



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

## Cabinet

A Special Meeting of the **Cabinet** of North Ayrshire Council will be held in the **Council Chambers, Ground Floor, Cunninghame House, Irvine, KA12 8EE** on **Tuesday, 03 October 2023** at **14:30** to consider the undernoted business.

### **Meeting Arrangements - Hybrid Meetings**

This meeting will be held on a predominantly physical basis but with provision, by prior notification, for remote attendance by Elected Members in accordance with the provisions of the Local Government (Scotland) Act 2003. Where possible, the meeting will be live-streamed and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>

#### **1 Declarations of Interest**

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

### **EDUCATION ITEMS FOR DECISION**

#### **Reports by the Executive Director (Communities and Education)**

#### **2 Ayrshire College and Irvine Royal Academy Skills Centre of Excellence**

Submit report by the Executive Director (Communities & Education) to update Cabinet on the revised position in relation to the Ayrshire College Skills Centre of Excellence at Irvine Royal Academy (copy enclosed).

#### **3 Education Service Standards and Quality Report 2022-23**

Submit report by the Executive Director (Communities and Education) to report key progress towards the Education Service Improvement Priorities and the National Improvement Framework Priorities for session 2022-23 (copy enclosed).

## **GENERAL BUSINESS FOR DECISION**

### **Reports by the Director (Health and Social Care Partnership)**

- 4 Chief Social Work Officer Annual Report**  
Submit report by the Director (Health & Social Care Partnership) to provide Cabinet with awareness of the annual Chief Social Work Officer report which is required by the Scottish Government (copy enclosed).

### **Reports by the Executive Director (Place)**

- 5 Lease Disposal – Additional area at Nethermiln Playing Fields, West Kilbride**  
Submit report by the Executive Director (Place) to seek Cabinet approval to provide a lease of the Football Pitch at Kirkton Glen & Nethermiln Playing Fields, West Kilbride to West Kilbride Community Sports Club (copy enclosed).
- 6 North Ayrshire Asset Management Strategy & Plans**  
Submit report by the Executive Director (Place) to seek Cabinet approval of the refreshed North Ayrshire Corporate Asset Strategy and associated Asset Management Plans (copy enclosed).
- 7 Vacant and Derelict Land Strategy 2023-2028**  
Submit report by the Executive Director (Place) to seek approval for the Vacant and Derelict Land Strategy 2023 – 2028 (copy enclosed).
- 8 Local Transport and Active Travel Strategy 2023-2028**  
Submit report by the Executive Director (Place) to seek approval for the Local Transport and Active Travel Strategy 2023-2028 (copy enclosed).
- 9 Urgent Items**  
Any other items which the Chair considers to be urgent.

### **Webcasting**

Please note: this meeting may be filmed/recorded/live-streamed to the Council's internet site and available to view at <https://north-ayrshire.public-i.tv/core/portal/home>, where it will be capable of repeated viewing. At the start of the meeting, the Provost/Chair will confirm if all or part of the meeting is being filmed/recorded/live-streamed.

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## Cabinet Sederunt

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**Elected Members**

Marie Burns (Chair)  
Shaun Macaulay (Vice-Chair)  
Tony Gurney  
Alan Hill  
Margaret Johnson  
Christina Larsen

**Church Representatives**

Mr Andrew Bruce  
Ms Elizabeth Turbet  
Rev Mark Goodman

**Teaching Representative**

Ms Jacqui MacKenzie

**Youth Council Representatives**

Chair:

Apologies:

Attending:



## NORTH AYRSHIRE COUNCIL

3 October 2023

### Cabinet

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**Title:** Ayrshire College and Irvine Royal Academy Skills Centre of Excellence

**Purpose:** To update Cabinet on the revised position in relation to the Ayrshire College Skills Centre of Excellence at Irvine Royal Academy.

**Recommendation:** That Cabinet:

- a) Notes the revised position in relation to the Ayrshire College Skills Centre of Excellence at Irvine Royal Academy; and
  - b) Welcomes the School-College Partnership developments and the Future Skills Hub approach.
- 

### 1. Executive Summary

- 1.1 In 2014 Cabinet approved a proposal to develop facilities within Irvine Royal Academy to co-locate a Skills Centre of Excellence supported by Ayrshire College and North Ayrshire Council.
- 1.2 A recent review has resulted in a revised approach to delivery of Developing the Young Workforce (DYW activity), with a focus on the Future Skills Hub at Kilwinning Campus.

### 2. Background

- 2.1 In 2014 Cabinet agreed a proposal to develop facilities within Irvine Royal Academy to co-locate a Skills Centre of Excellence supported by Ayrshire College and North Ayrshire Council. This would provide an opportunity to offer the delivery of a range of vocational programmes up to and including SCQF level 6 skills in the senior phase of Curriculum for Excellence.
- 2.2 Ayrshire College has three campuses in North Ayrshire. The main campus in Kilwinning offers a range of further and higher education courses in a number of subject areas and the Cabinet report included a proposal to deliver sports provision from Irvine Royal Academy from August 2014.
- 2.3 In 2012-13 Irvine Royal Academy had a school roll of 561, considerably short of the school's capacity.

- 2.4 The proposal was intended to deliver many of the recommendations from the then interim report from the Commission on Developing Scotland's Young Workforce, which Ayrshire College and its partners welcomed. In particular, considerable drivers in the College's work with partners have been focusing efforts on employment outcomes and supporting local economic development, underpinned by partnerships with industry.
- 2.5 The Irvine Royal Skills Centre of Excellence offered 15 to 18 year olds (as well as young people aged 19-24 and adult returners) the chance to access high quality, vocational courses relevant to industry needs in an innovative learning environment providing access to high quality skills training.
- 2.6 Analysis by the Ayrshire Economic Partnership and North Ayrshire's Community Planning Partnership identified a number of sectors with potential for jobs growth. These sectors included construction and hospitality and tourism. It was proposed that the Skills Centre of Excellence would specialise in courses which would support the industry sectors of construction, hospitality and tourism, and sport and leisure.
- 2.7 This investment included co-locating the College within Irvine Royal Academy, upgrading the existing estate to accommodate the Skills Centre of Excellence and installing state of the art equipment to deliver industry relevant courses.
- 2.8 The proposal relocated current school activity from a wing of the school to allow the College to occupy a distinct space, sharing sports facilities with the school.
- 2.9 The development had the following phases:
- Phase 1 – September 2014 – Sport/Fitness (including separate changing accommodation); Health and Social Care (brought forward from Phase 2); and, if possible, catering for students; and
  - Phase 2 – Hospitality, Construction and Engineering by August 2015.
- 2.10 The costs of the development were met by Ayrshire College, through access to funding from the Wood Commission implementation fund, the Scottish Funding Council and Skills Development Scotland; and by North Ayrshire Council.
- 2.11 The College leased the relevant accommodation from the Council. It was agreed that:
- The lease would be for a period of not less than 10 years from the date of entry for Phase 1;
  - No rent would be payable for the duration of the lease;
  - Ayrshire College would require to pay directly, or where appropriate reimburse the Council all utility charges and statutory charges directly attributable to their occupation; and
  - Ayrshire College would reimburse the Council the due and equitable proportion of common repairs, maintenance, management and insurance costs attributable to their occupation, thus helping to defray sunk costs currently absorbed by the Council due to under occupation of the school estate at Irvine Royal Academy.

- 2.12 Joint partnership working has ensured that students have gained qualifications in areas such as engineering, carpentry and joinery and hospitality. Students have progressed to further study at College or directly in to employment.
- 2.13 North Ayrshire-Wide School – College Partnership

The current School-College partnership is a valuable part of the curriculum. The offer provides high quality senior phase vocational courses from Level 4 and above. They are intended to support young people prepare for employment and plan progression pathways onto full-time courses and university. It also builds a network of support for young people as they move between school and college and university.

Our School-College Partnership team meet regularly to discuss the attendance and progress of each pupil to help support young people towards being successful on their college course. All the partnership work which happens between Education and the college is a contribution to the Developing the Young Workforce commitments. Examples of courses offered as part of the partnership are listed below:

#### ***Skills for Work (SfW)***

Skills for Work courses focus on generic employability skills needed for success in the workplace. The courses offer learners opportunities to learn these skills through a variety of practical experiences that are linked to vocational areas.

#### ***National Progression Award (NPA)***

NPAs are aimed at developing learners' knowledge and understanding and, where appropriate, practical experience of a given area of vocational education.

#### ***National Certificate (NC)***

A National Certificate (NC) is sometimes suitable for students with no formal qualifications. They offer practical help in developing skills for work and can, in some instances, provide access to higher level programmes such as a Higher National Certificate (HNC) or Higher National Diploma (HND).

#### ***Foundation Apprenticeship (FA)***

Foundation Apprenticeships are a work-based learning opportunity for senior-phase secondary school pupils. Lasting two years, pupils typically begin their Foundation Apprenticeship in S5. Young people spend time out of school at college or with a local employer, and complete the Foundation Apprenticeship alongside their other subjects like National 5s and Highers.

## **HNC (Higher National Certificate)**

HNC courses provide the practical skills and the theoretical knowledge employer will expect you to have to perform a specific job. All the courses are made up of Higher National Units and usually take one year to complete.

In addition to the courses as listed above, ongoing outreach work to strengthen the partnership continues. For example, Innovation Bursts are offered to pupils in S2 and S3 to offer samples of vocational courses aligned to Ayrshire Growth Deal priorities.

### 2.14 Review of Skills Centre of Excellence

In 2022, Ayrshire College, with North Ayrshire Council, initiated a review of the Skills Centre of Excellence approach.

What has changed since 2014?

- The recent development of the **Regional Skills Strategy**, especially the goal of *ensuring that pathways into regional employment opportunities are clearly defined, and support both new entrants and job changers in the labour market.*
- In recognition of the understanding of emerging skills requirements in preparation for Ayrshire Growth Deal opportunities and STEM developments locally and nationally, **North Ayrshire Council agreed to contribute £200k to the development of a Future Skills Hub at Kilwinning College** campus from the 2018/19 Council capital programme. This was in addition to the transfer of land for a nominal £1 during 2021 to support the development of the Hub.
- The Future Skills Hub is an exciting campus development project for the College situated on the site of the North Ayrshire Kilwinning Campus. The new Hub replaces the College's existing workshop facilities at Nethermains and will enable the College to offer a dynamic and flexible curriculum aligned to the needs of local and national skills priorities. The low carbon two-storey building will provide a **flexible learning space that can respond to emerging technologies** as the College and partners upskill the workforce of the future in Engineering, Construction and SMART Technologies.
- Ongoing development of the **NAC/Ayrshire College Partnership** and the Irvine Royal Academy curriculum since 2014, including a greater range of DYW vocational opportunities.
- Enhanced partnership between **Ayrshire College and KA Leisure** leading to increased College use of the Portal and other sports facilities to deliver, support and volunteer within accredited qualifications;

- Substantial evidence of **disinclination on the part of young people to continue their education within a school campus environment** rather than transitioning to a Further Education setting. As a result of relocating the courses formerly delivered at the Irvine Royal Academy campus, no young people will be disadvantaged, and it is anticipated that the uptake in some courses will increase due to the relocation of the learning and teaching to a FE facility.
  - An **increase in the pupil roll at Irvine Royal Academy** from 561 to 762 provides an opportunity to reconsider the use of the “College” wing, with the potential to create a health and wellbeing hub in the school campus.
- 2.15 As a result of these changes and opportunities, Ayrshire College and North Ayrshire Council have agreed a discontinuation of the current Skills Centre of Excellence model at Irvine Royal Academy to facilitate the development of the new Future Skills Hub and to respond to evidenced student expectations that their post-school learning takes place in a different setting.
- 2.16 North Ayrshire Council’s Estates and Education departments have worked collaboratively with the College to agree a mutually acceptable early exit strategy from Irvine Royal Academy.
- 2.17 A review is currently underway in relation to the newly vacated space at Irvine Royal Academy, taking into consideration the increase in the school roll, changing requirements of the vocational and health and wellbeing curriculum and the needs of other services.
- 2.18 The College and the Council continue to work together to provide the best possible opportunities for young people in North Ayrshire, through the Local Employability Partnership, Modern Apprenticeships, Employer Engagement, the Ayrshire Skills Group, the Ayrshire Growth Deal – Ayrshire Skills Investment Fund, Inward Investment, Engineering Skills, Employability and Resilience Support through the Hive, 24/7 Pez and Pez Plus classes as well as for adult learners through Community Based Adult Learning, including New Scots; Multiply through the Shared Prosperity Fund and the North Ayrshire Council and Ayrshire College Early Learning and Childcare Collaborative Working Group.

### **3. Proposals**

#### **3.1 That Cabinet:**

- a) Notes the revised position in relation to the Ayrshire College Skills Centre of Excellence at Irvine Royal Academy
- b) Welcomes the School-College Partnership developments and the Future Skills Hub approach.

## **4. Implications/Socio-economic Duty**

### **Financial**

4.1 The Council's Estates department has concluded a mutually satisfactory early exit agreement with Ayrshire College. North Ayrshire Council will assume running costs for the whole campus.

### **Human Resources**

4.2 None.

### **Legal**

4.3 The Council's Estates department has concluded a mutually satisfactory early exit agreement with Ayrshire College.

### **Equality/Socio-economic**

4.4 The School/College Partnership and DYW has a strategic focus on opportunities for all young people.

### **Climate Change and Carbon**

4.5 The new College facility will be supported by green technologies using air source heat pumps for the building's heating systems.

### **Key Priorities**

4.6 The following key priorities are relevant to the proposal:

- Active and strong communities
- Children and young people experience the best start in life
- Inclusive, growing and enterprising local economy
- Residents and communities enjoy life-long health and well-being.

### **Community Wealth Building**

4.7 The education and skills agenda provides the basis for the progression of all pillars of Community Wealth Building.

## **5. Consultation**

5.1 Consultation has taken place with young people who are or intend to be students, Ayrshire College, North Ayrshire Education Service, Irvine Royal Academy, North Ayrshire Council Estates and Legal departments and Cabinet members.

Dr Audrey Sutton  
Executive Director (Communities & Education)

For further information please contact **Audrey Sutton, Executive Director (Communities & Education)**, on **(01294) 324414**.

## **Background Papers**

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## NORTH AYRSHIRE COUNCIL

26 September 2023

### Cabinet

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**Title:** Education Service Standards and Quality Report 2022-23

**Purpose:** To report key progress towards the Education Service Improvement Priorities and the National Improvement Framework Priorities for session 2022-23.

**Recommendation:** That Cabinet:

- (a) Notes the content of the report; and
  - (b) Approves the publication of the report
- 

### 1. Executive Summary

- 1.1 This report provides information on the performance of the Education Service in the 2022-23 academic year which aligns with the statutory duty for each education authority to report annually on performance as outlined in the Standards in Scotland's Schools etc. Act 2000 and Education (Scotland) Act 2016.

### 2. Background

#### Education authority statutory duties

- 2.1 The Standards in Scotland's Schools etc. Act 2000 places a statutory duty on education authorities to annually publish a Standards and Quality report. In addition, there is a statutory duty outlined in the Education (Scotland) Act 2016, for education authorities to produce an annual plan and report on progress towards achieving National Improvement Framework (NIF) priorities. The national priorities in 2022-23 were:

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantaged children and young people;
- Improvement in skills and sustained, positive school-leaver destinations for all young people;
- Improvement in children and young people's health and wellbeing;
- Placing human rights and needs of every child and young person at the centre of education.

## **Education Service planning arrangements**

- 2.2 The Education Service Plan priorities for 2022-23 ([Education Service Plan - Annual Improvement Plan \(north-ayrshire.gov.uk\)](https://www.north-ayrshire.gov.uk/education-service-plan-annual-improvement-plan)) are aligned to the NIF priorities, noted in section 2.1 above.
- 2.3 In March 2022, the Scottish Government published a Framework for Recovery and Accelerating Progress, updated in May 2023. This document requires local authorities to set stretch aims for improvement, publish them and report on the extent to which progress towards them is being made in the annual statutory Standards and Quality Report, beginning in 2023.
- 2.4 The Education Service Standards and Quality Report 2022-23, attached at Appendix 1, fulfils the statutory duties and national improvement framework reporting requirements into a single report. The report describes some of the principal improvement activities undertaken throughout the academic session 2022-23 and includes key performance information on learner outcomes.

## **3. Proposals**

- 3.1 It is proposed that Cabinet:
- (a) Notes the content of the report; and
  - (b) Approves the publication of the report.

## **4. Implications/Socio-economic Duty**

### **Financial**

- 4.1 None.

### **Human Resources**

- 4.2 None.

### **Legal**

- 4.3 The production of an annual Standards and Quality Report is a requirement under the standards in Scotland's Schools Act 2000. In addition, an annual report on progress towards NIF priorities is a requirement under the Education (Scotland) Act 2016.

### **Equality/Socio-economic**

- 4.4 The Standards and Quality Report sets out our progress towards improving educational outcomes for all, but also reducing the impact of poverty on educational attainment.

### **Climate Change and Carbon**

- 4.5 The Standards and Quality Report sets out our progress towards improving educational outcomes including actions taken to promote progressive and interdisciplinary outdoor learning experiences with a focus on sustainable development goals, directly related to the NAC Environmental Sustainability and Climate Change Strategy.

## **Key Priorities**

4.6 The Standards and Quality Report sets out progress in delivery of the Council Plan 2019-2022 priority to ensure children and young people have the best start in life. In addition, progress made towards actions outlined in this report continue support the Council Plan 2023-28 strategic aim to “transition to a wellbeing economy, delivering prosperity, wellbeing and resilience for local people” and more specifically “improving educational attainment and achievement and closing the attainment gap” activities.

## **Community Wealth Building**

4.7 None.

## **5. Consultation**

5.1 This report demonstrates progress made towards the Service Improvement Plan priorities in 2022-23, which reflect the National Improvement Framework priorities for education 2022-23. Consultation on the content of this report is not required. However, a range of stakeholders and partners contributed to this report content and continue to play an active role in enabling the service to realise the NIF priorities and the Council’s vision to ensure a North Ayrshire that is fair for all by achieving our mission to work together to improve the lives of our people in North Ayrshire.

Audrey Sutton  
Executive Director (Communities & Education)

For further information please contact **Andrew McClelland, Head of Service (Education)**, on **(01294) 324413**.

## **Background Papers**

Appendix 1: NAC Education Service Standards & Quality Report 2022-23



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# Education Service

# Standards and Quality Report 2022-23

Draft v1

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## Foreword

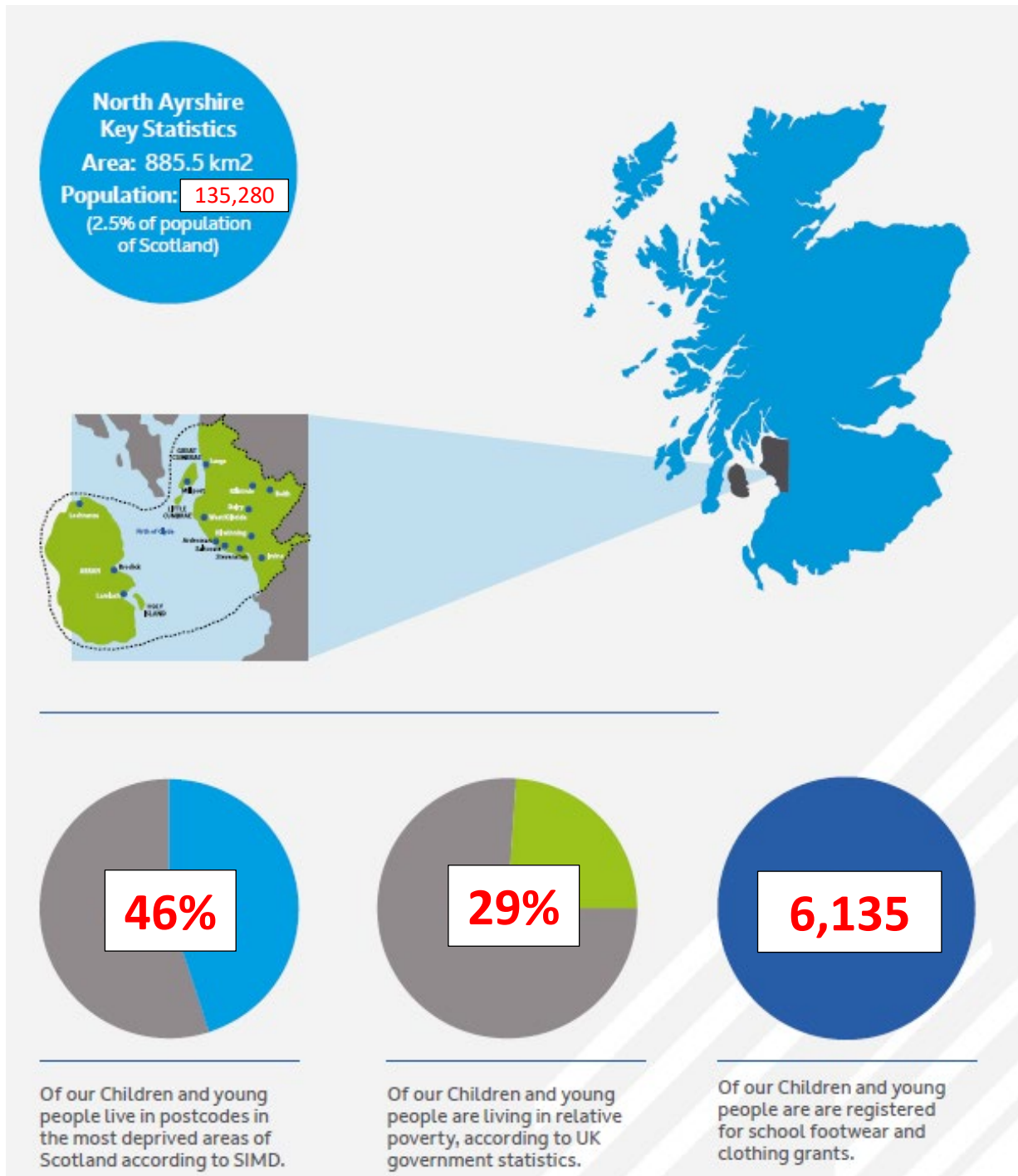
(by Councillor Macaulay, Depute Leader of Council and Cabinet Member for Education and Young People)

## Introduction

(by Andrew McClelland, Head of Service (Education) and Chief Education Officer)

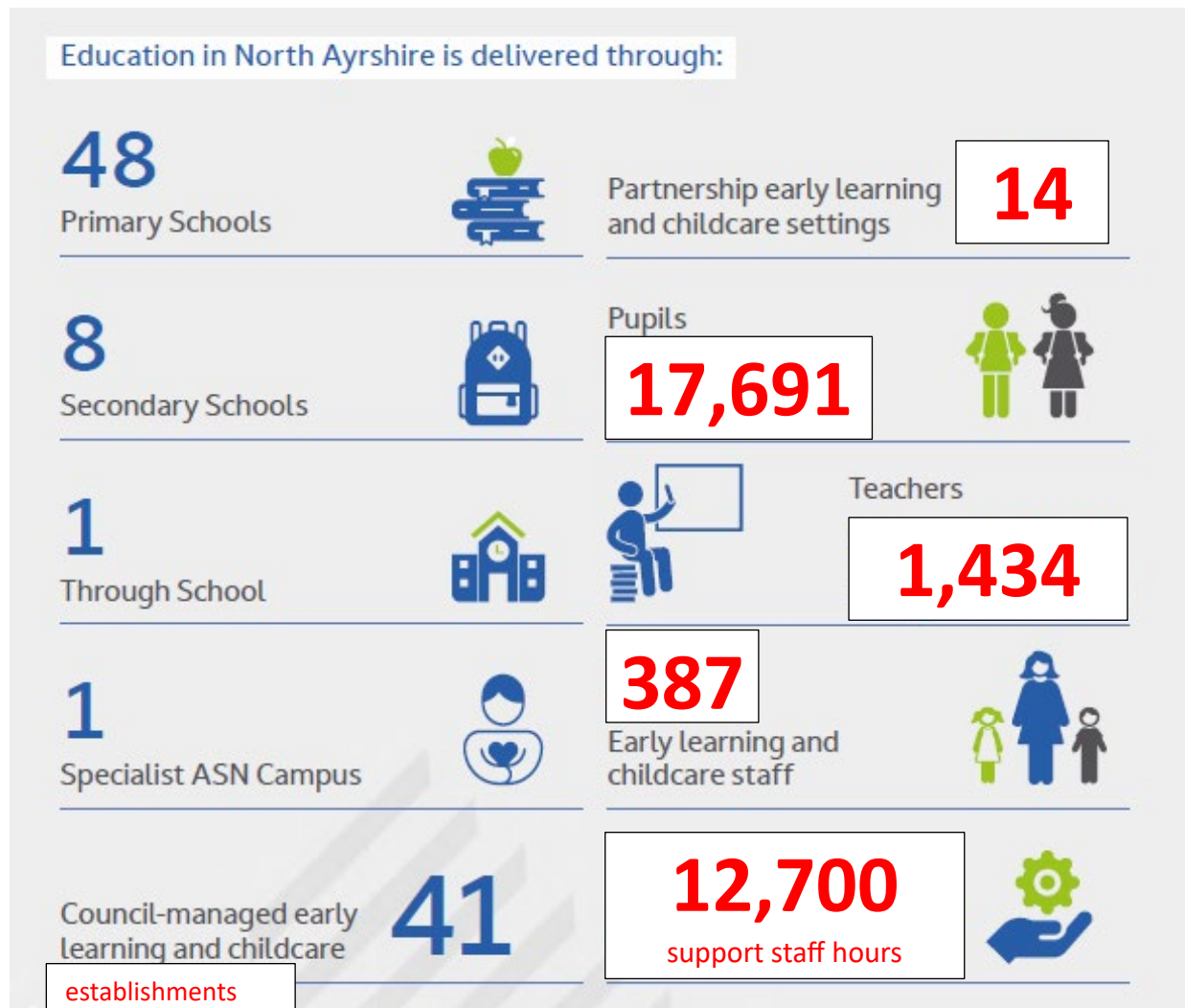
## The North Ayrshire Local Context

[please update the same graphic as last year with the following figures (show in **RED**) below:]





[please update the same graphic as last year with the following figures (show in RED) below:]



This report details progress made towards our Service Improvement Plan priorities for session 2022-23, which are aligned to the National Improvement Priorities as follows:

- Improvement in attainment, particularly in literacy and numeracy
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in children and young people's health and wellbeing
- Placing human rights and needs of every child and young person at the centre of education

## Investing in our Learning Environments

Investment in school buildings is of vital importance for several reasons:

- Raising attainment, achievement and wellbeing
- Enhancing quality and reflecting changes in curriculum
- Reducing inequality of facilities and opportunity

Within North Ayrshire we have an excellent record of continuous improvement across our Learning Estate, and Academic Year 2022/23 saw a number of initiatives developed which strengthen that commitment:

- **Moorpark Primary School, Kilbirnie** – works commenced on the construction of a new 12 class primary school to replace the existing facility. This is due to open in late 2023 and will provide high quality and inspirational learning environments for the children and young people, including excellent outdoor learning and sports facilities.



- **A new primary school at Montgomerie Park, Irvine** – Final contracts were signed with HubSW to deliver a new primary school at Montgomerie Park, Irvine. This completely new facility, which incorporates funding from the Scottish Government LEIP programme, will comprise of 12 primary classes and an Early Years class (2–5-year-olds) and responds directly to the increasing population, arising from new housing, in that part of the town. Currently, the new school is expected to open in 2024.



- **Ardrossan Community Campus**- Also funded through the LEIP programme, 2022/23 saw significant progress in developing the design of the new campus at Ardrossan which will

replace both Ardrossan Academy and Winton Primary School, with a single “Through School”- only the second in North Ayrshire (after Garnock Community Campus). In addition, the public library will relocate to the campus and new public swimming facilities are also included. Contracts are set to be awarded for the construction of the new facility in summer 2023, with a construction period of around two years starting mid 2024.

In addition to these single building projects, 2022/23 saw the final projects completing in the expansion of Early Learning and Childcare facilities across the Authority. This programme of investment has seen 41 individual projects delivered, at a cost of £11.8 million, over a 5-year period.



2022/23 saw works continue on the transformation of Marress House, a former HMRC building in Irvine, which will be re-invented as a new Early Years facility and Training space - due to open in in 2023.

North Ayrshire was successful at securing Scottish Government funding in relation to the proposed expansion of Universal Free School meals (UFSM) in 2022/23, with a further grant of £1.96 million being awarded in addition to the earlier £738k which was received. Essential works to kitchen and/or dining facilities at Largs Campus, West Kilbride, Brodick and Corrie Primary Schools were undertaken, with a further programme of works over the next 5 years planned.

## Education Service Improvement Plan Priorities 2022-23

The table below summarises the key pieces of work which have contributed towards our improvement agenda throughout session 2022-23.

<b>PRIORITY 1:</b>	<b>Improvement in attainment, particularly in literacy and numeracy</b>
<b>Theme 1:</b>	<b>High quality learning, teaching and assessment</b>
Support establishments to implement a revised learning, teaching and assessment policy and review existing literacy and numeracy frameworks to maximise the quality of learning, teaching and assessment.	
Extend play pedagogy from early years into primary 1 and 2, through a pilot programme in identified schools.	
Promote progressive and interdisciplinary outdoor learning experiences with a focus on sustainable development goals, directly related to the NAC Environmental Sustainability and Climate Change Strategy.	
Develop an Education Digital Skills Strategy and support establishments to achieve Digital Schools status, ensuring that digital technologies are a central component of our approaches to quality learning and teaching.	
Deliver a range of facilitated programmes and bespoke sessions, to support the leadership development and enhance skills in context of colleagues across all sectors.	
<b>Theme 2:</b>	<b>Raising attainment and achievement</b>
Develop a 3-year Raising Attainment Strategy to improve outcomes for all learners and reduce inequity of outcomes, including a focus on accelerating progress in early primary and ELC following implementation of 1140.	
Implement a review of tracking and monitoring procedures in all sectors from early learning to senior phase and improve the use of progress information to target interventions.	
Develop universal professional learning supports on effective moderation and planning for learning, teaching and assessment.	
<b>PRIORITY 2:</b>	<b>Closing the attainment gap between the most and least disadvantaged children and young people</b>
<b>Theme 1:</b>	<b>Interventions to reduce gaps</b>
Reprioritise our targeted interventions to reduce the poverty-related attainment gap in North Ayrshire, maximising the coherence and impact of our work.	
Continue to work collaboratively in partnership across the local authority, SWEIC and national networks to support sharing of highly effective practice that reduces the poverty related attainment gap.	
Work closely across North Ayrshire services and third sector partners to reduce the cost of the school day and mitigate the impact of child poverty.	
<b>Theme 2:</b>	<b>Interventions to reduce gaps</b>
Develop an improving outcomes strategy (and action plan) for identified target groups, including care experienced learners.	
Further enhance supports for care experienced children and young people, including mentoring services, that enable them to attain and achieve in line with their peers.	
<b>Theme 3:</b>	<b>Data literacy skills</b>
Further develop data literacy skills in our staff to strengthen self-evaluation and planning for improvement and maximise the effectiveness of targeted interventions.	
<b>PRIORITY 3:</b>	<b>Improvement in skills and sustained, positive school-leaver destinations for all young people</b>
<b>Theme 1:</b>	<b>Improved skills</b>
Promote the further embedding of appropriate wider achievement options in the senior phase.	
<b>Theme 2:</b>	<b>Improved transitions</b>

Review the use of tracking and transition information to plan learning experiences around key transition points.	
Through DYW co-ordinators and other partners, embed approaches to planning, supporting and tracking post-school destinations for all school leavers.	
Review approaches to implementing the Career Education Standard through strengthened partnership working with Skills Development Scotland.	
<b>Theme 3:</b>	<b>Partnerships to improve learner outcomes post-school</b>
Refresh and strengthen the focus of the school-college partnership and to provide enhanced opportunities for achievement, e.g. through the Regional Improvement Collaborative, in the senior phase.	
Design tailored programmes with partners to provide enhanced support for specific groups of school leavers, including those with identified needs.	
<b>PRIORITY 4:</b>	<b>Improvement in children and young people's health and wellbeing</b>
<b>Theme 1:</b>	<b>Supporting mental health and wellbeing</b>
Review the impact of school counselling services and external counselling / community wellbeing supports and refresh provision, strengthening the relationship between school counselling and other available supports.	
Assist education establishments to implement the national mental health and wellbeing Whole School Approach, including curricular, professional learning and parental supports.	
Promote staff mental health and wellbeing in a range of ways, including through a new programme of supported reflective practice sessions.	
<b>Theme 2:</b>	<b>Supporting social and emotional wellbeing</b>
Review approaches to promoting positive relationships and whole school nurture, based on an analysis of need.	
Support a range of targeted nurturing approaches, including nurture groups that continue to develop the social and emotional skills of identified children and young people.	
Use our analysis of health & wellbeing data from a range of sources, including the national census, to develop targeted improvement priorities for curricular delivery, universal approaches in establishments, and wider community supports.	
<b>PRIORITY 5:</b>	<b>Placing human rights and needs of every child and young person at the centre of education</b>
<b>Theme 1:</b>	<b>Supporting needs</b>
Review and redesign processes and policies which apply to all learners (2-18) to ensure they are equitable, consistent, lean, coordinated, co-designed with relevant partners, and learner centred.	
Establish an enhanced range of flexible and child centred learning provisions, curriculum and delivery methods to meet a wide variety of support needs.	
Provide tailored professional learning opportunities for all staff groups within establishments to support the needs of children and young people.	
<b>Theme 2:</b>	<b>Maximising learner participation and voice</b>
Co-create with children and young people new, systematic mechanisms, which maximise learner participation and voice, through a new Learner Participation Policy.	
Undertake a review of Service wide policies to ensure UNCRC principles are considered	
<b>Theme 3:</b>	<b>Maximising parents/carer involvement and engagement</b>
Implement locally the revised 'Learning Together' Scottish Government parental involvement and engagement action plan.	
Provide enhanced guidance for schools and Parent Councils to support and guide greater involvement in the operational activities of the school.	
Through the Family Learning Team and establishments, offer a wide range of opportunities that enhance family learning in establishments.	



## Education Service Priority 1

Improvement in attainment, particularly literacy and numeracy

### Theme 1: High Quality Learning, Teaching and Assessment

#### Learning, Teaching and Assessment Policy

The Learning, Teaching and Assessment policy was launched in October. This policy promotes best practice and will be used to build upon consistency in teaching and learning across our schools.

Our Professional Learning Academy has provided training and interventions for our schools with particular focus on numeracy and literacy. Examples of interventions and training we have provided below.

Intervention	Number of Staff	Number of Pupils	Impact of Intervention
<b>Literacy:</b> <b>Attention &amp; Listening</b> A whole school intervention to develop attention and listening skills through the levels.	63	337	Staff participants felt the intervention promoted professional dialogue across stages, in addition to the intervention having a meaningful impact and providing opportunities to share existing good practice. The impact of this intervention resulted in pupil progress and approaches which could be implemented within the classroom.
<b>Literacy:</b> <b>Boosting Reading @ S5/6</b> 10-week intervention supporting the acquisition of good reading skills. Training with S5 & S6 Pupils working with S1 & S2 pupils who have a reading age 18-24 months below their chronological age	N/A	65	Pupil confidence grew in supporting younger pupils and recognising the strategies that would enable them to do this, <b>98% of pupils</b> rated their confidence as high/very high in terms of supporting a younger reader after the training.
<b>Literacy:</b> <b>Boosting Reading @ Primary/Secondary</b> 10-week intervention supporting the acquisition of good reading skills. Training with Classroom Assistants working with P3-S2 pupils who have a reading age 18-24 months below their chronological age	11	13	Pupil reading age increased by an average of 30 months over the 10 week intervention. Schools found that the intervention had a significant positive impact on the children involved in terms of fluency, comprehension and confidence.
<b>Literacy:</b> <b>Classroom Assistant's Supporting Phonological Awareness</b> Classroom Assistant led intervention with small groups to develop phonological awareness skills at Early, First and Second Level	11	38	Findings from post intervention screeners show improvement in most areas of the Phonological Awareness (PA) continuum in all pupils, with significant improvement in most of the areas targeted. CAs increased understanding of phonological awareness was a key impact of this intervention.

<p><b>Literacy:</b> <b>Note Making</b> 8-week intervention teaching learners the skill of note taking using the Cornell method in order to enhance their writing across the curriculum</p>	<b>4</b>	<b>115</b>	<b>100%</b> of pupils were able to successfully use the Cornell notes format. <b>No pupils</b> could do this pre-intervention. Post-Intervention feedback highlighted the sustainability of the intervention with those who took part, expressing that they will continue the Cornell note making method across all areas to help pupils build confidence with their notes.
<p><b>Literacy:</b> <b>Oracy Across the Curriculum</b> A whole school approach designed to teach learners to articulate ideas, develop understanding and engage with others through spoken language</p>	<b>60</b>	<b>700 (Avg.)</b>	Participants felt that it broke down the skills children needed and was a valuable input. Some participants even suggested it should be mandatory training for all schools across North Ayrshire to ensure shared language across the authority.
<p><b>Literacy:</b> <b>Talk Boost 2</b> Training provided by PLA staff to CAs and CTs to support children in Primary 4-7 with their language and communication skills</p>	<b>10</b>	<b>N/A</b>	The session offered opportunities to learn about how to identify pupils with speech and language difficulties. <b>All (100%)</b> of participants either strongly agree or agree that the session increased their knowledge
<p><b>Literacy:</b> <b>Talk Boost 1</b> Training provided by PLA staff to CAs and CTs to support children in Primary 1-3 with their language and communication skills</p>	<b>24</b>	<b>N/A</b>	Some participants felt that the session offered good examples of how to track children involved and underpinned the theory of speech and language communication needs.
<p><b>Numeracy:</b> <b>Classroom Assistants Supporting Numeracy</b> A targeted small group intervention for P3 pupils who are “not on track” in numeracy whilst upskilling CAs in supporting numeracy development</p>	<b>15</b>	<b>71</b>	This intervention led to Classroom Assistants discovering novel resources and ideas to keep pupils on track and interested in learning. Almost All CA’s commented that they could see clear progress with pupils, who were now also more confident in comparison to pre-intervention and stating pupils could now answer numeracy problems verbally.
<p><b>Numeracy:</b> <b>Making Maths Tactile</b> A whole class intervention promoting effective use of manipulatives and visuals to develop a deeper understanding of numeracy and maths</p>	<b>10</b>	<b>200 (Avg.)</b>	Post-Intervention qualitative statements highlighted that due to this intervention participants felt more confident and comfortable using manipulatives across a wide range of concepts. <b>All</b> participants commented on the effect and sustainability of the intervention due to improved confidence and development of pupil’s numeracy skills due to this intervention. Pupils now shared their thinking through both written and verbal communication.

The local authority has a holistic approach to assessment and moderation, involving schools, clusters, and the authority level. Senior leaders participate in regional and national moderation groups. The learning, teaching, and assessment policy guides staff in planning formative and summative assessments. National Standardised Assessments are used in the moderation process to identify learning gaps. Professional dialogue promotes continuous improvement, and the authority plans to

provide online standardized assessments to support schools in addressing poverty-related attainment gaps.

#### Play Pedagogy in the early stages of primary

16 schools from across North Ayrshire participated in our P1 Play Pedagogy pilot this session.

The staff professional learning programme consisted of 7 training sessions with a mix of networking visits and drop-in sessions to provide further support, as well as a support surgery session with colleagues from Education Scotland, Education Psychology, Early Years and NAC Play Pedagogy Development Team. Each session included time for practitioners to network with others in different schools and reflection time to allow staff to plan with their colleagues while at the session, using the development team for support if needed.

Impact was measured using both Leuven scale data and case studies. Each case study had a different focus. This resulted in a wide range of data showing impact on pupil engagement and wellbeing as well as development of curricular areas through play pedagogy. Case studies can be found on our [PLA Pedagogy website](#).

The combination of training, networking, case studies and collaborative working has resulted in positive impact across all 16 schools involved. All schools have now embedded playful approaches across P1 and are looking to move forward with the same approach in P2 and beyond. Sustainability has been built into the programme as schools were encouraged to take a whole school approach, involving management teams and staff at all stages.

#### Outdoor Learning / Learning for Sustainability

An early years outdoor science resource was developed, led by our STEM team. The purpose of this was to link outdoor learning experiences to Science experiences and outcomes and Sustainable Development Goals. Professional learning sessions for this resource were attended by 215 NAC practitioners. Evaluations were completed by practitioners following the training, 100% of whom agreed that using the resource has helped them to make links between outdoor learning and science experiences and outcomes, and that this would improve and extend the quality of outdoor learning experiences.

Over 100 staff attended further professional learning on outdoor learning and learning for sustainability for primary-aged children. In addition, whole-school training sessions have been delivered in three schools and the STEM team has supported a further three schools through outdoor learning team teaching inputs.

School gardening training sessions were delivered by Ardrossan Academy staff to 10 primary schools. A school gardening handbook has been created collaboratively, with advice, guidance and good practice, and this has been shared with all schools. Finally, six of our schools participated in a successful partnership with Go Wild Scotland, to provide nature experiences for learners, linked to the curriculum.

#### Digital Learning

14 schools have achieved their Digital Schools award with almost all North Ayrshire schools registered and on the way to achieving this award. Many schools are also working towards the Digital Wellbeing award, demonstrating a strategic approach to cyber resilience and internet safety. Senior school leaders from across the authority engaged in a professional learning programme entitled 'Evolving Digital Thinking', supporting this journey. An established network of Digital Coordinators continued to meet termly to develop digital skills and cascade these within their school contexts. Pupil Digital



Coordinators have met twice, learning new skills and networking with other schools, with plans to build on this further next session.

### Leadership development

Throughout 2022-23 the leadership team continued to grow the facilitation model to develop skills in context in line with school improvement plans and the education service improvement priorities. The number of leadership facilitated sessions has increased from the previous year. This year 36 establishments have been supported in the sustainable delivery of facilitated learning.

In addition, our “leadership for and of learning” programme continued to grow and offered learning opportunities for colleagues at all levels. For example, the new Head Teacher Induction programme was developed responsively and collaboratively with those 14 colleagues who engaged. The Depute Head Action Learning Set for primary and secondary colleagues enabled good practice and collaborative learning to take place. The leadership for learning programme provided class teachers with the opportunity to reflect on their own leadership styles and to take ownership of their own leadership trajectory.

Our successful partnership with the SWEIC has been based on our continued strategic role in delivering the leadership programmes. The Leadership of Pedagogues (Secondary Middle Leaders) is successfully established and this year’s cohorts all achieved GTCS professional recognition. Based on the success of this programme and in recognition of primary colleague demand a Leadership of Pedagogues (Primary Middle Leaders) was piloted and will continue next academic session.

## Theme 2: Raising Attainment and Achievement

### Ongoing work to raise attainment including improved tracking and monitoring

We provided additional class teachers for some of our primary schools. These schools were chosen using our attainment data from session 2021-2022. Head Teachers and staff identified pupils who would benefit from well-planned interventions which were focused on Numeracy, Literacy and Health & Wellbeing ultimately raising attainment.

Schools set targets for their identified pupils and carefully tracked the progress of the interventions and the impact on their young people. Data was gathered through a variety of formal and informal assessments. All schools report a positive impact and improved attainment.

Work continues to develop data literacy throughout the education service with the provision of an enhanced range of data tools, as well as training and support, which enables effective data driven decision making within schools. For example, with support from our Data Team and input from our Education Scotland Attainment Advisor, two collaborative improvement sessions for HTs were held this year to develop use of tracking and monitoring to enhance data led interventions. Furthermore, all Early Years establishments took part in Self Evaluation for Continuous Improvement Programme where the focus was on using data to track and monitor progress. This work, combined with refreshed approaches to teaching, learning and moderation, is supporting schools in closing the attainment gap and raising attainment for all our young people.

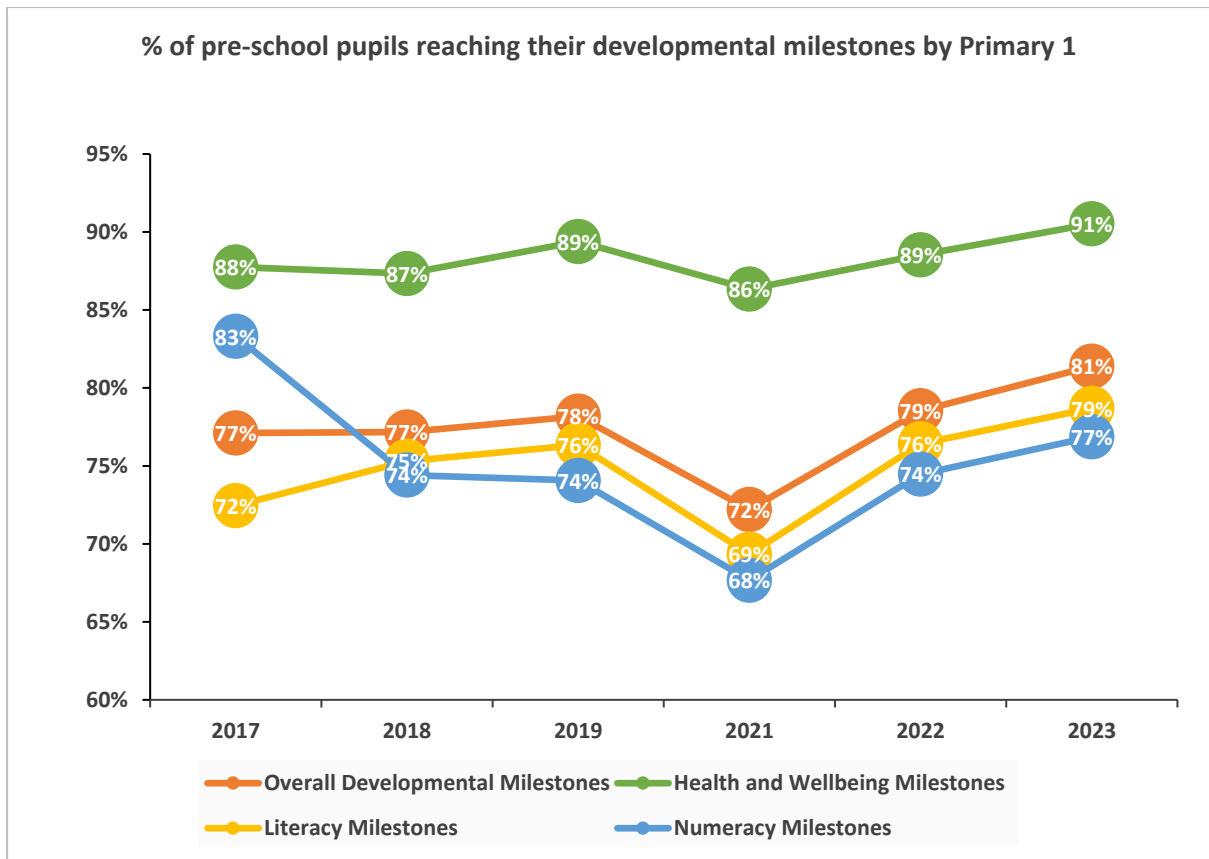
## Effective Moderation & Planning

We have made significant progress in implementing a holistic approach to assessment and moderation. Our moderation steering group led all schools in their prioritisation of moderation in improvement plans, and final feedback shows that there is now a stronger focus on professional dialogue, collaboration, and use of more consistent planning formats. Pupil voice is valued, and there is a clear emphasis on understanding the process of assessment. Use of the moderation cycle has brought about positive changes, including improved staff confidence, clearer progression, and increased engagement among pupils. There is greater shared focus and collaborative planning amongst staff teams, with an emphasis on high-quality assessments and benchmarking. Participants have appreciated the opportunities for sharing practices and collaborative planning, both within and beyond their schools. There is now a desire for more training, guidance, and examples of high quality assessments, networking opportunities with Early Years settings, and improving the gathering and presentation of assessment data. School moderation leads report a strong belief in the value of the moderation cycle and its impact on consistency, progression, and improved outcomes for all pupils and discussions highlight a commitment to continuous improvement and a focus on narrowing the poverty-related attainment gap.

## Performance Indicators for Priority 1

### *NAC Early Years Developmental Milestones*

The percentage of pre-school children achieving their development milestones by the time they start primary school has once again increased to 81% in 2022-23 academic year. This is the best performance recorded since the measure was introduced, with improvements made in all aspects of the early years milestone including literacy, numeracy and health and wellbeing.

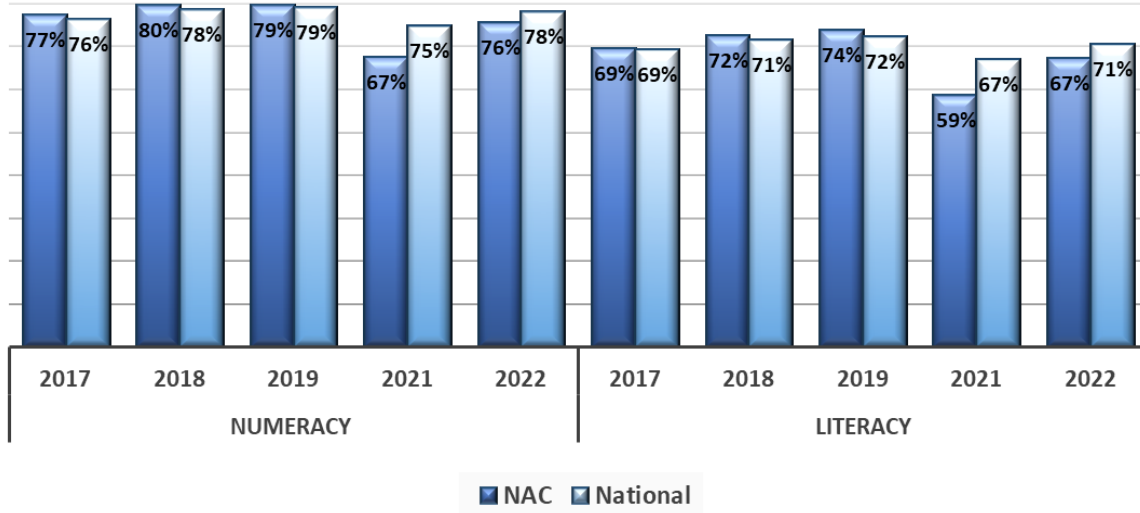


*Achievement of Curriculum for Excellence Levels*

In 2016, the Scottish Government began to collect statistics on the Curriculum for Excellence level achieved in Literacy (Listening and Talking, Reading, Writing) and Numeracy by pupils in the Broad general Education (BGE) stages P1, P4, P7 and S3. This is based on teacher judgement about each pupil’s achievement of expected level made at the end of June each session. This data collection by the Scottish Government was suspended in 2020 for all schools due to the impact of the pandemic. Data collection was resumed in 2021 for stages P1, P4 and P7 though not S3. In 2022 all stages were once again collected. There is a strong improvement trend in all measures at almost all stages for the 2016-2019 period. There was a significant decrease across all measures between 2019 & 2021.

The latest published achievement figures are for 2022. These demonstrate the significant steps taken towards recovery. Combined Numeracy achievement for P1, P4 & P7 is 76%, an increase of 9 percentage points on the previous year. Similarly, combined Literacy achievement for P1,P4 & P7 is 67%, an increase of 8 percentage points on the previous year. It is evident that the additional interventions in literacy and numeracy, have had a significant impact in continuing recovery from the pandemic. Early indications are that this improvement has continued throughout session 2022-23, with publication of the 2023 achievement levels expected in December 2023.

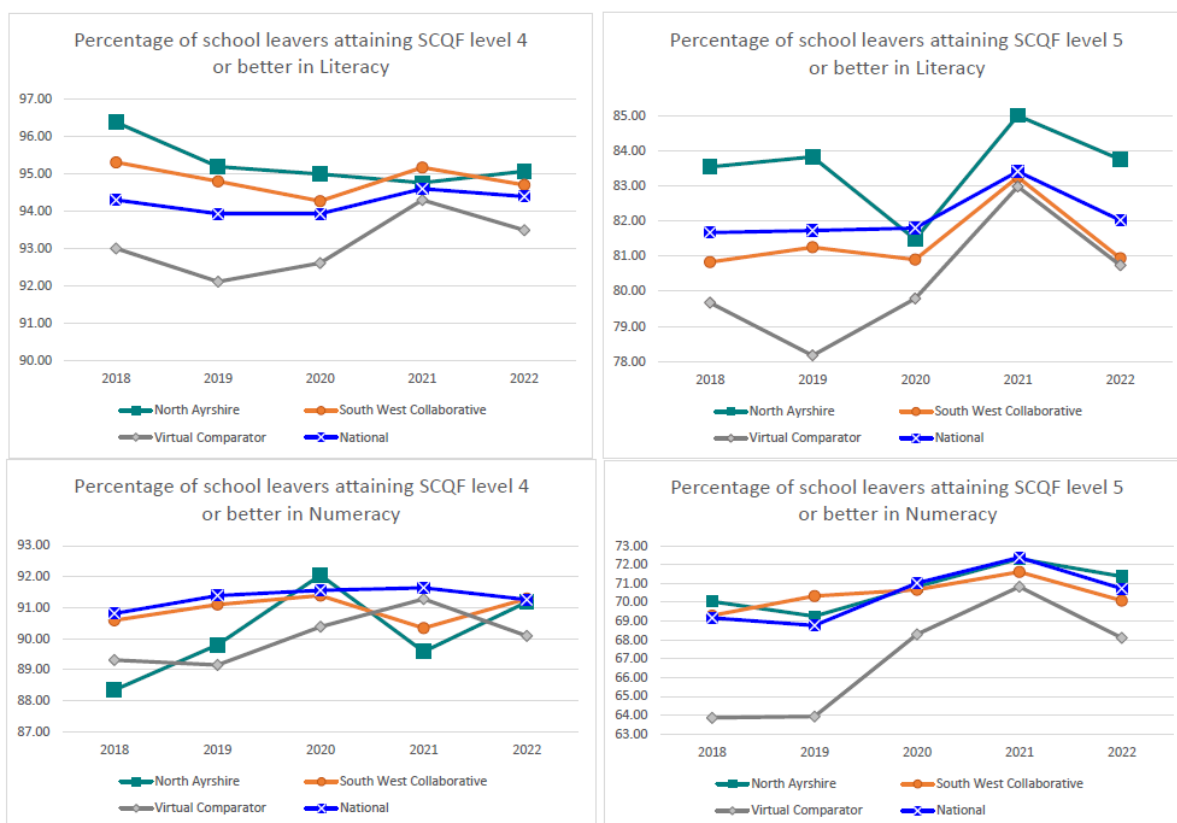
## Curriculum for Excellence Attainment in Literacy and Numeracy - P1, P4, P7 - combined



### *Improving leavers' attainment in literacy and numeracy*

Performance of North Ayrshire school leavers in attaining Literacy at Level 4 and Level 5 displays a positive 5-year picture. Our schools remain above or in line with the Virtual Comparator, the SWEIC authorities and the National performance in all 5 years of this analysis. In 2022, North Ayrshire school leavers have outperformed all other comparators at both level 4 and level 5, with 95% achieving literacy at level 4 or better and 84% achieving literacy at level 5 or better.

The performance of North Ayrshire school leavers in attaining Numeracy at Level 4 and Level 5 also displays a positive 5-year trend with both figures above the Virtual Comparator. For Level 4, 91% of leavers achieved this which is the second highest figure in the 5-year trend. Similarly for Level 5, 71% of leavers achieved this which is also the second highest figure in the 5-year trend.



### Improving attainment for all

This measure focuses on the average total tariff score of the candidate’s latest and best qualifications. Tariff points are assigned to each unit or course achieved by learners – in all SCQF-graded awards, not only those provided by SQA. This acknowledges to a greater extent the drive towards wider achievement qualifications and encourages schools to offer curricular choices tailored to a variety of pupil abilities and aspirations. In 2022, the average total tariff score for the lowest attaining 20% of learners is above the Virtual Comparator, and although slightly lower than 2021, it is above the 2019 and 2020 performance. The average total tariff score of the middle attaining 60% of leavers is the second highest on record in the 5-year trend. Though slightly below the Virtual Comparator, a positive 5-year trend is evident, particularly in the years since the change of curriculum structure in S4. The average total tariff score of the highest attaining 20% of leavers is the highest on record in the 5-year trend. The figure is above the Virtual Comparator and a consistent 5-year positive trend is evident.

### School Leavers Average total tariff points in North Ayrshire

(compared to Virtual Comparator and Scotland):

	2017-18			2018-19			2019-20			2020-21			2021-22		
	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot
Lowest 20%	170	141	164	145	119	151	140	129	151	161	162	165	156	141	156
Middle 60%	815	795	858	697	734	821	782	835	889	845	898	956	819	821	887
Highest 20%	1785	1786	1851	1665	1746	1829	1797	1875	1930	1862	1933	1998	1914	1895	1968

The average complementary tariff scores are calculated using the same principles but display the average tariff score for only the five best qualifications achieved per candidate. Further information about tariff points can be found [here](#).

### School Leavers Average complementary tariff points in North Ayrshire

(compared to Virtual Comparator and Scotland):

	2017-18			2018-19			2019-20			2020-21			2021-22		
	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot	NAC	VC	Scot
Lowest 20%	150	124	143	134	109	134	126	114	133	141	140	144	137	126	138
Middle 60%	611	604	646	556	563	623	611	618	657	643	654	692	607	601	644
Highest 20%	1229	1227	1281	1189	1200	1267	1255	1268	1313	1254	1286	1339	1256	1252	1303

#### Breadth and Depth

Breadth and depth measures highlight that North Ayrshire's school leaver attainment performance is broadly in line with both the SWEIC and national performance. In 2022, the performance of North Ayrshire pupils was above the SWEIC performance in every category below for the first time.

A higher percentage of school leavers left school in North Ayrshire in 2022 with at least one Level 6 qualification (Higher) than across the SWEIC or nationally.

Attainment has been steadily increasing at Level 7 over the last six years.

#### 5 or more at Level 3

	2017	2018	2019	2020	2021	2022
National	90.8%	90.1%	89.0%	89.6%	90.5%	90.1%
<b>North Ayrshire</b>	<b>91.9%</b>	<b>91.3%</b>	<b>89.4%</b>	<b>89.8%</b>	<b>91.0%</b>	<b>91.2%</b>
SWEIC	92.0%	91.4%	89.8%	89.9%	90.8%	90.5%

#### 5 or more at Level 4

	2017	2018	2019	2020	2021	2022
National	87.4%	86.7%	85.4%	85.8%	87.1%	86.5%
<b>North Ayrshire</b>	<b>88.0%</b>	<b>86.7%</b>	<b>83.6%</b>	<b>84.3%</b>	<b>85.8%</b>	<b>86.5%</b>
SWEIC	88.6%	87.9%	85.4%	85.4%	87.0%	86.3%

#### 5 or more at Level 5

	2017	2018	2019	2020	2021	2022
National	62.2%	64.4%	64.3%	67.5%	70.5%	67.7%
<b>North Ayrshire</b>	<b>60.5%</b>	<b>63.2%</b>	<b>60.7%</b>	<b>65.3%</b>	<b>69.6%</b>	<b>67.0%</b>
SWEIC	63.0%	64.1%	63.5%	66.4%	69.0%	66.3%

#### 1 or more at Level 6

	2017	2018	2019	2020	2021	2022
National	64.8%	66.2%	66.2%	68.2%	70.2%	67.1%
<b>North Ayrshire</b>	<b>62.2%</b>	<b>65.4%</b>	<b>65.0%</b>	<b>67.3%</b>	<b>70.6%</b>	<b>68.0%</b>
SWEIC	64.1%	65.0%	64.0%	65.8%	68.6%	65.1%

### 3 or more at Level 6

	2017	2018	2019	2020	2021	2022
National	48.9%	50.3%	50.9%	54.7%	56.6%	53.0%
<b>North Ayrshire</b>	<b>44.9%</b>	<b>46.7%</b>	<b>44.4%</b>	<b>51.7%</b>	<b>53.8%</b>	<b>51.0%</b>
SWEIC	47.4%	47.0%	47.5%	51.9%	53.9%	50.7%

### 5 or more at Level 6

	2017	2018	2019	2020	2021	2022
National	34.5%	35.5%	36.0%	40.2%	42.1%	38.7%
<b>North Ayrshire</b>	<b>31.5%</b>	<b>30.9%</b>	<b>28.3%</b>	<b>35.6%</b>	<b>37.6%</b>	<b>36.1%</b>
SWEIC	33.7%	32.0%	32.7%	36.3%	38.5%	35.9%

### 1 or more at Level 7

	2017	2018	2019	2020	2021	2022
National	22.0%	23.2%	22.1%	25.6%	28.0%	26.0%
<b>North Ayrshire</b>	<b>19.4%</b>	<b>19.9%</b>	<b>18.0%</b>	<b>23.5%</b>	<b>23.9%</b>	<b>24.7%</b>
SWEIC	20.8%	20.6%	20.0%	23.5%	24.9%	24.5%

## Education Service Priority 2

Closing the attainment gap between the most and least disadvantaged children and young people

### Theme 1: Interventions to close gaps

#### Strategic Equity Funding Focus

Despite a £1.1m reduction in Strategic Equity Funding, which is provided to local authorities as part of the Scottish Attainment Challenge, North Ayrshire has continued to make good progress in closing the poverty related attainment gap following the Covid-19 pandemic. This year a considerable focus has included steps to ensure sustainability of impactful interventions within the context of funding reducing by £4.4m over a 4-year period. This has included the development of a revised Professional Learning Academy delivery model, which aligns more closely with the need for targeted and bespoke support in establishments that is driven by improvement planning. In addition, work is underway to further embed whole school nurture across establishments with further integration of pupil support and targeted nurture resources to best meet the needs of learners.

#### Reducing the cost of the school day (COSD)

The Education service identified reducing the cost of the school day (COSD) as an area of focus for schools. It is recognised that education can support children to find a route out of poverty, but crucially only if children and young people can access education as fully and equally as possible. An action plan for reducing the cost of the school day has been used to build upon the priorities identified by North Ayrshire's Child Poverty Board.

The Education Service, in partnership with the Youth Participation team has made very good progress towards reducing the COSD for children and young people. Learner Participation has played a key role within the council's Child Poverty strategy and action plan and as part of our commitment to ensuring children and young people are at the centre of our efforts to reduce the COSD, we also held our second COSD conference in May 2023. We brought together over 170 pupils from across North Ayrshire Primary and Secondary Schools for a full day of activities led by Education staff and the Youth Services team.

As a result of prioritising reducing the barriers associated with Child Poverty and reducing the COSD, there is greater shared focus and collaborative planning amongst staff with all educational establishments having been encouraged to use the COSD toolkit and those schools using this approach have seen positive changes, including the following:

- Uniform recycling and new school uniform policies implemented to reduce costs
- Support towards transport to and from school and external trips and visits
- Food initiatives e.g. breakfast clubs, holiday lunch provision, healthy snacks
- Extra-curricular activities and after school Clubs
- Support and fundraising for equipment and trips
- Digital support
- Period dignity products
- Supporting children beyond the school day



Pupils and staff have shared good practice across schools, Early Years Establishments and throughout the community via school and early years networks, youth participation and locality planning networks. There is now a stronger commitment to continuous improvement and a focus on reducing the cost of the school day and the barriers experienced for children and families and poverty.

## Theme 2: Specific focus on identified target groups, including care experienced learners

Care experienced children and young people continue to be supported through a range of interventions where the focus is on delivering equity and improving educational outcomes.

### *MCR Pathways: North Ayrshire's Young Talent programme*

The MCR Pathways Young Talent programme supports our young people in, or on the edges of care within 6 of our secondary schools. In the last academic year **229** young people were supported through the programme:

S1	S2	S3	S4	S5	S6	Total
55	47	68	27	23	9	229

Of this number, all 102 S1 and S2 pupils participated in weekly group work throughout the academic year. The focus of this group work was on building self-esteem and confidence, strengths and interests, teamwork, problem solving and employability skills. A further 50 young people were directly supported by one of our MCR Pathways Co-ordinators, who are members of the school's extended pastoral support team. They provide an enhanced and integrated level of support, liaising with partners. A large number of this group are preparing to be supported by 1:1 mentors.

A key part of the MCR Pathways programme is the use of mentors from across our communities in North Ayrshire. Our mentors come from local businesses, the public sector and the third sector. They have a wealth of experiences and life skills. They all share the same desire to support a young person in their local community and give something back. Our mentors are trained and supported throughout each stage of their mentoring relationship with their young person. This year, 77 young people were supported in weekly face-to-face sessions by a mentor, with plans to extend this figure in the near future.

The impact of the MCR programme is evident in: improved literacy and numeracy outcomes for this group; improvements in the number and level of qualifications achieved and 100% of this year's leavers group supported by this programme entering a positive destination.

### *Home tuition*

An additional tutor has been employed to provide one-to-one tuition for care experienced children and young people. The tutor has joined our Home Tuition Service and supports our learners by:

- Providing one to one intensive individual support. This may happen outside of normal lessons as additional teaching, for example, as part of extending school time or as a replacement for other lessons.
- Supporting with specific classwork or homework which involves the teacher/tutor supporting tasks given to pupils by their teachers to be completed outside of usual lessons and/or 'flipped learning' models, where learners are supported to prepare for classroom discussion and application tasks. This could take place in school outside normal school hours, and/ or in the children's houses.

### Theme 3: Data literacy skills

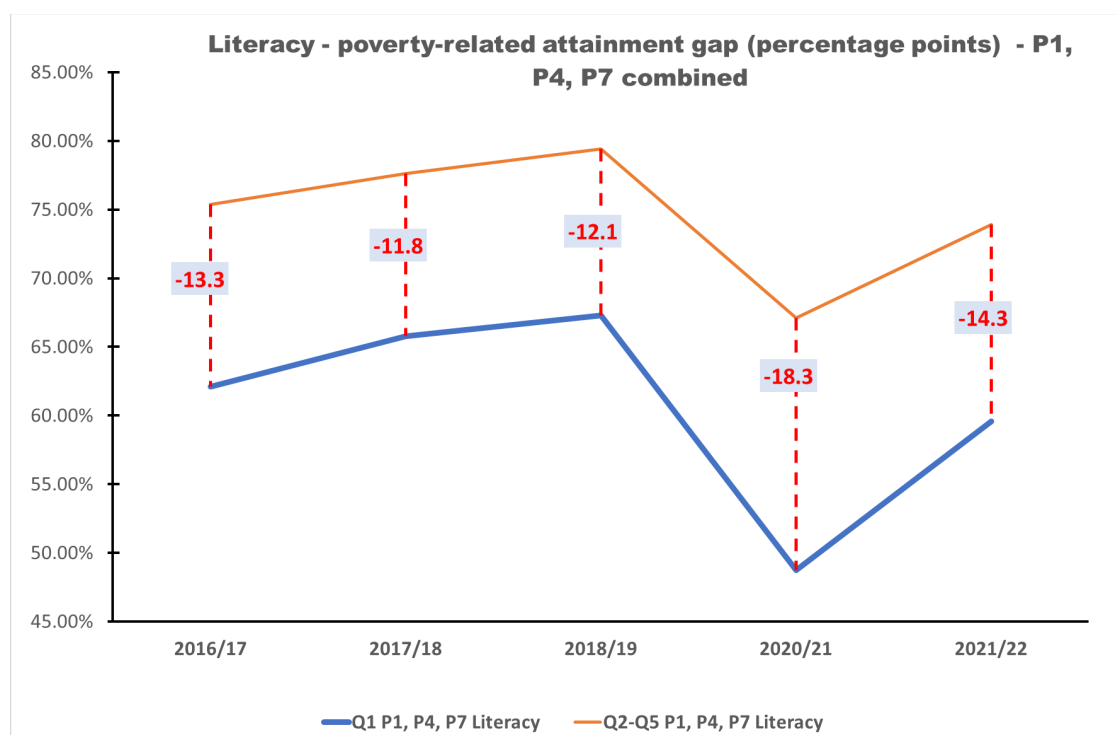
Positive steps have been taken in progressing data literacy development across the education service through professional learning opportunities for school leadership teams, with support provided by education’s data team, senior managers, and Education Scotland colleagues. This has promoted a ‘data driven dialogue’ model that can be applied to a range of locally developed Microsoft Power BI reports to analyse pupil data to inform school improvement. Bespoke data analysis tools to interrogate and analyse data include achievement of Curriculum for Excellence levels; pupil attendance and exclusions; SQA results; and a new Power BI report which will use progress and achievement data to support school improvement in the 2023-24 academic year.

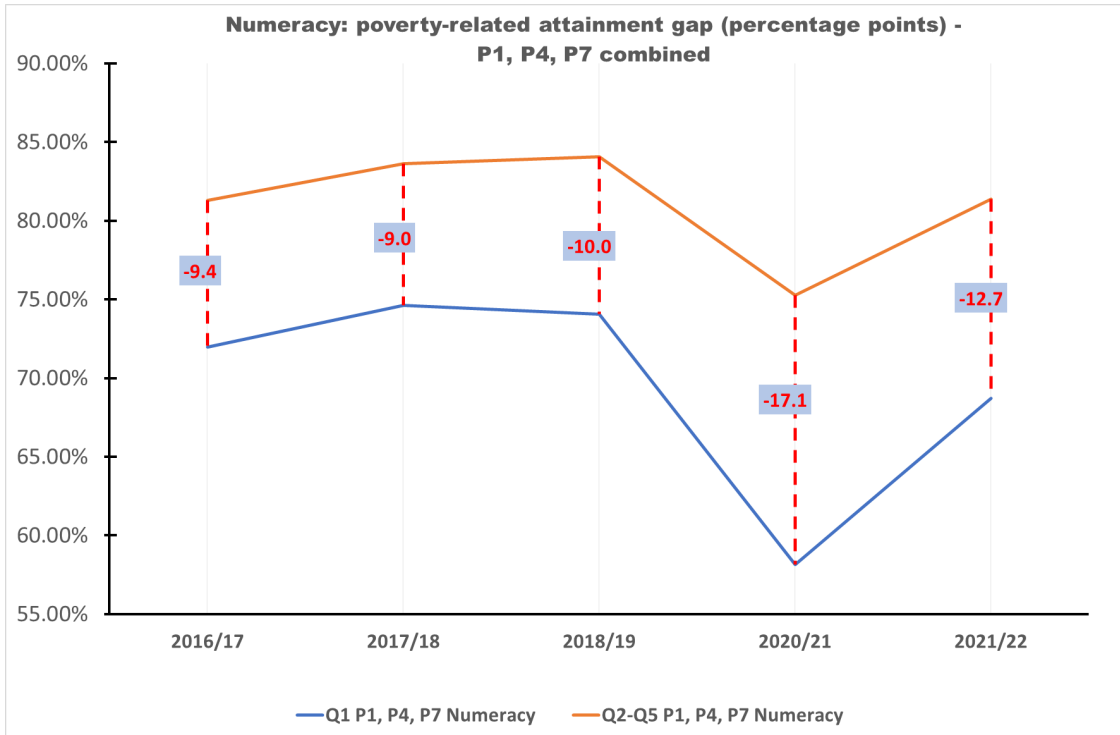
A data literacy self-evaluation framework is also in development for implementation in the 2023-24 academic year. This will be utilised by school leadership teams to self-identify areas where additional data literacy support would be beneficial as part of the school’s improvement journey.

### Performance Indicators for Priority 2

#### *Primary attainment gap (P1, P4, P7 combined Curriculum for Excellence Levels)*

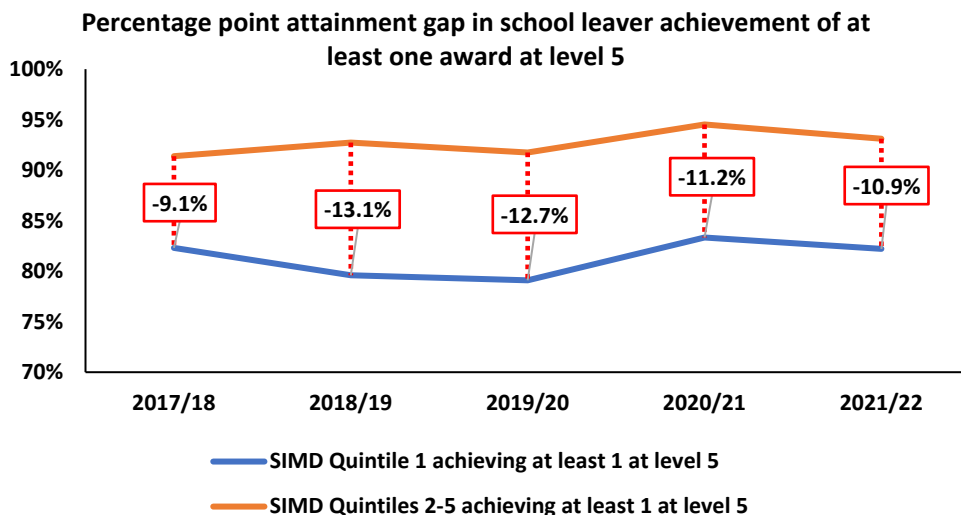
Primary literacy and numeracy attainment gaps within Broad General Education (BGE) have started to reduce again following the covid-19 pandemic. Although these attainment gaps continue to be greater than pre-pandemic levels, recent data suggests further reductions will occur in part due to targeted interventions across education establishments.

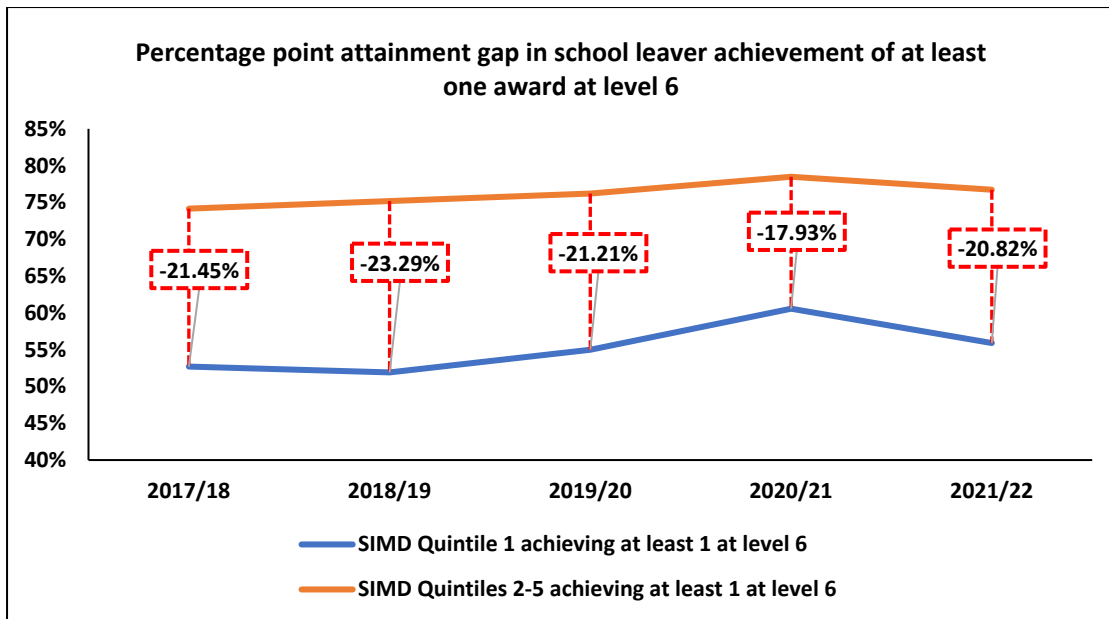




*School Leavers Attainment Gap (Breadth and Depth)*

In the 2022-23 academic year, the attainment gap between the most and least disadvantaged school leavers achieving at least 1 qualification at SCQF Level 5 has reduced over the last three years. The percentage point gap between learners living in the 20% most deprived areas of North Ayrshire compared to all other learners is 10.9 percentage points in the most recently published data. The attainment gap in percentage points of school leavers living in 20% most deprived areas (Quintile 1) attaining at least 1 qualification at level 6, is lower in the most recent year than before the pandemic. It must be noted however that Alternative Certification models have been in place from 2020-2022 so caution is advised when interpreting this dataset.

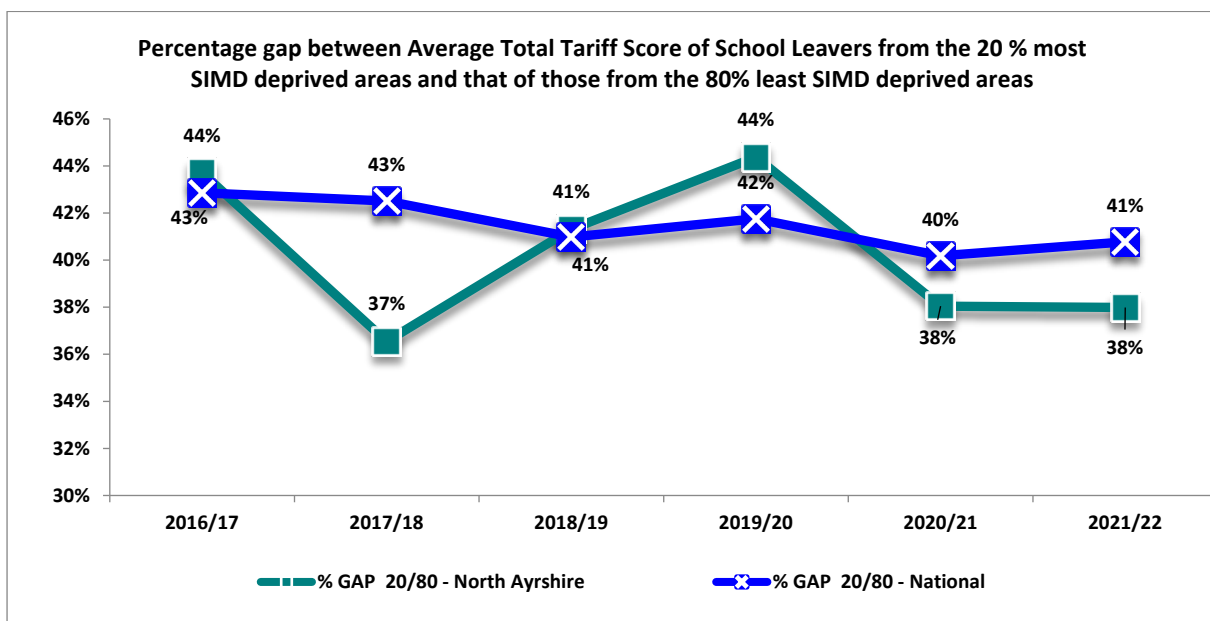




#### School Leavers Attainment Gap (Average Total Tariff Score)

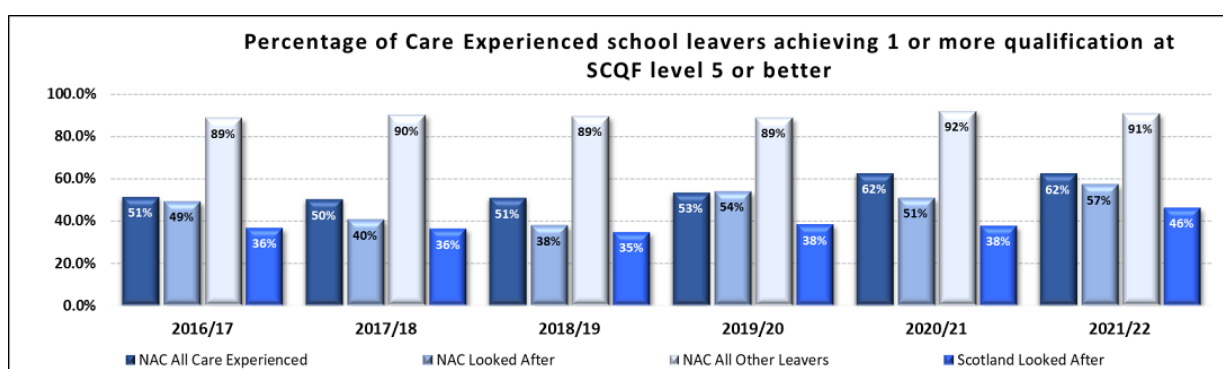
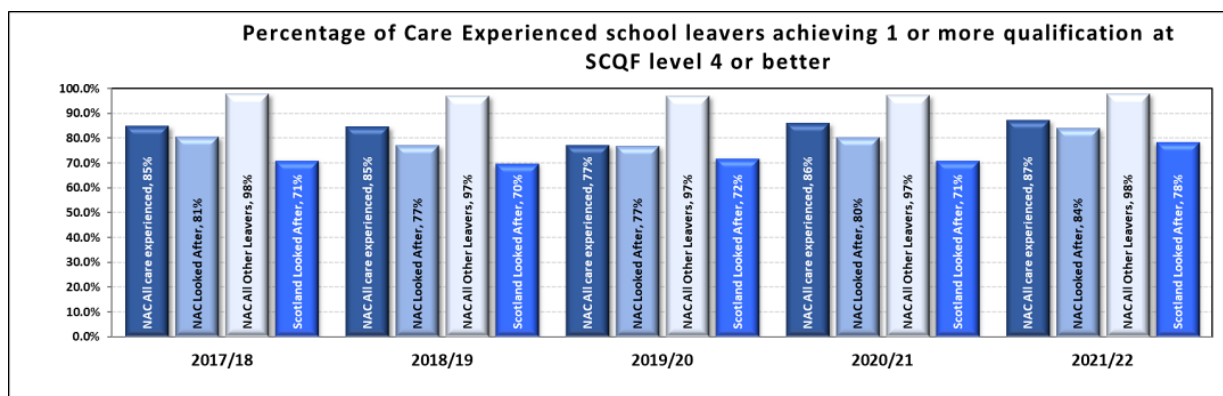
Average total tariff score is a measure of the pupil's latest and best awarded qualifications. Tariff points are assigned to each unit or course achieved by learners – in all SCQF-graded awards, not only those provided by SQA. This acknowledges to a greater extent the drive towards wider achievement qualifications and encourages schools to offer curricular choices tailored to a variety of pupil abilities and aspirations.

The attainment gap in average total tariff score between school leavers living in North Ayrshire's 20% most deprived areas and pupils living in all other SIMD deciles has reduced considerably over a five-year period by 6 percentage points. Over the last two years, our performance has stabilised below the corresponding national figure. Again, caution should be taken in interpreting this data owing to the specific circumstances and Alternative Certification models in place since 2020.



### Care Experienced Leavers educational outcomes

In North Ayrshire we count all children and young people as “care experienced” if they are currently looked after at home, away from home or if they have ever been looked after at any point in the past. Care experienced leavers in North Ayrshire are continuing a positive 5-year trend of attainment in the number of Level 4 and Level 5 qualifications achieved. In 2022, 87% of North Ayrshire’s care experienced leavers attained at least 1 qualification at SCQF Level 4 or better, the highest performance in the 5-year trend. For Level 5, 62% of care experienced leavers achieved at least 1 qualification which is in line with highest performance in the 5-year trend. The national report on Educational Outcomes for Looked After Children does not publish attainment data for all care experienced learners, focusing instead on those who were “looked after” in that year. In the charts below, North Ayrshire’s Care Experienced outcomes as well as North Ayrshire’s Looked After outcomes are displayed, in order to be able to benchmark the data against the available national level statistics.



## Education Service Priority 3

Improvement in skills and sustained, positive school leaver destinations for all young people

### Theme 1: Improved Skills

Schools across North Ayrshire continue to diversify their curriculum to grow and develop the skills of our young people. In addition to SQA National Qualifications, over 60 additional courses across a wide range are offered such as Beekeeping, Digital Media, First Aid and Film & Media Studies. All secondary schools are either on the journey towards or have already achieved SCQF Ambassador School status, promoting attainment and achievement in a vast range of skills. Ayrshire College has continued to work with secondary schools to develop skills mapping from Senior Phase courses into College Pathways. Furthermore, in partnership with Ayrshire Chamber of Commerce, work experience opportunities have also been successfully reintroduced, thereby strengthening access to workplace skills and qualifications.

### Theme 2: Improved Transitions

The above work informs post-school transitions which are supported by a wide network in schools and external partners. For example, each secondary school has a Developing Young Workforce (DYW) Coordinator who promotes opportunities and pathways designed to ensure young people have the opportunity to develop skills responsive to future economic changes.

Schools have increased their use of the SEEMIS *16plus* Tab which has enabled earlier identification of specific groups of school leavers through the Skills Development Scotland (SDS) Data Hub. This data is used by them and other partners for early intervention and support in advance of anticipated school leaving date. For example, in partnership with SDS and North Ayrshire's Local Employability Partnership (LEP), 169 young people were identified to take part in an offer delivered by employability training partners CEIS (Community Enterprise in Scotland). Young people took part in workshops focusing on confidence, skills & qualities, workplace health & safety and money management.

As part of the Local Employability Partnership, an evening was held targeting young people across North Ayrshire considering next steps beyond school. The *Your Next Move* event was attended by over 600 young people and families with over 40 local employers and Ayrshire College represented. Supplementary events were also held on Arran and a uniquely adapted *Reverse Job Fair* for Lockhart Campus to ensure universal access for all leavers.

### Theme 3: Partnerships to improve learner outcomes post-school

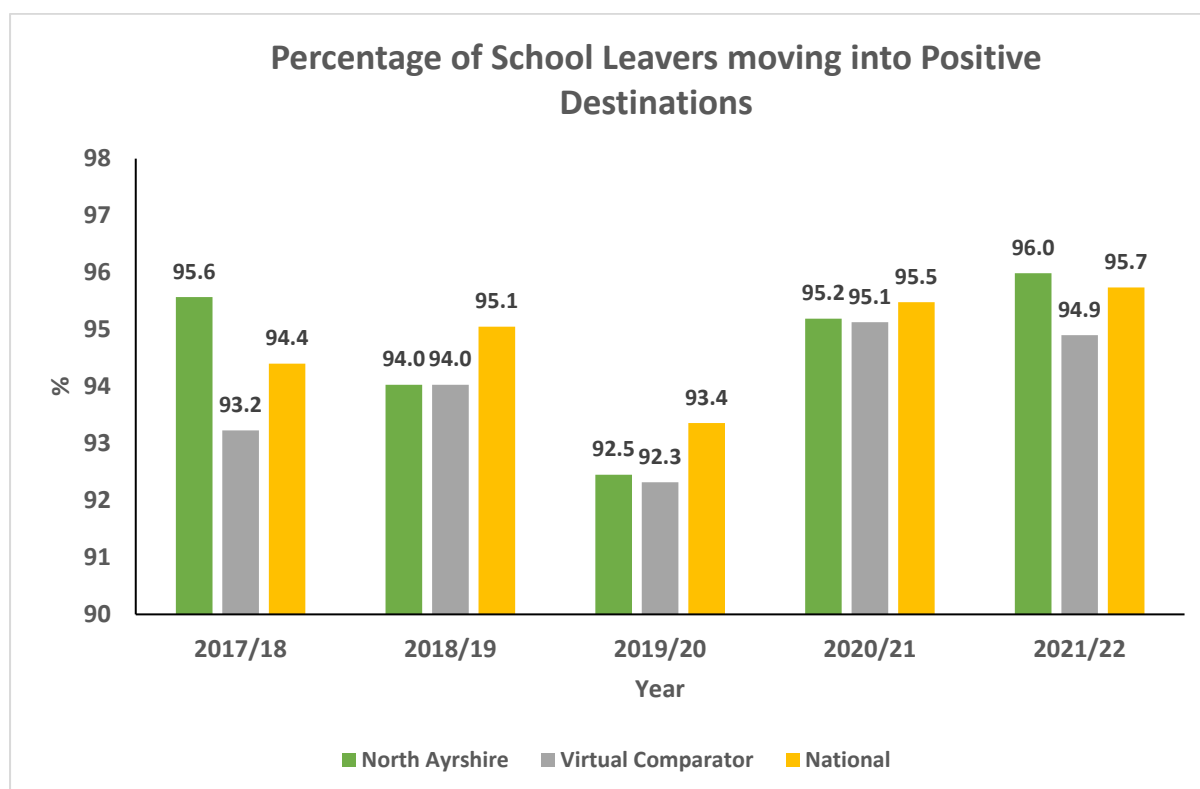
The School-College partnership with Ayrshire College continues to form a valuable part of the curriculum. The offer provides high quality senior phase vocational courses from Level 4 and above and continues to support young people to prepare for employment and Further or Higher Education. It also builds a network of support for young people as they move between school and college or university and plan progression pathways onto full-time courses. Our School-College Partnership team meet regularly to discuss the attendance and progress of each pupil to ensure all possible step success on their college course.

Education works in partnership with North Ayrshire Employability Service to offer individualised support. This feeds into a *programmes, partners and referrals* process which offers various pathways for vulnerable leavers and supported by partner agencies. For example, Barnardos are employed for targeted and outreach work with young people, including care experienced, facing significant challenges in accessing a positive destination.

### Performance Indicators for Priority 3

#### *School Leavers entering an initial positive destination*

An initial positive destination means that a school leaver has gone on to one of the following activities immediately after leaving school: further or higher education, training, skills development or employment. At 96%, the proportion of leavers in North Ayrshire moving into an initial positive destination is the highest on record, above the Virtual Comparator and National performance. To maximise the percentage of school leavers entering and sustaining positive destinations, schools continue to work hard in strong partnership with Skills Development Scotland.



#### *The Annual Participation Measure for all 16-19 year-olds*

The Annual Participation Measure (APM) is a measurement of the proportion of 16-19 year olds participating in education, training or employment over a whole year (1st April-31st March). The indicator provides a measure of the status of the wider aged 16-19 cohort – not just those who have left school. The Annual Participation Measure, covering the year from April 2022 – March 2023 showed

that of the 5,872 16-19 year olds in North Ayrshire, 93.9% were in education, employment or training and personal development. This is the highest on record since the APM started in 2016.

**[INSERT GRAPH – ANNUAL PARTICIPATION MEASURE 2023]**



## Education Service Priority 4

Improvement in children and young people's health and wellbeing

### Theme 1: Supporting mental health and wellbeing

#### Counselling supports and community wellbeing supports

A full counselling review has been undertaken this session and has involved consultation with stakeholders including children and young people, school staff and counsellors.

A literature review of effective practice was also undertaken. This review has been used to shape the future model of primary school counselling and update the well-established secondary school counselling service, which has been in place since the start of the Attainment Challenge. Whilst it has been necessary to change the primary school counselling offer, we are confident that the links with wider mental health and wellbeing (MHWB) supports that have been established as part of this review will ensure that there will be support available for this age group.

In terms of how the counselling service has supported staff practice within our schools, the impacts can be summarised in three main categories:

- School staff are able to support individual pupils better (through for example being more familiar with appropriate support strategies and language).
- School staff have greater awareness and knowledge (of themes such as trauma and its impact).
- School staff have strengthened positive relationships (with for example other professionals working together to support a young person, as well as strengthened links with the home).

Some impact data on how counselling services have supported a wide range of children and young people across North Ayrshire are included at the end of this section.

The Education Service is the lead partner in the delivery of the Children and Young People's Community Mental Health and Wellbeing Supports and Services Framework. Children, Young People and Families have access to a range of supports and services within their communities to support emotional distress and to promote positive mental health and wellbeing. Data gathering and consultation with the community has been central to the development of services. Key highlights include the employment of a Welfare Rights Officer (WRO) to engage directly with families following referral from education staff. Over the course of the 2022-23 school year, this has resulted in financial gains of over £572,000 for families who need it most. The link between financial insecurity and poor mental health is well documented and the positive impacts of our approach in North Ayrshire are increasingly evident.

*"Just wanted to say thanks again. After coming off the phone to you I felt like I could see a light. I have so much to work through regarding my mental health so having these options of unfit to work and the Scottish pip gives me that time without the pressure."*

(Feedback from a Parent/Carer following initial meeting with WRO)

71 children, young people and families have benefited from co-produced bespoke supports which have had a positive impact on mental wellbeing. Examples of referral reasons for support include:

- family relationships / home issues
- poverty / homelessness
- trauma

with many children and young people experiencing multiple barriers to positive wellbeing.

*“Personally, as a parent / observer I can see the big difference in the way they self-regulate if a situation becomes challenging and they feel triggered ....”*

(Feedback from a mum whose child has neurodiversity and identifies as non-binary)

A review of the Kilwinning and Largs Wellness Models has taken place. The Education Service in partnership with NHS Ayrshire and Arran Public Health along with multi-agency partners have used this review as the basis for developing a refreshed and expanded approach to supporting children and young people’s wellbeing across the whole authority, with the revised Wellness Model being rolled out to additional localities. Our review highlighted the importance and benefits of all agencies working together to have a positive impact on mental health and wellbeing in our communities.

### Whole school approaches to mental health and wellbeing

This session we have continued our focus on ensuring children, young people and families have access to the right supports at the right time in our schools and communities. One cluster has piloted the Whole School Approaches to MHWB self-evaluation tool, and this has shaped the further enhancement of supports within establishments.

Education staff have had access to an extensive range of professional learning opportunities with an additional 200 members of staff engaging with our Children and Young People’s Mental Health and Wellbeing Professional Learning Resource this session. In addition, we now have 93 members of staff across a range of schools who are trained to deliver Let’s Introduce Anxiety Management (LIAM). To broaden the reach of this approach, we have this year developed a “LIAM at home” project which targets children and young people whose engagement with education is impacted by anxiety. This new project is showing early signs of success. Across the authority, 33 children and young people have completed the wider LIAM programme this year with an additional 8 engaging with group work. Positive impacts have included: young people who can now cope with being in crowded spaces; a reduction in exam stress; and an increase in the number of young people who are now able to come to school without feeling anxious. In addition we have delivered Suicide Prevention Training, with 15 additional staff trained in Applied Suicide Intervention Skills (ASIST), 54 members of staff trained in Assessing Suicide Risk in Kids (ASK) and 29 in safeTALK – Suicide Awareness training. All S6 pupils in our Secondary Schools have been offered Suicide Awareness Training (safeTALK) with over 100 young people taking part in training during June, feedback from young people indicates they feel more confident to have conversations around wellbeing with their peers.

Our partnership with See Me See Change continues to develop with NAC Education Service contributing to the further enhancement of the national anti-discrimination and stigma youth programme. 200 senior pupils took part in training in June 2023 in preparation for next session. This session, the See Me Ambassadors delivered assemblies, PSE lessons, supported mental health and wellbeing sessions in Primary schools and held bakes sales to raise awareness of mental health.

The Mentors in Violence Prevention (MVP) programme is now embedded in our secondary establishments. MVP network representatives from each school meet termly to share ideas, update on progress and share good practice, some of which has been used nationally as an example of good practice.



Capacity building for staff has continued in 2023 with bespoke North Ayrshire training delivered by our newly upskilled team of in-house MVP trainers. We have partnered with staff from Active schools, KA Leisure, and Youth services to broaden the reach of this preventative programme further into our

communities.

We have invested in the recruitment of 12 additional Area Inclusion Workers who, along with the original team have undertaken extensive professional learning around supporting children and families with their mental wellbeing. They have a key role in maximising school attendance, providing support and guidance to families and delivering Health and Wellbeing Sessions to children. Most pupils who have engaged with one of our Area Inclusion Workers have shown an improvement in their mental health and wellbeing and school attendance. Further evaluation is continuing to support the identification of the most impactful interventions.

Education Staff all have access to an ever-expanding range of resources to support and promote positive mental health and wellbeing through a dedicated glow blog (staff website). There have been over 7,000 engagements with the support materials by our staff in the academic session 2022-23.

### Promoting staff wellbeing

We used research and the action research paper developed to inform a staff development session, which helped to demonstrate areas of strength and areas of development.

One of the significant messages noted was the impact of workload and bureaucracy on wellbeing, staff highlighted the value of being listened to and involved in decision making and this has informed how we have worked with staff across the service this session. Wider feedback was shared with all staff and included areas of focus for both establishments and the authority. We have engaged with a number of schools and centres to explore a practitioner enquiry approach to staff wellbeing, which will be taken forward in session 2023-24 and beyond.

## Theme 2: Supporting social and emotional wellbeing

### Promoting Positive Relationships and whole school nurture

During Session 2022-23 we have undertaken a range of activities to support our Promoting Positive Relationships approach in North Ayrshire. This has included work on Building on Positive Relationships (based on the Non Violent Resistance approach) for both schools and parent workshops. We have run three parent workshops over the session with parents reporting a significant improvement in the behaviour of their children following the workshops. Using the widely available and respected Strengths and Difficulties Questionnaire as a basis for measuring impact, the mean scores for children's total difficulties significantly reduced following the 10-week parent group. We have also run

workshops for our primary and secondary schools as well as our Area inclusion workers and further developed our Building on Positive Relationships plans in line with this.

A key part of our work this session has been a review of our whole school nurture approach to ensure that nurture principles are embedded within the whole school system at the same time as building capacity towards a consistent, authority-wide approach to whole-school nurture. This review has included surveys with stakeholders including:

- 832 staff who responded to our main review questionnaire
- 32 children and young people in focus groups across 4 primary and 2 secondary schools
- 11 Educational Psychologists, 15 Head Teachers and 141 teacher and classroom assistant responses to additional questionnaires.
- We also explored our current approaches and held a stakeholder event to look at next steps. Some of the feedback from this work is detailed below:

**TRAINING & CONFIDENCE**


74% of our CT, CA, and SMT respondents have received professional learning on the Nurturing Principles.



79% of our CT, CA, and SMT respondents feel confident applying their learning of nurturing principles into practice, either all of the time or most of the time.

21 of the CYP we spoke to reported having a good adult in their establishments and described positive experiences with them. A good adult was described as someone who is nurturing, caring, warm, genuine, empathetic, helpful, and prioritises their relationships with their pupils.

**ONE GOOD ADULT**



Following the review, work has commenced on updating the professional learning programme supporting this work, developing a whole school nurture benchmarking framework to support school self-evaluation and planning for improvement in this area and the establishment of a Service Improvement Group to take this work forward into session 2023-24 and beyond.

### Targeted Nurture

There are currently 22 Primary Nurture Groups and 9 Secondary Nurture Groups, with 4 further primary PEF funded groups operating a range of tailor-made nurture models with target groups, supported by the authority-wide Principal Teacher of Nurture. Clear guidelines have been produced and shared with each sector, alongside a quality assurance framework and weekly professional learning sessions.



A summary of impact of nurture interventions is included in the table below:

### Positive outcomes of targeted nurture approaches

Children and young people in primary and secondary settings who have received nurture support are showing gains in social and emotional progress and are continuing to access mainstream education.

Children and young people who have received nurture support are attaining and achieving more closely in line with peers over time.

Education establishments can demonstrate an increased understanding and application of whole school nurturing approaches. This will increase establishment understanding and awareness of the interdependencies between effective nurture and mental health and wellbeing support.

Of the 832 staff who responded to our nurture survey, 78% felt confident applying what they have learned about nurturing approaches in practice.

St Matthew's Academy were awarded the prestigious Marjory Boxall Nurture Quality Mark Award in 2023 in recognition of their support of Children and Young people. They also became North Ayrshire's first secondary schools to achieve the Rights Respecting Schools Gold Award, in no small part due to their commitment to Nurture.

A longitudinal study is currently in preparation tracing the views and development of those pupils who attended nurture previously, with publication expected in session 2023-24.

## Performance Indicators for Priority 4

### *School Counselling*

In the most recent data collection (covering the period from January to June 2023 which included 447 children accessing school counsellors), North Ayrshire had 294 hours of school counselling being provided per week, with 99% of children and young people reporting an improved outcome following access to a counsellor.

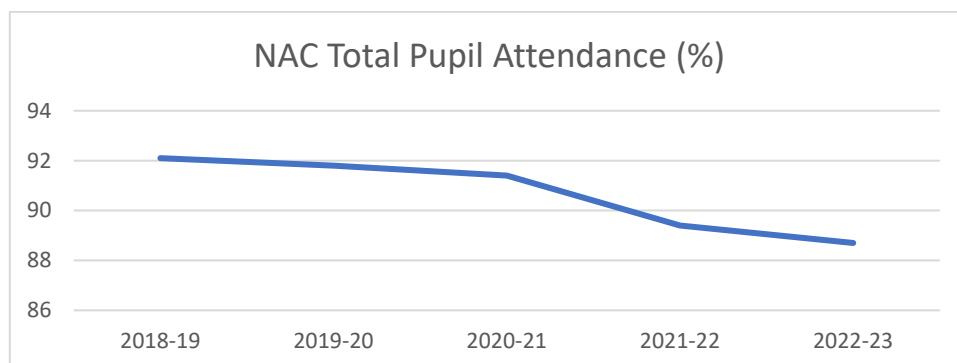
The highest frequency reasons for presenting to a counsellor were: anxiety, depression or low mood, emotional or behavioural difficulties, family problems, stress, self-worth, academic issues, trauma.

### *Community mental health and wellbeing supports and services*

Across the whole academic year 2022-23, a total of 6,038 children and young people accessed community health and wellbeing supports and services. Overall, out of the 5,237 people who accessed positive mental health and wellbeing services, 72% had measurable improved outcomes at the time of this report being written.

### *Pupil attendance data*

Attendance has declined across North Ayrshire schools since the onset of the COVID pandemic and has not yet recovered. This general trend also appears to be reflected in national statistics. As a result, the Education Service has incorporated this theme into the next Service Improvement Plan for 2023-24.



## Education Service Priority 5

Placing human rights and needs of every child and young person at the centre of education

### Theme 1: Supporting needs

#### Supporting needs through renewed systems and processes

Following a collaborative review of the processes involved in supporting needs, specific areas were targeted for redesign. We sought to identify and retain the effective, well-established elements whilst refining and co-designing others. Our Staged Intervention policy for identifying and planning for children and young people with additional needs was redesigned and simplified. This focuses on three elements of support: Enhanced Universal, Stage 1 and Stage 2. The policy includes detailed descriptors around each element which clarify the level of need and how these can be best supported. Streamlined approaches to short, medium and long term planning are in place along with clear guidance on how meetings with young people and their families are recorded to ensure we fully comply with legislation.

Processes for accessing supports such as the Outreach Support Service (Extended Outreach and Tuition Support), Early Years Inclusion Support Service (EYIST) and Accessibility Strategy have been streamlined to enable a service which is learner centred with clear routes to referral. Accessing these services can be time-critical and so the referral pathways have been separated from the existing Inclusion Group to speed up this process and reduce the number of cases being considered at this forum.

At all stages, collaboration and co-creation have been crucial with evaluation ongoing. Leaders from all sectors and at all levels have been involved with the evaluations demonstrating the effectiveness of the approach in ensuring all voices are heard, policies are co-designed and there is a clear sense of joint ownership across the Service.

#### Supporting needs through enhanced provisions

Following successful pilot projects running in Greenwood Academy and Irvine Royal Academy in 2021-22, Secondary Support Resources were established in all 9 secondary schools. The approach to the design was developed in line with the national 'Guidance on the Presumption to Provide Education in a Mainstream Setting' published in March 2019. We were also guided by the 2017 Supporting Children's Learning Code of Practice and the Standards in Scotland's Schools etc. Act (2000).

This enhanced support resource is available to learners across all secondary schools and offers an environment which supports personalised learning for young people who have a range of support needs and require ongoing enhanced transition. This is *not* specialist provision, instead is a way of offering *targeted support* to those who require it to support their *mainstream experience*.

A network of senior leaders was established to co-create and develop guidance and ensure there were consistent pillars of practice, whilst enabling schools to tailor their provision to match the needs of their current cohort of learners. Learners were identified by cluster primaries as well as through the Inclusion Group. Data and impact reports were compiled and showed that, in this first full year, over 300 learners were supported to attend their mainstream secondary provision. Data demonstrates that there were significant impacts in the areas of attendance, engagement, motivation and positive attitudes to school and self.



Links with educational psychologists and the mental health and wellbeing team have ensure that staff are well-trained and feel confident in the impact they are making on the lives of the young people they support. Evaluations from your people and their families demonstrate the high regard in which the support is held.

### Supporting needs through professional learning

The needs of young people have grown in complexity and it has been imperative for us to review and enhance our already significant range of professional learning available to staff teams. Initial evaluations demonstrated the exceptional range of professional learning available locally, nationally and internationally. Therefore, the focus was on curating and signposting this learning for leaders, teachers and support staff.

A professional learning tile was created on GLOW which covers all aspects of supporting needs. This is divided into a range of themes, which were decided upon based on data around the needs most prevalent within our establishments. Topics such as supporting neurodiverse learners, trauma informed practice, SCERTS and Building Positive Relationships are signposted and include professional reading, staff workshops and useful links. There are also links to our partner organisations who have played a key role in supporting our establishments and learners over the course of the session.

This site is complemented by the NACEDinform site which contains all relevant policies, paperwork and referral pathways.

## Theme 2: Maximising learner participation and voice

### Learner Participation

Research published by Scotland's Commissioner for Children and Young People "How Young People's Participation in School Supports Attainment and Achievement" highlights a strong correlation between schools' approaches to learner participation and levels of achievement and attainment. Having reviewed the national context, the Education service prioritised the placing of human rights and needs of every child and young person at the centre of all educational establishments.

A new Learner Participation Strategy has been introduced involving schools and early years settings, clusters and local authority officers. Staff have participated in collaborative sessions to ensure that the new strategy is "fit for purpose". The learner participation strategy will be further developed in session 23-24 through the co-creation and co-design of a pupil-friendly version with learners. The strategy and follow up action plan will be monitored and reviewed by the Service Improvement Group responsible for Learner Participation.

### Rights Respecting Schools (RRS)

Considerable progress has been made over the last three years across the Rights Respecting Schools programme (RRS). This programme has been promoted and introduced into almost all of our schools. The Rights Respecting Schools Award recognises achievement in putting the United Nations Convention on the Rights of the Child (UNCRC) at the heart of a school's planning, policies, practice and ethos. Children's rights underpin the Getting it Right for Every Child approach.

Over 90% of our schools have achieved or are working towards RRS status, which is divided into bronze, silver and gold levels.

RRS Gold Award is the highest level of the award and is granted to schools that have fully embedded the principles of the UNCRC into their ethos and curriculum. The accreditation is valid for a period of three years.

The following North Ayrshire schools have achieved Gold status:

Ardeer Primary School; Beith Primary School; Dykesmains Primary School; Glencairn Primary School; Stanley Primary School; St Bridget’s Primary School; St Luke’s Primary School; St Mary’s Primary School; St Matthew’s Academy; Whitehirst Park Primary School,

The remainder of schools engaging with RRS awards are at Bronze level, working towards silver or working to maintain their Silver status.

Rights education and the Rights Respecting Schools approach remain areas of success and strength.

The RRS approach is evident in all schools with success being shared through their social media platforms and via attractive school and classroom displays. Focus groups of children reveal that they are knowledgeable about their own and others’ rights. Increasingly children and young people are taking on elements of responsibility and participation ensuring that all schools listen and involve pupils fully in decisions that affect them and their school community. A focus on inclusion and equality by our schools and centres ensures increasing opportunities are provided for those with protected characteristics.

### Theme 3: Maximising parent/carer involvement and engagement

Developing a range of initiatives, interventions, and programmes to increase opportunities to enhance family engagement in learning continues to be the focus of our Family Learning Team. The Team has worked closely with schools and families to devise and develop family learning opportunities which meet the needs of parents and families.

This session a total of 2,566 families engaged in Family Learning opportunities offered in school and within the local community. Throughout this year Family Learning opportunities were delivered across 39 primary schools and 6 secondary schools.

The programmes delivered by the Family Learning Team can be split into four key areas – Curriculum, Transition, Health & Wellbeing, and Learning Opportunities for Parents/Carers. Through individual school requests the team has delivered 19 different interventions during 2022 – 23.

Programme	Family Participation
Read Write Count Gifting to P2 & P3	510
Family STEM (Including Young STEM Leader)	343
Outdoor Learning (Including John Muir Award)	263
Transition (Into P1 and P7 – S1)	183
Family Literacy	171
Family Food & Fitness	170

The outcome of all interventions delivered by the Family Learning Team are evaluated through seeking family feedback and ongoing monitoring throughout the year to ensure the needs of families are being



met. Evaluations continue to provide evidence of impact, particularly under the following wellbeing indicators:

- Safe - Family gains more knowledge and understanding of how to reduce their child/young person's risk of harm online.
- Healthy – Parents/Carers know how their child/young person can lead a healthy lifestyle and know how to support their child's development and emotional needs.
- Nurtured - Family interacts positively through play/interactions.
- Achieving - Parents/Carers understand how their child learns in school and how this can be supported at home, can prepare their child for transition onto primary/secondary, and have improved skills through attending formal and informal training.
- Respected – Parents/Carers are involved in decision making processes about matters that affect them and have increased opportunities or support within the community.
- Included - Family feels involved in their school community through attending a range of school and family learning opportunities.

## Overview of Pupil Equity Funding

Pupil Equity Funding (PEF) is provided to head teachers to reduce the poverty related attainment gap within their education establishment. 95% of schools in Scotland have been allocated funding for pupils in P1-S3 known to be eligible for free school meals. North Ayrshire schools have received Pupil Equity Funding for six years with funding allocations fixed until 2026. In total North Ayrshire schools receive £4,172,180 in Pupil Equity Funding each year. A considerable effort has been made in the 2022-23 academic year to ensure PEF is fully utilised to reduce the poverty-related attainment gap. This is evidenced by the significant reduction in PEF carried forward into the beginning of the next financial year, which has reduced by almost 20%.

Pupil Equity Funding must provide targeted support for children and young people affected by poverty to achieve their full potential. Although the funding is allocated based on free school meal eligibility, Head Teachers can use their professional judgement to determine which pupils receive targeted support. All schools work with their school community to decide how to invest PEF and are encouraged to use participatory budgeting approaches to inform decision making. Examples of how PEF has been used in North Ayrshire's schools this year are included in the next section of this report.

Head teachers have full autonomy to allocate PEF to address poverty related attainment gaps in their school. Schools are also responsible for measuring and evaluating the impact of PEF interventions. Approaches vary on a school-to-school basis but in most circumstances measurement of PEF impact focuses on the pupils who benefit from the intervention at school level through qualitative and quantitative data. A sample of the impact of a range of PEF interventions is included in this report, however, information about all schools is also contained within individual school Standards and Quality Reports, which are accessible via the Council website.

## PEF Case Studies

### PEF Case Study: Glebe Primary School

(Linked to Priority 1 – Improving Attainment, particularly in literacy and numeracy)

Pupil Equity Funding was partly used in Glebe Primary School to fund additional classroom assistants to provide targeted support for children experiencing challenges engaging with learning due to social, emotional, behavioural, and mental health needs. A range of approaches were put in place including supporting learners in small groups which has improved engagement in literacy and numeracy. All pupils using the 5-minute Literacy box improved, with an average improvement of 25.8% across all learners. Similarly, all pupils using the 5-minute Number box improved with an average improvement of 13.6% across all learners. In addition, all pupils targeted through the Talk Boost intervention improved with an average improvement of 16.7% across all learners. Funding classroom assistants has enabled the school to fund a variety of lunchtime clubs for sports and wellbeing. As a result, behaviour in the playground has improved and pupils appear more respectful and engage better with each other. The recent Parent/Carer questionnaire said that 91% of parents feel behaviour in the school is positive which has increased by 19% since 2019. Feedback and pupil attendance at lunchtime clubs has been very positive with 84% of the school attending with all pupils attending at least one or more club per week. Tracking of in and out of school wider achievement activity ensures the school can encourage pupils not attending any activities as it is recognised this can be an important aspect of promoting positive mental health and wellbeing as well as engagement with learning through supporting the development relationships and social skills.

### PEF Case Study: St Mark's Primary School

(Linked to Priority 2 – Closing the attainment gap between the most and least disadvantaged children and young people)

St Mark's Primary School have creatively used a small amount of their Pupil Equity Funding to restart a breakfast club in October 2022. Since it re-started the school has a team of volunteers from the community who provide a free breakfast to between 60 and 100 children daily between 8.30am and 8.55am. There have been multiple benefits for members of our school community with children all given access to a free breakfast to ensure that no child is hungry and that they are ready to focus, concentrate and learn as soon as the school day begins. Breakfast club has allowed children to meet up with their friends and to make new friends as well as deepen connections between the school and the local community. This has been a support for parents helping to reduce the stress of the morning routine, cost of the school day and support parents to work. The school has also seen a reduction in the number of late comings, as the children are able to have breakfast in school. The breakfast club has been very well received by new families and was welcomed back by existing children and families. Work is currently underway to ensure the school can measure the impact of the breakfast club through the 4 capacities with a focus on promoting this support to families who may benefit from the breakfast club.

### PEF Case Study: Elderbank Primary School

(Linked to Priority 4 – Improvement in children and young people's health and wellbeing)

Elderbank Primary School has used some of its Pupil Equity Funding to support mental health and wellbeing of learners through enhancing pastoral support and developing a health and wellbeing programme. A key part of this has been starting to use the Glasgow Motivational and Wellbeing Profile as an assessment tool, targeting groups of P5 and P6 pupils. Data shows improvement for all pupils across SHANARRI indicators with progress varying from incremental to significant. A new pastoral support teacher has provided advice to practitioners on supporting behaviour within the classroom and ensuring classroom environments can effectively meet individual pupil needs. The CIRCLE resource has been used as a guiding document, providing an autism and dyslexia friendly classroom where pupils feel safe and included within a differentiated setting, including an accessible calm area where time can be taken to self-regulate. Professional learning opportunities have been offered to class teachers and support staff on a range of topics including children experiencing distressed behaviour, nurture, change and loss, and restorative practice. The pastoral support teacher has also worked closely with parents/carers and other partners to address low attendance and social anxieties around coming to school to ensure the best level of care, support and communication is in place to improve pupil outcomes.

## Progress towards our single-year Stretch Aims

For the first time in 2022-23, all local authorities were required to set stretch aims, to indicate the progress they intended to make on a range of improvement activities. In the tables below, North Ayrshire's stretch aims for 2022-23 are recorded along with the baseline position in 2022 and the actual position by August 2023. Most of the stretch aims were not achieved. The legacy impacts of the COVID pandemic are still evident. To show progress over a longer time frame, this year's data has been compared with our performance from two years ago (for curriculum for excellence levels) or from four years ago (for all other stretch aims). Since originally publishing its guidance on stretch aims in 2022, the Scottish Government has now revised this approach, requesting that local authorities set stretch aims over a longer time frame. North Ayrshire Council had already created longer-term stretch aims last year and an update on progress is provided at the end of this section.

<b>Stretch Aim 1</b>				
The proportion of learners in North Ayrshire who achieve the expected levels of attainment in literacy at P1, P4 and P7 will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	67%	60%	74%	-14pp
2023 stretch aim	71%	67%	75%	-8pp
<b>2023 actual</b>	<b>68%</b>	<b>62%</b>	<b>74%</b>	<b>-12pp</b>
<i>1-year progress (2022-23)</i>	<i>Improved</i>	<i>Improved</i>	<i>No change</i>	<i>Improved</i>
<i>2-year progress (2021-23)</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>

<b>Stretch Aim 2</b>				
The proportion of learners in North Ayrshire who achieve the expected levels of attainment in numeracy at P1, P4 and P7 will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	75%	69%	81%	-12pp
2023 stretch aim	77%	72%	81%	-9pp
<b>2023 actual</b>	<b>76%</b>	<b>71%</b>	<b>80%</b>	<b>-9pp</b>
<i>1-year progress (2022-23)</i>	<i>Improved</i>	<i>Improved</i>	<i>Not Improved</i>	<i>Improved</i>
<i>2-year progress (2021-23)</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>

<b>Stretch Aim 3</b>				
The proportion of school leavers who achieve one or more passes at SCQF Level 5 (grades A-C or better) will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	87%	81%	92%	-11pp
2023 stretch aim	88%	82%	92%	-10pp
<b>2023 actual</b>	<b>86%</b>	<b>79%</b>	<b>92%</b>	<b>-13pp</b>
<i>1-year progress (2022-23)</i>	<i>Not Improved</i>	<i>Not Improved</i>	<i>No change</i>	<i>Not Improved</i>
<i>4-year progress (2019-23)</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>

<b>Stretch Aim 4</b>				
The proportion of school leavers who achieve one or more passes at SCQF Level 6 (grades A-C or better) will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	64%	54%	72%	-18pp
2023 stretch aim	65%	55%	72%	-17pp
<b>2023 actual</b>	<b>60%</b>	<b>45%</b>	<b>71%</b>	<b>-26pp</b>
1-year progress (2022-23)	<i>Not Improved</i>	<i>Not Improved</i>	<i>Not Improved</i>	<i>Not Improved</i>
4-year progress (2019-23)	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Not Improved</i>

<b>Stretch Aim 5</b>				
The proportion of 16-19 year olds who are participating in education, employment or training will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	91%	88%	93%	-5pp
2023 stretch aim	91%	89%	93%	-4pp
<b>2023 actual</b>	<b>94%</b>	<b>91%</b>	<b>95%</b>	<b>-4pp</b>
1-year progress (2022-23)	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>
4-year progress (2019-23)	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>	<i>Improved</i>

<b>Stretch Aim 6</b>				
School attendance levels will increase.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	89%	88%	91%	-3pp
2023 stretch aim	91%	89%	92%	-3pp
<b>2023 actual</b>	<b>89%</b>	<b>87%</b>	<b>91%</b>	<b>-4pp</b>
1-year progress (2022-23)	<i>Not improved</i>	<i>Not improved</i>	<i>Not improved</i>	<i>Not improved</i>
4-year progress (2019-23)	<i>Not improved</i>	<i>Not improved</i>	<i>Not improved</i>	<i>Not improved</i>

<b>Stretch Aim 7</b>				
Exclusion incidents (per 1000) will reduce.				
	All learners	SIMD Q1	SIMD Q2-5	Gap Q1 vv Q2-5
2022 baseline	18	26	11	15
2023 stretch aim	15	22	10	12
<b>2023 actual</b>				
1-year progress (2022-23)				
4-year progress (2019-23)				

## Progress towards our longer-term stretch aims

In 2022, we set out our ambitions for improvement in a range of educational measures by 2027.

Our longer-term stretch aims are that by 2027...

- 450 more learners in our primary schools will achieve the expected levels of attainment in literacy. By 2023, we are **beginning to make progress** towards this stretch aim.
- 250 more learners in our primary schools will achieve the expected levels of attainment in numeracy. By 2023, we are **beginning to make progress** towards this stretch aim.
- Over 90% of our school leavers will achieve at least one qualification at SCQF Level 5 / National 5 or better. By 2023, we are **making good progress** towards this stretch aim.
- Over three quarters of our school leavers will achieve at least one qualification at SCQF Level 6/Higher or better. By 2023, we are **making some progress** towards this stretch aim.
- At least 165 more 16-19 year-olds will be participating in education, training or employment. By 2023, we are **making very good progress** towards this stretch aim.
- More than two thirds of our pupils will have over 90% attendance in our schools. By 2023, we are **beginning to make progress** towards this stretch aim.
- We will reduce our exclusion rate to no more than 10 per 1000 pupils. By 2023, we are **beginning to make progress** towards this stretch aim.
- We will reduce the overall gaps in attainment between the most and least disadvantaged learners by an average of 5 percentage points. By 2023, we are **beginning to make progress** towards this stretch aim.





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**NORTH AYRSHIRE COUNCIL**

**03 October 2023**

**Cabinet**

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<b>Title:</b>	<b>Chief Social Work Officer Annual Report 2022/23</b>
<b>Purpose:</b>	To provide Cabinet with awareness of the annual Chief Social Work Officer report which is required by the Scottish Government.
<b>Recommendation:</b>	Cabinet members are asked to note: <ol style="list-style-type: none"> <li>1. the contents of this report, in particular the successes and challenges and;</li> <li>2. the skilled and compassionate interventions of our practitioners and managers</li> </ol>

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**1. Executive Summary**

- 1.1 There is a requirement for every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO) and this is contained within Section 3 of the Social Work (Scotland) Act 1968 as amended by Section 45 of the Local Government etc. (Scotland) Act 1994.
- 1.2 In line with the legislation and guidance, the CSWO is required to prepare an annual report for the Council, on all statutory, governance and leadership functions of their CSWO role.
- 1.3 Given all social work and social care functions have been formally delegated to the Integrated Joint Board this report will also be presented to them at a future meeting.

**2. Background**

- 2.1 In 2014, the Office of the Chief Social Work Adviser, following consultation with CSWOs across Scotland, SOLACE and others, identified a more standardised approach to prepare the annual reports.
- 2.2 The report provides an overview by the CSWO of the partnership structures, governance arrangements and the performance of social services in the context of the demographic landscape of North Ayrshire. It looks more closely at the statutory functions of the service and the quality and workforce development within our services. The report is also forward looking, reviewing the preparation for key legislative changes that will impact on our delivery and outlining the key challenges the service will be facing in the forthcoming year.

2.3 The report highlights the range of Social Work activity throughout the year and places that in the context of the socioeconomic challenges faced locally.

### **3. Proposals**

3.1 It is proposed that Cabinet notes the key themes and challenges detailed in the report and that it endorses the report as set out in Appendix 1.

#### **3.2 Anticipated Outcomes**

That North Ayrshire Council, the Integration Joint Board, and the Scottish Government are made aware of the positive impact of Social Work Services in North Ayrshire as well as the significant challenges that are being faced.

#### **3.3 Measuring Impact**

Impact will be measured in terms of the direction and support to continue to transform the delivery of Social Work Services.

### **4. Implications/Socio-economic Duty**

#### **Financial**

4.1 None

#### **Human Resources**

4.2 None

#### **Legal**

4.3 None

#### **Equality/Socio-economic**

4.4 None

#### **Environmental and Sustainability**

4.5 None

#### **Key Priorities**

4.6 This report covers matters which contribute to the key priorities around vulnerable children and adults within North Ayrshire, the Council and IJB Strategic Plans.

#### **Community Wealth Building**

4.7 None

## 5. Consultation

- 5.1 The Extended Partnership Senior Management Team have contributed to the contents of this report.

Caroline Cameron  
Director HSCP/Chief Officer

For further information please contact **Scott Hunter , Chief Social Work Officer** , on [scotthunter@north-ayrshire.gov.uk](mailto:scotthunter@north-ayrshire.gov.uk) .

### **Background Papers**

Appendix 1, CSWO Annual Report 2022/2023

# Chief Social Work Officer Report



2022 – 2023

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## Introduction

### Welcome

It is a pleasure to introduce this year's annual Chief Social Work Officer report for North Ayrshire which covers the period 1<sup>st</sup> April 2022 through 31<sup>st</sup> March 2023.

I noted in my introduction last year that Social Work services remained in unprecedented times and of the value of a unified voice to ensure the role of Social Work is better understood. Upon reflection I start this year's report in the same place. The year past has seen challenges in relation to risk, market stability and resourcing all set against the familiar backdrop of financial pressures. It is humbling to note that in these cases of adversity Partnership staff and colleagues across the health and social care sector responded with professionalism to ensure the best outcomes possible.

The year past has also seen positive contributions to individuals, families and communities across North Ayrshire. Partnership staff and partner agencies have worked together with commitment and compassion to maintain service levels against an exceptionally challenging environment. I would also like to place on record my thanks to colleagues we work with across the statutory and third sector and our independent partners. We are very much stronger together.

In the year ahead we will continue to ensure our Social Work services work in a way that puts our residents at the centre of their care. We will also seek to ensure that when protective measures are required, these are applied in such a way that ensures the safety of those affected and includes them wherever possible.

Finally, I would also like to place on record my appreciation for the compassion and commitment displayed day in, day out by our practitioners, managers, and business support staff to ensure that Social Work and Social Care services are delivered to the best of our abilities to our communities

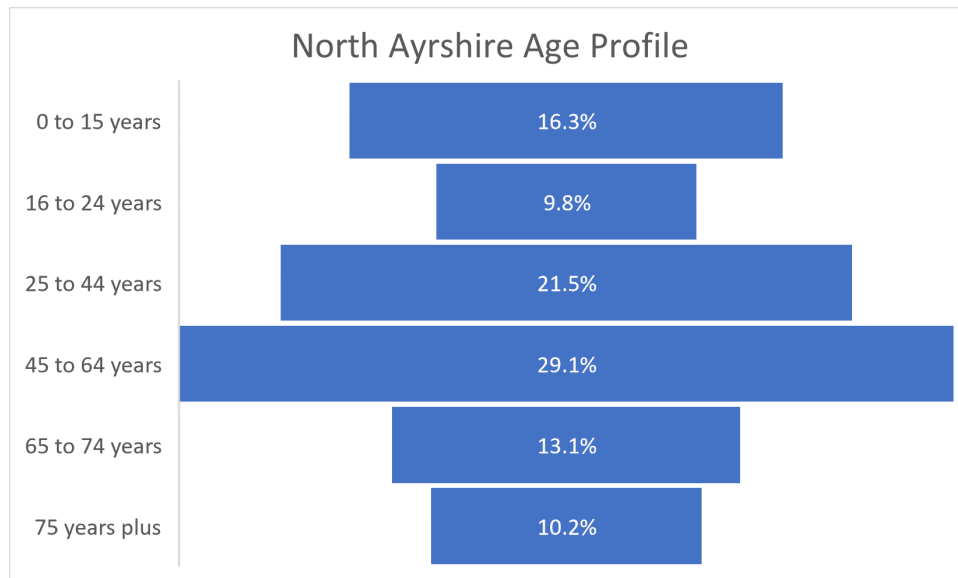
Scott Hunter

Chief Social Work Officer

North Ayrshire Health and Social Care Partnership

## Demographics

North Ayrshire is home to approximately 134,220 people, (National Records for Scotland, Mid-2021 Population Estimates Scotland) all living in its many towns, villages, and islands, with slightly more females (52.5%) than males (47.5%). 16.3% of the population are aged 0 to 15 years, 9.8% are aged 16 to 24 years, 21.5% are aged 25 to 44, 29.1% are aged 45 to 64 years of age, 13.1% ages between 65 to 74 years of age, with 10.2% of our population aged 75 years and above.



The latest update of the Scottish Index of Multiple Deprivation has reconfirmed the deep structural challenges faced by many communities in North Ayrshire, despite steady progress by North Ayrshire Council in its ongoing commitment to eradicate poverty. North Ayrshire is ranked as the fifth most deprived council area in Scotland. Some of the area's most heavily affected by deprivation are concentrated in the Three Towns and Irvine areas but areas in Kilwinning and the Garnock Valley also have above average deprivation.



## Locality Planning

Our six Locality Planning Forums (LPFs) are one of our key mechanisms for engaging with local people. They are chaired by a member of our Integration Joint Board (IJB) and membership is made up of a range of health and social care professionals, third and independent sector representatives and local community groups. Their role is to use their knowledge of services and the local area to support and engage with local people and communities, to identify locality priorities.

In all, nine priorities were identified - seven areas of concern and two areas of opportunity.

### **Priorities of Concern:**

All mainland locality planning forums adopted the priorities below:

- Improving Mental Health and Wellbeing
- Reducing social isolation
- Prevention, early intervention and recovery from drug and alcohol related harms and deaths
- Recovering from the COVID experience

Due to additional local concerns, other identified priorities were adopted in specific localities:

- Enabling financial inclusion and tackling poverty, was adopted in the Three Towns
- Enabling digital inclusion, was also adopted in Three Towns
- Preventing suicides, was adopted by the LPF in North Coast and Cumbrae

### **Priorities of Opportunity:**

The following priorities are shared by all Locality Planning Forums:

- Capitalising on the Covid experience – continuing the legacy of the great partnership working that was developed in the early stages of the pandemic.
- Developing personal self-care/ self-management, coping skills and health literacy

### **Supporting the local priorities**

To help address the identified priorities, our locality planning forums will continue to play a key role in understanding and identifying local need, and continue to feed into the Strategic Planning Group, ensuring the profile of our localities is at the heart of our strategic planning process.

## 1. Governance, Accountability and Statutory Functions

The Chief Social Work Officer is a statutory appointment by virtue of Section 3 of the Social Work (Scotland) Act 1968. The Chief Social Work Officer is appointed for the purposes of the Council's functions under the 1968 Act and under those other enactments listed in Section 5(1B) of that Act. In broad terms, those functions cover all social work and social care services whether provided directly by the council, in partnership with other agencies, or procured by the council and provided by others on its behalf. Those functions are referred to as "social work services".

The qualifications required for the post are set out in the Qualifications of Chief Social Work Officers (Scotland) Regulations 1996. The Chief Social Work Officer is required by section 5(1) of the 1968 Act to carry out the duties of the post under the general guidance of the Scottish Ministers. The Scottish Ministers issued revised and finalised guidance in January 2010.

The overall powers of the Chief Social Work Officer post are:-

- (a) To oversee the discharge of the council's statutory social work duties;
- (b) To ensure the provision of effective professional and objective advice to elected members and officers of the Council in the Council's provision of social work services;
- (c) To secure the effective provision of social work services.

The powers of the Chief Social Work Officer fall into two broad categories; service provision and corporate responsibility:

### *Service provision*

- To establish and develop social work services focussed on the needs of service users, to promote the continuous improvement of those services, and to monitor and raise standards of their delivery;
  - To ensure the effective governance of the balance of need, risk and civil liberties in the provision of social work services in accordance with professional practice;
  - To provide advice on all aspects of workforce planning including safe recruitment practice, supervision, monitoring and assessment of social work students, securing of professional qualifications and continuous learning and development for staff, and supporting and advising managers in all aspects of staff supervision;
  - To ensure the existence of systems to both promote good practice and identify and address poor practice in the provision of social work services;
  - To ensure that significant case reviews are undertaken of all critical incidents either resulting in, or which may have resulted in, serious harm or death; and
- ### 2. Corporate Responsibilities

## *Corporate responsibility*

The Chief Social Work Officer has the following *corporate powers* which require direct access to the Council's Chief Executive', Elected Members of the Council and the Chief Officer, and the provision of forthright and independent advice to them:-

- To ensure compliance with the Council's statutory duties to prepare, publish and review plans for the provision of social work services.
- To promote, communicate, support and review values and standards of professional practice, and to ensure that they are adhered to.
- To establish, in conjunction with the Council's Corporate Management Team, appropriate experience and qualified cover for the post of Chief Social Work Officer during the post-holder's absence or incapacity.
- To report to the Chief Executive and Chief Officer any failure in the Council's corporate policy or governance arrangements designed to reflect the proper balance amongst need, risk and civil liberties in the provision and management of social work services.
- To report to the Chief Executive and Chief Officer any weaknesses and failures in the systems in place to promote good practice and identify and address poor practice in the provision of social work services.
- To report and provide independent comment where necessary to the Chief Executive, Elected Members of the Council and the Chief Officer on the findings of significant case reviews and relevant performance reports and on any other social work related issues.
- To provide an annual report to the Council on all of the statutory, governance and leadership functions of the role of the Chief Social Work Officer

North Ayrshire continues to invest in its oversight of Social Work activity through the provision of a standalone Chief Social Work Officer, further supported by a formal Depute CSWO. The CSWO reports directly to the Director of the NAHSCP and has a direct line to the Chief Executive of the Council. The CSWO represents Social Work within a range of strategic groups including:

IJB, IJB Performance and Audit Committee, IJB Strategic Planning Group, NAHSCP Health Care Governance Committee, HSCP Partnership Senior Management Team, Alcohol and Drugs Partnership, Child Protection Committee, Adult Protection Committee, Chief Officers Group, Carers Advisory Group, Children's Services Strategic Planning Partnership; Corporate Parenting Board, Transitions Strategic Group amongst others.

The CSWO also provides professional oversight as a member of the Care Home Oversight Group and the Care at Home Oversight Group. These groups continue to fulfil key governance activity in relation to the Social Care sector. These groups have worked closely in the year past to manage high risk situations in relation to market failure in the Care at Home Sector and the closure of a residential care home following poor inspection reports.

The CSWO has regular contact with the Independent Chair of CPC and APC to ensure public protection oversight. The year past has seen North Ayrshire commission one learning review. As often happens, the timescale for reporting remain unclear as a result of ongoing activity with our Police and Fiscal colleagues. Professional support and guidance over the year has been offered in relation to high-risk justice cases including our first management of a lifelong restriction order, as well as in relation to Prevent activity. The CSWO also sits on the pan Ayrshire Strategic Oversight Group for the implementation of the new Joint Investigative Process.

Social Work and Social Care matters are regularly reported to the IJB and Clinical and Care Governance Committee. There is a particular focus on the impact of policy and external scrutiny activity. The CSWO maintains regular calls with our Care Inspectorate strategic link to share developments and hear of national developments that support activity in North Ayrshire. The CSWO also contributes to quarterly calls with the inspectorate and the broader PSMT.

The primary governance of practice matters remains the Social Work Governance Board. The board terms of reference and membership have been refreshed in the current year with the support of the professional leadership group. The board has had a full agenda of issues over the year and has provided support and governance in relation to a range of matters including:

- Signs of Safety Implementation
- Policy and procedure refresh across children and mental health services
- Review of Self Directed Support
- Unaccompanied Asylum Seeking Children
- Developing Community Social Work Models
- Ensuring oversight on the impact on practice of new ways of working
- Demand and Capacity Issues
- Guardianship and MHO developments
- Developing career progression and qualification pathways

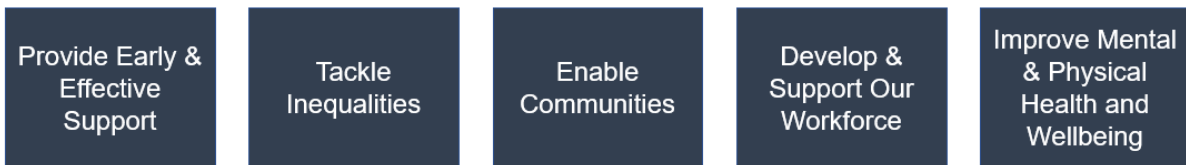
## 1.1 Overview of the North Ayrshire Health and Social Care Partnership

### Visions, Values and Priorities

Our Partnership includes health and social care services within **Health and Community Care Services (H&CC)**, **Mental Health and Learning Disability Services** and **Children, Families and Justice Services**.

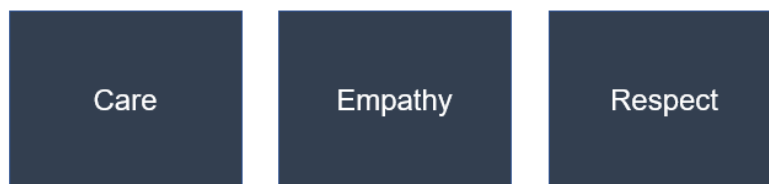
In this report, we look back on the progress we have made, share some of our successes and reflect on some areas that have proved challenging.

This report aligns with our [“Caring Together” Strategic Commissioning Plan 2022-2030](#). This is the first time the Health and Social Care Partnership has set out such a long-term plan for how we intend to improve services and the health and wellbeing of the local community. The plan set out our pandemic recovery intentions, as well as offering a longer-term vision for local health and social care services. Over the period of this strategic plan, the Health and Social Care Partnership will seek to:



We see these priorities as interlinked, and we expect that where we see success against one priority, it's effect will positively impact against others.

People who use our services and North Ayrshire residents will experience our Partnership **values** in the way our staff and volunteers engage with you and how we behave. We will treat you with:



## 2. Service Quality and Performance

### 2.1 Children, Families and Justice Services

#### The Promise

North Ayrshire held its first ever **Promise** conference on Friday 4th November 2022. This was the first conference of its kind not only in Ayrshire but across Scotland. Over 120 delegates from a variety of multi-agency partners attended while 23 Care Experienced Young People and their families attended.

The conference was facilitated by two of our wonderful young people and we were delighted to have opening remarks from Councillor Macaulay, Portfolio Holder for Education and Young People, and the Minister for Children and Young People, Clare Haughey.

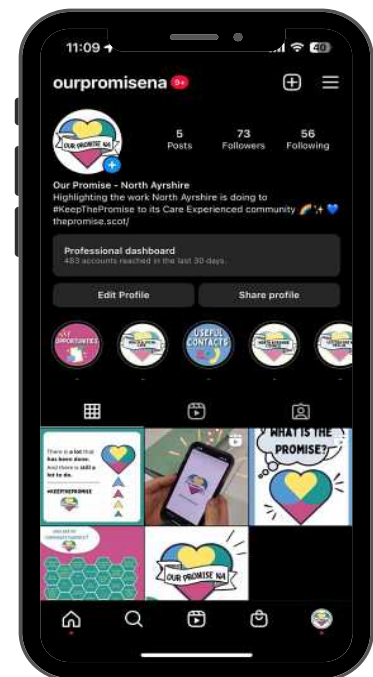
We also officially launched Hasta Barista; our brand-new barista bar based in Meadowcroft. The day was hugely enjoyed by all and initial feedback from delegates has been overwhelmingly positive with several commenting that they felt “inspired”.

March saw the commencement of two Care Experienced Youth Groups - Mini and Junior Champs - which alternate between the Three Towns and Irvine. The aim of these groups is to create safe spaces for young people, encourage positive transitions, improve wellbeing and promote positive relationships.

The recruitment process for posts in HSCP has been reviewed by the team, HSCP managers and care experienced young people. This means Care Experienced Young People will have a say in posts which relate to that area.

The Promise is a large-scale, complex 10-year change programme with multiple objectives and interlinked activities, across multiple partners that sets out a clear commitment for all corporate parents to have an enhanced understanding of the experiences of those who have spent time in care. Progress continued this year with The Language and Communications Subgroup focusing on:

- A new **North Ayrshire Will Keep The Promise Social Media Channel**  
To reinforce that The Promise is a shared duty between corporate parents, the subgroup has decided that communications and updates around The Promise will no longer come from the Corporate Parenting Team but instead there will be a new social media channel set up for all corporate parents to post content.



- **Forming a Care Experienced Youth Executive Group**

To give care experienced young people a platform to use their voice in front of Cabinet members and Parliament and initiate real change. The young people involved will help to support the rights of fellow care experienced young people in North Ayrshire.

- **A Let's Talk About Language Day**

To reframe the care experience narrative, we want to partner up with health, education, and Connected Communities to launch a North Ayrshire-wide event around the clinical, stigmatising, dehumanising and outdated language that is used when referring to care experience, mental illnesses, sexualities, and disabilities.



### North Ayrshire Champions Board

**North Ayrshire Champions Board** ran a summer programme for care experienced young people. Taking place during July and August 2022, a range of activities were on offer over ten days at various locations. Activities included Laser Quest, Nature Trail and Outdoor Activities and a Champs Carnival at Eglinton Park where everyone could enjoy a petting zoo, bouncy castle, and a silent disco.

During October, the champs ran a Halloween Party for Care Experienced Young People, including dookin' for apples, cake decorating, arts and crafts and mummy wrapping. They also took a group of young people to Kelburn country park for the thrilling walk through the estate. The young people loved it!

The targeted holiday events continued into the festive period as The Champs, in partnership with the Corporate Parenting Team, used money from The Youth Participatory Budgeting Fund, to host a Christmas meal for Care Experienced families. The families were provided a three-course meal, by Cafe Solace, and all children were invited to join in on festive activities, which included an appearance from Santa!

Those that couldn't make the Christmas meal were invited to a fun filled, festive day, where there were activities like s'more making, gingerbread decorating, Christmas card making and football by lots of different partners such as Woodland Wake Up and Active Schools.

North Ayrshire Champions Board have signed a three-year contract with Focus Gov to develop an app specifically for Care Experienced Young people. The app, which will be known as CE4U, will detail support, tips, and tricks and even blog posts from care experienced peers. It will be a fundamental resource, specifically for those without a key worker.

## Supporting Unaccompanied Young People

**Supporting Unaccompanied Young People** - Natalie Mitchell co-produced a new welcome pack with a previous resident for young people where English is not their first language. The new pack includes basic information of what a children's house is and what supports residential staff can offer a young person. The highlight of the pack is where a previous ex resident details his experience, how he felt and where he is now. The pack is a huge credit to the hard work of the staff and will undoubtedly alleviate stress when young people who do not speak English, come into our care.

The Meadows have also sourced music tuition for 3 Vietnamese young people to participate in together. A local musician/sound engineer visits the house on a weekly basis where he facilitates a 2-hour jamming session with different instruments as well as showing them some production techniques and how to read music.

## Signs of Safety

**Signs of Safety** is a strength and safety organised model of practice which has been evaluated as effective in driving cultural change.

Signs of Safety states this approach, "is an integrated framework for how to do child intervention work – the principles for practice; a range of tools for assessment and planning, decision making and engaging children and families; the disciplines for practitioners' application of the approach; and processes through which the work is undertaken with families and children, and partner agencies.

Signs of Safety practice enables child welfare intervention to be the catalyst for behaviour change by families and empowers them to make these changes. It utilises plain language and embodies aspects of change identified through the Promise in working alongside families building meaningful relationships and empowering their voices within the complex relationships that often arise from the complexity associated with Child welfare child protection work."

Evaluation from areas that have implemented Signs of Safety has indicated:

- Families feel more empowered and are more able to understand and address the concerns and requirements of child protection authorities.
- Other things being equal, the number of children removed from families reduces relative to the number of families with whom authorities work more intensively to build safety around the children.
- Practitioners report greater job satisfaction due to the clarity of the approach, the usefulness of the tools and the impact for the children and families.

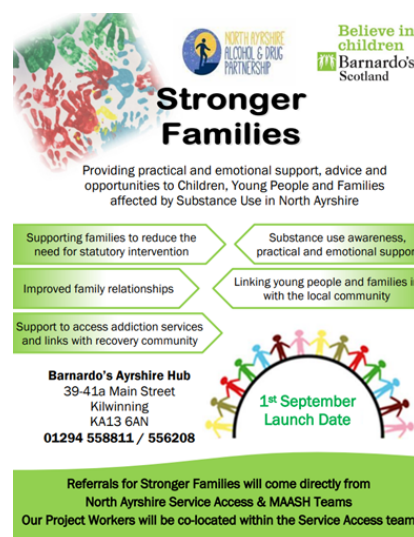
North Ayrshire have agreed an implementation plan to take forward Signs of Safety which will initially include bespoke training for Children and Families staff and briefing sessions took place throughout 2022 and beyond.



## Stronger Families

The **Stronger Families** services was launched 1<sup>st</sup> of September 2022. This is a new initiative which will be delivered as part of a partnership between Service Access/Multi Agency Assessment and Hub (MAASH), Alcohol and Drug Partnership (ADP) and Barnardo's. The service provides the following:

- Practical and emotional support, advice and opportunities to Children, Young People and Families affected by Substance Use in North Ayrshire.
- Supporting families to reduce the need for statutory intervention.
- Substance use awareness, practical and emotional support improved family relationships.
- Linking young people and families in with the local community
- Support to access addiction services and links with recovery community.



## Rosemount Project

From 1st April 2022 to 31st March 2023, the **Rosemount Project** supported 496 children, parents/carers, and extended family members. The service is committed to whole family support and endeavours to involve siblings, parents/carers, and extended family members, in the interventions and family work that the service facilitates. The ongoing implementation of the Signs of Safety framework correlates well with the ethos and role that the Rosemount Project provides, which is predicated on assisting families to develop their networks of support and empowering them to build sustainable strategies, reducing their dependence on social services in the longer-term.

For the financial year ending 31st March 2023, there was a 37% increase in the number of individuals supported from the previous year (up to 496 from 314 in 2021/22). The previous year (2021/22) had seen a 12% increase in referrals from 2020/21, thus, the past year's figures continue to reflect a growth in individuals who received some form of advice, guidance and/or practical support from the service. Again, we expect these figures to remain high with the greater emphasis being placed on engaging with family networks and upskilling families to rely on their natural resources to meet their specific needs.

The Rosemount team had access to the Care Experienced Children and Young People Fund which enabled a mentoring service to be introduced to enhance prosocial support to vulnerable young people over the school period.

One of our young people TC said *"I like mentoring because its enjoyable and gives me a chance to do more interactive activities. My mentor is a very outgoing guy who*

*is amazing to have a conversation with. He is also a great mentor because if I have any troubles, I can speak to him about them.”*

## Safe and Together Model

Based on domestic abuse research, the **Safe and Together Model** has been implemented in North Ayrshire. The model is key to realising the Pan Ayrshire vision and directs us to reframe domestic abuse “as a parenting choice”, and it shifts assessments towards a “perpetrator pattern-based” approach as opposed to solely focusing on incidents, which is crucial in the assessment of risk to a child and their non-abusing parent. The model provides a suite of assessment tools and enables practitioners to challenge and address the gender-based nature of domestic abuse through the following model principles:

- Keeping the child safe and together with the non-abusing parent. This is usually the most effective way to promote children's safety, healing from trauma, stability and nurturance.
- Partnering with the non-abusing parent in a strengths-based way. This approach is likely to be the most efficient and child centred way of assessing risk through mutual information sharing.
- Intervening with the offending parent to reduce risk and harm to the child. Engaging and holding them accountable in a variety of ways, including connecting them to their parenting role, reduces the risks to children.

We have 5 multiagency trainers accredited to deliver the Safe and Together training, in partnership with Women’s Aid as our third sector partners who also work to ensure the voices of those with lived experience are included. We have delivered Safe and Together overview sessions to over 249 staff, and more extensive training to 84 multiagency staff working at the heart of the Child welfare and child protection system.

## Child Sexual Abuse Strategy

North Ayrshire launched the first localised **Child Sexual Abuse Strategy** in Scotland in Spring 2021. Progress to date, as well as what we intend to do next is available via our [progress update document](#) on the NAHSCP website.

We want everyone to understand what child sexual abuse is and the many forms it can take, and we want to ensure that children and young people in North Ayrshire are safe from sexual abuse and harm.

You can access the strategy via the [North Ayrshire Child Protection Committee website](#), We regularly post on the NAHSCP [Facebook](#) and [Twitter](#) pages to raise awareness of child sexual abuse and get people talking more about the subject.

North Ayrshire have established a sub-group to take forward the implementation of the **National Child Protection Guidance** locally. Representation within the group includes social work, universal early years and education. Work within this group will be reported into the Pan Ayrshire Child Protection Implementation Group.



A Pan Ayrshire workshop took place in October in Irvine in the form of a World Café event. Practitioners from across Ayrshire were invited to this session with the main aim being to process map current child protection guidance and procedures and establish a workplan for each locality. The workshop was facilitated by Mark Inglis (HoS Children, Families and Justice Services South Ayrshire), Moira McKinnon (Independent Chair East Ayrshire) and Kirsty Calderwood (CPC Lead Officer North Ayrshire).

## Key Performance Indicators

### Child Protection

	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022- 23
Child Protection Concerns	825	889	810	972	920	849	885	756	570
Child Protection Investigations (CP1s)	443	402	406	538	374	447	443	432	375
Child Protection Initial Conferences	101	82	74	103	126	123	121	119	76
Pre – Birth Conferences	32	30	15	36	43	41	29	34	17
CP Initial/Pre-Birth Conferences						4	7	4	9

## Looked after Children

	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022- 2023
Children newly accommodated in North Ayrshire	91	81	64	63	69	84	63	49	61

\*\* Where the number of children accommodated = the number of children either admitted into any placement type except “At Home with Parents”/”With Friends/Relatives” OR moved from “At Home with Parents”/”With Friends/Relatives” to any other placement type

	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022- 23
Foster Carers	85	97	100	103	104	98	103	99	96

Permanency Planning	2013 – 14	2014 – 15	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021- 22	2022- 23
Number of permanency plans approved	25	38	22	37	35	-	30	10	21	19
Adoption – approved and placed	3	15	13	10	10	10	3	8	5	7
Adoptions granted	9	3	15	13	8	7	8	4	5	5
Permanence orders approved	27	7	11	16	14	7	11	3	7	7
Permanence orders granted	12	14	6	9	12	9	8	0	1	2

	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022 – 23
Children Subject to Compulsory Supervision Orders	497	462	435	395	393	351	342	298

	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022 – 23
Children with Compulsory Supervision Orders Terminated	167	152	147	157	140	102	101	102

## Emergency Placements

	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022 – 23
Child Protection Orders	12	15	25 (17 family groups)	32	39	11	18

## Secure Placements

	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022- 23
Number of secure placements	1	0	1	4	1	2	0

## Justice Services

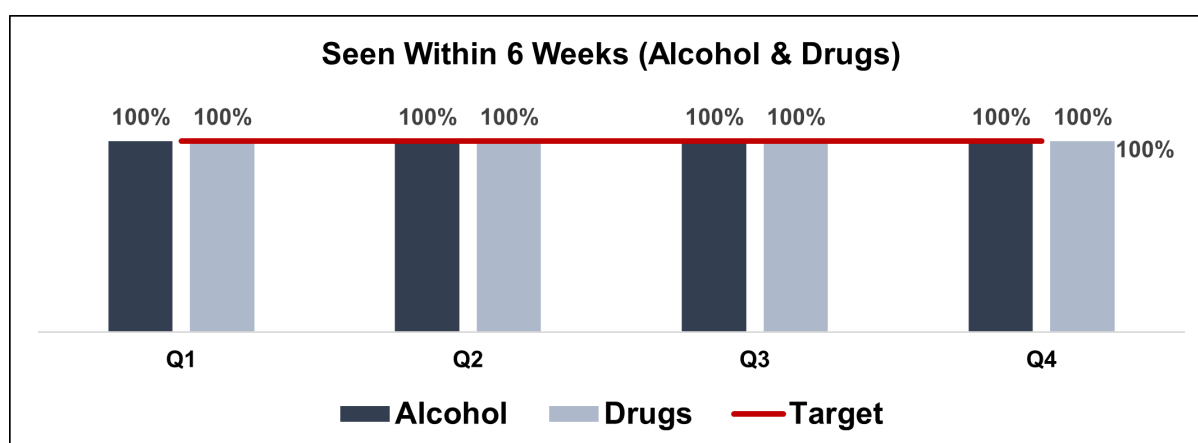
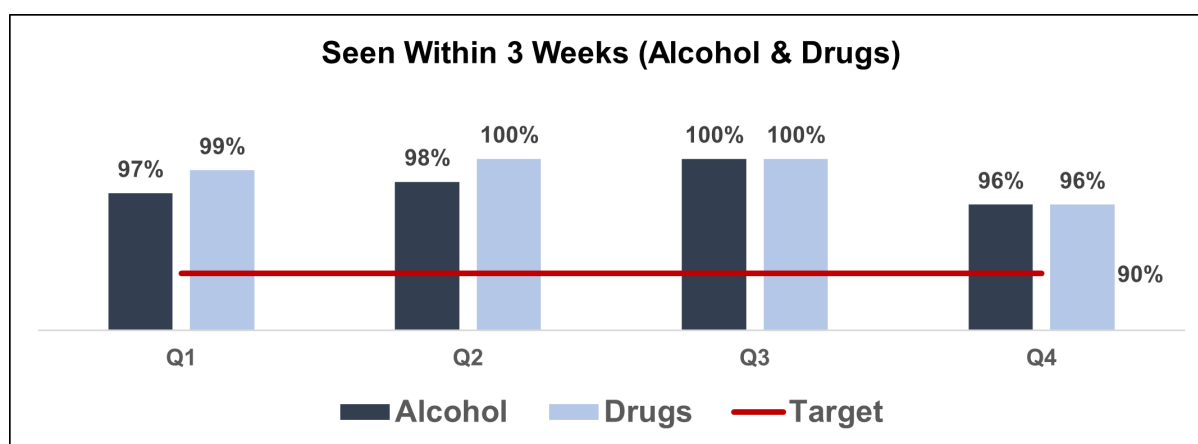
	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022 – 23
Number of reports submitted to the courts (CJSW reports, Section 203, Short Notice CJSW & Supplementary CJSW)	826	754	763	430	606	606
Number of home leave and background reports submitted	102 (44 leave reports, 58 background reports)	114 leave reports – 49 background - 65	151 (66 leave reports, 85 background reports)	114 (39 leave reports, 75 background reports)	93 (30 leave reports, 63 background reports)	91 (28 leave reports, 63 background reports)
Unpaid Work Requirements	480	403	360	94	172	313

	2015 – 16	2016 – 17	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22	2022 – 23
Level 1 Mappa	142	155	153	181	163	152	172	190
Level 2 Mappa	14	4	7	2	7	10	14	27
Level 3 Mappa	1	1	2	1	5	3	7	2

## 2.2 Adults

### North Ayrshire Drug and Alcohol Service

The North Ayrshire Drug and Alcohol Service (NADARS) has continued to demonstrate high levels of performance by meeting national and local standards and targets, such as access to treatment waiting times, provision of alcohol brief interventions (ABIs), the roll-out of Naloxone supplies and increasing patient choice regarding Opiate Substitution Therapy (OST) medications.



The team continues to identify new ways of working to provide a more agile and streamlined service and further improve performance. This work has been evidenced by the delivery of early intervention services in the delivery of Alcohol Brief Interventions (ABI) in both priority (Primary Care, A&E and Antenatal) and wider settings.

	2020-21	2021-22	2022-23
Target set by Scottish Government – Priority Settings	3,420	3,420	3,419
Total ABI delivery in Priority Settings (Ayrshire & Arran)	5,920	5,776	4,699

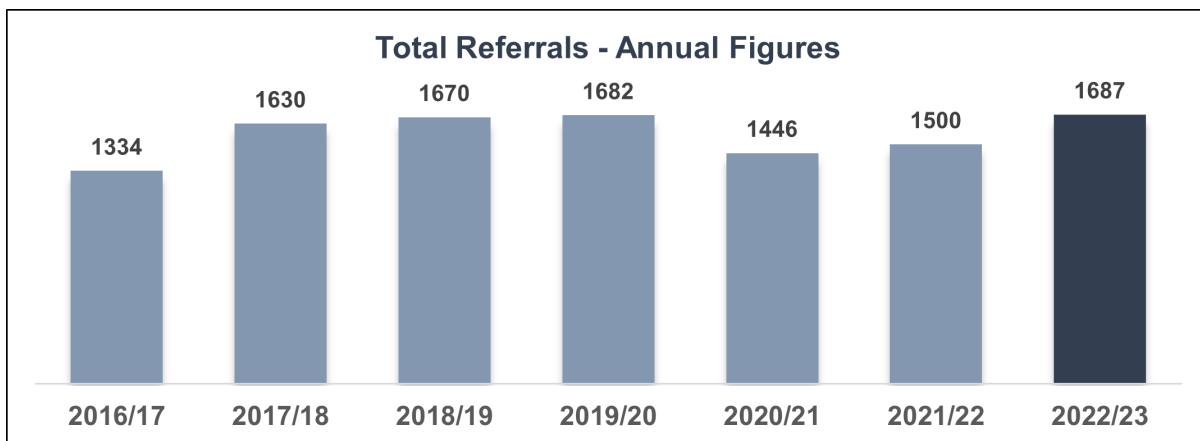
	2020-21	2021-22	2022-23
Target set by Scottish Government in Wider Settings	856	856	855
Total ABI delivery in Wider Settings (Ayrshire & Arran)	1,025	1,017	1,207

The North Ayrshire Drug and Alcohol Service has continued to focus on delivering actions and improvements to support the 'National Mission' in relation to the reduction of drug and alcohol related harms. Key activities include:

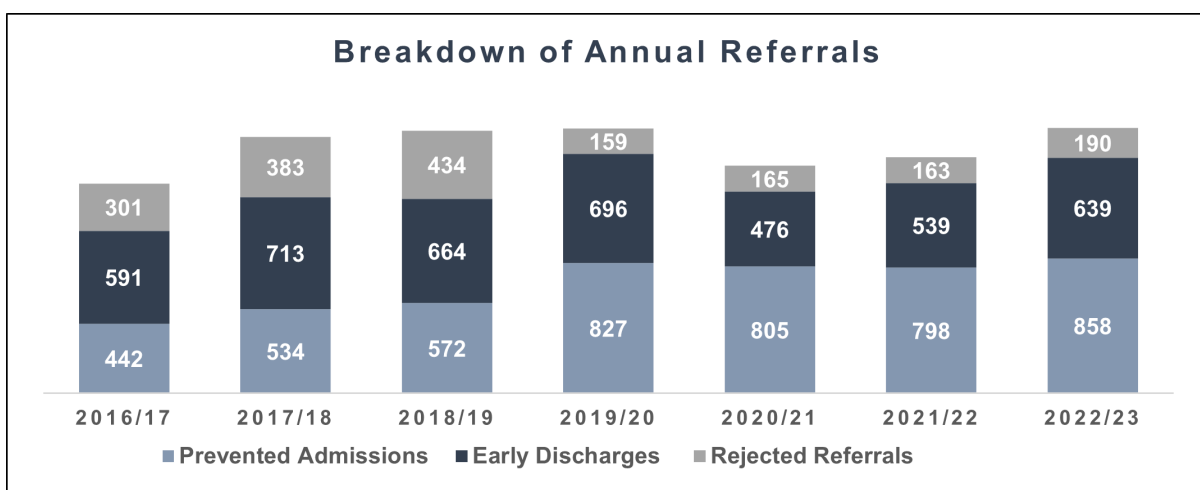
- Continued roll out and expansion of the Medication Assisted Treatment (MAT) standards with access to MAT support now being available 5 days a week. Regular progress reports have been submitted to the Scottish Government and an agreed MAT Improvement Implementation Plan is in place.
- Increased support to individuals following a Non-Fatal Overdose.
- Increased promotion and supply of Naloxone.
- Steering Group meetings arranged to focus on improvement actions to ensure that there is increased support for individuals with 'co-existing mental health and drug and/or alcohol use.
- The roll-out of a new Alcohol and Drug Liaison Service across Ayrshire and Arran.
- Compliance with all Alcohol and Drug 'Access to Treatment' waiting times standards.
- Continued promotion and availability of drug and alcohol related training.
- Promotion and delivery of Alcohol Brief Interventions (ABI) across priority and non-priority settings whilst continuing to meet the ABI national standards.
- New pathway and processes formally approved by the North Ayrshire Alcohol and Drug Partnership (ADP) to support individuals into, during and after external Residential Rehabilitation placements.
- Support to Phoenix Futures to open a new residential rehabilitation facility in North Ayrshire to support families affected by drug and alcohol use (Harper House officially opened in November 2022).

#### North Ayrshire Model for Enhanced Intermediate Care and Rehabilitation (eICT)

The **North Ayrshire Model for Enhanced Intermediate Care and Rehabilitation (eICT)** utilises multidisciplinary holistic interventions to focus on providing high-quality care and support, through proactive early intervention and preventative action. They aim to assist patients presenting with falls, frailty, low grade infections and general functional decline to avoid hospital admission where possible and facilitating early discharge home from hospitals.



The North Ayrshire Enhanced Intermediate Care Team brings together the expertise of dedicated Physiotherapists, Occupational Therapists, Technical Instructors, Dieticians, Community Psychiatric Nurses, Pharmacists, Admin workers, Rehabilitation Nurses, Advanced Nurse Practitioners, and Intermediate Care GP with special interest into one single multidisciplinary and interdisciplinary team; focused on problem-solving for patients in their own homes across all of mainland North Ayrshire. The seven-day rehabilitation service facilitates early discharge from hospital and provides a rapid alternative to acute hospital admissions. The Enhanced part of the team addresses medical and clinical issues that limit a patient’s ability to engage in rehabilitation via a shared care model with the patients registered GP.



#### Learning Disability Integrated Community Team

The **Learning Disability Integrated Community Team** continue to support a broad range of assessment and treatment options within the community. This includes psychological therapies (Beat it /Step Up), further development of the anti-psychotic monitoring clinic (in the form of offering home visits to ensure inclusion) and ongoing group-work to improve health. The differential diagnosis pathway continues to reduce the amount of full intellectual assessments that were required previously. All patient facing staff are trauma informed; in addition, there are a cohort of staff who are trained to trauma enhanced and specialist level (Safety and Stabilisation). There is also the recent



formation of a local steering group with acute/primary colleagues to improve Menopause information and care in the North Ayrshire population.

The team are also key to the establishment of the new Intensive Support Service, being established to respond to the recommendations of the [Coming Home report](#), and create greater scope for the provision of high levels of multi-disciplinary support within the community (beyond the scope of the existing community team), with the intention of maintaining people in their homes. The team also work with individuals who remain in assessment & treatment inpatient but are delayed discharge, meaning they are fit for discharge but remain in hospital due to difficulties with appropriate community placement provision. Also linked to the Coming Home report, the service is working towards the implementation of a Dynamic Risk Register, as specified by Scottish Government, and intended to aid in the oversight of individuals admitted to hospital settings, or at risk of this. Service managers are also linking into Ayrshire wide discussions regarding the implementation of annual health checks for people with learning disabilities within primary care, as mandated by Scottish Government.

## Care at Home

The Partnership's inhouse **Care at Home** service was inspected by the Care Inspectorate in May 2022 and received gradings of Very Good across all indicators:

- How well do we support peoples' wellbeing?
- People experience compassion, dignity and respect
- People get the most out of life
- People's health and wellbeing benefits from their care and support
- How good is our care and support during the Covid-19 pandemic?
- Infection prevention and control practices are safe for people experiencing care and staff
- Leadership and staffing arrangements are responsive to the changing needs of people experiencing care

The positive comments made by people experiencing support or by their relatives/representatives evidenced that the ethos and value base within the service focussed on positive relationships, respect and the delivery of a high-quality service that met people's needs and desired outcomes. This is an exceptional achievement for the Care at Home service during what has been one of the most difficult times for health and social care providers.

In 2023 a review was undertaken of the frontline Care at Home role which has been in recognition of the ongoing development of the services delivered by this staff group. From May 2022 until December 2022 a team of representatives from Care at Home service undertook an exercise which has resulted in a re-evaluation of the Care at Home role. This has been a positive development for the Care at Home service, who support some of the most vulnerable people in our communities by delivering high quality person-centred services.

## Red Rose House

**Red Rose House** officially opened on the 28<sup>th</sup> of October 2022, along with neighbouring facility Roslin House. North Ayrshire Provost Anthea Dickson cut the ribbons to celebrate the opening of the facilities in Stevenston in front of Elected Members, staff of North Ayrshire Council and North Ayrshire Health and Social Care Partnership, as well as invited guests from charities Hansel and the Mungo Foundation, who provide care and support at the facilities.

The respite centres, which are situated adjacent to the Lockhart ASN Campus in Stevenston, provide a comfortable, home from home experience for respite guests and a much needed, valued and deserved break for families and carers.

Each facility is equipped with eight ensuite bedrooms with homely furnishings and mood lighting, as well as activity rooms, hi-tech sensory rooms, games and TV rooms with comfortable sofas, and a kitchen area where guests can eat together or learn cooking skills. The centres also boast fantastic outdoor space with landscaped gardens for guests to enjoy, with a water feature, BBQ areas, musical equipment and a heated hang-out den for teenagers.



## Carers Team

The **Carers Team** report 1,736 carers registered with our commissioned carer service Unity on 31st March 2023, 1,517 are adult carers and 219 are young carers aged 18 or under. This is a 25% increase from last year.

For the reporting year, Social Work staff offered 449 Adult Carer Support Plans, and 94 were accepted with 56 completed. NAC Education staff reported 171 Young Carer statements returned and 161 were completed. Over 3 times more than 2021/2022.

The [National Carers Strategy](#) was published in December 2022 which sets out a range of actions to guide North Ayrshire Health & Social Care Partnership in our carer duties under the Act and ensures carers are supported fully in a joined up and cohesive way.

In North Ayrshire progress is continuing at pace for expanding the reach of carer services, improving carer identification, and increasing access to information, assessment, and support for young and adult carers. To improve carer services increased recurring investment was approved through governance structures which enforces the commitment to continuous improvement for carer support.

The reprovisioning of the commissioned carer service is the main activity to report. The tender process commenced in October 2022 to seek a dynamic and creative strategic partner to be more present and visible to deliver a sustainable and expanded carer service. North Ayrshire Health & Social Care Partnership have engaged with the market and conducted prior interest procurement activities. Plans are on schedule with the successful supplier commencing May 2023 for a 3-year term.

### Supported Accommodation

The development of supported accommodations across several areas of North Ayrshire has concluded, with all accommodations now open and final service users moving in. The portfolio of supported accommodation for mental health, learning and physical disabilities includes:

- Bessie Dunlop Court (Dalry)
- Bute Walk (Largs)
- St. Michaels Wynd (Kilwinning)
- Caley Gardens (Stevenston)

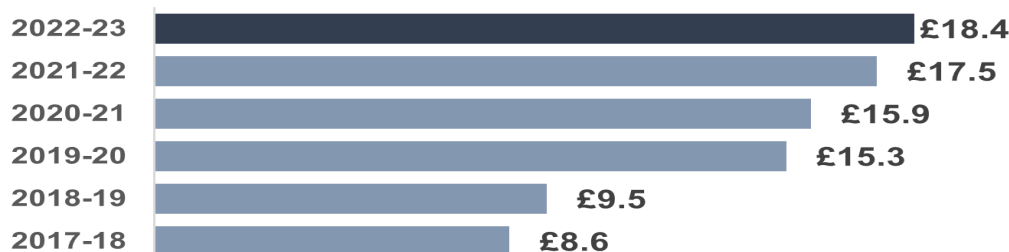
Service providers are now in operation within the accommodations:

- Cornerstone (Dalry)
- Enable Scotland (Largs),
- The Richmond Fellowship Scotland (Kilwinning)
- Key Housing (Stevenston)

### Money Matters

Our **Money Matters Team** once again supported the most vulnerable people in our communities, accessing entitled benefits to the incredible sum of £18,429,833.91, an increase of almost £1 million pounds from 2021-22. This was achieved against a backdrop of ongoing welfare reform and a complex benefits system.

#### Money Matters - Annual Comparison



## Mental Health Officer Team

**The Mental Health Officer Team** is now a standalone team within the Community Mental Health Service, covering across the Health & Social Care Partnership. Providing the service as a distinct team has enabled a clearer role definition, consistency of approach and parity of esteem across the partnership. The addition of social work assistants has also allowed for appropriate delegation of work, with guardianship reviews now being a key component of their role. This means that guardianship reviews will be undertaken as planned, timeously and on a recurring basis.

## MARAC

**MARAC (Multi-Agency Risk Assessment Conference)** launched across North Ayrshire in August 2022. MARAC is a local meeting where representatives from statutory and non-statutory agencies meet to discuss individuals at high risk of serious harm or murder as a result of domestic abuse. The meeting provides a safe environment for agencies to share relevant and proportionate information about current risk, after which agencies agree actions to reduce risk and increase safety. The primary focus of the MARAC is to safeguard the adult victim. However, the MARAC will also make links with other processes and agencies to safeguard children and manage the behaviour of the perpetrator. MARACs are attended by a range of adult and children's services including Police Scotland, Women's Aid, local authority and health services. Eight MARACs took place between August and March 2023 with an average of 18-20 cases discussed per meeting.

## Self-Directed Support & Ayrshire Independent Living

**Self-Directed Support & Ayrshire Independent Living:** In this reporting year, as part of the Scottish Government Source Return, the Self-directed Support team submitted the following figures demonstrating how people have directed their support.

**Option 1:** 198

**Option 2:** 152

**Option 3:** 2602

**Option 4:** 116

This shows traditional options continue to be offered or accessed most with 85% of people receiving Option 3, where support is chosen, arranged and directed by the Health and Social Care Partnership.

From a national perspective, there have been several directives and influencing factors (below) to encourage North Ayrshire Health & Social Care Partnership to keep SDS at the core of how we offer and deliver care and support.

- [Revised Self-directed Support Guidance published November 2022](#)
- Consultation has been ongoing on the draft Self-directed Support Improvement Plan 2023 – 27 (pending publication).
- [Revised Self-directed Support: Framework of Standards](#) now including Standard 12 Access to Budgets & Flexibility of Spend published August 2022

- National Care Service Bill (paused at Stage 1 with proposals to improve the way social care is delivered).

North Ayrshire Health & Social Care Partnership has agreed a contractual extension on a pan Ayrshire basis to continue to commission independent advice and information services from Ayrshire Independent Living Network (AILN).



In the calendar year 2022 AILN reported supporting 433 people (373 active) with 34% resident in North Ayrshire. 173 new referrals were received with 43% from North Ayrshire.

AILN continues to strengthen their offer through national and local improvements such as work on the National Model Agreement for SDS Option 1 – Direct Payment, Personal Assistant Programme Board developments, local peer mentor groups, dementia befriending project, Personal Assistant employer and HNC Social care student training at Ayrshire Colleges. Events have also been arranged to improve Personal Assistant’s health & wellbeing, and funding has been secured for AILN policy and website improvements.

### The Dirrans Centre

**The Dirrans Centre**, Kilwinning delivers personalised community-based rehabilitation supports. The team continues to provide support to our clients and provide a combination of centre-based, and community supports using learning from outcomes achieved during the pandemic. This blended approach ensures person-centred interventions to maximise independence, self-management of long-term conditions and assisting with building sustainable links in the local community.



### Older Peoples Day Services

North Ayrshire Health and Social Care Partnership’s **Older Peoples Day Services** temporarily closed early in 2020 due to the COVID-19 Pandemic, delivering alternative supports during this time such as outreach and befriending services. A review of Day Services was undertaken in 2021 and this identified the need for an alternative Day Services model which would be an enhancement to the traditional building-based Day Services model for Older People in North Ayrshire. This included opportunities to build on some of the learning from during the pandemic to meet the outcomes of people in North Ayrshire.

Older People’s Day Services had successfully re-opened by the end of August 2022. Alzheimer’s Scotland commenced a new contract for the delivery of Day Services in



March 2023. This will see an enhancement of Day Service delivery for Older People in North Ayrshire including a flexible and responsive service which will be operational across 7 days providing up to 63 full day placements on a weekly basis.

### North Ayrshire Adult Community Mental Health Services

**North Ayrshire Adult Community Mental Health Services.** Despite several challenges, the service has had a very successful year:

- Throughout the year, our mental health services have been active contributors to the Scottish Government engagement of the National Secondary Care Standards for Mental Health Services consultation.
- Throughout the year, our mental health services have also been active contributors to the Scottish Government Delivery of psychological therapies and interventions: national specification.
- The development of supported accommodations across several areas of North Ayrshire has all but concluded, with all accommodations now open. This includes Bessie Dunlop Court in Dalry, Bute Walk in Largs, St Michaels Gardens in Kilwinning, and Caley Gardens in Stevenston. All accommodations apart from St Michaels Gardens were delivered in partnership with the Learning Disability service.
- The Nethermains supported living facility in Kilwinning has also had additionality added with a renovation of 2A Nethermains to add space for an additional 2 individuals, the first person moved into this facility in March 2023.
- The development and implementation of pathways and care pathways within and across services remain ongoing such as the development of the 'Co-occurring Mental Health and Substance use Pathway' with North Ayrshire Drug and Alcohol Service (NADARS) and the 'Transitions Pathway' with Child and Adolescent Mental Health Team (CAMHS).
- The Housing First Community Psychiatric Nurse (CPN) continues to work with our partner agencies within the Housing First Team, working closely with Addictions Social Work and with the support of a commissioned response service, the first of its kind in Scotland. We have revised some aspects of this role to include an educational component for housing staff.
- The college well-being and liaison role continues to work extremely well within Ayrshire College and is across the 3 campuses, one in each partnership area of Ayrshire. There has been agreement across the 3 partnership areas to continue the funding of this post through until March 2025. This is extremely positive for Ayrshire & Arran in light of the fact that Health Improvement Scotland (HIS) met with us as they develop a framework for supporting students, they were extremely impressed with the role we have developed and will be adding many aspects of our model to the framework for other authorities to develop similar roles.

The service has also been working with our communities, primary care and third and independent sectors in consultation, design and investment for transformation and is now successfully progressing into our second year of funding for mental health and wellbeing in communities.

## Trindlemoss Day Opportunities

Staff and customers have been involved at **Trindlemoss Day Opportunities** in a collaborative art project with Glasgow School of Art with the aim of creating a range of outputs reflective of the changes experienced over the past couple of years, as well as people's hopes for the future.

There was a final handover session at Trindlemoss in October 2022 where, Victoria and Claire of Glasgow School of Art, spoke to invited guests about their work on the project and the collaborative journey they have undertaken throughout it.



## Alcohol and Drug Liaison Team

A new **Alcohol and Drug Liaison Team** was launched in August 2022. This new team replaces the previous Alcohol Liaison Team as well as the Non-Fatal Drug Overdose Pathway and operates 7 days a week from 9am -7pm. Priority for the team is the implementation of the MAT standards, 5 of which is pertinent to the team. The model being used is under continual review and a proposal has been made to introduce an Advanced Nurse Practitioner within the team using established funding.

## Short Term Support Worker Recovery Team

**Short Term Support Worker Recovery Team** – as a fantastic addition to the Mental Health Social Work Team the Support Worker Recovery Team was developed to offer short term support to individuals with Mental Health difficulties. The service has been invaluable in facilitating timeous discharge from hospital support and preventing unnecessary admissions. It has also supported the service in the short term, with unmet need whilst awaiting appropriate packages of care.

## Mental Health Social Work Care Management Team

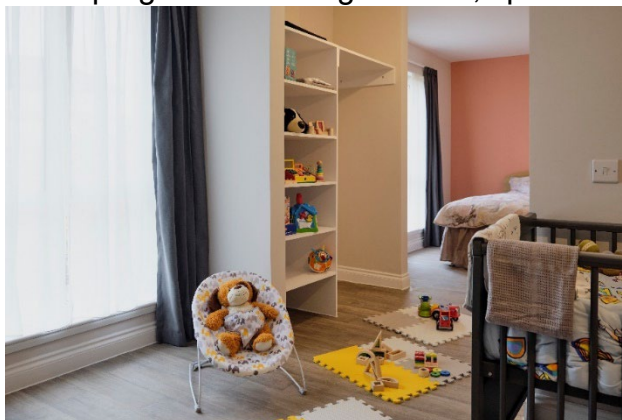
**Mental Health Social Work Care Management Team** - The Mental Health Social Work Care Management Team became a standalone team within the Adult Community Mental Health Service. The new focus aims and objectives of the team promotes service users being assessed earlier and supported to engage in the most suitable care and treatment to meet their needs. This has endorsed prevention and early intervention enabling independence & enablement.

## Harper House

**Harper House**, the new National Specialist Residential Family Service for Scotland, opened on the site of the former Seabank Nursing Home in Saltcoats. Developed and operated by Phoenix Futures and funded by the Scottish Government, the service offers

safe, structured support for the whole family to address problematic drug and/or alcohol use, improving both mental health and quality of life.

Families stay together at the service, meaning that parents remain the carers of their children at the same time as taking part in the programme. Alongside this, specialist childcare staff provide support to children and parents. NAHSCP looks forward to continuing to work in partnership with Phoenix Futures to ensure the new service will become a valuable source of support for families affected by substance misuse not just in North Ayrshire, but from across the country.



## 2.3 Criminal Justice

### Justice Services Locality Teams

A member of the **Justice Services Locality Teams** has received a Multi-Agency Public Protection Arrangements (MAPPA) Multi-Agency partnership Award from the Surrey and Sussex Strategic Management Board (SMB) meeting. Please see feedback below from Surrey and Sussex Probation Service.

“Lisa’s work throughout the management of this case has been exceptional, she has worked alongside partnership agencies to actively manage the risks the service user poses.

Lisa continued to work tirelessly alongside Adult social care, mental health, police, and children’s services to ensure the victim was protected.

Her management and continued input to this case long after her official involvement ended has been crucial to continued public protection and her contribution much valued by the West Downs MAPPA panel.

Lisa attended our SMB last week where she received the above award in recognition of her excellent multi-agency work.”

### Electronic Monitoring of Bail

**Electronic Monitoring of Bail** is a new service which was introduced at Kilmarnock Sheriff Court on 17<sup>th</sup> May 2022. As with Bail Supervision, this service has been designed to reduce individuals being remanded in custody and monitoring of the individual within the community through radio frequency monitoring of a personal identification device which is fitted around the ankle. Suitability assessments are undertaken by Justice Social Work staff who are based within the Court.



## Counsellor

Using Covid-recovery money, Justice Services have been able to fund a **Counsellor** via the Scottish Association for the Care and Resettlement of Offenders (SACRO) to provide 1:1 support for those experiencing isolation and anxiety to assist service users who, by virtue of their offending, are excluded from many of the other social and personal support routes that we take for granted. Although this service is still in the initial stages the 6 monthly report highlights a good level of engagement with this service along with positive feedback from service users.

“Explained why I’m feeling the way I was and gave me hope.”

“I would highly recommend counselling.... been a fantastic help at such a difficult time.”

“Made things seem clearer about what would help me moving forward.”

## Refugee Team

The **Refugee Team** have employed two-Family Wellbeing Support Workers who commenced their positions in January 2023. These new staff members will assist with the rise in Ukrainian families arriving and resettling in North Ayrshire who require sensitive, safe, and empowering support. In addition, North Ayrshire HSCP secured Home Office funding through North Ayrshire Council to provide a dedicated nursing resource for Ukrainian Displaced People (UDP) arriving in North Ayrshire. The small team, which will consist of a manager, two staff nurses and a bilingual liaison officer, will offer health assessments and screening to migrants, and facilitate their access to mainstream services such as primary care and health visiting.

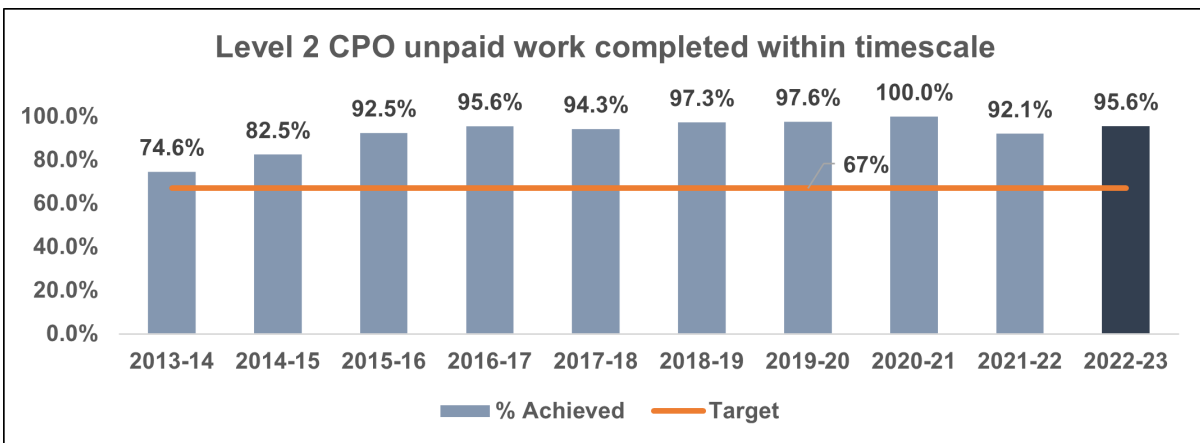
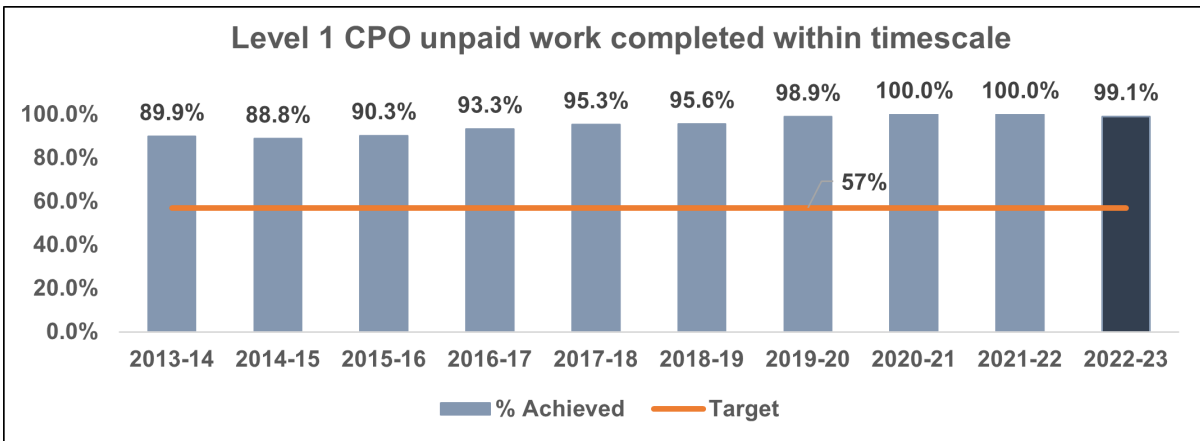
## Community Payback Orders

The latest Government statistics on **Community Payback Orders (CPOs)** (2021-22) show that North Ayrshire had the highest of the Ayrshires with 420 CPOs, however, was the lowest of the Ayrshires at 45.8 per 10,000 population. In comparison, East Ayrshire had 412 CPOs and sits at 48.8 per 10,000 population and South Ayrshire had 367 CPOs and sits at 48.7 per 10,000 population. The Scottish average is 31.5 per 10,000 population.

There was a steady decline in the number of Criminal Justice Social Work Reports (CJSWs) from 2015-16 until 2019-20 where there was an indication of a slight upward turn. 2020-21 saw a significant decline, thought largely to be due to the result of COVID-19, however, numbers rose again in 2021-22 by 40% from the previous year. The latest Government statistics on CJSWs for 2021-22 reveal North Ayrshire to be the lowest of the Ayrshires at 66 per 10,000 population. In comparison, East Ayrshire sits at 90.9 and South Ayrshire sits at 67.3. The Scottish average is 59.7 per 10,000 population.

Our Justice Services continue to have a positive impact on the local community through the Community Payback Order (CPO) unpaid work scheme. For the tenth year we have continuously over-achieved against targets for CPO level 1 and level 2. 2022-23 saw 116

out of 117 level 1 CPO's completing within timescales and 129 out of 135 level 2 CPO's completing within timescales. The targets set for unpaid work are pan-Ayrshire targets.

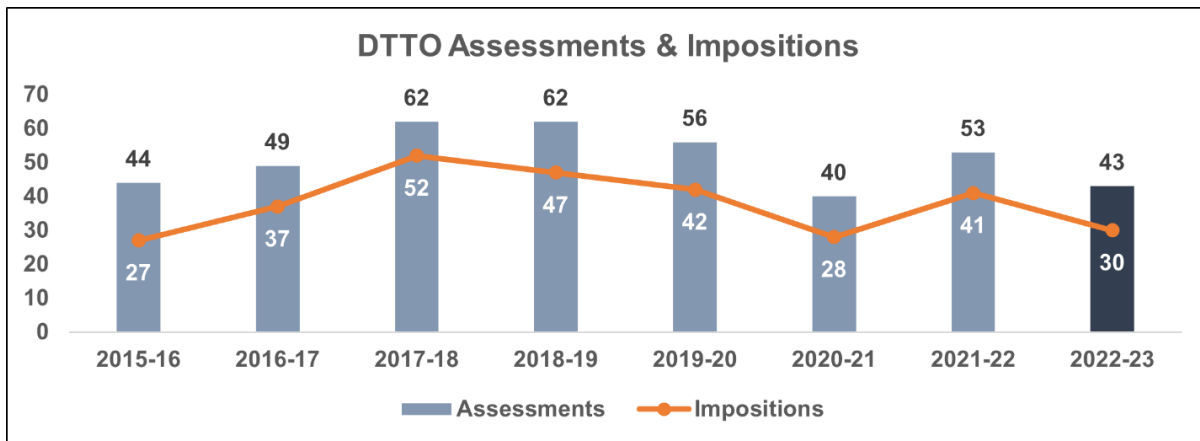


### Drug Treatment and Testing Order

The graph below provides an illustration of **Drug Treatment and Testing Order (DTTO)** assessments and impositions from 2015 until 2023. Assessments requested were at their highest from 2017-2019, at 62 annually. A slight decrease was noted in 2020, however once again this number rose again the following year. We have recently noted an increase of assessment requests for individuals who are remanded in custody, which has proved to be challenging for DTTO staff in gauging intrinsic motivation to change.

There is a high correlation between the number of assessments submitted and DTTO's imposed and notably 100% of assessments considered to be suitable resulted in a DTTO.

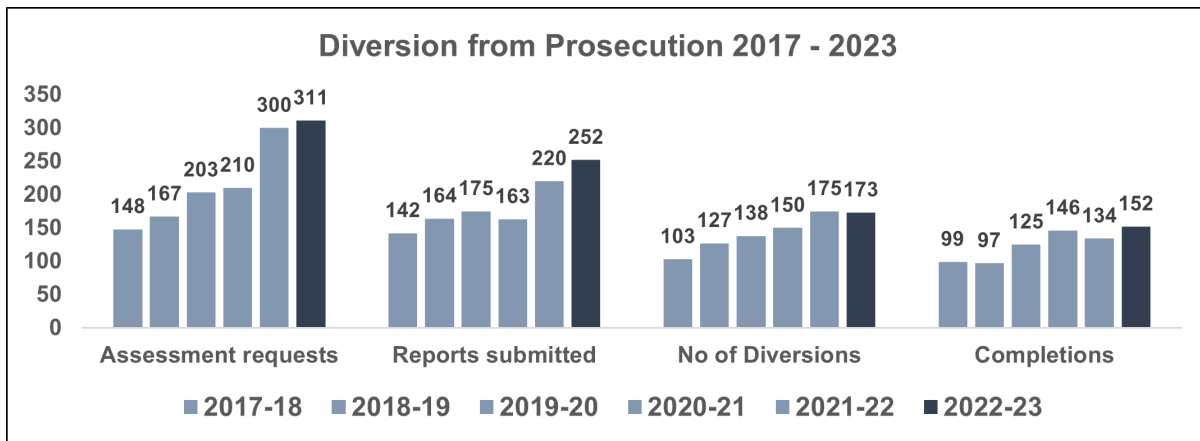
Partnership working across Ayrshire with NHS Addiction Services continues to be extremely effective and local implementation of the MAT (Medically Assisted treatment) Standards is encouraging service user stability at earlier stages on the Order.



## Diversion from Prosecution

**Diversion from Prosecution (Diversion)** has been available since 1997, initially assessed and delivered by Justice Services within each locality. However, referrals from the Procurator Fiscals (PF) were low and it was agreed to develop a more structured service across the Partnership to coordinate more directly with the Crown Service. Since the integration, referrals have increased significantly, particularly in the past two years with a drive to increase Diversion nationally and in response to specific Justice outcomes in the updated national alcohol and drug policy 'Rights, Respect and Recovery'.

The numbers of PF assessments requested in 2022-23 has risen by 110% from 2017-18, which has resulted in an overall 68% rise in the number of Diversions imposed for allocation since 2017-18. The continuous increase in Diversion numbers is significantly impacting on current staff capacity. In the past, Diversion would last approx. 6 - 8 weeks and generally be for first offences, so that the intervention would be offence focussed, whereas recently a change in PF referral criteria places the focus on less serious offences rather than whether it is a first offence, so that many cases presenting in the past year have had a longer offending history and more complex needs. This is resulting in both a longer period of intervention and more time spent in providing support for a range of difficulties and accessing relevant support services. A continued increase in successful completions demonstrated that the service and staff have adapted to these challenges and are achieving positive outcomes.



## Key Performance Indicators

### MHO Service

Mental Health (Care and Treatments) 2003	2014 - 15	2015 - 16	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21	2021 - 22	2022-23
Emergency Detentions	29	24	44	44	54	54	81	There have been a total of 96 requests	92
Short Term Detentions	72	75	87	69	74	67	134	There have been a total of 171 requests (of which consent was given to 134, with the other 37 being assessed but consent not given)	There have been a total of 127 requests (of which consent was given to 108, with the other 19 being assessed but consent not given)
Compulsory Treatment	40	54	25	52	38	51	59	There have been a total of 70 new CTOs granted (of which 27 had been Interim CTOs, with 14 of these moving to full CTO following a further Mental Health Tribunal)	There have been a total of 60 new CTOs granted (of which 17 had been Interim CTOs, with 12 of these moving to full CTO following a further Mental Health Tribunal)
Warrants Undertaken	1	3	1	2	1	6	6	4	4

<b>Criminal Justice Act Scotland 1995</b>	<b>2014 – 15</b>	<b>2015 – 16</b>	<b>2016 – 17</b>	<b>2017 – 18</b>	<b>2018 – 19</b>	<b>2019 – 20</b>	<b>2020 – 21</b>	<b>2021 – 22</b>	<b>2022- 23</b>
Compulsion Order and Restriction Order	4	4	4	4	4	3	3	2	0
Compulsion Orders	4	6	5	6	2	6	6	3	3
Hospital Directions	1	1	1	1	1	1	1	0	0
Assessment Orders	1	2	2	2	2	2	2	6	5
Treatment Orders	1	1	2	2	4	2	2	6	2
Transfer for Treatment	0	3	3	3	2	1	3	1	1

<b>Adults with Incapacity Act (Scotland) 2000</b>	<b>2014 – 15</b>	<b>2015 – 16</b>	<b>2016 – 17</b>	<b>2017 – 18</b>	<b>2018 – 19</b>	<b>2019 – 20</b>	<b>2020 – 21</b>	<b>2021 – 22</b>	<b>2022- 23</b>
Private Welfare Guardianships	291	255 (60)	287 (67)	367 (92 new)	411 (58 new)	272 (67 new)	314 (57 new)	402 (102 new)	371 (99 new)
CSWO Guardianships	47	59 (19)	52 (21)	46 (8 new)	40 (16 new)	64 (24)	71 (24)	91 (26)	85 (27 new)
Financial Intervention Order (LAG)	58	53	41 & 21 in process	57	26	31			n/a
MHO Report PWG Application	86	68	96	100	38	104	75	156	139

#### Adult Protection

	<b>2015 – 16</b>	<b>2016 – 17</b>	<b>2017 – 18</b>	<b>2018 – 19</b>	<b>2019 – 20</b>	<b>2020 – 21</b>	<b>2021 – 22</b>	<b>2022- 23</b>
ASP Referrals (AP1)	697	654	512	457	568	558	643	722
ASP Investigations (AP2)	91	65	53	88	108	132	102	72
ASP Case Conferences	73	48	40	47	66	64	40	41
Protection Orders	6	4	4	1	0	3	1	0
Adult Concern Reports	1349	1446	1609	1838	2335	2215	2070	2370

### 3. Resources

#### 3.1 Financial Pressures

The Scottish Government published an updated Medium-Term Financial Strategy (MTFS) in May 2022 which covers the period to 2026-27. It compares the funding and spending scenarios to assess the scale of the challenge. It was published alongside the Resource Spending Review for the same time period. The role of the MTFS is to set out Scotland's fiscal outlook over the coming years, including financial opportunities and risks that may impact on the fiscal position. In line with the recommendations of the Budget Process Review Group, the document does not set out new spending plans or explain how prioritisation decisions will be made to meet policy objectives. These decisions are made in the Scottish Government budget.

Three factors determine the available funding for the Scottish Budget:

- UK Government spending decisions: through the Barnett formula, the change in the Scottish Government's Block Grant each year is determined by the change in the UK Government's spending on areas devolved to the Scottish Parliament.
- Relative growth in Scottish Government and UK Government devolved tax revenues: under the Fiscal Framework, if Scottish devolved tax revenue per person grows relatively faster than in the rest of the UK, the Scottish Budget is better off and vice versa. This means that Scotland's budget is influenced not only by tax policy and economic performance in Scotland, but also by tax policy and economic performance in the rest of the UK.
- Relative growth in Scottish and UK social security expenditure: under the Fiscal Framework, if Scottish devolved social security expenditure grows relatively faster than in the UK, the Scottish Budget is worse off. If UK expenditure grows relatively faster, additional funds are available within the Scottish Budget. Again, this means that Scotland's budget is influenced not only by policy changes within Scotland, but also what happens in the rest of the UK

The MTFS notes that the funding available to Scottish Government is expected to grow steadily (by 14%) over the next four years to 2026-27, with slightly higher growth from 2025-26. In real terms the growth would only be 5% due to the effect of inflation. However, much of the growth relates to the Social Security block grant, driven by increased demand. Excluding this implies real terms growth of only 2% across the whole four-year period.

The Scottish Government MTFS models three scenarios (a central resource funding outlook and an upside and downside scenario, indicating plausible alternative funding paths) and outlines the immediate and longer-term pressures on public spending which need to be considered when developing spending plans to ensure that they meet the needs of a changing population and build resilience for the future

The Resource Spending Review, which was published at the same time, sets out the multi-year portfolio spending envelopes. The risks to the resource spending outlook include the following:

- Spending pressure from increased demand from an aging population
- Demand-led nature of social security expenditure
- Public sector pay
- Inflationary pressures

From 2016-17 to 2022-23 the Health and Social Care Portfolio has risen by £5bn and by the end of the spending review period in 2026-27 the total rise will have been £6.9bn.

The RSR also outlines the underlying growth in the size and cost of the public sector workforce, even since before Covid. Some of it relates to the devolution of new functions, but the RSR notes that the growth is not sustainable. The approach from 2023-24 onwards will be to contain the total cost of the public sector pay bill at 2022-23 levels – so increasing salary costs will need to be balanced by reductions in workforce numbers.

#### **The Scottish Budget for 2023-24 highlighted:**

- Investment of over £1.7 billion in social care and integration and lays the groundwork for the introduction of the National Care Service.
- The National Mission on drugs is supported by increased investment to £160 million, to reduce the avoidable harms associated with drugs and alcohol.
- Investment of £290.2 million over the coming year to tackle CAMHS and psychological therapies, waiting times backlogs, and deliver improved community-based mental health and wellbeing support for children, young people and adults.

### **3.2 Financial Performance**

Financial information is part of the performance management framework with regular reporting of financial performance to the IJB. This included an integrated approach to financial monitoring, reporting on progress with savings delivery, financial risks and any variations and changes to the delegated budget. There were significant financial challenges during the period due to the impact of the pandemic. This resulted in additional costs being incurred, fluctuating service levels and partial non-delivery of the transformation programme and associated savings.

From month 4 the projected position for 2022-23 was an underspend. This demonstrates the continued focus on the financial position, tight financial controls, planned progress with savings delivery in many areas, and the focus on ensuring that the pandemic impacts were captured and funded appropriately.

From the outset of the pandemic the IJB acted very swiftly to respond and developed a mobilisation plan detailing the additional activities to support our response, alongside the estimated financial impact. Financial returns were submitted to the Scottish Government

on a regular basis, on the premise that any additional costs aligned to mobilisation plans would be fully funded. Funding was provided by Scottish Government in advance of the 2022-23 financial year to cover Covid-related costs in delegated services and surplus funding was recovered later in the year. It is not currently anticipated that any additional funding will be made available in 2023-24 for this purpose.

The overall financial performance against budget for the financial period 2022-23 (after adjusting for new earmarked reserves) was an overall underspend of £3.719m. This consisted of £3.170m of underspend in social care services and £0.549m underspend in health services.

This position includes the budget being held on behalf of the IJB by the Council for debt repayment. This £2.321m was allocated at the period-end which completely cleared the outstanding debt to North Ayrshire Council (£1.486m 2021-22).

2022-23 has been another challenging year for the partnership. Whilst we are optimistic that we may be over the worst of the direct impact of the pandemic, its long-term impact is not as well understood. We expect our services to face on-going challenges, including supporting those who have not been able to access a health and social care professional due to demands and restrictions, and addressing the rise in poor mental wellbeing in our communities.

Our health and social care services should reflect and respond to the needs of local people. To support this, we will help to build greater capacity in our communities and provide more ways for service users and local people to share their views with us to help shape services. We are fully committed to planning and designing services together with local people, our staff and our key partners including acute health services, housing, community planning and the third and independent sectors.

Growing evidence suggests that the pandemic has had negative socio-economic effects that have led to increased health inequalities and contributed to an increase in both poor mental wellbeing and mental health.

The IJB, through the refreshed Strategic Plan, outlines the belief that together we can transform health and social care services to achieve the joint vision for the future “all people who live in North Ayrshire are able to have a safe, healthy and active life.” Moving into 2023-24, we are working proactively to address the financial challenges, while at the same time, providing high-quality and sustainable health and social care services for the communities in North Ayrshire.

### 3.3 Medium Term Financial Outlook

A Medium-Term Financial Outlook (MTFO) is a critical part of the strategic planning process. The financial context for public services remains very challenging and so it is vital that the IJB's strategic ambitions are set against the financial resources which are anticipated to be available.



The MTFO provides key information on the possible financial position of the IJB over the next three years (2023-2026). It identifies the financial challenges which will be faced by the IJB enabling the IJB to see the impact of current and future decisions on its medium-term financial health.

The MTFO will also be used to identify pressure points and inform decisions which are required to ensure the Partnership remains financially sustainable.

There are a range of factors which influence the financial planning of the IJB. These are considered through the MTFO and include the following:

- Demographic changes
- Local priorities
- Workforce challenges
- The UK and Scottish Economy
- Policy and Legislation
- Cost and demand pressures
- Available funding

Based on the projected budget pressures, three scenarios have been developed which align to the Scottish Government Medium-term Financial Strategy – best-case, medium-case and worst-case. In 2023/24, the actual funding levels have been applied across each of the three, with the possible scenarios applied for 2024/25 and 2025/26.

Against each of the three scenarios, sensitivity analysis has been used to demonstrate what the impact would be in 2024/25 and 2025/26 if the funding were to increase or decrease by 5% or 10%.

For 2024-25, the forecast budget gap ranges from a deficit of £1.140m in the best-case scenario to a shortfall of £5.854m in the medium-case and a shortfall of £11.699m in the worst-case. These figures are after adjusting for the saving of £1.252m which was planned on a non-recurring basis for 2023/24 through the use of reserve balances.

For 2025-26, the forecast budget gap ranges from a breakeven position in the best-case scenario, to a shortfall of £3.876m in the medium-case and a shortfall of £11.031m in the worst-case.

The MTFO will be revisited ahead of the 2024-25 budget exercise.

## 4. Workforce

### 4.1 Workforce Planning – Staffing and Recruitment Issues

The year past has continued to see the practicalities of the national shortage of qualified Social Workers take effect in North Ayrshire. In line with the rest of Scotland we experience this most acutely within the Children and Families workforce. Locality teams have experienced shortages over the year that have been mitigated through careful deployment of resources in a collegiate way. The CSWO has a requirement to be

notified if workforce sufficiency drops below 75%. This is to ensure proper oversight of risk management and appropriate professional support is offered to operational colleagues.

The year past, within a Justice Services context, continued to offer challenges as a result of changes in the vetting process that is driven by Home Office colleagues in relation to current and future access to Police systems. Within North Ayrshire we are appreciative of the support of local Police Scotland colleagues and have successful co location for a number of our public protection teams. We will continue to work closely on this issue to support safe and timely sharing of information whilst the national picture continues to emerge. Reassuringly North Ayrshire Chief Officers Group is sighted on this issue and is offering support to develop our position.

We have been mindful of our engagement with our practitioners in various forums and how this links to the *Setting the Bar* research, highlighting the three key reasons Social Workers leave the profession are unmanageable workloads, lack of work life balance, and high administrative workload. With this in mind, work over the year has been heavily focussed on the three areas research tells us high performing Social Work agencies do well:

**Caseloads:** The “Setting the Bar” report published by Social Work Scotland makes reference to well established research which outlines that optimum caseloads for Social Workers in Children and Families should be 12 and in Adult Services between 20 and 25. The key skill of Social Work professionals requires them to have the time to build relationships and trust, undertake person-centred assessments, plan for the future and arrange or provide appropriate support. Excessive workloads make it difficult for case holding social workers to achieve their best practice and support people effectively in what are often challenging and complex situations. Work within Children and Families has been undertaken to scope out what is required to set the bar in North Ayrshire which has been supported by the Partnership and the impact of this will be reported in next year’s report. I anticipate similar work to be forthcoming from Adult Social Work Services in 2024.

**Supervision and Support:** The post covid environment continues to see the deployment of hybrid ways of working. This brings a range of professional and personal challenges as public issues enter the private home of practitioners and managers. As a result we have reviewed our Supervision practices with clear commitments to move back to professional supervision and away from the beurocratic casework management approaches so prevalent.

**Professional Development:** In the year past we have taken deliberate decisions to reshape our strategic approach to the professional development of the workforce. This means withdrawal from the Learning Network West on 31<sup>st</sup> March 2024. As a result we have seen our internal resource begin to reshape itself and begin to establish relationships with universities and colleges. This encomapsses SVQ, degree level, post graduate and post qualification contexts. Alongside this we have been reshaping our

pathways to Social Work, broadening this offer to all HSCP staff, building capacity in relationship to sponsored places and also seeking to offer a traineeship option.

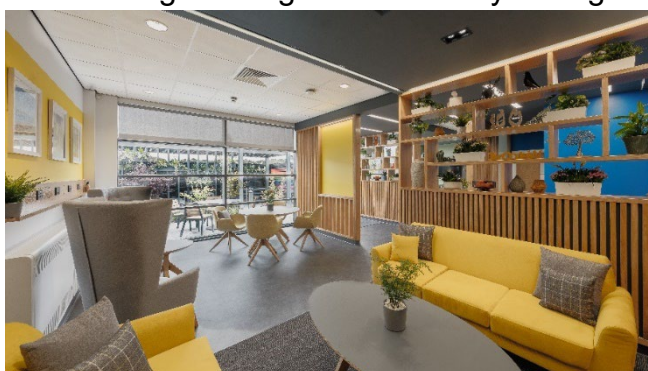
**Retention:** Professional activity has been heavily focussed on the workstreams above and the expression of intent that retention and quality of experience are key to stable workforces. The work described above and underway in other areas such as SDS and transitions are designed to reshape how we deliver Social Work with a clear focus on core values and ethics. More importantly it has, at its core, a desire to see services evolve and allow our skilled staff to make more of a difference to people's lives.

#### 4.2 Workforce Support and Development

A number of **Staff well-being sessions** ran during January and February 2023 facilitated by KA Leisure with events taking place at venues across North Ayrshire. Activities included:

- Stress Less sessions
- Menopause Awareness sessions
- Mental Health sessions
- Weight Management sessions
- Standing/Chair Yoga
- Keep Fit Low
- Standing Pilates
- Dance Taster sessions
- Gentle Movement
- Gym Induction sessions
- Signposting
- Free health checks on the Activator Bus

The new **Staff Wellbeing Centre** at Ayrshire Central Hospital officially opened on 29 September 2022. The centre makes up part of the existing building for the Gallery Dining Room at Ayrshire Central Hospital and is a place for all health and social care staff to take a much-needed pause and relax. The staff wellbeing centre is now available as a rest and sanctuary area and is available for all clinical and non-clinical staff from across our entire health and social care system. The area will be a quiet space separate from patients and the public.



North Ayrshire have achieved **Carer Positive Employer** – Exemplary Level, with the award presented on the 29<sup>th</sup> of March 2023. Well done to all involved and thank you to the hard work of Kerryanne Owens, Kimberley Mroz and her team. The award demonstrates the support the Council provides for its employees who are working carers, through a combination of practical support and policy, awareness raising and training and

an active Carers Network. Carer Positive is operated by Carers Scotland on behalf of the Scottish Government. The Carer Positive commitments recognise those employers who offer the best support to carers, allowing them the flexibility they may need to deliver caring responsibilities. The 'Exemplary' Level 3 Award is the highest accolade given to organisations who go above and beyond in their caring commitments to colleagues and who demonstrate innovative and creative approaches to supporting and involving carers across their organisation.

The **Arran workforce** has been developed to provide solutions to service delivery issues. In 2022/23 a new Health Care Support Worker (HCSW) was appointed to support our multi-disciplinary team. A new nurse practitioner will provide care to people needing urgent and unscheduled care, while there is also a new Grade 4 entry level post for the residential/nursing home. Work has started to develop a new model of working for Arran AHP team (Occupational Therapy and Physiotherapy team).

In addition, several wellbeing days have been held at Arran Outdoor centre for all health and social care staff on Arran, as well as providing access to wellbeing vouchers for holistic range of practitioners and interventions. A jointly delivered (with mainland colleagues), online mindfulness group has reconvened, post-COVID – offering the opportunity for joint working between Occupational therapy and Psychology.

**Enhanced Learning and Development Support** for Care at Home saw engagement take place across 2022/2023 with a range of Care at home teams to discuss the training plan and consider the training which will be required for each role within the service and to meet Scottish Social Services Council (SSSC) registration conditions. A 5-year training plan has been devised for a

- Care at Home Assistant
- Senior Care at Home Assistant
- Care at Home Manager
- Team Manager

There have also been new training courses devised which were bespoke to the Care at Home Service.

**Practice Reflective Improvement (PRI) Dialogue** sessions encourages greater levels of reflection on cases with an element of child protection.

North Ayrshire Child Protection Committee and North Ayrshire Health & Social Care Partnership continue to accept referrals for Practice Reflective Improvement Dialogue sessions. PRI Dialogue has been in place for over a year now and feedback from both participants and facilitators is showing the value of these sessions:

“It is really helpful to hear reflections from different perspectives – it makes it easier to understand the context of decision making and broadens ideas extrapolated from reflection” (Participant)

“It (PRI) validated the great work being done and the care and love practitioners have for their jobs and the children and families they work with. It showed that everyone believes in aiming for the best outcomes for young people. It also gave people permission to evaluate their own practice and talk about it openly. The difference it made was, there were no judgements made on the choices taken. It allowed people to see the different ways services work and raised the levels of mutual respect for the work we all do.”  
(Facilitator)

## Independent Care Providers who provide care services on our behalf

Where we commission care and support from independent and 3<sup>rd</sup> sector Providers services based within the North Ayrshire area, we monitor these services via the Contract Management Framework. The Framework focusses on ensuring a joint approach to evaluating the quality of care and where appropriate provides an approach to supporting Providers to progress improvements. We use a range of methods to monitor performance, including:

- Formal Contract Management meetings on a 6 monthly basis and an Annual Joint Evaluation of Contract to ensure that services are safe, effective and most of all, that they meet people's needs
- Review of compliments, complaints and feedback from staff, carers and people who use services
- Information that we collect, before visits, from the provider or from our records
- Local and national information, for example, Care Inspectorate reports
- Visits to providers, including observing care and support and looking at records and documents

The information below represents how those service which are registered with Care Inspectorate and are based in North Ayrshire are currently performing.

### Registered Services – Minimum Grades across all themes –

Care Service	Subtype	2 Weak	3 Adequate	4 Good	5 Very Good	6 Excellent	Grand Total
Adoption Service	Not applicable	0	0	0	1	0	<b>1</b>
Adult Placement Service	Not applicable	0	0	0	2	0	<b>2</b>
Care Home Service	Older People	1	8	6	2	0	<b>17</b>
Care Home Service	Children & Young People	0	2	4	4	2	<b>12</b>

Care Service	Subtype	2 Weak	3 Adequate	4 Good	5 Very Good	6 Excellent	Grand Total
Care Home Service	Children & Young People	0	1	2	0	0	<b>3</b>
Care Home Service	Mental Health Problems	0	1	0	0	0	<b>1</b>
Care Home Service	Respite Care and Short Breaks	0	0	2	0	0	<b>2</b>
Child Minding	Not applicable	0	9	61	52	3	<b>125</b>
Day Care of Children	Not applicable	1	5	42	17	0	<b>65</b>
Fostering Service	Not applicable	0	0	1	0	0	<b>1</b>
Housing Support Service	Not applicable	0	1	6	7	2	<b>16</b>
School Care Accommodation Service	Not applicable	0	0	1	6	0	<b>7</b>
Support Service	Care at Home	0	1	12	9	0	<b>22</b>
Support Service	Other than Care at home	0	0	7	0	1	<b>8</b>
<b>Grand Total</b>	<b>Not applicable</b>	<b>2</b>	<b>28</b>	<b>144</b>	<b>100</b>	<b>8</b>	<b>282</b>

## Inspection of Local Services

Our Children and Families Service were subject to a Joint Inspection of Services for Children and Young People at Risk of Harm in North Ayrshire which was published on the Care Inspectorate website here - [Report of a joint inspection of services](#).

In support to the inspection, please find a link to a video the Young Inspection Volunteers have produced for children, young people, and their Families – [YouTube video](#)

It is a very positive report for children's services and one we can be proud of. The report recognises the very strong evidence of partnership working and the clear commitment and dedication of staff working across various agencies to reduce risk of harm, develop positive relationships and improve wellbeing outcomes for our children and young people.

The report also references the wide range of innovative work the partnership has driven forward, our strong leadership and coherent and shared vision to make positive change. In particular, the report highlights the swift, collaborative, strategic and deliberate action we took to protect children and young people from harm during the pandemic.

Overall, the key strengths highlighted in the report as follows:

- Recognition and initial response to risk and concern to children was a strength. Staff took timely and appropriate action to keep children safe.
- Overall, key processes for assessing and managing risk for children at risk of harm were well established and working effectively.
- Effective oversight and scrutiny of child protection performance was provided by the Chief Officers Group and Child Protection Committee.
- Partners had a well-established approach to gathering and using performance data to inform and support improvement activity.

The report outlined there were two areas for further improvement:

- The partnership should further develop its review of outcome data to demonstrate the difference services are making in keeping children safe.
- Continued attention was needed to ensure all children and young people are meaningfully involved in decisions about their lives and in the development of future service provision.

The Partnership also received 7 further inspections; 2 announced and 5 unannounced. The inspection reports for these can be found - [Inspection Reports](#).



Inspection Date	Service Number	Service/Unit	Wellbeing	Leadership	Staffing	Environment	Care & Support
11 - May - 22	CS2007142325	The Meadows	3	0	0	0	0
01 - June - 22	CS2008192560	3T, NC & Arran CAH	5	0	0	0	5*
01 - June - 22	CS2008192553	Irvine, GV & CA	5	0	0	0	5*
21- July - 22	CS2003001160	Canmore	4	0	0	0	0
25 - July - 22	CS2003001167	Montrose House	3	3	3	4	3
16 - February - 23	CS2008177877	Anam Cara	5	5	0	0	0
27 - February -23	CS2007142322	Achnamara	4	0	0	0	0

\*Within Care and Support, Inspections for Three Towns, North Coast and Arran as well as Irvine, Garnock Valley and Community Alarm were graded relating to how good is our care and support during the COVID-19 pandemic.

This was introduced as an additional key question to the Quality framework during the COVID-19 pandemic by the Care Inspectorate.

The Care Inspectorate use a six-point scale to grade inspections:

- |                  |  |
|------------------|--|
| 1 Unsatisfactory | Major weaknesses – urgent remedial action required   |
| 2 Weak           | Important weaknesses – priority action required      |
| 3 Adequate       | Strengths just outweigh weaknesses                   |
| 4 Good           | Important strengths, with some areas for improvement |
| 5 Very Good      | Major strengths                                      |
| 6 Excellent      | Outstanding or sector leading                        |



**26 September 2023****Cabinet**

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<b>Title:</b>	<b>Lease Disposal – Additional area at Nethermiln Playing Fields, West Kilbride</b>
<b>Purpose:</b>	To seek Cabinet approval to provide a lease of the Football Pitch at Kirkton Glen & Nethermiln Playing Fields, West Kilbride to West Kilbride Community Sports Club.
<b>Recommendation:</b>	That Cabinet approve the lease disposal of the Football Pitch at Kirkton Glen & Nethermiln Playing Fields to West Kilbride Community Sports Club for a period of 25 years with an option to extend for a further 25 years at a nominal rent of £1 per annum, exclusive of VAT.

---

**1. Executive Summary**

- 1.1 West Kilbride Community Sports Club has the long-term ambition of fully redeveloping the sports facilities within Kirkton Glen, with the proposal being to undertake this on a phased basis. Prior to the previous 2014 Cabinet approval of this proposal, a full feasibility study and business plan was prepared, and planning consent was granted in respect of the complete redevelopment proposal in 2013.
- 1.2 Following completion of the lease of the Tennis Courts in 2015 and the Playing Fields in 2018, this report is seeking Cabinet approval to grant a lease to West Kilbride Community Sports Club of the Football Pitch (Area 2) as identified within Appendix 1.
- 1.3 Having undertaken initial negotiations with West Kilbride Community Sports Club, it is recommended that Cabinet grants a lease, the terms of which have been agreed in principle, for a period of 25 years with an option to extend for a further 25 years at a discounted rent of £1 per annum, exclusive of VAT.

**2. Background**

- 2.1 West Kilbride Community Sports Club has the long-term ambition of fully redeveloping the sports facilities within Kirkton Glen. Cabinet approved a proposal in 2014 to grant a lease of the Tennis Courts (Area 1) and a call up option for the additional areas sought as shown in Appendix 1. The lease of the tennis courts concluded following the 2014 Cabinet approval. In 2018 further leases of the Playing Fields (Area 3) and the Pavilion were granted at a nominal rent.
- 2.2 In February 2023 West Kilbride Community Sports Club requested a further lease of the football pitch as they are seeking to progress funding bid(s) to develop a synthetic pitch on the existing pitch. Earlier this year, Cabinet approved a Community Investment Fund application for West Kilbride Community Sports Club and Friends of Kirktonhall Glen to employ a specialist consultant to help pursue the additional funding required for the project. The lease proposed is a 25 year long term with an option of a further 25 years at a rent of £1 per annum.

- 2.3 The ground lease will grant the tenant a right to use the ground for the purpose of sporting activities and any further development of the land would require consent from the Council as landlord.
- 2.4 While there is no need for this lease to follow the asset transfer process due to the previously approved call up option, this lease remains in the spirit of providing opportunities for people to be involved in developing and providing opportunities or services for their local communities, using public assets more frequently and effectively, and allowing groups to secure extra funding or resources which are the underpinning principles of asset transfer within the Community Empowerment (Scotland) Act 2015.

### **3. Proposals**

- 3.1 It is recommended that Cabinet approve the lease disposal of the Football Pitch at Kirkton Glen & Nethermiln Playing Fields to West Kilbride Community Sports Club for a period of 25 years with an option to extend for a further 25 years at a nominal rent of £1 per annum, exclusive of VAT. This would be in line with the spirit of the Cabinet approval in 2014.
- 3.2 The previously approved call up option (see paragraph 2.1) would also be concluded in conjunction with this lease agreement. This would enable the group to add Area 4, Area 5 and Area 6 as noted in Appendix 1, to the proposed lease at no additional charge. The inclusion of the call up option would protect these areas from alternative uses/interest to enable West Kilbride Community Sports Club to further expand their operation when it is financially viable for them to do so.

### **4. Implications/Socio-economic Duty**

#### **Financial**

- 4.1 There are no financial implications as a result of this report as the lease is offered on a de-minimis terms.

#### **Human Resources**

- 4.2 None.

#### **Legal**

- 4.3 If the report is approved, the legal documentation will be progressed via Legal Services and the Council will lease the land to the West Kilbride Community Sports Club.

#### **Equality/Socio-economic**

- 4.4 If the report is approved, West Kilbride Community Sports Club will be able to further develop the social benefits delivered on the site.

#### **Climate Change and Carbon**

- 4.5 None.

## **Key Priorities**

4.6 If the report is approved, the further development of the area by the West Kilbride Community Sports Club will support the Council plan priorities of:

- Providing support for community organisations and supporting community operated assets.
- Using our assets to support wellbeing in local communities.

## **Community Wealth Building**

4.7 If the report is approved, West Kilbride Community Sports Club aims to contribute to Community Wealth Building by the development of underutilised assets for community use.

## **5. Consultation**

5.1 Legals Services and Connected Communities have been consulted on the content of the report.

RUSSELL McCUTCHEON  
Executive Director (Place)

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

## **Background Papers**

Cabinet Report – Kirkton Glen Pavilion and Nethermiln Playing Fields and Tennis Courts, West Kilbride, 16 December 2014

1 – Appendix 1



North Ayrshire Council  
Comhairle Siorrachd Air a Tuath

### Sports Site, Kirkton Glen, West Kilbride



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**Cabinet**

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<b>Title:</b>	<b>North Ayrshire Asset Management Strategy &amp; Plans</b>
<b>Purpose:</b>	To seek Cabinet approval of the refreshed North Ayrshire Corporate Asset Strategy and associated Asset Management Plans.
<b>Recommendation:</b>	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**

0

**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.

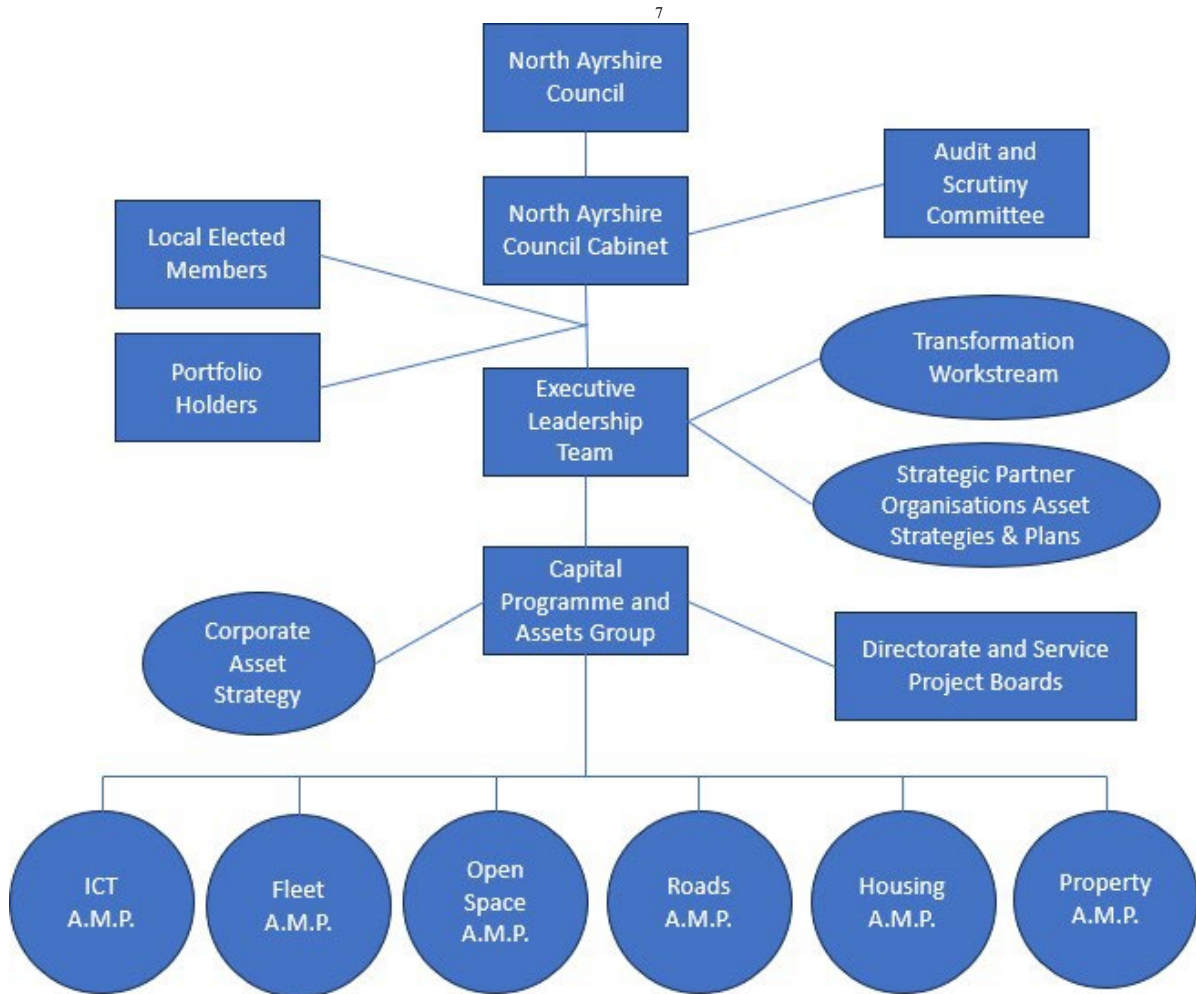
The Council are pioneers in Community Wealth Building (CWB) and launched Scotland's first Community Wealth Building Strategy in May 2020. CWB aims to retain wealth and economic benefits within the local area, making our communities more

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

<b>Asset Plan</b>	<b>Directorate</b>	<b>Chief Officer</b>
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 Council's 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



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# **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
<b>Total Property Assets</b>		<b>523</b>
of which, Common Good		7

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

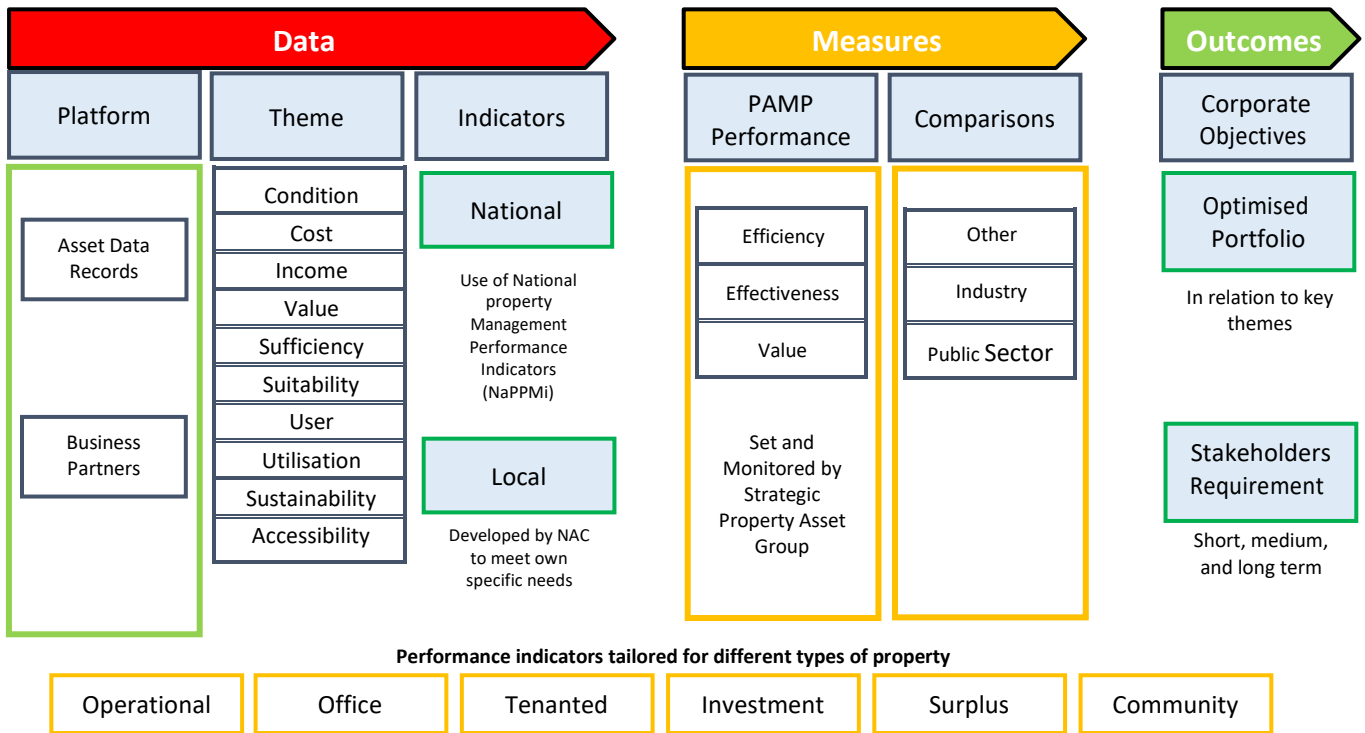
#### **4. Asset Management Performance and Drivers for Change**

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.

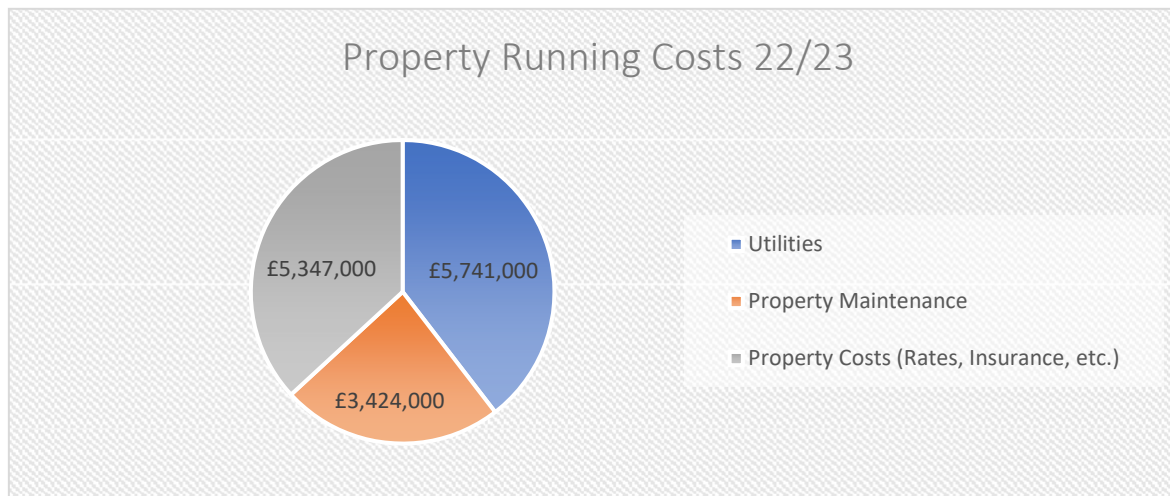
There is currently a feasibility study underway to review the corporate buildings and propose solutions to adjust the portfolio to meet the demands of the workforce. It is anticipated that this study will identify options to streamline the property assets, making for a more efficient estate and in turn 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: -

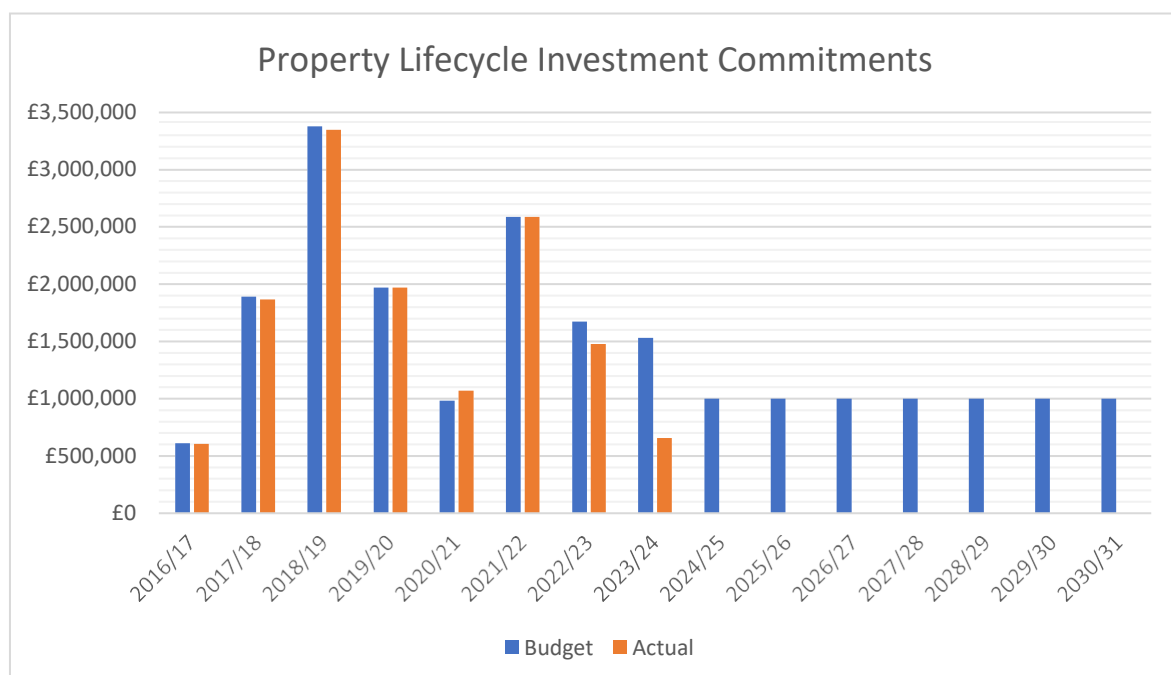
- Revenue savings achieved through the removal of property running costs.
- Capital Receipts income from sale of asset.
- Removal of statutory obligations easing pressure on resources
- Reduction in risk management, where some older properties may have latent defects (such as asbestos, Legionella or 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:

<b>Funding</b>	<b>Actual 2023/24</b>	<b>Estimated 2023/24</b>	<b>Estimated 2024/25</b>	<b>Estimated 2025/26</b>	<b>Estimated 2026 &amp; beyond</b>	<b>Total Estimated</b>
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
<b>Totals</b>	<b>£575</b>	<b>£2,037,110</b>	<b>£7,965,000</b>	<b>£850,000</b>	<b>£1,705,000</b>	<b>£12,557,110</b>

## 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**

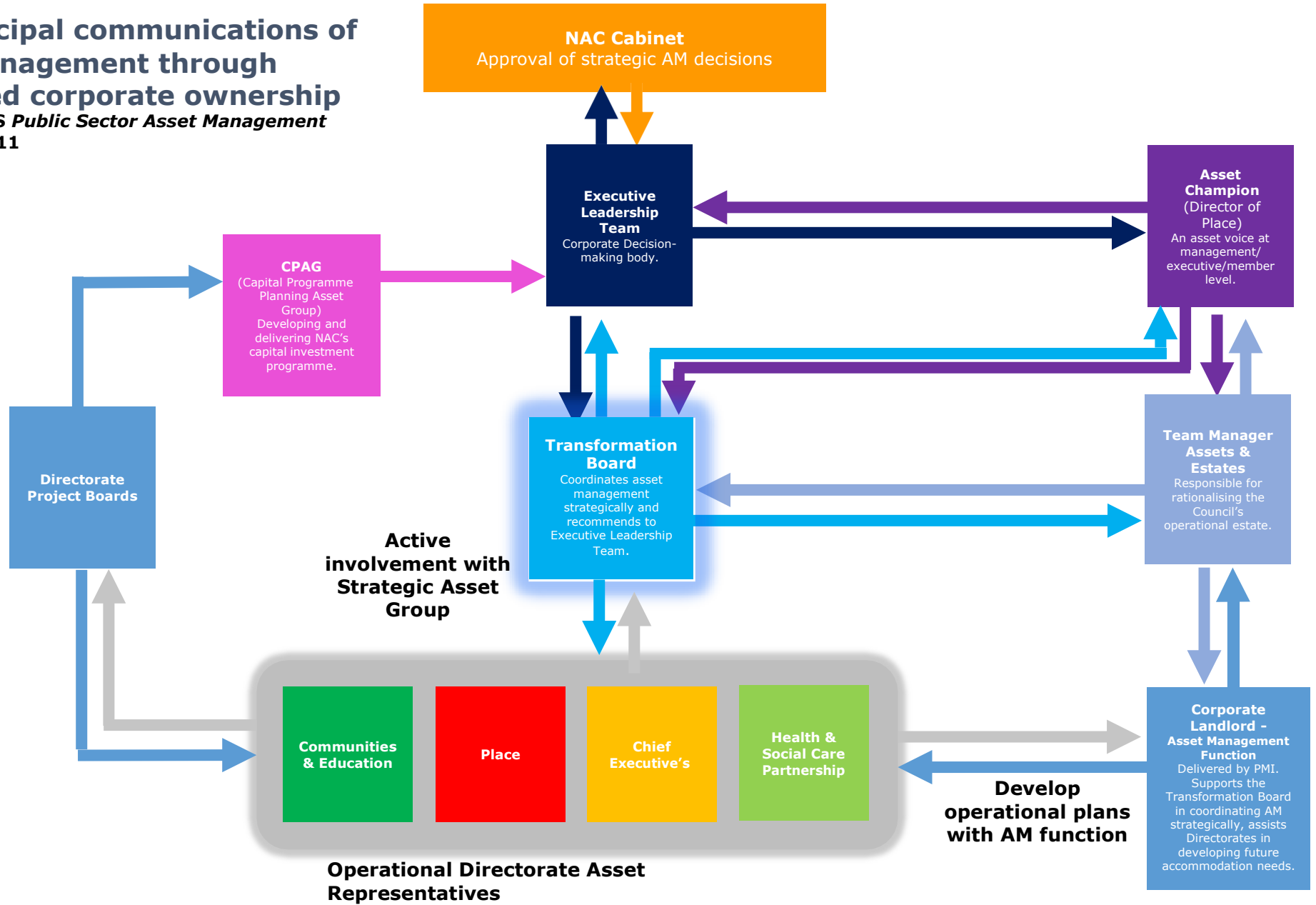
Project risks are managed through the standard project documentation and reporting process. Individual risks and mitigation measures for each project are captured in a risk register. Significant risks are also captured in the Project Summary Sheets which are reported to ELT and CPAG on a regular basis.

## **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:

**7.2<sup>t</sup> 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**

<b>Action Plan Reference</b>	<b>Action</b>	<b>Desired Outcome</b>	<b>Lead</b>	<b>Timescale</b>
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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		
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North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# **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:-

<b>Asset</b>	<b>Quantity (31<sup>st</sup> March 2023)</b>	<b>Unit</b>
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	
	<b>Carriageways</b>		
<b>Safety</b>	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	
	<b>Utility Inspections</b>		
	% 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%	
	<b>Condition</b>	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%	
	<b>Footways</b>		
<b>Safety</b>	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	



<b>Service</b>	<b>Measure</b>	<b>Target Standard</b>
	<b>Footways</b>	
	Routine safety inspection frequency – Castlepark and Lower Vennel	Twice per year
	Routine safety inspection frequency – all other footways and footpaths	Once per year
<b>Condition</b>	Maintain % of footways requiring maintenance at current levels	13%
<b>Service</b>	<b>Measure</b>	<b>Target Standard</b>
	<b>Street Lighting</b>	
<b>Safety</b>	% of street lanterns with a valid Electrical Test Certificate	40%
<b>Condition</b>	% 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%
	<b>Structures</b>	
<b>Safety</b>	Carry out General Inspections	2 yearly
	Carry out Principal Inspections	6 yearly
<b>Condition</b>	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
	<b>Traffic Signals</b>	
	Response time to attend urgent faults	2 hours
<b>Safety</b>	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	21 <sup>st</sup>	20 <sup>th</sup>	20 <sup>th</sup>	22 <sup>nd</sup>	26 <sup>th</sup>	23 <sup>rd</sup>	23 <sup>rd</sup>	23 <sup>rd</sup>	20 <sup>th</sup>	21 <sup>st</sup>

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

## 5. Condition and Suitability

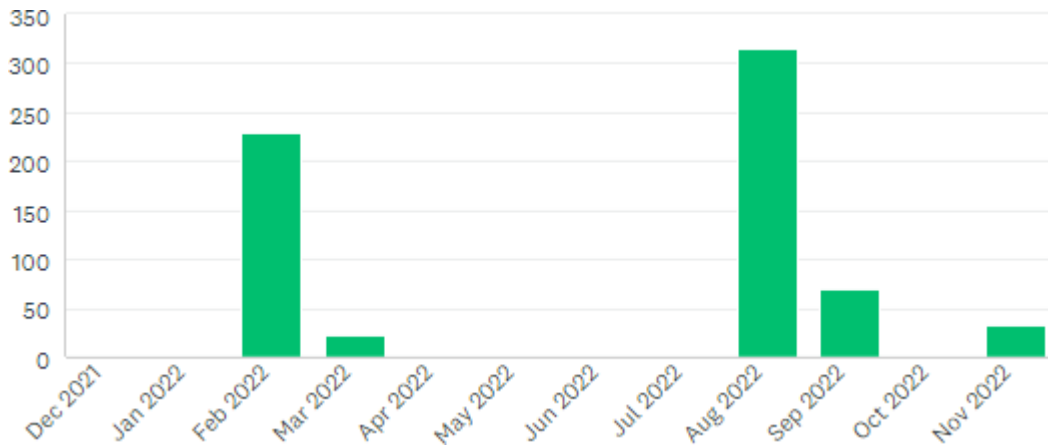
### Customer Surveys, Enquiries and Consultation

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. 2017 figures

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.

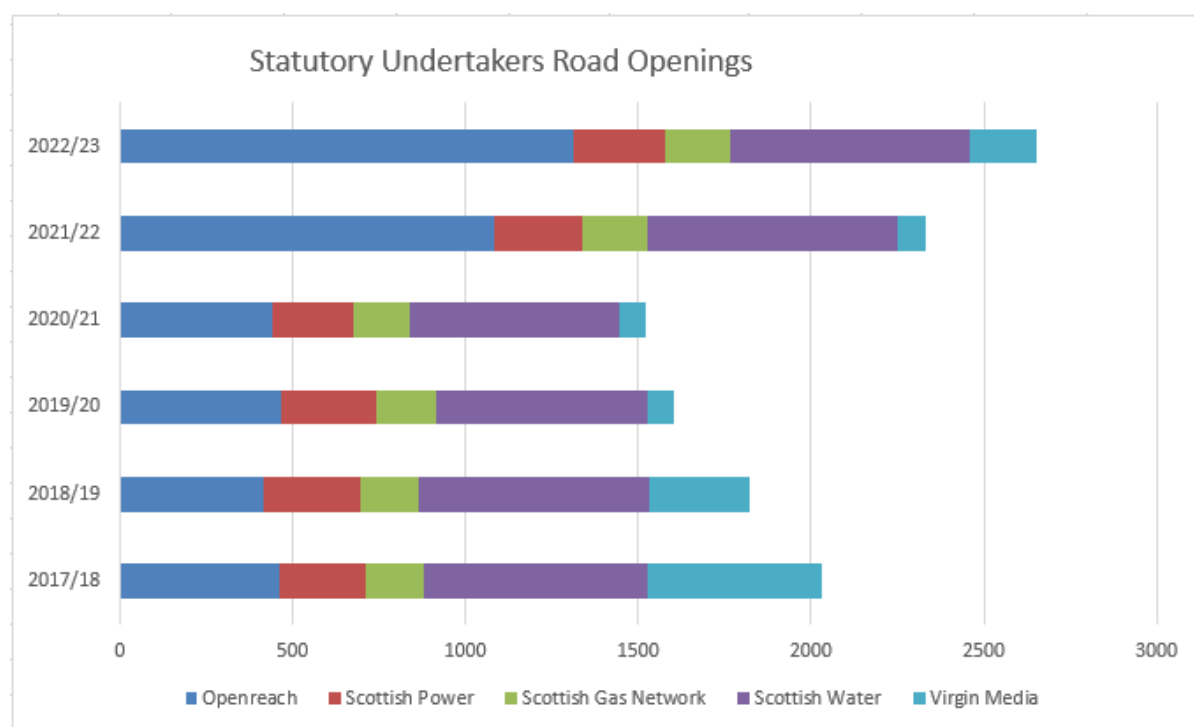
**Backlog figures for North Ayrshire Council (to be updated in 2023)**

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: -

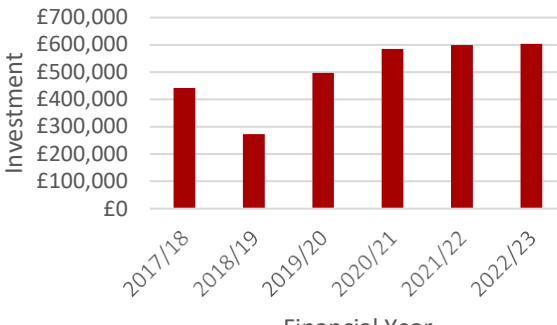
Carriageways	Statistics	Commentary																								
<p><b>The Asset</b></p>	<p>North Ayrshire Council has 1050 km of public road network.</p> <p>Growth of 0.80% over the last 5 years.</p> <p>Growth of 14.32 km over the last five years.</p>	<p>Predicted growth over the next 5 years of 0.2% per year.</p>																								
<p><b>Customer Expectations</b></p>	<div data-bbox="411 613 1048 1041"> <p style="text-align: center;"><b>% Satisfied with Maintenance of Roads</b></p> <table border="1"> <caption>% Satisfied with Maintenance of Roads</caption> <thead> <tr> <th>Year</th> <th>% Satisfied</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>~45%</td> </tr> <tr> <td>2009</td> <td>~38%</td> </tr> <tr> <td>2013</td> <td>~35%</td> </tr> <tr> <td>2016(NHT)</td> <td>~30%</td> </tr> <tr> <td>2022(APSE/5...)</td> <td>16%</td> </tr> </tbody> </table> </div> <div data-bbox="411 1087 1048 1482"> <p style="text-align: center;"><b>Overall Satisfaction with Winter Service</b></p> <table border="1"> <caption>Overall Satisfaction with Winter Service</caption> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Satisfied</td> <td>70%</td> </tr> <tr> <td>Dissatisfied</td> <td>30%</td> </tr> </tbody> </table> </div>	Year	% Satisfied	2005	~45%	2009	~38%	2013	~35%	2016(NHT)	~30%	2022(APSE/5...)	16%	Satisfaction Level	Percentage	Satisfied	70%	Dissatisfied	30%	<p>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.</p> <p>This decrease in satisfaction with our road network is despite an improvement in overall road condition and indicates the increasing expectations of the community.</p> <p>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%.</p> <p>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.</p>						
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<p><b>Condition</b></p>	<div data-bbox="411 1526 1048 2040"> <p style="text-align: center;"><b>Road Condition Indicator v Scottish Average</b></p> <table border="1"> <caption>Road Condition Indicator v Scottish Average</caption> <thead> <tr> <th>Reported Year</th> <th>RCI (%)</th> <th>Scottish Average (%)</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>38.1</td> <td>36.5</td> </tr> <tr> <td>2018</td> <td>39.0</td> <td>36.8</td> </tr> <tr> <td>2019</td> <td>38.0</td> <td>36.2</td> </tr> <tr> <td>2020</td> <td>37.0</td> <td>35.8</td> </tr> <tr> <td>2021</td> <td>36.8</td> <td>35.5</td> </tr> <tr> <td>2022</td> <td>34.0</td> <td>34.2</td> </tr> <tr> <td>2023</td> <td>34.8</td> <td>33.6</td> </tr> </tbody> </table> </div>	Reported Year	RCI (%)	Scottish Average (%)	2017	38.1	36.5	2018	39.0	36.8	2019	38.0	36.2	2020	37.0	35.8	2021	36.8	35.5	2022	34.0	34.2	2023	34.8	33.6	<p>SRMCS results in 2017/19 indicate that 38.1% of our carriageways may require attention – approximately 400km.</p> <p>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%.</p> <p>Increased investment in road maintenance since 2020/21 should assist in maintaining current condition.</p>
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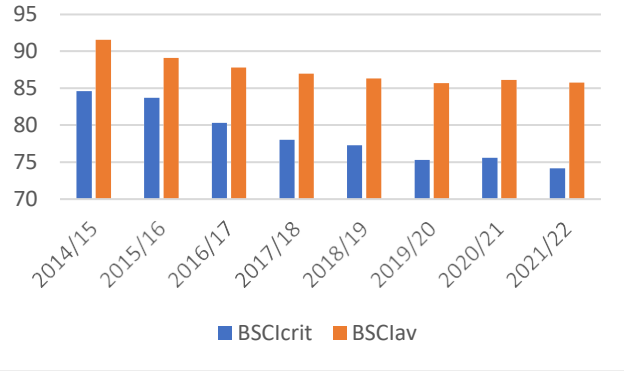
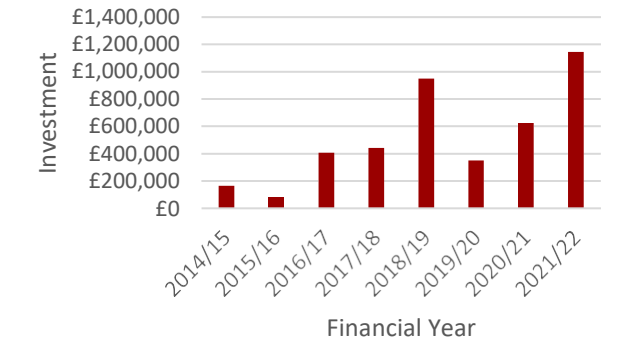
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<p><b>Valuation</b> (Figures to be recalculated by SCOTS in 2023)</p>	<p>Steady State figure <b>£4.3million</b> (May 2019) (Increased from £3.8m in May 2017)</p> <p>Headline backlog figure is <b>£34.8million</b>. (May 2019)</p>	<p>Cost per year to maintain the current Road Condition Indicator (RCI). <sup>(1)</sup></p> <p>Budget required to remove all defects in one year.</p>														
<p><b>Planned Future Investment</b></p>	<p>It is calculated that <b>£11.1million</b> per year is required to prevent further deterioration across the network. This figure does not include for increasing materials and construction costs.</p>	<p>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.</p>														
<p><b>Forward Works Programme</b></p>	<p>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.</p>	<p>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.</p>														

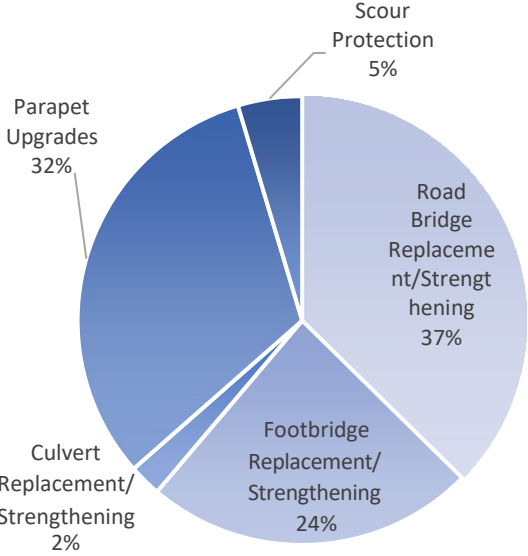
<sup>(1)</sup> The Steady State calculation is based on investment required to ensure carriageways currently in amber condition do not deteriorate to red condition, and carriageways currently in good condition do not deteriorate to requiring maintenance treatment. This figure does not include treating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

Footways	Statistics	Commentary																						
<p><b>The Asset</b></p>	<p>North Ayrshire Council has 1014.8 km of footway/footpath network.</p> <p>Growth of 1.6% over the last 5 years.</p> <p>An extra 17.1 km of footway to be maintained.</p>	<p>Predicted growth over the next 5 years of 0.15% per year.</p> <p>Predicted increase in footway length of 7.5 km over the next 5 years.</p>																						
<p><b>Customer Expectations</b></p>	<div data-bbox="438 464 1077 929"> <p style="text-align: center;"><b>% Satisfied with Footway/Footpath Surfaces</b></p> <table border="1"> <caption>% Satisfied with Footway/Footpath Surfaces</caption> <thead> <tr> <th>Year</th> <th>% Satisfied</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>~58%</td> </tr> <tr> <td>2009</td> <td>~48%</td> </tr> <tr> <td>2013</td> <td>~48%</td> </tr> <tr> <td>2016(NHT)</td> <td>~52%</td> </tr> <tr> <td>2022(APSE/SCO...)</td> <td>~46%</td> </tr> </tbody> </table> </div> <div data-bbox="438 952 1077 1347"> <table border="1"> <caption>Customer Expectations for Road Conditions</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Safe Roads</td> <td>24%</td> </tr> <tr> <td>Good Pavements</td> <td>22%</td> </tr> <tr> <td>Good Street Lighting</td> <td>21%</td> </tr> <tr> <td>Good Cycle Facilities</td> <td>9%</td> </tr> </tbody> </table> </div>	Year	% Satisfied	2005	~58%	2009	~48%	2013	~48%	2016(NHT)	~52%	2022(APSE/SCO...)	~46%	Category	Percentage	Safe Roads	24%	Good Pavements	22%	Good Street Lighting	21%	Good Cycle Facilities	9%	<p>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%.</p> <p>Footways are third only to safe roads and good road condition as the most important assets to our customers.</p>
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<p><b>Condition</b></p>	<div data-bbox="438 1406 1077 1766"> <p style="text-align: center;"><b>% footway requiring treatment</b></p> <table border="1"> <caption>% footway requiring treatment</caption> <thead> <tr> <th>Year</th> <th>% Requiring Treatment</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>~8.5%</td> </tr> <tr> <td>2014/15</td> <td>~9.0%</td> </tr> <tr> <td>2015/16</td> <td>~10.5%</td> </tr> <tr> <td>2016/17</td> <td>~11.0%</td> </tr> <tr> <td>2017/18</td> <td>~11.5%</td> </tr> <tr> <td>2018/19</td> <td>~15.5%</td> </tr> <tr> <td>2019/20</td> <td>~14.5%</td> </tr> <tr> <td>2020/21</td> <td>~14.5%</td> </tr> <tr> <td>2021/22</td> <td>~12.5%</td> </tr> <tr> <td>2022/23</td> <td>~11.5%</td> </tr> </tbody> </table> </div>	Year	% Requiring Treatment	2013/14	~8.5%	2014/15	~9.0%	2015/16	~10.5%	2016/17	~11.0%	2017/18	~11.5%	2018/19	~15.5%	2019/20	~14.5%	2020/21	~14.5%	2021/22	~12.5%	2022/23	~11.5%	<p>A condition survey of the whole footway is completed annually. Assessments are undertaken by the Road Inspectors as part of their inspection programme.</p> <p>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.</p>
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<p><b>Investment Historical</b></p>	<p style="text-align: center;"><b>Historical Investment</b></p>  <table border="1" data-bbox="478 278 1037 604"> <thead> <tr> <th>Financial Year</th> <th>Investment (£)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>450,000</td> </tr> <tr> <td>2018/19</td> <td>280,000</td> </tr> <tr> <td>2019/20</td> <td>500,000</td> </tr> <tr> <td>2020/21</td> <td>580,000</td> </tr> <tr> <td>2021/22</td> <td>600,000</td> </tr> <tr> <td>2022/23</td> <td>600,000</td> </tr> </tbody> </table>	Financial Year	Investment (£)	2017/18	450,000	2018/19	280,000	2019/20	500,000	2020/21	580,000	2021/22	600,000	2022/23	600,000	<p>Planned footway maintenance includes footway resurfacing/ reconstruction and planned footway patching.</p> <p>Additional investment in 2016/17 was as a result of capital investment in town centre regeneration projects, however remaining years have stayed relatively stable.</p> <p>It is expected that footway condition will continue to stay static around 12% unless the level of investment is increased.</p>
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<p><b>Planned Future Investment</b></p>	<p>It is calculated that <b>£1 million</b> per year is required to prevent further deterioration in the footway network. This figure does not include for increasing materials and construction costs.</p>	<p>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.</p>														
<p><b>Forward Works Programme</b></p>	<p>All footways requiring maintenance treatment are assessed according to our priority assessment matrix. This lists all footways requiring maintenance works in order of priority.</p>	<p>Locations identified are subject to continual re-assessment.</p>														

Structures	Statistics	Commentary																											
<p><b>The Asset</b></p>	<p>The Structures asset consists of:</p> <ul style="list-style-type: none"> <li>249 Road Bridges</li> <li>88 Footbridges</li> <li>116 Retaining Walls</li> <li>293 Culverts</li> <li>7 Underpasses</li> <li>1 Tunnel</li> <li>34 Revetments</li> </ul>	<p>The figure for the length of retaining walls is estimated.</p> <p>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.</p>																											
<p><b>Customer Expectations</b></p>	<p>100% of requests relating to abnormal loads are responded to within service response times.</p>	<p>There have been no adverse comments in respect of Structures.</p>																											
<p><b>Condition</b></p>	<p style="text-align: center;"><b>Bridge Condition Indicators</b></p>  <table border="1" style="display: none;"> <caption>Bridge Condition Indicators Data</caption> <thead> <tr> <th>Financial Year</th> <th>BSCcrit</th> <th>BSClav</th> </tr> </thead> <tbody> <tr><td>2014/15</td><td>84</td><td>91</td></tr> <tr><td>2015/16</td><td>83</td><td>89</td></tr> <tr><td>2016/17</td><td>80</td><td>87</td></tr> <tr><td>2017/18</td><td>78</td><td>86</td></tr> <tr><td>2018/19</td><td>77</td><td>85</td></tr> <tr><td>2019/20</td><td>75</td><td>85</td></tr> <tr><td>2020/21</td><td>75</td><td>85</td></tr> <tr><td>2021/22</td><td>74</td><td>85</td></tr> </tbody> </table>	Financial Year	BSCcrit	BSClav	2014/15	84	91	2015/16	83	89	2016/17	80	87	2017/18	78	86	2018/19	77	85	2019/20	75	85	2020/21	75	85	2021/22	74	85	<p>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.</p> <p>Capital investment from 2016/17 onwards has seen the rate of decline reduce in BSCIs.</p> <p>General Inspections (GIs) are undertaken 2 yearly.</p>
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<p align="center"><b>Planned Future Investment</b></p>	<p align="center"><b>Estimated Outstanding Maintenance Work Required</b></p>  <table border="1"> <caption>Estimated Outstanding Maintenance Work Required</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Road Bridge Replacement/Strengthening</td> <td>37%</td> </tr> <tr> <td>Parapet Upgrades</td> <td>32%</td> </tr> <tr> <td>Footbridge Replacement/Strengthening</td> <td>24%</td> </tr> <tr> <td>Culvert Replacement/Strengthening</td> <td>2%</td> </tr> <tr> <td>Scour Protection</td> <td>5%</td> </tr> </tbody> </table>	Category	Percentage	Road Bridge Replacement/Strengthening	37%	Parapet Upgrades	32%	Footbridge Replacement/Strengthening	24%	Culvert Replacement/Strengthening	2%	Scour Protection	5%	<p>Value of outstanding maintenance work for the Structures asset is estimated to be £6.7million.</p> <p>This estimate is based on the inspections that have been carried out to date and may rise as inspections are reviewed.</p> <p>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.</p>
Category	Percentage													
Road Bridge Replacement/Strengthening	37%													
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<p align="center"><b>Forward Works Programme</b></p>	<p>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.</p>	<p>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.</p> <p>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.</p>												

Lighting	Statistics	Commentary																		
<p><b>The Asset</b></p>	<p>No. of luminaires 24,448 No. of columns 24,338</p> <p>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%.</p>	<p>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.</p>																		
<p><b>Customer Expectations</b></p>	<div data-bbox="443 506 1077 987" data-label="Figure"> <table border="1"> <caption>% Satisfied with Street Lighting Provision</caption> <thead> <tr> <th>Year</th> <th>% Satisfied</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>~70%</td> </tr> <tr> <td>2009</td> <td>~68%</td> </tr> <tr> <td>2013</td> <td>~82%</td> </tr> <tr> <td>2016(NHT)</td> <td>~70%</td> </tr> <tr> <td>2022(APSE/SCOTS)</td> <td>~72%</td> </tr> </tbody> </table> </div> <p data-bbox="539 1010 992 1041">Customer Enquiries and Service Requests</p> <div data-bbox="638 1087 885 1336" data-label="Figure"> <table border="1"> <caption>Customer Enquiries and Service Requests</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Roads</td> <td>51%</td> </tr> <tr> <td>Lighting</td> <td>49%</td> </tr> </tbody> </table> </div>	Year	% Satisfied	2005	~70%	2009	~68%	2013	~82%	2016(NHT)	~70%	2022(APSE/SCOTS)	~72%	Category	Percentage	Roads	51%	Lighting	49%	<p>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.</p> <p>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.</p> <p>The APSE/SCOTS survey now shows that the level of satisfaction for street lighting has remained the same as the 2016 survey at 72%.</p> <p>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.</p>
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<p><b>Condition</b></p>	<p style="text-align: center;"><b>Columns &amp; Lanterns exceeding expected service lives</b></p> <table border="1"> <caption>Columns &amp; Lanterns exceeding expected service lives</caption> <thead> <tr> <th>Financial Year</th> <th>Columns</th> <th>Lanterns</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>2500</td><td>5500</td></tr> <tr><td>2014/15</td><td>2500</td><td>5200</td></tr> <tr><td>2015/16</td><td>3000</td><td>4500</td></tr> <tr><td>2016/17</td><td>2500</td><td>3000</td></tr> <tr><td>2017/18</td><td>2800</td><td>2500</td></tr> <tr><td>2018/19</td><td>2800</td><td>2500</td></tr> <tr><td>2019/20</td><td>3000</td><td>2500</td></tr> <tr><td>2020/21</td><td>4000</td><td>2500</td></tr> <tr><td>2021/22</td><td>1500</td><td>2500</td></tr> </tbody> </table>	Financial Year	Columns	Lanterns	2013/14	2500	5500	2014/15	2500	5200	2015/16	3000	4500	2016/17	2500	3000	2017/18	2800	2500	2018/19	2800	2500	2019/20	3000	2500	2020/21	4000	2500	2021/22	1500	2500	<p>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.</p> <p>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.</p> <p>A SCOTS exercise to further refine the life expectancy of L.A. cable network is ongoing</p>
Financial Year	Columns	Lanterns																														
2013/14	2500	5500																														
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<p><b>Investment Historical</b></p>	<p style="text-align: center;"><b>Historical Investment</b></p> <table border="1"> <caption>Historical Investment</caption> <thead> <tr> <th>Financial Year</th> <th>Investment (£)</th> </tr> </thead> <tbody> <tr><td>2014/15</td><td>1,500,000</td></tr> <tr><td>2015/16</td><td>2,000,000</td></tr> <tr><td>2016/17</td><td>2,600,000</td></tr> <tr><td>2017/18</td><td>1,400,000</td></tr> <tr><td>2018/19</td><td>1,000,000</td></tr> <tr><td>2019/20</td><td>750,000</td></tr> <tr><td>2020/21</td><td>1,000,000</td></tr> <tr><td>2021/22</td><td>1,250,000</td></tr> </tbody> </table>	Financial Year	Investment (£)	2014/15	1,500,000	2015/16	2,000,000	2016/17	2,600,000	2017/18	1,400,000	2018/19	1,000,000	2019/20	750,000	2020/21	1,000,000	2021/22	1,250,000	<p>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.</p> <p>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.</p>												
Financial Year	Investment (£)																															
2014/15	1,500,000																															
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<p><b>Planned Future Investment</b></p>	<p>Capital Investment</p> <p>2015/16 - £2,654,000</p> <p>2016/17 - £2,222,000</p> <p>2017/18 - £1,460,428</p> <p>2018/19 - £1,000,000</p> <p>2019/20 - £750,000</p> <p>2020/21 - £750,000</p> <p>2021/22 - £1,940,000</p> <p>2022/23 - £1,250,000</p>	<p>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.</p>																														
<p><b>Forward Works Programme</b></p>	<p>Structural inspection programme of risk certification is ongoing.</p> <p>Priority major infrastructure replacement programme is drawn from inspection, age profile and asset profile information.</p>	<p>Continued structural inspection manages risk between priority replacement and interim inspection certification.</p>																														

## 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
	<sup>1</sup> Planned	4,568,828	3,821,785	4,047,703	5,642,824	5,205,937
Footways	Planned	272,982	<sup>4</sup> 409,610	<sup>4</sup> 528,053	<sup>4</sup> 538,415	<sup>4</sup> 530,857
Winter Maintenance	CW and FW	685,632	481,195	611,076	452,926	493,955
Structures	Total	<sup>2</sup> 950,153	267,054	623,258	1,102,570	1,068,433
Lighting (excluding energy costs)	Cyclic	47,316	<sup>3</sup> 1,084,258	1,125,450	1,346,570	Figures not available
	Reactive	211,482				
	Planned	1,026,793				

<sup>1</sup>Planned carriageway expenditure includes externally funded improvement works and additional allocated budget

<sup>2</sup>Additional Capital investment allocated for Structures planned improvement works from 18/19 onwards

<sup>3</sup>Total spend as internal works claims are not broken down into work types.

<sup>4</sup>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

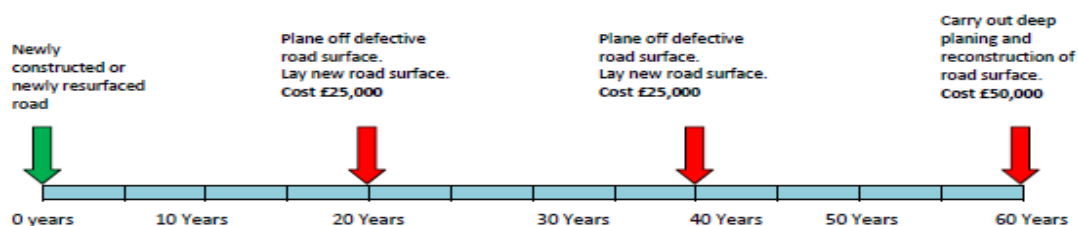


an increase in depreciated assets which resulted in reprofiling to £1.25m in the following two years which should stabilise the annual depreciation figures by 2024/25.

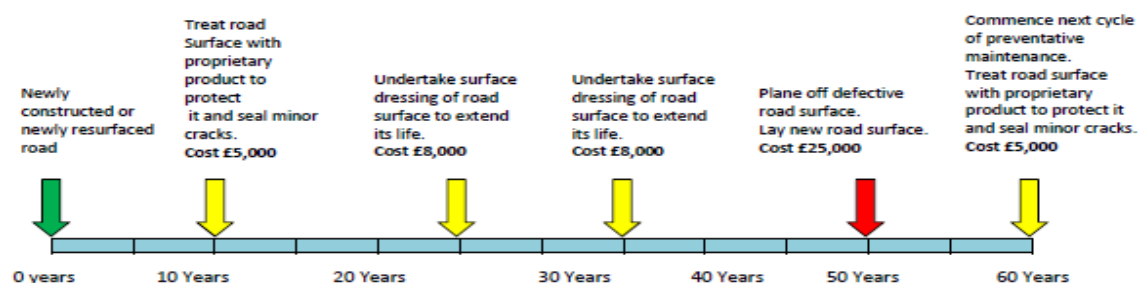
## Carriageways

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.

### Traditional Road Maintenance Approach



### New Approach Using RAMP Principles



Total cost of maintaining the road using traditional methods £100,000

Total cost of maintaining the road using RAMP methodology £51,000

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 complete.

## **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:

<b>Risk</b>	<b>Strategic / Corporate / Operational</b>
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:

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

<b>Risk</b>	<b>Controls</b>	<b>Monitoring Process</b>
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  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.  Operative training in winter procedures	% of priority routes completed on time  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 (BSCLcrit)	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

<b>Action Ref</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>
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:

<b>Annualised Depreciation</b>	The cost of annual deterioration of the road network if no maintenance works are carried out.
<b>Asset Management</b>	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.
<b>Asset Valuation</b>	The calculation of the current monetary value of an authority's assets.
<b>Depreciation</b>	The systematic allocation of the depreciable amount of an asset over its useful life arising from use, ageing, deterioration or obsolescence.
<b>Depreciated Replacement Cost</b>	Method of valuation which provides the current cost of replacing an asset with its modern equivalent asset less deductions for all physical deterioration and all relevant forms of obsolescence and optimisation.
<b>Gross Replacement Cost</b>	The monetary cost of replacing the existing asset with a modern equivalent asset.
<b>Levels of Service</b>	A statement of the performance of the asset in terms that the customer can understand.
<b>Lifecycle Plan</b>	Document defining the standards applied to an asset and detailing the management processes used to deliver those standards.
<b>Public Realm</b>	Publicly owned streets, pathways, right of ways, parks, publicly available open spaces; all areas to which the public has open access
<b>Road Infrastructure Assets</b>	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.
<b>Section 7 Agreement</b>	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.
<b>Statutory Undertakers</b>	Various companies and agencies with legal rights to carry out works on the road.





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

Strategic	<span style="display: inline-block; width: 20px; height: 10px; background-color: red; border: 1px solid black;"></span>
Main Distributor	<span style="display: inline-block; width: 20px; height: 10px; background-color: orange; border: 1px solid black;"></span>
Secondary Distributor	<span style="display: inline-block; width: 20px; height: 10px; background-color: yellow; border: 1px solid black;"></span>
Link and Access Roads	<span style="display: inline-block; width: 20px; height: 10px; background-color: blue; border: 1px solid black;"></span>





## 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

<b>North Ayrshire Council - Roads Footway &amp; Footpath Resurfacing Scheme Priority System</b>				
<b>General</b>				
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	
<b>Maximum Total:</b>			<b>100</b>	
<b>1. Condition</b>				
Taken from initial Condition Assessment Score generated during inspection				
Condition →	1 – Acceptable	2 – Safe but poor appearance	3 – Minor deterioration	4 – Major Deterioration
Extent ↓				
1 – Up to 25%	5	6	9	13
2 – 25% - 50%	6	7	10	14
3 – 50% - 75%	7	8	11	15
4 – 75% - 100%	8	9	12	16
<b>2. Importance / Accessibility</b>				
			<b>Score</b>	
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	
<b>3. Public Liability Claims / Fault Reports / Complaints</b>				
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			
<b>4. Assistance to Other Priorities</b>				
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:				Structure Name:			
Date when the scoring is carried out:				Structure Name:			
				Structure	Net score	% of	
				Score		total Score	
No.	Factors	Maximum 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 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	0	0	0%
3	HGV Restriction factor	20	Score based on weight capacity	Weight restriction 3 tonnes - 20 7.5 to 13 tonnes tonnes - 15 18 tonnes - 10 26 to 38 tonnes - 5 No weight restriction - 0	0	0	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 contribute 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 deteriorated 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 condition 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 adversely 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								
<b>Priority level Chart</b>	<b>Structure Name:</b>								
	Date of Scoring: 00-Jan-00								
Priority Level Indicator		<b>Overall works (500)</b>		<b>Structure works (100)</b>		<b>Parapet works (70)</b>		<b>Scour Protection (60)</b>	
		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%
<b>Total</b>	<b>557</b>	

## 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:

<b>Service Area</b>	<b>Owned Vehicles</b>	<b>Hired Vehicles</b>	<b>Electric Vehicles</b>
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
<b>Total</b>	<b>510</b>	<b>125</b>	<b>47</b>

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

<b>Total</b>	<b>434</b>	<b>13.97m</b>
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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.

<b>Year</b>	<b>Estimated Replacement Costs (£)</b>	<b>Capital Programme (£)</b>
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
<b>Total</b>	<b>27.98m</b>	<b>17.36m</b>

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	<ul style="list-style-type: none"> <li>▪ Service disruption due to increased breakdowns</li> <li>▪ Increased maintenance costs</li> <li>▪ Loss of ‘Operators’ Licence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planned Maintenance programme</li> <li>▪ Timely replacement programme</li> </ul>
Loss of ‘Operators’ Licence	3	3	9	<ul style="list-style-type: none"> <li>▪ Cannot utilise transport to deliver services</li> </ul>	<ul style="list-style-type: none"> <li>▪ ‘Nil’ defect daily checklist to be completed prior to vehicle use</li> <li>▪ Planned maintenance and inspection cycle</li> </ul>



					<ul style="list-style-type: none"> <li>▪ Driver training programme</li> </ul>
Increased environmental controls in respect of vehicle emissions	3	2	6	<ul style="list-style-type: none"> <li>▪ Fleet does not meet legislative standards</li> <li>▪ Cannot utilise transport to deliver services</li> <li>▪ Increased costs to hire in appropriately compliant vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely replacement programme</li> <li>▪ Evaluation of alternatively powered vehicles</li> <li>▪ Planned maintenance programmes to ensure optimum efficiency in vehicle operation</li> </ul>
Significant increase in Price of Fuel	3	2	6	<ul style="list-style-type: none"> <li>▪ Increase in budget requirement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Speedy implementation of alternatively powered vehicles</li> <li>▪ Securing of bulk supply contracts</li> </ul>
Securing of Fuel Supply	1	5	5	<ul style="list-style-type: none"> <li>▪ Essential Services cannot be delivered</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain bulk supply</li> <li>▪ Work with Ayrshire Civil Contingencies Team to maintain contingency plan</li> <li>▪ Increase the number of alternatively powered vehicles to reduce demand</li> </ul>
Insufficient capital funding to support the decarbonisation of the fleet	3	3	9	<ul style="list-style-type: none"> <li>▪ Not meeting the Scot Gov target</li> <li>▪ Increase in revenue costs due to retaining vehicles longer</li> <li>▪ Low staff moral</li> <li>▪ Increase of vehicle downtime</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early engagement within service reviews impacting on transport</li> <li>▪ Replacement plans re-phased to significantly reduce number of vehicles being replaced</li> </ul>

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<sub>2</sub> 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 (ESSH/ESSH2) 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 places 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)**

<b>Asset Group</b>	<b>Stock Numbers (units)</b>
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
<b>Housing Asset Total</b>	<b>13,273</b>
<b>Net Book Value (with vacant possession)</b>	<b>£527.86m</b>

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
<b>Total</b>	<b>86</b>	<b>2,984</b>	<b>5,898</b>	<b>3,884</b>	<b>434</b>	<b>2</b>	<b>1</b>	<b>13,273</b>

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 (ESSH)

ESSH 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 ESSH compliance, and a further milestone (ESSH 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 ESSH 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 ESSH 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 ESSH 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 ESSH standard; however, it is recognised that considerable work will be required to achieve ESSH2 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 ESSH 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:

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

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

## 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	<ul style="list-style-type: none"> <li>• Cyclical condition surveys</li> <li>• Cyclical component replacement programmes</li> <li>• New build programme (SHIP)</li> </ul>

	<ul style="list-style-type: none"> <li>• SHU refurbishment programme</li> <li>• Saltcoats High Flats refurbishment programme</li> <li>• Responsive repairs service</li> </ul>
Statutory Compliance / Safety	<ul style="list-style-type: none"> <li>• Statutory compliance programmes (Gas safety / EICR / Smoke detection upgrade)</li> <li>• Governance and reporting procedures (HAM Board, Annual Return on the Charter, Cabinet reporting).</li> <li>• Responsive repairs service</li> <li>• Resource structure within PMI team being reviewed</li> <li>• Process for gaining access to people's homes being reviewed</li> <li>• Condensation Damp and Mould Strategy and reviews process being developed</li> <li>• Statutory compliance working group established</li> </ul>
Climate Emergency / EEESH / EESH2	<ul style="list-style-type: none"> <li>• Council's Sustainability and Climate Change Strategy</li> <li>• Whole house energy efficiency pilot project</li> <li>• Energy Efficiency investment programmes</li> <li>• New build programme (SHIP)</li> </ul>
Investment requirements exceeding budget availability	<ul style="list-style-type: none"> <li>• Best value procurement of external contractors</li> <li>• Long term business planning model and rent-setting</li> <li>• Governance and reporting procedures (SHIP Board, HAM Board, cabinet etc.)</li> </ul>
Increasing regulatory demands	<ul style="list-style-type: none"> <li>• Engagement with Information networks (APSE / ALACHO / SHOPS etc.)</li> <li>• Long term business planning model and rent-setting</li> </ul>
Staff resource to respond to increasing demands	<ul style="list-style-type: none"> <li>• Resource structure within PMI team being reviewed</li> <li>• Process for gaining access to people's homes being reviewed</li> <li>• Staff training and development</li> </ul>
Systemic issues within construction industry supply chains	<ul style="list-style-type: none"> <li>• Quality standards within tender documents to ensure appropriate contractors are appointed</li> <li>• Governance and reporting procedures (SHIP Board, HAM Board, cabinet etc.)</li> </ul>
Uninsured perils	<ul style="list-style-type: none"> <li>• Risk based assessment on identified properties ie subsidence.</li> </ul>

## 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.

<b>HAMP Action Ref</b>	<b>Action</b>	<b>Desired Outcome</b>	<b>Lead</b>	<b>Timescale</b>
<b>Strategic actions</b>				
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

<b>HAMP Action Ref</b>	<b>Action</b>	<b>Desired Outcome</b>	<b>Lead</b>	<b>Timescale</b>
<b>Operational Actions</b>				
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.



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

# 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	Refresh & Replacement	Method of Monitoring
		Replacement Value		
PCs & Laptops	3,000 Corporate 9,500 Education 12,500 Total	£4.87M	Desktop Replacement Programme  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.  Contract reviews
LAN (Local Area Network) Switches	500	£1.0M	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.
WiFi Access Points	1000	£300K		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	£590K/annum	Ongoing Microsoft M365 agreement	MS Licence database
	M365 -1320 F3 Licences: Care at Home Staff	£74k/annum		
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. 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 9 MUGAs (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.

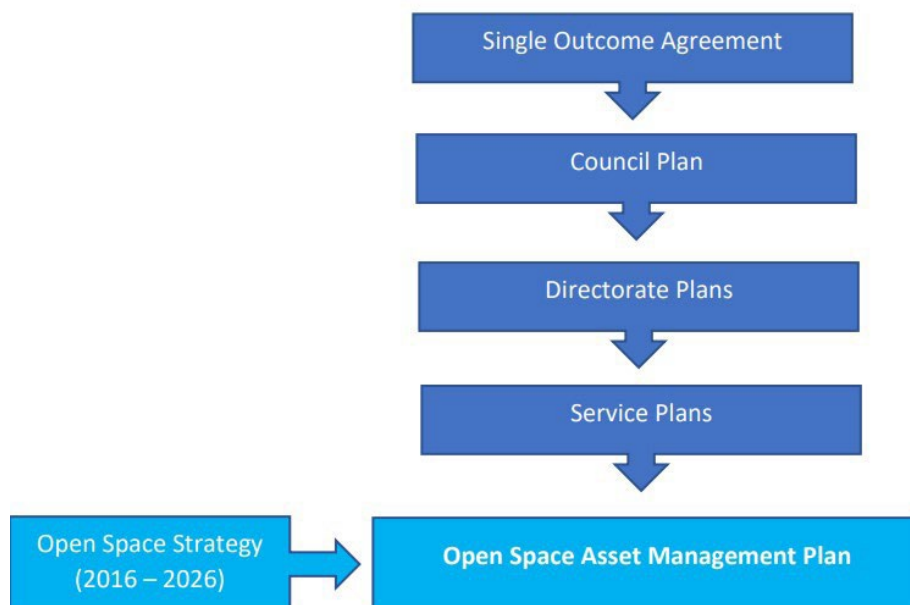
The general availability of vacant and derelict land within the area has enabled the Council to retain high levels of open space and avoid disposal unless a particular area can contribute to the realisation of a wider corporate objective.

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**

<b>Reference Number</b>	<b>Action</b>	<b>Desired Outcome</b>	<b>Lead</b>	<b>Timescale</b>
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

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**NORTH AYRSHIRE COUNCIL**
**26 September 2023**
**Cabinet**


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**Title:** **Vacant and Derelict Land Strategy 2023-2028**
**Purpose:** To seek approval for the Vacant and Derelict Land Strategy 2023 – 2028

**Recommendation:** That Cabinet approves the Vacant and Derelict Land Strategy 2023 – 2028, provided at Appendix One

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**1. Executive Summary**

- 1.1 The regeneration of vacant and derelict land plays a key role within the priorities of the Council Plan, Community Wealth Building Strategy and Regeneration Delivery Plan. A key objective of these is to utilise land and assets to support wellbeing in local communities. Tackling the significant legacy of vacant and derelict land by working with communities to bring it back into positive use is key to this agenda.
- 1.2 The proposed North Ayrshire Vacant and Derelict Land Strategy 2023-2028, for which this report seeks consideration, examines how vacant and derelict land fits within, and supports the wider context of National and Local priorities and objectives. It also includes a series of actions to promote the positive re-use of sites to address local priorities, support change within communities and ensure our places and economy are vibrant and inclusive.

**2. Background**

- 2.1 The Council Plan sets out the Council's ambitions for North Ayrshire. This includes active, inclusive and resilient communities, the transition to a wellbeing economy delivering prosperity, wellbeing and resilience for local people alongside contributing to tackling climate change. Utilising assets to support wellbeing in local communities by bringing vacant and derelict land back into positive use has a significant role in achieving these priorities and tackling inequalities.
- 2.2 The Community Wealth Building (CWB) Strategy seeks to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base. The Land and Assets pillar of CWB recognises that the underutilisation of land and assets represents missed opportunities for towns and communities to achieve their full potential. The Regeneration Delivery Plan sets out priorities for delivering on the regeneration ambitions. It focusses on the delivery of physical regeneration across North Ayrshire through an ambitious project based rolling action programme. It informs

our priorities for securing and delivering against external funding sources including Scottish and UK Government funds.

- 2.3 North Ayrshire has 12% of all vacant and derelict land in Scotland, one of the highest proportions of any Scottish Local Authority. Combined, the Scottish Vacant and Derelict Land Register and Buildings at Risk Register identify over 250 sites, mostly in private ownership, which require redevelopment. These are often subject to a legacy of issues including undermining, contamination, deterioration, or major industrial closures. Whilst there are several reasons for a lack of redevelopment including economic, locational, or physical constraints, a lack of financial viability remains a common theme.
- 2.4 The current Vacant and Derelict Land Strategy, adopted in 2014, has informed priorities for delivery and the expenditure of the Council's allocations under the Scottish Government's Vacant and Derelict Land Fund. Progress has been made towards the re-use of several sites, including steps to regenerate Strategic Development Areas identified in the North Ayrshire Local Development Plan. However, many sites have a substantial negative impact on our communities and represent local priorities for action.
- 2.5 A refresh of the strategy has provided an opportunity to review the themes, aspirations and challenges of vacant and derelict land in North Ayrshire. The proposed strategy considers how vacant and derelict land fits within the wider context of national and local priorities and objectives, including Community Wealth Building, the challenge of net zero, and the climate emergency. It also provides a proactive approach to addressing long term sites, tackling the challenges and constraints in relation to encouraging landowner action and undertaking enforcement.
- 2.6 Development of the strategy has been informed by consultation with stakeholders and local communities. The negative impact of vacant and derelict land and buildings, to the detriment of the environment, economy and community was highlighted through this process. The proposed strategy has also been informed by recent research into the issue of vacant and derelict land. This includes research by the Scottish Land Commission, who have published a series of recommendations. It has also been reviewed by the Economic Policy team to ensure alignment with Community Wealth Building principles. It was also considered by the Policy Advisory Panel on 14 August 2023.
- 2.7 The proposed strategy includes a series of actions to promote the positive re-use of sites such that:
- actions are prioritised towards those sites of greatest impact to communities and support the creation of sustainable places, with the application of transparent assessment criteria;
  - communities are empowered and supported to tackle vacant and derelict land, on a temporary basis, for example through a temporary 'stalled spaces' initiative, or more permanently;
  - potential end uses for sites are explored, ranging from development opportunities to green space creation;
  - the Council provides support for the development of vacant and derelict land as far as possible, for example by supporting masterplans or feasibility studies for sites

which have an uncertain history via the Council's Repurposing Property Grant Fund;

- information on sites is gathered by the Council and, so far as possible, shared amongst concerned parties including affected communities; and
- the Council will continue to utilise all available powers and support the development of alternative approaches to achieve the outcomes identified in the strategy.

2.8 If approved, the strategy will inform the expenditure of future allocations under the Scottish Government's Vacant and Derelict Land Fund and funding applications for example to the Vacant and Derelict Land Investment Programme.

### **3. Proposals**

3.1 That Cabinet approves the North Ayrshire Vacant and Derelict Land Strategy 2023-2028, provided at Appendix One.

### **4. Implications/Socio-economic Duty**

#### **Financial**

4.1 The Vacant and Derelict Land Strategy 2023-2028 aims to support and maximise the impact of the investment being made through the Ayrshire Growth Deal, Council's Capital Programme and the Strategic Housing Investment Programme (SHIP). It will also inform our priorities for securing and delivering against external funding sources including Scottish Government's Vacant and Derelict Land Funding (VDLF), Regeneration Capital Grant Funds (RCGF), Vacant and Derelict Land Investment Programme (VDLIP) and Place Based Investment Programme (PBIP).

#### **Human Resources**

4.2 The Vacant and Derelict Land Strategy 2023-2028 will be delivered through existing resources.

#### **Legal**

4.3 The legal implications of the Vacant and Derelict Land Strategy 2023-2028 actions will be considered through their development. Legal interventions and agreements will be developed on a project-by-project basis as required with support from Legal Services. Mechanisms such as Compulsory Purchase Orders will be considered on a case-by-case basis, where considered appropriate.

#### **Equality/Socio-economic**

4.4 The Vacant and Derelict Land Strategy 2023-2028 assists in meeting our socio-economic duty as set out in the Fairer Scotland Duty. It will tackle long-term vacant and derelict land and buildings, thereby reducing their levels and impact on communities. It aims to build community wealth and tackle local deprivation through the regeneration of our communities by maximising the potential of our land and assets and those of anchor institutions.

#### **Climate Change and Carbon**

4.5 The Vacant and Derelict Land Strategy 2023-2028 aligns with our Environmental Sustainability and Climate Change Strategy workstreams of: Green Economy; Transport and Travel; Natural Environment; Sustainable Operations; and Carbon Absorption.

### **Key Priorities**

4.6 The implementation of the Strategy will contribute to achieving the Council Plan priorities and key activities of: Ensuring our places and spaces where we live, work and visit are well maintained and accessible; Placemaking; Developing infrastructure to support business growth; and Promoting new woodland creation and protecting our green spaces to provide a natural resource for carbon sequestration.

### **Community Wealth Building**

4.7 The Vacant and Derelict Land Strategy 2023-2028 aims to deliver on the Land and Assets pillar, objectives and associated actions of the Community Wealth Building Strategy. It will support equitable land development and the development of underutilised assets for community use.

## **5. Consultation**

5.1 The Vacant and Derelict Land Strategy has been informed by national policy and good practice alongside community and stakeholder consultation. This has included workshops with Elected Members and Council Services and two stages of public consultation including in-person events, online and hard copy questionnaires. The proposed strategy was also considered by the Policy Advisory Panel in August 2023.

Russell McCutcheon  
Executive Director (Place)

For further information please contact **Claire Fitzsimmons, Interim Senior Manager, Regeneration**, on **01294 315305**.

### **Background Papers**

Vacant and Derelict Land Strategy, 2014

Cabinet Report – Vacant and Derelict Land Funding 2021/22, 15 June 2021





## North Ayrshire Vacant and Derelict Land Strategy 2023 - 2028

**DRAFT**



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## SUMMARY

North Ayrshire has 12%<sup>1</sup> of all vacant and derelict land in Scotland, one of the highest proportions of any Scottish Local Authority.

Combined, the Scottish Vacant and Derelict Land Register and Buildings at Risk Register identify over 250 sites, mostly in private ownership, which require repurposing. These are often subject to a legacy of issues including undermining, contamination, deterioration, or major industrial closures. Whilst there are several reasons for a lack of redevelopment including economic, locational, or physical constraints, a lack of financial viability remains a common theme.

Progress has been made towards the re-use of sites, including steps to regenerate Strategic Development Areas identified in the North Ayrshire Local Development Plan. However, many sites have a substantial negative impact on our communities and represent local priorities for action.

A refresh of the Vacant and Derelict Land Strategy, originally published in 2014, provides an opportunity to review the themes, aspirations and challenges of vacant and derelict land in North Ayrshire.



Redevelopment of derelict land at Quarry Road, Irvine.

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<sup>1</sup> Scottish Vacant and Derelict Land Survey 2021

The 2023-2028 Vacant and Derelict Land Strategy considers how vacant and derelict land fits within the wider context of National and Local priorities and objectives, including Community Wealth Building, the challenge of net zero, the climate emergency, and the Scottish Biodiversity Strategy.

Significant research into the issue has been undertaken, in particular by the Scottish Land Commission<sup>2</sup>, who have published a series of recommendations which have informed this strategy.

The 2023-2028 Vacant and Derelict Land Strategy has been informed by consultation with stakeholders and local communities, who have highlighted the negative effect of vacant and derelict land on the environment, the economy and community. The 2023-2028 strategy includes a series of actions to promote the positive re-use of sites such that:

- Actions are prioritised towards those sites of greatest impact to communities and support the creation of sustainable places, with the application of transparent assessment criteria.
- Communities are empowered and supported to tackle vacant and derelict land, on a temporary basis, for example through a 'stalled spaces'<sup>3</sup> initiative, or permanently.

- Potential end uses for sites are explored, ranging from development opportunities, enhancing biodiversity, creating green space and Nature Networks.
- The Council provides support for the development of vacant and derelict land as far as possible, for example through simplifications to the planning process or 'de-risking' of sites which have an uncertain history, for example through the Council's Repurposing Property Grant Fund.
- Information on sites is gathered by the Council and, so far as possible, shared amongst concerned parties including affected communities.
- Where necessary, the Council will continue to utilise appropriate powers where other actions fail.



New housing near derelict land near Ardrossan.

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<sup>2</sup> In 2018 the Scottish Land Commission and the Scottish Environment Protection Agency (SEPA) established a national Taskforce to address the issue of vacant and derelict land. Further details are available on [Scottish Land Commission](https://www.landcommission.scot.nhs.uk/) website.

<sup>3</sup> See the [Architecture and Design Scotland – Stalled Spaces website](https://www.architectureanddesignscotland.com/stalled-spaces/).

## Themes and Actions for 2023 - 2028

### Theme 1: Leading by Example

1. The Council will continue to promote existing large-scale priorities and development of proposals for Council owned VDL sites.
2. Detailed assessment of remaining Council sites will be undertaken to identify the potential of sites, constraints, and opportunities. Remediation and management plans will be developed for Council sites, including an anticipated timeline for repurposing.
3. The Council recognises the contribution of its vacant and derelict sites to biodiversity and will fully enhance and develop their potential for biodiversity, Nature Networks and green space.

### Theme 2: Identifying Priorities

4. The preferred or likely end use of VDL sites should be established based on the Local Development Plan (LDP), feasibility studies, or statutory approvals. Sites more suitable for naturalisation, contributing to Nature Networks and open space provision should also be identified.
5. The development of assessment criteria will provide a transparent means of prioritising action and resource for vacant and derelict land. Priorities will be based on a range

of criteria, however the reasons for site prioritisation should be clearly defined.

### Theme 3: Working with Others

6. The Council will continue to develop and implement the Repurposing Property Grant Fund and investigate extending its scope to overcome barriers to bringing sites back to positive uses, subject to available funding.
7. The Council will gather information on land ownership, and proactively engage with landowners to encourage the appropriate management or restoration of sites to positive uses, either permanently or on a temporary basis, and identify the barriers to development.
8. The Council will work with partners in the public sector, for example through the Ayrshire Community Wealth Building Commission, to identify their intentions for the development or re-use of vacant and derelict sites in their control.
9. The Council will prepare masterplans and development briefs for priority sites, subject to funding and where appropriate consider the implementation of Masterplan Consent Areas to simplify the planning processes for appropriate forms of development.

### Theme 4: Supporting Communities

10. Subject to the availability of funding, the Council will develop a stalled spaces programme to promote the positive temporary use of vacant and derelict sites and will work with landowners to facilitate access to sites which are safe to contribute to open space provision.
11. The Council will investigate the potential for a visual improvement fund targeted at sites which are in very poor condition, most affecting communities and in prominent locations.
12. The Council will implement a mechanism by which communities can easily highlight sites of concern, put forward suggestions for the use of vacant and derelict sites and comment on development briefs prepared by the Council.
13. The Council will provide support to communities who identify opportunities for the purchase of abandoned land under Part 3A of the Land Reform (Scotland) Act 2003.

### Theme 5: Information Gathering, Monitoring and Reporting

14. The Council will continue to implement a programme of site visits to monitor and record the status of all sites on the VDL register, and those known to the Council with areas <0.1ha which are of concern to communities.
15. The Council will maintain digital mapping for vacant and derelict sites and consider how additional information may be included, for example, the planning status of the site.
16. The Council will publish and publicise an annual summary of the status of vacant and derelict land including sites added to or removed from the register.



## INTRODUCTION

### Purpose

North Ayrshire includes one of the highest proportions of all vacant and derelict land of any Scottish Local Authority. In 2021, 213 sites were formally listed as vacant and/ or derelict, with a substantial proportion of the population of North Ayrshire living within 500m of a derelict site. Vacant and derelict land sites which require development are mostly in private ownership. These are subject to a legacy of issues including undermining, contamination, deterioration, or major industrial closures. Whilst there are several reasons for a lack of redevelopment or repurposing including economic, locational, or physical constraints, a lack of financial viability remains a common theme.

In recent years progress has been made to restore vacant and derelict land sites back to productive use, and the approach to addressing vacant and derelict land in North Ayrshire has been guided by the Council’s Vacant and Derelict Land Strategy which was prepared in 2014. The Council have received allocations of close to £10m from the Scottish Government administered Vacant and Derelict Land Fund since 2016, informed by the 2014 Strategy.

The 2023-2028 Vacant and Derelict Land Strategy has been prepared to align with current priorities, strategies and plans of the Council. Public consultation, emerging guidance, case studies, examples of ‘best practice’, and success stories within North Ayrshire have informed the refresh of the strategy.

The 2023-2028 strategy provides an action plan to reduce the level of vacant and derelict land in North Ayrshire.



Vacant land in Beith used informally as open space.

### Definitions

Vacant and derelict land have specific definitions in the context of how such sites are recorded by the Scottish Government. The 2021 Vacant and Derelict Land (VDL) Survey defines vacant and derelict land (and buildings) as follows:

**Vacant land** is land unused for the purposes for which it is held, and which is viewed as an appropriate site for development. This land must either have had prior development on it or preparatory work must have taken place in anticipation of future development.

**Derelict land (and buildings)** is land which has been so damaged by development, that it is incapable of development for beneficial use without rehabilitation. In addition, the land must currently not be used for the purpose for which it is held or a use acceptable in the local plan. Land also qualifies as derelict if it has an un-remedied previous use which could constrain future development.

Sites less than 0.1ha in size are not included on the Scottish VDL register.

While the term ‘development’ is often used when referring to positive outcomes for vacant and derelict land, forms of positive change are wide ranging, including naturalisation, enhancements for biodiversity, the creation of Natural Networks and green space.

Some sites in Scotland are referred to as DUSTEs, which are:

- Derelict – sites with identified barriers to re-use, such as leftover buildings and materials, which are likely to be more challenging to bring back into use than sites that are simply vacant – and therefore in greater need of public support.
- Urban Sites – sites located within communities are more likely to be causing harm to people nearby – and therefore of higher priority for action than sites located in the countryside.
- Unused since year 2000 or earlier – sites that have been on the Register since at least 2000 can be regarded as ‘stuck’.



### Why does land become vacant and derelict?

There are often many complex reasons why sites fall vacant or derelict and remain so for an extended period of time. Reasons documented by the **Scottish Land Commission**<sup>4</sup> Vacant and Derelict Land Taskforce, and other bodies, include:

- Past uses of sites leaving problems such as contamination which are expensive or risky to address for new users.
- Sites being poorly connected or badly located for alternative uses.
- Difficulty financing risky sites where the level of remedial works is uncertain.
- Landowners retaining or purchasing land in the hope that market values may increase.
- Buildings becoming unfit for use or uneconomic to maintain.
- Surplus land or buildings falling out of use but with no incentives for owners to sell or redevelop sites.
- Lack of information on landowners who might be contacted regarding the redevelopment or re-use of sites.

Relying on market conditions alone rarely results in more problematic sites, particularly derelict ones, returning to viability. These sites often require public support to return to positive uses.



Vacant sites are sometimes situated near people's homes, leaving residents uncertain about its future.

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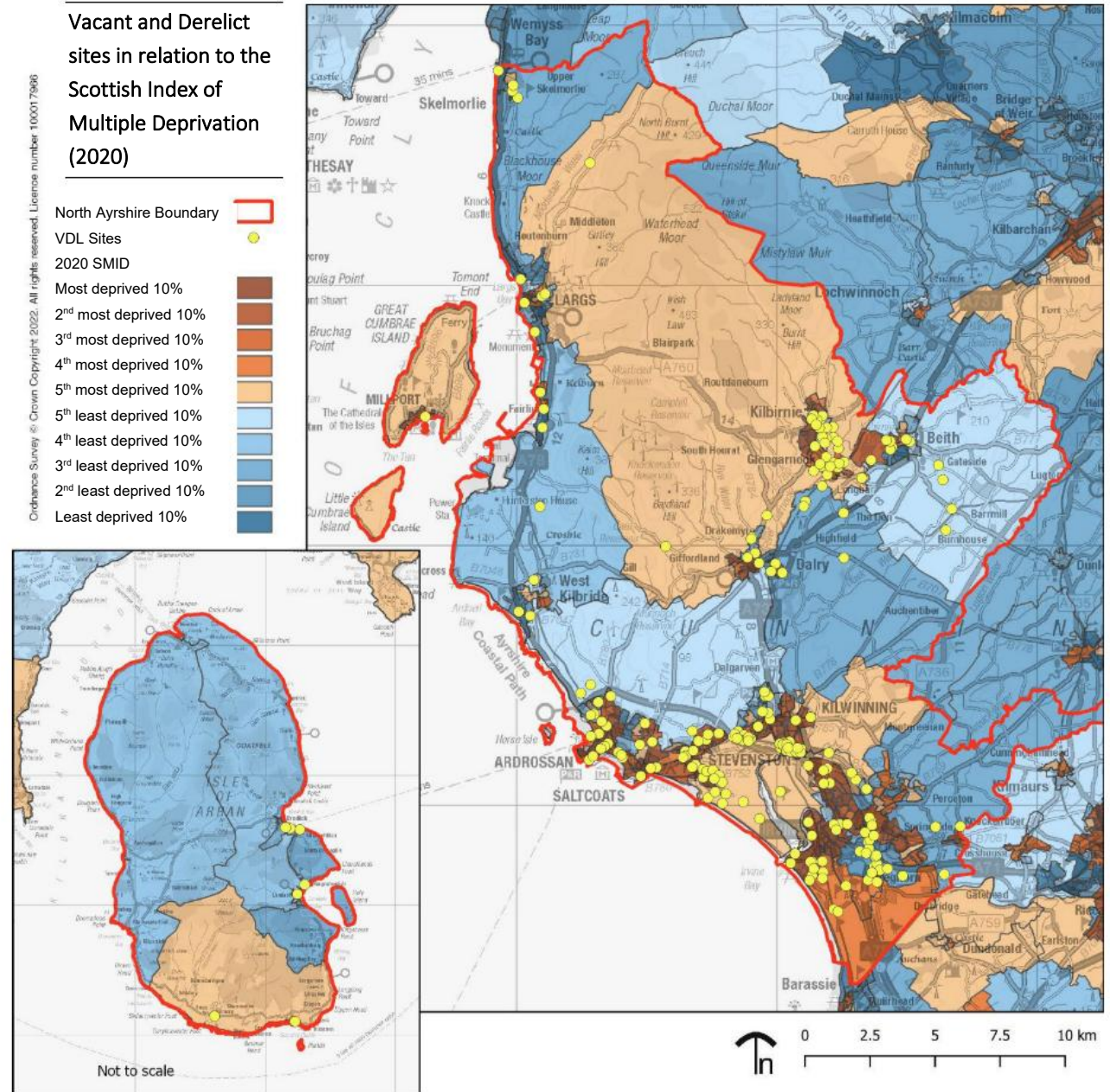
<sup>4</sup> Research undertaken by the Taskforce is available at the [Scottish Land Commission website](https://www.scottishland.com/).

## Why vacant and derelict land should be tackled

Work by the Vacant and Derelict Land Taskforce highlights the hidden costs of urban dereliction, and how an ‘adverse physical environment’ contributes to Scotland’s problem of excess mortality.

Vacant and derelict sites affect people’s feelings about the places in which they live and visit. Abandoned buildings and land, especially in prominent locations such as high streets, give rise to negative perceptions for both residents and visitors. They often give rise to concern about safety, and attract negative behaviours such as vandalism, fly tipping and antisocial behaviour.

Some sites present significant physical barriers, cutting off communities or making it difficult to access parts of the countryside or coastline. There is also uncertainty attached to some derelict sites, it being unknown to communities who owns sites or what, if anything, is planned for them.





The 2020 Scottish Index of Multiple Deprivation shows vacant and derelict land sites in North Ayrshire are typically clustered in and around areas of highest deprivation, disproportionately affecting those communities already facing challenges of poor health, low income, crime, lack of housing and poor access to services. Approximately 40% of the population of North Ayrshire live within 500m of a vacant or derelict site.

The aspiration is for vacant and derelict sites to be redeveloped to meet the needs of communities, such as for housing, employment, green spaces, community spaces, renewable energy, and places for nature.



Below: The former Ayrshire Central Hospital Maternity Unit.

Above: The Ardeer Peninsula, once significantly industrialised.



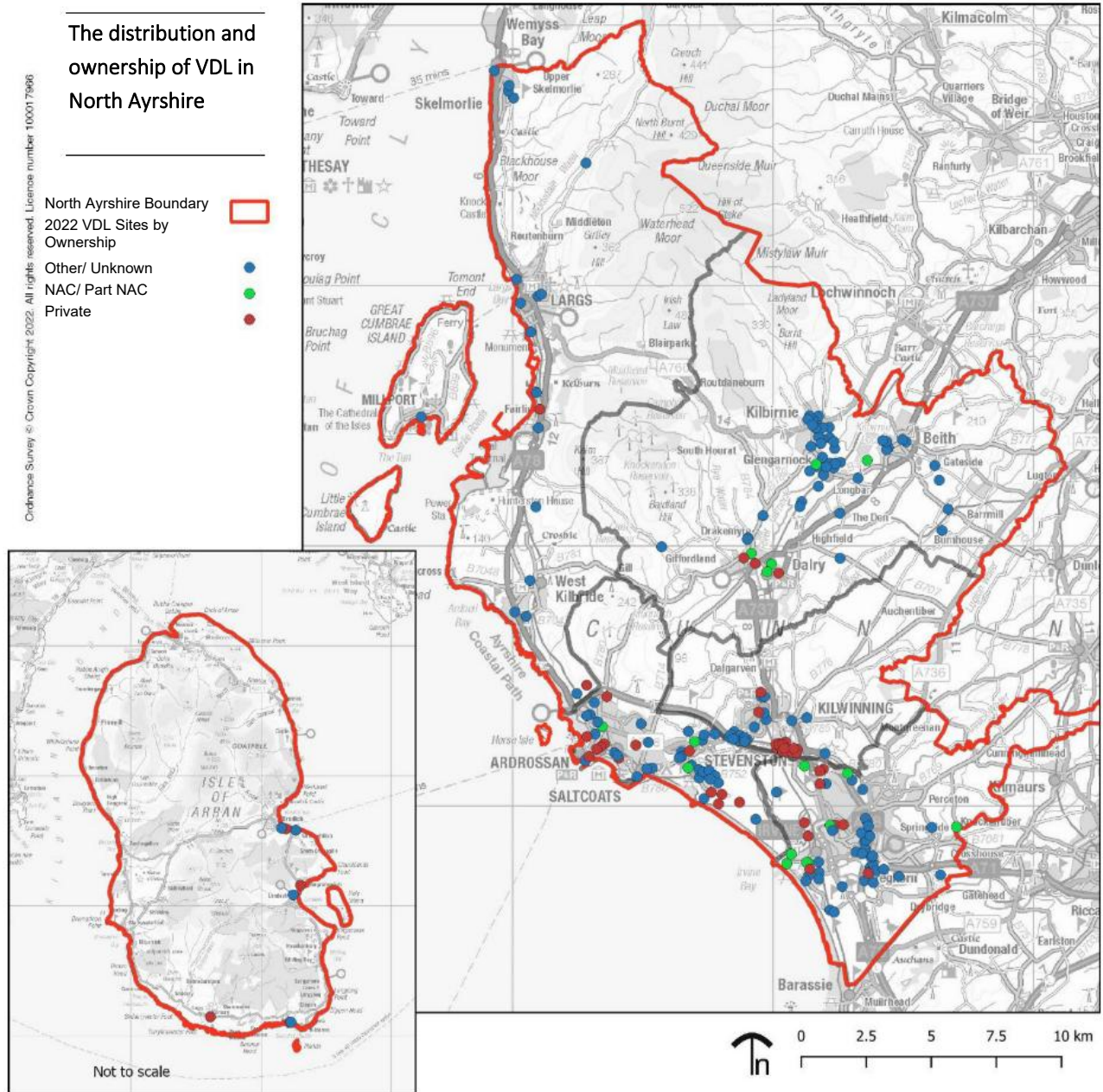


## Vacant and derelict land in North Ayrshire

As of January 2023, North Ayrshire had 1,133 hectares of vacant or derelict land across 190 sites. Approximately 85% of sites are located in ‘Three Towns’, Irvine and Kilwinning. There is a further concentration of sites near Kilbirnie. The north and west of North Ayrshire is much less affected by vacant and derelict land.

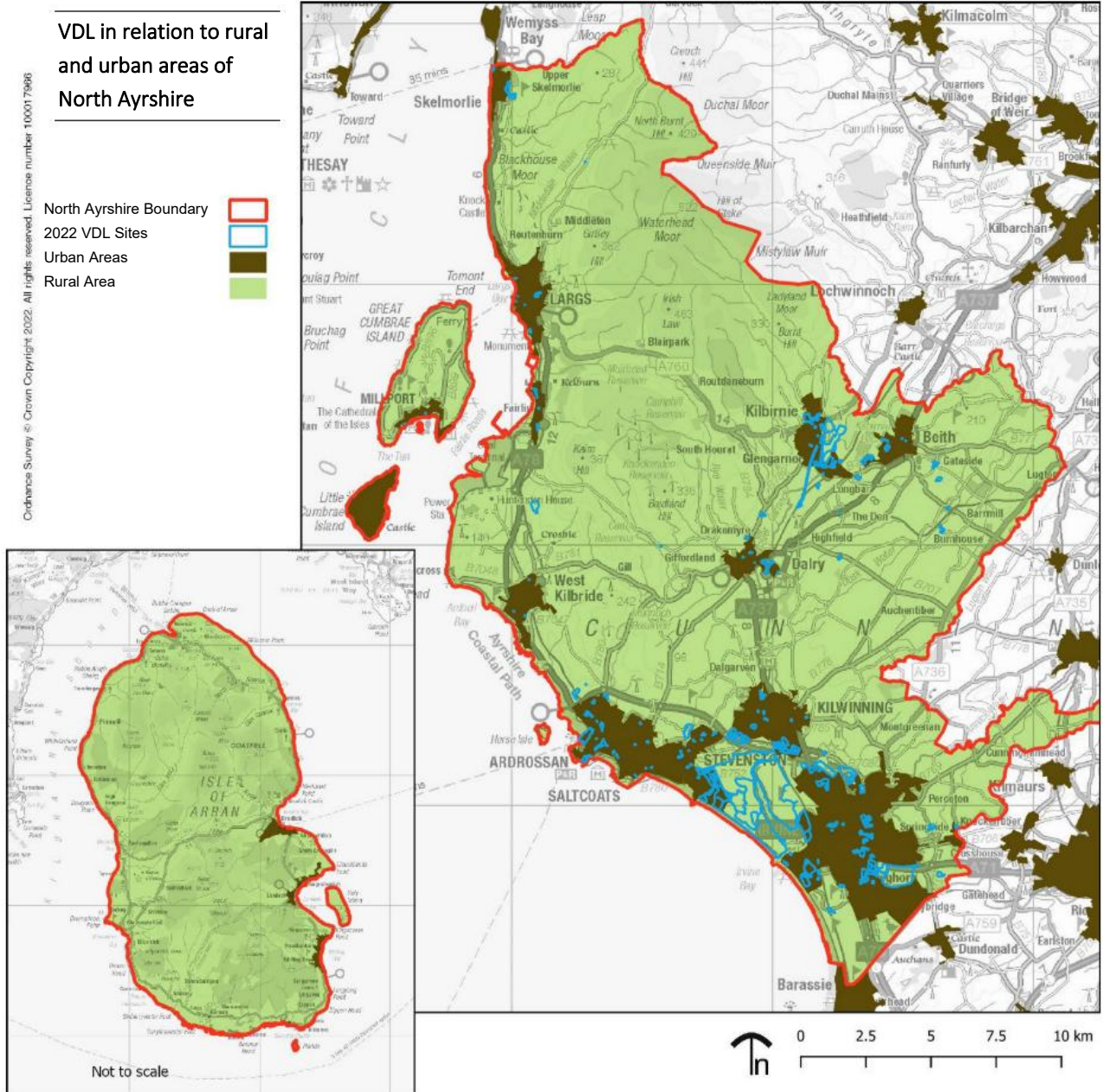
Approximately 95% of vacant and derelict land in North Ayrshire has been classified as vacant or derelict for 15 years or more.

Many sites are in private ownership, or their ownership status is uncertain, while a number of sites are owned by North Ayrshire Council or other public bodies.



# North Ayrshire Vacant and Derelict Land Strategy 2023 – 2028

Over 70% of sites are in urban areas, however this only comprises approximately 40% of the land area of vacant and derelict sites, with some of the largest sites such as those at Ardeer, located outside of settlements. Urban sites are concentrated mostly in the ‘Three Towns’ of Stevenston, Saltcoats and Ardrossan and of Irvine, Kilwinning and Kilbirnie.





### PROGRESS

In 2013, when the 2014 VDL Strategy was prepared, there were 1,333 hectares of vacant and derelict land spread over 255 sites, compared to 190 sites across 1,133 hectares in 2023. Many of the proposed actions and themes identified in the 2014 Strategy have been progressed, including the undertaking of major regeneration projects to redevelop vacant and derelict sites in North Ayrshire's Strategic Growth Areas, described below.

#### Lochshore, Kilbirnie

Lochshore is the site of the former Glengarnock Steelworks near Kilbirnie and covers around 250 hectares, including Kilbirnie Loch.

Formerly under the ownership of Scottish Enterprise, the land is now owned by North Ayrshire Council. The site will benefit from around £1.7m of funding from the Vacant and Derelict Land Fund.

After much consultation with residents and work with a range of partners, a new £4.2 million Visitor and Community Hub has recently been completed.

The project is a key Community Wealth Building initiative for North Ayrshire, aiding the regeneration of the surrounding communities of Kilbirnie, Beith and Dalry, and serving the entire Garnock Valley community.

Benefits will include the creation of local supply chain opportunities, the creation of jobs directly for delivery of the

masterplan and indirectly through the increased attractiveness of adjacent industrial sites, and skills development through volunteering activities. Increased local investment and visitor spend will present opportunities for local enterprise.

A new active travel route connecting the site to Kilbirnie and the NCN7 will be constructed. Further active travel routes, a play area and a 5km leisure route incorporating play and interpretation have been designed.

The Garnock Visitor and Community Hub provides improved facilities for the local rugby club in addition to space for sports and other community groups.



New Community Hub building at Lochshore.



### i3 Irvine

Investment at i3, Irvine, will result in the creation of a Digital Processing Manufacturing Centre (DPMC) at i3, Irvine Enterprise Area to provide a Centre of Excellence for digital automation and approximately 8,830 sqm of flexible advanced manufacturing space serving digital process industries. This will build on current Life Science Clustering at the site, and will facilitate R&D activity, start up, spin out, and growth of Life Science businesses and other advanced manufacturing opportunities.

New developments at the i3 Irvine Enterprise Area Advanced Manufacturing Space in Irvine will create a National Digital Processing Industry Hub and advanced manufacturing flexible space, serving digital processing industries.

The National Digital Processing Industry Hub will be developed at i3 with links to the National Manufacturing Institute for Scotland in partnership with Strathclyde University and industry. The project also includes construction of flexible business space capable of meeting the requirements of Chemical and Life Sciences manufacturing, Digital Automation and other advanced manufacturing opportunities. The combined offer at i3, centred round the National Digital Processing Industry Hub, will attract a range of supply chain and digital technology SMEs and start-up and offer strategic capacity to secure major digital process sector investment at i3.

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The Gateway building at i3, Irvine.

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### Ardrossan Coastal Quarter

The Ardrossan Coastal Quarter is the site of a former oil refinery, but which has lain vacant for 30 – 40 years.

Proposals for the site include a new campus for Ardrossan Academy and Winton Primary School, consolidating the schools as part of a Community Campus which will also include an Early Years facility, and re-provide Auchendarvie Leisure Pool and Ardrossan Public Library.

The proposals also include sports pitches for school and community use, 130-150 houses both private and social, a coastal path, an International Marine Science and Environment (IMSE) facility, commercial, public spaces and tourism uses.

### Quarry Road, Irvine

Quarry Road is a large regeneration masterplan in the heart of Irvine, which promotes health and wellbeing. The former brownfield site is next to the historic recreation park which was once the home of the Caledonian greyhound race track and has been revitalised with new football pitches and outdoor sport facilities. The building provides high quality office accommodation and is also a landmark - forming a gateway for safe, landscaped routes for pedestrians and cyclists from the town centre to the new leisure development and park.



Quarry Road, Irvine.



### Annickbank Innovation Campus

Annickbank Innovation Campus is an important business location within Irvine's i3 Enterprise Area providing modern, energy efficient office space targeted at SMEs and life science related sectors.

The Council are currently progressing a third phase of energy efficient office development at Annickbank on a site of c.0.13 hectares, classed as vacant and derelict land for over forty years.

Recent property market advice has highlighted the lack of modern business properties in North Ayrshire. The proposed building will meet this demand through the provision of a new Class 4/5/6 two-storey office pavilion with 350 sq. m. of flexible modern business space capable of sub-division.

The building will be constructed to achieve the enhanced carbon emissions rate set by Section 7: Sustainability of the Scottish Building Standards and include low or zero carbon generating technologies (LZCGT). The aspiration is to achieve Platinum standard which relates to net zero carbon emissions.

Other actions and initiatives include:

### Repurposing Property Grant Fund

The Repurposing Property Grant Fund has been developed by the Council to support landowners and community groups in bringing smaller sites back to use. Stage 1 of the fund allows property owners or community groups to carry out feasibility studies to identify potential options for the sites and their viability. Future stages of funding are proposed to support the progressing of proposals for sites.

### Residential Development

Significant volumes of housing have been delivered at previously vacant and derelict sites such as Montgomerie Park, Irvine Harbourside, West Byrehill in Kilwinning and Caley Court in Stevenston.

### Annual Site Review

The annual review of sites by NAC officers and the publishing of an online Storymap showing available information on vacant and derelict sites<sup>5</sup>.

**The 2023-2028 Vacant and Derelict Land Strategy provides an opportunity to develop new themes and actions considering experience gained in managing vacant and derelict land, the Council's updated priorities, and emerging research and guidance.**

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<sup>5</sup> Vacant and derelict sites can be viewed at the [Storymap website](#).

### DEVELOPING THE 2023 – 2028 STRATEGY

#### The National Policy Context

##### Scottish Government Policy

##### **NPF4**

*Scotland 2045: our Fourth National Planning Framework*, NPF4, was adopted and published on 13 February 2023. It sets out the Scottish Ministers' policies and proposals for the development and use of land and plays a key role in supporting the delivery of Scotland's national outcomes and the United Nations Sustainable Development Goals. NPF4 supports collaborative working to improve people's lives by planning and delivering sustainable, liveable and productive places, recognising that better places will be an important part of achieving net zero in a way which also tackles longstanding challenges and inequalities.

Past industrial restructuring has had significant impacts in some places and communities, contributing to concentrations of disadvantage, child poverty, poor health outcomes and derelict land, including within North Ayrshire. NPF4's national spatial strategy looks to use land wisely, including through a renewed focus on reusing vacant and derelict land to help limit the new land that we build on and to regenerate buildings and sites, thereby transforming places and improving the wellbeing of communities.

NPF4 supports development proposals that will result in the sustainable reuse of brownfield land including vacant and derelict land and buildings, whether permanent or temporary. Furthermore,

given the need to conserve embodied energy, demolition of existing buildings is to be regarded as the least preferred option. This overall policy approach also seeks to recognise the contribution of brownfield land to nature recovery and realise opportunities for its use as productive greenspace, where appropriate, for example through the Central Scotland Green Network project, which is identified as a National Development.

Since 1988, the Scottish Government has undertaken an annual survey of vacant and derelict land. The main purpose of the data collected from local authorities is to provide the evidence base for monitoring the extent and state of urban vacant and derelict land, the remediation of vacant and derelict land and progress in bringing it into re-use, and to inform the programming of rehabilitation, planning, and reuse of urban vacant and derelict site, including in relation to the Vacant and Derelict Land Fund.

##### **Scottish Biodiversity Strategy to 2045**

The Scottish Biodiversity Strategy sets out the vision and ambition for Scotland to be 'nature positive' by 2023, meaning levels of biodiversity are increasing. The strategy is one of several elements in Scotland's Biodiversity Delivery Framework, to include a Natural Environment Bill, a delivery plan and investment plan. Local authorities will be subject to binding biodiversity targets, and

the development of 'Nature Networks'<sup>6</sup> are a means by which these targets will be met. Vacant and derelict sites already contribute to biodiversity and have the potential to be important parts of future Nature Networks, helping achieve the ambitions of the Biodiversity Strategy in North Ayrshire.

### The Local Policy Context

The approach to vacant and derelict land is guided by the priorities and strategies of North Ayrshire Council. Those of most relevance to the future strategy for vacant and derelict sites are highlighted below.

The **North Ayrshire Council Plan 2019-2024** sets out the Council's strategic approach which is focused on making North Ayrshire a fairer and more equal society. The Council Plan outlines our Vision, Priorities and Key Measures to achieve a North Ayrshire that is 'Fair for All'.

North Ayrshire Council's **Community Wealth Building Strategy**<sup>7</sup> 2020 – 2025 was the first of its kind in Scotland.

The mission of Community Wealth Building in North Ayrshire is to support the achievement of the Council's vision of a North Ayrshire that is 'Fair for All' by:

*'Enhancing local wealth and the creation of fair jobs, maximising the potential of all our places through working in partnership with our communities and businesses.'*

Land and assets, including vacant and derelict land, are one of the five 'pillars' of Community Wealth Building, to be used for the common good to support the regeneration of North Ayrshire's communities.

The **Council's Adopted Local Development Plan** (November 2019), commonly known as LDP2, sets out how the Council aims to guide development and investment in the area over a 20-year period. The vision of the LDP is shared with the Community Planning Partnership's North Ayrshire Partnership Plan (NAPP) and the spatial strategy supports the delivery of the LIOP and North Ayrshire becoming healthier, working, thriving and safer. This land-use strategy directs most development to our towns, villages and developed coastline where there is infrastructure capacity to support it, where there is access to existing services and where there are opportunities to re-use and redevelop brownfield land. The Council has commenced work on preparing a new Local Development Plan which will take account of NPF4.

The **North Ayrshire Economic Recovery and Renewal Approach** (a local 'Green New Deal'), responding to the Covid 19 health emergency, sets out how the objectives of Community Wealth Building can be delivered through an inclusive and green

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<sup>6</sup> A collection of high-quality and well-connected areas that allow wildlife to thrive and cope with climate change, as well as enhancing natural beauty and delivering benefits for people such as flood alleviation (Natural England)

<sup>7</sup> Information on Community Wealth Building is available on the [Scottish Government website](#).

economic recovery, achieving net zero carbon ambitions in response to the Climate Emergency, through the creation of sustainable infrastructure and regeneration projects, and creating fair jobs.

The **Environmental Sustainability & Climate Change Strategy 2021-23** aims to inspire positive low carbon behaviour, raise awareness of the sustainability and climate change agenda, maximise access to affordable renewable energy technology, support sustainable transport, utilise natural and built assets sustainably, build new assets sustainably in accordance with the Scottish Government’s investment hierarchy, deliver an inclusive and green economy based on the principles of Community Wealth Building and the local ‘Green New Deal’.

The **North Ayrshire Regeneration Delivery Plan** sets out the Council’s priorities for delivering on regeneration ambitions of the Council Plan and Community Wealth Building Strategy. The Plan focuses on the delivery of physical regeneration, informed by stakeholder consultation, reviewing existing community priorities and the outcomes of previous consultations. It aims to address local priorities, support changes within communities and to contribute to a vibrant and inclusive economy. The preparation and implementation of the Vacant and Derelict Land Strategy is and action of the Regional Delivery Plan.

The Regeneration Delivery Plan informs the Council’s priorities for securing and delivering against external funding sources including Scottish and UK Government funds. Some funding sources relate directly to vacant and derelict land, including the Vacant and Derelict Land Fund and the separate Vacant and Derelict Land Investment Programme<sup>8</sup>. However, other funding streams applying to urban regeneration, economic development and environmental schemes have, and will continue to, enable change to vacant and derelict sites.

The **Ayrshire Regional Economic Strategy (RES)**<sup>9</sup> sets out Ayrshire wide themes and desired outcomes relating to work, innovation, enterprise, health and wellbeing, communities, and natural capital, with the overarching vision of ‘building wealth for everyone in Ayrshire’. The RES identifies vacant and derelict land as one of Ayrshire’s most difficult challenges, and its repurposing offers opportunities for meeting desired outcomes set out in the RES.

Other strategies of direct relevance to vacant and derelict land include:

The **Local Biodiversity Action Plan**, where the naturalisation of vacant and derelict sites can provide ecosystem services, spaces for nature and quality green space.

**North Ayrshire’s 2030 Woodland: A Tree Planting Strategy**, outlining the Council’s route map for planting 108,000 trees by

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<sup>8</sup> Further information is available on the [Scottish Government Derelict Land Investment Programme website](#).

<sup>9</sup> The Regional Economic Strategy is available on the North Ayrshire Council [website](#).



2030 required to meet its net zero goal, highlighting the potential for vacant and derelict sites to contribute to this target.

The **Local Transport Strategy**, with vacant or derelict sites potentially providing opportunities for active travel and encouraging more compact forms of development which are less reliant on car ownership.



Housing on a previously derelict site at North Newmoor, Irvine

The **Local Housing Strategy and Strategic Housing Investment Plan (SHIP)**, where the reuse of vacant and derelict land can contribute to ensuring there is an adequate supply of land to meet the housing needs of communities in North Ayrshire.

**Food Growing Strategy**, where vacant and derelict sites may provide space for community food growing initiatives and allotments, allowing communities to develop skills and adopt healthy lifestyles.

In summary, the appropriate regeneration of North Ayrshire's vacant and derelict sites is a priority in its own right, but also presents significant opportunities for addressing Council priorities including:

- Town centre revitalisation and the creation of '20-minute neighbourhoods'
- Meeting the climate emergency and challenge of net zero
- Economic regeneration and employment
- Meeting housing needs
- Strengthening communities
- Making space for nature

### Listening to local communities and stakeholders

The 2023-2028 Vacant and Derelict Land Strategy has been informed by engagement with stakeholders and communities of North Ayrshire, through online consultation and a series of in person events. Several common themes emerged from the range of responses received.

- Many respondents expressed how they would like to see vacant and derelict sites in **community use**, providing green space, recreation facilities, community gardens, allotments or used for renewable energy projects.
- Respondents expressed frustration that owners or purchasers of vacant and derelict sites appeared to be '**land banking**' sites, with apparently no plans for immediate development.
- There was frustration that landowners were able to allow sites to remain or fall into **disrepair, blighting the local area** and attracting anti-social behaviour.
- Respondents often referred to the blighting effects of relatively small sites which have a **disproportionate effect** on their towns and communities. Some of these sites are not currently included in the register of vacant and derelict sites because of their size.
- People expressed concern about the **loss of built heritage** through buildings falling into disrepair or their demolition through redevelopment.
- Respondents commented on the blighting effect of coastal sites, **detracting from a key asset of the area**, negatively

impacting residents and visitors alike. Some large coastal sites in North Ayrshire impede access to the coast.





It was noted how some vacant and derelict sites are of **value to communities**, as **green space** or for their **wildlife/ biodiversity value**. Residents would not want these sites to be developed or made inaccessible.

- Many respondents stated how they would like to see the Council **intervene more** to address vacant and derelict sites, for example through compulsory purchase or other enforcement action.

Other issues identified by stakeholders include:

- It is often the case that the **owners** of vacant or derelict sites are **unknown**, or are otherwise difficult to contact, or unwilling to engage.
- The **risks associated** with some sites, in particular smaller sites, may disincentivise small to medium sized developers and house builders, but may not be of sufficient scale to attract capital investment as part of a wider scale regeneration.
- Some sites, for example former industrial sites, are **not well situated** to fulfil present day social and economic needs, or to contribute to approaches such as ‘20-minute neighbourhoods’.
- The **Council has limited resources** to recover costs associated with making safe or dealing with environmental health matters. The possibility of cost recovery from landowners by the Council may even be a disincentive to sell a vacant or derelict site.

- Potential developers of vacant and derelict sites may be **uncertain as to the types of development** which may be possible or permissible and are therefore unwilling to risk the cost of planning applications and associated studies.
- **Heritage designations**, in particular Listed Building status, can add further complication and cost to the potential developers of derelict buildings.
- **Enforcement action or acquisition of sites** by the Council is restricted and needs specific requirements to be met.



### Learning From Others

#### Scottish Land Commission Vacant and Derelict Land Taskforce

In 2018, the Scottish Land Commission and the Scottish Environment Protection Agency (SEPA) established a national Taskforce, comprising business, public and third sector bodies, to:

*‘Transform Scotland’s approach to tackling vacant and derelict land, create the conditions necessary for eradicating persistent dereliction in urban communities and realise the social, economic and environmental benefits of returning unloved derelict urban land back to productive use.’*

The Taskforce undertook extensive research into the problems of VDL and has published research into the effect of VDL on communities, the opportunities it provides and case studies into bringing VDL sites back into use. Key issues identified include:

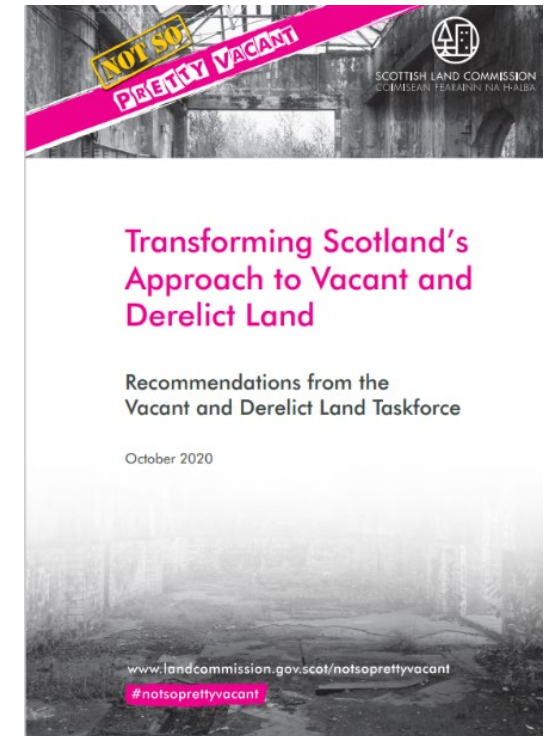
- The problem of long-term derelict sites (DUSTEs), with sites brought back into use tending to be smaller and more recently vacated.
- The blighting effect of long-term derelict sites on communities, negatively affecting the local environment, economy and social cohesion.
- How prominent sites tend to be the most harmful to communities, with effects exacerbated by the clustering of sites.
- The need to enable communities to take a lead role in identifying and prioritising locally significant sites for action.

- The need to focus efforts where urban dereliction is most heavily concentrated.

The outcome of the study is a series of recommendations, sitting within four main themes.

- Making better use of data
- Aligning policy to support delivery
- Aligning strategic funding to support delivery
- Stemming the flow of new sites

The full recommendations of the Vacant and Derelict Land Task Force are available at [www.landcommission.gov.scot](http://www.landcommission.gov.scot).





### Architecture and Design Scotland Stalled Spaces Programme

In 2014, Architecture and Design Scotland developed the Stalled Spaces initiative to enable communities to transform disused spaces and communicate their aspirations to Local Authorities in their development, while also developing skills and knowledge within communities. While the Stalled Spaces initiative is no longer active, resources and guidance are available<sup>10</sup>, including the Stalled Spaces Toolkit.

The toolkit provides a ‘how to’ guide, providing advice on topics such as forming a constituted group, budgeting, landowner agreements, planning permission, project development and promotion.

### Centre for Local Economic Strategies (CLES)

The CLES was tasked by the Scottish Government to undertake a review of the longstanding problem of vacant and derelict land in the Glasgow City Region. The recommendations of this review, published in 2021, advocate the repurposing of VDL along the lines of Community Wealth Building, including:

- Taking a holistic approach to land, which is a shared resource, to which the Scottish Land Rights and Responsibilities Statement<sup>11</sup> should apply.
- Broader, long term land stewardship, rather than ownership, should be considered.
- The need for work between agencies to catalyse action.

- Simplifying funding streams.
- Tackling sites in areas of greatest deprivation first.
- Making all safe sites accessible.
- Learning from local exemplars.
- Prioritising carbon capture through peatlands, tree planting and rewilding.
- Stemming the flow of new VDL.

The full recommendations of the CLES report are available on their website<sup>12</sup>.



<sup>10</sup> [Stalled Spaces Scotland | A&DS \(ads.org.uk\)](https://ads.org.uk)

<sup>11</sup> [Scottish Land Rights and Responsibilities Statement \(www.gov.scot\)](https://www.gov.scot)

<sup>12</sup> [CLES Report on VDL for the GCR \(inclusivegrowth.scot\)](https://inclusivegrowth.scot)

### ACTION PLAN

#### Principles

The aim of the strategy is to reduce the amount of vacant and derelict land in North Ayrshire, and the following principles can guide how this change is brought about.

While Scottish Government policy prefers to re-use vacant and derelict sites, it should be recognised that some sites, particularly those which are isolated from communities or in more rural locations, may not ever be suitable for development, but could contribute to **green networks, places for nature or open space**, helping to meet **carbon net-zero or biodiversity targets**. In response to Scotland's Biodiversity Strategy, the repurposing of sites to create **Nature Networks** may be the best outcome.

The redevelopment of vacant and derelict land should support the **creation of sustainable places**, for example through the '20-minute neighbourhood' concept.

Communities are subject to the adverse effects of vacant and derelict sites. **Communities should be supported** to improve sites which affect them most, this may be through temporary or permanent uses.

**Sites should be evaluated** to establish which are local priorities to communities, their development potential and barriers to development.

Innovative approaches should be supported to help **remove barriers** to the redevelopment or reuse of sites, helping to **de-risk sites**.

Opportunities to **gather information on sites, monitor them and share information** should be maximised.

Where necessary, the Council will continue to utilise **appropriate powers** where other actions fail.

#### Themes and Actions

Actions for reducing the amount of vacant and derelict land in North Ayrshire are identified under the following themes.

##### **Theme 1: Leading by Example**

Responsible stewardship of sites in Council ownership.

##### **Theme 2: Identifying Priorities.**

Identifying which sites can contribute most to National and Local priorities.

##### **Theme 3: Working with Others.**

Supporting other owners of VDL sites in putting them to positive use.

##### **Theme 4: Supporting Communities.**

Providing support to communities to improve sites which affect them most, this may be through temporary or permanent uses.

##### **Theme 5: Information Gathering, Monitoring and Reporting.**

Collecting and sharing information about vacant and derelict land.

### Theme 1: Leading by Example

Whilst there are several reasons for a lack of redevelopment of sites, including economic, locational, or physical constraints, or a lack of financial viability, site ownership can be a barrier to the delivery of the 2023-2028 Vacant and Derelict Land Strategy. Therefore, to evidence the potential of vacant and derelict land, the Council will aim to utilise the sites within its ownership as best practice examples for the transformation of Vacant and Derelict Land.

- 1. The Council will continue to promote existing large-scale priorities and development of proposals for Council owned VDL sites.**
- 2. Detailed assessment of remaining Council sites will be undertaken to identify the potential of sites, constraints, and opportunities. Remediation and management plans will be developed for Council sites, including an anticipated timeline for repurposing.**
- 3. The Council recognises the contribution of its vacant and derelict sites to biodiversity and will fully enhance and develop their potential for biodiversity, Nature Networks and green space.**



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The pilot house at Irvine, within the proposed 'Maritime Mile' waterfront regeneration led by North Ayrshire Council.

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## Theme 2: Identifying Priorities

The development of a means by which sites can be prioritised for action based on a range of appropriate criteria would help to:

- direct resources to those sites with the greatest need for development and
- allow communities to better understand Council priorities for action.

Timelines and action plans should be developed according to site prioritisation. Priorities for action will ultimately be informed by an evidence-based judgement informed by a range of criteria, however the reasons for site prioritisation should be defined.

- 4. The preferred or likely end use of VDL sites should be established based on the Local Development Plan (LDP), feasibility studies, or statutory approvals. Sites more suitable for naturalisation, contributing to Nature Networks and open space provision should also be identified.**
- 5. The development of assessment criteria will provide a transparent means of prioritising action and resource for vacant and derelict land. Priorities will be based on a range of criteria, however the reasons for site prioritisation should be clearly defined.**

Assessment Criteria	Description
Prominence	Sites in town centres, high streets and urban coastlines should be of higher priority for action. Sites which are more remote or naturalised may be of lower priority.
Length of time vacant	Sites which have been vacant for 15+ years should be prioritised.
Scottish Index of Multiple Deprivation (SIMD)	The location of the site in relation to deprived communities. Sites situated closer to more deprived communities should be of higher priority.
Built heritage	Sites with locally iconic or architecturally prominent buildings.
Site condition	Sites in the poorest condition should be of higher priority.
Leverage of Funding	Sites where funding can be secured through funding streams identified in the Regeneration Delivery Plan should be prioritised.
Proposed end use	If known, sites which can best contribute to meeting local priorities and known needs should be prioritised for action.
Community feedback	Sites which have been specifically identified by communities as an area of concern should be prioritised.



### Theme 3: Working with Others

Addressing vacant and derelict land will require collaboration between various parties including landowners and partners in the public and private sectors. Potential site developers would benefit from the de-risking of sites, and greater certainty as to end uses which could receive support from the Council.

6. **The Council will continue to develop and implement the Repurposing Property Grant Fund and investigate extending its scope to overcome barriers to bringing sites back to positive uses, subject to available funding.**
7. **The Council will gather information on land ownership, and proactively engage with landowners to encourage the appropriate management or restoration of sites to positive uses, either permanently or on a temporary basis, and identify the barriers to development.**
8. **The Council will work with partners in the public sector, for example through the Ayrshire Community Wealth Building Commission, to identify their intentions for the development or re-use of vacant and derelict sites in their control.**

9. **The Council will prepare masterplans and development briefs for priority sites, subject to funding and where appropriate consider the implementation of Masterplan Consent Areas to simplify the planning processes for appropriate forms of development.**



The site of the former Ayrshire Central Hospital Maternity Unit.

## Theme 4: Supporting Communities

Communities should be supported to use a vacant or derelict site on a temporary or permanent basis.

10. **Subject to the availability of funding, the Council will develop a stalled spaces programme to promote the positive temporary use of vacant and derelict sites and will work with landowners to facilitate access to sites which are safe to contribute to open space provision.**
11. **The Council will investigate the potential for a visual improvement fund targeted at sites which are in very poor condition, most affecting communities and in prominent locations.**
12. **The Council will implement a mechanism by which communities can easily highlight sites of concern, put forward suggestions for the use of vacant and derelict sites and comment on development briefs prepared by the Council.**
13. **The Council will provide support to communities who identify opportunities for the purchase of abandoned land under Part 3A of the Land Reform (Scotland) Act 2003.**



## Theme 5: Information Gathering, Monitoring and Reporting

The best use should be made of available information, including the sharing of information ensuring relevant and accessible information is available.

14. The Council will continue to implement a programme of site visits to monitor and record the status of all sites on the VDL register, and those known to the Council with areas <0.1ha which are of concern to communities.
15. The Council will maintain digital mapping for vacant and derelict sites and consider how additional information may be included, for example, the planning status of the site.
16. The Council will publish and publicise an annual summary of the status of vacant and derelict land including sites added to or removed from the register.





## NEXT STEPS

### Delivery of the Action Plan & Progress Monitoring

#### Collaboration

Delivery of the Action Plan will require partnership between communities and public sector bodies, with the Council playing a key leadership role. Plans for the delivery of actions identified in this strategy will be developed, and progress will be monitored on a regular basis.

#### Funding

The North Ayrshire Regeneration Delivery Plan (RDP) sets out the Council's priorities for delivering on regeneration ambitions of the Council Plan and Community Wealth Building Strategy. The Plan focuses on the delivery of physical regeneration, informed by stakeholder consultation, reviewing existing community priorities and the outcomes of previous consultations, it aims to address local priorities, support changes within communities and to contribute to a vibrant and inclusive economy. The RDP informs the Council's priorities for securing and delivering against external funding sources including Scottish and UK Government funds.

Some funding sources relate directly to vacant and derelict land, including the Vacant and Derelict Land Fund and the separate Vacant and Derelict Land Investment Programme. However, other funding streams applying to urban regeneration, economic development and environmental schemes have, and will continue to, enable change to vacant and derelict sites.



I3, Irvine



The Council will continue to investigate and pursue funding opportunities to support the delivery of this strategy through the RDP process.

## Future Strategy Review

The repurposing of existing vacant and derelict sites will in many cases be a long-term process, potentially many years. As existing sites leave the VDL register, it is likely that others will join, and the composition and characteristics of VDL will change over time.

With improved environmental protections, and a less industrialised economy, it can be expected that in the future there will be fewer sites with the legacy of contamination seen at old former industrial sites. Vacant and derelict sites may, on average, become smaller and increasingly in private hands. This more dispersed pattern of smaller sites will present different challenges to those which are larger, more consolidated and in public ownership.

The Vacant and Derelict Land Strategy should therefore be reviewed and refreshed after a period of 5 years to reflect the changing priorities of the Council, new legislation, and the changing composition of the stock of vacant and derelict land.



## REFERENCES

### SCOTTISH GOVERNMENT

Scottish Planning Policy [Scottish Planning Policy \(SPP\) website](#)

National Planning Framework (NPF3) [NPF3 website](#)

Draft National Planning Framework (NPF4) [NPF4 website](#)

Scottish Government [Infrastructure Investment Plan website](#)

Scottish Government [Community Wealth Building website](#)

Scottish Vacant and Derelict Land Survey – [Site Register](#)

Scottish Government [Vacant and Derelict Land Scottish Government Guidance Notes website](#)

The Scottish Government [Vacant and Derelict Land Investment Programme website](#)

Scottish Government [Community Right to Buy Abandoned, Neglected or Detrimental Land website](#)

Community Ownership Support Service Development Trusts Association Scotland [website](#)

Scottish Government [Building a Wellbeing Economy website](#)

Scottish Index of Multiple Deprivation (SMID) 2020 [website](#)

Scottish Government [Scottish Land Rights and Responsibilities Statement website](#)

Scottish Government [Scottish Biodiversity Strategy to 2045](#)

### LOCAL PLANNING POLICY AND STRATEGY

North Ayrshire 2019 [Local Development Plan](#)

North Ayrshire [Community Wealth Building](#)

North Ayrshire [Regeneration Delivery Plan](#)

North Ayrshire [Regional Economic Strategy](#)

2014 North Ayrshire [Vacant and Derelict Land Strategy](#)

North Ayrshire [20 Minute Neighbourhoods](#)

North Ayrshire [Plans Strategies and Policies website](#)

### SCOTTISH LAND COMMISSION

Scottish Land Commission [Vacant and Derelict Land Taskforce](#)

### OTHER NON-GOVERNMENTAL BODIES

Centre for Local Economic Strategies (CLES) [website](#)

CLES report on [Vacant and Derelict Land in the Glasgow City Region](#) (CLES, 2021)

Architecture and Design Scotland – [Stalled Spaces Toolkit](#)

Central Scotland Green Network [website](#)

### OTHER LOCAL AUTHORITIES

Renfrewshire Council's [Vacant and Derelict Land Strategy 2020](#)

**26 September 2023****Cabinet**

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**Title:** **Local Transport and Active Travel Strategy 2023-2028****Purpose:** To seek approval for the Local Transport and Active Travel Strategy 2023-2028**Recommendation:** That Cabinet approves the proposed Local Transport and Active Travel Strategy 2023-2028, provided at Appendix One.

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**1. Executive Summary**

- 1.1 Transport has the potential to affect everyone in North Ayrshire, for example, through access to employment, education, healthcare, social and leisure activities. It is identified as a priority within the Council Plan, the North Ayrshire Partnership Plan and Locality Priorities. An effective transport network facilitates and supports regeneration of our towns and villages, the delivery of a wellbeing economy alongside contributing to addressing climate change and reducing inequalities.
- 1.2 The proposed Local Transport and Active Travel Strategy 2023-2028 (LTATS), for which this report seeks approval, examines how Active Travel and Transport fits within, and supports the wider context of national and local priorities and objectives. It provides a vision that North Ayrshire will have a sustainable and well-connected transport network that meets the needs of all, supports an inclusive economy, healthier communities and creates an attractive place in which to live, work, visit and do business. The LTATS proposes the following three strategic priorities of: Accessibility for All; Inclusive Economic Growth; and Healthier Communities.
- 1.3 The LTATS provides a framework for investment and decision-making in transport up to 2028. It outlines the priorities for improving transport in North Ayrshire which can support investment in areas which have the potential to offer benefits to residents, businesses and visitors.

**2. Background**

- 2.1 The Council Plan sets out the Council's ambitions for North Ayrshire. This includes active, inclusive and resilient communities, the transition to a wellbeing economy delivering prosperity, wellbeing and resilience for local people alongside contributing to tackling climate change. The provision of a connected and effective transport network is key to delivering on these ambitions. High-quality opportunities for active travel and public transport for everyday journeys are vital to improving the local economy, improving the environment, increasing social inclusion, and delivering health benefits for all residents and visitors of North Ayrshire.
- 2.2 Local Transport Strategies (LTS) set out the local vision, objectives and proposals for transportation alongside a framework for investment and decision making. The current

North Ayrshire LTS was published in 2015 and was due for review in 2020. This work was delayed due to the pandemic and the subsequent delay in national and regional transport policy development, which the LTATS should reflect.

- 2.3 Through the previous strategy, the Council has been able to secure funding and deliver a significant number of improvements to roads, public transport and active travel routes alongside behaviour change initiatives. These improvements included Tarryholme to i3 Enterprise Area Active Travel Link, Trinity Active Travel Hub, Brodick Ferry Terminal, Bus Route Congestion Reduction Measures, Timber Transport Improvements and securing funding for the B714 Upgrade.
- 2.4 Since the strategy's adoption, the economic climate, strategic transport policy and climate change ambitions have changed considerably. Furthermore, recognising the focus given to active travel nationally and its role in addressing climate change there is a need to consider walking, wheeling and cycling in more detail and the integration of transport to make travel by several modes easier for all.
- 2.5 The development of a new strategy looking forward from 2023 to 2028 provides an opportunity to take transport services and provision in North Ayrshire in a direction which can help address some of the economic and climate change challenges and opportunities now faced.
- 2.6 The strategy has been informed and influenced by:
- a review of national, regional and local strategies and plans;
  - identifying local issues and opportunities at an early stage;
  - a comprehensive review of the transport and active travel network;
  - a review of travel patterns;
  - an extensive initial consultation exercise between February and April 2022 including online consultation, public events and street surveys;
  - stakeholder engagement, including Elected Member briefing sessions;
  - a dedicated website to enable feedback; and
  - a consultation on the draft strategy between February and April 2023 including online consultation and public events.
- 2.7 A dedicated LTATS website was launched in February 2023 to enable public consultation on the draft strategy. The consultation process involved an online questionnaire and in-person events in Kilwinning, Largs, Kilbirnie, Irvine, Millport, Saltcoats and Brodick. This was publicised via e-mail to all previous consultees/stakeholders, the Council website, press releases and the Council's social media channels. A total of 106 responses were received. Within these, detailed responses were received from several stakeholder organisations, which have informed the proposed strategy. The proposed strategy was also considered by the Policy Advisory Panel in August 2023.
- 2.8 The Strategy's Delivery Plan sets out the actions needed to deliver on the vision and strategic priorities. It is recognised that some of these are not the sole responsibility of North Ayrshire Council, for example, in relation to the provision of public transport and ferries. Feedback from both stakeholders and the public however has highlighted the importance of the Council's role in pursuing improvements to these transport services and continuing to work in partnership with operators and other appropriate organisations.
- 2.9 The delivery plan actions include indicative timescales (short, medium and long) within the tables. These will be progressed throughout the lifetime of the LTATS and will be

used as the basis for seeking and prioritising funding opportunities. An annual assessment will be carried out to review progress on these actions. Actions include:

- Undertaking feasibility studies and technical design to develop strategic active travel corridors across the six localities.
- Supporting the delivery of the community transport pilot project.
- Identifying and implementing travel demand management measures to achieve the national 20% car km reduction route map.
- Working with partners to deliver the Island Connectivity Study.
- Working with partners to apply and embed Community Wealth Building principles within transport activities and projects.

2.10 If approved, the strategy will inform the expenditure of future allocations under the Scottish Government's Cycling Walking and Safer Routes funding and funding applications for example to Strathclyde Partnership for Transport's Capital Programme.

### **3. Proposals**

3.1 That Cabinet approves the proposed Local Transport and Active Travel Strategy 2023-2028, provided at Appendix One.

### **4. Implications/Socio-economic Duty**

#### **Financial**

4.1 Priorities emerging from the LTATS will require funding through the Council Capital programme and/or external sources of funding. The Local Transport and Active Travel Strategy 2023-2028 will inform our priorities for securing and delivering against external funding sources.

4.2 The Regeneration team has extensive experience of and success in securing external funding for project development and delivery. The implementation of the Delivery Plan will be dependent on continuing Scottish Government allocations under Cycling Walking and Safer Routes and the success of any funding applications.

#### **Human Resources**

4.3 The Delivery Plan will be delivered through the existing Active Travel and Transport Team resource. Opportunities to secure funding for additional staff resource to support delivery will be considered on a project-by-project basis as required.

#### **Legal**

4.4 None

#### **Equality/Socio-economic**

4.5 An Equality Impact Assessment (EqIA) has been carried out for this strategy as the needs of all transport modes and users have been considered when developing the actions. The proposed LTATS has no negative impacts and provides a positive impact on the protected characteristics of disability, age, gender and pregnancy and maternity. The need for additional Equality Impact Assessments will be considered through the implementation of the strategy on a project-by-project basis.



## **Climate Change and Carbon**

- 4.6 The transport priorities being promoted through the LTATS aim to support sustainable and active travel and reduce the impact of transport on our communities. These aim to reduce the volume of traffic travelling through our towns and to facilitate public transport to support a shift towards more sustainable travel behaviours. This accords with and will contribute to the delivery of the Environmental Climate Change and Sustainability Strategy.
- 4.7 To comply with the Environmental Assessment (Scotland) Act 2005 and as required by EU Directive 2001/42/EC, the proposed strategy has been subject to a Strategic Environmental Assessment. (SEA). The interim SEA Environmental Report, available at <https://northayrshiretransportstrategy.com/files/SEA.pdf>, communicates the anticipated environmental effects of the strategy and sets out proposals for the monitoring of such environmental effects. Mitigation measures have been developed to avoid, reduce, or offset adverse environmental effects of the strategy.

## **Key Priorities**

- 4.8 The LTATS has been informed by the priorities identified within the Local Outcomes Improvements Plan and Locality Partnership priorities. The implementation of the Plan will contribute to achieving the four Council Plan priorities and key activities of: Ensuring our places and spaces where we live, work and visit are well maintained and accessible; Developing infrastructure to support business growth; Working with communities to adopt low carbon behaviour change; Developing and promoting active travel infrastructure; Transitioning to low and zero carbon travel; and Focusing our investment on priorities.

## **Community Wealth Building**

- 4.9 The Inclusive Growth Diagnostic identified transport as a barrier to inclusive growth at a local level. The provision of a connected transport network including high-quality opportunities for active travel and public transport for everyday journeys is vital to local communities and delivering a wellbeing economy and Community Wealth Building.
- 4.10 Its delivery will make a significant positive contribution to the Council's ambitions across the pillar of Land and Assets by maximising land through alternative uses for community benefit by the creation of active travel networks. The Economic Policy team has reviewed the proposed LTATS to ensure alignment with Community Wealth Building principles.

## **5. Consultation**

- 5.1 The development of the LTATS included extensive internal and external consultation at the initial development and draft strategy stages. These consultation exercises included Elected Member workshops, online and hard copy surveys, public drop-in events, on-street surveys, a dedicated website, accessibility workshops and stakeholder workshops. The proposed strategy was also considered by the Policy Advisory Panel in August 2023.

RUSSELL McCUTCHEON  
Executive Director (Place)

**Background Papers**

North Ayrshire Local Transport Strategy, 2015





North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath



North Ayrshire Council  
Local Transport and Active Travel Strategy  
DRAFT  
SEPTEMBER 2023







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## Disclaimer

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# 1 Introduction

## What is a Local Transport and Active Travel Strategy?

The North Ayrshire Council (NAC) Local Transport and Active Travel Strategy (LTATS) sets out how we intend to contribute to national transportation objectives and specifies actions which will achieve objectives that are distinctive to North Ayrshire.

The North Ayrshire Council LTATS includes a detailed vision for improving transport and travel in North Ayrshire. It also outlines our strategic priorities and objectives and explains how we will achieve this in a Delivery Plan.

This Strategy replaces the Local Transport Strategy 2015-20, which included supporting economic growth and seeking to ensure communities were connected. Whilst both an inclusive economy and connected communities are still relevant, the development of a new strategy also provides us with an opportunity to move towards a low carbon, less polluting transport network.

Recognising the focus given to active travel nationally, this new strategy highlights the importance of active travel with a specific chapter for the Active Travel Strategy.

This strategy has been developed through evidence gathering, consideration of the wider policy and strategy

context, consultation with stakeholders and feedback from the members of the public.

## Why Do We Need a Local Transport and Active Travel Strategy?

Enhancing the transport network is a key driver for: improving the local economy, improving the environment, increasing social inclusion, and delivering health benefits for all residents and visitors of North Ayrshire.

Transport has the potential to affect everyone in North Ayrshire, for example, to access employment, education, healthcare, social and leisure activities. An effective transport system facilitates and supports the development of a sustainable and inclusive economy, and regeneration in North Ayrshire. It contributes to addressing climate change and reducing inequalities.

This LTATS provides a framework for investment and decision-making in transport up to 2028. It outlines the priorities for improving transport in North Ayrshire which can support investment in areas which have the potential to offer benefits to residents and businesses.

It is recognised that, while the Delivery Plan is not currently fully funded, it provides the basis to seek funding opportunities through partners for the projects that have been identified.

## Delivering the Strategy

North Ayrshire Council alone are unable to progress all the actions and instead we wish to work in partnership with other organisations and operators who are responsible for transport services. North Ayrshire Council already works with many organisations to deliver and improve transport services in North Ayrshire. The roles and responsibilities of the principal organisations responsible for transport infrastructure and services in North Ayrshire are provided in subsequent pages.

The Delivery Plan is at the heart of the strategy and sets out actions to help work towards a transport system that meets the needs of North Ayrshire. While some of the actions included in the Delivery Plan are not the responsibility of NAC e.g., the provision of public transport and ferries, feedback from stakeholders and members of the public has identified that they would like improvements to these transport modes. Therefore, the LTATS aims to address this feedback by influencing and collaborating with partners.

## COVID-19

It is acknowledged that transport provision and travel patterns have changed due to the COVID-19 pandemic. The pandemic has created uncertainties in transport needs with fewer people travelling initially due to Government restrictions in movement and the ongoing reduced availability of transport services. More people are working from home and fewer

people are commuting and travelling at the traditional peak times (in the morning and early evening).

People were discouraged from using public transport to reduce the spread of the virus and public transport services were reduced. While public transport service provision has started to increase in some areas, other services have been removed or continue to be reduced in parts of North Ayrshire. This has presented challenges for people in accessing services and maintaining access to social activities to support their wellbeing.

While there remain uncertainties about travel patterns in the future, it is important that action is taken to minimise any increase in car use due to reduced availability of transport services to support the Council's ambitions.

## LTATS Process and Timeline

The strategy has been influenced by local, regional, and national strategy, views, and opinions. It has been produced following a comprehensive process where local issues and opportunities were identified at an early stage to inform a detailed action plan to be put in place that will aim to provide positive solutions for all.

The strategy has been informed by:

- A comprehensive review of the transport and active travel network
- A review of travel patterns

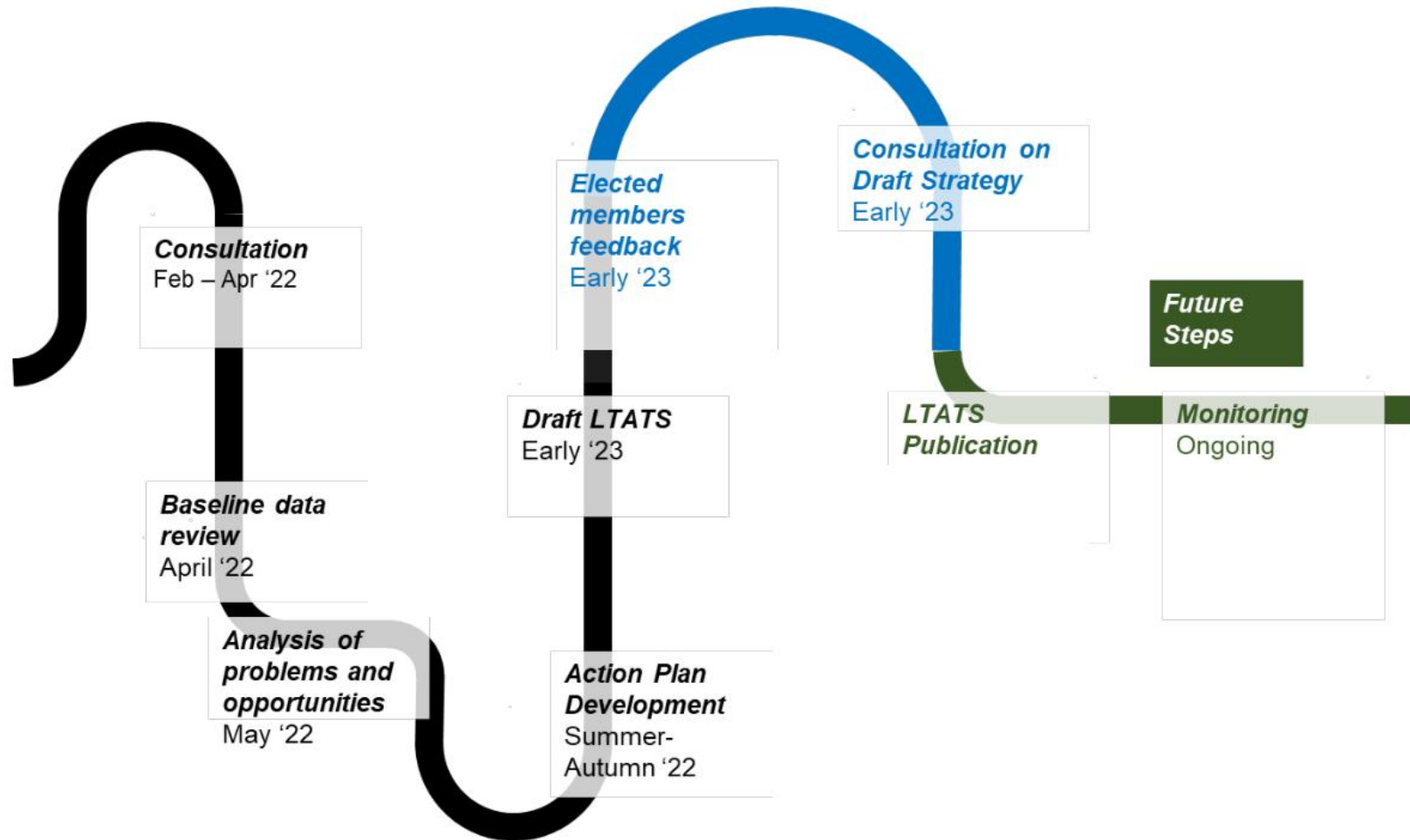
North Ayrshire Council Local Transport and Active Travel Strategy

- An extensive consultation exercise between February and April 2022.
- Stakeholder Workshops
- A dedicated website for providing comments.
- A further consultation on the draft strategy between 24 February and 23 April 2023

The development of the LTATS has followed the principles and initial key stages of the Scottish Transport Appraisal Guidance (STAG). STAG provides a framework to assess evidence-based transport problems and opportunities.

This process, and the key stages of STAG that have been followed, are set out in the LTATS Process diagram below.

## LTATS Strategy Development Process














## Roles and Responsibilities

The LTATS recognises that the Council is unable to progress all of the required actions in isolation. The Council is committed to working in partnership with other organisations and operators who are responsible for delivering transport infrastructure and services. The roles and responsibilities of the principal organisations responsible for transport infrastructure and services in North Ayrshire are shown in Table 1-1. This is a summary of the main organisations however the Council works with many more to deliver and improve transport services in North Ayrshire.

While some of the actions included in the Delivery Plan are not the direct responsibility of NAC, e.g. the provision of public transport and ferries, feedback from stakeholders and the public has identified the importance of improvements to these transport modes. The LTATS therefore aims to address this by committing to influencing and collaborating with the responsible partner organisations.

Table 1-1 Selected Transport Roles and Responsibilities

Organisation	Roles / Responsibilities
<p><b>North Ayrshire Council</b></p> 	<ul style="list-style-type: none"> <li>• Local Transport &amp; Active Travel Strategy</li> <li>• Maintenance of local roads and active travel routes</li> <li>• Design and implementation of new active travel routes, local roads and bridges</li> <li>• Street lighting</li> <li>• Local road safety</li> <li>• Parking management</li> <li>• Travel behaviour change projects</li> </ul>
<p><b>Scottish Government / Transport Scotland</b></p>   <p>The Scottish Government TRANSPORT SCOTLAND</p>	<ul style="list-style-type: none"> <li>• Rail projects</li> <li>• Management of ScotRail services</li> <li>• National Transport Strategy</li> <li>• Trunk road network</li> <li>• Major trunk road and bridge projects</li> <li>• National Concessionary Scheme</li> </ul>

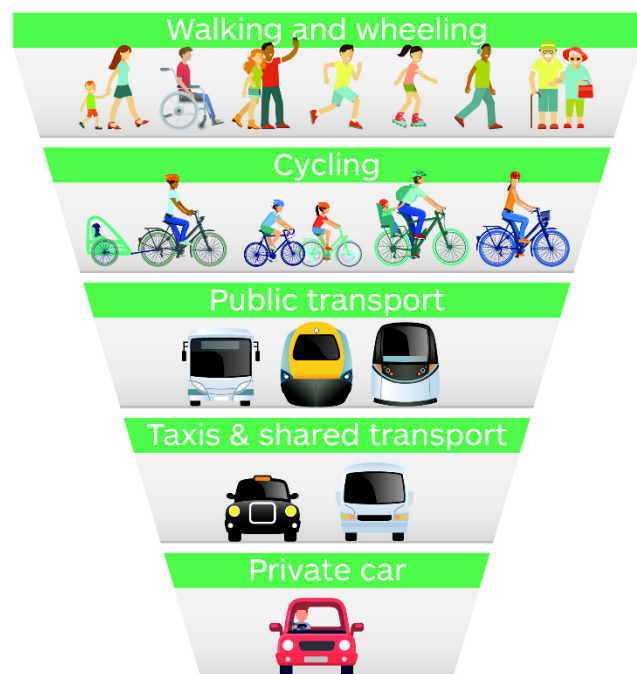
		<ul style="list-style-type: none"> <li>• Aviation, freight, bus and taxi policy</li> <li>• Ferries, ports and harbours</li> <li>• Blue badge scheme</li> </ul>
<b>SPT</b> 		<ul style="list-style-type: none"> <li>• Regional Transport Strategy</li> <li>• Monitor commercial bus services</li> <li>• Procure subsidised bus services</li> <li>• Operate MyBus demand responsive bus services</li> <li>• Manage bus stops and shelters</li> <li>• Administer the Zonocard ticket</li> <li>• Manage Strathclyde concessionary travel scheme</li> </ul>
<b>CaIMac</b> 		<ul style="list-style-type: none"> <li>• Management and operation of ferry services in North Ayrshire</li> </ul>
<b>CMAL</b> 		<ul style="list-style-type: none"> <li>• Owns the ferries, ports and harbours for services operated by CaIMac</li> </ul>
<b>Bus Operators</b>   		<ul style="list-style-type: none"> <li>• Delivery of commercial and subsidised bus services</li> </ul>
<b>Network Rail</b> 		<ul style="list-style-type: none"> <li>• Own and manage rail infrastructure</li> </ul>
<b>ScotRail</b> 		<ul style="list-style-type: none"> <li>• Management and operation of rail services</li> </ul>



## 2 Policy and Strategy Context

The LTATS has been developed to align with and support key national, regional and local policies and strategies. While this policy and strategy summary is not exhaustive, it illustrates the key influences on transport in North Ayrshire.

### Prioritising Sustainable Transport



### National

#### Scotland's National Transport Strategy 2 (NTS2), 2020<sup>1</sup>

sets out an ambitious vision for the transport system and outlines four priorities: reducing inequalities, taking climate action, helping to deliver inclusive economic growth, and improving health and wellbeing.

The Sustainable Travel Hierarchy is embedded in NTS2 and in decision-making by promoting walking, wheeling, cycling, public transport and shared transport options in preference to single occupancy private car use for the movement of people. Efficient and sustainable freight transport is also promoted for the movement of goods. This LTATS adopts the sustainable travel hierarchy in line with national transport policy.

The **Strategic Transport Projects Review 2 (STPR2)**<sup>2</sup> is a Scotland-wide review of the strategic transport network across all transport modes, as well as reviewing wider island and rural connectivity, which includes ferries and air travel.

STPR2 makes 45 draft recommendations that focus investment on sustainable transport options. Many of these will benefit communities and businesses across Scotland and some will have particular benefit to the Ayrshire and Arran area. The **Update to the Climate Change Plan**<sup>3</sup> sets out the Scottish Government's approach to delivering a green recovery, with a focus on the period up to 2032. The transport

<sup>1</sup> [National Transport Strategy](#)

<sup>2</sup> [STPR2 Website](#)

<sup>3</sup> [Update to the Climate Change Plan](#)

related components of the plan build upon NTS2, with a specific commitment to reduce car kilometres by 20% by 2030.

Subsequently, an evidence report, and a national discussion on a route map has also been published. The route map acknowledges that the percentage reduction target is for an overall national reduction, and it does not expect car use in rural and island community areas to necessarily reduce at the same rate as in towns and cities.

The Scottish Government have adopted a new spatial strategy for Scotland that looks ahead to 2045. **National Planning Framework (NPF4)**<sup>4</sup> sets out Scottish Ministers' policies and proposals for the development and use of land and plays a key role in supporting the delivery of Scotland's national outcomes and the United Nations Sustainable Development Goals. In recognising that better places will be an important part of achieving net zero in a way which also tackles longstanding challenges and inequalities, NPF4 supports collaborative working to improve people's lives by supporting the planning and delivery of:

- Sustainable places, where emissions are reduced and biodiversity is restored and better connected
- Liveable places, where we can live better, healthier lives; and

- Productive places with a greener, fairer and more inclusive wellbeing economy.

Local liveability, including through 20-minute neighbourhoods, and improving community health and wellbeing by ensuring people can easily access services, greenspace, learning, work and leisure locally is an overarching spatial principle underpinning how future places are to be planned in accordance with NPF4.

NPF4 policy seeks to encourage, promote and facilitate developments that prioritise walking, wheeling, cycling and public transport for everyday travel and reduce the need to travel unsustainably through investment in transport infrastructure that supports connectivity and reflects place-based approaches and local living; more, better, safer and more inclusive active and sustainable travel opportunities and developments in locations which support sustainable travel.

Scotland's **National Strategy for Economic Transformation**<sup>5</sup> sets out the priorities for Scotland's economy as well as the actions needed to maximise the opportunities of the next decade to achieve the vision of a wellbeing economy. Transport has a key role to play in achieving this vision at a national and local level.

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<sup>4</sup> [National Planning Framework 4](#)

<sup>5</sup> [National Strategy for Economic Transformation](#)

## Regional

Strathclyde Partnership for Transport's (SPT) **Regional Transport Strategy (RTS)** sets out the vision for transport in the region that:

*'The west of Scotland will be a well-connected, attractive and low carbon place with active, liveable communities and accessible, vibrant centres facilitated by a high quality, sustainable and resilient transport system shaped by the needs of all'.*

The vision is underpinned by three priorities:

- A healthier environment, supported by a transport system that helps our region become a low carbon place with healthier natural and built environments for the benefit of all.
- Inclusive economic growth, underpinned by a transport system that supports regional economic development and growth, with better opportunities and fairer outcomes for all.
- Improved quality of life, supported by a transport system that helps everyone to have better health and wellbeing and lead active, fulfilling lives.

This LTATS considers the actions in the RTS that are relevant to North Ayrshire, and these are included in the

Delivery Plan. Partnership working with SPT will be essential for the delivery of several of the actions.

The **Ayrshire Growth Deal**<sup>6</sup> is a partnership driven forward by the Scottish Government, the UK Government and East, North and South Ayrshire Councils. It has a vision for Ayrshire to be *'a vibrant, outward looking, confident region, attractive to investors and visitors, making a major contribution to Scotland's growth and local well-being, and leading the implementation of digital technologies and the next generation of manufacturing.'*

The Deal has secured funding to help realise Ayrshire's potential as a world-class business region for the aerospace and space, energy, tourism, manufacturing and engineering industries, and reaffirms the commitment to the region and the collective desire to support ambitious plans for renewal and long-term sustainable growth. The provision of appropriate transport infrastructure is important to the delivery of the vision.

The **Ayrshire Regional Economic Strategy (2023)** sets out a bold 10 year vision for the Ayrshire economy and for Ayrshire residents and businesses. It is the first strategy of its kind for the region, and the first in Scotland to feature Community Wealth Building as a founding principle. Its vision is that:

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<sup>6</sup> [About The Deal | Ayrshire Growth Deal](#)

*Ayrshire will be a region where wealth is shared fairly, to enable people of all ages to live full and healthy lives. Our region will be outward looking, attractive to investors and visitors, making a major contribution to Scotland's economic development.*

*We will also prioritise the protection of our natural wealth and culture. This is how our residents, communities, institutions and enterprises will rise to the opportunities and adapt to the challenges of the future.*

Addressing the key transport challenges facing the Ayrshire economy including improving physical infrastructure by addressing poor road linkages and reduced and unreliable public transport and supporting a just transition to Net Zero are key priorities of the LTATS and ARES.

The LTATS will contribute to achieving the six regional priorities and associated outcomes including Good Health and Wellbeing and Stronger Places and Communities. A Delivery Plan\* is currently being developed for the Strategy and will consider potential transport interventions.

*\* At the time of development of this draft LTATS the ARES Delivery Plan is still in draft format. Updated information will be included prior to the finalisation of this strategy.*

**The Ayrshire Freight Strategy (2016)** was developed by SPT, North Ayrshire Council and the Ayrshire Roads Alliance. This provides a strategic road network and freight access

strategy to key freight locations along with an associated signing strategy. The strategy also sought to identify opportunities to provide HGV parking and examine options for transport hubs for freight transfer or local distribution.

## **Local**

The LTATS will interact with many other Council strategies.

**Our Council Plan 2023-2028** explains how we will meet our communities' needs and expectations over the next five years. Our mission is Working together to improve the lives of our people in North Ayrshire to achieve our vision of a North Ayrshire which is fair for all. The strategic aims of the new plan are:

- To transition to a **wellbeing** economy, delivering prosperity, wellbeing and resilience for local people
- We will have active, inclusive and **resilient communities**
- To achieve **net zero** by 2030
- A **Community Wealth Building** Council that is efficient and accessible, maximising investment and focusing resources towards our priorities

The **North Ayrshire Partnership Plan 2022-2030**<sup>7</sup> sets out what the Council wants to achieve with our Community Planning partner organisations and influences how all partners operate locally. A number of Active Travel and

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<sup>7</sup> <https://northayrshire.community/working-together/our-priorities/>

Transport actions will help deliver the NAPP vision of *'North Ayrshire – Fair for All'*. It has three key themes:

- Wellbeing – We will address health inequalities. We will promote children and young people's wellbeing. We will enable community wellbeing.
- Work – We will increase employment. We will develop volunteering. We will better support our young people.
- World – We will work together to reduce carbon emissions and mitigate the impacts of climate change. We will increase active travel. We will increase carbon literacy within our organisations and communities.

The **Local Development Plan 2 (2019)**<sup>8</sup> has an essential link with the LTATS in terms of land use and transport integration. Well planned developments, with associated well-planned and designed sustainable transport provision will support the vision and strategic priorities of the LTATS.

The **Community Wealth Building Strategy (CWBS)**<sup>9</sup> sets out NAC's ambitious plans to become a Community Wealth Building Council, working in partnership with communities and businesses to create a fair local economy, reducing poverty and inequality. Addressing transport inequality is a key aim of both the LTATS and CWBS.

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<sup>8</sup> [LDP2 \(north-ayrshire.gov.uk\)](http://north-ayrshire.gov.uk)

<sup>9</sup> [Community Wealth Building Strategy](#)

The third **Environmental Sustainability and Climate Change Strategy (2021-2023)**<sup>10</sup> builds on the carbon reduction success of its predecessors and establishes a new target *'to reduce and remove emissions for North Ayrshire to achieve net-zero carbon status by 2030'*. A refreshed strategy, Sustainable North Ayrshire, is currently being developed.

Addressing transport and travel is an important workstream in this plan. The strategy recognises that many initiatives are already underway to support carbon reduction from transport through the implementation of the Council's **Electric Vehicle Strategy (2021-2025)**<sup>11</sup>, which aims to increase the number of Electric Vehicles (EVs) used in North Ayrshire, and also by implementing numerous active travel projects.

10-year local **Island Plans**<sup>12</sup> have been developed with and for North Ayrshire's island communities. These aim to drive the development of community economic and environmental wellbeing of Arran and Cumbrae. Public transport and infrastructure and transport reliability are key thematic priorities for the Plans with a range of transport related actions identified to support their delivery.

<sup>10</sup> [Environmental Sustainability & Climate Change Strategy \(north-ayrshire.gov.uk\)](#)

<sup>11</sup> [Electric Vehicle Strategy \(north-ayrshire.gov.uk\)](#)

<sup>12</sup> [Island Plans Website](#)

*Figure 2-1* presents a summary of some of the most important national, regional and local strategy documents which are relevant to the new LTATS.

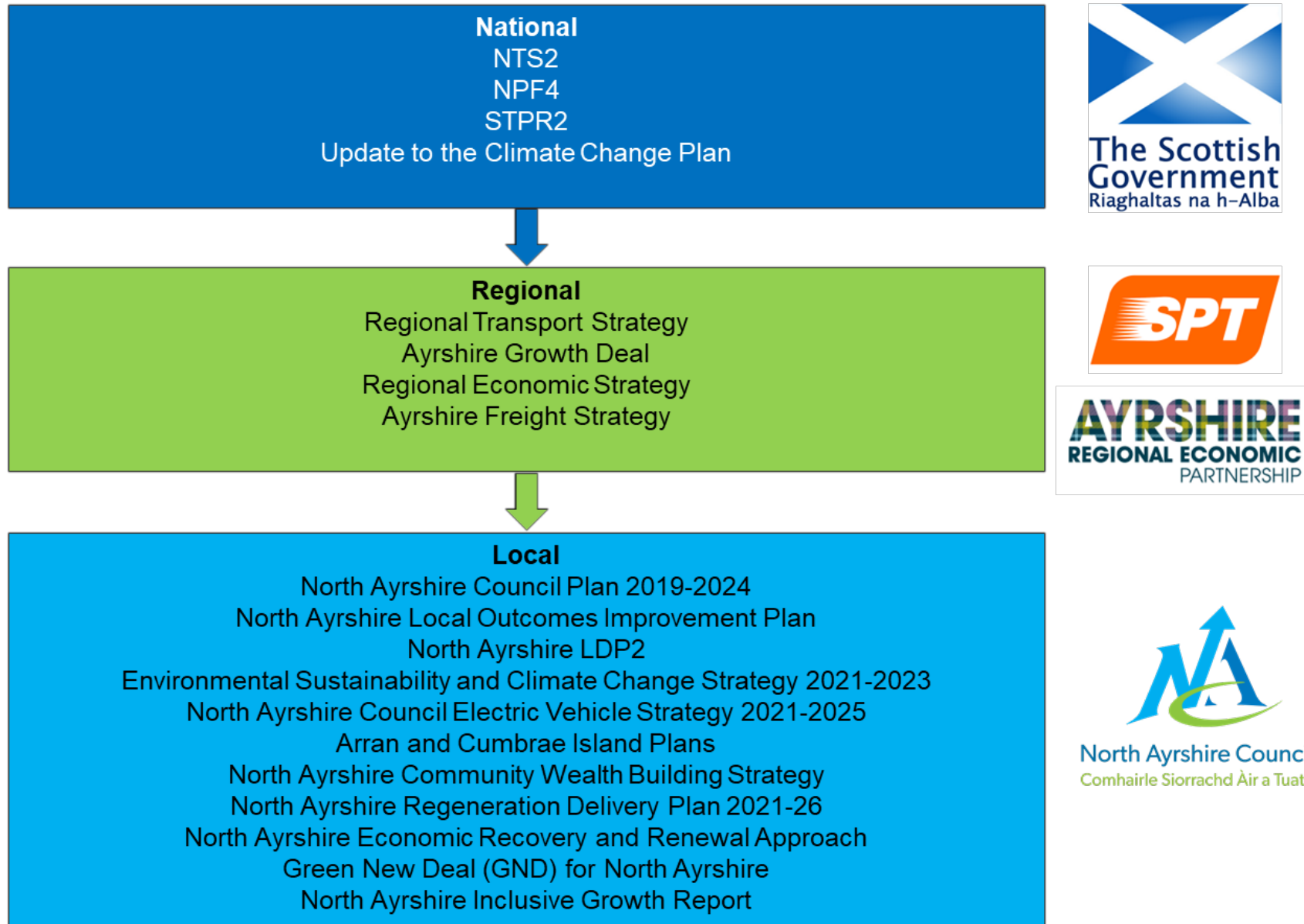


Figure 2-1 Summary of Key Policies



### 3 Background Information

This chapter summarises key relevant demographic and transport statistics for North Ayrshire. These statistics provide context for the new strategy, highlighting some of the high-level issues and opportunities in the area and emphasising the differing needs of people within different parts of North Ayrshire.

#### North Ayrshire Overview



Total population of 134,000



Population predicted to fall by 3.1% between 2018 and 2028



8% of the population live in rural areas, 4% in remote areas




Proportion of residents over 65 set to increase significantly

The projected increase in the older population and presence of rural communities will result in an increasing need to enable transport access to key services such as healthcare as well as to employment.

### Deprivation and Employment





Deprivation, as measured by the Scottish Index of Multiple Deprivation, varies significantly across North Ayrshire, with the most deprived areas in Ardrossan, Saltcoats, Stevenston and Irvine

Health and Employment deprivation is particularly high in North Ayrshire compared with Scotland as a whole

At 73.6%, the employment rate in North Ayrshire is ranked 22<sup>nd</sup> of 32 local authorities in Scotland

North Ayrshire has a total of 186 data zones in the SIMD data, of which 52 (28%) were in the 15% most deprived in Scotland in 2020, representing an increase compared with the 2016 data. The majority of these are in the Irvine and Three Towns areas. Since 2004 (the start of SIMD data), the number of North Ayrshire data zones in the 15% most deprived in Scotland has increased by 58%, from 33 to 52.

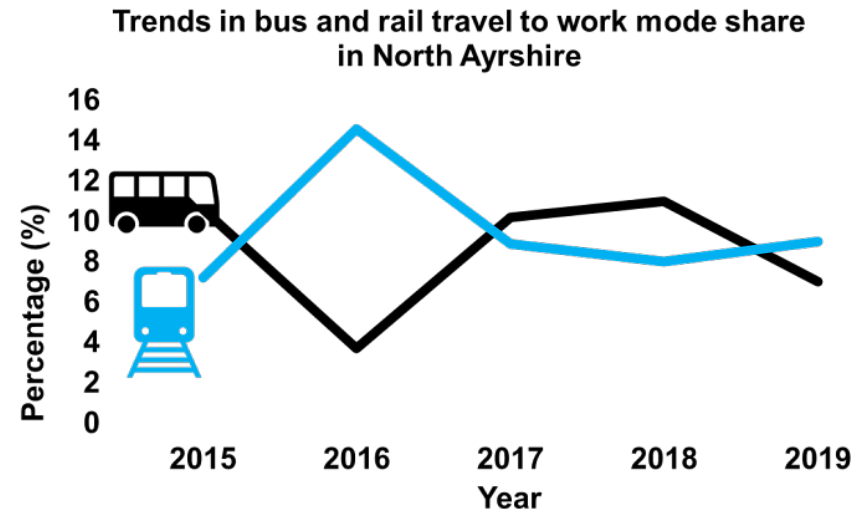
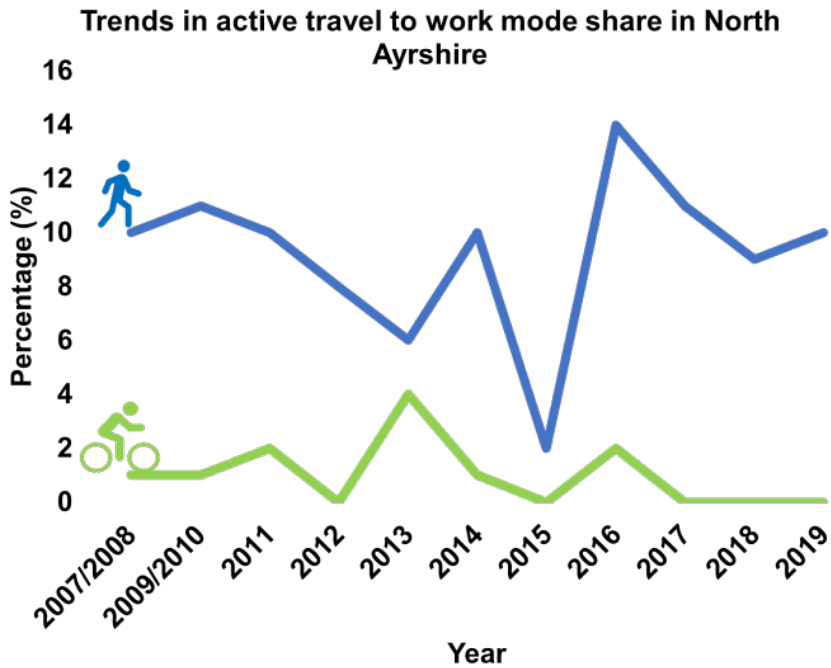
There are also data zones in North Ayrshire which score among the least deprived in Scotland, mainly located in the North Coast. This variation in deprivation in North Ayrshire means that the new strategy must cater for the varying needs and priorities of different areas.



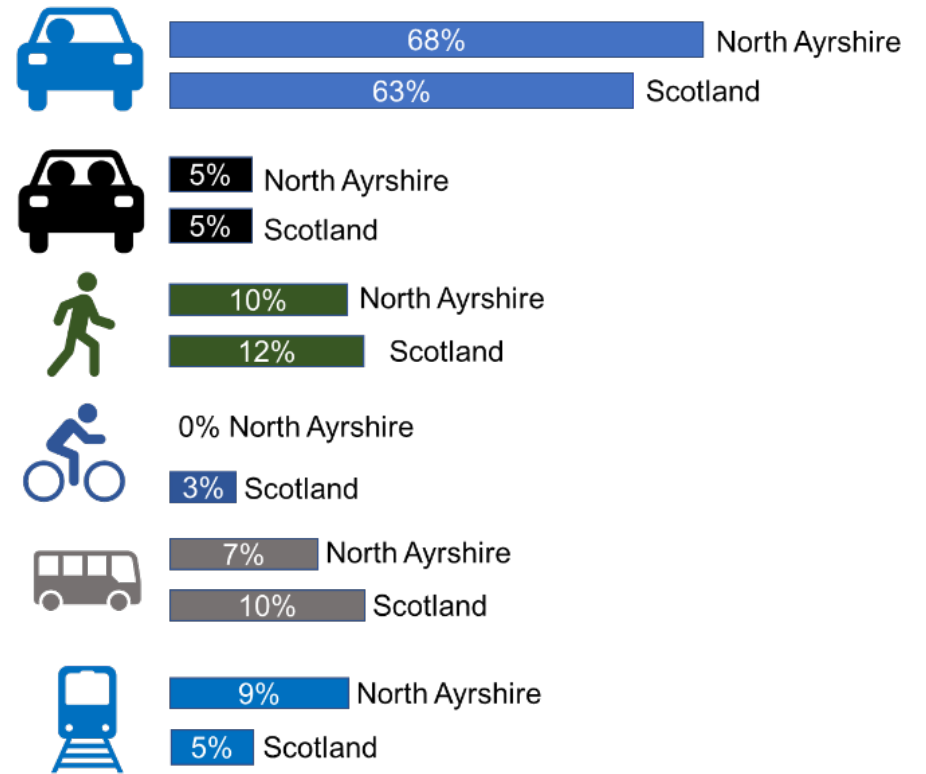
The relatively low employment rate presents a challenge to better connect people to jobs throughout North Ayrshire.

In 2018 the North Ayrshire Inclusive Growth Diagnostic report, a joint piece of work between the Office of the Chief Economic Advisor at the Scottish Government and North Ayrshire Council, was published aiming to assess what is holding back long-term sustainable inclusivity and growth in the area. The paper found that transport issues create real barriers to inclusive growth, with travel costs, frequency and connections between modes limiting the potential opportunities for people to access jobs.

### Travel – Statistics from the Scottish Travel Diary 2019



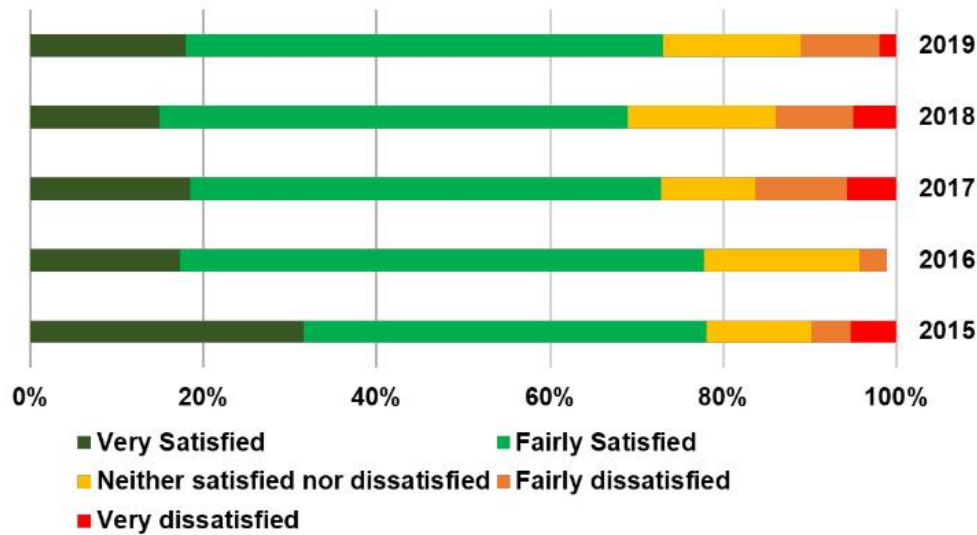
### Usual Mode of Travel to Work (2019)



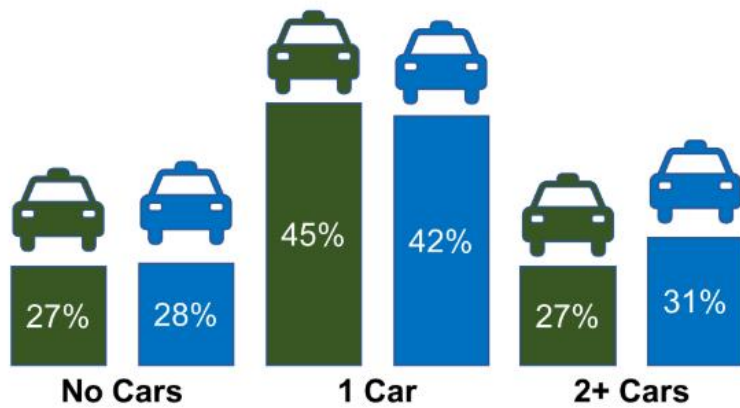
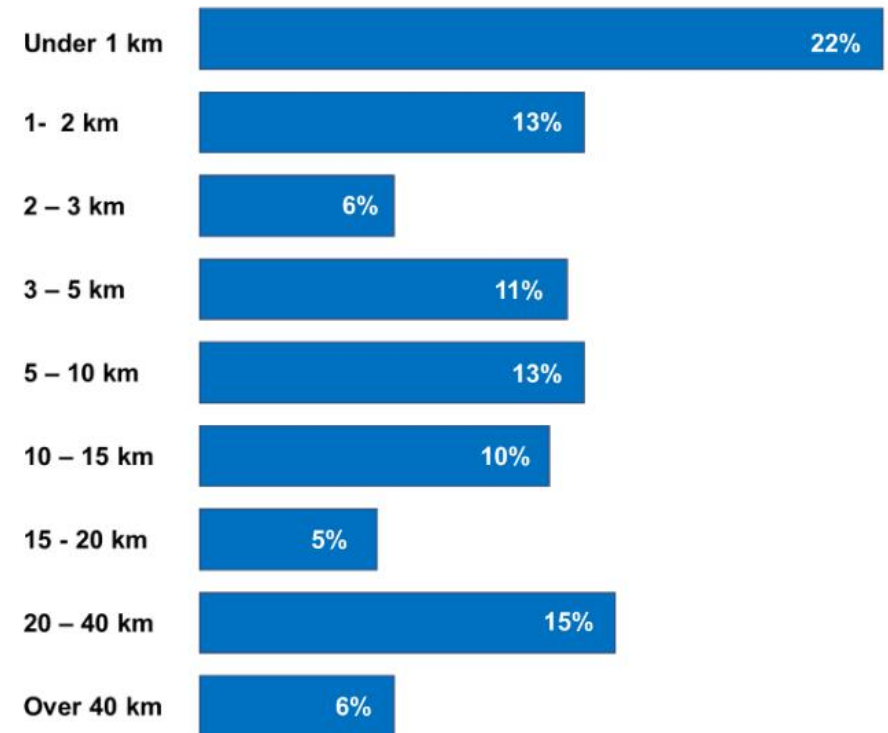
### Key Points:

- Travel to work by car is more popular in North Ayrshire than Scotland as a whole
- Bus use is generally on a downward trend in North Ayrshire
- Rail use is generally on an upward trend in North Ayrshire
- Walking and cycling did not see consistent or sustained growth from 2015-19
- The above present challenges and opportunities for the new strategy

Satisfaction with Public Transport - North Ayrshire 2015-19



Distance Travelled to Work in North Ayrshire



Car Ownership in North Ayrshire and Scotland

**Key Points:**

- Satisfaction with public transport services generally decreased from 2015-19
- Overall car ownership is generally in line with national averages
- More than half (52%) of North Ayrshire residents travel less than 5km to work – this presents an opportunity for these journeys to be made by active and sustainable modes

## 4 Consultation and Vision, Strategic Priorities and Objectives

### Consultation

#### Overview

An extensive consultation exercise was undertaken between February and April 2022 to gather feedback on the key issues and suggestions relating to transport in North Ayrshire that the new LTATS should seek to address. Given the recent pandemic, multiple methods were used to gauge as wide an opinion as possible on transport in North Ayrshire. This feedback has shaped the vision, strategic priorities and objectives for the strategy.

#### Stakeholder Engagement

Stakeholder engagement was undertaken during 2022 via a series of online facilitated workshops. This included the following:

- Elected Members Workshop
- Accessibility Workshop
- Stakeholder Workshops

Stakeholders were also able to respond to an online survey that was hosted on a dedicated website.

#### Online Consultation

An online survey was promoted through North Ayrshire Council's website and social media pages. This was aimed at gathering feedback from members of the public on their current travel behaviour and attitudes, views on active travel, and the issues and opportunities that should be considered within the new strategy.

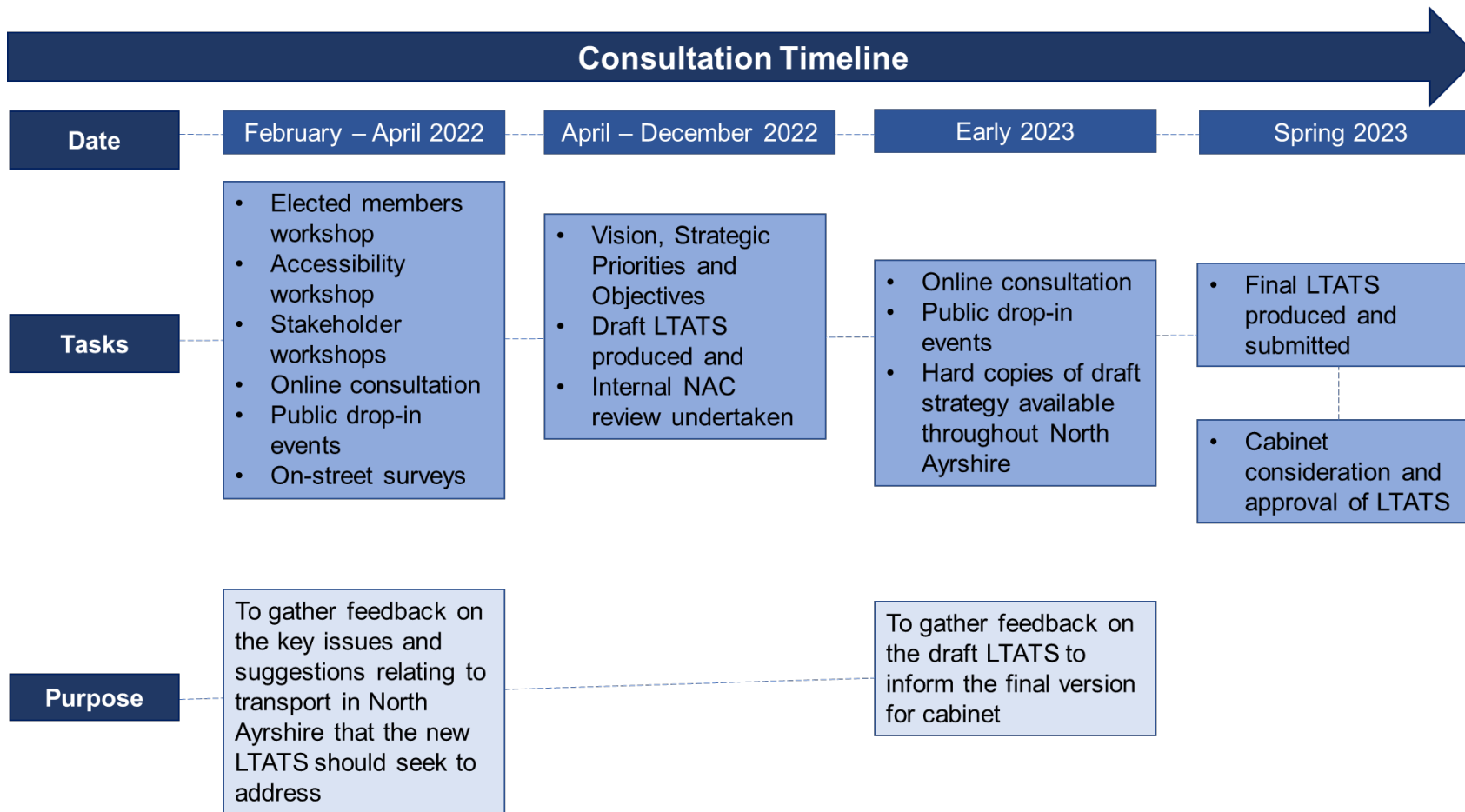
#### Public Events

Public drop-in events were held in seven locations across each locality area in North Ayrshire: Irvine, Beith, Largs, Kilwinning, Saltcoats, Brodick and Millport. The events gathered qualitative feedback from the public on their views on issues and opportunities to improve active travel and local transport in North Ayrshire, as well as promoting the online survey. Information on the current strategy, along with local maps of the transport and active travel networks were shown at the events for people to comment on and feedback was collected at the events.

## Street Surveys

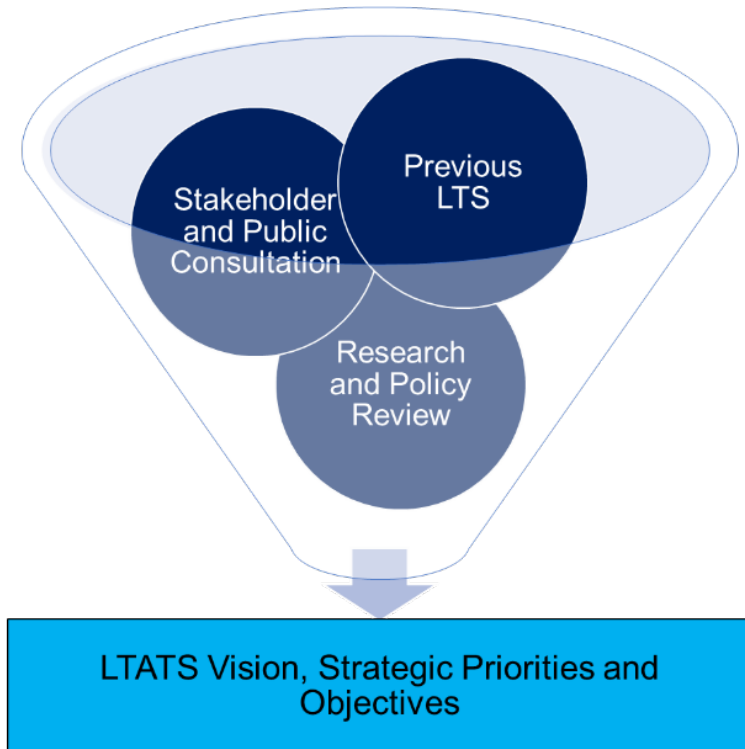
On street surveys were also carried out in the same towns as the drop-in events. These aimed to gather both quantitative and qualitative feedback from the public on their current travel behaviour and attitudes, views on active travel, and any issues and opportunities with the current active travel and local transport network.

The full consultation process is shown below.



## Developing the Vision, Strategic Priorities and Objectives

Our vision, strategic priorities and objectives build on the previous strategy and reflect the views expressed during the stakeholder and community consultation. These have been informed by workshops with stakeholders, feedback from the public and a background review of other relevant policies and strategies.



These outline what we want to achieve while having regard to the vision and priorities of related national and regional strategies. They reflect the impact of transport on the environment and the need to reduce carbon emissions from transport, in support of NAC's declaration of a Climate Emergency, and the three key themes of Wellbeing, Work and World from the North Ayrshire Partnership Plan. They also recognise the importance of supporting communities through inclusive access to employment, education and key services.

The LTATS plays a vital role in enabling and encouraging people to walk, cycle and wheel more often, thereby creating healthier communities. This focus on active travel is shown by the inclusion of a detailed active travel strategy chapter.

The Vision, Strategic Priorities and Objectives are shown below.

### Vision

*North Ayrshire will have a sustainable and well-connected transport network that meets the needs of all, supports an inclusive economy, healthier communities and creates an attractive place in which to live, work, visit and do business*

## Strategic Priorities

Our three strategic priorities contribute to the overarching vision and provide a strategic context for what we want to achieve from our LTATS.



## Objectives

The five objectives provide more detail on what the LTATS aims to achieve.



Additional objectives have been developed for the dedicated Active Travel Strategy (Chapter 5):

### Active Travel Strategy Objectives



Enable people to walk, wheel and cycle within their local communities and to key attractors by the provision of a convenient, attractive, high quality and safer active travel network



Facilitate an increase in the proportion of all journeys made by walking, wheeling and cycling



Deliver training, events and promotion of active travel to encourage and enable more people to travel by active means





# Active Travel Strategy



## 5 Active Travel Strategy

### Overview

#### What is Active Travel?

Active travel relates to making journeys in physically active ways, such as walking, cycling, wheeling (i.e. the use of a wheelchair or other mobility aid) and horse riding. The benefits of active travel include improved health, improved community safety, and reduced environmental impacts.

#### Importance of Active Travel

Active travel has an important role to play in achieving carbon reduction targets by switching short journeys which are often made by car to walking, cycling and wheeling. This contributes to the Council's net zero ambitions and declaration of a climate emergency.



Replacing short car journeys will also contribute to reduced congestion and air pollution, creating a healthier environment for communities.

It is recommended that active travel networks are developed as part of a wider and coherent green infrastructure network, to ensure that multiple beneficial opportunities for both health and wellbeing and the environment are not missed.

#### Health and Wellbeing

Enabling better access to employment and community services is essential to the health and wellbeing of our communities. Promoting equality is one of North Ayrshire's core values and this Active Travel Strategy offers ways in which people in North Ayrshire can improve their health by being more active and benefit their sense of wellbeing through the creation of personal connections through better accessibility and active travel initiatives. Active travel can also support increased tourism by making North Ayrshire an even more attractive place to visit.

#### Multi Modal Travel

Active travel modes also play a vital role in multi-modal journeys through walking, cycling and wheeling trips to and from public transport interchanges. Making these 'last mile' trips as attractive and convenient as possible can make multi-modal journeys more appealing than using a car for an entire journey and can create positive travel behaviour change. Integration between active modes and public transport is

therefore essential in encouraging people to travel more sustainably.

### COVID Impact

The COVID-19 pandemic and associated lockdowns impacted on active travel with more people walking and cycling, particularly within their local areas during travel restrictions. Emergency active travel infrastructure was implemented through the Sustrans Spaces for People initiative which involved widening and upgrading 18 key active travel routes and providing new cycle parking at 40 locations across North Ayrshire.

Monitoring of cycling levels in North Ayrshire (see Figure 5-2) found that there was a significant increase in active travel during the 2020 lockdowns, compared with previous years.

This illustrates that there is a significant opportunity, as we move forward from the pandemic, to capitalise on the increased interest and uptake in active travel by continuing to invest in high-quality active travel infrastructure and behaviour change programmes in North Ayrshire.

## Strategy and Policy Context

### National

In **A Fairer, Greener Scotland: Programme for Government, 2021-22**<sup>13</sup>, the Scottish Government made a commitment that at least £320 million or 10% of the total transport budget is spent on active travel by 2024-25, ensuring greener, cleaner and better-connected communities.

This highlights the importance placed on active travel by the Government and a recognition of its contribution to securing a net zero carbon future in a just and fair way.

Strategies and policies at national, regional and local levels provide a context for this Active Travel Strategy. Many of these policy documents are referred to in Chapter 3 and will not be repeated here. However, key active travel documents are outlined below.

**The Active Travel Framework, 2019**<sup>14</sup> brings together the key policy approaches for improving the uptake of walking and cycling in Scotland for travel.

#### Active Travel Framework Vision

*Scotland's communities are shaped around people, with walking or cycling the most popular choice for shorter everyday journeys.*

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<sup>13</sup> [A Fairer, Greener Scotland: Programme for Government 2021-22 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/a-fairer-greener-scotland-programme-for-government-2021-22/pages/100-109.aspx)

<sup>14</sup> [Active Travel Framework \(1\) | Transport Scotland](#)

The Active Travel Vision is accompanied by objectives that promote healthier, fairer, and more environmentally friendly choices while creating more pleasant, economically viable, safer and sustainable places:

- Cut carbon emissions and other pollution
- Deliver liveable, more pleasant communities
- Better health and safer travel for all
- Reduce inequalities - jobs, services, leisure
- Support delivery of sustainable economic growth

**Let's Get Scotland Walking: The National Walking Strategy Action Plan 2016-2026 (Revised 2019)**<sup>15</sup> has the following strategic aims:

- Develop a daily walking culture – everyone, everyday
- Deliver on creating a culture of walking where everyone walks more often as part of their everyday travel and for recreation and wellbeing
- Develop walkable places and spaces for everyone
- Achieve better quality walking environments with attractive, well designed and managed built and natural spaces and places for everyone

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<sup>15</sup> [Let's get Scotland Walking - The National Walking Strategy - gov.scot \(www.gov.scot\)](https://www.gov.scot/Topics/transportandroads/active-travel/let-s-get-scotland-walking)

<sup>16</sup> [Active Scotland Delivery Plan - gov.scot \(www.gov.scot\)](https://www.gov.scot/Topics/transportandroads/active-travel/active-scotland-delivery-plan)

<sup>17</sup> [Cycling Action Plan for Scotland 2017-2020 | Transport Scotland](https://www.transport.scot.nhs.uk/active-travel/cycling-action-plan)

**A More Active Scotland - Scotland's Physical Activity Delivery Plan, 2018**<sup>16</sup> has a vision of a Scotland where more people are more active, more often.

**The Cycling Action Plan for Scotland, 2017-2020**<sup>17</sup> set out a robust set of actions to work towards the vision of '10% of everyday journeys to be made by bike, by 2020'. A new **Cycling Framework and Delivery Plan** for Scotland is in development and is expected to be published during 2023.

### Regional

The draft **Regional Transport Strategy 2022-37**<sup>18</sup> was published by SPT for consultation in summer 2022. It includes an ambition to develop and deliver a regional active travel network across the SPT area.

### Local

**NAC Core Paths Plan (2009)**<sup>19</sup> ensures that each town and village in North Ayrshire has a basic framework of paths available for recreation and everyday journeys by local people and visitors.

**NAC Outdoor Access Strategy**<sup>20</sup> provides a framework for reviewing the existing situation in terms of provision, use, policy and resources and a means for agreeing and co-ordinating priorities for future outdoor access.

<sup>18</sup> [Draft Regional Transport Strategy](https://www.spt.gov.uk/consultation/draft-regional-transport-strategy-2022-37)

<sup>19</sup> [CPP Document \(north-ayrshire.gov.uk\)](https://www.north-ayrshire.gov.uk/active-travel/core-paths-plan)

<sup>20</sup> [Outdoor-Access-Strategy \(north-ayrshire.gov.uk\)](https://www.north-ayrshire.gov.uk/active-travel/outdoor-access-strategy)



## Planning

Planning policy will determine the future look and feel of North Ayrshire. Planning and active travel are closely linked, and when considered together, can result in significant benefits in terms of planning new developments and active travel routes.

Planning policy at a national, regional and local level encourages developments which provide, or are located near to, as many key services as possible to minimise the need to travel longer distances and to encourage active travel for short trips. Developments should also link into and enhance existing active travel networks whilst providing high-quality internal routes, enforcing the travel mode hierarchy set out in NTS2 through physical layouts which control motorised traffic speeds and create accessible and permeable neighbourhoods.

## Existing Active Travel Network

There are three National Cycle Network (NCN) routes within North Ayrshire, as shown in Figure 5-1.

- NCN7 runs from the border of South Ayrshire through Irvine, Kilwinning and the Garnock Valley, before continuing north towards Paisley and Glasgow.
- NCN73 connects Kilmarnock to Ardrossan and continues on the Isle of Arran between Brodick and Lochranza.
- NCN753 is still under development. It runs from Ardrossan to the North Coast. Work is continuing to improve this route and create additional off-road sections.



Figure 5-1 Strategic Active Travel Network

North Ayrshire has a number of nationally recognised and scenic walking routes, including the Arran Coastal Way and the Ayrshire Coastal path.

Under the Land Reform (Scotland) Act, non-motorised users have a statutory right of responsible access to most land and inland water, provided that they do so in a responsible way. Likewise, land must be managed in a way that respects responsible access rights. North Ayrshire has an extensive wider network of core paths, developed as part of the Council's responsibilities under the Act. These are paths which give the public reasonable access to cross land, with no set physical standards. Core paths can therefore vary significantly in their construction from wide multi-user tarmac paths to narrow grass paths.

There is a strong horse-riding community in North Ayrshire who take advantage of the area's many outdoor spaces and path networks.

## Active Travel Statistics

Key statistics have from the 2022 Annual Cycling Monitoring Report by Cycling Scotland have been analysed to understand the key trends for active travel in North Ayrshire. The statistics reported have been affected by changes to the methods of data collection for a number of data sources due

to the impact of the Covid-19 pandemic, most significantly is the Scottish Household Survey, previously mentioned. Data has, therefore, been taken from both the 2021 and 2022 reports. <sup>21</sup>

### Key Stats and Trends

- Over half of journeys in North Ayrshire are less than 5km and therefore potentially suitable for active modes
- 41% of North Ayrshire residents have access to one or more bikes for private use, which is below the national average of 45%
- There is a general upward trend in active travel over the period of 2018 – 22 (see Figure 5-2)
- The COVID-19 lockdowns during 2020 can be seen to have significantly increased active travel in the region, with a drop off in 2021, however in 2022 levels are close to those in summer 2020
- The proportion of employees cycling to work regularly in North Ayrshire in 2022 was higher than the national average – data for 2019 (see Chapter 4) showed cycle to work rates were lower than the national average

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<sup>21</sup> [Monitoring Cycling in Scotland - Making Cycling Better - Our Programmes - Cycling Scotland](#)

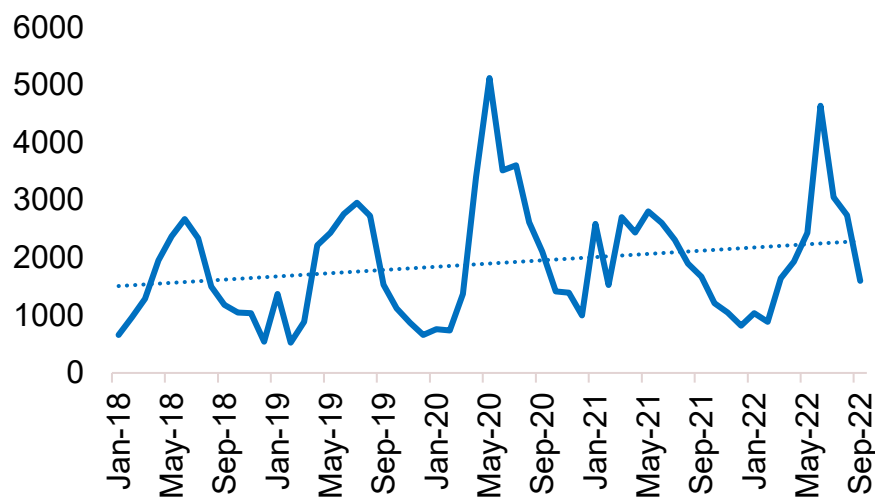


Figure 5-2 Average Daily Pedestrians and Cyclists Across North Ayrshire (Source –NAC Counter Data)

### Workplaces

Based on the Cycling Scotland data, the proportion of employees cycling to work regularly in North Ayrshire is 2.7%, which is higher than the national average of 1.9%

The Cycling Friendly Employer Fund, financed by Transport Scotland, is awarded to organisations to develop projects that encourage staff and visitors to travel by bike. This funding can be used to install cycle parking, upgrade minor (workplace specific) pedestrian / cycle routes, upgrade changing areas, showers, lockers and drying areas etc. It can also be used to fund bike pools, hire fleets or maintenance areas and tools.

In North Ayrshire, there are currently nine Cycling Friendly Employers employing a total of 4,115 staff. North Ayrshire Council itself is a Gold-accredited Cycling Friendly Employer.

### Schools

Compared to the period between 2014-2019, there has been an increase in pupils cycling to both primary and secondary school. The proportion of primary school pupils cycling to school has increased by approximately 7%, and secondary school pupils by approximately 38%.

Results from the Sustrans Hands Up School Surveys found that the proportion of primary school pupils in North Ayrshire walking to school was 43.2% in 2018, 43.0% in 2019, and 37.9% in 2020. For secondary school pupils, the walking figures were 48.8% in 2019, 48.9% in 2019, and 39.5% in 2020. The figures for 2020 may have been affected by the Covid-19 pandemic.

In North Ayrshire, there are 10 Cycling Friendly Schools, reaching 2,674 pupils. Cycling Friendly Schools receive funding to purchase equipment and cycle parking to help overcome barriers to cycling. Encouraging pupils to cycle builds confidence, keeps kids healthy, and engages hard to reach students.

### Safety

The number of pedestrian and cyclist casualties resulting from road traffic accidents in North Ayrshire is decreasing as

shown in Figure 5-3 and Figure 5-4. Total pedestrian casualties have dropped by more than 50% since 2014 (from 37 to 18), with cyclist casualties decreasing by 50% from 16 to 8, demonstrating significant progress in improving road safety for vulnerable users.

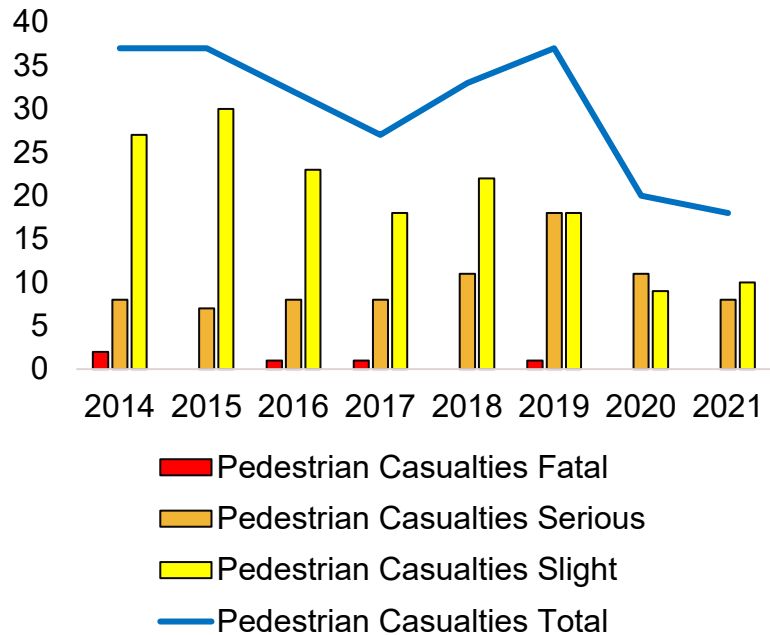


Figure 5-3 Pedestrian Casualties (Source – NAC data)

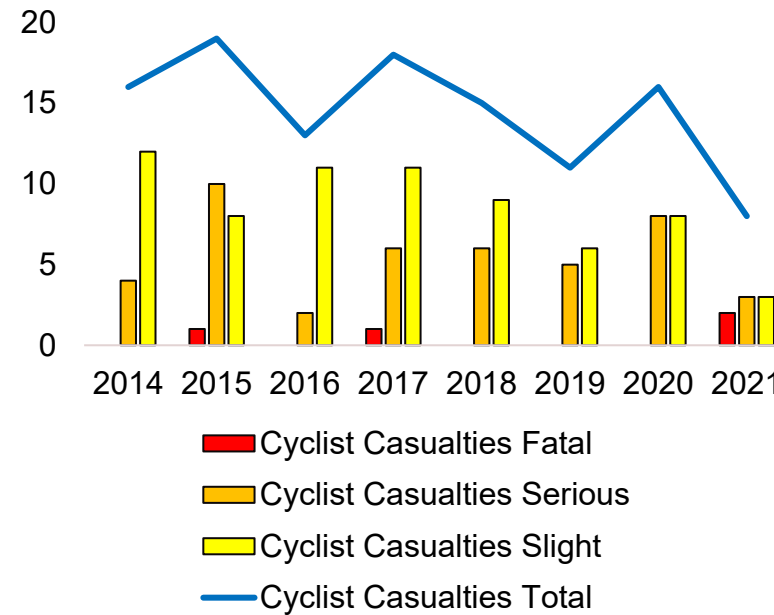


Figure 5-4 Cyclist Casualties (Source – NAC Data)

## Active Travel Strategy Objectives

The Active Travel Strategy supports the overall vision, strategic priorities and objectives for the LTATS, as outlined in Chapter 5. It also has the following additional objectives:

- Deliver a well-connected and accessible active travel network
- Facilitate an increase in the proportion of all journeys made by walking, wheeling and cycling
- Deliver training, events and promotion of active travel to encourage more people to travel by active means.



## Progress

The Council has implemented a variety of projects and initiatives to encourage people to walk and cycle more often. These focused on three areas: infrastructure, behaviour change, and improving access to active travel for all. Some case studies are provided below.

### Infrastructure

#### Case Study – Tarryholme to i3 Enterprise Area Active Travel Link

The i3 Irvine Enterprise Area is located to east of Irvine and covers around 132 hectares. It is Scotland’s largest Enterprise Area and focused on offering long term development opportunities to Life Sciences businesses or related industries. Currently, i3 is home to around 30 businesses with over 1,000 employees in the area.

Access to i3 is largely by car. There are bus stops to the north in Greenwood and the rail station is 2.2 miles away. There is a good network of local paths within this area, but they are not attractive or accessible. The nearest cycle route is the NCN73 but there was no attractive or direct access into the i3 from this off-road route.

Funding was secured from Sustrans ‘Places For Everyone’ fund to build a new 3.5 metre all abilities shared use path to improve access to the site. This involved upgrading the existing path at Tarryholme (shown in blue to the right) and

constructing a new path between the A78 underpass and the i3 (shown in green):



This new off-road connection includes fencing, solar studs, resting points, signage, tactile paving and dropped kerbs.

This new link connects i3 to the residential area of Tarryholme. This provides a more attractive route towards Irvine town centre, rail station, leisure centre and various other visitor attractions. It also provides more equitable



access to employment for those who don't or can't use other travel modes.

### **Behaviour Change**

Supporting and encouraging people to change their travel habits is a key element of efforts to reduce private car use for short journeys and increase the use of active modes. NAC provides significant support to residents, employers and community groups to facilitate behaviour change in schools, workplaces and other settings.

NAC's Active Travel team, including the Workplace Engagement Officer, Road Safety Officer and the Trinity Active Travel Hub, work together to increase cycling, walking and wheeling activities by raising awareness of new and existing routes and supporting people with training and confidence to use them.

### **Case Study - Trinity Active Travel Hub**

The Trinity Active Travel Hub is located in the former Trinity Church in Bridgegate, Irvine.

The hub was opened in 2019 following significant funding support from a number of key partners including Transport Scotland and Energy Saving Trust with the European Regional Development Funds (ERDF) and the Low Carbon Travel and Transport Challenge

Fund, Additional support was also provided by SPT.

This combination of funding streams supported the development of the Active Travel Hub including kitting the building out with an office space, activity area and establishing a bike library. It was also used to create the Circuit, an off-road cycle loop at Quarry Road ([Link to The Circuit video](#)); upgrade paths leading towards Irvine town centre; installation of cycle repair stands at several North Ayrshire railway stations and to employ one full time staff member for 12 months.



The Trinity Active Travel Hub delivers a range of activities to support active travel as well as sign posting users to existing services. Activities are designed to raise awareness and develop confidence so that individuals are better informed and more confident to make active travel decisions. Activities include Nordic walking classes and health walks which are designed to give people the confidence that they can walk the short distances to their local shops and facilities. These are carried out across North Ayrshire with the support of NAC staff and volunteers. Cycle rides and skills training give new and inexperienced cyclists more confidence in using their bikes.



activities can be provided with training such as walk leader, cycle ride leader and first aid. The building is also used for drop-in information events. The Trinity team support partners events and promote our offer of services within the community. More information about The Trinity can be found on [the Trinity website](#). There is also [a video of the Trinity Hub available](#).

### Events

North Ayrshire Council also hosts events aimed at promoting active travel and building community support.

The **Ayrshire Women's Cycle Festival** is an annual festival supporting and inspiring women in Ayrshire to cycle more regardless of their current cycling ability or experience. The festival has been running for five years and is delivered in partnership with the Kilmarnock Active Travel Hub, Ayr Active Travel Hub and Trinity Active Travel Hub.



In May 2022, **Pedal Irvine** offered a great opportunity for local families and people interested in cycling to come together and enjoy some of the best local cycle routes Irvine has to offer.



The hub provides skills sessions such as basic bike maintenance and puncture repair, giving people the ability to fix minor bike problems when out and about. Basic learn to ride and 'come and try' e-bike sessions are held

at the Circuit in Quarry Road. Bespoke walking and cycling activities can also be arranged to cater for the needs of specific groups. Volunteers who wish to support the Trinity's



The fun, free and inclusive mass participation cycle event was organised by the Trinity Active Travel Hub and was supported by Active Schools and Cycling Scotland.

Over 300 people took part in the ride. All riders with a range of abilities, some as young as three years old, managed to complete the 8km route successfully.

**Participant quote - *“We had a fab morning. My wee boy had just learned to ride his bike the week before, having been really wobbly for a few weeks up until then and he had the best time.”***

In September 2022, the **Ayrshire Walking Festival** was held for the first time. The festival was hosted in partnership with the East, North and South Ayrshire Active Travel Hubs to promote walking for health and for a greener way to travel for short journeys. The festival featured led walks by local organisations, catering for all abilities, ages and interests. A total of 33 organisations and 147 individuals took part in 48 walks across Ayrshire. It is hoped that this will become an annual event.

### **Partnership Working and Access for All**

It is vitally important that active travel is made accessible to people of all abilities and ages. The Council works closely with community partners such as Arran Access Trust, Eco-Savvy, Project Kilbirnie and the Beith Trust, amongst others, to offer support via training courses such as Cycle Ride

Leader, Walk Leader, bike maintenance and more.

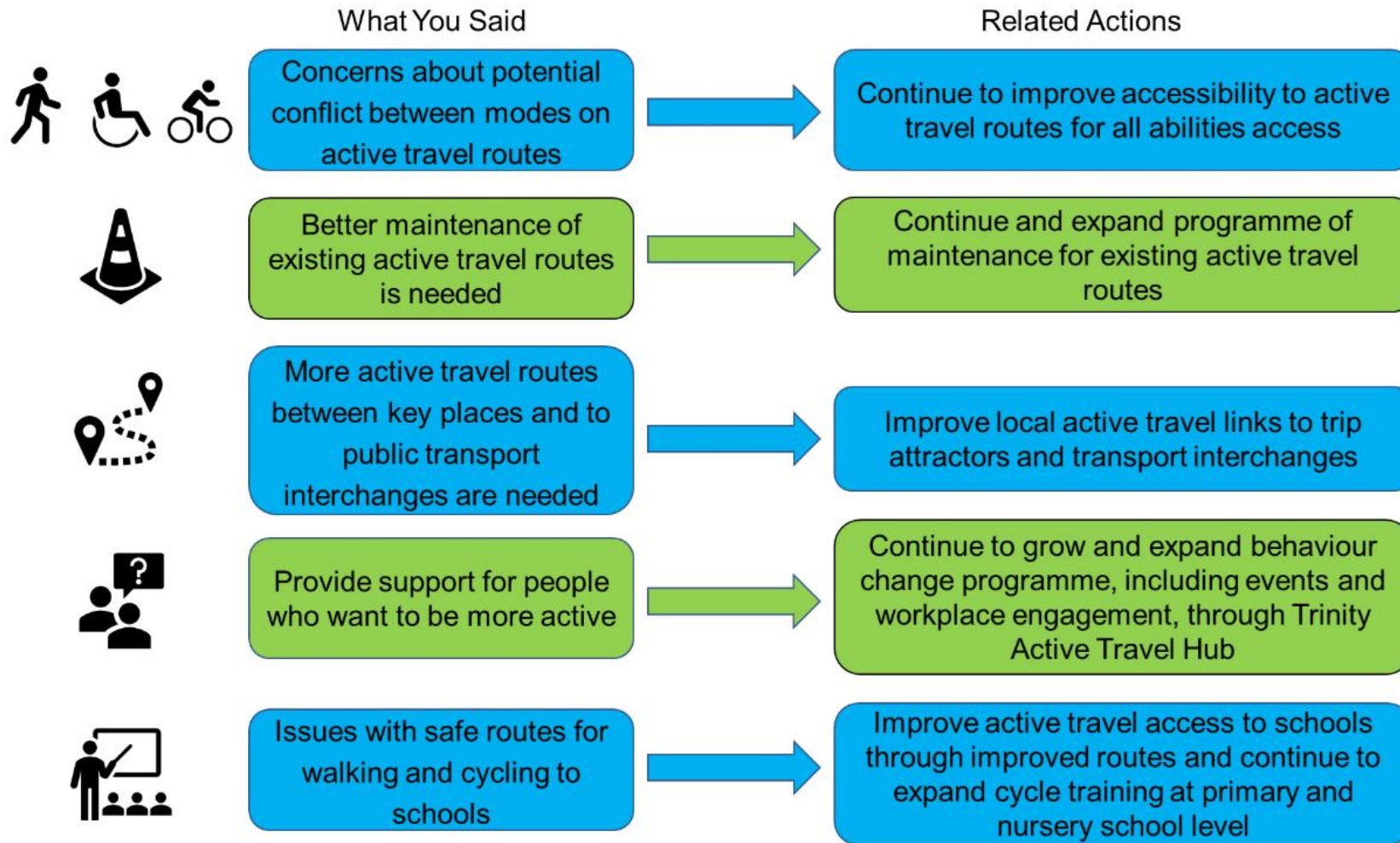
Furthermore, the ‘Community Outdoor Access Grant’ is soon to be revamped and relaunched to allow Community Groups to bid for enhanced funding to deliver both active travel initiatives and access improvements.

The Trinity Active Travel Hub is based in Irvine. This works with partners across North Ayrshire to bolstering delivery throughout the area.

The Trinity Hub will continue to work with partners such as Paths for All, Transport Scotland, SPT and Sustrans to bid for and utilise grant funding to deliver our behaviour change programmes and improve our active travel network infrastructure.

## Key Issues and Actions for Active Travel

The key issues identified through our research and engagement with the public and key stakeholder groups, as well as the main actions to address them are summarised as follows. A full set of actions for active travel can be found in the Delivery Plan in Chapter 9. Area specific proposals for each of the six localities in North Ayrshire are in the following sections.



## Locality Proposals

### Arran

The Isle of Arran has a section of NCN73, which runs

between Brodick and Lochranza. This route is almost exclusively on road. The geography and topography of Arran presents a challenge for active travel between the main settlements, although the popularity of e-bikes is leading to an increase in demand for better routes despite the gradients.

Arran is a popular tourist destination attracting people who enjoy the outdoors and like to be active. Several active travel initiatives have been implemented by Arran Eco Savvy Community to benefit residents through the Sustainable Island Life Project.

#### Case Study Sustainable Island Life project

##### Key Achievements:

- 209 tonnes of CO2 reduced
- eBike loan scheme
- eBike charging network established with 22 local businesses signing up
- Bike maintenance stations installed at the north and south of the island
- Workplace eBike scheme set up, launched and operated, with 43 participating businesses

## Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for Arran are shown below, with details provided on the next page.



<b>Map Reference</b>	<b>Route Name</b>	<b>Details</b>
1	Brodick to Lamlash Strategic Corridor	Long-term aspiration for a new off-road active travel corridor between Brodick and Lamlash. It would offer residents and visitors to the island a viable alternative to car travel between the two towns. This route would be aimed at both commuters and island visitors.
2	Brodick to Corrie Route Improvements	Improved off-road route between Brodick and Corrie. The current NCN73 is on-road.



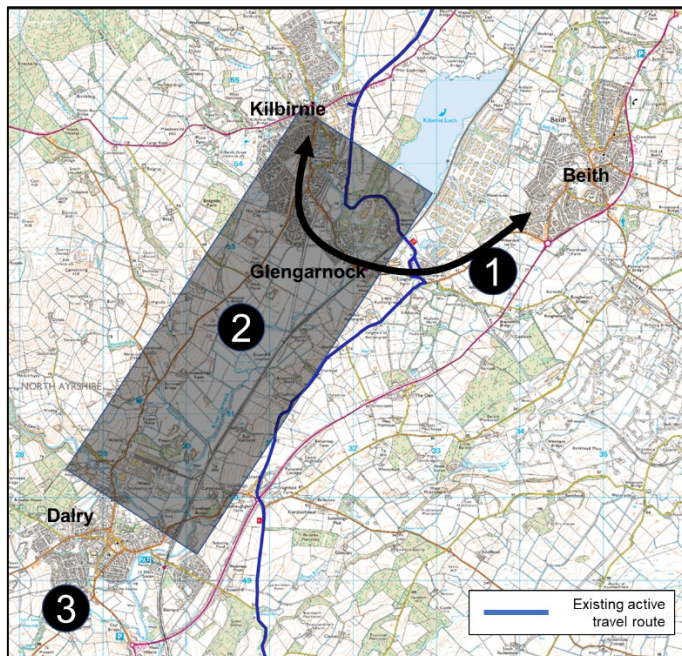
## Garnock Valley

NCN 7 runs through the Garnock Valley, to the east of Dalry, before heading through Glengarnock and Kilbirnie. The route is currently on-road between Dalry and Glengarnock, with an off-road route between Kilbirnie and Lochwinnoch to the North.

There is also an existing shared use path which provides a connection between Dalry Road in Beith and Glengarnock Community Campus.

### Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for the Garnock Valley are shown below.



Map Reference	Route Name	Details
1	Beith – Glengarnock – Kilbirnie Strategic Corridor	Continue to improve links between Beith, Glengarnock and Kilbirnie by extending the existing connection between Beith and Garnock Community Campus to provide a strategic active travel corridor. The route should also provide new and improved connections to NCN7 in Glengarnock and Kilbirnie, Lochshore and improved connections to Glengarnock rail station.
2	Dalry to Kilbirnie Strategic Corridor	Work is continuing to assess alignment options for providing an active travel route between Dalry and Kilbirnie. The long-term aspiration is to complete an off-road route between Kilwinning and Kilbirnie.
3	B714	Funding opportunities are being investigated to deliver an active travel route adjacent to the upgraded B714. Work is underway to deliver active travel connections to Dalry.



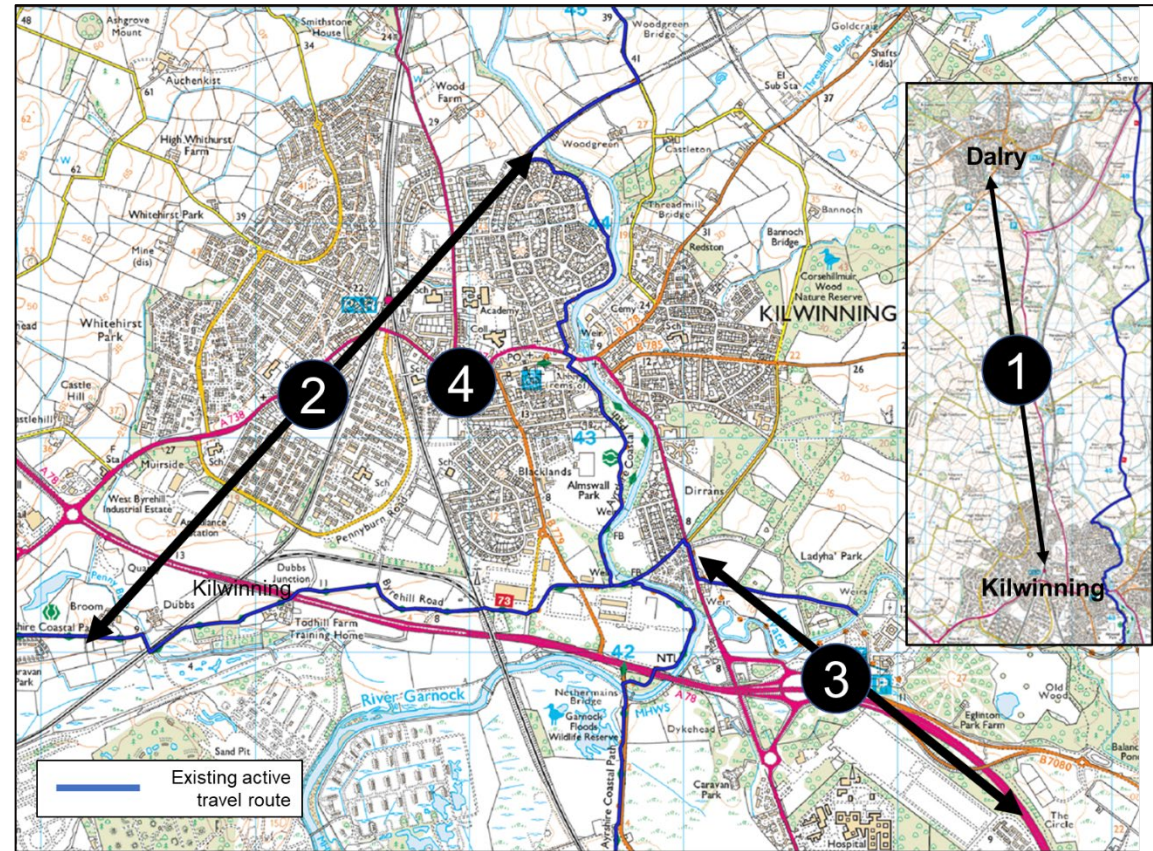
## Kilwinning

NCN 7 connects Kilwinning to the Garnock Valley, via a predominantly on-road route to the north, and to South Ayrshire via Irvine. NCN 73 also connects Kilwinning and the Three Towns, via a mix of on- and off-road sections.

A community and stakeholder engagement exercise was undertaken in Spring 2020 to identify improved local active travel connections in Kilwinning. The project was split into two schemes: 'The Small Links' scheme, which is a set of three short east-west links to be created or upgraded across Kilwinning, and a second scheme looking at improvements to routes across Blacklands Recreation Ground. Two of the three Small Links paths have been delivered. Work is progressing on the development of the other paths.

### Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for Kilwinning are shown to the right and are detailed on the next page.



Map Reference	Route Name	Details
1	Kilwinning to Dalry Strategic Corridor	Aspiration to provide a strategic off-road route between Kilwinning and Dalry to form part of a wider strategic corridor between Kilwinning and Kilbirnie with view to realigning existing NCN7 on-road sections to an off-road setting.
2	NCN7/73 to Town Centre / Rail Station	New and improved connections between the town centre / rail station and the existing NCN Route 7/73 to improve local connectivity.
3	NCN connections - Castle Park, Irvine to Irvine Road, Kilwinning through Eglinton Park	Continue to work with Sustrans and other partners to create a quality off-road route through Eglinton Park linking Castlepark, Irvine to Kilwinning.
4	Blacklands Recreation Ground and McGavin Park	Improvements to walking and cycling routes in and around Blacklands Recreation Ground and McGavin Park.



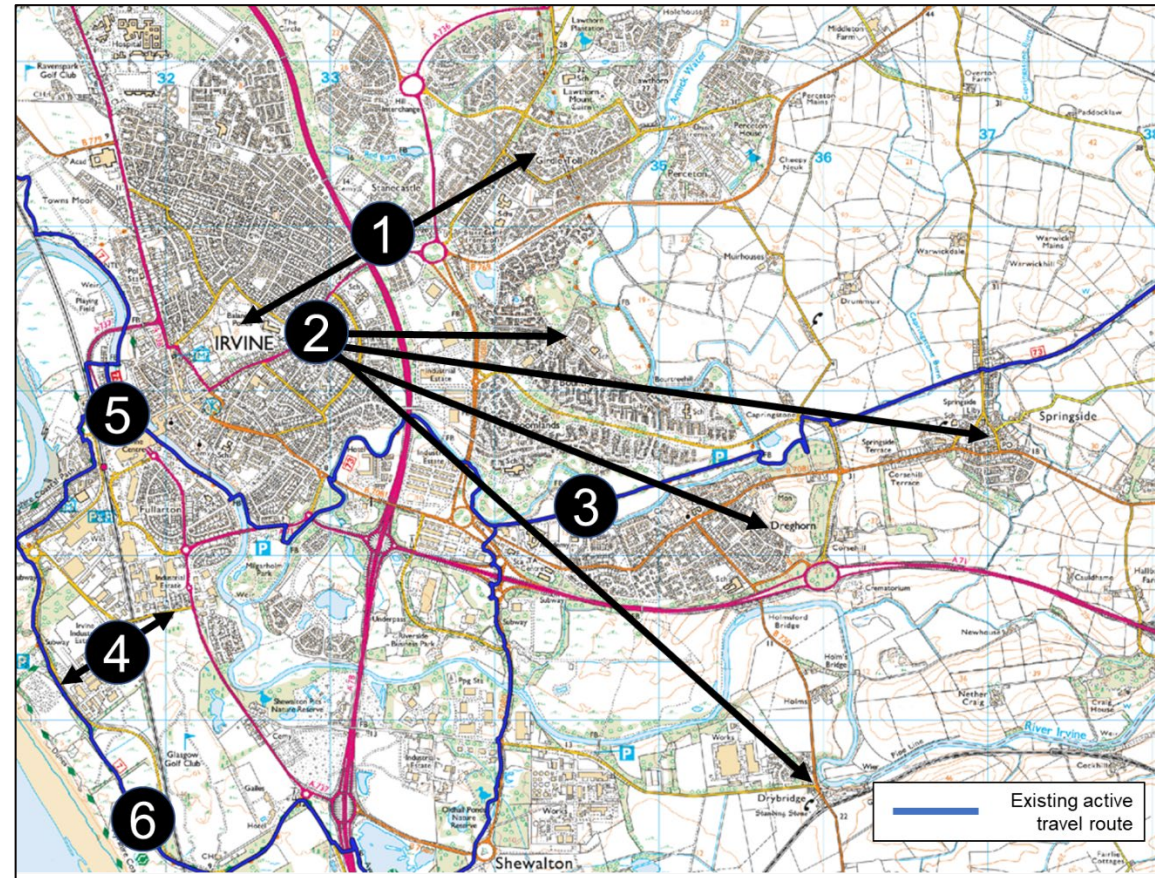
## Irvine

NCN7 connects Irvine to Kilwinning and to the South Ayrshire coast. NCN73 connects Irvine with surrounding villages such as Dreghorn, Springside and on to Kilmarnock.

The two NCN routes provide good connectivity between Irvine town centre, the rail station, and Irvine Beach Park.

### Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for Irvine and the surrounding area are shown on the right, with details provided on the next page. These proposals are based on the findings of the 'Irvine Cycle Friendly Town' project and aim to better connect the different areas of Irvine and the adjacent villages.



<b>Map Reference</b>	<b>Route Name</b>	<b>Details</b>
<b>1</b>	Girdle Toll to Irvine	Seek to provide a strategic active travel corridor between Girdle Toll and Irvine.
<b>2</b>	Irvine Cycle Friendly Town Project	Improve and upgrade connectivity to wider Irvine area, i3and surrounding villages, including Springside, Drybridge, Bourtreehill and Dreghorn.
<b>3</b>	NCN73 Improvements	Incrementally upgrade sections of NCN73 and improve connectivity.
<b>4</b>	Heatherhouse Road to NCN7	Local connection between Heatherhouse Road and NCN7 to the southwest
<b>5</b>	Town Centre Connections	Improved connections to Irvine town centre from the existing active travel network
<b>6</b>	NCN7 Irvine to South Ayrshire	Improved and more direct NCN 7 alignment between Irvine and South Ayrshire.

## North Coast

The North Coast locality features several local active travel connections but lacks longer distance strategic routes. A long-term aspiration is to fill these gaps with a view to creating a primarily off-road NCN 753 link from Ardrossan to the Inverclyde, north of Skelmorlie.

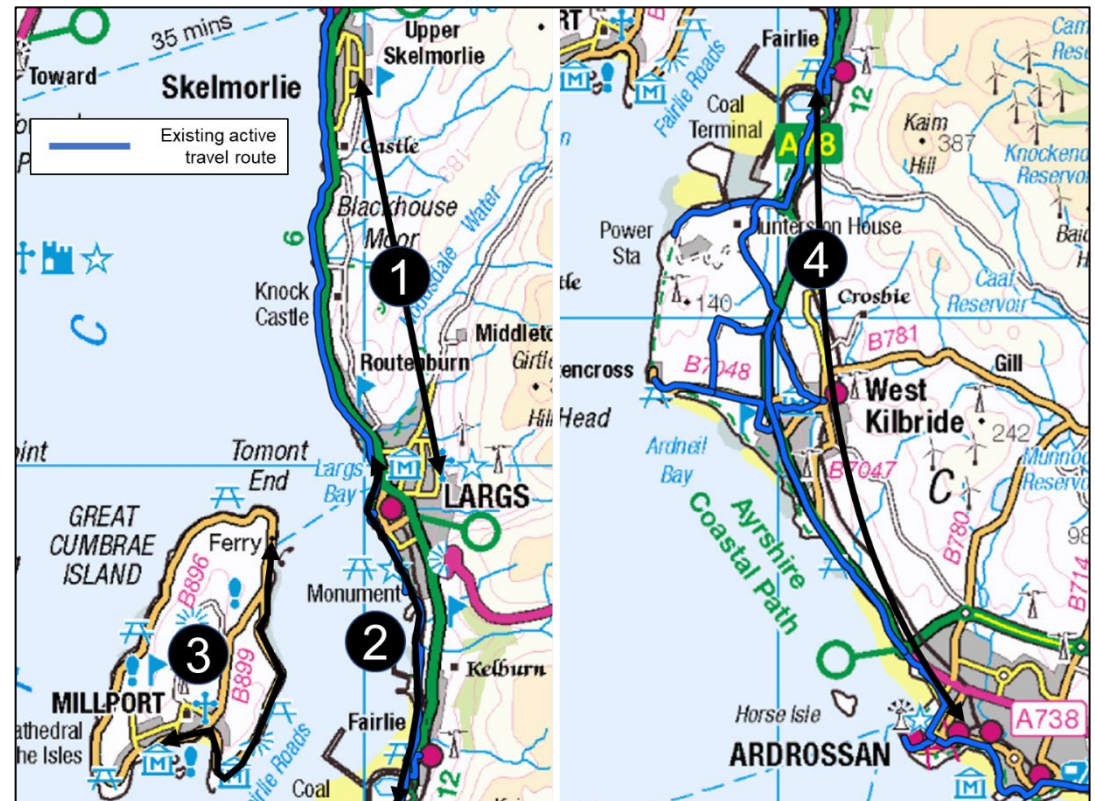
There is a shared use path between Seamill and the Montfode roundabout in Ardrossan alongside the A78, which has recently been upgraded by Transport Scotland to provide a 4m corridor. Recent works are also ongoing to provide a new off-road, coastal path through Fairlie.

There is also an existing off-road route between Kelburn and Largs, which ends at the promenade path in Largs. Work is underway to consider potential upgrades to this route to provide additional connectivity to Largs town centre and the ferry terminal.

Cumbrae is a popular island for leisure cycling, but there is significant potential for increased functional active travel trips on the island, particular for commuting between Millport and Largs. Early feasibility work has begun to identify improvements for active travel between the Cumbrae ferry slip and Millport.

### Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for the North Coast are shown to the right, with details provided on the next page.





<b>Map Reference</b>	<b>Route Name</b>	<b>Details</b>
1	Largs to Skelmorlie	Investigate options to provide an off-road or quiet route for NCN 753 between Largs and Skelmorlie and on to the boundary with Inverclyde.
2	Fairlie to Largs	<p>Improve existing off-road route and connections between Fairlie and Largs. NAC have funding from Transport Scotland to complete Phase 3 of the Fairlie Coastal Path, which will provide an off-road active travel corridor from the Fairlie Viewpoint car park to Bay Street. This section is anticipated to be completed in 2023/24 pending agreements being reached with landowners.</p> <p>NAC are also undertaking a study of 'Largs Promenade' to consider options to improve the corridor from Largs Yacht Haven along the promenade to Aubery Park.</p>
3	Millport to Cumbrae Slip	Improved walking and cycling route between the ferry terminal and Millport.
4	Fairlie – West Kilbride/Seamill – Ardrossan	Investigate an improved alignment between Fairlie, West Kilbride, Seamill and Ardrossan.

### Three Towns

The Three Towns of Ardrossan, Saltcoats and Stevenston are served by NCN 73, which provides a connection to Kilwinning to the east, and onwards to Irvine and Kilmarnock. The route is predominantly off-road, with some quiet on-road sections.

### Ardrossan Connections

Ardrossan Connections is a partnership project between Sustrans Scotland, North Ayrshire Council and Ardrossan Community Development Trust which aims to improve public spaces, improve transport connectivity and increase footfall within Ardrossan for the benefit of local people, businesses, and visitors alike.



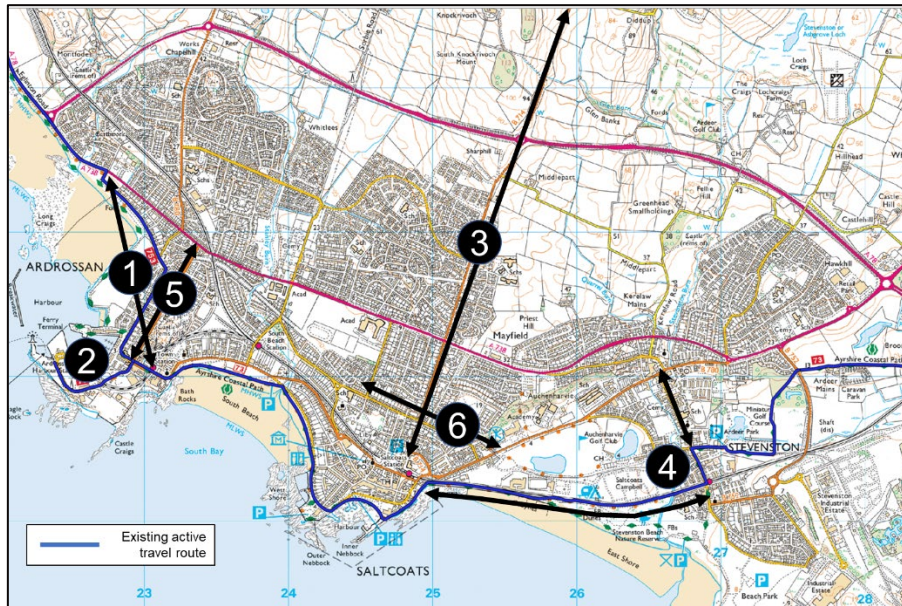
Infrastructure improvements being considered include upgrades to the existing NCN, rerouting sections of the NCN and placemaking opportunities in Ardrossan.

A variety of behaviour change activities will also be delivered, including free cycling skills sessions, bike maintenance classes and led rides. Local businesses will be offered a package of activities to help enable employees to travel to work actively such as promoting Cycle to Work Schemes and helping employers access funding for cycle storage.

### Strategic Infrastructure Aspirations

Strategic active travel infrastructure aspirations for the Three Towns are shown on the next page.

North Ayrshire Council Local Transport and Active Travel Strategy



Map Reference	Route Name	Details
1	NCN73 to NCN753	Connection(s) between NCN73 and NCN753 to be delivered through the Ardrossan Connections and Ardrossan Coastal Path projects.

Map Reference	Route Name	Details
2	Ardrossan Harbour Improvements	Improved active travel connections and facilities at and around the ferry terminal and Ardrossan Harbour and Town rail stations.
3	B714	Funding opportunities are being investigated to deliver an active travel route adjacent to the upgraded B714. Work is underway to deliver active travel connections to Saltcoats.
4	Stevenston to NCN73	New and improved local connections between Stevenston and NCN73.
5	Glasgow Street / Princes Street	Active travel improvements along Glasgow Street and Princes Street as part of the Ardrossan Connections project
6	Old Caledonian Railway	Upgrade to existing route along the former Caledonian railway. Work is also underway to look at the feasibility of an eastern tie in point to the Old Caledonian Railway cutting at the Canal Street Bridge





Public Transport



## 6 Public Transport

### Overview

North Ayrshire has an expansive public transport system, providing an alternative to travelling by private vehicle and, in some cases, a lifeline service for island, rural and remote communities. Public transport services include buses, rail and ferry services. There are several broad aims which may influence considerations about public transport service. These include:

- To provide a service for people who do not currently use public transport.
- To improve the quality of service for existing passengers; helping to maintain the existing passenger base and generating additional trips.
- To contribute to social inclusion; providing services for people without access to private vehicles and for whom walking and cycling are not viable.

Public transport is essential for connecting communities to key services, employment opportunities, and to each other. This is particularly important in areas with high deprivation and low car ownership.

## Existing Network

### Rail

The vast majority of rail passenger services in Scotland are operated by ScotRail whereas the rail infrastructure including tracks and signals is owned and operated by Network Rail. Funding for rail projects in Scotland is controlled by Transport Scotland and potential projects have to follow the Government's approval process.

North Ayrshire has 12 rail stations, situated on the Glasgow to Ardrossan/Largs and Glasgow to Ayr lines. These offer regular connections within North Ayrshire and onwards to Glasgow and Ayr.

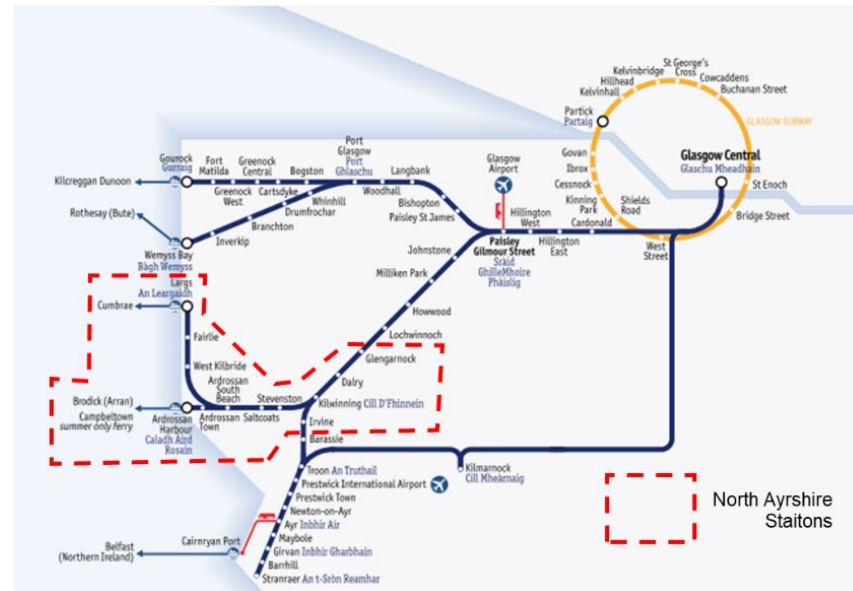


Figure 6-1 Rail Network in North Ayrshire (source – ScotRail)

Figure 6-2 shows the total rail passengers (entries and exits) for the period 2004 to 2020. The figures demonstrate the steady and consistent growth in passenger numbers on services in North Ayrshire, with a 28% increase from 2004-05 to 2018-19 (the last year for which data was unaffected by Covid-19).

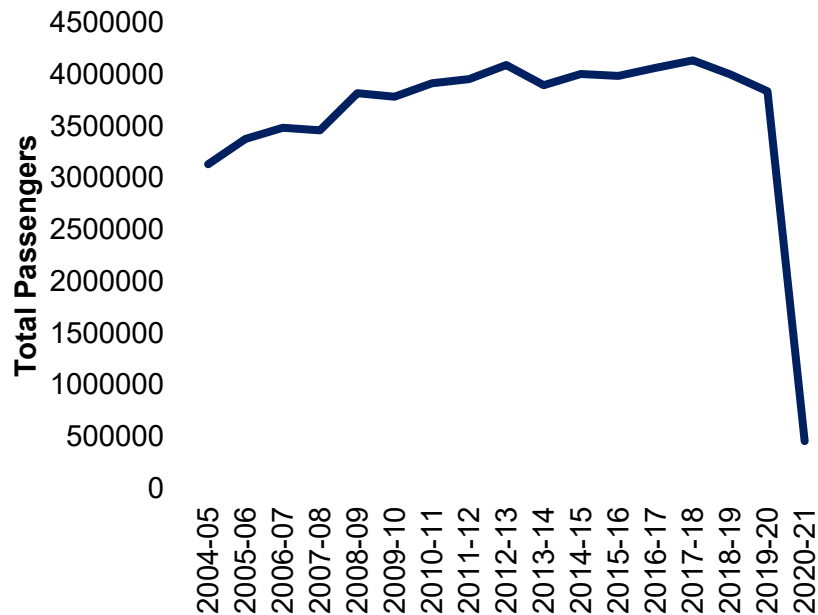


Figure 6-2 Total Rail Passengers in North Ayrshire (Source – Office of Road and Rail)

Figure 6-3 shows the busiest stations in North Ayrshire, with the size of the blue circles representing the number of passengers from 2021-22. Kilwinning station has the most passengers (approx. 450,000) and operates as an interchange station, with Irvine second (440,000) and Largs third (250,000).



Figure 6-3 Rail Passengers at Stations in North Ayrshire (Source – Office of Road and Rail)

## Bus

Bus services in Scotland are typically run by commercial operators. SPT, as the Regional Transport Authority, can support socially necessary services in areas where there is no commercial provision. Funds, however, are limited and several factors have to be considered before decisions on subsidising a service can be taken.

In June 2022, new powers were announced in the Transport (Scotland) Act 2019<sup>22</sup> which allow transport authorities to run local bus services, giving them more flexibility over the operation of services to meet the needs of local residents. Further consideration of the powers provided through the Act will be taken alongside SPT.

The main bus operating companies in North Ayrshire include McGill's, Stagecoach, ShuttleBus and SPT's MyBus.

Notable key bus services include:

- Stagecoach service 11 connecting Ardrossan, Saltcoats and Stevenston to Kilwinning, Irvine and Kilmarnock.
- Stagecoach Service 585 serving the Ayrshire coast from Largs, through West Kilbride, the Three Towns and Irvine, and towards Prestwick and Ayr.
- McGill's Buses' Clyde Flyer services (901 and 906) between Largs and Glasgow, via Inverclyde, and their 904

service connecting Largs with the Garnock Valley and Paisley.

Additional services are provided by Shuttle Buses, an employee-owned company, which operates smaller vehicle services between Kilwinning, Irvine and surrounding areas, and also the Largs circular service.

SPT operates on an agency basis on behalf of North Ayrshire, including managing contracts for school bus services, maintaining bus stops, processing disabled persons National Entitlement Card (NEC) renewals, administering the SPT Zonocard and the Strathclyde Concessionary Travel Scheme.

### Bus Service Issues

In general, the bus network in North Ayrshire has contracted and issues with availability of bus service routes, reliability, frequency and operating times were identified through the public consultation for the new LTATS. People highlighted the lack of bus services as impacting their ability to access key services without using a car, particularly in rural areas. As a result, there is a significant reliance on subsidised bus services to meet residents travel needs with funding allocated to the provision of these subsidised bus service.

Service frequencies were reduced during the Covid-19 lockdowns, and many North Ayrshire residents highlighted that these have not been restored to previous levels following

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<sup>22</sup> [Transport \(Scotland\) Act 2019](#)



the lifting of travel restrictions. Furthermore, bus passenger numbers declined during Covid due to travel restrictions and concerns about using public transport and patronage has not returned to pre-pandemic levels.

While bus service provision is of great concern to many people in North Ayrshire, it is encouraging that Stagecoach has announced that popular bus services in and around Ayrshire are being increased in a bid to help connect communities across the region.

## Ferry

Ferry services are an essential part of North Ayrshire Council's transport network. Transport Scotland is responsible for the provision of ferry services in Scotland. The ferry services in North Ayrshire are part of the Clyde and Hebrides network and are operated by CalMac Ferries Ltd, with Caledonian Maritime Assets Ltd (CMAL) managing the port infrastructure.

North Ayrshire Council work closely with Transport Scotland, CalMac and CMAL to seek improvements to the ferry network and services. There are five ferry terminals within North Ayrshire:

- Ardrossan and Largs on the mainland
- Brodick and Lochranza on Arran
- Cumbrae Slip on Great Cumbrae

There are two key passenger ferry routes connecting mainland North Ayrshire to its islands of Cumbrae and Arran. These are essential to enable islanders to access mainland services and allow tourists to access the islands, thereby supporting their economies. Both routes are also substantially used for freight and commuting.

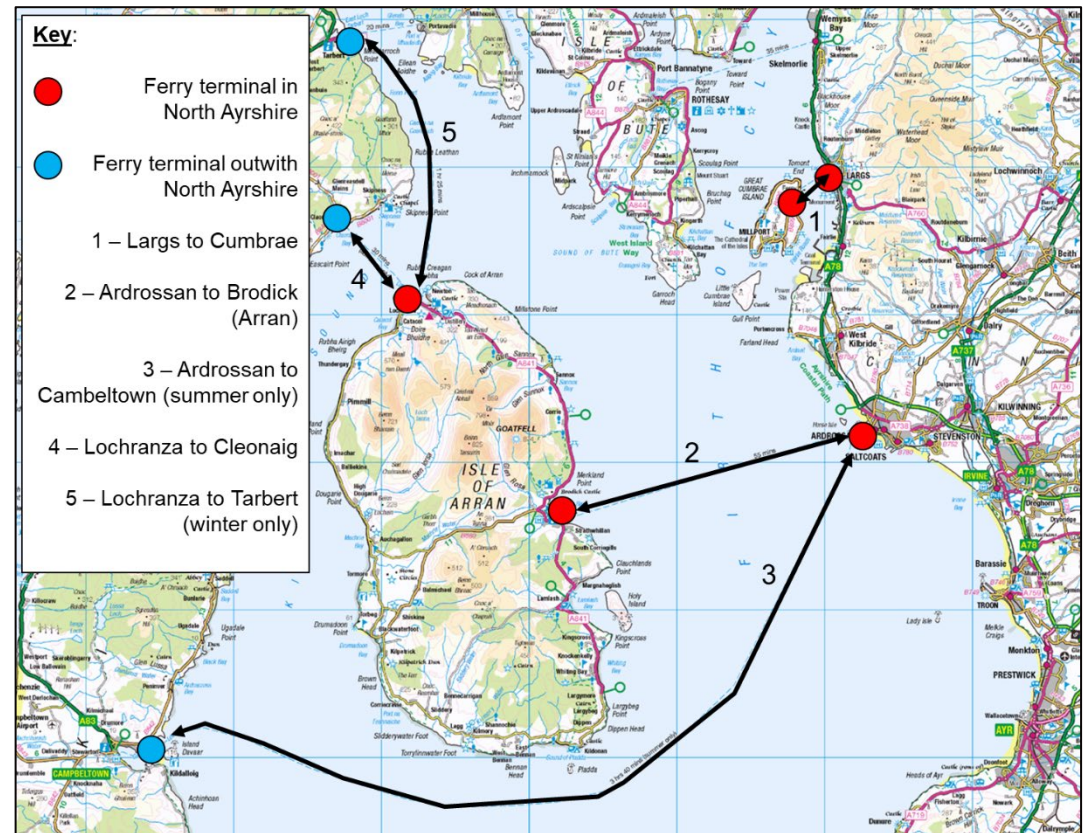


Figure 6-4 Ferry Services in North Ayrshire

Plans are in place for significant infrastructure improvements at the Ardrossan Harbour terminal. These works are required to accommodate a new vessel, which will operate on the Ardrossan to Brodick route and provide improved service reliability and resilience.

Figure 6-5 shows the number of passengers using the ferries on Arran. Passenger numbers were steadily increasing in the lead up to the Covid-19 pandemic and associated travel restrictions.

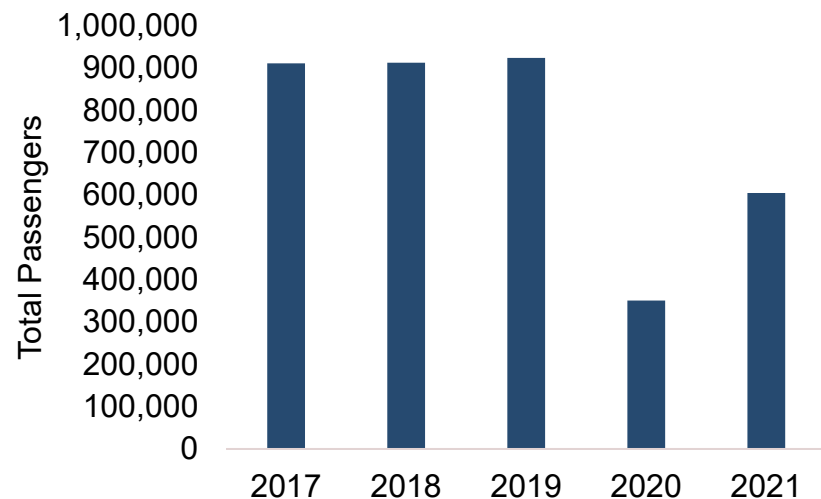


Figure 6-5 Passenger Numbers on Arran Ferry Services

In 2014 Transport Scotland implemented the Road Equivalent Tariff (RET) fares policy on the Arran ferry routes, with the Largs-Cumbrae route following in 2015. The principle of RET is that ferry fares should be equivalent to travelling the same distance by road, plus a fixed cost element. The aim was to

reduce the cost disadvantage faced by island communities and promote the islands as a place to live, work, and visit.

Transport Scotland undertook an assessment of the impact of the RET in the first year of its implementation on the Ardrossan-Brodick and Largs-Cumbrae routes against predicted numbers without the RET. This found that passenger numbers increased on both routes and, in particular, the number of cars using the services increased significantly more so than overall passenger numbers.

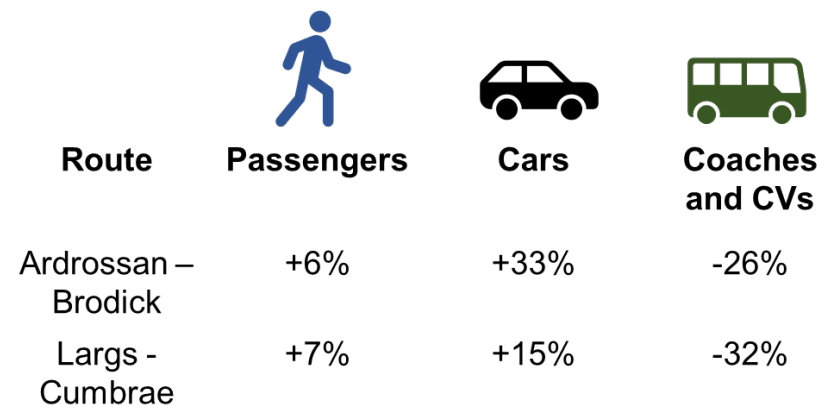


Figure 6-6 Passenger and Vehicle Increases on Ferry Services Against Forecast due to RET (Source – Transport Scotland)

A subsequent study was released by Transport Scotland in 2021 which assessed the longer term impact of the RET. Figures show that passenger and car carryings continued to grow on the Largs-Cumbrae routes in 2017 and 2018, although the growth was significant than it the first year of the RET. Passenger carryings on the Ardrossan-Brodick route

continued to rise over the same period, however there was a slight drop in car carryings in 2018 compared with 2017.

The report goes on to detail results of surveys which aimed to identify the impact of the RET on the residents of the affected routes. The Largs-Cumbrae and Ardrossan-Brodick routes were classified under Firth of Clyde Routes. Approximately 80% of respondents said that their use of the routes had been unaffected by the RET, with the main reason being the widespread prior use of multi-journey discounted tickets meaning the RET did not save them money.

In terms of the impact on residents, survey respondents were asked to agree/disagree with various statements on the impact of the RET on their communities. The most agreed with impacts for Firth of Clyde residents were increased day trip visitors, parking on the islands becoming more difficult in summer, and roads on the islands becoming too busy/congested during the summer. The most disagreed with statements were that quality of life on the island had improved, and that there were improved leisure/eating and drinking/shopping opportunities.

The increase in car trips has created demand management issues at and around the four ferry terminals, particularly Largs and Cumbrae, and has increased traffic volumes on Cumbrae and Arran.

### **Ferry Issues**

The reliability and resilience of ferry services were frequently raised during the public consultation for this LTATS.

Residents highlighted that delayed and cancelled services between the mainland and Cumbrae/Arran were causing significant disruption in terms of accessing key services, operating businesses, and for visitors to the islands.

The lack of reliability of the ferries has impacted on residents being able to access medical and other important appointments with the resulting impact on their physical and mental health and wellbeing. It has further resulted in a reduction in residents. It also affects supply chains for island businesses, creating barriers to developing the island economies.

Tourism has also been impacted, given the unreliability and cancellation of services, creating a barrier for people to access the islands.

Consultees called for better and more reliable ferries to support their way of life on the North Ayrshire islands.



## Key Achievements

The key improvements for public transport over the period of the previous Local Transport Strategy have been focused on improving physical infrastructure.

The new **Brodict Ferry Terminal**, the main gateway to Arran, was opened in April 2018. The £30m project provided a new 110m, two-berth pier and a new two-storey terminal building. Improvements were also made to access, with increased queuing space for vehicles, six bus stances, and a 65-space car park.



A consultation exercise and associated options study was undertaken in 2022 to identify improvements that could be made to improve access for all users on the Largs-Cumbrae ferry service.

Following the completion of the consultation, the Council is progressing with improvements at both terminals, comprising:

- Largs terminal – additional short queuing lane, footway widening, consideration of Variable Message Signing on the main approaches to Largs, and managing right turning traffic from Bath Street joining the queue
- Cumbrae terminal – realignment of carriageway to provide three queuing lanes closer to the ferry slip and improvements to the footway network. The Largs improvements are due to be implemented in 2022/23, with the Cumbrae improvements to follow in 2023/24.



Significant improvements have also been made to **bus stops** throughout North Ayrshire over the period of the previous strategy, including new and improved shelters and accessibility facilities, such as raised boarding kerbs, improved seating and upgraded access paths.

In many areas buses are the predominant form of public transport. Buses make effective use of limited road space and can therefore make a substantial contribution to reducing traffic congestion. However, buses themselves are often affected by congestion, leading to longer journey times and poor service reliability. Giving priority to late-running buses can help to protect bus services from these effects.

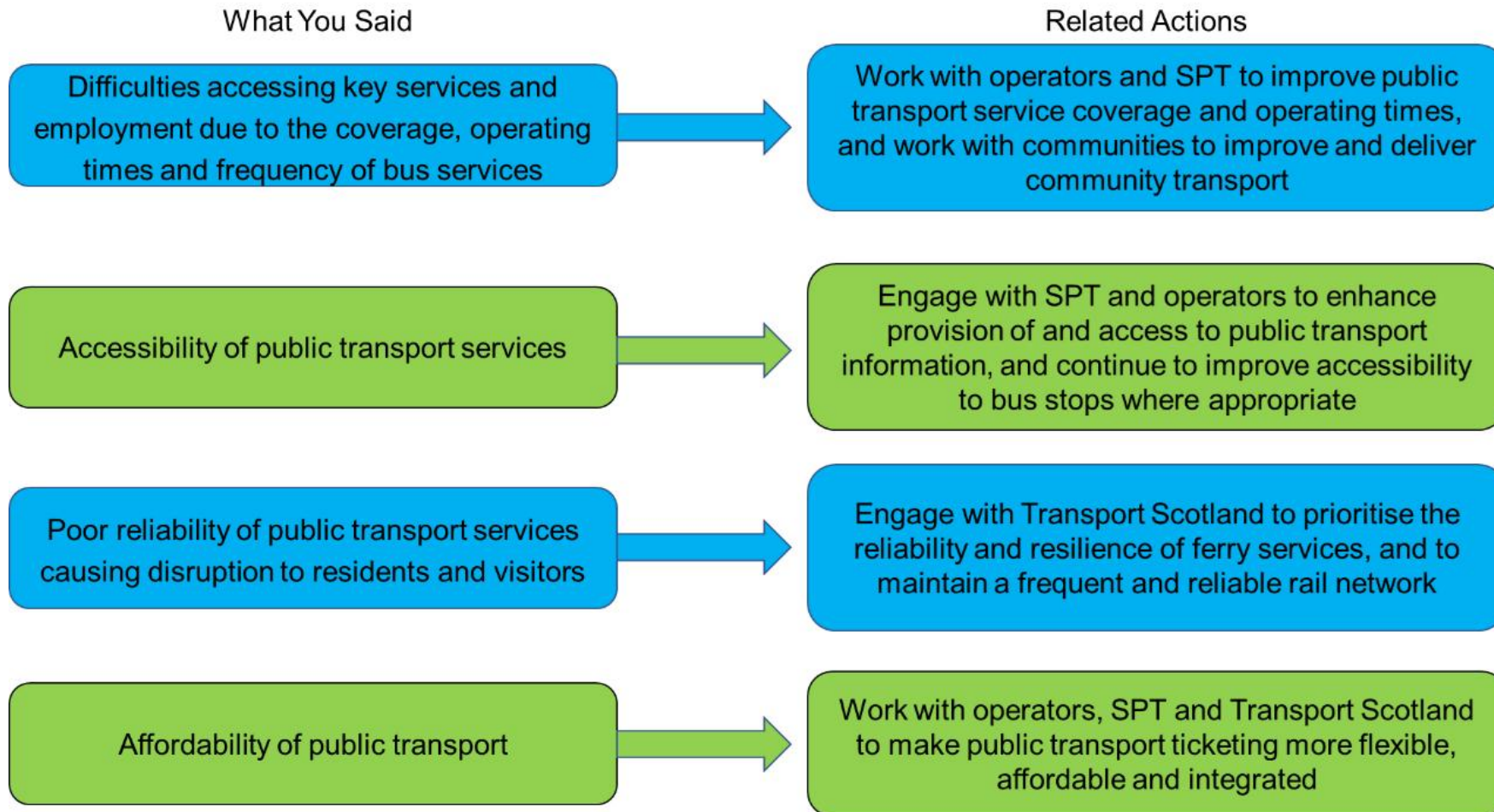
**Bus Route Congestion Reduction Measures - North Ayrshire Council** is currently implementing a Bus Priority System through Ardrossan, Kilwinning and Irvine. This is a key bus corridor which experiences delays at peak times including the high frequency Service 11.

The priority system will improve bus journey times by providing coordinated traffic signal timings using an Urban Traffic Control (UTC) and late-running bus priority system. This will result in buses benefiting indirectly as the overall traffic flow is improved. This work is being done in partnership with SPT and Transport Scotland.



## Key Issues and Actions for Public Transport

The key issues identified through our research and engagement with members of the public and key stakeholder groups, as well as the main actions to address them are summarised as follows. A full set of actions for public transport can be found in the Delivery Plan in Chapter 9.







# Road Network



## 7 Road Network

### Overview

North Ayrshire has three major trunk roads managed by Transport Scotland. The A78 follows the west coast between Inverclyde and South Ayrshire, while the A737/A738 runs north-south through the Garnock Valley, connecting to Renfrewshire to the north, and joining the A78 at Kilwinning.

North Ayrshire Council is responsible for the management and maintenance of all other public roads.

Other key routes in North Ayrshire include:

- A738 connecting Ardrossan, Saltcoats, Stevenston
- B714 connecting Dalry to Saltcoats
- A760 connecting Largs and Lochwinnoch, via Kilbirnie. This is a major tourist route for travellers driving from Glasgow to Largs, and the ferry service to Millport
- A841 connecting the ferry terminals at Brodick and Lochranza, and serving Lamlash and Whiting Bay, making it a key route for tourism on Arran
- A71 connecting Irvine to Kilmarnock and onwards to Glasgow

### Existing Network

The existing network is shown in Figure 7-1.

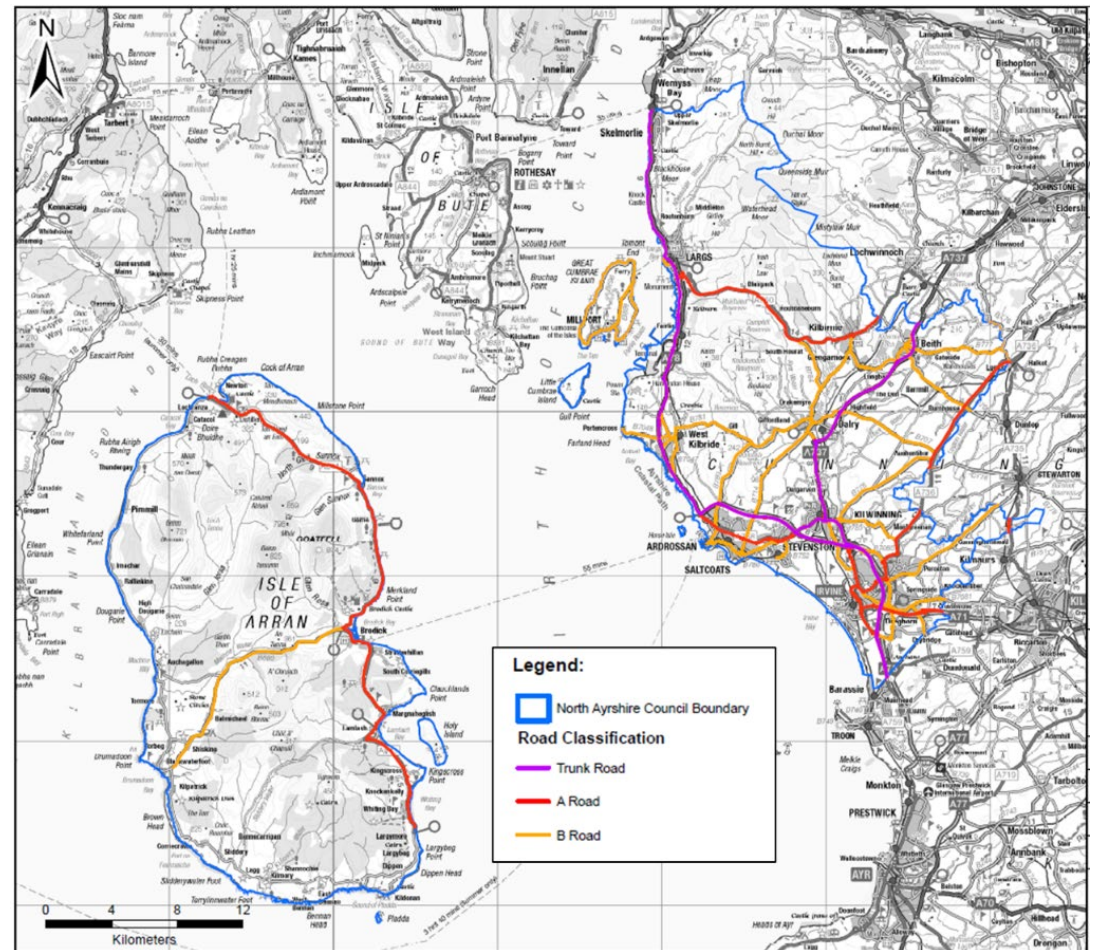


Figure 7-1 Key Roads in North Ayrshire

## Vehicle Traffic

Figure 7-2 shows that vehicle traffic has been on an upward trend between 2014 and 2019, generally matching with a slight decrease in public transport use over the same period, as shown in Chapter 4. Increases in car journeys create issues in terms of increased emissions and congestion, as well as higher costs required to maintain the roads network. One of the key challenges for the new LTATS is to reduce the number of unnecessary trips made by private car and bring down the overall level of traffic on the network.

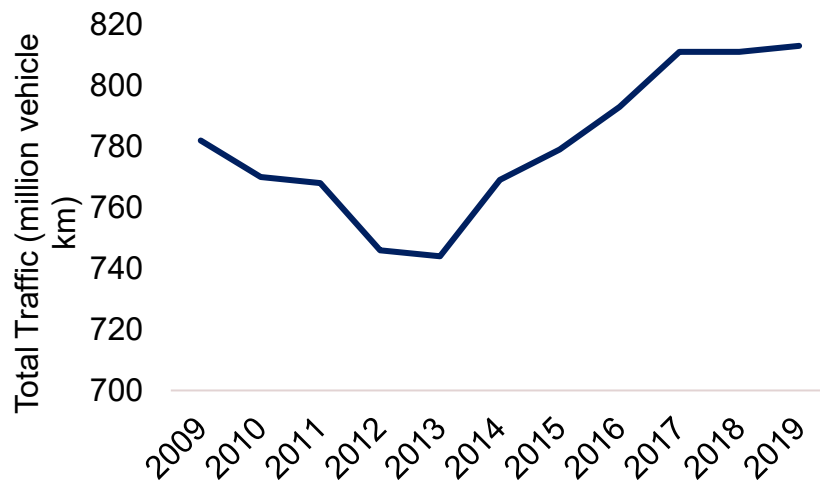


Figure 7-2 Total Vehicle Traffic in North Ayrshire (Source – NAC data)

## 20% Reduction in Car km by 2030<sup>23</sup>

In its update to the Climate Change Plan in 2020 the Scottish Government has set the ambitious target to reduce the car kilometres travelled in Scotland by 20% by 2030, compared with a 2019 baseline. Producing over a quarter of all greenhouse gas emissions, transport is the biggest contributor to climate change in Scotland, with car emissions accounting for 38% of all transport-related emissions.

The plan recognises that achieving this may be easier in urban areas and rural areas may experience particular and different challenges.

<sup>23</sup> [20% reduction in car km by 2030 | Transport Scotland](#)

## Road Safety

The Council's Road Safety Strategy 2022-30 sets out the Council's key policies and actions for improving the safety of roads, in line with the national strategy: Scotland's Road Safety Framework to 2030<sup>24</sup>.

Casualties resulting from road traffic collisions in North Ayrshire are on a downward trend from 2014 to 21, as shown in Figure 7-3.

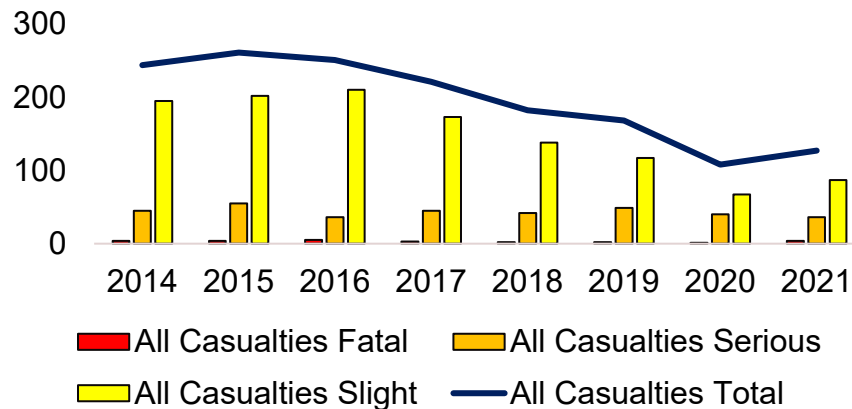


Figure 7-3 Road Collision Casualties in North Ayrshire (Source – NAC Data)

## Car Parking

NAC operates a number of car parks across North Ayrshire, including:

- Car parks (Parking charges apply) at:
  - Seafront Car Park, Largs
  - Bellman's Close, Largs (short stay)
- Long stay car parks at:
  - Caledonian and Harbour Road, Irvine
  - Union Street and The Braes, Saltcoats
  - Woodwynd, Kilwinning
- Short stay car parks at:
  - West Road (Bridgegate), Irvine
  - Kirkgate, Irvine
  - Oxenward, Kilwinning
  - Chapelwell Street, Saltcoats
- Ferry terminal parking at Ardrossan, Millport and Brodick

The Blue Badge scheme is in operation in North Ayrshire, which allows disabled drivers, and those driving on their behalf, to park in specially marked bays (time limit may apply)

<sup>24</sup> [Scotland's Road Safety Framework to 2030](#)



and on single or double yellow lines without time limits, provided that it doesn't cause obstruction or danger to other road users.

The Council is introducing Decriminalised Parking Enforcement as part of our traffic management strategy to manage the traffic network effectively, improve or maintain traffic flow and reduce congestion. This improves road safety and the local environment and encourages, where appropriate, increased use of more sustainable and healthy forms of travel. The integration of enforcement powers and parking policy will enhance our accountability to the residents for the overall parking policy, as well as enable better monitoring of the effectiveness and value of parking controls to ensure that the parking policy is responsive to public needs.

## Key Achievements

### Dalry Bypass and The Den Realignment

The Dalry Bypass was opened in summer 2019 and encourages improved economic and employment opportunities through better journey time reliability for motorists and businesses along the length of the A737.

In addition, the Dalry Bypass helps separate local traffic from strategic traffic and improves safety for both rural road users and communities. The A737 has also been realigned at The Den. This 1km scheme bypasses a series of sub-standard bends, improves traffic flow and provides road safety benefits.



### B714 Upgrade & Realignment

The upgrading of the B714 has been approved as part of a successful North Ayrshire Council funding bid to the UK Government's Levelling Up Fund. The B714 links the trunk road network from the A78 Sharphill Roundabout (Three Towns Bypass) to the A737, south of Dalry. It is a vital link for road users travelling to the West Coast and ferry links to Arran and Cumbrae.



The upgrade of the B714 will significantly improve connectivity between North Ayrshire and Glasgow, the Central Belt and wider motorway network. This will substantially increase the potential for tourism and economic development and provide enhanced links to the Arran and Cumbrae Ferry services. The improved alignment of the road and removal of bends will also provide road safety benefits.

It will contribute to the repopulation of our islands and rural areas by providing improved access between the ferry terminals, mainland settlements, Glasgow, the central belt and wider motorway network.

This will ensure that those living in our rural, remote and island communities are well connected and have equitable access to services as those living in the rest of Scotland. It will also divert a significant volume of traffic accessing the

A78 away from Kilwinning as traffic will connect directly to the A78 via the new upgraded B714.

Once completed, the B714 Upgrade scheme will comprise over 6.5km of new single carriageway. Funding opportunities are currently being investigated to deliver a segregated 3m wide active travel route adjacent to the upgraded road.

### **Timber Transport Improvements**

NAC has secured funding through the Strategic Timber Transport Fund to improve several roads on Arran which are associated with the transport of timber. This includes Ross Road, Sannox Road, Machrie Moor Road and the A841. The improvements undertaken include road widening, passing places, road strengthening and re-surfacing works. These improvements are aimed at reducing the impact of timber transport on residents and visitors to Arran.

### **Network Condition**

NAC is responsible for 874km of roads and 1,015km of footways and footpaths. The condition of the network is managed through NAC's Road Assessment Management Plan (RAMP). The RAMP sets out the Council's approach to the management and maintenance of its road assets.

The overall condition of the network is measured by the Road Condition Index (RCI), produced from the annual Scottish Road Maintenance Condition Survey. This Statutory Performance Indicator is the percentage of the road network that should be considered for maintenance treatment. A

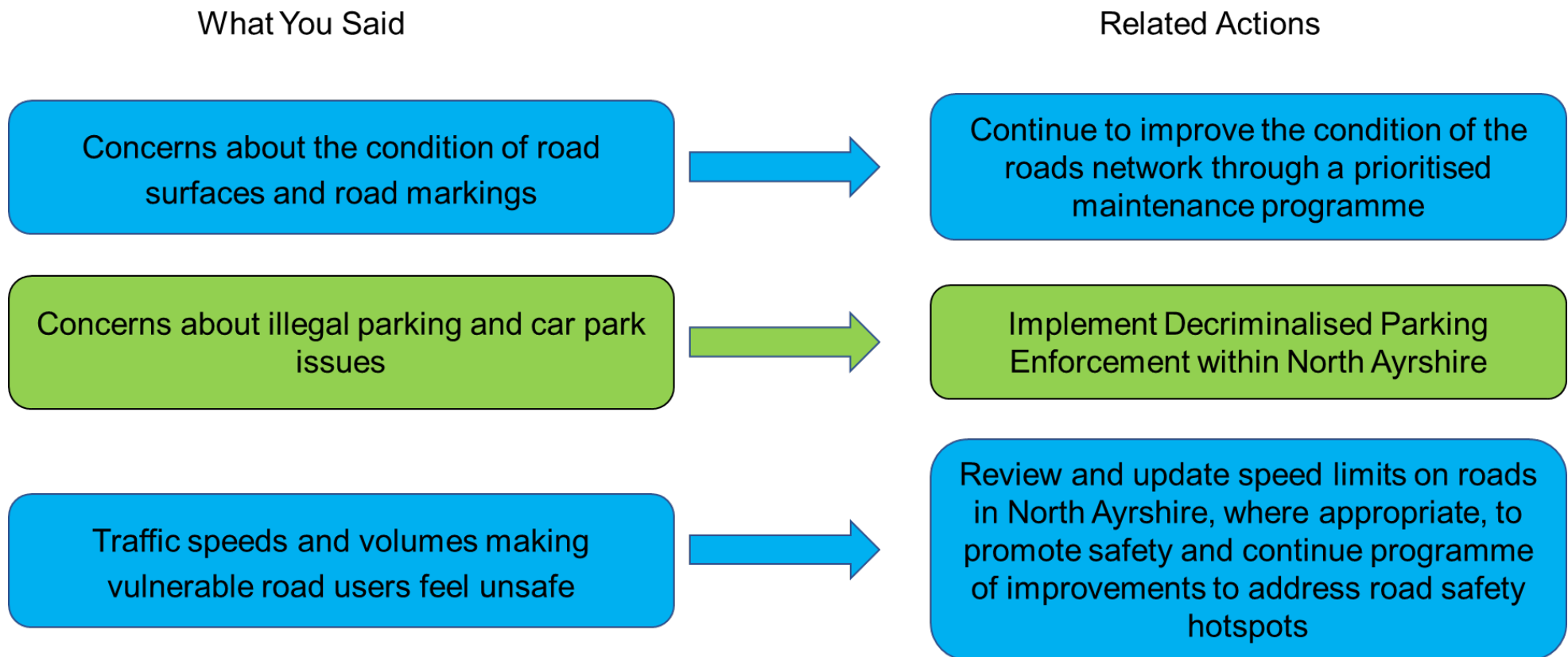
decrease in the reported RCI indicates an improvement in road condition. ... As shown below, North Ayrshire has an improved overall RCI but is above the Scottish average over the period (the lower the figures, the better the RCI is).

RCI Comparison to Scottish average							
Measure	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23
<b>North Ayrshire</b>	38.3	39.1	38.1	37.3	37.1	33.9	34.8
<b>Scottish average</b>	36.4	36.7	36.3	35.8	35.5	34.2	33.6
Comparison to Scottish average	+1.9%	+2.4%	+1.8%	+1.5%	+1.6%	-0.3%	+1.2%



## Key Issues and Actions for the Road Network

The key issues identified through our research and engagement with members of the public and key stakeholder groups, as well as the main actions to address them are summarised as follows. A full set of actions for the road network can be found in the Delivery Plan in Chapter 9.







# Carbon Reduction

## 8 Carbon Reduction

### Overview

Reflecting the importance of reducing carbon emissions from transport and its significant potential contribution to NAC's net zero carbon target, this chapter outlines the key issues, opportunities and actions to support carbon reduction.

The National Transport Strategy 2 details the Sustainable Travel Hierarchy where walking, wheeling, cycling, public transport and shared transport options are prioritised over single occupancy private car use. Sustainable freight transport is also promoted for the movement of goods, particularly the shift from road to rail.

The national Sustainable Investment Hierarchy outlines that, when designing the transport system, options that focus on reducing inequalities and the need to travel sustainably should be prioritised.



In May 2022, Cumbrae was announced as one of six Scottish islands to be supported by the Carbon Neutral Islands<sup>25</sup> project, which aims to demonstrate the climate-resilience and low carbon potential of islands by 2040.

NAC has stated its commitment to achieving net zero carbon emissions by 2030 in the Environmental Sustainability and Climate Change Strategy (2021-2023)<sup>26</sup> and acknowledges that rapid and far-reaching actions are required to achieve this. The net zero carbon target is reflected in this LTATS which identifies ways in which changing travel and transport behaviour can contribute to reducing carbon emissions in North Ayrshire.

Reducing emissions associated with transport and travel is about meeting future targets to protect the environment whilst also offering benefits to local air quality which is vital for our health and quality of life. Travel behaviour change takes sustained long-term effort. It relies on providing sustainable alternatives to the car that are practical and easy to use.

The key carbon reduction challenges are to:

- Reduce vehicle trips and distance travelled by cars
- Encourage a modal shift to walking, cycling, wheeling and public transport from the car for short trips
- Support a higher proportion of low carbon vehicles in NAC's fleet, bus and community transport fleets, delivery vehicles and private vehicles.

<sup>25</sup> [Carbon Neutral Cumbrae](#)

<sup>26</sup> [Environmental Sustainability Climate Change Strategy](#)



- Promote greener, cleaner travel choices such as walking, wheeling and cycling

## Key Achievements

Several actions have already been successfully implemented by NAC to support low carbon travel behaviours.

### Electric Vehicles

The Council's first Electric Vehicle (EV) Strategy 2021-25<sup>27</sup> sets out a vision to increase the number of EVs being used throughout North Ayrshire by creating a robust network of EV charge points. Growth in EV ownership has been steadily growing from only 42 EVs registered in North Ayrshire in 2015, to 217 EVs by the end of 2020.

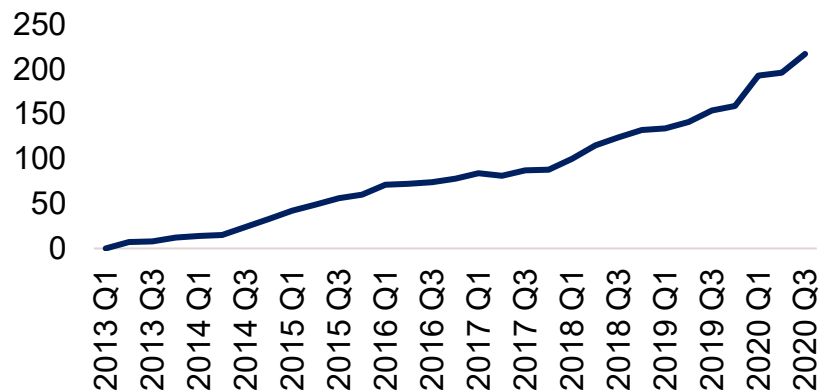


Figure 8-1 Plug-In Vehicles in North Ayrshire (Source – Department of Transport Stats VEH0131)

By December 2025, the Council's aspirational target is to have:

- One publicly accessible charge point for every nine plug-in vehicles
- 2% of total number of vehicles registered in North Ayrshire to be plug-in vehicles
- 80 workplace charge sockets.

### EV Charging

NAC launched a consultation exercise in Spring 2022 to gather feedback on the needs of people and businesses based in North Ayrshire with regards to electric vehicle charging infrastructure. The feedback will be used to support a business case for future funding for charging points. The existing network of publicly accessible EV chargers is shown in Figure 9-2.



<sup>27</sup> [Electric Vehicle Strategy](#)



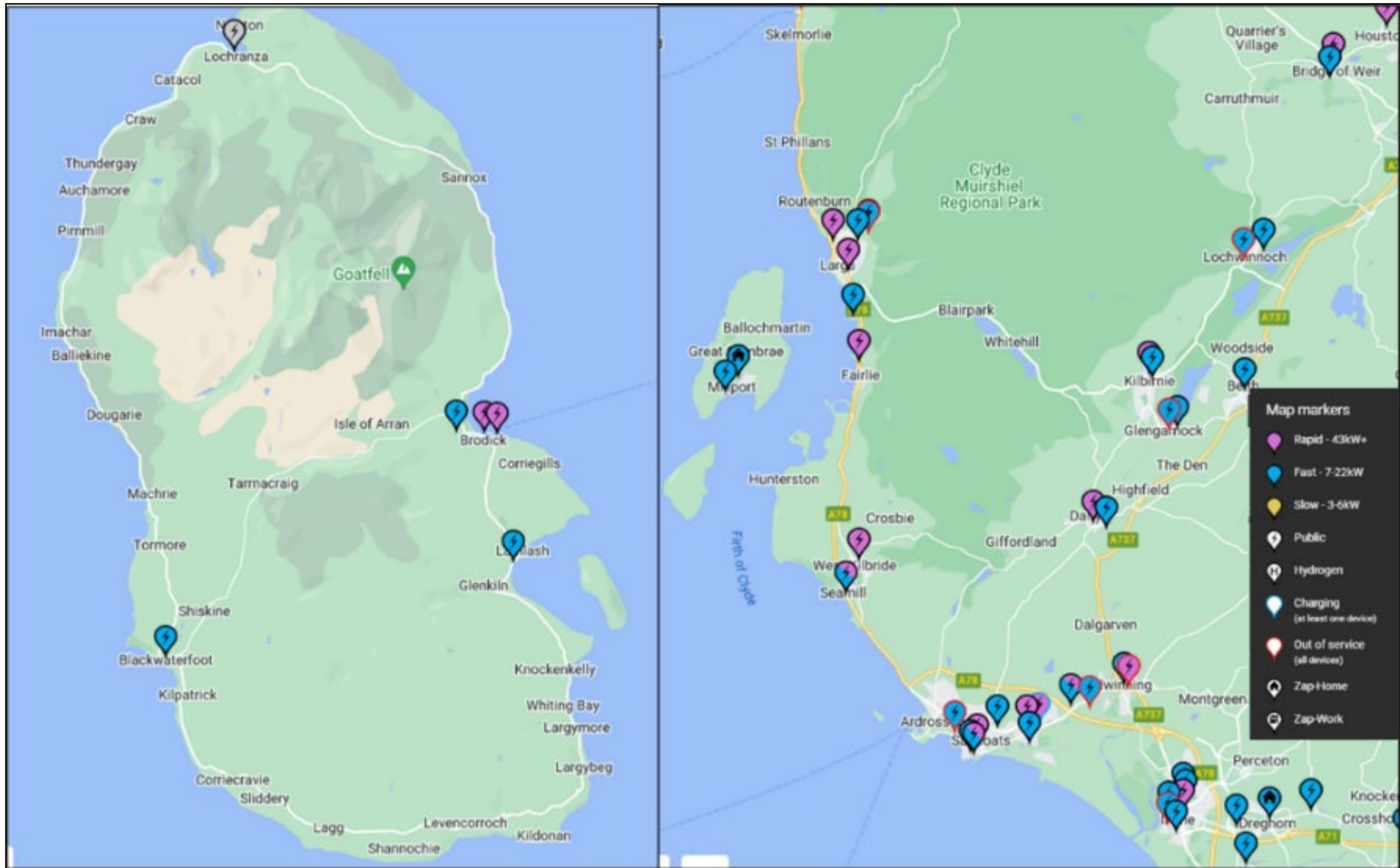


Figure 8-2 EV Charging Points in North Ayrshire (Source - Zap-Map)

## Electric Buses

Stagecoach and Shuttle Buses secured funding through the Scottish Zero Emission Bus Challenge Fund (ScotZEB) to help bring fully electric buses into their fleets serving North Ayrshire. 39 of these will be for Stagecoach services, and 5 will be for Shuttle Buses' services.<sup>28</sup>

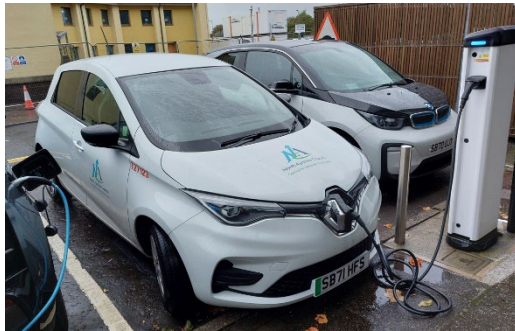
## NAC's Vehicle Fleet

The Council established a car club scheme to reduce business miles travelled and associated emissions.

The scheme, as of 2020, had 1,000

members accessing electric and low emission vehicles at various locations across the area. In 2019/20, 275,868 miles were travelled using this initiative.

Further grant funding was received during 2019/20 from the Switched-on Fleet initiative, allowing for three additional electric cars and five vans to be leased to further increase the electric vehicle fleet to 19.



## Air Quality Improvements

We are required to compile and publish annual reports ([link to annual reports](#)) on air quality in the region. Previous monitoring reports identified two areas of concern in terms of emissions from road traffic – High Street, Irvine and New Street, Dalry – due to congestion. The 2022 Local Air Quality Management Progress Report<sup>29</sup> sets out the changes in air quality following the implementation of mitigation projects to address these issues, which included public realm improvements on High Street Irvine, and the Dalry bypass. The report demonstrates that these measures resulted in immediate improvements in air quality in 2021. NAC will continue to monitor these areas to identify the long-term impacts with traffic levels returning to normal following the COVID-19 pandemic.

## School Initiatives

Targeting young people and their parents to change behaviour by walking, cycling and wheeling more often to school is essential for both carbon emissions reduction and living a more active, healthier life. The following initiatives have been introduced in schools:

- iCycle – School cycle proficiency scheme run since 2013. During the Covid-19 pandemic, all primary schools were offered iCycle

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<sup>28</sup> [ScotZEB Electric Buses](#)

<sup>29</sup> [2022 Local Air Quality Management Progress Report](#)

- ‘Go On Get Out There’ scheme – grant offering £500 per school for projects that support active travel
- Installation of cycle and scooter racks in schools
- Play on Pedals – this is a training scheme provided by Cycling Scotland, starting on balance bikes, and aimed at teaching pre-school children the basics about bike parts, cycle control, how to fit a helmet correctly, and the basics of looking after their bikes. Nurseries and early years centres in North Ayrshire who have suitably trained Play on Pedals instructors receive a bank of bikes from Cycling Scotland.

### Workplace Initiatives

A variety of initiatives have been introduced to encourage NAC employees to change their travel behaviour.

**E-bikes** have been loaned to more than 60 staff within the last 12 months at various workplaces for a two-week trial to encourage them to cycle more and be more active.

The **Cycle to Work Scheme** is available to employees and there have been almost 200 participants in the scheme to date.

*Participant Quote - “I sold my car and plan to use the bike / public transport as my main methods of transport. This is a more sustainable way of getting about and is much cheaper than travelling by car.”*

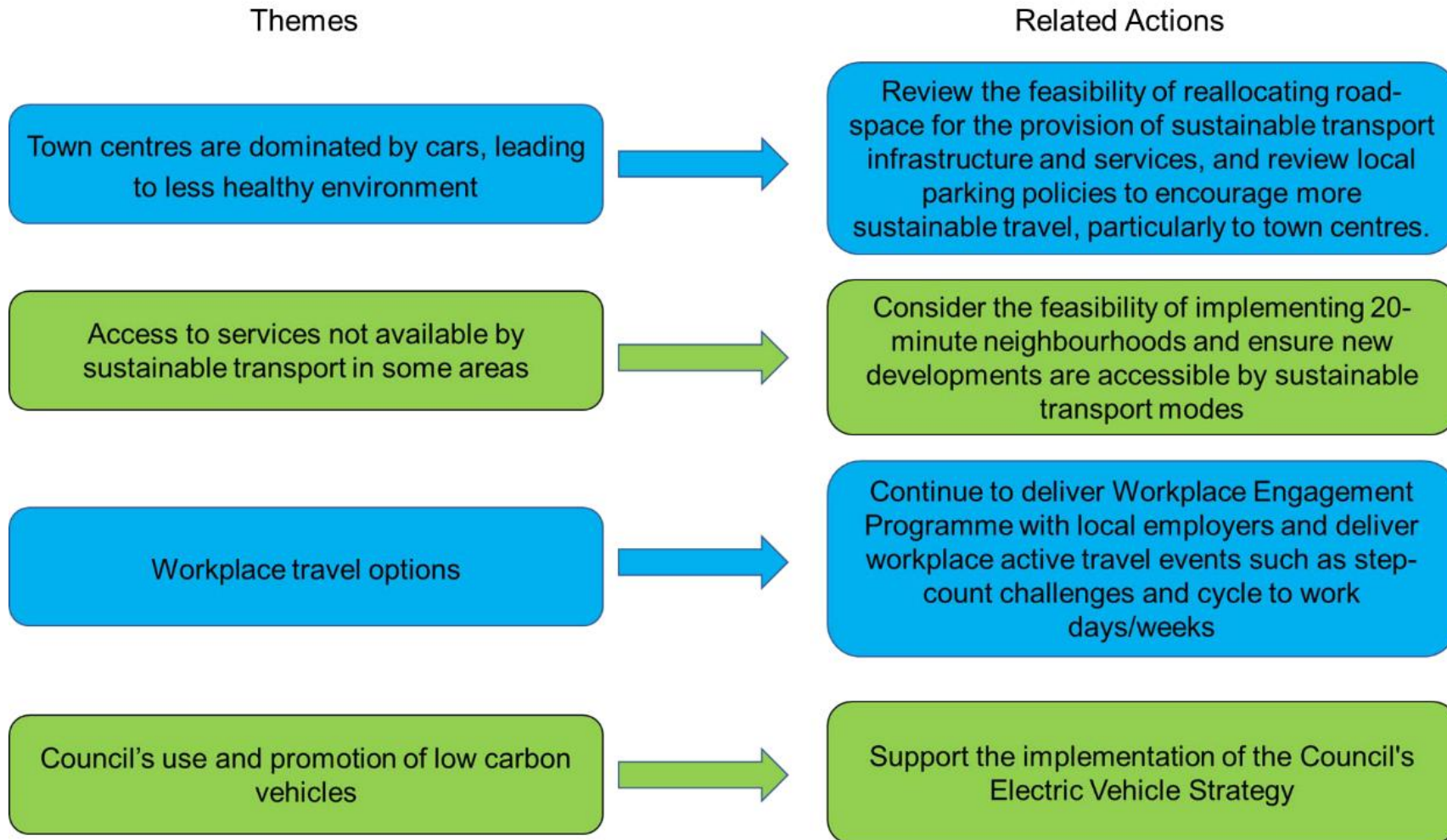
NAC promotes a workplace **StepCount challenge** twice a year to encourage active travel, improved health and carbon reduction for workplace travel. The June 2022 challenge involved 199 participants (a 73% increase compared with the October 2021 challenge) across 40 teams, with a total distance of over 32,000 miles covered.

*Participant quote - “The challenge really motivated me to get moving and I do intend to keep it up.”*

Throughout the COVID pandemic the Travel Smart team within NAC **provided an electric bike** to an employee within Ayrshire Independent Living Network, who wanted to ensure the safety of her client by not putting her health at risk by using public transport throughout the pandemic. Providing this employee with an electric bike supported her throughout the pandemic removing the need for a 10-mile round walking trip.

## Key Actions for Carbon Reduction

The key actions for carbon reduction are shown below, organised under four key themes. The themes are derived from the key challenges for carbon reduction set out at the beginning of this chapter. The full set of actions can be found in Chapter 9.



## 9 Delivery Plan

### Overview

This chapter sets out the Delivery Plan for the LTATS.

The proposed actions were assessed to ensure that they contributed to at least one of the LTATS objectives. The deliverability of each action was also considered.

Objective Title	Details
<b>Access to Employment and Services</b>	Improve accessibility, availability, affordability and safety of the transport system, ensuring everyone can access town centres, jobs, education, healthcare and other everyday needs
<b>Reduce Emissions</b>	Reduce carbon emissions caused by transport in North Ayrshire
<b>Active Travel and Communities</b>	<p>Encourage and enable physical activity and improved health and wellbeing in the communities for all through active travel. Active Travel Strategy Objectives:</p> <ul style="list-style-type: none"> <li>• Enable people to walk, wheel and cycle within their local communities and to key attractors by the provision of a convenient, attractive, high quality and safer active travel network</li> <li>• Facilitate an increase in the proportion of all journeys made by walking, wheeling and cycling</li> <li>• Deliver training, events and promotion of active travel to encourage and enable more people to travel by active means</li> </ul>
<b>Confidence in Public Transport</b>	Improve the reliability, accessibility, safety, personal security, and integration of public transport services for all



<b>Transport Network Condition</b>	Maintain the condition of the existing roads and active travel network
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The Plan outlines the proposed actions, which objective(s) it meets and the indicative delivery timescales:

- Ongoing = continuation of existing work
- Short = 1 to 2 years
- Medium = 2 to 5 years
- Long = 5+ years

The Council works closely with partners such as Transport Scotland, SPT, Paths for All, the Strategic Timber Transport Scheme and Sustrans to secure funding for the delivery of transport projects.

## Partnership Working

Delivery of the actions will, in many cases, require continued and ongoing partnership working with national, regional and local partners, including the main transport operators serving North Ayrshire. NAC is committed to collaborating with relevant partners and forums to achieve this. The delivery plan identifies the key delivery partners for each action, where applicable.

## Funding

NAC has been successful in securing external funding to deliver many projects identified in the previous LTS and will continue to seek funding to support the actions in this Delivery Plan through existing or new funding sources.

**Active Travel**

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>AT1</b> – Carry out feasibility studies and technical design to develop strategic active travel corridors across the 6 localities.	✓	✓	✓			Long
<b>AT2</b> – Deliver infrastructure improvements on strategic active travel corridors	✓	✓	✓		✓	Ongoing
<b>AT3</b> – Continue to work with Sustrans to further develop, improve and grow the National Cycle Network	✓	✓	✓			Ongoing
<b>AT4</b> – Continue to investigate funding opportunities for an active travel route adjacent to the upgraded B714.	✓	✓	✓			Short
<b>AT5</b> – Improve local active travel links to key trip attractors, facilities and transport interchanges	✓	✓	✓		✓	Medium
<b>AT6</b> – Improve active travel connections to and through North Ayrshire's greenspaces			✓			Medium
<b>AT7</b> – Continue to work with partners to develop walking, cycling and wheeling opportunities	✓	✓	✓			Ongoing
<b>AT8</b> – Continue to work with community partners to deliver behaviour change projects through direct support, partnership working and grant funding (Community Outdoor Access Grants Scheme)		✓	✓			Ongoing
<b>AT9</b> – Continue to create active travel mapping, videos and digital resources for all localities		✓	✓			Ongoing



Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>AT10</b> – Continue to grow our workplace engagement programme to provide advice and support to encourage active travel		✓	✓			Ongoing
<b>AT11</b> – Improve active travel access to schools through improved routes and continue to expand cycle training at primary and nursery school level	✓	✓	✓			Medium
<b>AT12</b> – Undertake an audit of the active travel network to identify priorities for improvements					✓	Short
<b>AT13</b> – Continue and expand programme of maintenance for existing active travel routes			✓		✓	Ongoing
<b>AT14</b> – Expand and improve facilities for active travel such as cycle parking, rest stops and bike maintenance stations			✓		✓	Short
<b>AT15</b> – Continue to improve accessibility to active travel routes for all abilities access, including equestrian users			✓		✓	Ongoing
<b>AT16</b> – Continue to grow and expand behaviour change programme, including events, through Trinity Active Travel Hub		✓	✓			Ongoing
<b>AT17</b> – Work with operators and partners to improve active travel facilities at transport interchanges and increase capacity for bicycles on public transport services		✓	✓	✓		Short

**Public Transport**

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>PT1</b> - Continue to engage with SPT and operators to provide a coherent bus network both within North Ayrshire and regionally	✓		✓	✓		Ongoing
<b>PT2</b> – Supporting the delivery of the community transport pilot in North Ayrshire to establish demand for community transport, with a view to supporting future community transport delivery	✓		✓	✓		Medium
<b>PT3</b> - Support SPT to develop a Level of Service Framework for the region, which aims to maintain and improve lifeline transport services for islands, rural and remote areas	✓		✓	✓		Long
<b>PT4</b> - Continue to engage with SPT and operators to enhance provision and access to public transport information	✓			✓		Ongoing
<b>PT5</b> - Support initiatives to improve real and perceived safety and security of public transport services.	✓			✓		Ongoing
<b>PT6</b> - Continue to engage with Transport Scotland to prioritise the reliability and resilience of ferry services	✓			✓		Ongoing
<b>PT7</b> - Continue to work with rail operators and Transport Scotland to ensure that North Ayrshire	✓	✓	✓	✓		Ongoing

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
continues to be served by a frequent and reliable rail network						
<b>PT8</b> - Continue to work collaboratively with operators to improve integration between public transport modes	✓	✓	✓	✓		Ongoing
<b>PT9</b> - Promote free bus travel for concessionary travel and people under 22 years old	✓	✓		✓		Short
<b>PT10</b> - Work with operators, SPT and Transport Scotland to make public transport ticketing more flexible, affordable and integrated		✓		✓		Medium
<b>PT11</b> – Work with partners, including SPT, to explore the options for bus service operating models through the new powers granted under the Transport (Scotland) 2019 Act to ensure that our communities are well connected and not disadvantaged due to a lack of sufficient public transport	✓			✓		Short
<b>PT12</b> - Work with partners to investigate the potential to establish a Bus Service Improvement Partnership (BSIP)				✓		Medium
<b>PT13</b> - Deliver the Ardrossan Harbour improvement and transport interchange works and cement Ardrossan's position as the 'Gateway to the Islands' hub	✓			✓	✓	Medium

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>PT14</b> - Work with operators, SPT and Transport Scotland to improve public transport accessibility to key employment areas and regional facilities (including local healthcare facilities & hospitals) for all North Ayrshire residents	✓			✓		Medium
<b>PT15</b> - Continue to improve the quality of bus stops including the provision of service information including RTPI, shelters and high access kerbs where feasible				✓	✓	Ongoing
<b>PT16</b> – Continue to investigate and deliver bus priority measures	✓			✓		Ongoing
<b>PT17</b> – Support partners and operators to transition to zero emission buses and taxis		✓		✓		Medium
<b>PT18</b> – Work with operators to improve access to public transport services for disabled passengers	✓	✓		✓		Medium

**Road Network**

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>RN1</b> - Investigate reducing speed limits on urban roads/streets and implement 20mph speed limits in residential areas and streets throughout North Ayrshire			✓		✓	Medium
<b>RN2</b> - Consider introducing appropriate speed limits on rural roads throughout North Ayrshire			✓		✓	Medium
<b>RN3</b> - Continue to reduce the impact of traffic on communities and reduce casualties through reviewing road safety hotspots and identify a programme of improvements			✓	✓		Ongoing
<b>RN4</b> - Ensure the condition of the roads and active travel network is maintained using an asset management approach.	✓				✓	Ongoing
<b>RN5</b> - Continue to seek funding for rural road widening and strengthening improvements to facilitate timber and goods transport, and bus services	✓				✓	Ongoing
<b>RN6</b> - Work with partners to improve road connections between North Ayrshire and the greater Glasgow conurbation	✓				✓	Medium
<b>RN7</b> - Upgrade the B714 to improve connectivity between North Ayrshire and Glasgow, the Central Belt and wider motorway network, providing	✓				✓	Medium

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
enhanced links to the Arran and Cumbrae Ferry services.						
<b>RN9</b> - Support the implementation of Scotland's Road Safety Framework to 2030.			✓		✓	Ongoing
<b>RN10</b> - Improve road connections within North Ayrshire, for example the A841 between Brodick and Lochranza and the A760 between Largs and the A737	✓				✓	Long
<b>RN11</b> - Continue to engage with Transport Scotland to deliver improvements on the trunk road network	✓				✓	Ongoing
<b>RN12</b> - Reduce the environmental impact of road construction works		✓			✓	Ongoing
<b>RN13</b> - Implement Decriminalised Parking Enforcement within North Ayrshire			✓			Short
<b>RN14</b> - Ensure that road improvement schemes in North Ayrshire also seek to improve facilities for active travel and public transport		✓	✓	✓	✓	Short

**Carbon Reduction / Travel Demand Management**

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>CR1</b> - Assess the potential for and implement the reallocation of road space for the provision of sustainable transport infrastructure and services, in line with the sustainable travel hierarchy		✓	✓			Ongoing
<b>CR2</b> - Identify and implement travel demand management measures which are required to achieve the national 20% car km reduction route map		✓	✓			Long
<b>CR3</b> - Review and update North Ayrshire Council Town Centre Car Parking Strategy	✓	✓	✓			Short
<b>CR4</b> - Continue to support schools in developing and implementing travel plans	✓	✓	✓			Ongoing
<b>CR5</b> - Update and implement the Council's Staff Travel Plan, including continuing to reduce the need for staff to travel for work		✓	✓		✓	Short
<b>CR6</b> - Continue to deliver Workplace Engagement Programme with local employers		✓	✓			Ongoing
<b>CR7</b> - Ensure that new developments are accessible by sustainable transport modes	✓	✓	✓		✓	Ongoing
<b>CR8</b> - Consider the feasibility of implementing 20-minute neighbourhoods		✓	✓		✓	Long



Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>CR9</b> - Continue and expand the Council's staff e-bike loan scheme		✓	✓			Ongoing
<b>CR10</b> - Promote the benefits of active travel for work, leisure and other journey types through the media and social media		✓	✓			Ongoing
<b>CR11</b> - Continue to deliver workplace active travel events and activities such as StepCount challenge and cycle to work days/weeks		✓	✓			Ongoing
<b>CR12</b> - Consider the feasibility of supporting community car clubs, including electric cars	✓	✓				Short
<b>CR13</b> – Continue to promote and encourage car sharing services in North Ayrshire	✓	✓				Ongoing
<b>CR14</b> - Encourage and support Transport Scotland to deliver the national Car Demand Management Framework		✓				Medium
<b>CR15</b> – Promote benefits of using active travel and public transport for travelling to and on our islands		✓	✓	✓		Short

**General / Multi-Modal**

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>G1</b> - Promote North Ayrshire's priorities within national and regional strategies, including STPR processes	✓	✓	✓	✓	✓	Ongoing
<b>G2</b> - Work with partners to deliver North Ayrshire's Island Connectivity Study	✓	✓	✓	✓	✓	Medium
<b>G3</b> - Work with island stakeholders and partners to deliver transport actions within the Arran and Cumbrae Island Plan annual action plans	✓	✓	✓	✓	✓	Short
<b>G4</b> - Support the implementation of the Council's Electric Vehicle Strategy	✓	✓				Medium
<b>G5</b> - Consider the feasibility of introducing Mobility Hubs	✓	✓	✓	✓	✓	Long
<b>G6</b> - Continue cross-boundary collaboration with other local authorities and SPT to improve regional transport routes and services	✓	✓	✓	✓	✓	Ongoing
<b>G7</b> - Support the implementation of the Environmental Sustainability and Climate Change Strategy		✓				Ongoing
<b>G8</b> - Work with SPT and the Ayrshire Road Alliance to implement the Ayrshire Freight Strategy Action Plan		✓			✓	Ongoing

Action	Fit With Objectives					Timescales
	Access to Employment & Services	Reduce Emissions	Active Travel and Communities	Confidence in Public Transport	Transport Network Condition	
<b>G9</b> - Support initiatives to improve freight access to ports and harbours in North Ayrshire in collaboration with users and operators	✓				✓	Medium
<b>G10</b> - Work with the Timber Transport Forum to improve timber transport in North Ayrshire					✓	Ongoing
<b>G11</b> - Work with our partners to apply and embed Community Wealth Building principles within transport activities and projects	✓	✓				Medium

## 10 Monitoring and Evaluation

### Monitoring

The Delivery Plan will be monitored annually throughout the lifetime of the strategy to establish progress made towards achieving the objectives, targets and delivery plan actions, ensuring that the LTATS remains relevant and on-track for delivery.

### Outcomes and Indicators

In order to monitor the progress of the LTATS, a number of outcomes have been identified, along with indicators which will be used to measure progress against the outcomes.

Data for the indicators will come from a range of national, regional and local datasets. While the Scottish Census 2022 has not been listed as a data source because its results have not yet been published, outputs from the Census will be considered when they are published.

The proposed outcomes and indicators for the LTATS are shown on the following page.

Outcomes	Indicators	Source
<b>Increase the number of people choosing to walk, cycle and wheel in North Ayrshire</b>	<ul style="list-style-type: none"> <li>• Proportion of short everyday journeys by walking and cycling</li> <li>• Proportion of journeys to school by walking, cycling and wheeling</li> <li>• Use of existing active travel routes</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Household Survey</li> <li>• School Hands Up Survey</li> <li>• People counters on active travel routes</li> </ul>
<b>Increase in high quality walking, cycling and wheeling infrastructure is available to all</b>	<ul style="list-style-type: none"> <li>• Length of additional or improved walking and cycling facilities</li> </ul>	<ul style="list-style-type: none"> <li>• North Ayrshire Council</li> </ul>
<b>Reduction in carbon emissions</b>	<ul style="list-style-type: none"> <li>• CO2 emissions estimates from road transport</li> </ul>	<ul style="list-style-type: none"> <li>• UK local authority and regional greenhouse gas emissions published by Department for Environment, Food and Rural Affairs (DEFRA)</li> <li>• NAC's Baseline Emissions Inventory</li> </ul>
<b>Reduction in car kms</b>	<ul style="list-style-type: none"> <li>• Average journey distance</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Household Survey</li> <li>• Annual local traffic estimates (Transport Scotland)</li> <li>• Monitoring indicators from national 20% vehicle km reduction route map (under development)</li> </ul>

Outcomes	Indicators	Source
<b>Maintain road condition</b>	<ul style="list-style-type: none"> <li>Road condition compared to the Scottish local authority average.</li> </ul>	<ul style="list-style-type: none"> <li>Road Condition Indicators (via Roads Asset Management Plan)</li> </ul>
<b>Improved public transport satisfaction</b>	<ul style="list-style-type: none"> <li>Proportion of adults who are satisfied with local public transport</li> <li>Satisfaction of rail passengers with services</li> <li>Satisfaction of bus passengers with services</li> </ul>	<ul style="list-style-type: none"> <li>Scottish Household Survey</li> <li>National Rail Passenger Survey (NRPS)</li> <li>Annual Bus Passenger Survey</li> </ul>

