



North Ayrshire Council  
Comhairle Siorrachd Àir a Tuath

Proud to be **apse** Overall Council of the Year 2017

# Place Directorate Plan 2018 update

For more information contact:

Craig Hatton, Executive Director (Place)

[chatton@north-ayrshire.gov.uk](mailto:chatton@north-ayrshire.gov.uk)

01294 324312

Focus. Passion. Inspiration.

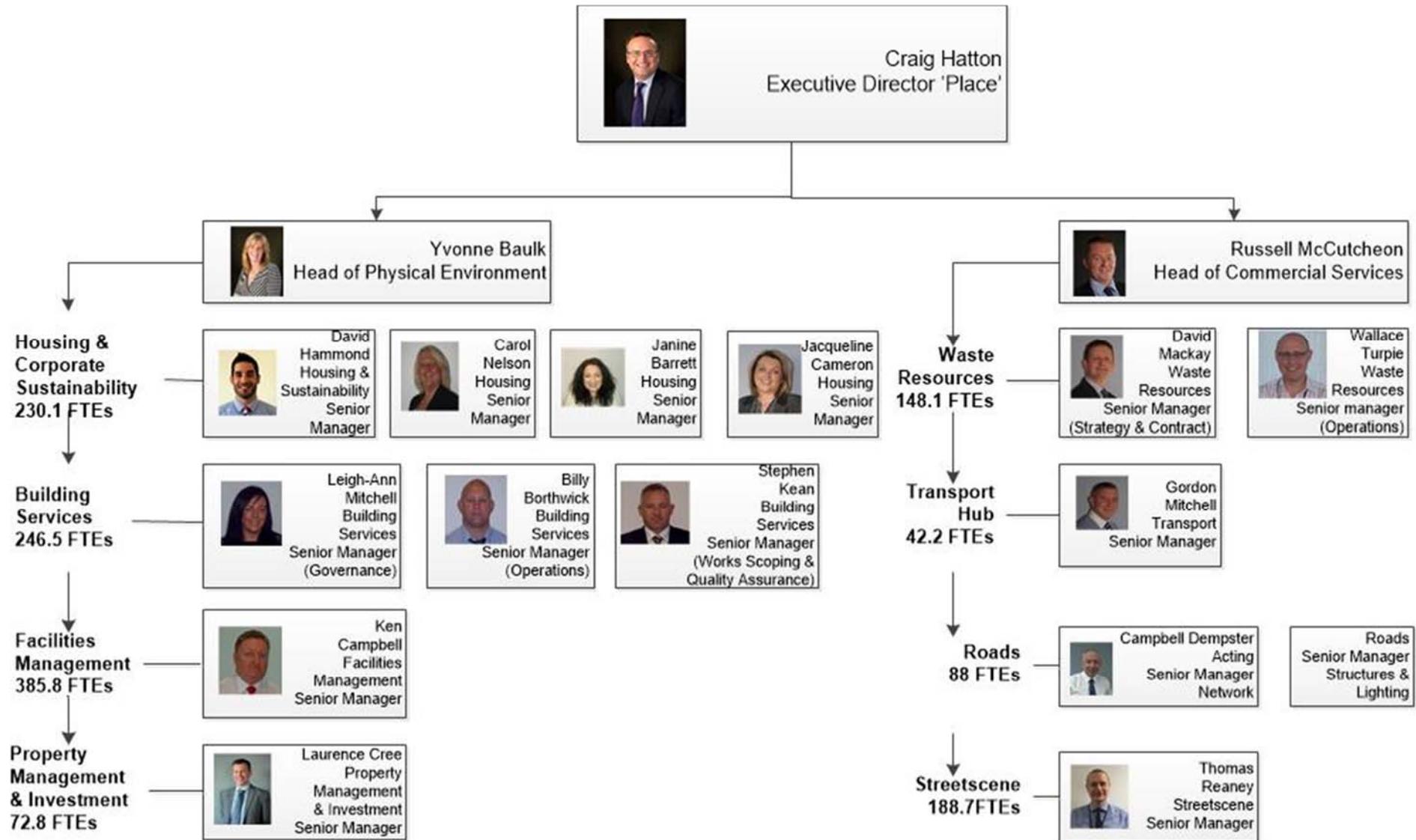


## Contents

1.	Place Directorate Structure .....	2
2.	Foreword .....	3
3.	Our budget and how we intend to spend it.....	4
4.	Key drivers for our services .....	5
5.	Directorate Priorities .....	8
5.1	Our Priorities.....	8
6.	What we do.....	9
6.1	Physical Environment.....	9
6.1.1	Housing & Corporate Sustainability Service .....	9
6.1.2	Building Services .....	9
6.1.3	Facilities Management .....	10
6.1.4	Property Management & Investment .....	10
6.1.5	Key Strategies.....	11
6.2	Commercial Services .....	14
6.2.1	Waste Resources.....	14
6.2.2	Transport Hub & Vehicle Maintenance .....	14
6.2.3	Roads .....	14
6.2.4	Streetscene.....	15
6.2.5	Key Strategies.....	16
7.	Our Improvement Journey.....	18
8.	Improving Children’s Outcomes .....	18
9.	Managing our Risks .....	20
10.	Equalities .....	20
11.	Workforce Planning.....	22
12.	Delivery.....	23
	Appendix A - Risks.....	43

**North Ayrshire Council**  
 'Place' Directorate Plan 2018 update

**1. Place Directorate Structure**



## **2. Foreword**

### **Welcome to the ‘Place’ Directorate Plan 2018 update**

The Directorate of Place brings together all of the physical assets and infrastructure either owned by or the responsibility of the Council into one management area. The services provided are front facing and interact with residents, businesses and visitors to the area on a daily basis. Accordingly the strive for customer service excellence is at the heart of our delivery.

Whilst supporting and contributing to all of the Council’s Corporate priorities the Directorate has specific lead responsibility for managing and enhancing the environment and in January 2017 agreed a new overarching Environmental Sustainability and Climate Change Strategy that sets out the aspirations and approach of the Council to build on the good work to date in reducing carbon emissions and become sector leading by 2020.

2017 was a fantastic year of achievement for the services within the Directorate through the winning of a number of external awards and contributing to the award of UK Council of the Year 2017, a key part of the Councils improvement journey. These awards demonstrate that our services are amongst the very best in Scotland and the wider UK and also recognise the commitment and key role our staff play in delivering high quality services within our communities.

My key priorities for the forthcoming year are to continue to build upon this sound base ensuring that the Directorate fully contributes to the Councils improvement journey including:-

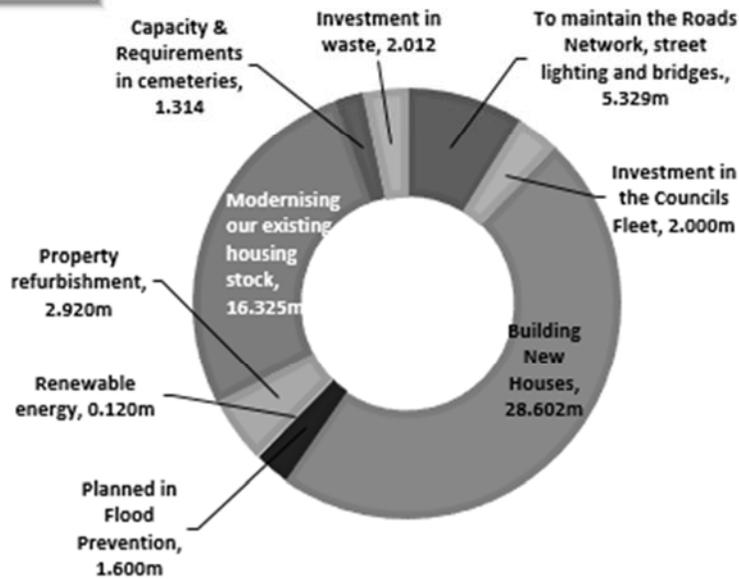
- Continued development and delivery of the Service Transformation Programme to deliver priority outcomes and the financial savings to meet the Council’s budget requirements;
- Delivery of efficient, effective and customer focused services that realise high levels of customer satisfaction and are externally recognised as sector leading;
- Support and develop our staff to continue to deliver high quality services;
- Effective management of our assets through the implementation of asset management plans;
- Continued development of a ‘Municipalisation Approach’ that maximises the utilisation of our assets, skills and capacity to foster an entrepreneurial spirit among services, off-set future efficiency savings and help achieve the strategic priorities of the Council;
- Contribute to the wider work of the Council in the development of locality planning;
- Delivery of Capital Projects in timely and cost effective manner;
- Implementation of the key Strategies, including Zero Waste, Local Housing & Environment Sustainability & Climate Change;
- Explore the opportunities available through the use of digital processes and current IT systems.

**Craig Hatton**  
**Executive Director**

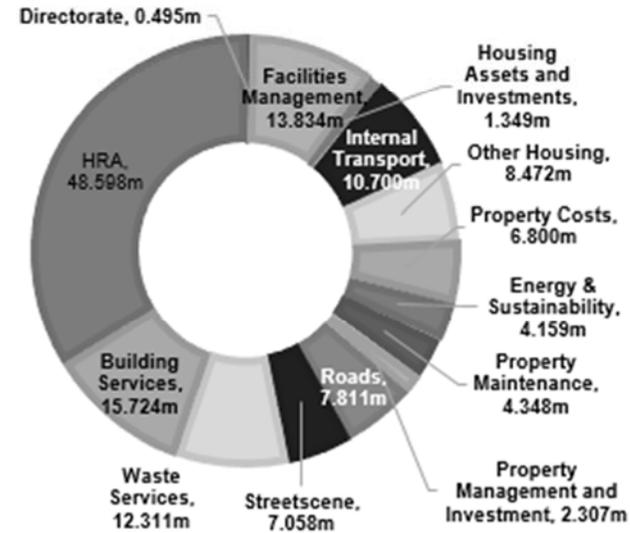
### 3. Our budget and how we intend to spend it

Chart Area

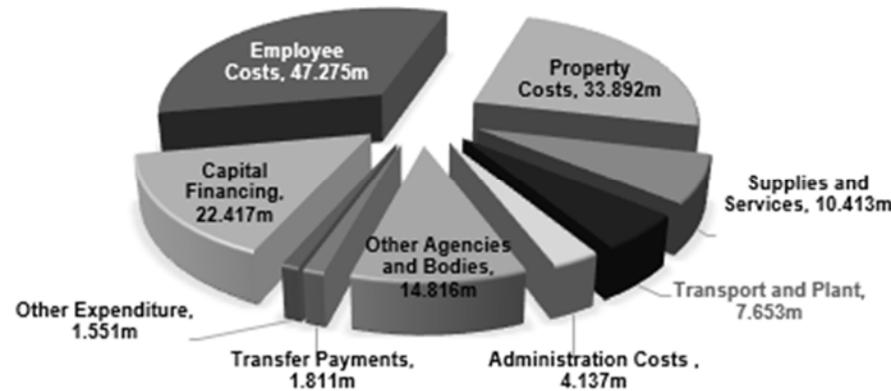
**Capital - Main areas of spend**



**Revenue - What Do We Deliver**



**Where The Money Goes**



## 4. Key drivers for our services

There are a number of factors and legislation which directly influence the work carried out by the Directorate on a day to day basis, the most significant are:

**Housing (Scotland) Act 2001** - An Act of the Scottish Parliament to make provision about housing, including provision about homelessness and the allocation of housing accommodation by social landlords, the tenants of social landlords, the regulation of social landlords, Scottish Homes, the strategic housing functions of the Scottish Ministers and local authorities and grants for improvement and repairs; and for connected purposes.

**Housing (Scotland) Act 1987 Part II, Homeless Persons as amended by Housing (Scotland) Act 2001 Part I and the Homelessness etc. (Scotland) Act 2003** - The above legislation places statutory duties on local authorities to assess households who are homeless or threatened with homelessness.

**Welfare Reform Act 2012** - Changes to the benefits system are having an impact on the rental income for Housing Services. The introduction of Universal Credit, direct payment of rent benefits to the tenants rather than directly to Housing Services, began in April 2015. Full digital service of Universal Credit began to be rolled out in North Ayrshire in November 2017. The roll out will continue until 2022, providing a risk of higher rent arrears.

**Statutory guidance, legislation and the regulatory framework (Housing)** - The remaining sections of the 2014 Housing (Scotland) Act are expected to take effect from early 2019. The Act covers key areas such as; allocation of social housing; use of Short Scottish Secure Tenancies, antisocial behaviour, the eviction process, and other tenant's rights (e.g. assignation, succession etc.).

**General Data Protection Regulation (GDPR)** - This regulation is designed to assist compliance with the EU General Data Protection Regulation. It is designed to assess and evaluate data protection practice and compliance within businesses across a number of key areas.

**Environmental Protection Act 1990** - This act covers amongst other things, waste on-land and litter. The intention of the Act is to strengthen pollution controls and support enforcement.

**Waste (Scotland) Regulations 2012** - The regulations provide a regulatory framework to support the delivery of sustainable waste management. The Council has a Zero Waste Strategy that has enabled the requirements of these regulations to be met and contains actions to meet future requirements as they are enacted.

**Zero Waste Plan** - Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society. This vision describes a Scotland where all waste is seen as a resource; waste is minimised; valuable resources are not disposed of in landfill sites, and most waste is sorted, leaving only limited amounts to be treated.

To achieve this vision the Plan sets out the following future key targets/requirements:-

- Recycle 60% of household waste by 2020;
- Cease disposal of Biodegradable Waste to landfill by 31st December 2020;
- Recycle 70% of all waste by 2025; and
- Reduce the waste disposed of to landfill to a maximum of 5% by 2025.

The general principle of the Zero Waste Plan is to move waste management along the waste hierarchy to more environmentally beneficial methods.

**Household Waste Recycling Charter and Code of Practice** - This voluntary Charter and associated Code of Practice (CoP) sets out a framework for implementing consistent recycling collections across Scotland. Following an options appraisal, and in light of the current uncertainty around the potential impact of a Deposit and Return Scheme in Scotland, a transitional stepped change towards compliance with the Charter is being taken, with a future assessment being made on the viability of a separate glass collection, once the full details of the proposed DRS are known.

**The Flood Risk Management (Scotland) Act 2009** - This provides a framework to identify and effectively manage areas at risk of flooding. The Council is lead authority for the Local Flood Plan District for Ayrshire and a Flood Risk Management Strategy and Plans are now in place.

**Roads (Scotland) Act 1984** - This legislation outlines the powers and provides the framework to enable local roads authorities to undertake their duties and responsibilities in relation to the maintenance of the roads infrastructure under the Act.

**Climate Change (Scotland) Act 2009** - The Act creates the statutory framework for greenhouse gas emission reductions in Scotland by setting an interim 42% reduction target for 2020, with the power for this to be varied based on expert advice, and an 80 percent reduction target for 2050. To help ensure the delivery of these targets, this part of the Act also requires that the Scottish Ministers set annual targets, in secondary legislation, for Scottish emissions from 2010 to 2050.

The Act places climate change duties on Scottish public bodies, including Councils, that in exercising their functions they act:

- in a way best calculated to contribute to the delivery of the targets set in or under Part 1 of the Climate Change Act;
- in the way best calculated to help deliver any programme laid before the Scottish Parliament under section 53;
- in a way that it considers is most sustainable.

**Renewable Energy** - Scottish Government updated the Scottish Renewables Action Plan 2009 with the Routemap for Renewable Energy in Scotland 2011. The original Renewables Action Plan set out short term actions towards the delivery of 2020 targets for renewable energy. This updated and expanded Routemap reflects the challenge of the Government's target to meet an equivalent of 100% demand for electricity from renewable energy by 2020, as well as our target of 11% renewable heat.

**Scottish Government Draft Electricity Generation Policy Statement (EGPS)** -

The draft EGPS is constructed around a number of relevant targets and related requirements:

- Delivering the equivalent of at least 100% of gross electricity consumption from renewables by 2020 as part of a wider, balanced electricity mix, with thermal generation playing an important role through minimum of 2.5 GW of thermal generation progressively fitted with Carbon Capture and Storage (CCS);
- Enabling local and community ownership of at least 500MW of renewable energy by 2020; and
- Lowering final energy consumption in Scotland by 12%.

**Scottish Government Heat Policy Statement** - The Heat Policy Statement sets out the Scottish Government's future policy direction for addressing the three key aspects of the heat system:

- How we use it (heat demand and its reduction)
- How we distribute and store it (heat networks and heat storage)
- Where our heat comes from (heat generation)

**Energy Efficiency Standard for Social Housing (ESSH)** - This aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases.

**A Good Food Nation Bill** - The Scottish Government wants food to be a key part of what makes the people of Scotland proud of their country and communities, food which is both tasty to eat and nutritious, is grown locally where possible and environmentally sustainable.

**Burial and Cremation (Scotland) Act 2016** - The Act was passed by the Scottish Parliament on 22 March 2016 and received Royal Assent on 28 April 2016.

The Act consists of seven parts covering burial, cremation, arrangements, inspection, funeral directors, miscellaneous (including licensing, codes of practice & regulations) and general issues. Many of the Act's provisions are rooted in recommendations made by various review groups, particularly the Infant Cremation Commission and the Burial & Cremation Review Group.

Different parts of the 2016 Act will be commenced at different times. Where Regulations are to be made, they will be designed in collaboration with stakeholders and will be subject to public and stakeholder consultation.

## 5. Directorate Priorities

This Plan identifies how we will contribute to achieving the Council's vision '**To be a leading organisation defined by excellent and innovative services**'. The Plan also outlines our key priorities for the next year and how we will support our people to deliver on these. The Plan gives an overview of our services, what we aim to achieve, information on our resources, our key actions and the performance indicators we will use to measure how well we are meeting the needs of the communities we serve. This Plan focuses on how the Directorate supports the delivering of the Council strategic priorities for the year ahead, while learning lessons from the past.

A full list of our performance indicators and actions can be found in Section 12.

### 5.1 Our Priorities



## **6. What we do**

The directorate provides a wide range of services through two integrated delivery areas of Physical Environment and Commercial Services. These services are outlined below.

### **6.1 Physical Environment**

#### **6.1.1 Housing & Corporate Sustainability Service**

Housing Services manages approx. 13,000 properties. Our overarching aim is to provide excellent, value for money services to our customers, clients, tenants and those on our North Ayrshire Housing Register.

Further to this we aim to assist anyone who may be homeless, and contribute to the wider community by helping provide safer communities, tackling antisocial behaviour and assisting in meeting the need for support services in North Ayrshire. We also have a key strategic role in the regeneration of areas within North Ayrshire by planning for, and delivering, projects and services that contribute to the provision of new affordable housing and the development of sustainable communities.

Key activities for Housing fall within five main headings; these can be summarised as follows:

- Housing Management
- Homelessness
- Safer Communities
- Housing Strategy & Development
- Customer Service & Tenant Involvement
- Providing Value for money

The Sustainability remit includes lead responsibility for driving forward the sustainability agenda, identification and implementation of renewable energy and energy efficiency projects, management of the Council’s energy and water consumption and billing, and co-ordination of action on biodiversity.

The Sustainability Team works closely with a variety of services across the Council, but in particular with Housing Services and Property Management & Investment Services. This work is in relation to fuel poverty strategy, renewable energy and energy efficiency in capital projects, and compliance with the Energy Efficiency & Social Housing Standard.

#### **6.1.2 Building Services**

The service completes approximately, 50,000 jobs per year and generates an income of approximately £15.5m.

The Service undertakes the co-ordination and completion of onsite repairs, planned maintenance, improvement and adaptation of Council owned properties, consisting of; approximately 13,000 homes, and 360 non housing properties including schools, public halls, libraries and offices.

### **6.1.3 Facilities Management**

Facilities Management provides catering to 62 schools, 8 residential units, 8 day care facilities, daily community meals, lunch clubs and event catering, including Tournament Café, Garnock Campus, Portal and weddings and special events across North Ayrshire.

The Service also provides cleaning to 167 operational buildings; cleaning of void Council housing prior to re-letting, janitorial services to schools and nurseries, 67 school crossing patrols and cleaning of public conveniences.

### **6.1.4 Property Management & Investment**

Property Management & Investment is responsible for the effective asset management of the Council's housing and non-housing property assets and for ensuring the property assets are maintained in a condition that is compliant with all legislative requirements.

The services provided include design, project management and monitoring of all capital and revenue related property projects and commercial estates management.

### 6.1.5 Key Strategies

Physical Environment has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Local Housing Strategy 2018-2022	<ul style="list-style-type: none"> <li>■ The supply of housing meets the needs and aspirations of local people;</li> <li>■ People live in good quality homes that they can afford to heat;</li> <li>■ Our homes are located in strong, stable and safe communities;</li> <li>■ People receive the support they need to live independently at home, for as long as possible;</li> <li>■ Homeless services focus on early intervention, prevention and sustainable housing solutions.</li> </ul>	Dec 2017	2022	Annual
Strategic Housing Investment Plan (SHIP)	<p>To ensure maximum benefit is achieved from social housing investment, all development projects must:</p> <ul style="list-style-type: none"> <li>■ Consider their role in providing health benefits to tenants, and supporting young people to maximise their educational attainment;</li> <li>■ Be attractive and have aesthetic value, to contribute to the regeneration of North Ayrshire;</li> <li>■ Be sustainable. Project design, building materials and component parts will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion;</li> <li>■ Recognise local needs and aspirations, and become an integral part of existing estates. Homes should be designed in such a way that they can be ‘homes for life’ and easily adapted to the changing needs of their occupants;</li> <li>■ Maximise return on investment and value for money by considering build and lifetime maintenance costs;</li> <li>■ Involve the local community through consultation and wider action initiatives;</li> <li>■ Seek to continually improve, with lessons learnt and good practice shared across all partners; and</li> <li>■ Construction of social housing by the Council and RSL partners.</li> </ul>	Sept 2017	March 2023	Annual

**‘Place’ Directorate Plan 2018 update**

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Antisocial Behaviour Strategy 2015-18	<ul style="list-style-type: none"> <li>■ Levels &amp; fear of crime and antisocial behaviour have reduced and crimes being detected have increased;</li> <li>■ Reoffending has reduced;</li> <li>■ The harmful effects of drugs and alcohol are reduced;</li> <li>■ Levels of domestic abuse have decreased and a higher level of support is provided to victims;</li> <li>■ Road Safety has improved;</li> <li>■ Fire safety has improved;</li> <li>■ Fear of crime and antisocial behaviour has reduced;</li> <li>■ More residents engage in community activities and volunteering.</li> <li>■ Reduction in Environmental crimes.</li> </ul>	April 2015	April 2018	2018
Tenant Participation Strategy 2017-22	<ul style="list-style-type: none"> <li>■ Customers are well informed and can communicate with us easily;</li> <li>■ Involvement is accessible and inclusive;</li> <li>■ There are a range of opportunities to take part and get feedback;</li> <li>■ Customer involvement influences service delivery;</li> <li>■ Customers are supported to build their capacity and confidence;</li> <li>■ A culture of participation is embedded in Housing Services;</li> <li>■ The Service continually adapts to meet changing needs.</li> </ul>	Dec 2017	Dec 2022	Annual
Violence Against Women Strategy 2015-18	<ul style="list-style-type: none"> <li>■ A greater proportion of people of all ages in North Ayrshire are aware of the issues around violence against women and girls and are empowered to challenge abusive and violent behaviour;</li> <li>■ Employers in North Ayrshire have robust policies and procedures, reflecting best practice, relating to gender equality, flexible working and sexual harassment;</li> <li>■ A reduction in all forms of violence and abuse;</li> <li>■ Increased awareness of the early signs of abuse across all sectors, with service providers able to intervene sensitively and effectively.</li> </ul>	April 2015	April 2018	2018
Estate Strategy	<ul style="list-style-type: none"> <li>■ Rationalisation and remodelling of the Council's property portfolio on a locality by locality basis.</li> <li>■ Improve the condition, common areas, occupancy and income of the industrial property portfolio.</li> <li>■ Support the transformation of the Education estate, improving condition and suitability</li> </ul>	April 2017	Mar 2020	Annual

**‘Place’ Directorate Plan 2018 update**

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Neighbourhood Vision – Remodelling of the Council’s Operational Property Portfolio	<ul style="list-style-type: none"> <li>■ Provide fit-for-purpose and conveniently located ‘service hubs’ that service users can readily access;</li> <li>■ Provide fit-for-purpose and conveniently located education and leisure facilities for service users;</li> <li>■ Provide modern, flexible and well laid out office accommodation for staff that is economically and environmentally efficient.</li> <li>■ Support community empowerment through enabling asset transfers.</li> </ul>	April 2015	Mar 2018	Annual
Property Asset Management Plan	<ul style="list-style-type: none"> <li>■ Maintain a fit-for-purpose property portfolio that is compliant with all legislative requirements and meets the needs of service users</li> <li>■ Implement outcome of Service review.</li> <li>■ Ensure the non-housing property portfolio is being utilised effectively and efficiently</li> </ul>	April 2017	Mar 2020	Annual
Housing Asset Management Plan	<ul style="list-style-type: none"> <li>■ Maintain a fit-for-purpose Council housing portfolio that is compliant with all legislative requirements and meets the needs of our tenants.</li> </ul>	April 2017	Mar 2020	Annual
Environmental Sustainability & Climate Change Strategy	<ul style="list-style-type: none"> <li>■ Support affordable warmth to households across North Ayrshire</li> <li>■ Develop a green economy;</li> <li>■ Reduce carbon emissions from transport and travel;</li> <li>■ Lead the way in making our operational activity more sustainable;</li> <li>■ Increase in renewable energy generation;</li> <li>■ Corporate awareness of the need to integrate sustainability into strategic and operational decision making and evidence of this in practice.</li> <li>■ Reduction in carbon emissions</li> </ul>	Nov 2017	Mar 2020	Annual
Local Biodiversity Action Plan	<ul style="list-style-type: none"> <li>■ Improvement in the conservation of important habitats and species</li> </ul>	2015	2018	2018

## 6.2 Commercial Services

### 6.2.1 Waste Resources

Waste Resources provides a waste collection and recycling service to all households within this area. A similar service is provided to approximately 1,400 commercial waste producers, within a competitive market realising an annual income in excess of £1.6m.

We operate 4 household waste recycling centres together with a transfer station at Shewalton, Irvine and one in Brodick, Arran.

Our waste awareness team provides guidance to households and businesses. We also deliver talks and presentations to local schools and community groups encouraging participation in the Council's recycling services and increased knowledge of the environmental impacts of waste, resource efficiency, and the Zero Waste challenge.

### 6.2.2 Transport Hub & Vehicle Maintenance

The Transport Hub and Vehicle Maintenance Service provide a centralised Council transport facility through the following key functions;

- Procurement and maintenance of all Council fleet vehicles and plant. Ensuring the fleet of 646 vehicles and heavy plant are compliantly maintained and operated in accordance with the Council's Operator's Licences and Road Transport legislation;
- Provision of a Corporate Transport facility for all transport and journey requirements for the Council. The Transport Hub facilitates a centralised enquiry and hire desk to enhance the planning, utilisation, budgeting, scheduling, and best procurement value;
- School Transport and Social Care Transport.

The Hub operates an MOT testing station which helps to facilitate the inspection programme that ensures a minimum standard for taxis and other licenced vehicles within North Ayrshire.

### 6.2.3 Roads

The Roads Service provides a diverse range of statutory and regulatory services in addition to the provision of front line services.

The service manages the Roads Infrastructure in accordance with the strategy set out within the Roads Asset Management Plan and is responsible for the maintenance of roads infrastructure comprising 1035km roads, 1009km footways, 23,350 street lighting columns, 397 bridges/structures, culverts and retaining walls; flood prevention, coastal protection and watercourses; Traffic management; Road Safety Improvement Strategy and initiatives; and Winter Maintenance and Weather Emergencies.

In addition the Service is responsible for the maintenance of a number of Council owned roads, footpaths, lighting columns and structures that don't form part of the adopted road network.

## 6.2.4 Streetscene

Streetscene undertakes strategic, statutory obligation and asset management responsibilities, regarding physical assets and open space within the public realm.

The service maintains 2,410 hectares of public open space, A Country Park, 14 local parks, 44 cemeteries and burial grounds, 37 war memorials & monuments, 366 hectares of woodlands, 3 allotments, 91 sports facilities and playing fields, 84 equipped play areas and 12 multi-use games areas, residential greenspace, 38 water courses and open water features, 5 promenades and 16 beaches, three of which are Sites of Special Scientific Interest.

Streetscene is also responsible for the litter clearing of the roads infrastructure comprising of 1035km, with 1009km of Footways and programmed cleaning of streets, open spaces and beaches including the removal of fly-tipping and graffiti.

In addition, the service also provides a burials and bereavement service conducting over 800 interments and approximately 16,000 memorial inspections each year.

## 6.2.5 Key Strategies

Commercial Services has responsibility for the development and implementation of the following strategies:

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Fleet Asset Management Plan	<ul style="list-style-type: none"> <li>Effective management of assets to deliver Council services.</li> </ul>	Apr 2017	Mar 2020	Annual
Zero Waste Strategy	<ul style="list-style-type: none"> <li>Long term objective is to divert waste from landfill and meet the requirements of the zero waste regulations and the national waste agenda.</li> <li>Promoting waste prevention, minimising, re-use, recycling and recovering of as much waste as possible.</li> </ul>	2018	2022	Every 5 years
Roads Asset Management Plan	<ul style="list-style-type: none"> <li>Continue to improve North Ayrshire Council's Roads Infrastructure.</li> </ul>	2017	2020	Annual
Lighting Asset Management Plan	<ul style="list-style-type: none"> <li>Continue to improve North Ayrshire Council's Lighting Infrastructure</li> </ul>	2017	2020	Annual
Flood Risk Management Plan	<ul style="list-style-type: none"> <li>Continue to Implement Requirements of the Flood Risk Management (Scotland) Act;</li> <li>To prevent or minimise coastal erosion.</li> </ul>	2016	2022	Every 6 years
Road Safety Plan	<ul style="list-style-type: none"> <li>Reducing the number of people killed or injured on North Ayrshire's road network.</li> </ul>	2015	2020	Every 5 years
Winter and Weather Emergencies Plan	<ul style="list-style-type: none"> <li>Fulfil the Council's statutory obligation to ensure the safe movement of vehicular and pedestrian traffic appropriate to the prevailing weather conditions;</li> <li>Establish a pattern of working which will keep delays, diversions or road closures to a minimum during adverse weather conditions.</li> </ul>	2018	2019	Annual

**‘Place’ Directorate Plan 2018 update**

Strategy Name	Key Strategy Outcomes	Start Date	End Date	Review Date
Open Space Strategy	<ul style="list-style-type: none"> <li>■ To provide and showcase North Ayrshire Open Space.</li> <li>■ To help reduce local inequalities by ensuring all communities have access to high quality, well equipped clean and safe open space.</li> </ul>	2017	2027	Annual
Open Space Asset Management Plan	<ul style="list-style-type: none"> <li>■ To ensure the maintenance and protection of all types of open space in North Ayrshire so as to achieve the maximum benefit from that provision.</li> </ul>	2017	2027	Annual
Tree & Woodland Policy	<ul style="list-style-type: none"> <li>■ Effective management of trees and woodlands for which North Ayrshire Council is responsible.</li> </ul>	2014	2024	Annual
Litter, Fly Tipping and Dog Fouling Prevention Strategy	<ul style="list-style-type: none"> <li>■ Ensure a coordinated, best practice approach to litter, fly-tipping &amp; dog fouling prevention and management;</li> <li>■ Encourage a social contract with communities to protect and enhance the local environment.</li> </ul>	2014	2019	2019
Fly Posting Policy	<ul style="list-style-type: none"> <li>■ A cleaner greener environment</li> <li>■ Improved appearance for residents, visitors, businesses and tourists</li> </ul>	2017	2022	2020

## 7. Our Improvement Journey

We believe in continual improvement and constantly look to improve outcomes of our communities as well as providing value for money. To inform this improvement we seek feedback from both our communities about their satisfaction and from our staff, and partner organisations. We gather information and undertake a range of audits and self-assessments both by external bodies and internally. All of these are used to assist us in understanding our strengths and to identify areas for improvement and inform our plans.

The Directorate support self-assessment, including implementing a proportionate and structured programme of activity across the Directorate and Services.

Our improvement journey will also involve reshaping our finances and the way we work. We want to do that by working with the public, North Ayrshire businesses, and other public bodies, and, of course, our staff.

## 8. Improving Children's Outcomes

We are committed to supporting the corporate aim to become a child centred council, where children and young people are at the heart of everything we do.

Significant research including from the Joseph Rowntree Foundation highlights that many factors can contribute to improving outcomes for children and young people and, as such, activity by one or two services within the Council is unlikely to succeed. All Directorates therefore have a role to play in improving outcomes for children and young people.

Significant work is already underway across the Council to improve educational attainment, improve health outcomes, support parents and reduce youth unemployment.

The [Children's Services Plan](#) highlights four priorities shown in the table below and details several promises on how the priorities will be met.

Place Directorate helps improve children's outcomes by the following:

Children's Services Plan priority	What are you doing to support and add value to the delivery of priority	Existing Evidence
Improve how children and young people engage with school	<ul style="list-style-type: none"> <li>■ Capital Investment in the building of two new schools. This adds value to pupil's experience of their learning environment</li> <li>■ Ensure that school transport policy and arrangements allow pupils to arrive safely and timeously at start and end of the school day.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provision of free school meals ensures pupils are physically able to fully engage in lessons.</li> <li>■ Use Educational environment to maximise a pupils potential in learning and teaching.</li> <li>■ Organising school volunteering programmes in</li> </ul>

		<p>environmental litter picking initiatives.</p> <ul style="list-style-type: none"> <li>■ Co-ordinate and ensure that all transport needs are met for any identified vulnerable children across North Ayrshire.</li> </ul>
<p>Help children and young people to be physically active and be at a healthy weight</p>	<ul style="list-style-type: none"> <li>■ The school meals provided offer a wide and varied range of healthy choices. Our meals and recipes are a result the positive engagement with all pupils in regular feedback events.</li> <li>■ Recipes are reviewed regularly to ensure they remain nutritionally balanced.</li> <li>■ Demonstrations are organised with primary school children which build their understanding of all aspects contributing to the food chain.</li> <li>■ Taster sessions are offered to encourage pupils to widen their palette and to promote that healthy food is tasty.</li> </ul>	<ul style="list-style-type: none"> <li>■ Promote the use of playparks in North Ayrshire with a view to making them accessible and available to all.</li> <li>■ Grounds maintenance teams ensure outside play areas are functional and promote safe play.</li> <li>■ Representation from Facility Management Team at parent evenings, school events, transition meetings to promote healthy eating.</li> <li>■ Holiday hunger clubs with activities</li> </ul>
<p>Help to address and prevent early exposure to smoking, drinking and taking substances</p>	<ul style="list-style-type: none"> <li>■ Our monthly ‘Tenancy Matters’ publication promotes local bodies which support early intervention/prevention services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Current multi- agency approach to identify any anti-social behaviour allows for an immediate enforcement, response and support</li> </ul>
<p>Support the social and emotional development of children and young people</p>	<ul style="list-style-type: none"> <li>■ Investments in social housing developments.</li> <li>■ Advice and support is offered to all senior pupils offering housing options which prevent homelessness for young people.</li> <li>■ Policy to support the transitional arrangements for Care Leavers</li> </ul>	<ul style="list-style-type: none"> <li>■ Specialised teams support families who are in payment arrears in rent. This ensures families retain their tenancy and children home environment is stabilised.</li> </ul>
<p>Any other activities which helps improve children’s outcomes</p>	<ul style="list-style-type: none"> <li>■ Delivery of ‘energy lessons’ to schools in North Ayrshire</li> <li>■ Specialised advice and support to schools looking to explore and achieve the ‘Green Flag’ environmental standard.</li> <li>■ Supporting and providing modern apprentice places in our Services</li> </ul>	<ul style="list-style-type: none"> <li>■ Waste Awareness Teams share knowledge in re cycling by visiting schools.</li> <li>■ Attend and deliver presentations at school assemblies on the impact of waste on the environment.</li> </ul>

## 9. Managing our Risks

The Strategic Risks Management Plan for 'Place' is detailed at *Appendix A*.

## 10. Equalities

The Directorate supports the Council to fulfil its public sector equality duty and has undertaken a number of actions during 2017/18 to support the Equality Outcomes developed during 2016. The actions identified by all Council Services can be found in North Ayrshire Council Equality Outcomes section of the Council's external site.

Actions for the Place Directorate can be found in the table below:

Equality Outcomes*	Actions being taken to support the delivery of Equality Outcomes
In Ayrshire people experience safe and inclusive communities	<ul style="list-style-type: none"> <li>■ Implementation of the 2015-18 Antisocial Behaviour Strategy, of which three strategic outcomes are:                             <ul style="list-style-type: none"> <li>➤ Levels of crime and antisocial behaviour have reduced and crimes being detected have increased;</li> <li>➤ Reoffending has reduced;</li> <li>➤ Fear of crime and antisocial behaviour has reduced.</li> </ul> </li> <li>■ Implementation of the 2015-18 Violence Against Women Strategy, with outcomes based around four priorities:                             <ul style="list-style-type: none"> <li>➤ Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls;</li> <li>➤ Women and girls thrive as equal citizens: socially, culturally, economically and politically;</li> <li>➤ Interventions are early and effective, preventing violence and promoting women's safety and wellbeing;</li> <li>➤ Men desist from all forms of violence against women and girls and perpetrators of such violence received a robust and effective response.</li> </ul> </li> <li>■ Affordable living developments</li> <li>■ We play a key role in successful care in the community by providing modifications or home improvements which enable people with health and social care needs to remain in their own homes</li> <li>■ Streetscene have reviewed the play parks with a view to making them available to a wider audience. All equipment is DDA compliant and Streetscene are considering further accessible equipment in key play areas</li> <li>■ Waste Resources reviewed the assisted collection process in 2014 to make it easier to apply over the telephone. In addition the complaints/service request process for missed pull outs has been reviewed to ensure the service is more responsive</li> </ul>

<p>In Ayrshire people have equal opportunity to access and shape our public services</p>	<ul style="list-style-type: none"> <li>■ As part of the Sheltered Housing re-provisioning programme we are incorporating community hubs within the complexes. These will be used to provide physical activity classes and other services that will ameliorate social isolation and promote wellbeing.</li> <li>■ Implement Tenant Participation Strategy 2017-22, with outcomes based around 7 priorities: <ul style="list-style-type: none"> <li>➤ Customers are well informed and can communicate with us easily;</li> <li>➤ Involvement is accessible and inclusive;</li> <li>➤ There are a range of opportunities to take part and get feedback;</li> <li>➤ Customer involvement influences service delivery;</li> <li>➤ Customers are supported to build their capacity and confidence;</li> <li>➤ A culture of participation is embedded in Housing Services;</li> <li>➤ The Service continually adapts to meet changing needs.</li> </ul> </li> <li>■ A participatory budgeting approach to our ground maintenance service.</li> <li>■ Access to low cost garden services through the Garden Tidy Scheme.</li> </ul>
<p>In Ayrshire people have opportunities to fulfil their potential throughout life</p>	<ul style="list-style-type: none"> <li>■ Team delivering older people's housing strategy through new build sheltered housing units, refurbishments of existing sheltered housing and provision of amenity housing.</li> <li>■ Houses specially adapted to suit the needs of elderly groups.</li> <li>■ Focussed approach to improve the condition of schools and additional provision of nursery spaces for pre-schools.</li> <li>■ Annual plan to improve access to Council premises for disabled users.</li> <li>■ New build developments of day care centres and brains injury clinic.</li> <li>■ Aids and adaptations procedure to adapt houses to suit specific physical/mental impairment needs,</li> <li>■ Senior Living Developments.</li> <li>■ Transport provision with disabled access.</li> </ul>
<p>In Ayrshire public bodies will be inclusive and diverse employers</p>	

The Place Directorate has completed EIAs relating to various strategies and plans, as required.

Physical accessibility to building – Revenue budget has been identified to undertake accessibility adaptations to existing building and properties when required and new buildings are designed to accommodate accessibility.

Procurement of buses and vehicles takes account of passenger accessibility and adaptations are carried out where required.

## 11. Workforce Planning

The Directorate is committed to ensuring it has workforce fit for the future when developing plans to deliver our services.

The Our Future Workforce guide outlines what workforce planning is, the current workforce, our priorities for the future and a high level overview of financial and external factors which will impact the Council. The guide is complemented with a case study, our six step methodology and quick reference articles, in topics such as Vacancy Management, Voluntary Early Release, Redeployment and Workforce Management. Topics will continue to be evolved that support Directorates to shape our workforce of the future.

This provides a simple toolkit which helps managers to ensure that resources are deployed in the best possible way to support the delivery of excellent and innovate services.

As part of workforce planning:

- we will analyse Council priorities and likely projects, and expected areas of demand and growth;
- undertake a review of structures to deal with budgetary pressures and increasing demand;
- align staffing resources and skills to ensure fit with likely areas of future demand; and ensure that training and development is targeted towards new and developing areas and expected skills gaps;
- Support health & well-being and
- Address findings arising from the 2017 Employee Engagement Survey.

## 12. Delivery

Details of the 2018 actions and associated performance indicators and risks are shown below.

Key: SP4: Supporting all of our people to stay safe, healthy and active  
 SP5: Protecting and enhancing the environment for future generations  
 Enabler – underpins the delivery of the Council's Strategic Priorities

### Performance Indicators

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP4	HS – PI003	Number of new build Council housing units reaching completion on a yearly basis	56	7	34	n/a	64	114	Housing & Corporate SUST
SP4	HS – PI023	% of ASB cases reported in the last year which were resolved within locally agreed targets	95.15%	93.65%	100.85%	87.22% 1617 ARC	94%	94.5%	Housing & Corporate SUST
SP4	HS-PI005	Number of homeless presentations	744	761	1044	n/a	Minimise	Minimise	Housing & Corporate SUST
SP4	HS-PI046B	% of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.57%	80.00%	78.28%	88.40% 1617 ARC	82%	83%	Housing & Corporate SUST

**'Place' Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP4	HS - PI028	Average length of time taken to re-let properties in the last year (days)	16.07	15.44	16.78	37.33 1617 ARC	17	17	Housing & Corporate SUST
SP4	SP_DE_C18	Percentage uptake of school meals	59.31%	59.55%	Q3 58.79%	1516 54.27% APSE	59.00%	59.25%	Facilities Management
SP4	FM_PI001	Percentage uptake of free school meals (Primary)	85.71%	86.46%	Q3 84.05%	1516 79.51% APSE	86.25%	86.50%	Facilities Management
SP4	FM_PI002	Percentage uptake of free school meals (Secondary)	66.85%	70.7%	Q3 74.96%	1516 55.71% APSE	71.25%	71.50%	Facilities Management
SP4	SP_DE_B05	Number of people killed or seriously injured in road accidents	59	41	n/a	n/a	Minimise	Minimise	Roads
SP4	SP_DE_B06	Number of children killed or seriously injured in road accidents	0	7	n/a	n/a	Minimise	Minimise	Roads
SP4	SP_DE_B07	Number of people slightly injured in road accidents	195	210	n/a	n/a	Minimise	Minimise	Roads
SP5	CP_FCS_001	Overall carbon emissions from Council operations (tonnes)	50,709	46,053	n/a	n/a	45,137	44,685	Housing & Corporate SUST
SP5	PL_PI024	Amount of energy generated from low carbon sources across the Council's estate.		New indicator	n/a	n/a	8,050 kW	8,121 kW	Housing & Corporate SUST
SP5	NEW INDICATOR	No of empty homes brought back into use	n/a	32	43	n/a	45	50	Housing & Corporate SUST

**‘Place’ Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP5	SHSN04b	(Charter 12) Average time taken to complete non-emergency repairs	8.91	7.85	Q2 4.96	7.08 1617 ARC	6	6	Building Services
SP5	SOL_CORPA M01	Proportion of operational buildings that are suitable for their current use	89.80%	91.60%	n/a	79.80% 1617 SOLACE	92.00%	93.00%	Property Management & Investment
SP5	SOL_CORPA M02	Proportion of internal floor area of operational buildings in satisfactory condition	99.52%	99.70%	n/a	84.48% 1617 SOLACE	99.80%	99.90%	Property Management & Investment
SP5	SOL_HSN03	% of Council dwellings that meet the Scottish Housing Quality Standard	99.07%	98.67%	99.26%	93.63% 1617 SOLACE	99.40%	99.50%	Property Management & Investment
SP5	SOL_HSN05	Percentage of council properties at or above the appropriate NHER or SAP ratings specified in element 35 of the SHQS, as at 31 March each year.	99.69%	99.48%	99.92%	96.62% 1617 SOLACE	99.95%	99.95%	Property Management & Investment
SP5	SOL_ENV06	% of total household waste that is recycled (calendar year as per SEPA)	56.00%	55.31%	55.8%	45.20% 1617 SOLACE	54.5%	59%	Waste Resources
SP5	SP_DE_C03	% of waste reused (MSW)	0.46%	0.47%	0.47%	n/a	0.5%	0.5%	Waste Resources
SP5	SPI22_E	Overall percentage of road network that should be considered for maintenance treatment	37.8%	38.3%	39.1%	36.7% 1618 SCOTS/ SRMCS	39.3%	39.3%	Roads

**'Place' Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
SP5	SOL_ENV04e	% of Unclassified roads that should be considered for maintenance treatment	35.4%	34.6%	35.2%	39.0% 1618 SOLACE	36%	36%	Roads
SP5	SOL_ENV04b	% of Class A roads that should be considered for maintenance treatment	35.6%	36.2%	36.2%	20.2% 1618 SOLACE	37%	37%	Roads
SP5	SOL_ENV04c	% of Class B roads that should be considered for maintenance treatment	33.6%	36.8%	39.2%	35.9% 1618 SOLACE	40%	40%	Roads
SP5	SOL_ENV04d	% of Class C roads that should be considered for maintenance treatment	48.7%	50.8%	51.3%	36.2% 1618 SOLACE	52%	52%	Roads
SP5	OP_PL_LIGH T_01	Percentage of lamps restored to working condition within seven days	69.5%	94%	n/a	89.9% 1617 SCOTS /APSE	95%	95%	Roads
SP5	SENV03b	Street Cleanliness Index - % Clean	95.80%	90.60%	92.5%	93.9% 1617 SOLACE	94.00%	94.00%	Streetscene
SP5	SP_DE_C09	% of fly-tipping incidents on public land cleared within five working days	99.50%	99.60%	98.00%	n/a	98.00%	98.00%	Streetscene
SP5	SP_DE_C10	% of instances of graffiti removed within five working day timescale	97.00%	93.40%	100%	n/a	97.00%	97.00%	Streetscene

**‘Place’ Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	HS - PI001	Charter 1 % of tenants satisfied with the overall service provided by their landlord	87.6%	87.6%	87.6%	89.71% 1617 ARC	90%	90%	Housing & Corporate SUST
Enabler	SHSN01b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year - mainstream	3.23%	3.39%	3.59%	5.30% 1617 ARC	4.5%	4.5%	Housing & Corporate SUST
Enabler	SOL_HSN02	% of rent due in year that was lost due to voids	0.33%	0.33%	0.35%	0.87% 1617 ARC	0.5%	0.5%	Housing & Corporate SUST
Enabler	WR11	% of tenants on UC that are in rent arrears - HRA	84.2%	78.3%	79.1%	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI025	Number of UC arrears cases - HRA	203	299	875	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI026	Value of UC arrears - HRA	£112,045	£140,133	£373,024	n/a	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI027	% of homeless presentations as a result of evictions/Landlord actions (all tenures)	9%	12%	25%	Scot Gov 15%	Minimise	Minimise	Housing & Corporate SUST
Enabler	PL_PI028	TEMPORARY ACCOMMODATION - Current rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year	4.8%	3.8%	7.7%	n/a	5%	5%	Housing & Corporate SUST
Enabler	SP_DE_C16	% of tenants satisfied with repair service	98.95%	99.10%	97.37%	n/a	98%	98%	Building Services

**'Place' Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	SP_DE_C19	Net cost per school meal (including CEC)	£2.78	£2.63	n/a	£2.83 1516 APSE	£3.10	£3.15	Facilities Management
Enabler	SENV01	Net waste collection cost per premises	£55.75	£54.60	n/a	£64.46 1617 SOLACE	£53.13	£45.79	Waste Resources
Enabler	SENV02	Net waste disposal cost per premises	£107.49	£101.81	n/a	£98.94 1617 SOLACE	£116.19	£116.34	Waste Resources
Enabler	SOL_ENV07a	% of adults satisfied with refuse collection	88.33% 2013/16	87.67% 2014/17	n/a	81.67% 1417 SOLACE	85.00%	85.00%	Waste Resources
Enabler	SOL_ENV04a	Road cost per kilometre £	£10,820	£11,216	n/a	£10,456 1617 SOLACE	£11,015	£11,091	Roads
Enabler	SOL_ENV07b	% of adults satisfied with street cleaning	79.67% 2013/16	78.33% 2014/17	n/a	72.33% 1417 SOLACE	80%	80%	Streetscene
Enabler	SOL_ENV03a	Net cost of street cleaning per 1,000 population £	£14,875	£14,784	n/a	£14,726 1617 SOLACE	£15,563	£15,868	Streetscene
Enabler	SOL_C&L05b	% of adults satisfied with parks and open spaces	85.33% 2013/16	81.00% 2014/17	n/a	86.00% 1617 SOLACE	86.00%	86.00%	Streetscene
Enabler	SOL_C&L04	Cost of parks and open spaces per 1,000 population £	£29,817	£29,450	n/a	£21,581 1617 SOLACE	£23,290	£22,860	Streetscene
Enabler	PL_PI014	Number of stage 1 complaints received 'Place Directorate'	1036	1104	1187	n/a	1100	1050	Directorate

**'Place' Directorate Plan 2018 update**

Strategic Priorities	Indicator Ref.	Indicator Description	Actuals			Benchmark	Targets		Lead
			15/16	16/17	17/18		18/19	19/20	
Enabler	PL_PI016	Number of stage 2 complaints received 'Place Directorate'	29	42	52	n/a	50	45	Directorate
Enabler	PL_PI007	Number of days lost within 'Place' due to sickness absence per FTE per annum (days)	8.93	10.15	11.10	n/a	9	9	Directorate
Enabler	PL_PI022	Employee Engagement Level (Place)	62.8%	62.8%	68.5%	n/a	No survey planned	No survey planned	Directorate

## Actions

Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_020	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	<ul style="list-style-type: none"> <li>• Impact of welfare reform on individuals is minimised through access to information and specialist advice</li> <li>• Impact of welfare reform on the Housing Revenue Account is minimised.</li> </ul>	Housing & Corporate SUST	PL01

**‘Place’ Directorate Plan 2018 update**

SP4	PL_DP_026	Continue to implement the Strategic Housing Investment Plan (SHIP)	<p><b>The following new build and refurbishment projects will be completed in 2018/19:</b></p> <p>North Ayrshire Council projects:</p> <ul style="list-style-type: none"> <li>• Canal Court, Saltcoats</li> <li>• Dickson Court, Beith</li> <li>• Connel Court, Kilbirnie</li> <li>• Tarryholme Drive, Irvine</li> <li>• 2<sup>nd</sup> Hand Buy Back (Phase 3)</li> <li>• Empty Homes Buy Back (Phase 2)</li> </ul> <p>Cunninghame Housing Association projects:</p> <ul style="list-style-type: none"> <li>• Former Stanley Road PS, Ardrossan</li> <li>• Victoria Hotel, Largs</li> <li>• Sharphill, Saltcoats (Phase 3).</li> <li>• Weirston (Corsehillhead), Kilwinning.</li> <li>• Nelson Street (No. 67-73), Largs</li> </ul> <p>Irvine Housing Association projects</p> <ul style="list-style-type: none"> <li>• Tarryholme, Irvine (Phase 1)</li> </ul> <p><b>The following new build and refurbishment projects will start on-site in 2018/19:</b></p> <p>North Ayrshire Council projects:</p> <ul style="list-style-type: none"> <li>• Watt Court, Dalry</li> <li>• Flatt Road, Largs (Phase 1)</li> <li>• Dickson Drive, Irvine (Phase 2)</li> <li>• Ardrossan Road, Seamill (AHP)</li> <li>• Brathwic Terrace, Arran</li> <li>• Harbourside, Irvine</li> </ul> <p>Cunninghame Housing Association projects:</p> <ul style="list-style-type: none"> <li>• Ardrossan Harbour (Phase 2)</li> <li>• Ardoch Court, Stevenston</li> <li>• Balnagowan, Skelmorlie</li> <li>• Melvin House, Kilwinning</li> </ul>	Housing & Corporate SUST	

**‘Place’ Directorate Plan 2018 update**

Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP4	PL_DP_027	Implementation of the 2018-2022 Local Housing Strategy in partnership with key stakeholders	Implementation of the actions contained within the North Ayrshire LHS 2018-22 Outcome Plan, for example: <ul style="list-style-type: none"> <li>• Explore the viability of delivering alternative affordable housing delivery models in our most pressurised areas</li> <li>• Create a new ‘regeneration programme’ to further invest in refurbishing our existing housing stock and improving infrastructure in our lower demand areas</li> <li>• Build a ‘core’ specialist accommodation hub in each locality for those with specialist needs</li> <li>• Carry out island specific research to secure detailed data on housing need and demand to identify new rural housing solutions</li> <li>• Review the Scheme of Assistance to identify opportunities for wider use of our discretionary powers</li> <li>• Bring empty properties back into use</li> </ul>	Housing & Corporate SUST	PL02
SP4	PL_DP_044	Participate in the Syrian Resettlement Programme in partnership with the Home Office , COSLA and the Scottish Government	By 2021 a total of 160 refugees are resettled in North Ayrshire communities	Housing & Corporate SUST	
SP4	HS_SP_022	Implement and continue to review the Tenant Participation Strategy 2017-22	<ul style="list-style-type: none"> <li>• Customers are well informed and can communicate with us easily</li> <li>• Involvement is accessible and inclusive</li> <li>• There are a range of opportunities to take part and get feedback</li> <li>• Customer involvement influences service delivery;</li> <li>• Customers are supported to build their capacity and confidence</li> <li>• A culture of participation is embedded in Housing Services</li> <li>• The Service continually adapts to meet changing needs</li> </ul>	Housing & Corporate SUST	

**'Place' Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP4	PL_DP_028	Review the North Ayrshire Housing Allocation Policy in line with new statutory guidance	<ul style="list-style-type: none"> <li>• Ensured compliance with new statutory requirements</li> <li>• Meet the needs of local residents</li> </ul>	Housing & Corporate SUST	
SP4	NEW ACTION	Progress the review of high flat accommodation in Irvine and Saltcoats	<ul style="list-style-type: none"> <li>• Decision taken on future provision</li> </ul>	Housing & Corporate SUST	

**‘Place’ Directorate Plan 2018 update**

SP4	PL_DP_046	Work with members of the Safer North Ayrshire Partnership to develop a Community Safety Strategy.	<p>A partnership model which improves community safety across North Ayrshire including:</p> <p>Violence Against Women:</p> <ul style="list-style-type: none"> <li>• Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls</li> <li>• Women and girls thrive as equal citizens: socially, culturally, economically and politically</li> <li>• Interventions are early and effective, preventing violence and promoting women's safety and wellbeing</li> <li>• Men desist from all forms of violence against women and girls and perpetrators of such violence receive a robust and effective response</li> </ul> <p>AntiSocial Behaviour:</p> <ul style="list-style-type: none"> <li>• The root causes of ASB are actioned through prevention and early intervention,</li> <li>• Working together to achieve shared outcomes through a holistic approach to tackling ASB, with a focus on partnership working</li> <li>• Communities are engaged in a meaningful way as part of the development of strategies and services, and kept them informed of progress.</li> <li>• Communicating better as partners to ensure positive, co-ordinated and evidence-based messages are shared with the public</li> </ul>	Housing & Corporate SUST	
SP4	PL_DP_047	Implement new delivery model of CCTV	A new delivery model for CCTV is in place	Housing & Corporate SUST	
SP4	PL_DP_048	Review Homeless and Supporting People Service Provision across North Ayrshire	Service model meets the needs of service users and is aligned to national priorities	Housing & Corporate SUST	PL01

**‘Place’ Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP4	PL_DP_030	Continue to encourage the uptake of school meals and support children and young people to make healthier choices	<ul style="list-style-type: none"> <li>• An increase in the uptake of school meals</li> <li>• Implementation of a range of marketing activities to raise the profile and increase the current school meal uptake</li> <li>• Toolkits completed in all schools in partnership with Education and Youth Employment to encourage better eating/better learning</li> <li>• Retain The Gold Food for Life Accreditation from The Soil Association</li> </ul>	Facilities Management	
SP4	PL_DP_023	Continue to address North Ayrshire Council's statutory responsibilities under the Flood Risk Management Scotland Act (2009)	Progression of the Flood Risk Management action plan including: <ul style="list-style-type: none"> <li>• Upper Garnock Flood Protection Scheme</li> <li>• Millport Coastal Flood Protection Scheme</li> <li>• Millburn flood protection work</li> </ul>	Roads	
SP4	PL_DP_024	Deliver the Road Safety Plan	The number of people killed or injured on North Ayrshire's Road Network will reduce.	Roads	

**'Place' Directorate Plan 2018 update**

Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	PL_DP_007	Deliver the Environmental Sustainability & Climate Change Strategy 2017-2020 (ESCCS2)	<p>Implementation of the ESSCS2, for example through:</p> <ul style="list-style-type: none"> <li>• Installation of a pilot solar panel retrofit programme on Council housing</li> <li>• Completion of our first district heating scheme in Stevenston, providing renewable heat to 28 new build sheltered homes and Glencairn Primary School</li> <li>• Procurement of a supply partner to deliver our white label energy proposal</li> <li>• Complete construction of two sustainable demonstrator homes as part of a new build Council housing development at Dickson Drive, Irvine</li> </ul>	Housing & Corporate SUST	PL02
SP5	PL_DP_049	Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate.	<ul style="list-style-type: none"> <li>• Complete capital construction projects that reflect the latest energy efficiency technologies and standards.</li> <li>• Deliver of an 'Energy Challenge' within schools to increase awareness on sustainability and climate change, and reduce energy consumption and waste</li> <li>• Implementation of a range of energy efficiency measures to non -domestic Council buildings to reduce carbon emissions and provide revenue savings</li> <li>• Implementation of the Low Carbon Behaviour Strategy to encourage energy conservation among building users</li> </ul>	Housing & Corporate SUST	PL02

**'Place' Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP5	HS_SP_002	Improve the quality of private sector housing	<ul style="list-style-type: none"> <li>• Undertake research into the condition issues within private sector housing to inform future action</li> <li>• Review our approach to the use of legislative discretionary powers to tackle private sector housing disrepair</li> <li>• Visit homes to assess whether they meet the tolerable and repairing standards, and work with landlords, owners and tenants to secure remedial action where required</li> </ul>	Housing & Corporate SUST	
SP5	SUST_017	Work in partnership with Government agencies to develop and plan electric charging infrastructure throughout North Ayrshire	<ul style="list-style-type: none"> <li>• Preparation of a new Electric and Low Emission Vehicle Strategy for North Ayrshire</li> <li>• Continued expansion of the electric charging infrastructure network in North Ayrshire</li> </ul>	Housing & Corporate SUST	PL02
SP5	PL_DP_005	Implement the action plan to increase the Energy Efficiency Standard for Social Housing (ESSH)	<ul style="list-style-type: none"> <li>• Increased level of ESSH compliance</li> </ul>	PM&I	PL02
SP5	PL_DP_013	Continue to develop and implement actions arising from the Property Asset Management Plan and implement the outcomes of the Service.	<ul style="list-style-type: none"> <li>• Increase occupancy levels and income within the Council's commercial estate</li> <li>• Reduction in Council operational floor space</li> <li>• Reduction in property running costs</li> <li>• Increase the proportion of buildings suitable for their current use</li> <li>• Reduced level of void properties</li> </ul>	PM&I	PL04
SP5	NEW ACTION	Complete review and re-structure of Estates & Assets team	<ul style="list-style-type: none"> <li>• Improved level of performance and satisfaction</li> </ul>	PM&I	

**‘Place’ Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP5	PL_DP_014	Continue to develop and implement actions arising from the Housing Asset Management Plan	<ul style="list-style-type: none"> <li>• Reduce level of void properties</li> <li>• Improved condition of non-adopted HRA roads infrastructure</li> <li>• Increase in number of properties meeting EESSH &amp; SHQS</li> <li>• Increased partnership working with private home owners to improve the condition of mixed tenure housing stock</li> </ul>	PM&I	PL04
SP5	PL_DP_015	Continue to improve capital governance of construction projects	<ul style="list-style-type: none"> <li>• Projects are delivered on time, within budget and to a high standard to comply with the requirements set out by the project board</li> </ul>	PM&I	
SP5	PL_DP_001	Continue to deliver and develop improved sustainable waste management arrangements through the Council's Zero Waste Strategy.	<ul style="list-style-type: none"> <li>• Implementation of actions within the Zero Waste Strategy 2018-2022 which will incorporate the implementation of enhanced waste and recycling services,</li> <li>• Delivery of comprehensive education and promotion campaigns;</li> <li>• Development of a community composting facility on Arran through delivery of a Public Social Partnership with the 3rd Sector;</li> <li>• Collaborative working with community partners and stakeholders to support Arran becoming a "Sustainable Island"; and</li> <li>• Providing services which support sustainable waste management and promote the Circular Economy, providing environmental, social and economic benefits to our communities.</li> </ul>	Waste Resources	PL02

**‘Place’ Directorate Plan 2018 update**

Strategic Priorities	Action Reference	Action Description	What success will look like	Lead Service	Link to Risk
SP5	NEW ACTION	Develop and Implement Single-use Plastic Waste Prevention Action Plan	<ul style="list-style-type: none"> <li>• Develop and implement a 'Single-use Plastic Waste Prevention Action Plan' and seek Cabinet approval to move towards being a "Plastic-Free Council";</li> <li>• Work with other services to establish the existing use of single-use plastics across the Council; and</li> <li>• Work with community partners and local businesses to promote initiatives to prevent and reduce the impact of single-use plastics on the local environment.</li> </ul>	Waste Resources	PL02
SP5	PL_DP_004	Continue to develop Sustainable Business Travel arrangements.	<ul style="list-style-type: none"> <li>• Sustainable Business Travel Policy created and implemented</li> <li>• Reduced carbon emissions</li> <li>• Reduced grey fleet business mileage</li> <li>• Explore the potential of widening the successful CarShare scheme to communities and businesses</li> </ul>	Transport Hub	PL02
SP5	PL_DP_012	Continue to develop and implement actions arising from the Fleet Asset Management Plan	<ul style="list-style-type: none"> <li>• Reduction in vehicle carbon emissions</li> <li>• Improved fuel efficiency</li> <li>• Increase in alternatively fuelled vehicles</li> <li>• Increase utilisation of fleet</li> <li>• Provision and operation of a well maintained vehicle fleet</li> <li>• Operator's licence maintained</li> </ul>	Transport Hub	PL04

**'Place' Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP5	PL_DP_008	Continue to implement actions arising from Street Lighting Review and Asset Management Plan - LED conversion and Capital replacement.	<ul style="list-style-type: none"> <li>• Reduction in energy consumption.</li> <li>• Reduction in Carbon Emissions</li> <li>• Reduction in service enquiries/complaints from longer life lamps</li> <li>• Conversion of all street lighting infrastructure to low energy lighting.</li> <li>• Well maintained lighting assets that meet legal requirements</li> </ul>	Roads	PL02
SP5	PL_DP_016	Continue to develop and implement the actions arising from the Roads Asset Management Plan	<ul style="list-style-type: none"> <li>• Reduction in accident statistics</li> <li>• Maximise RCI within available budgets</li> <li>• Reduction in carbon emission</li> <li>• Improved satisfaction with the Road Service</li> </ul>	Roads	PL04
SP5	NEW ACTION	Progress repair to Largs Seawall	<ul style="list-style-type: none"> <li>• Work completed</li> </ul>	Roads	
SP5	PL_DP_017	Continue to develop and implement actions arising from the Open Space Asset Management Plan	<ul style="list-style-type: none"> <li>• Well maintained assets that meet legal requirements</li> <li>• Provision of appropriate open space and associated facilities/furniture</li> <li>• Improved LEAMS &amp; LAMS scores</li> </ul>	Streetscene	PL04
SP5	PL_DP_018	Continue to implement the Litter, Fly Tipping and Dog Fouling Prevention Strategy	<ul style="list-style-type: none"> <li>• Improve cleanliness scores</li> <li>• Increase community engagement</li> <li>• Effective approach to enforcement</li> </ul>	Streetscene	

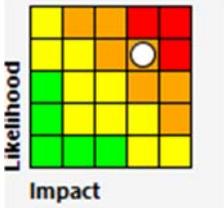
**‘Place’ Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
SP5	PL_DP_019	Deliver the Cemeteries Infrastructure Improvement Programme for 2018/19	<ul style="list-style-type: none"> <li>Completed repairs to cemetery boundary walls and infrastructure at several sites, including Ardrossan, Haylie Brae, Kilbirnie New, Knadgerhill &amp; Kilwinning</li> </ul>	Streetscene	
Enabler	PL_DP_034	Develop a new Building Services business plan in conjunction with PM&I and Housing.	<ul style="list-style-type: none"> <li>Deliver value for money service</li> <li>Sustain Building Services</li> <li>New work streams are identified and undertaken</li> </ul>	Building Services	PL03
Enabler	PL_DP_053	Develop an enhanced hub and spoke school catering model	<ul style="list-style-type: none"> <li>Cost effective model for school eatery</li> </ul>	Facilities Management	
Enabler	PL_DP_055	Continue with the implementation of the zone cleaning of schools and offices	<ul style="list-style-type: none"> <li>Cost effective model for building cleaning</li> </ul>	Facilities Management	
Enabler	PL_DP_040	Extend the cashless catering system to all schools in North Ayrshire.	<ul style="list-style-type: none"> <li>Cashless catering facility installed and operational in all schools</li> <li>Improved management information relating to school meal uptakes and trends</li> </ul>	Facilities Management	
Enabler	PL_DP_059	Pilot and implement an approach to participatory budgeting for grounds maintenance through locality partnership	<ul style="list-style-type: none"> <li>Robust model detailing costs linked to service standards</li> <li>Well maintained environment focused on local priorities</li> <li>Evaluation of pilot in the three towns</li> </ul>	Streetscene	
Enabler	PL_DP_039	Introduce new IT scheduling system for Streetscene route optimisation	<ul style="list-style-type: none"> <li>Modernise service delivery</li> <li>Support opportunities for increased efficiency of the service</li> <li>Improve street Cleanliness Score</li> </ul>	Streetscene	

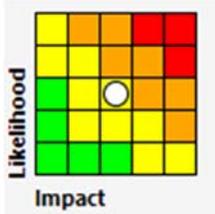
**'Place' Directorate Plan 2018 update**

<b>Strategic Priorities</b>	<b>Action Reference</b>	<b>Action Description</b>	<b>What success will look like</b>	<b>Lead Service</b>	<b>Link to Risk</b>
Enabler	PL_DP_059	Develop an electronic funeral booking service	<ul style="list-style-type: none"> <li>• Modernised Service Delivery</li> </ul>	Streetscene	
Enabler	NEW ACTION	Introduce car parking charges and Decriminalised Parking Enforcement (DPE)	<ul style="list-style-type: none"> <li>• Management of town centre parking creating available parking for visitors to North Ayrshire</li> <li>• Generation of an additional income stream</li> </ul>	Roads	
			<ul style="list-style-type: none"> <li>•</li> </ul>		
Enabler	PL_DP_054	Develop additional income streams through a 'Municipalisation approach'	<ul style="list-style-type: none"> <li>• Pilot 'housebuilding' within Building Services</li> <li>• Extend catering offer</li> </ul>	Commercial Services	
Enabler	PL_DP_057	Further develop and implement action plan to improve staff engagement	<ul style="list-style-type: none"> <li>• Improved levels of staff engagement</li> </ul>	Directorate	
Enabler	NEW ACTION	Implement and continue to review the Health & Safety action Plan	<ul style="list-style-type: none"> <li>• Implementing new legislative changes</li> <li>• Keeping our workforce healthy and safe</li> </ul>	Directorate	

**Appendix A - Risks**

<b>Risk Code &amp; Title</b>	PL01 Welfare Reform Act 2012	<b>Current Risk Matrix</b>
<b>Risk</b>	The risk to be managed by Housing Services relates to the potential increase in rent arrears and bad debt, particularly in relation to Universal Credit. This could result in reduced income to the Housing Revenue Account, and consequentially impact on our 30-year Business Plan. There is also the wider risk of an increase in homelessness and increased demand for social housing.	
<b>Consequence</b>	<ul style="list-style-type: none"> <li>■ Increase in rent arrears and bad debt, resulting in reduced income</li> <li>■ Reduced income from temporary accommodation rents</li> <li>■ Increase in homelessness</li> <li>■ Increased demand for housing options and advice</li> <li>■ Increased demand for social housing</li> </ul>	<b>Current Risk Score</b>
<b>Current Controls</b>	<ul style="list-style-type: none"> <li>■ Corporate Welfare Reform Group established. Remit of group is to identify, co-ordinate and respond to implications, keeping members and CMT updated</li> <li>■ Welfare Reform Advice Team established to provide advice and assistance to Council tenants</li> <li>■ Work undertaken to establish impact on homeless households and homelessness service</li> </ul>	16
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	Ensure services are planned and delivered to mitigate the impact of welfare reform on the HRA Business Plan and local communities	

‘Place’ Directorate Plan 2018 update

Risk Code & Title	<b>PL02 Sustainability, Energy and Waste Management</b>		Current Risk Matrix
Risk	<p>There is a risk that the Council fails to deliver its commitments to meet statutory targets with regards to Sustainability, Energy and Waste Management and as a consequence would not achieve associated potential savings.</p> <p>The Council has committed to a desire to secure a sustainable North Ayrshire by ensuring the environment is enhanced and protected by considering the future implications of its decisions for North Ayrshire and its communities. Commitments under the Locality Planning Improvement Plan (LOIP), Corporate Priorities and legislation (both UK &amp; Scottish Government) must be met which will also assist the Council in maximising associated potential opportunities, savings and efficiencies.</p>		
Consequence	<ul style="list-style-type: none"> <li>■ Failure to meet LOIP outcomes and corporate objectives as well as failure to comply with environmental legislation and UK and Scottish Government objectives, Climate Change Duty, SCCD commitments, Energy Efficiency Action Plan and Zero Waste Plan targets.</li> <li>■ Failure to maximise savings from reduced energy use/ consumption.</li> <li>■ Failure to capitalise on energy saving measures for its own assets and operations, leading to increased operating costs as energy provision becomes more expensive.</li> <li>■ Failure to capitalise on green jobs / incentives / green tourism and associated income to the area.</li> <li>■ Failure to secure an alternative waste treatment and disposal method prior to the closure of Shewalton landfill site and the ban on biodegradable waste going to landfill by the end of 2020.</li> <li>■ Reputational and financial risk.</li> </ul>		Current Risk Score
Current Controls	<ul style="list-style-type: none"> <li>■ An Environmental Sustainability &amp; Climate Change Strategy 2017-2020 has been agreed which develops a vision for a sustainable North Ayrshire together with appropriate actions.</li> <li>■ Sourcing more energy from renewables including the installation of PV solar panels and Bio-mass boilers in appropriate Council buildings.</li> <li>■ Specific working groups relating to carbon management and energy efficiency have been established to progress associated actions.</li> <li>■ A Zero Waste Management Strategy 2018-2022 and implementation plan is in place which contains key actions for the development of services to meet the targets and objectives of the Scottish Government’s national waste agenda</li> </ul>		9

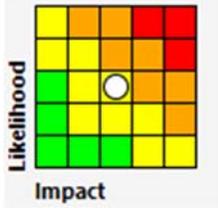
**‘Place’ Directorate Plan 2018 update**

	<ul style="list-style-type: none"> <li>■ Working in partnership with the Clyde Valley Waste Management partners to successfully implement the long term contract with Viridor for the treatment of residual waste.</li> <li>■ Plan in place to deliver the Energy Efficiency Standard for Social Housing (ESSH).</li> <li>■ The Council’s performance management framework includes performance indicators monitoring progress against delivery of required outcomes and targets.</li> <li>■ A policy is in place to improve the procurement of sustainable goods and services.</li> <li>■ A renewable energy strategy is nearing completion that will set out proposals to reduce the reliance on fossil fuels and replace with energy from renewable sources.</li> <li>■ A Local Biodiversity Action Plan has been approved.</li> </ul>	

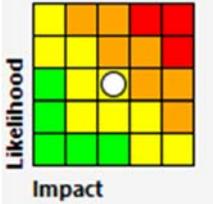
**Linked Actions**

<b>Linked Actions Code &amp; Title</b>	Implementation of the 2018-2022 Local Housing Strategy in partnership with key stakeholders
	Deliver the Environmental Sustainability & Climate Change Strategy 2017-2020
	Delivery of an action plan to improve energy efficiency of non-domestic buildings within the Councils Estate.
	Work in partnership with Government agencies to explore the potential for further electric charging infrastructure throughout North Ayrshire
	Implement the action plan to increase the Energy Efficiency Standard for Social Housing (ESSH)
	Continue to deliver and develop improved sustainable waste management arrangements through the Council’s Zero Waste Strategy.
	Develop and Implement Single-use Plastic Waste Prevention Action Plan
	Ensure the ongoing compliant and efficient operation and closure of Shewalton landfill site to enable compliance with the PPC permit.
	Continue to develop Sustainable Business Travel arrangements.
	Continue to implement actions arising from Street Lighting Strategy LED conversion, Capital replacement.

‘Place’ Directorate Plan 2018 update

<b>Risk Code &amp; Title</b>	<b>PL03 Sustainability of Building Services</b>	<b>Current Risk Matrix</b>
<b>Risk</b>	The level of investment within the housing stock has declined significantly over recent years as a result of the achievement of the SHQS for over 99% of stock resulting in a significant reduction in income for the service. Added to this is the introduction of the Welfare Reform Act which could reduce the level of investment in Council owned residential properties further if rent arrears continue to increase.	
<b>Consequence</b>	The risk is if the reduced level of investment available makes the Building Services operation unsustainable.	<b>Current Risk Score</b>
<b>Current Controls</b>	A 5 year Business Plan has been successfully developed and implemented, with the first and most important business objective for Building Services is to operate as a viable business in a manner that is sustainable. The plan is supported by a 5 year financial model and a number actions to ensure sustainability.	9
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	Develop a new Building Services business plan in conjunction with PM&I and Housing	

'Place' Directorate Plan 2018 update

<b>Risk Code &amp; Title</b>	<b>PL04 Failure to maintain property infrastructure and other assets to an acceptable standard</b>	<b>Current Risk Matrix</b>
<b>Risk</b>	Failure to maintain infrastructure assets to an acceptable standard	
<b>Consequence</b>	The risk is that the physical assets, Property, Housing, Fleet, Roads and open spaces are not sufficiently maintained to enable their safe use and; the health within our tree and woodland stock is not maintained or safeguarded, leading to a significant loss of amenity value and reduced ability to provide biomass fuel.	<b>Current Risk Score</b>
<b>Current Controls</b>	<ul style="list-style-type: none"> <li>■ Asset Management Plans and supporting investment programmes are established and in place.</li> <li>■ Inspection regimes utilising industry guidance and best practice are in place to pro-actively identify defects.</li> </ul>	9
<b>Linked Actions</b>		
<b>Linked Actions Code &amp; Title</b>	Continue to develop and implement actions arising from the Property Asset Management Plan and implement the outcomes of the Service.	
	Continue to develop and implement actions arising from the Housing Asset Management Plan	
	Continue to develop and implement actions arising from the Fleet Asset Management Plan	
	Continue to develop and implement the actions arising from the Roads Asset Management Plan	
	Continue to develop and implement actions arising from the Open Space Asset Management Plan	