disposal. An Education ICT capital programme has been established to enable device refresh.

## 5. Activities/Approach identified in ICT Asset Management Plan 2018 – 2021

### 5.1 People at the Core

***Deliver first class technical solutions built around the needs of our customers and people.***

The technology that IT Services introduce will be designed in partnership with Services across the Council and will support business processes, service delivery and collaboration. ICT assets will be aligned to the needs of the Council's workforce, moving to more unified applications and to single standardised devices.

### 5.1.1 Progress up to 2021

- Staff remote access to key systems maintained and improved.
- Provision of suitable desktop hardware for remote/home working.
- Enhancements put in place to support and automate device updates to ensure our estate remains compliant and patched to the highest level - secure and robust devices enhance agile working.
- Provision of additional mobile phones.

### 5.1.2 Future Focus for 2021 - 2024

- Enhance support for home/remote workforce.
- Investment in device replacement to support continued mobile/remote working.
- Deployment of softphone functionality and reduction in the number of desktop handsets.

## 5.2 Anytime Anywhere Access

***Enable colleagues to access the systems applications and information they need wherever they are***

The Council workforce must be able to access the systems and applications they need, to support the community in the most efficient way possible. IT Services will drive the transformation of the personal computer (PC) device estate of 2700 to a simplified, consistent technology model known as virtual desktop infrastructure (VDI). To complement this technology, IT Services will introduce a device loan system. This will enable procurement of the right type and number of mobile devices. Over time, surplus devices will be removed to support concurrent usage rather than the more traditional one device per person model.

### 5.2.1 Progress up to 2021

- VDI has been a useful solution however, a review of this technology combined with the covid-driven need to work more agilely, has led to implementation of an alternative technology with improved user experience.
- Investment in the Desktop estate to replace older models and support a move to Laptops rather than PCs (Personal Computer).

### 5.2.2 Future Focus for 2021 - 2024

- Ongoing investment in the Laptop / Desktop estate through the PC Replacement capital programme, refreshing hardware and standardising on the latest operating system.
- Migrate users away from VDI to Always on VPN (AoVPN) providing improved and simplified remote access technology to support hybrid and remote working. VDI will only be used as an exception and where necessary.

## 5.3 Cloud First

***Utilise cloud-based technologies where appropriate - new cloud-based systems should be considered provided they represent good value.***

Migrating the Council's business application and software assets to the cloud would significantly reduce the requirement for physical server hardware and storage at the Council's primary and business continuity sites. Business applications hosted in the cloud will be highly available and business continuity will be seamless.

Cloud adoption will necessitate the transformation of the ICT network from a traditional design to an internet centric network which will be more scalable and more sustainable.

### 5.3.1 Progress up to 2021

- Exploration of cloud options with a Move to Cloud where appropriate approach.

### 5.3.2 Future Focus for 2021 - 2024

- Continued implementation of M365 and Sharepoint
- Implementation of a new Cloud IT Service Management system (ITSM)
- Implementation of a Cloud managed WiFi solution.
- Implementation of a Cloud-ready Telephony solution.

## 5.4 Data Driven

***The insight gained from data analytics will support service delivery and inform how we manage ICT technology assets.***

Making use of data and technology for transformational change to provide insights and solutions to enable the Council to improve efficiency, reduce costs, and make data-driven decisions, resulting in better outcomes for our citizens.

### 5.4.1 Progress up to 2021

- IT asset and user management suite built using Power BI and data from SCCM (Microsoft System Centre Configuration Manager), Azure API, Active Directory and Chris21
- Data and information platform built on SharePoint and Power BI to report on: Workforce information, Finance information and Streetscene performance.
- Integration built between Chris21, Active Directory and M365 using FME to allow quick and accurate maintenance of user account and the data held within them.
- Implemented new Connects Intranet for staff based on MS Sharepoint platform.

### 5.4.2 Future Focus for 2021 - 2024

- Continue to leverage investment in PowerBi for provision of Management Information (MI) and reports to assist with service provision, review, and enhancement.
- Enhancement and development of NAC (North Ayrshire Council) website to provide customers with improved channels of access to Council services.

## 5.5 Secure

***Operate securely whilst still taking advantage of technological innovations and opportunities.***

Cyber security is paramount for the Council, and we take a proactive approach to protecting assets while also being prepared to respond to any security incidents which may have an impact upon them.

### 5.5.1 Progress up to 2021

- Improved security controls implemented to protect assets include the deployment of Sophos Central Anti-Malware software, monthly vulnerability management scanning & resolution processes, and the introduction of new user authentication methods such as passphrases and multi-factor authentication.

- Training, awareness, and governance methods have all been revised to ensure the development of a healthy security culture at all levels of the organisation.

### 5.5.2 Future Focus for 2021 - 2024

- Options to establish a Security Operations Centre (SOC) function capable of detecting and responding to security events have been explored, a business case completed and to be progressed with budget being identified.
- Improved Business Continuity and Cyber Incident Management plans and processes implemented and tested to ensure staff and Services can deal with major incidents.
- Continuous focus on technologies, processes, techniques, and staff training to counter the ever-present threat of sophisticated cyber-attacks.

## 6. Overview and List of our Key ICT Assets

***ICT assets, used by over 6,500 staff and around 22,000 school pupils, are displayed in the tables below.***

| Asset (Hardware) | Nos | Estate Replacement Value | Refresh & Replacement | Method of Monitoring |
|---|---|---|---|---|
| PCs & Laptops | 3,000 Corporate<br><br>9,500 Education<br><br>12,500 Total | £4.87M | Desktop Replacement Programme<br><br>Education ICT Replacement Programme | Microsoft System Centre Configuration Manager (SCCM) and Intune are used to monitor and manage devices. In addition, Education & Skills monitor devices by inventory at school level |
| Tablets/iPads (Education) | 3385 | £820K | | Schools iPads are managed via a central console using Airwatch mobile device management and inventories are held at individual schools. |
| Servers & Storage | 40 | £800K | Virtualised server technology is in place decreasing the number of physical servers required. | VMWare and CommVault management tools Microsoft SCCM software SolarWinds monitoring software.<br><br>Contract reviews |
| LAN (Local Area Network) Switches<br><br>WiFi Access Points | 500<br><br>1000 | £1.0M<br><br>£300K | Contract in place for replacement and upgrade of Local Area Network (LAN) hardware and WiFi Solution | Asset monitoring and maintenance using Extreme XiQ management tools and SolarWinds monitoring software.<br><br>Contract reviews |
| Mobile Phones / Smart phones | 2900 | £600K | Contract in place with Vodafone for mobile and smart phones | Vodafone Online Account |

| | | | | |
|---|---|---|---|---|
| IPT Telephony Handsets | 1200 | £230K | Contract in place for Fixed Voice / IPT | Cisco Call manager (CUCM) |
| Printers (MFDs - (Multifunctional Devices)) | Maintained by Services | MFDs are on lease agreement | Devices are leased by individual Services. Contract in place with RICOH | RICOH provided account information |

| Asset (Software) | Nos | Estate Replacement Value | Refresh & Replacement | Method of Monitoring |
|---|---|---|---|---|
| Microsoft Licences (Corporate) | M365 - 3,109 E3 Licences: Corporate Staff<br><br>M365 -1320 F3 Licences: Care at Home Staff | £590K/annum<br><br>£74k/annum | Ongoing Microsoft M365 agreement | MS Licence database |
| Microsoft Licences (Education) | A365: 1,866 Staff and 22,000 Pupils | £92K/annum | Ongoing Microsoft Campus agreement | MS Licence database |

| Asset (Rentals) | Nos | Annual Rental Cost | Refresh & Replacement | Method of Monitoring |
|---|---|---|---|---|
| Data Circuits | 190 | £440K/annum | Contract in place for replacement and upgrade of Wide Area Network (WAN) data circuits | Capita Managed Service |

## 7. Current Asset Management Performance/Drivers for Change

### 7.1 How we manage our ICT Assets

Outlines how we manage our ICT assets and associated infrastructure.

#### 7.1.1 Inventory Performance

Microsoft System Centre Configuration Manager (SCCM) and Intune management tools are used for the inventory management and performance monitoring of the corporate and Education personal computer devices and servers. Solar Winds is used to monitor the performance of core network Infrastructure. Apple Airwatch is used to manage the education estate of iPads.

#### 7.1.2 Lifecycle Planning.

IT Services will ensure that new assets are sustainable and affordable, within agreed budgets, for the whole life of the assets. Roadmaps and replacement plans will be developed for ICT assets in support of continuous improvement and efficiency. IT Services will assist services with retiral and disposal of ICT assets, thereby complying with legislative and operational requirements.

#### 7.1.3 Manage the Risks.

As our assets become older, increased resource is required to maintain them and there is an increased risk of incompatibility and performance issues occurring. Furthermore, the impact of maintaining old equipment not only increases the total cost of ownership but impedes the

ability to support service delivery and continuous improvement. A programme of on-going maintenance and replacement of ICT assets is required to mitigate these risks.

### 7.1.4 Support & Maintain.

Currently the council's laptop and desktop estate are managed using SCCM and Intune for Windows 10 devices and smartphones, these tools ensure appropriate windows updates are applied, also configuration or software changes can be pushed to our devices from these tools ensuring we remain compliant.

### 7.1.5 Refresh and Replace.

Capital planning within the Council has a 10 Year horizon and IT Services must consider this timescale in looking at plans, aspirations, and technologies.

IT Hardware and Software typically has a 3 to 5-year period of change given the speed of development in the world of technology. Planning for desktop device replacement is based on a 5-year cycle. Networking and Telephony is reviewed regularly and typically has a 5 to 7year cycle.

## 8. Asset Management – Key Focus

### 8.1 Comprehensive asset management information is collected, maintained, readily available and stored efficiently.

The Council's IT service management system (ITSM) should be the central data store for ICT asset management information. The system should be accessed and maintained by all ICT staff. It should be integrated with desktop management tool/s to maintain comprehensive information regarding hardware specification and software installed on the PC and laptop estate.

Samanage / Solar Winds ITSM – end of life and requires to be replaced.

Information is identified and maintained relating to system lifecycles and replacement plans roadmaps.

All business applications were assessed in terms of functionality, performance, availability, and resilience during the 2018 Applications Review.

A programme of contract review and potential re-procurement is carried out in conjunction with Procurement Services

### 8.2 Centralising purchasing and supply contracts for hardware and standard software.

All IT hardware and software is purchased through or in consultation with ICT. A central list of all ICT contracts is maintained, and specific budgets identified for hardware and software annual licence, support, and maintenance costs.

### 8.3 Exploiting appropriate e-Procurement, legal and framework agreements for hardware and software.

Scottish and UK procurement frameworks used whenever they are available and provide best value. Most hardware is purchased from Scottish Government framework agreements including PCs, Laptops, Tablets and Mobile Phones.

### 8.4 Ensure all new hardware and software is thoroughly tested to ensure technical and operational compliance.

Roles and responsibilities are divided between Customer Support and Operational teams. Standard change management processes are in place to ensure that all significant changes to the live operational environment are tested and approved before being deployed.

### 8.5 Minimising operational overheads and annual running costs

All contracts are reviewed on a regular basis to ensure they continue to represent best value for the council. Reviews are carried out in conjunction with the Corporate Procurement Service.

Standardising on the Microsoft 365 suite of office productivity software and desktop management tools has helped to streamline IT process and improve user experience. Various implementation projects are currently underway which will upgrade or replace key IT infrastructure and network components.

### 8.6 Ensuring backup/recovery of systems and disaster recovery of critical systems.

Comprehensive backups are available for all business-critical systems. A secondary data centre is in place, providing business continuity and disaster recovery facilities for various key business systems and services and diverse internet connectivity is also in place. A review of Backup / Storage is under way.

### 8.7 Ensuring appropriate information security (availability, integrity, and confidentiality)

The council complies with the requirements of connection to the Public Services Network (PSN). Policies, procedures, technical architectures, and system security are assessed and accredited on an annual basis.

Cyber Security initiatives include enhancing the Council's protective monitoring capabilities, reviewing the benefits of a specific cyber insurance policy, and implementing further security controls in line with the Scottish Government's Cyber Resilience Framework.

## 9. Future Service Delivery Aspirations/Challenges

### 9.1 Future Development – 2021-2024

- Investment in Microsoft M365 has allowed the roll-out of Windows 10 across the desktop estate with a planned move to Windows 11 when appropriate. This goes together with the Desktop Replacement programme which is seeing older devices replaced with Windows 10 / Windows 11 compatible hardware. M365 is also allowing for the increased use of Intune to manage the Desktop and mobile estate.
- Investment in the network allows M365 data traffic to break out directly to the internet which reduces the burden on firewalls and data links.
- Investment in Telephony will help to support and sustain agile working by providing Softphone access which brings the desktop phone to the laptop and makes it mobile.
- Sophos Intercept X software deployed to Corporate and Education IT estates to help maintain and improve mitigation of cyber security threats.
- Ongoing data centre replenishment including replacement of core switches; upgrade of back-up and recovery solution.

- Reduction in capacity requirements over time through migration of corporate files and data to Microsoft Sharepoint in the cloud

### 9.2 Capital Investment

ICT Capital Investment Arrangements and 10 Year Investment Strategy

- Highlights key areas of expenditure across ICT asset types along with the mechanisms in place for project investment inclusion within the Capital Plan
- IT Services has a current Capital programme 21/22 in place totalling £2.27M enabling the Council to continue to develop its ICT assets. The table below details the key technology areas of budgetary spending.
- Over the last three years there has been investment in a wide range of projects to enhance and improve the use of assets enabling the reduction and replacement of legacy hardware and providing increased performance of the Council's ICT assets.

### ICT 10 Year Capital Programme

| Investment Areas | 21/22 £ | 22/23 £ | 23/24 £ | 24/25 £ | 25/26 £ | 26/27 £ | 27/28 £ | 28/29 £ | 29/30 £ | 30/31 £ | Total Capital £ |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ICT Investment Fund** | 481,000 | 255,000 | 288,400 | 382,400 | 376,600 | 702,600 | 297,600 | 282,600 | 282,600 | 297,600 | **3,646,400** |
| **WAN (Wide Area Network)** | 228,382 | | | | | | 500,000 | | | | **728,382** |
| **LAN (Local Area Network) & WiFi** | 1,153,582 | | | | | | 1,500,000 | | | | **2,653,582** |
| **Telephony** | 409,554 | | | | | | 650,000 | | | | **1,059,554** |
| **Schools ICT Investment** | 1,234,000 | 752,000 | 752,000 | 752,000 | 752,000 | 752,000 | 752,000 | 752,000 | 752,000 | 752,000 | **8,002,000** |

**10. Action Plan**

| Action Plan Reference | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|
| ITAMP 1 | PCRP – Corporate | Desktop estate is regularly refreshed to ensure that most up to date and secure versions of hardware and software are deployed | Carolann McGill | Ongoing - five-year replacement cycle |
| ITAMP 2 | PCRP - Education | Desktop estate is regularly refreshed to ensure that most up to date and secure versions of hardware and software are deployed | Carolann McGill | Ongoing - five-year replacement cycle |
| ITAMP 3 | LAN Refresh | LAN hardware replaced with latest industry standard devices to provide robust and secure connectivity with reduced device numbers | James McNeil | March 2024 |
| ITAMP 4 | Hornbill ITSM Asset Management | ITSM software added value features are exploited to support lifecycle inventory and management of assets | Carolann McGill | March 2024 |
| ITAMP 5 | Digitisation of Telephony for 2025 | Understand options for replacement of analogue phone lines in advance of UK 2025 switch to digital lines | Carolann McGill | December 2025 |

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

# ASSET MANAGEMENT PLAN

# OPEN SPACE

## 1. Introduction

The Open Space Asset Management Plan (OSAMP) sets out the Council's approach for the management and maintenance of all open space assets. This plan complements and should be read in conjunction with the Open Space Strategy 2016 - 2026.

Streetscene's approach to Asset Management Planning is based on the guidance given by CIPFA in their document "A Guide to Asset Management Planning and Capital Planning in Scottish Local Authorities" which has been endorsed by the Scottish Government. CIPFA updated the guidance and published 'A Guide to Local Authority and Public Sector Asset Management' in November 2020. North Ayrshire Council's governance of Asset Management Planning was approved on 29 March 2011.

## 2. Aims & Objectives

The Open Space Asset Management Plan identifies how it will contribute to 'Our Council Plan 2023 - 28' to help achieve the Council's vision *'A North Ayrshire that is fair for all'* and mission of '*Working together to improve the lives of our people in North Ayrshire.'*

The effective and efficient management and maintenance of the Council's open space assets contributes towards the Council's priorities of:

- A Sustainable Council
- Climate Change
- Wellbeing
- Communities and Local Democracy

The key objective of the OSAMP is to ensure the Council's assets are fit for purpose and managed effectively and efficiently.

Open Space can be defined as:-

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

## 3. General Description of Assets

| Type of Asset | Number / Size / Area | Purpose / Use |
|---|---|---|
| Local Parks | 14 | These are areas which are well maintained for public enjoyment of the natural heritage and the provision of formal and informal recreation opportunities. |
| Country Park | 1 | Provides an opportunity for all to participate in outdoor activities such as walking, cycling, horse riding and fishing. It also provides an inspirational educational environment giving an opportunity to |

| | | |
|---|---|---|
| | | those wishing to learn about history, geography and the natural world. |
| Cemeteries and Burial Grounds | 44 | To ensure we have the capacity to bury the dead in a well-managed and safe environment. To meet our statutory obligation to maintain these sites some of which are of historical significance both locally and nationally. |
| War Memorials and Monuments | 37 (23 War Memorials and 14 Monuments) | We will repair and protect our war memorials and monuments. In accordance with the War Memorial (Local Authorities Powers) Act 1923.<br>This power extends to the alteration of memorials to commemorate the fallen of any conflict. |
| Civic Spaces | Information not available | Maintain the existing public realm/civic space and support the development of existing and new sites in line with the Local Plans and the Town Centre Regeneration Strategies. By doing this we will stimulate and develop our towns and villages thereby promoting economic prosperity. |
| Trees and Woodlands | 275 hectares | Woodlands are managed in accordance with North Ayrshire Council's Tree & Woodland Management Policy (2012). |
| Hedges and Hedgerows | 110,340 linear metres | Hedges & Hedgerows act as green barriers to roads and create a habitat for native flora and fauna. |
| Allotments and Community Gardens | 4 | Encourage local communities to develop allotments and community gardens. We have community groups actively pursuing allotment sites. |
| Sports Areas (including sports pitches, tennis courts, putting greens and bowling greens) | 94 | By continuing to improve sports areas both natural and non-natural surfaces we will encourage residents and visitors to participate in sport. |
| Play Areas (including MUGAs) | 107 play areas<br>9 MUGAs<br>*(31 additional play areas within schools)* | Providing safe and accessible opportunities for children to play. By promoting and encouraging the use of open space for play and adventure we create an opportunity for children to become active and healthy. |
| Benches including picnic benches | 1,079 | For general seating purposes to enable people to take a rest or to sit to read, take in a view or have a picnic safely. Bench type and design is influenced by the location and its purpose. |
| Litter bins and dog waste bins | 1,386 and 555 | To enable our residents and visitors to comply with the law when disposing of litter and dog waste and promoting responsible behaviour. Both types of receptacles enable our streets to remain free of |

| | | |
|---|---|---|
| | | litter and dog waste thus creating healthy attractive environments. |
| Planters | 137 | To provide floral displays to enhance our towns and civic amenity spaces. |
| Fences and barriers (including bollards) | Information not available | To prevent or restrict movement across a boundary for safety reasons. Some fences are decorative and serve not only as a boundary but enhance a park or landscape feature including war memorials. |
| Water courses and Water Bodies | 38 | Our rivers and inland waters offer a range of opportunities for non-motorised water-based activities and wildlife. The water courses are managed as per North Ayrshire Council's Water Safety Policy (2021). |
| Promenades | 5 | Used by residents and visitors for exercise and general recreation. |
| Beaches | 16 | North Ayrshire has an extensive coastline that is used for a wide range of outdoor activities as well as educational purposes. |

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

## 4. Current Performance / Drivers for Change

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

**Open Space Strategy 2016 - 2026**

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

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

- Open Space will be promoted as a resource for tourism and recreation, economic development & biodiversity.
- Help reduce local inequalities by ensuring that all communities have access to high quality, well equipped clean and safe open space.
- Promote better health by providing diverse opportunities in open spaces, the natural environment and countryside for physical exercise, sport and recreation.
- Protect and enhance all areas of nature conservation value, in particular historic features, sensitive habitats and special landscapes.

- Improve the perception, quality and range of recreational and tourism facilities in the open space areas.
- Respond to climate change through the delivery of a connected and integrated network, incorporating water management, woodland area and biodiversity benefits.

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

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

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

## 5. Condition and Suitability

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

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

**Customer Focus** – takes into account the needs and expectations of customers is addressed by developing appropriate levels of service for each asset and incorporating a Participatory Budgeting approach for part of the ground's maintenance activities.

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

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

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

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

### Cleanliness and Maintenance Standards

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

### Local Environmental Audit and Management System (LEAMS)

Currently, three inspections per annum of a 5% cross-section sample of streets within the area are assessed against the standards set down in the Code of Practice on Litter and

Refuse (Scotland) 2018 issued to fulfil the duties under the Environmental Protection Act 1990.

**Play Areas**

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

**Street Furniture**

Assets are informally assessed by Streetscene Officers and Operatives as part of the cleansing maintenance scheduled and replaced on an 'as required' basis. The location and type of each asset has been mapped on the Council's Geographical Information System (GIS). This information will be utilised to inform a formal inspection and replacement programme.

**Trees and Woodlands**

Assets are currently inspected on a reactive basis following reports of potential hazards. Following inspection any appropriate arboriculture works identified are undertaken. An inspection regime of trees along North Ayrshire's A-class road verges began in Autumn 2018. The inspection of Roadside trees is an obligation for Roads under the Roads Scotland Act 1984 and is supported by the councils Tree and Woodland Management Policy.

**Water Features**

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

**Allotments**

Allotments and community gardens form part of the open space provision. North Ayrshire Council does not directly manage any of the allotment sites, however, we actively support the four allotment organisations who lease and occupy Council land.

As part of the Council's Open Space Strategy and Allotments Policy, we monitor demand for allotments and actively seek to identify new sites for food growing where required. We also encourage and support communities to take part in food growing.

**Infrastructure**

Updated surveys have been carried out on cemetery infrastructure and an action plan is being implemented with the recommendations from these surveys, the Cemetery Capital Plan.

**Memorial Testing**

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

**War Memorials**

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

**Streetscene Management/Maintenance Programmes**

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

## 6. Sufficiency (i.e. asset demand)

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

A number of reporting forms have also been developed to enable customers to report problems, issues or faults for the following: overflowing street bin or dog bin, street litter, waste safety equipment or signage, litter, flytipping, flyposting, graffiti, abandoned vehicles.

North Ayrshire Council also has representatives who attend various meetings to ascertain views and/or requirements – e.g. North Ayrshire Access Panel, Community Groups and Estate Based Inspections. Representation is made by Streetscene (Operations and Strategy) at Estate Inspections arranged by Housing services.

Responses are also sought via the North Ayrshire Community Planning Partnership People's Panel that is comprised of 2000 representatives of the population of North Ayrshire. The People's Panel is carried out every 2 years.

In 2018, Streetscene conducted an Open Space Satisfaction Survey to provide North Ayrshire residents with an opportunity to comment on and provide feedback on North Ayrshire's parks, green spaces, and open areas. A total of 434 residents responded to the survey. Overall, 71% of respondents were either very satisfied or satisfied with North Ayrshire parks, beaches, and open spaces.

In 2017, Streetscene was integral to North Ayrshire Council's Participatory Budgeting activity, by offering the community an opportunity to influence part of the grounds maintenance budget.

This Participatory Budgeting consultation approach enabled communities to identify local priorities and needs and to shape some grounds maintenance activities to meet these aspirations.

During 2021, a playpark consultation was carried out as part of the playpark improvement funding programme across North Ayrshire. Over 500 responses were received, and this feedback helped to ensure that the playpark improvement funding was utilised to meet the needs of the local communities. Streetscene has identified a replacement programme for the allocated playpark monies, and carried out member consultation across all 10 ward areas with elected members.

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

On the North Ayrshire islands, we also work closely with Arran Community Council, Visit Arran, Cumbrae Community Council, Garrison House Cumbrae and other key stakeholders to consult on works programmed to be undertaken on the Island of Arran and Cumbrae so that any concerns are addressed.

## 7. Financial

The Council incurs an annual revenue expenditure of £5.188million for 2023/24 in the maintenance of approximately 2,410 hectares of open space, consisting of:

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

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

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

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

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

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

## 8. Legislation

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

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

## 9. Policy / Guidance

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

- Open Space Strategy
- Litter, Flytipping & Dog Fouling Prevention Strategy
- Tree & Woodland Management Policy
- North Ayrshire's 2030 Woodland: A Tree Planting Strategy
- Water Safety Policy
- North Ayrshire Food Growing Strategy
- Children's Play Strategy "The State of Play in North Ayrshire"
- Local Planning Policies

## 10. Health and Safety

The Health and Safety at Work etc. Act 1974 (also referred to as HSWA, the HSW Act, the 1974 Act or HASAWA) is the primary piece of legislation covering occupational health and safety in Great Britain. The Health and Safety Executive, with local authorities (and other enforcing authorities) is responsible for enforcing the Act and a number of other Acts and Statutory Instruments relevant to the working environment. In order to comply with these Health and Safety responsibilities the authority has in place several inspection processes that are undertaken. These include:

- Water Safety Equipment
- Play Facilities and Equipment
- Asset Condition checks
- Tree Surveys

These processes dovetail with the relevant policies to ensure residents and visitors can enjoy our open spaces in a safe manner."

## 11. Risk Management

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

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

**Risk Categorisation -** The level of risk associated with Open Space are identified through inspection and customer reporting. The assets are then categorised and priority repairs are carried out accordingly.

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

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

**Risk Register -** Top level risks for the Place Directorate are contained within the Directorate Plan.

## 12. Governance of the assets

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

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

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

## 13. Service Delivery Aspirations / Challenges

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

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

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

**Investment - Asset Types**

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

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

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

Furthermore, in 2021/22, a total of £500,000 was invested by North Ayrshire Council and in 2022/23 two grants for £118,000 and £117,000 were received from the Scottish Government for the improvement and development of existing play facilities across North Ayrshire. Rather than replacing like for like equipment, consideration will be given to items that are more suitable for use by multiple service users.

Further investment from Scottish Government has been allocated for 2023 -2026 to support the renewal of play parks across North Ayrshire Council.

The capital allocation received from the Scottish Government is as follows:

Capital allocation for 2023/24: £231,000

Capital allocation for 2024/25: £347,000

Capital allocation for 2025/26: £578,000

**Street Furniture:** Formal and informal inspections will help determine future needs.

Furthermore, in 2021/22 an investment fund of £250,000 was allocated to renew and improve street furniture assets such as bins, benches and picnic tables. Consideration will be given to accessibility for those with restricted mobility and wheelchair users.

**Open Space:** Inspections and audits will inform the investment required.

**Woodlands**: Inspections will inform the investment required. The Council's Tree & Woodland Management Policy sets out the circumstances during which trees could be removed or pruned.

North Ayrshire's 2030 Woodland: Investment of £500,000 was provided to plant approximately 108,000 new trees by 2030 to help positively contribute to Climate Change. A Tree Planting Strategy will also inform the sites to be selected for new planting areas and woodlands to be created. This will include fruit trees to create orchards, in suitable locations, for community benefit.

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

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

**Revenue**

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

Works identified, where there is insufficient budget to immediately carry out repairs and

where they are not prioritised due to safety reasons, are recorded to be completed as and when funding is available in line with overall priorities.

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

## 14. How assets will be used in the future

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

- Direct purchase to support a specific Council objective, e.g. regeneration of an area, or service delivery need e.g. to construct a new cemetery.

- Development of vacant or derelict land within the Council's ownership to support a specific Council objective or service delivery need.

- Through the planning process as part of the conditions of development e.g. a play park within a new residential development.

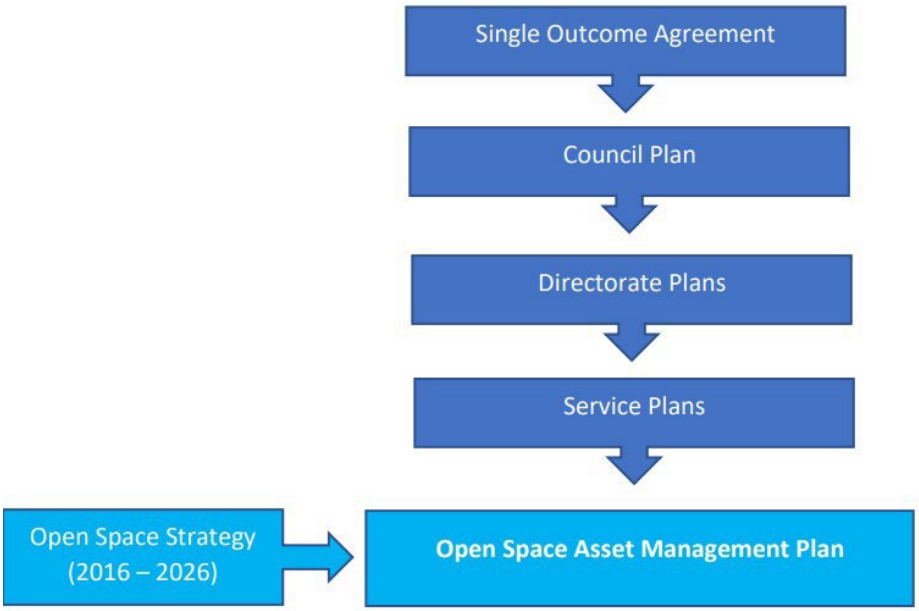
The general availability of vacant and derelict land within the area has enabled the Council to retain high levels of open space and avoid disposal unless a particular area can contribute to the realisation of a wider corporate objective.

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

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

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

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




## 15. Performance Indicators

### Cleanliness standards

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

### Grades

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

### Response times – Duty 1

### (keep land clear of litter and refuse)

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

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

Streetscene endeavour to maintain all sites to an acceptable' standard (Grades A and B), and to address un-acceptable Grades (Grades C-F) within the response times as set out in the COPLAR (2018).

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

*The operational hours of working during the year are as follows:*

- Shift teams: 06.30 to 17.30

**LEAMS / COPLAR Update:**

Since the new COPLAR was introduced in 2018, the intention was for Zero Waste Scotland to introduce a new monitoring methodology (to replace the current LEAMS model) which would be suited to carrying out audits which encompassed all land under the responsibility of the local authority, and not limited to roads and footways. However there has been a delay on finalising a suitable system. Therefore at present, while the methodology has been changed to enable use of the new LMS (Litter Monitoring Survey) app, surveys are still restricted to streets (as opposed to all land). An overall Cleanliness Score is still published as per the LEAMS model, based on the percentage of streets achieving an 'Acceptable' Grade of A or B.

## 16. ACTION PLAN

| Reference Number | Action | Desired Outcome | Lead | Timescale |
|---|---|---|---|---|
| OSAMP_A01 | Maintain a list of all Streetscene Open Space assets to provide a comprehensive asset inventory and record asset changes in ArcGIS. | Access to an up-to-date list of assets to ensure all open space assets are recorded and monitored effectively. | Streetscene Strategy / Assets | Ongoing |
| OSAMP_A02 | Review existing Asset Management Planning and Inspection process to inform future replacement and investment opportunities for open space assets. | Develop an efficient inspection and recording process (with the option of considering new technology) to meet Streetscene's strategic and operational asset management responsibilities for open space assets. | Streetscene Strategy / Streetscene Operations / Assets | Ongoing |

| | | | | |
|---|---|---|---|---|
| OSAMP_A03 | Implement the actions from the Streetscene Volunteering Strategy and encourage the Adopt a Spot initiative. | Framework in place to support and extend the existing network of community volunteers. | Streetscene Strategy | March 2026 |
| OSAMP_A04 | Assess the risks of climate change on open space assets. | Develop a plan to mitigate any anticipated risks from the impact of climate change and changing weather conditions. | Streetscene Strategy / Streetscene Operations | Annual |
| OSAMP_A05 | Continually monitor and assess the suitability of the capital and revenue budgets in accordance with Asset Management approach. | Effective and efficient use of budgets. | Streetscene Strategy / Streetscene Operations | Annual |
| OSAMP_A06 | Work with external funding organisations to obtain funding for projects that will result in improvements to the condition and quality of open space assets. | Partnership working to fund bespoke projects. | Streetscene Strategy / Streetscene Operations / External organisations | Ongoing |