



Local Outcomes Improvement Plan

ANNUAL REPORT 2017/18



North Ayrshire
Community Planning Partnership

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Preface

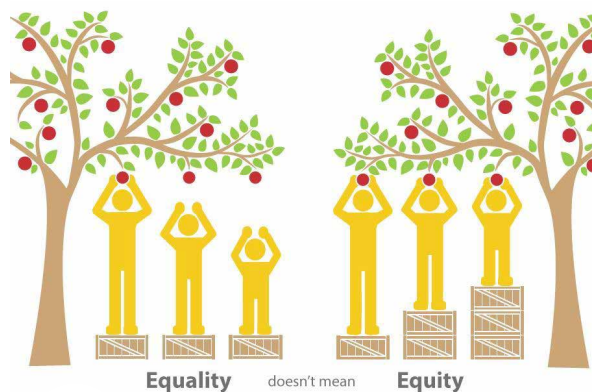
This document is for people who live in North Ayrshire. As such, it must be meaningful to local people. It describes the progress of North Ayrshire Community Planning Partnership over 2017-18 and gives practical examples of how we are making a difference locally.



About Community Planning

What are we?

All of our Community Planning Partners (public, private, voluntary organisations and groups) are working to make North Ayrshire a better place to live. We want to work with each other, and with communities, to provide the services that people want and need locally to make them as good as we possibly can.




Who are we?

Our partnership includes some organisations you will know well – North Ayrshire Council; Police Scotland; the NHS; Scottish Fire and Rescue, and Ayrshire College; as well as – Scottish Enterprise; KA Leisure; the Third Sector Interface; Skills Development Scotland; Health and Social Care Partnership; the Department of Work and Pensions, and Strathclyde Partnership for Transport.

What are we trying to achieve?

Our aim is to work with communities to deliver better services locally to people and to reduce the inequalities across North Ayrshire by doing so.





Our Local Outcomes Improvement Plan 2017-2022 aims to achieve this across 4 key priorities:

- A Healthier North Ayrshire
- A Safer North Ayrshire
- A Working North Ayrshire
- A Thriving North Ayrshire (Children and Young People)

There is a section within this report on each of the priorities to highlight what we have done throughout 2017-18 to achieve these.

How does it work?

- The CPP Board has ultimate responsibility and approves decisions and work being carried out. A key member from each of our partners attends the Board. The Chair is the Leader of North Ayrshire Council and the Vice-Chair is Chairman of the Board of NHS Ayrshire and Arran.
- The Strategic Management Team (SMT) takes direction from the Board and ensures that the action is taken to make North Ayrshire healthier, safer and working. Key partners sit on the Team and these are the people with the right level of knowledge, skills and responsibility to direct the required action.

We have five groups which link to the Board and the SMT:

- The Health and Social Care Partnership
- The Economic Development and Regeneration Board
- The Safer North Ayrshire Partnership
- The Community Engagement Network
- The Childrens Services Strategic Partnership

More information about North Ayrshire Community Planning Partnership can be found on our website www.northayrshire.community

The Locality Partnership Journey so far



LOIP Performance on a Page

Below are some of the key areas where we have improved over the last couple of years:

Healthier



The number of bed days saved by the NHS Ayrshire & Arran Intermediate Care and Enablement Services (ICES) team providing an alternative to acute hospital provision has **increased by 16%**



The Health & Social Care Partnership engaged with 2,500 local people through participation in the international **'What Matters to You?' day on 6 June 2017**

Safer

The percentage of residents who feel unsafe walking in their neighbourhood after dark

decreased by 10%

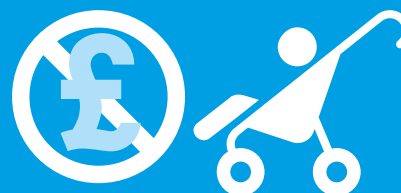


1,328 votes



were cast at Locality Participatory Budgeting events in the last year.

Thriving



The percentage of children living in poverty in North Ayrshire has **decreased by 2%**



There has been a **76% reduction** in the number of children referred to the Scottish Children's Reporter Administration for offences over the last eight years.

Working

The percentage of working age people in employment in North Ayrshire has

increased by 4%



There has been a

91% increase

in the number of unemployed people who have progressed to employment through Council funded or operated schemes over the last three years.



LOIP Update on a Page: Some Key Action Highlights

North Ayrshire Health & Social Care Partnership



Healthier

- The North Ayrshire Health and Social Care Partnership Universal Early Years team support all families with children 0-5 years in North Ayrshire. The team includes Assistant Nurse Practitioners, Employability Support, Family Nurturers, Health Visitors and Speech and Language Therapists amongst other. This early intervention holistic approach is supporting families to give their children the best start in life.
- The North Ayrshire Fair for All Food Pledges and associated measures have now been agreed and published on the CPP website.

Safer

- Community Justice Ayrshire's new Community Justice Outcomes Improvement Plan (CJOIP) was approved by the Community Justice Board in June 2018.
- Alongside Community Planning Partners, Housing Services have undertaken a housing first pilot, rehousing ex-offenders at the point of prison discharge. A review of the first six cases has demonstrated that there has been no repeat offending or re-incarceration in the initial 12 months from resettlement into their tenancy.



North Ayrshire
Community Planning Partnership



Thriving

- As part of the Council's ambition to make North Ayrshire the best place for children to grow up, significant investment is planned in child-centred projects across North Ayrshire. This includes a brand-new £9.65m school for the Montgomerie Park area in Irvine as well as investment in infrastructure to support and encourage the ongoing housebuilding programme in the area, a new £9.6m school to replace the ageing Moorpark Primary in Kilbirnie, the creation of a £5.7m residential and respite unit for children as part of the ongoing proposals to create a new £25m Additional Support Needs School in Stevenston, and a £2.95 million redevelopment at Annick Primary School, Irvine, to create more classrooms, a new PE facility and expanded early years provision.
- As part of the Challenge Fund initiative the Health and Social Care Partnership created a team of professionals to deliver focused support to children and young people who attend Elderbank Primary School and Greenwood Academy, and their families. Using a multi-disciplinary approach, the team can draw on a range of specialist knowledge and expertise. This ensures the right support can be provided more quickly, at the right time and in the right place.

Working

- The Ayrshire Growth Deal will provide significant investment in the key sectors of aerospace and space, life sciences, manufacturing and tourism. The Growth Deal team includes the three Ayrshire Councils and national agencies, with support from the private sector. The Scottish Government has now made a firm commitment to progressing the Deal.
- Housing Services hosted an inter-agency housing regeneration event in order to identify cross cutting concerns and priorities. The partners worked together, to agree where our shared resources should be focused in the short, medium and longer term, in order to design safe and desirable communities, where people want to live, work and visit.

2017-18

24 - Choices For Life
– Up to You film
screening

31 - Ayrshire
Independent Living
Network Self-
Directed Support
Event

31 - Community
Empowerment Act
Workshop

6 - What Matters to
You? Day 2017

23 - Agreed a
partnership approach
to Year of Young
People

24 - Locality
Partnership
Conference

21 - Corporate Parenting
Plan endorsed

21 - North Ayrshire Local
Outcomes Improvement
Plan approved

21 - Green Health
Partnership approved



April



May



June



July



August



September

30 - Arran Locality
Partnership
Roadshow

8 - Beith
Environmental Visual
Audit

4 - Arran Locality
Partnership
Roadshow

14-19 - Three Towns
Charrette

25 - Community
Council Participatory
Budgeting Event

Formal openings
of facilities at the
Townhouse and
Portal in Irvine

24 - Drop Everything
and Move!

31 - Visiting delegation from Mid and East Antrim Borough

31 - Building Strong Communities Through Partnership and Place Conference

30 - Children's Services Plan annual report approved

17 - Partners commit to support Kindness research with Carnegie UK

8 - Elected Member Development Session Community Planning

October

November

December

January

February

March

Keep North Ayrshire Warm this Christmas campaign Council online budget consultation

North Ayrshire Health and Social Care Partnership Strategic Plan consultation

22 - CPP commits to support a pan Ayrshire approach to Adverse Childhood Experiences (ACEs)

10 - Garnock Valley Participatory Budgeting Event

3 - Kilwinning Participatory Budgeting Event

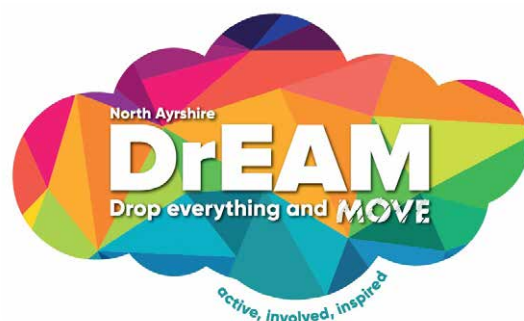
24 - Three Towns Participatory Budgeting Event

A Healthier North Ayrshire

The key strategic plan for this priority is the North Ayrshire Health & Social Care Strategic Plan 2018-21

Our ambition:

All people who live in North Ayrshire are able to have a safe, healthy and active life.



What we will achieve:

- We will tackle inequalities
- We will engage with communities
- We will bring services together
- We will focus on prevention and early intervention
- We will support improved mental health and wellbeing

How we will do this:

- We will make sure our services to children support them to have a better start in life. We will work with Community Planning Partners to implement Fair for All.
- We will support localities to create their own local solutions to health and social care needs via locality planning forums.
- We will develop locality based multi-disciplinary teams to support and care for people with complex care needs. We will implement our review of island services on Arran and will undertake a review of how services are working on Cumbrae.
- We will promote self-management to enable people to take control and better manage their own health. We will make sure there are additional services to support people to avoid admission to hospital. We will increase opportunities for people to get involved in their local communities.
- We will adopt a holistic, whole life approach with a range of community services to support people throughout their life to live well for longer.

North Ayrshire Health and Social Care Partnership (NAHSCP) delivered a Wellbeing and Recovery pilot from February to June 2018, creating new opportunities for people affected by mental health problems to participate in a range of courses that focus on wellbeing and recovery in venues across North Ayrshire. The courses provided safe spaces where people could improve their knowledge of mental health, learn self-management techniques and receive and provide peer support. The pilot was managed by a steering group consisting of representatives of NAHSCP along with community partners and individuals with lived experience of mental ill health. Additionally a Single Management Team has now been implemented on Arran.

Woodland View is a purpose built addictions unit that offers a new integrated pathway of support for more complex client presentations. The new model of care incorporates elements of detoxification function for alcohol and drug use, specialist assessment, psychological interventions delivered via one to one or group settings and a structured day attendance programme. Previously some of these functions were delivered in multi sites across East and South Ayrshire with no cohesive pathways of support. The new unit now offers support with no upper age limit

and provides a safe and recovery focused intervention for individuals with poly substance use, long term conditions and more complex addiction related issues.

A befriending service was successfully introduced on Arran during 2016 to support self-identified socially isolated people within the Arran community. Building on this work, Arran Community and Voluntary Service (ACVS) secured a small amount of social isolation funding to run two projects. The Brodick Early Years Centre worked together with Brodick sheltered housing and Stronach Day Care, allowing four year olds to engage in activities and interact with the older residents and people who use our services. This had a positive impact for the older people, who engaged in the activities and looked forward to the sessions. Young people from Arran High School also went along to the local sheltered housing in Lamlash. This project was a co-produced by S6 pupils and older residents. ACVS worked with the Partnership to deliver dementia awareness training to the young people and befrienders, with the use of an ageing suit. This gave the young people a significantly improved understanding of the challenges older people face and the realities of ageing. These projects have been well received and the intention is to keep both projects running.

North Ayrshire DrEAM... Drop Everything and Move! ran from 24 September – 1 October 2017. The Active Communities Strategic Partnership introduced the initiative to encourage everyone across North Ayrshire to have fun while getting Active. As well as the week-long events programme, a website was developed to offer support and ideas to try and help people get active and stay fit to improve their mental and physical wellbeing.

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Looking forward...

The next phase of development of the **Health & Social Care Locality Planning Forums** is to improve the capacity for Community Engagement. Having engaged well with local services, locality forums will now actively seek to engage with local people and communities. In addition to Locality Planning forums undertaking direct community engagement, locality based community link workers continue to identify and record local services, organisations and support groups.

A Safer North Ayrshire

The North Ayrshire Antisocial Behaviour Strategy 2015-18 and the North Ayrshire Violence Against Women Strategy 2015-18 are key current partnership strategic plans for delivering on this priority.

Our ambition:

North Ayrshire is a safer place to live, residents feel safer and communities are empowered.



What we will achieve:

- We will reduce levels of crime and antisocial behaviour and increase detection rates
- We will reduce re-offending. We will reduce the harmful effects of drugs and alcohol
- We will reduce levels of domestic abuse and give a higher level of support to victims
- We will improve road safety
- We will improve fire safety
- We will reduce fear of crime and antisocial behaviour
- We will increase the number of people engaging in community activities and volunteering

How we will do this:

- Crimes of violence and knife crime in particular will be reduced.
- Levels of crime detection will increase.
- Victims of domestic violence will experience an improved and integrated response from service providers.
- Local communities will be supported by both an asset-based approach and delivering services on a locality planning basis.
- Public re-assurance will be increased.

The Prevention First model involves Locality Officers discussing cases with colleagues from North Ayrshire Council and other partners daily and meeting on a regular basis to discuss specific problems and real time analysis of data and effective information sharing about incidents of concern to communities has allowed partners to develop joint solutions quickly. This co-ordinated approach allows partners to tackle the problems at source and prevent future incidents rather than just dealing with the after effects. The Prevention First model is currently under review with consideration being given as to how the partnership could expand in terms of membership. This is in recognition of the effectiveness of identifying shared priorities and the co-ordinated deployment of resources in responding to low level crime and Antisocial Behaviour.

Despite a reduction of almost 30% in drug related deaths in North Ayrshire in 2017, reducing drug related deaths continues to be a key priority for the CPP. The Ayrshire and Arran framework for preventing drugs related deaths is being implemented during 2018.

The Framework focuses on the following key areas:

- Caring for people in contact with services
- Reaching people not in contact with services
- Reducing risk
- Working with families and communities

Other activity in North Ayrshire for this priority supported by the Community Planning Partnership includes Café Solace, Peer Support and Fitba4U.

The Safer North Ayrshire Partnership Gender Based Violence Working Group is led by the Community Safety co-ordinator and supported by North Ayrshire Women's Aid. This partnership delivers the national Equally Safe agenda through delivery of the North Ayrshire Equally Safe Strategy.

North Ayrshire Council's Road Safety Plan 2015-20 outlines the Council's commitment to making the road network safer with an emphasis on educating young people. School children have participated in campaigns to raise the awareness of the dangers of parking carelessly outside schools. Drivers speeding and awareness training is available for children of all ages. Additionally, enforcement action by

Police Scotland has addressed a number of priorities for example driving under the influence, speeding and mobile phone use.

Scottish Fire & Rescue Service Home Safety visits were carried out 1,846 in 2017-18, as well as the fitting of free smoke alarms. There has also been wider engagement with the business community and systems testing in order to assist with the reduction of false alarms. Additionally, 'fire reach' courses are being delivered to 4th year pupils across North Ayrshire.

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Looking forward...

Auchenharvie Academy, St Matthew's Academy, Ardrossan Academy, Greenwood Academy, Irvine Royal Academy and Kilwinning Academy are welcoming Campus Police Officers as part of a new initiative spearheaded by Head teachers. Police officers will work closely with both pupils and staff to create positive partnerships which will bring benefits both within and out with schools grounds. The campus police officers initiative will be joint funded by Police Scotland and by North Ayrshire Council with head teachers opting to use funding available through the Pupil Equity Fund.

A Thriving North Ayrshire

The key strategic plan for this priority is 'Getting It Right for You'- North Ayrshire's Children's Services Plan 2016-20

Our ambition:

We want you to have the best start in life and for North Ayrshire to be the best place in Scotland to grow up.



What we will achieve:

- We will improve how you engage with school
- We will help you to be physically active and be at a healthy weight
- We will prevent smoking, drinking and taking substances at an early age
- We will support your social and emotional development

How we will do this:

These take the form of promises detailed in the North Ayrshire's Children's Services Plan 2016-20 to:

- Work on the Children's Services Plan priorities to improve children's outcomes.
- Make sure that children's rights are protected.
- Work closely with children and their families to make sure they are safe and protected.
- Care for their needs if they have health needs or a disability.

National Play@Home pre-school book distribution has been re-established in North Ayrshire and all children currently attending an early years' establishment are receiving a copy of this resource. This will also be an annual distribution to all three years olds in North Ayrshire and inputs on the resource have been given at cluster early years meetings to embed the programme with staff and parterers.

The Dietetic Health Promotion team has delivered the following training to North Ayrshire Early Years' staff:

- Make and Taste; Eat Well to Play Well
- Nutrition and food skills
- Setting the Table

The Twilight Basketball programme targets those young people (aged 11-21) most at risk where and when they are most at risk. Twilight Basketball is designed to encourage integration, self-efficacy, healthy lifestyles and good citizenship. The programme is delivered in Dalry where approximately 25 young people take part on a weekly basis and Irvine, where approximately 65 young people take part. The Substance Misuse Prevention in Community Education (SPICE) is available for use in schools across North Ayrshire. Agencies involved include Education, Police, Barnardos, Community Education and modern apprentices. All secondary schools in North Ayrshire have now attended training.

Funky Films, a group of people in recovery learning the skills involved in filmmaking and creating short films in their local community of North Ayrshire, continues to thrive with six films live on YouTube covering topics like domestic abuse and addictions. This includes the film 'Up to You' as part of the Choices for Life initiative, which aims to educate secondary school pupils around the dangers of alcohol, drugs and knife crime. Funky Films won the overall 2017 Provost's Civic Pride award.

SNAP, which stands for STOP NOW AND PLAN, is an evidence-based, cognitive-behavioural model powered by the minds at Child Development Institute (CDI). SNAP helps troubled children and their parents learn how to effectively manage their emotions and 'keep problems small' and continues to be delivered across the CPP.

The CHARLIE programme evidences an early intervention approach for 8-12 year olds who are given advice re: personal safety and age appropriate learning in respect of drugs and alcohol and the impact of parental substance misuse. Lastly, opportunities are provided by schools through the PSE or HWB programmes for learners to discuss relationships, domestic abuse and personal safety. This is age and stage appropriate and a variety of resources are used to deliver this aspect of the curriculum.

The introduction of the Multi-Agency Assessment and Screening Hub (MAASH) has resulted in a 45% reduction in the number of referrals for offence and non-offence grounds being sent to the Children's Reporter.

Jump Start Choices is NHS Ayrshire & Arran's school-based healthy lifestyle programme. It has helped many school children this year to make healthy choices. The programme takes the healthy lifestyle message into schools, and helps to empower pupils to make positive healthy choices relating to food and activity. As of 2017, 23 overweight children have completed the programme.

Looking forward...

North Ayrshire Council is leading the way in the fight against period poverty by becoming the first local authority in the UK to offer free sanitary provision in all of its public buildings. Since spearheading the initiative in August 2017, young woman have benefitted from over 13,000 free sanitary towels and tampons while at school, and will now have access to free provision across all public Council buildings including libraries and community centres.

A Working North Ayrshire

The key strategic plan for this priority is the North Ayrshire Economic Development & Regeneration Strategy 2016-25

Our ambition:

To have created the most improved economy in Scotland by 2026.



What we will achieve:

- **Investment** - An area with a high level of investment in businesses, people, infrastructure and other assets
- **Innovation** - An economy where there are high levels of research and development activity and entrepreneurship
- **Internationalisation** - An economy where there are large numbers of businesses trading internationally and new companies located in the area
- **Inclusive Growth** - An area where all sections of the community aspire to achieve and benefit significantly from economic growth

How we will do this:

- We will provide the best conditions for business, creating a diverse and inclusive economy.
- We will develop our transport and digital connectivity to support business growth and link people and opportunity.
- We will maximise the economic and social potential of our islands and towns.
- We will build the capacity of our communities to promote inclusive growth.
- We will improve the productivity of our people and workforce through top class education and skill services.
- We will reduce significantly long term unemployment and low incomes in working households.

The Better Off North Ayrshire programme was launched in October 2017 to offer financial support to help residents make the most of their money. The initiative aims to help residents aged 16+, who are lone parents, or living in low income or non-working households to improve their financial circumstances through a package of support services.

North Ayrshire Council was selected as one of five areas in Scotland to receive funding from the Big Lottery and the European Social Fund to deliver the programme.

The team has helped people maximise their income, helped them access energy grants and worked out ways to write off energy debts. They have also enabled many to make energy-efficiency savings, while others have been able to clear high cost debts which has helped them generate savings built up through the credit union.

People can access these services through a single point of contact who will offer an appointment in their local area.

The current review of the Economic Development and Regeneration (EDR) Board includes the potential to expand locality partnership membership to include local businesses. Five out of six localities have identified the local economy/employment as a priority. As part of the review of the EDR Board, locality partnerships will be provided with additional input from Economic Growth on a local economic profile and progress with the Economic Development and Regeneration Strategy.

Ayrshire College now works in partnership with Diageo as part of their Learning for Life programme. Students undertake work experience with some of Ayrshire's well known restaurants, hotels and bars including the Seamill Hydro, The Longhouse and the Park Hotel in Kilmarnock, Red Squirrel in Stevenston and The Lauriston Hotel in Ardrossan, to gain vital on-the-job experience to further their knowledge of local businesses and the service industry.

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Looking forward...

An Economic Footprint report has been jointly developed by North Ayrshire Council and the Improvement Service and was presented to CPP Strategic Management Team in June 2018. The aim of the report and accompanying action plan is to supplement and enhance the Council's leading approach to promoting Inclusive Growth through specific actions including developing a more targeted approach to recruitment, by using the Inclusive Growth Diagnostic and locality approach, particularly in areas of employment growth/higher turnover/skills shortages, and enhancing and improving links between businesses and procurement as well as links with CPP partners.

Locality Partnerships: Work across the LOIP Priorities

Healthier

Garnock Valley Men's Shed sprung from Project Kilbirnie, a local community group concerned with regeneration in Kilbirnie. Over 30 men (and women) are engaging in learning for the first time since leaving school or the workplace and the group are also inspiring others to become involved in learning and are now supporting the development of a new shed group in a neighbouring town. New learners in Kilbirnie are being targeted by engaging them in the log cabin project, teaching woodwork skills in its construction to create a space where outreach men's health initiatives can take place, including a hearing aid clinic.



Safer

Multi-agency Environmental Visual Audits (EVA) have been led by Police Scotland and demonstrate the strength of the partnership in responding to crime and disorder. The audits pull together the experience and resources of; elected members, community representatives and community planning partners. During the last year, seven EVA's were undertaken across the following locations; Pennyburn, Springside, Stevenston, Kilbirnie, Beith, Ardrossan and Bourtreehill.

The Kilwinning Locality Partnership developed a traffic management plan for Kilwinning including supporting Police Scotland to identify strengths and weaknesses, reviewing town centre signage to improve pedestrian safety, and reducing the vandalism of vehicles.

Working

Irvine Locality Partnership Employability subgroup are working in partnership with employability and skills promoting the Irvine employability hub and arranging satellite hubs across Irvine. The first will be held at the Redburn Community Centre starting in August, with a staff member being provided by the Employability and Skills team. The Community Development and Employability and Skills teams will also visit community centres to identify areas of provision for further satellite hubs.

The Garnock Valley Locality Partnership has been looking into trends in relation to unemployment and receiving inputs from local organisations to better understand work underway locally. Their working groups are prioritising projects, and drawing on expertise from the wider community.



Thriving

North Coast Locality Partnership received a presentation from two young members of the Largs Skate Park Community which highlighted the popularity of the park, the benefits it brings for young people in the area and the need for an upgrade. As a result, the Partnership agreed to fund the £100,000 project through the Largs Carpark Fund and the new revamped skate park was opened in April 2018 to much acclaim.



Looking to the future

CPP responding to policy developments

Looking forward, the CPP will be contributing to a number of national policy developments this year.

The Planning (Scotland) Bill is currently agreed in principle, and focuses on Spatial Planning practice over process and a renewed emphasis on improvement. Local Development Plans must link to Local Outcomes Improvement Plans with strong links between new 'Local Place Plans' and current Locality Partnership plans. North Ayrshire CPP will be providing a joint community and spatial planning input on the local links between the two services at an event hosted by the Improvement Service in October 2018.

COSLA and the Scottish Government have embarked on a review of local governance in 2018 which offers local government an opportunity to place key issues onto the reform agenda. North Ayrshire Community Planning Partnership have arranged a session to come together and devise a shared response. This response will then be considered by the CPP Board in November 2018 prior to submission to the Review.

Locality Partnerships

In 2018 there will be a focus on delivering the LP priorities, tied in with use of the Community Investment Fund. We are keen to strengthen the voice and role of young people in Locality Partnerships and strengthen the focus on reducing inequalities. Community engagement by Locality Partnership members will be increased (supported by training) and there will be a programme of Locality Partnership members attending and presenting to the CPP Board.

We will also continue to consider the most effective links between Health and Social Care Partnership and CPP locality arrangements, and undertake a communications campaign focused on the work of the Locality Partnerships and the CPP as a whole. We have been nationally recognised for our good practice around locality planning, however as we move further into the implementation phase to address local priorities for the partnerships we will continue to strengthen support across Council services.

Fair for All Food Pledges

The CPP is committed to tackling inequality across all communities in North Ayrshire and through this strategy help create a society that is Fair for All. As part of the overarching Fair for All work, mapping is being undertaken by a dedicated Food Development Officer to identify gaps and make links with the aim of achieving the newly developed Fair for All Food Pledges.

North Ayrshire People's Panel

We are also reviewing our approach to the North Ayrshire People's Panel to ensure it continues to add as much value as possible for residents of North Ayrshire and the CPP.

Community Engagement Centre of Excellence

Initial work to develop a CPP consultation guidance document by a short life working group started in March 2018, with a view to the development of a 'Centre of Excellence' for consultation and engagement including a bank of trained staff and an online engagement hub based on the current CPP website. Work is now underway to develop the online hub, with content due to be uploaded at the start of October 2018.



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What did you think?

Please take a few minutes to tell us what you think about this Annual Report by completing our survey online: <https://www.surveymonkey.co.uk/r/DS9R9K3>

Alternatively, you can email us at: communityplanning@north-ayrshire.gov.uk to request a hard copy.



North Ayrshire
Community Planning Partnership

