



North Ayrshire
Community Planning Partnership

Community Planning Partnership Board

Wednesday 9 September 2020 at 11.00 a.m.

Via Microsoft Teams

AGENDA

11.00 – 11.05	1.	-	Welcome & Apologies
11.05 – 11.10	2.	Pg 3	Minutes of Previous Meeting and Action Note Submit minutes and action note of 5 December 2019 (copy enclosed). Please note that due to Covid-19 the scheduled March and June meetings did not take place.
Healthier North Ayrshire			
11.10 – 11.25	3.	-	Health and Social Care Partnership Strategic Plan Receive presentation from Michelle Sutherland, Strategic Planning and Transformation Team Lead.
Governance			
11.25 – 11.50	4.	-	Recovery and Renewal Receive presentation from Thomas Reaney, Head of Service (Recovery & Renewal) and Morna Rae, Senior Manager, Policy, Performance and Community Planning.
11.50 – 12.10	5.	Pg 8	Best Value Receive report from Craig Hatton, Chief Executive.
Working North Ayrshire			
12.10 – 12.25	6.	-	Community Wealth Building Receive presentation from Julie McLachlan, Senior Manager, Economic Policy.
12.25 – 12.40	7.	-	State of the Economy Receive verbal update from Caitriona McAuley, Head of Economic Growth.
Thriving North Ayrshire			
12.40 – 12.50	8.	-	Children's Services Plan and Child Poverty Action Plan Receive verbal update from Audrey Sutton, Interim Executive Director (Communities).
Locality Partnerships			
12.50 – 1.00	9.	-	Locality Partnerships Receive verbal update from Morna Rae, Senior Manager, Policy, Performance and Community Planning.
1.00	10.		AOCB

For further information please contact Morna Rae, Senior Manager Policy, Performance and Community Planning

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	11.	Pg 61 Pg 62 Pg 67 Pg 74	Reports for Information a) Decision tracker b) Fair for All Advisory Panel minutes c) CPP SOG minutes d) Community Justice Ayrshire Annual Report
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**North Ayrshire Community Planning Partnership Board
Board Membership**

Ayrshire College Michael Breen, Vice Principal	Scottish Government Sam Anson, Location Director
Health and Social Care Partnership Councillor Robert Forster (Chair, IJB) Stephen Brown, Director	Skills Development Scotland Katie Hutton, Depute Director, National Training Programme
Jobcentre Plus Maureen Toal, Acting Service Lead	Scottish Fire & Rescue Ian McMeekin Area Manager
KA Leisure Ashley Pringle, Vice Chair of KA Leisure	Strathclyde Partnership for Transport Allan Comrie, Senior Transport Planner
NHS Ayrshire and Arran John Burns, Chief Executive Lynne McNiven, Consultant in Public Health Lesley Bowie, Chair (Vice Chair)	North Ayrshire Council Joe Cullinane, Elected Member (Chair) Alex Gallagher, Elected Member John Bell, Elected Member Marie Burns, Elected Member Scott Davidson, Elected Member Anthony Gurney, Elected Member Ellen McMaster, Elected Member Craig Hatton, Chief Executive
Scottish Enterprise Mark Newlands, Head of Partnerships	Police Scotland Chief Supt Faroque Hussain, Supt Derek Frew,
Third Sector Interface Vicki Yuill, Chief Executive Officer, Arran CVS	

Community Planning Partnership Board

Thursday 5 December 2019 at 11.00 am
Fullarton Connexions



North Ayrshire
Community Planning Partnership

Present

North Ayrshire Council

Alex Gallagher, Elected Member
Tony Gurney, Elected Member
Craig Hatton, Chief Executive

NHS Ayrshire & Arran

Martin Cheyne, Chairman (**Chair**)
John Burns, Chief Executive
Lynne McNiven, Interim Director (Public Health)

Department of Work and Pensions

Rosie Lambert, Customer Services Team Leader (*Sub for Audrey McGee*)

Police Scotland

Superintendent Stuart McGregor

Scottish Enterprise

Mark Newlands, Head of Partnerships

Scottish Fire and Rescue

Ian McMeekin, Area Manager

Strathclyde Partnership for Transport

Allan Comrie, Senior Transport Planner

In Attendance

Morna Rae (NAC), Audrey Sutton (NAC), Rhona Arthur (NAC), Jennifer McGee (NAC), Lynne Prout (NAC)

Apologies

Cllr Joe Cullinane, Cllr John Bell, Cllr Marie Burns, Cllr Scott Davidson, Cllr Ellen McMaster, Cllr Robert Foster (NAC), Katie Hutton (SDS), Michael Breen (Ayrshire College) Audrey McGee (DWP), Stephen Brown (HSCP), Sam Anson (SG), Vicki Yuill (TSI), Mark Hargreaves (Police Scotland), Ashley Pringle (KA Leisure),

1. Welcome and Apologies

The Chair welcomed everyone to the meeting and apologies were noted.

2. Minute of the Previous Meeting and Action Note

The minutes of the previous meeting were approved, and the action note was discussed.

3. Scottish Enterprise Strategic Framework

Mark Newlands delivered a presentation to the Board on the work of Scottish Enterprise's new Strategic Framework.

Mark Highlighted that Scottish Enterprise (SE) remains Scotland's national economic development agency. SE will now have a stronger focus on creating and protecting quality jobs which gives people opportunity, security, fulfilment and respect, and nurtures shared wealth and collective wellbeing. Making job-related grants contingent on fair work practices, including job security and payment of the real living wage. SE are also redesigning their approach to business support and relationship management so that there are no barriers to any business - regardless of size, sector or location.

Another focus for SE will be how do they attract good quality jobs to Scotland and how do they ensure that these are being spread around the country.

SE will be soft launching a single point of entry online portal later this month. The portal will give access to advice and information to businesses of all sizes. In the future, this Portal will allow businesses gain financial product through as well.

Mark provided the Group with an overview of SE's focus over the next year. SE aim to:

- Enable up to £350m of investment in research and development and up to £200m of capital investment.
- Helping businesses to raise growth funding of up to £255m.
- Supporting international exports worth up to £1.5 billion.

Mark also advised that the Strategic Framework sets out how SE intend to deliver and has fairness and how partnership working is at the core of this Framework.

4. Early Adopter for Public Health Priority 6

Audrey Sutton provided the Board with a presentation on North Ayrshire and NHS Ayrshire and Arran being selected by the Scottish Government as an early adopter for Public Health Priority 6 - Diet and Healthy Weight.

The aim of this work is to look at halving obesity rates in children by 2030 and improve the population's health. Currently in North Ayrshire one quarter of Primary one pupils and seven out of ten adults are above a healthy weight.

Audrey highlighted that the best way to work towards these aims are to look at ways all partners can work together using a 'whole systems' approach to diet, healthy weight and physical activity.

Audrey also highlighted that North Ayrshire have also gained national recognition for how out Health Weight, LOIP and LDP Strategies all link together. This displays how crucial influencing from a local level really is.

Audrey thanked the Board for supporting this work and advised that an update would be provided at a future meeting.

5. Workshops

The Board split in to two workshops which focussed on Step Change and User Engagement

Step Change

This Workshop was led by Morna Rae, Senior Manager, Policy, Performance and Community Planning.

Morna highlighted that to date she has had 11 one to one meetings with a wide range of CPP Partners. After the one to one meetings Morna pulled together a list of the main highlights and workshop session took place with the CPP Senior Officers Group. At the Workshop the Senior Officer were asked to vote for the five areas we should currently focus on. The topics chosen were:

Creation of a Community Book - this resource will provide information on a wide range of supports, interventions and services from a very local to national level which will assist people in crisis.

Health Inequalities Self-Assessment Tool - This will to help us address inequalities more effectively as well as ensure that inequalities as part of service planning.

Unintentional Harm – This will bring together a range of partners to undertake targeted approaches.

Health in All Policies (HiAP) – Implementing HiAP to take into account the health implications of the decisions we make, target the key social determinants of health and try to avoid causing harm with the aim of improving the health of the population and reducing inequity.

Diet and Healthy Weight – Have been selected as an Early Adopter Site for this work.

Morna highlighted that as a CPP we already have the “what” – our Local Outcomes Improvement Plan and Fair for All strategy. We also have the “why, which is to achieve our partnership vision of “North Ayrshire – A Better Life”. Now, our step change will focus on the “how”.

It takes learning from whole systems approaches, systems thinking, and collaborative or collective leadership to think about how this may apply to North Ayrshire CPP.

Service User Involvement Groups

This Workshop was led by Alice Dillon, Manager, Community Justice Ayrshire, Lee Moffat, Team Manager, Justice Services and Kelly Archer, Social Worker, Justice Services.

Alice highlighted that across the three Ayrshire Council's there are three Service User Involvement Groups: -

- North Ayrshire - Making A Difference (MAD)
- East Ayrshire – Community Voices Network (CVN)
- South Ayrshire – People's Involvement Networking Group (PING)

These Groups are made up of service users and a wide range of professional partners. The Groups meeting on a monthly basis and their focus is on creating spaces for users to participate in services in different ways.

Lee and Kelly provided Workshop attendees with an update on the work of the MAD Group in North Ayrshire.

The MAD Group meet on a monthly basis to discuss current events and new opportunities. The Group also publish an annual magazine which highlights the work of the group as well as Services User stories/poems and artwork.

It was at a meeting of the MAD Group where some ideas for activities were generated such as:

- Weekly football session – this led to a Pan-Ayrshire football tournament:
- Gym classes
- Cooking classes – two classes have taken place. The idea behind this suggestion was to show services user how they could made healthy nutritious food on a budget.
- Book shelf – this has been very well received, so much so, the service is asking for book donations:
- Film Club – films are relevant to justice and those who attend have good discussion afterwards

Lee and Kelly highlighted that all of these extra activities are run by staff within Justice Services. They are usually out with working hours and staff do this work in their own time.

The Chair commended the Team for their work.

It was agreed that a copy of the MAD Magazine and the Inclusive Justice document would be circulated to the Board after the meeting.

6. LOIP Performance Report

Morna Rae provided the Board with an update on the LOIP Performance Report.

The following areas were highlighted to the Board:

- The gross weekly pay for female workers has been improving in North Ayrshire and the gap with Scottish average has halved in recent years.

- The latest figures show an employment rate of 44% for those who are work limited disabled. This shows significant progress from around 37% in 17/18.
- The first meeting of the Community Wealth Building Commission has taken place.
- Efforts to address low incomes continue through financial inclusion services. In Q2, The Better Off North Ayrshire service reached over £2M of financial gains for residents during Q2.
- Employment rate is now published as 70.4%. This has risen from a level of circa 64% in 16/17.
- Ongoing work with partners is continuing to develop the visitor experience. This COIG touring route initiative has created a mobile app and website and engaged with the industry and communities. A social digital media communications plan is being developed to promote the COIG to attract an additional 100,000 visitors to North Ayrshire.

Morna advised that there are no areas of concern to be highlighted and an update will be provided at a future meeting.

7. AOCB

The Chair advised the Board that he would be stepping down as Chair of NHS Ayrshire & Arran from 31 December 2019. The new interim Chair of NHS Ayrshire & Arran will be Lesley Bowie. Interviews for the new Chair will take place during January 2020.

Craig Hatton conveyed his thanks on behalf of the Board to the Chair for his support to the Community Planning Partnership over the years and wished him well in his new role as Chair of NHS 24.

8. Minutes/Reports for information.

The Chair advised the Board that a number of items were attached for their information.



Community Planning Partnership (CPP) Board

Date: 9 September 2020

Subject: **Best Value Assurance Report: North Ayrshire Council (2020)**

Purpose: To update the CPP Board on the key CPP related findings of the Best Value Review of North Ayrshire Council.

1 Background

- 1.1 The Best Value Assurance report is produced by Audit Scotland on behalf of the Accounts Commission and considers North Ayrshire Council's compliance with its statutory duty of Best Value as set out in the Local Government (Scotland) Act 2003.
- 1.2 Delivering services with partners and community engagement and empowerment are two of the six areas focussed on during the Best Value Assessment and central to the partnership between the Council and the CPP. This summary report details the findings relating to these two areas alongside CPP related findings elsewhere in the assessment. The full Best Value Assurance Report can be viewed at Appendix 1.
- 1.3 The Best Value Assurance Report complements the best value audit work undertaken each year as part of the Annual External Audit and shows the progress made since the previous Best Value Assurance Report in 2011.
- 1.4 The fieldwork for the audit was carried out in February and March 2020 before the Coronavirus outbreak in Scotland and does not consider the implications of this.

2 Key Points

- 2.1 The results of the Best Value Assessment 2020 are exceptionally positive, both for North Ayrshire Council and the CPP. Graham Sharp, Chair of the Accounts Commission stated:

"The commitment and vision of the Council is impressive. North Ayrshire is rightly recognised as an award-winning council, that looks to innovate. It continually strives to improve, working alongside its partners and local communities to make the lives of local people better, focussing on creating a thriving local economy."

Culture

- 2.2 The CPP works well as a partnership. There is a clear sense of ownership of the vision and strategic direction and an established commitment to collaborative working to address priority areas.

- 2.3 Positive working relationships continue to be central to the work of the CPP. The CPP Senior Officers' Group meet regularly, feel supported by the CPP and are enthusiastic about working together and sharing knowledge.

Local Outcomes Improvement Plan

- 2.4 There is clear alignment between the Local Outcomes Improvement Plan (LOIP), the Fair For All Strategy, the Council Plan and Locality Plans. They are focussed on addressing North Ayrshire's key challenges and supported by a strong culture of effective collaborative working. The evidence-based approach to developing the LOIP using SIMD data and Fair For All analysis alongside consultation with communities to ensure their needs and expectations are met is noted.

Continuous Improvement

- 2.5 The CPP has acted on recommendations from the Best Value Audit 2011 as demonstrated during an audit in 2013 and has since shown additional significant improvement. In particular:

- The governance structure of the CPP is effective. Community engagement is enhanced through the Third Sector Interface's membership of the CPP Board.
- Elected Member involvement is well established with all eight Elected Members on the CPP Board kept informed of activity through briefings.
- The performance framework is now clearly aligned to outcomes within the LOIP and Council Plan with action taken when performance falls below target.
- The activity tracker used by the Senior Officers' Group ensures clear responsibility and appropriate scrutiny of each priority area.

- 2.6 The data submitted to the Improvement Service's Community Planning Outcomes Profile (CPOP) shows a general trend suggesting the lives of residents has improved in the ten years ending 2017/18. Where performance is below the national average in some areas such as employment and health, these reflect North Ayrshire's demographic and economic challenges and are priorities for the CPP.

Community Empowerment

- 2.7 The commitment to embedding community empowerment including hard to reach groups is identified as sector leading. Examples given include: the co-design and co-delivery approach to the six Locality Partnerships and Locality Plans; 150 staff from CPP bodies trained in best practice community engagement; community charter work; participatory budgeting including mainstreaming; Community Asset Transfers; and communication through the website and social media.

3 Proposals / Recommendations

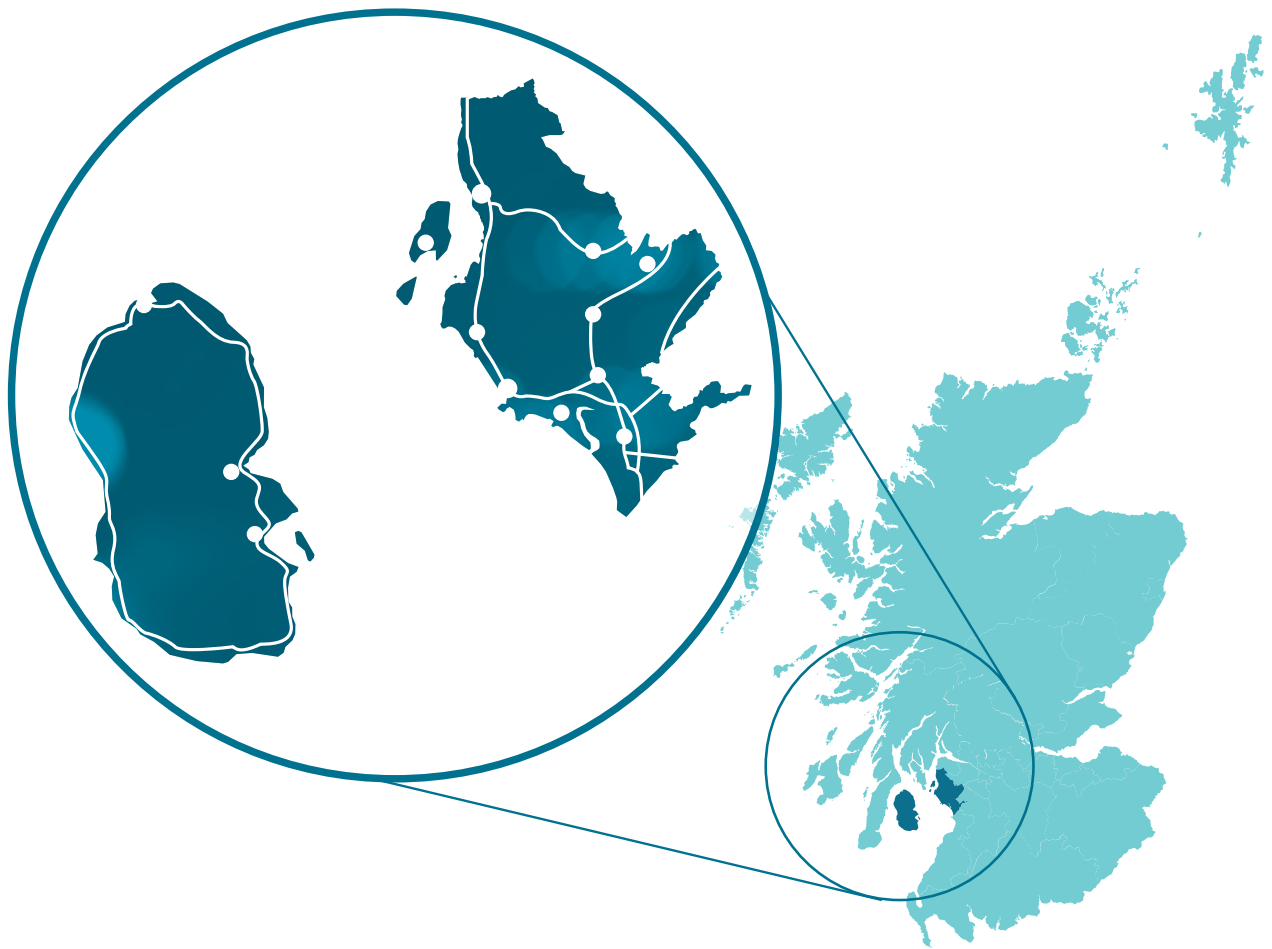
- 3.1 Though Locality Plans have been produced for all localities with most including timescales and responsible groups, some Locality Plans could more clearly define the impact they are expecting to achieve. While all Locality Plans have been published, they are not all available online and are not easily accessible.
- 3.2 The Best Value Audit report recommends North Ayrshire Council should work with Locality Partnerships to:
 1. Clarify the intended impacts of Locality Plans.
 2. Ensure all Locality Plans are available online and easily accessible.

**Craig Hatton
Chief Executive
North Ayrshire Council**

For further information please contact Barry Tudhope, Senior Manager (Corporate Policy, Performance and Elections), North Ayrshire Council on (01294) 324113.

Best Value Assurance Report

North Ayrshire Council



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
June 2020


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Links

-  PDF download
 -  Web link
-

Key facts



Area



Population
(as of June 2018)



Workforce
(number of full-time equivalent employees)



Elected members
11 Scottish Labour Party
11 Scottish National Party
7 Conservative and Unionist
4 Independent



2020/21
revenue budget¹



2020/21 to 2027/28
capital budget²



Budget gap
2021–22
(2.6 per cent of budget)



Budget gap
2022–23
(2.8 per cent of budget)

1. Revenue budget covers day-to-day costs like wages.
2. Capital budget covers the cost of major projects such as schools and roads.

Commission findings



- 1** The Commission accepts the Controller of Audit's report on Best Value in North Ayrshire Council and we endorse his recommendations.
- 2** The work for this audit was done prior to the onset of the current COVID-19 emergency and thus does not consider the impact of COVID-19 on the council. The Commission recognises the significant pressures under which local government finds itself in this current situation. Equally the Commission is of the firm view that the principles of sound financial management, good governance, public accountability and transparency remain vital.
- 3** The Commission, having consulted with the Controller of Audit and North Ayrshire Council on the current situation, has proceeded with considering the Controller's report and publishing these findings. This is to allow the council to use these findings and recommendations to inform decisions on how it provides services to the people of North Ayrshire.
- 4** We commend the significant progress made by the council since the previous Best Value report in March 2011. The core of this progress has been a good sense of self-awareness: the council has been clear on how and where it can improve, has a well-defined strategy, and shares with its partners a strong vision for North Ayrshire. This strategic direction is reinforced by a record of collaboration: between elected members and officers; in engaging with staff in improvement; and in the empowering approach taken by the council in its relationship with its communities.
- 5** We are particularly pleased with progress given the challenging context in North Ayrshire of deprivation and demography. We acknowledge good performance and much good practice across many of the council's services, and we encourage the council to continue its focus on areas of poorer performance, notably in a recent decline in education indicators and low levels of self-directed support.
- 6** While we acknowledge the effectiveness of the executive leadership team of officers, we note the lack of external competition in the recruitment of the new chief executive in late 2018. We reiterate our position that public confidence is best served when recruitment of chief officers is subject to external competition.
- 7** As the council moves to further transform, the way ahead will be challenging with budget gaps of more than £9 million to be addressed in each of the two years to 2022/23. The size of this task will likely be exacerbated by the effects of the COVID-19 emergency. We would therefore give weight to the Controller's recommendation that the council fully develops workforce plans and arrangements to monitor and report the benefits from its transformation plans.
- 8** We encourage the council to continue its good progress and address these findings and the Controller's recommendations. The Controller of Audit will monitor progress through the annual audit and inform us appropriately.

Audit approach



1. The statutory duty of Best Value was introduced in the Local Government Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Findings are reported each year through the Annual Audit Report. In addition, the Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council. This is the first assurance report on North Ayrshire Council. Previous Best Value reports on the council are summarised in the [Appendix \(page 48\)](#).

2. This report seeks to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a particular focus on the Commission's strategic audit priorities. We are looking for councils to demonstrate Best Value by showing continuous improvement in how they deliver services. The pace and depth of this improvement is key to how well councils meet their priorities in the future.

3. Our audit approach is proportionate and risk based, so it reflects the context, risks and performance of the individual council. It also draws on the intelligence from audit and scrutiny work carried out in previous years. In keeping with this approach, we conducted some initial work to identify risks and council initiatives to build into the scope of our audit. This included a review of previous audit and inspection reports and intelligence, a review of key council documents, initial meetings with senior officers and reflection on our wider public sector knowledge and experience. Key areas of focus for our audit are listed in [Exhibit 1 \(page 7\)](#).

4. The detailed audit work for this report was undertaken in February and March 2020. Our audit work included:

- interviews with elected members and senior officers
- observing a range of council and community meetings
- document review
- data analysis.

5. The fieldwork for this report was conducted before the COVID-19 (coronavirus disease) outbreak in Scotland. The outbreak has brought unprecedented challenges to organisations around the country. It is not yet known what long-term impacts these will have on populations and on the delivery of public services, but they will be significant and could continue for some time. The report does not consider the impact of COVID-19 on the council, or the implications for the audit findings and conclusions. However, the principles of sound financial management, good governance, public accountability and transparency remain vital.

Exhibit 1

Key areas of focus for our audit



Council vision and strategic direction

How clear are the council's priorities and how well does the leadership work together to deliver these.



Council performance

An overall assessment of outcomes and performance and the reporting of these. We also looked at how the council uses information to support improvements.



Planning use of resources

How the council plans its use of resources, including asset management, financial planning, workforce planning and transformational change to support the delivery of its priorities.



Delivering services with partners

How well the council works with partners and delivers services through partnership and collaborative working, including progress with health and social care integration.



Community engagement and empowerment

How these impact the council's priorities and actions.



Continuous improvement

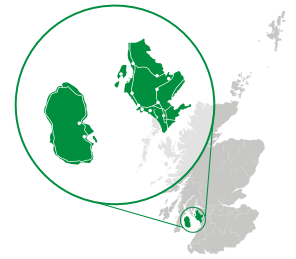
How the council approaches continuous improvement, including how it uses self-assessments and external scrutiny to drive improvements.

Source: Audit Scotland

6. We will continue to audit Best Value at the council in the remaining year of the audit appointment. This will include a follow-up on the findings from this report as well as more detailed audit work on other Best Value characteristics as appropriate.

7. We gratefully acknowledge the cooperation and assistance provided to the audit team by all elected members and officers contacted during the audit.

Key messages



- 1** The council has a strong culture of continuous improvement. It has significantly improved and continued to make progress since the last Best Value report in 2011. Council priorities, plans, actions, and outcomes are clearly linked. Staff play an active role in identifying and driving improvement. The council is delivering improvements for communities and residents.
- 2** There is a strong culture of collaborative working at North Ayrshire Council. Elected members and officers work well together, and the council works effectively with a wide range of partners including the CPP, the IJB and private business. There is joint ownership of, and commitment to delivering, agreed strategic priorities. The Council Plan, the Local Outcome Improvement Plan and local community plans are all clearly aligned and focused on addressing North Ayrshire's key challenges.
- 3** Despite significant economic and demographic challenges, the council is performing well and is a frequent award winner and early adopter for national pilots. Council performance over the last five years has been improving, although it has levelled off in the last year. Priority areas are generally performing well, with the exception of education. Performance management arrangements are clearly focused on priority areas and data is used to drive improvements.
- 4** The council's arrangements for financial planning and management are good, overall, and it has significantly improved its asset management and procurement arrangements since our last Best Value report. While the council has made clear progress with its transformation agenda, including setting aside money to fund savings projects, it still faces a significant shortfall and savings plans fall short of the estimated funding gap.
- 5** The council is committed to community empowerment and is recognised by the Scottish Government and COSLA as a sector leader. The council's approach is focused on embedding community empowerment in everyday business. The council works well with a wide number of communities and groups including young people and tenants.

Part 1

Does the council have clear strategic direction?



The council has a clear vision, set out in the Council Plan 2019-2024. This vision is shared by the council's partners and aligns with the vision set out in the Local Outcome Improvement Plan. There is a clear link between council plans and priorities to operational service plans and individual actions and staff roles.

North Ayrshire Council has a strong culture of collaborative working. Elected members and officers work well together and there is joint ownership of, and commitment to delivering, the Council Plan.

The council is open and transparent in its decision-making. It streams full council and cabinet meetings on its website. A new chief executive started in 2018 and the executive leadership team (ELT) is currently being restructured.

The local context

8. North Ayrshire is located on the south-west coast of Scotland and is the 16th largest and 15th most populated Scottish council area. It covers an area of about 340 square miles, and about 50 per cent of its land mass is on the islands of Arran and Great Cumbrae. Most of its people live in towns but there are also areas with more dispersed populations such as the islands of Arran and Great Cumbrae.

9. North Ayrshire's economy was historically built around heavy industry, including manufacturing and construction, all of which have been in decline in Scotland for many years. This has had a noticeable impact on productivity in North Ayrshire. Gross value added (GVA) is a measure of the value of goods or services produced per person. In 2016 GVA in East and North Ayrshire was the lowest in Scotland at around £15,000 compared to a Scottish average of around £25,000.¹

10. In 2018, the council commissioned the Fraser of Allander Institute to write a North Ayrshire Economic Review. It identified that North Ayrshire was the fifth most deprived council in Scotland, with the second highest rate of child poverty and high rates of unemployment.² The deprivation in North Ayrshire is also reflected in health outcomes with a lower healthy life expectancy than the Scottish average (62 years compared to 64), and the highest rate of avoidable deaths in Scotland.³

11. North Ayrshire also faces significant demographic challenges. Its overall and working-age populations declined from 1998 to 2018 and are expected to continue to decline between 2018 and 2028. At the same time, the 65-and-over age group is rising and is projected to continue to rise. By 2028 this group will represent 27 per cent of North Ayrshire’s population.

The Council Plan sets out a clear vision and direction for the council

12. Elected members and the Executive Leadership Team (ELT) have set out a consistent, clear vision and direction for the council. The council’s vision is set out in the Council Plan 2019-2024 - *A North Ayrshire that is Fair for All* - and is focused on improving wellbeing, prosperity and equity.

13. The council has identified three priorities in its Council Plan:

- **Aspiring communities** – this includes priority outcomes centred on giving children the best start in life, inclusive economic growth, good health and wellbeing, community safety and strong active communities.
- **Inspiring places** – this includes priority outcomes on infrastructure, digital advances, affordable housing, attractive places and a sustainable economy.
- **A council for the future** – this is about how the council will transform and improve services through innovation and reshaping its approach, to ensure that council services are accessible, efficient and sustainable.

14. Sustainable development is embedded within the council’s strategic priorities and underpins the Council Plan. The council declared a climate emergency in 2019 and changed its aim to reduce carbon emissions by 40 per cent by 2030 to the aim of becoming carbon neutral by 2030 ([Case study 1, page 11](#)).

The council consulted widely to develop the Council Plan and restructured its leadership team to focus on delivery

15. The council has a good understanding of the challenges facing North Ayrshire. Elected members and officers agree that the Council Plan reflects local needs. The plan is focused on addressing North Ayrshire’s high levels of deprivation, demographic and economic challenges. The council has maintained the same strategic priorities over several years despite changes in the administration and in senior staff, reflecting the consensus on the key challenges facing the council.

16. The priorities set out in the Council Plan were developed between October 2018 and March 2019 and involved:

- discussion with elected members
- the development of options at a leadership conference
- lead officers working with colleagues across the council to refine these options
- discussion with community planning partners
- community consultation on draft priorities.

Case study 1



North Ayrshire Council has a proactive and ambitious approach to tackling climate change

The council has long been committed to pursuing environmental sustainability. It achieved a 35.79 per cent (22,668 tonnes) reduction in carbon emissions from 2009/10 to 2018/19 and has been engaging with communities on the latest update to its Environmental Sustainability and Climate Change Strategy (first published in 2014 and last updated in 2017). The council engaged with communities on updating this strategy for 2020 through its 'climate change - just cool it' consultation. The responses will be reflected in specific action points in the strategy.

The council's sustainability ambitions are underpinned by a cohesive range of complementary plans and strategies, including the Zero Waste Strategy and the Plastic Waste Prevention Plan. The council declared a state of climate change emergency in May 2019 and, in January 2020, announced its aim to be carbon-neutral by 2030. Several transformation initiatives are linked to reducing carbon emissions. The council approved an £8.8 million investment fund for climate change, infrastructure and community wealth building (CWB) in its 2020-21 budget. Climate change initiatives financed by the fund are expected to achieve the dual objectives of reducing carbon and generating revenue for the council. The council's carbon-reducing initiatives include:

- planting three hectares of woodland at Ardeer Quarry
- the construction of wind turbines and solar panels at Nethermains
- installing solar panels on 500 council house roofs
- rolling out a low-emission fleet and the use of electric vehicles and other vehicles powered by alternative fuels.

Although ambitious, the council's environmental targets build on what has already been achieved and reflect what the council believes can be achieved in the future.

Source: Audit Scotland, 2020

17. The leadership team is in the process of being restructured. The new chief executive, who was appointed in 2018, decided that all services should be clearly aligned to the priorities in the Council Plan. The council no longer produces directorate plans, using service-level operational plans instead, which clearly align to the Council Plan and priorities. Staff understand how their individual roles contribute to the council's priorities, and day-to-day work is directly connected to the priorities in the plan.

The Council Plan is clearly aligned with the Local Outcome Improvement Plan and locality plans

18. The Community Planning Partnership (CPP) published its Fair for All Strategy - 'A strategy to reduce inequality in North Ayrshire' - in March 2016 with regular updates provided to the Community Planning Partnership Board. The strategy focuses on the impact of poverty on communities and identifies

opportunities where the CPP can have the biggest impact on reducing inequality. The development of the strategy was supported by the Fair for All Advisory Panel, which includes representatives from external bodies such as the Joseph Rowntree Foundation, the Carnegie Trust and University of Glasgow. The panel holds two meetings per year to provide governance and direction to the CPP.

19. In 2017, the CPP published its Local Outcomes Improvement Plan (LOIP) 2017-22. The Community Empowerment (Scotland) Act requires that every CPP publishes a LOIP to outline how it will work with communities to improve outcomes.

20. The CPP used a wide range of data and evidence to develop and inform the LOIP, including the Fair for All analysis and SIMD analysis. The CPP also consulted with communities to ensure that the LOIP priorities aligned with local needs and expectations.

21. The Council Plan and the LOIP are clearly aligned. Tackling inequality is the overarching theme of both plans. The four LOIP priority areas and supporting strategies are:

- A Working North Ayrshire (underpinned by the Economic Development and Regeneration Strategy 2016-25).
- A Healthier North Ayrshire (underpinned by the Health and Social Care Partnership Strategic Plan 2018-21).
- A Safer North Ayrshire (underpinned by the North Ayrshire Antisocial Behaviour Strategy 2015-18, superseded by the draft Safer North Ayrshire Strategy 2020-25).
- A Thriving North Ayrshire – Children and Young People (underpinned by North Ayrshire’s Children’s Services Plan 2016-20).

The leadership team and elected members work very well together

22. The ELT is effective. There is a good level of debate and scrutiny at ELT meetings and all members come to meetings fully prepared. The ELT works well with elected members, and senior staff routinely engage with members outside of formal meetings. Members were very positive about relationships with staff, and the support and information that staff provide.

23. There was a comprehensive induction programme for elected members after the last election. This induction involved elected members visiting council services and meeting staff and service users. This was welcomed by elected members, as it helped put decisions into context and gave them a deeper understanding of the work of the council. It also helped to build working relationships between staff and elected members from the outset. In addition, there continue to be regular briefings and updates available for members on a range of subjects, such as the Health and Social Care Partnership and the services it provides.

24. Each year, the Audit and Scrutiny Committee considers the development needs of elected members. The latest report found that, on average, each member attended 16 development sessions, equating to approximately 23.4 hours of CPD a year plus online training and attendance at external events and conferences. However, individual member attendance at training varied significantly and those members who also work full-time find it more difficult to attend. In response, the council has worked to rearrange training to better suit working members by reviewing the programme of events and, at the suggestion of Audit and Scrutiny Committee members, establishing a more mixed approach including videos, briefing notes, face-to-face training and online learning.

The council's decision-making structure is effective

25. North Ayrshire Council operates a cabinet system. This is the main decision-making body and is made up of the administration. This system works well and is supplemented by a policy advisory panel that provides all elected members with an opportunity to influence strategic and policy developments.

26. Council business is transparent, with all decisions being made in public, unless they are commercially sensitive. Full council meetings, cabinet meetings and Integration Joint Board (IJB) meetings are streamed online and all reports are uploaded to the website three working days before meetings. Elected members also update community councils and local community groups. The council has worked on making documents more readable and providing good online search functions so that the public can easily find information.

Part 2

How well is the council performing?



North Ayrshire has one of the highest rates of deprivation in Scotland. It also has a shrinking population, particularly among the economically active. These factors present significant challenges for the council. Despite this, the council is performing well and is a frequent award winner and early adopter of national pilots.

Council performance has improved over the last five years, though, like other councils, it has levelled off in the last year. There has been a deterioration in most education performance indicators, which the council is working to address.

Performance reporting systems are clearly focused on priority areas. Targets are realistic and kept under review. Performance information is readily available in a variety of formats. Reports have become more user-friendly and focused in recent years.

Apart from a recent decline in education indicators, the council is performing well

27. Despite facing deprivation, demographic and economic challenges, the council is a frequent award-winner and early adopter of national pilots. For example, in 2017, the council was awarded two gold and two bronze COSLA awards and was named 'Council of the Year' at the Association for Public Service Excellence (APSE) awards. In 2018, the council's partnership with businesses and other public sector organisations to drive business growth in North Ayrshire (Team North Ayrshire) won an APSE award for the best public/private partnership, and the council won two COSLA bronze awards for its Inclusive Growth Diagnostic pilot and its locality partnerships. The council was also the first in Scotland to secure an Investors in People platinum award for its housing service.

28. The Improvement Service's Local Government Benchmarking Framework (LGBF) brings together a wide range of information about how all Scottish councils perform in delivering services, including cost of services and residents' satisfaction. The framework also enables one council to compare its performance with the Scottish average and with other councils. Relative performance can be assessed by dividing performance into four quartiles. Quartile 1 contains the best-performing councils and quartile 4 contains the poorest-performing councils.

29. North Ayrshire council compares its performance annually against LGBF indicators. It compares with the prior year and the five-year trend. The council's LGBF analysis of 69 comparable indicators showed that, in the five years from 2014/15 to 2018/19, performance improved for 49 per cent of indicators in absolute terms. In terms of relative performance, there was a slight improvement over the five-year period. In 2018/19, the proportion of indicators in the top two quartiles was the same as five years ago, and there are fewer indicators in the bottom quartile. However, the council's analysis shows a decline in performance in the last year, with more indicators in the bottom quartile compared to 2017/18.

30. Audit Scotland's analysis of LGBF indicators is based on 49 indicators, which are measured annually and have been in place for the five-year period from 2014/15 to 2018/19. At the time of writing, the 2018/19 data for five of these indicators was still to be released. For consistency, we have analysed trend data for the 44 remaining indicators. The five indicators excluded from the analysis all sit within children's services and the council's performance in these indicators has previously been strong.

31. Our analysis shows the same trends as the council's analysis. The council performed above the national average for most indicators between 2014/15 and 2018/19. Performance improved overall during this period, with more indicators in the top two quartiles. However, in 2018/19, there were more indicators in the bottom quartile than there had been in the previous year or five years ago ([Exhibit 2, page 16](#)). According to the most recent Improvement Service report, a pattern is emerging across councils in Scotland where performance improvements gained in recent years are beginning to slow or decline in all key service areas.⁴

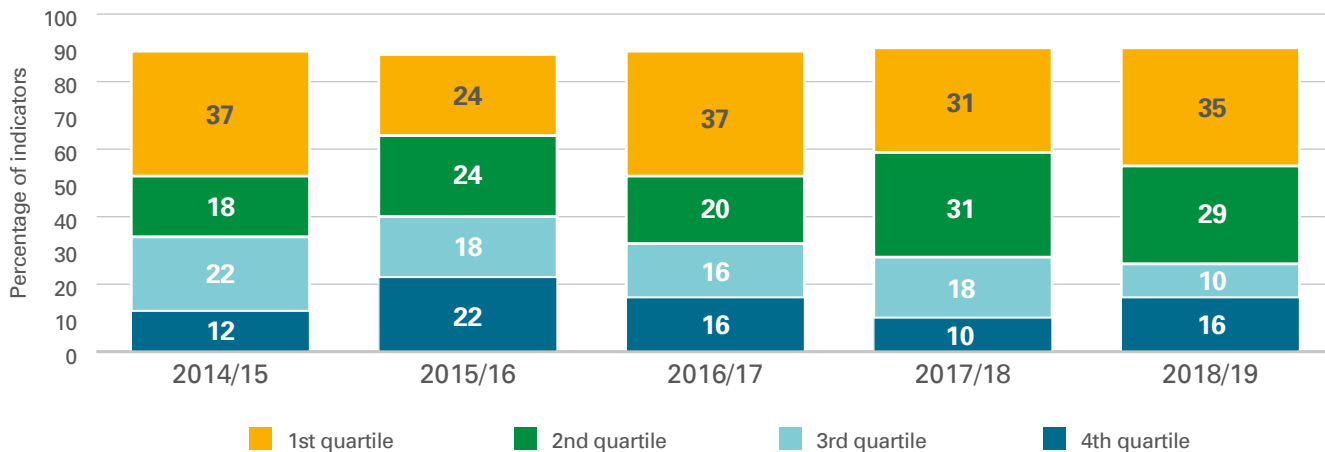
32. The council performs well compared to other councils in most service areas:

- Performance is consistently strong for housing services, which is one of the council's priority areas. All indicators sit in the top quartile.
- The council performance is strong and improving in culture and leisure services and corporate services. The majority of indicators are in the top two quartiles for both these service areas.
- Economic services are a priority area for the council. Overall performance has improved in recent years, and most indicators are in the top two quartiles. Procurement spent on local enterprises currently sits in the bottom quartile, but the council aims to address this with its Community Wealth Building strategy (discussed in [Part 5](#)).
- Performance is more mixed but still improving in social work and environment. In social work, the proportion of spending on self-directed support is low and the council is reviewing this. In environment, the council is performing well except in relation to road condition. The council took a decision, based on a consideration of council priorities, to invest to maintain roads in their current condition rather than investing to improve their condition.

Exhibit 2

The council's LGBF relative performance, 2014/15–2018/19

During this period, the council performance was above average for the majority of indicators.




Notes:

1. Measuring council performance involved considering how all councils in Scotland are performing, ranked from lowest to highest, for each indicator. Relative performance against other councils was divided into four equal bands, or quartiles. The first quartile contains the best-performing councils for that indicator and the fourth quartile contains the poorest performing councils.
2. The analysis is based on 44, mainly outcomes-based, indicators which were reported every year within the five-year period. The analysis excludes satisfaction or cost-based indicators where high or low cost cannot be easily determined as positive or negative. As data for five of these indicators is still to be released for 2018/19 these were excluded from the analysis, which is why the total is 90 per cent rather than 100 per cent.

Source: Audit Scotland analysis of LGBF indicators

33. In children’s services, there has been a recent decline in performance in most LGBF education indicators ([Exhibit 3, page 17](#)). In 2018/19, all tariff scores declined. The council believes that a decision to reduce subject choices in 2016, to help deliver necessary budget savings, may have contributed to the decline in tariff scores. In response to this, the council provided head teachers with the option to increase subject choices in 2018 and most schools have now done so. Improvements will take time to filter through as students move through the senior phase. Despite this decline in LGBF indicators, in-depth reports from Education Scotland are generally positive ([paragraph 38](#)). Other children’s service indicators are generally performing well compared to the Scottish average although 2018/19 data is not currently available.

Service satisfaction exceeds the national average for five of the nine LGBF indicators

34. LGBF  data shows that satisfaction with council services has declined across Scotland, including in North Ayrshire, however, the council is still performing better than the Scottish average for satisfaction with libraries, refuse collection, street cleaning, local schools and adult care ([Exhibit 4, page 18](#)). It performs below the average for overall satisfaction with social care and social work services, and with museums and galleries.

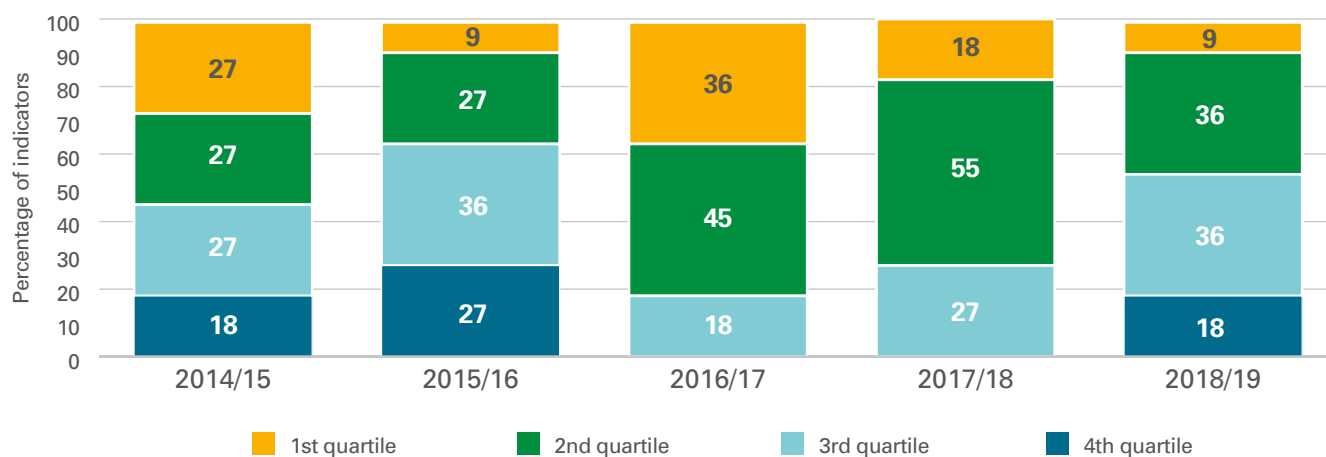


LGBF includes indicators to assess customer satisfaction with council services. These are based on results from national surveys such as the Scottish Household Survey (SHS) and the Scottish Health & Care Experience Survey.

Exhibit 3

North Ayrshire Council comparative education performance 2014/15–2018/19

Performance has fallen in the last year.



Notes:

1. This analysis excludes the non-education children's service indicators and the indicator for the proportion for positive destinations performance of education services.
2. Totals do not always add up to 100 due to rounding.

Source: Audit Scotland analysis of LGBF indicators

35. North Ayrshire is one of the poorest performing councils in Scotland for satisfaction with leisure facilities and parks and open spaces. The council believes that its decision, in line with its priorities, to disinvest in open spaces alongside the permanent closure of one facility and the temporary closure of another for remedial works soon after opening, contributed to the decline in satisfaction. However, the number of visits to leisure facilities continued to increase in 2018/19 and turnover increased by 4.3 per cent compared to the previous year.

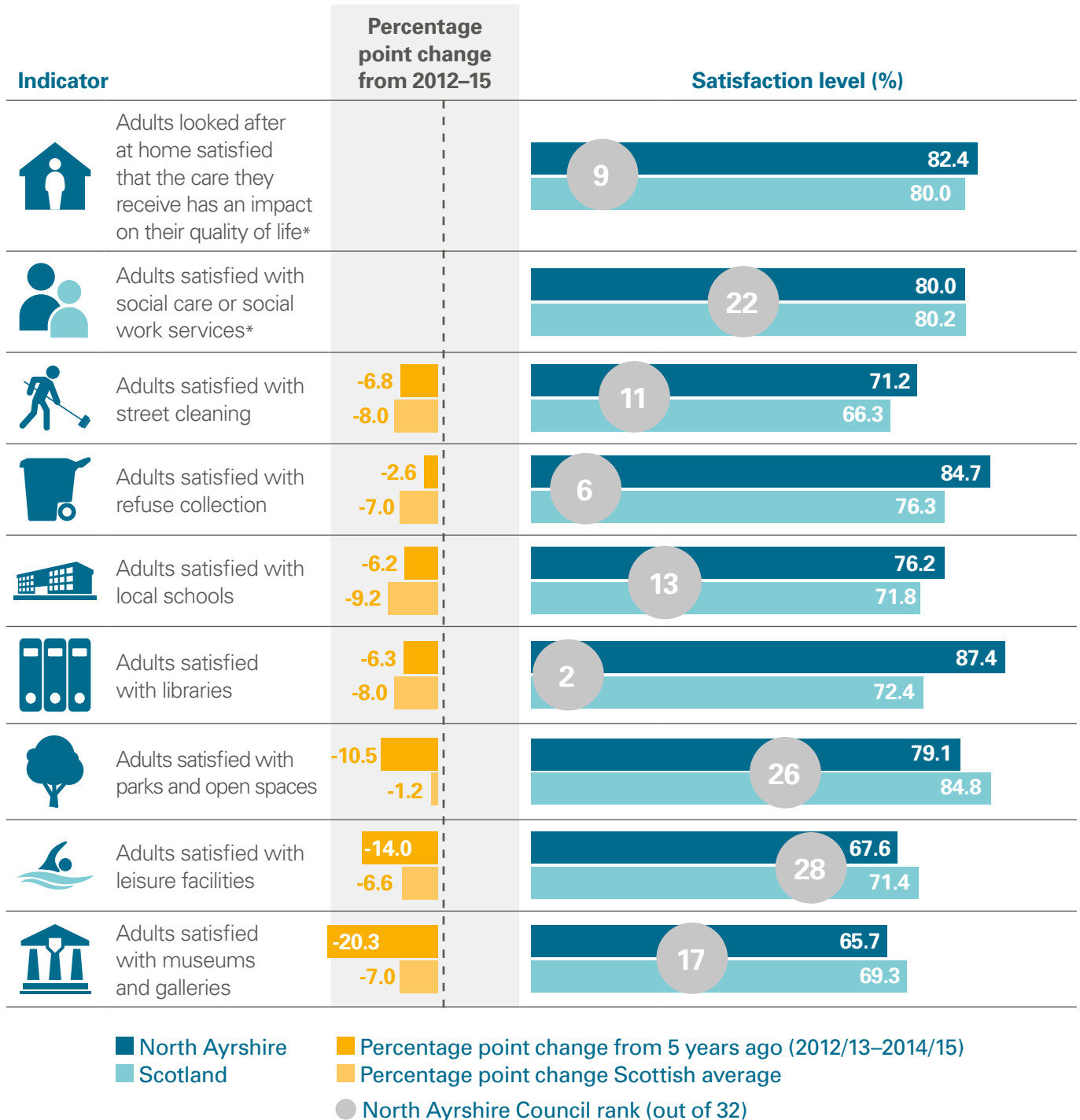
36. The council carries out tenant satisfaction surveys every two years. The most recent survey (2018) involved 1,500 face-to-face interviews. Overall satisfaction increased by five per cent to 91 per cent between 2016 and 2018. Satisfaction improved for six of the seven key tenant satisfaction indicators. The percentage of gypsies/travellers satisfied with the landlord's management of the Redburn site declined. Although satisfaction declined, the council had achieved the June 2018 target for minimum site standards for gypsy/traveller sites set out in the Scottish Government guidelines.

37. The council also has its own satisfaction measures for overall customer service, and for community participation and decision-making. Despite a decline in 2018/19, the council's performance portal shows that the customer service satisfaction measure, 'percentage of customers delighted with the overall customer service', has performed ahead of target for the last three years.

Exhibit 4

North Ayrshire Council performance against LGBF service satisfaction indicators, 2016–19

North Ayrshire Council's satisfaction rates are above the national average in five indicators.



Notes:

- Satisfaction levels are based on three-year rolled average responses to Scottish Household Surveys, with the exception of indicators marked '*'.
- Indicators marked '*' are from the Scottish Health and Care Experience Survey and presented for 2017/18.

Source: Audit Scotland using the LGBF satisfaction measures from 2016-19 and the Scottish Health and Care Experience Survey from 2017/18

Scrutiny bodies are positive about North Ayrshire Council

38. Scrutiny bodies have reported positively on North Ayrshire Council in recent years:

- Education Scotland's inspections of Education Psychology Services (August 2016), Community Learning and Development (July 2018) and Education Services (July 2019) were generally very positive and include examples of sector-leading practice. Two of these reports highlighted the council's commitment to self-evaluation, commenting that the council's approach is robust and leads to service improvements. In 2018/19, five of the nine Education Scotland inspections of schools and early years settings were graded as 'good' or 'very good' and one was graded as 'weak'.⁵
- The Care Inspectorate and Healthcare Improvement Scotland conducted a joint inspection on the effectiveness of (adult) strategic planning in North Ayrshire Partnership in March 2019. It concluded that the partnership had made progress in developing a performance reporting framework, and that it had clear strategic leadership and direction and a positive culture. Operational, strategic planning and commissioning arrangements were assessed as good, and the partnership was assessed as 'adequate' for its key performance outcomes.
- In 2018/19, the Care Inspectorate awarded North Ayrshire Council 13 'very good' or 'excellent' gradings from its 14 social care inspections, and six 'very good' or 'excellent' gradings from its seven early learning and childcare inspections. It also awarded the council and partners the highest accreditation possible for its housing support services and hostel provision.
- The Scottish Housing Regulator produces an annual landlord report for each council, which analyses performance against the standards set out in the Scottish Housing Charter. The 2018/19 report for North Ayrshire Council shows that the council is performing better than the Scottish average for all aspects of tenant satisfaction and value for money. The council is also performing better than average for five of the six aspects of quality and maintenance of homes.
- Following benchmarking against all other Scottish social landlords, the Scottish Housing Network, a consortium of Scottish social landlords, found North Ayrshire to be the top performer in terms of both level of service and value for money in 2018/19.

39. Two of the council's key committees are the Cabinet and the Audit and Scrutiny Committee. Both committees consider external reports and scrutiny where appropriate. Following the recommendations for improvement set out in the External Audit Interim Report 2018/19, the Audit and Scrutiny Committee carried out a self-evaluation to assess its effectiveness. The self-assessment was based on 67 questions and 14 improvement actions were identified through the exercise. The committee agreed to repeat this self-assessment on an annual basis.

Performance management arrangements are robust, clearly focused and show that the council is performing well in most priority areas

40. Performance management arrangements are strong. The council produces a range of service-level operational plans that are clearly aligned with and support the Council Plan. These operational plans define the actions being taken to achieve the council's priorities. The council has developed a range of performance measures and regularly monitors progress.

41. The council monitors and reports on 34 performance measures, including nine measures from the LGBF, which it considers key in providing a high-level overview of the council's performance against the Council Plan. These indicators are closely aligned with the Council Plan's priorities and are set out in the performance management framework. The relatively small number of indicators demonstrates focus and allows clarity of reporting. In total, the council reports on 97 performance measures through its North Ayrshire Performs portal, as part of its public performance reporting duties.

42. The council's 2019/20 mid-year progress report shows good performance against most of the 34 indicators, with only four indicators slightly adrift of their targets. Only one of 116 associated actions were reported as being significantly adrift of target, with a further two slightly adrift of target. Where performance was adrift of target, the report provided both an explanation and details of the proposed response.

43. The council is clear about what is included in each indicator and has a list of sources to ensure that progress against each indicator is measured consistently. The council has set targets which are regularly reviewed and are designed to be both ambitious but also realistic. For example:

- Ambitious five-year housing targets - a 99 per cent increase in empty homes back into use by 2024 and an additional 1,575 council houses by 2025 - reflect planned housing investments.
- The target for employee engagement was 72 per cent in 2024, based on actual performance of 71.2 per cent in 2017/18. The low stretch reflects the council's current strong performance and the council's aim to maintain this.

44. The council also uses the LGBF as a tool to assess performance annually and track progress relative to other councils. The LGBF data for 2017/18 was analysed and reviewed by the ELT in April 2019. This formed the basis of reports that went to the council's Cabinet and Audit and Scrutiny Committee, both in May 2019. These reports showed the results of the LGBF indicators for 2017/18 and highlighted indicators which reflect council priorities. A summary of the council's performance and detailed commentary on performance, improvement activity and future aspirations were given for each indicator. The council highlighted areas of declining performance in addition to reporting on areas of good performance.

45. The LGBF family groups are groups of councils facing similar challenges based on population density and deprivation. The council compares its performance against councils in its LGBF family group for a selection of indicators that it deems to be appropriate.

The council's public performance reporting is continuously improving but there is scope to further enhance the online portal

46. The council provides a range of performance information online and has worked to improve both the content and the accessibility of information over time. Recent annual performance reports have provided a balanced view of the council's progress towards achieving its priorities. The council highlights its key achievements and uses case studies effectively to demonstrate the impact that council initiatives are having on improving outcomes. In 2018/19, the council added an extra element to the report, named 'Areas of Focus', which details how the council plans to improve performance and deliver on its priorities in the next reporting period. The mid-year progress update for 2019-20 builds on this and gives a balanced view of performance in terms of key achievements and areas of focus.

47. In addition to publishing annual performance reports, members of the public can access more detailed performance information through an online portal, North Ayrshire Performs. Performance information in the portal gives a comprehensive picture of performance across the council. The portal uses a traffic-light system which shows how the council is performing against various indicators. The council gives a balanced commentary on performance against each indicator and, where relevant, outlines the steps taken to address underperformance.

48. The overall design of the North Ayrshire Performs tool could be improved to increase usability. The tool does not have a search function and this can make it difficult to find specific performance information quickly. Moreover, the tool does not scale properly to mobile screens, making it less user-friendly.

49. North Ayrshire Council has improved its engagement with the public in relation to performance. The performance team is currently investigating the best ways to reach different demographic and social groups. The council has increased its social media presence, and these channels are being used to raise awareness of performance to a younger audience. The council also continues to use more traditional methods to share information, for example messages displayed in public buildings such as libraries and town halls.

Part 3

Is the council using its resources effectively?



The council has a good approach to financial planning, and effective financial management arrangements.

The council has a ten-year long-term financial outlook (LTFO), which estimates a potential funding shortfall of £156 million over the period. This sets the context for more detailed medium-term financial plans and annual budgets.

There are budget gaps of £9.248 million in 2021/22 and £9.817 million in 2022/23 that still need to be addressed.

The council has a history of delivering services within budget. However, detailed savings plans are not fully developed to address the predicted funding gap over the medium to long term.

The council has a good approach to financial planning, with strong engagement with elected members and communities

50. The council has a ten-year long-term financial outlook (LTFO) covering the period 2018/19 to 2027/28. This identified an estimated funding shortfall of £156 million over this period. The Local government in Scotland: financial overview 2018/19 reported that only ten councils in Scotland conducted financial planning covering more than five years. The approach taken by North Ayrshire Council is a positive step to help manage the financial challenges and to make well-informed decisions which are aligned to council priorities.

51. The council's analysis highlighted the implications of changes to the underlying assumptions, estimating that the funding shortfall could be between £49 million and £264 million. The LTFO provided the context for a more detailed medium-term financial plan (MTFP) and annual budgets.

52. The latest MTFP, covering the period 2020/21 to 2022/23, builds on the previous year's MTFP and the analysis within the LTFO. The council agreed a balanced budget for 2020/21. This included planned savings of £4.330 million; however, gaps of £9.248 million and £9.817 million remain for 2021/22 and 2022/23, respectively.

53. The council engaged well with elected members and communities as part of the budget process and is continually looking for ways to improve its budget engagement.

54. The council provided elected members with an updated financial outlook for the period 2020/21 to 2022/23 in December 2019. This updated the assumptions set out in the LTFO covering: the economic outlook; the Scottish landscape; the financial outlook for North Ayrshire; the Health and Social Care Partnership; and the council's approach to ensuring future sustainability and the alignment of resources with key priorities and the Capital Investment Programme. Officers provided information through members' seminars. The council shared information on the financial pressures it faced and options to reduce expenditure. The options were aligned with the priorities in the Council Plan.

55. The council carried out a programme of engagement with communities. These sessions were delivered by the chief executive and senior officers through November and December 2019. This engagement sought views on the new council transformation themes (discussed further in [paragraph 108](#)) to help inform the MTFP. Each savings proposal put forward as part of the 2020-21 budget was aligned with both council priorities and the new transformation themes. In addition, building on the innovative development introduced in the 2019/20 budget-setting process, officers assessed the impact that each savings proposal would have on communities, ranging from no impact through low to high negative impact to positive impact.

Effective financial management arrangements are in place

56. The council has effective financial management arrangements in place and has a good track record of delivering services within budget. The council reported a break-even position in 2018/19 and achieved its budgeted savings of £5.094 million. Underspensing had been reported in previous years, which was carried forward and earmarked for specific purposes.

57. The council reviews its reserves policy on an annual basis, taking account of known commitments, potential liabilities and the risk profile of the council. It has used reserves in recent years when required. This included reducing unearmarked reserves to the current minimum level of 2 per cent of net expenditure ([Exhibit 5, page 24](#)).

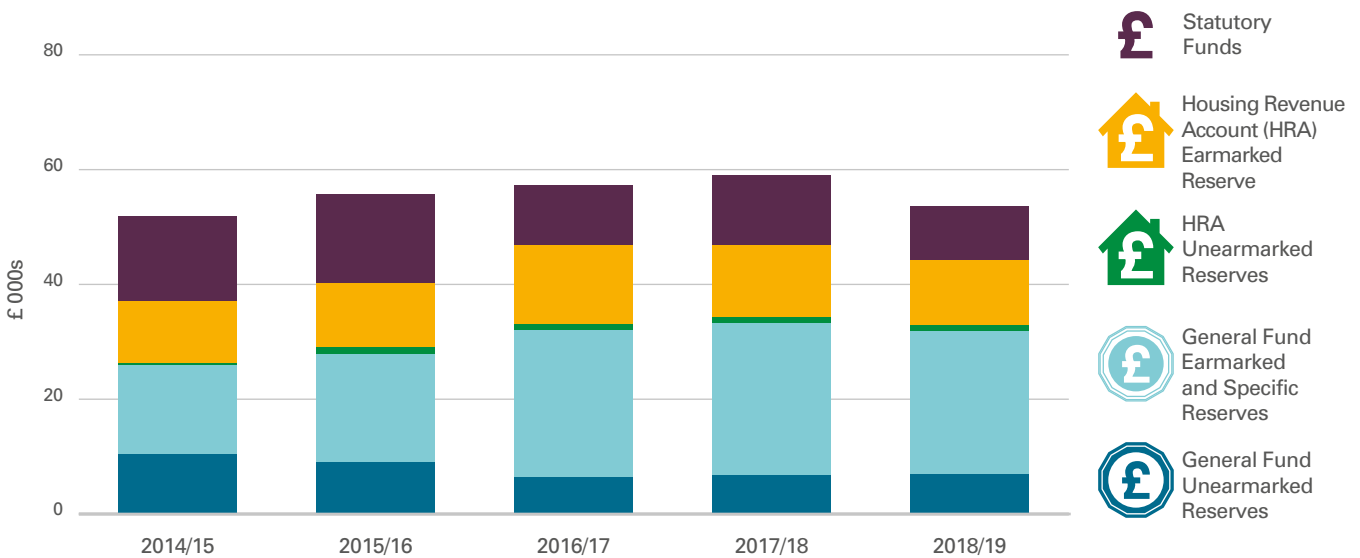
The council has made good progress with its transformation agenda; however, it still faces a significant shortfall and detailed plans are not yet in place

58. The cabinet approved the previous transformation programme (T2) in November 2015, with an aspiration of going from 'Good' to 'Great' to 'Leading'. Activities described as transformational and which delivered savings in the short to medium term accounted for £6.7 million over the T2 period, representing 23 per cent of the total savings delivered during that period (2015-18). The remaining savings over this period, which the council did not classify as transformational, were achieved through a combination of income generation and reducing or stopping services. Transformation activities included:

- mitigating demand within a range of services including care at home

- applying digital and technology strategies to support streamlined and more efficient ways of working
- creating more efficient integrated teams to deliver a better outcome for customers.

Exhibit 5
North Ayrshire Council Reserves, 2014/15–2018/19



Source: North Ayrshire Council

59. In addition to identified savings, the council has plans for further development in its next stage of transformation:

- the development of organisational capacity to support transformational activity
- enhanced collaboration, to harness skills and experience from across the council
- empowering citizens, colleagues and communities to reimagine the relationship they have with the council.

60. In 2017, APSE awarded the council an award for the best efficiency and transformation initiative in the UK. The latest transformation programme, approved in June 2019, sits alongside the Council Plan and specifies projects aligned to the core transformational themes. The projects were informed by community engagement on the budget. The savings estimates for the projects identified to date amount to £15.463 million. There is therefore still a shortfall of £25.403 million (54 per cent) required to fill the gross funding gap for the period 2020/21 to 2021/22.⁶

61. The transformation themes developed as part of the 2020/21 budget are:

- caring for people - through the Health and Social Care Partnership (HSCP)
- land and property assets
- service delivery models
- transport and travel
- charging for services
- children, young people and communities.

62. In addition to earmarking reserves for the transformation projects, the council has earmarked reserves specifically for supporting transformation and reducing the medium-term funding gap. This has largely been possible as a result of a review of loans fund advances following a change in regulation which allowed the council to revise its debt-repayment timelines. While there is no change in the overall level of loans fund advances that the council needs to repay, the re-profiling of the principal and interest payments allowed the council to transfer £8.8 million to reserves.

63. The specific earmarked funds include:

- **The Change and Service Redesign Fund (£2.3 million)** – set up in previous years to support delivery of significant change and transformation activities.
- **The Investment Fund (£8.8 million)** – to support Community Wealth Building activity, deliver sustainable investment in the environment and support the economy. The council has recognised that this fund will need to cover the cost of any necessary workforce changes. Community Wealth Building is discussed in more detail in [paragraph 113-116](#).

64. Given the scale of the changes required, it is important that the council ensures that an adequate supporting infrastructure is in place to deliver the changes planned. The council is refining the governance and monitoring framework to support the transformation programme for 2020/21 onwards. It already has a number of processes in place, including: monthly meetings between the chief executive and transformation theme leads and supporting chief officers; bi-monthly meetings of the Chief Officers Leadership Team (COLT), where transformation is a standing agenda item; and support from the corporate change team. The council has not yet identified the skills necessary to implement the plan. Tools and templates have still to be fully developed to assess whether the intended benefits of change have been achieved.

The capital planning process clearly aligns investments with the council's priorities

65. In its ten-year Capital Investment Strategy, the council sets out how its spending on its land, buildings, housing, and plant and equipment is intended to benefit communities and citizens. The strategy provides a framework to support the Capital Investment Programme which is updated annually as part of the budget-setting process. In 2020-21, this will be carried out alongside an update of the Capital Investment Strategy.

66. The Capital Investment Programme, approved in March 2020 and covering the period to 2027/28, included investment plans of £269 million. The most significant elements of the programme, aligned with the priorities of the council ([Exhibit 6, page 27](#)), are set out below:

- Ardrossan Community Campus (£70 million)
- the completion of a school for those with additional support needs (£17 million)
- Moorpark Primary School (£9.2 million)
- Montgomerie Park School (£9.6 million)
- Upper Garnock Flood Protection Scheme (£14.9 million)
- Millport Coastal Flood Protection Scheme (£26.8 million)
- Ayrshire Growth Deal projects (£49.8 million).

The council has significantly improved its procurement arrangements

67. The council has significantly improved its procurement arrangements since the previous Best Value report in 2011:











- A corporate procurement strategy is in place (last updated in December 2018). This highlights the council's aim to make smarter use of its resources and recognises that procurement is an essential part of support services across the council.
- In accordance with the Procurement Reform (Scotland) Act 2014, the council publishes an annual report on its procurement. This reviews whether its procurement complies with its procurement strategy and highlights any areas for future development.
- Scotland Excel carried out a focused Procurement and Commercial Improvement Programme assessment of the council in December 2018, as part of its second round of such assessments of local authorities in Scotland. The council received an overall score of 77 per cent, placing it in the highest performance band.

The council has a coordinated approach to workforce planning and is developing workforce plans to support transformational change

68. The council carries out workforce planning at service level, with guidance in place to direct a consistent approach throughout the council, while also allowing flexibility for individual service needs. The HR team reviews plans to ensure the guidance is being applied consistently. It has completed PESTLE (political, economic, social, technological, legal and environment) analysis, which will help the council understand external factors which can impact on strategies and future plans. Templates have also been prepared for each service outlining areas of known growth or decline together with factors relating to talent and succession consideration. The council has also developed an approach to help it determine if the ratio between the number of direct line employees to managers is appropriate. This is used during service reviews and service redesigns and is amended as appropriate to different services.

Exhibit 6

Capital investment is clearly linked to the council priorities

Council Plan 2019-24 Priorities		Sum of Investment £ million
A Council for the Future		6.201
	An efficient council that maximises resources and provides value for money	6.201
Aspiring Communities		87.985
	Children and young people experience the best start in life	83.462
	Inclusive, growing and enterprising local economy	0.431
	Residents and communities are safe	0.092
	Residents and communities enjoy good life-long health and wellbeing	4.000
Inspiring Place		174.952
	A sustainable environment	53.373
	Homes that meet residents and needs	4.600
	Vibrant, welcoming and attractive environment	0.744
	Well connected and effective infrastructure	116.235
	Total Investment (2020/21 to 2027/28)	269.138

Source: North Ayrshire Council

69. The ELT receives regular reports from HR on progress with workforce planning carried out at service level. This allows senior management to have clear oversight on the challenges and opportunities across the council including redeployment to areas with specific need. Examples of successful redeployment include:

- Following the Community Warden Service ceasing, the council redeployed five Community Wardens into a new Environmental Team.
- The Trainee Early Years Practitioner (EYP) Programme provided an opportunity for staff across the council to retrain as an EYP. Twenty-nine employees successfully completed the programme and took up posts from July 2019 which contributed to the workforce planning needs of the early-years expansion programme.

70. Service workforce plans are at different stages of development. As future service models emerge from the council's transformation activity, the workforce plans will be developed further. Services utilise data such as demographic projections and workforce costs, to inform decisions on the current and future workforce, and to ensure alignment with the council's financial challenges and transformation activity. Clear alignment is needed with the council's transformation projects, to allow the council to have information on the numbers, cost and skills of the current and desired workforce and facilitate the transition from the current workforce composition to the desired workforce.

The council has taken a 'grow your own talent' approach in response to difficulties with recruitment and retention

71. In specific areas where it has faced difficulties with recruitment and retention, the council has applied a 'grow your own talent' approach. Examples of this across the council include the following:

- In response to the nationwide deficit in qualified and experienced planners, the planning service re-designated planning officer posts to planning assistants and recruited new graduates. The council continuously supports staff development which has resulted in successful progression within the team.
- A restructure within the payroll team has created entry-level posts and a career path to allow progress into more senior roles within the payroll team.
- Within education, the council is encouraging probationers to stay, promoting career changes into early years education and working to upskill teaching assistants.

72. The previous chief executive left in 2018 through voluntary early retirement. As part of this process the council proposed a wider restructure to streamline the extended executive leadership team and to align it with the structure of the council plan. This was supported by a business case setting out the financial and legal implications, with overall savings at that time estimated to be around £258,000. The costs associated with the departure of the previous chief executive were £29,000.⁷ While the savings to the council were recurring savings, the costs associated with the departure of the chief executive were a one-off. The final decision for the wider restructure was left to the new chief executive.

73. To ensure succession planning, the previous chief executive had been developing and coaching executive directors on various aspects of the role of the chief executive. An internal recruitment process was therefore conducted targeted at executive directors. If this process had been unsuccessful, it would have then moved to a full external recruitment process. While there are disadvantages to restricting the pool to internal candidates the ELT is effective, as reported in [paragraph 22](#).

74. The wider restructure has taken longer than initially anticipated, with a two-phase implementation plan agreed. Phase 2 is due to be fully implemented by the end of June 2020, and takes account of further changes in senior posts, with savings now estimated to be around £400,000.

75. The council has used a series of tools and approaches to develop leadership capacity, including the following:

- Its Leadership Academy was set up to develop the council's leadership capacity. It provides skills, knowledge and behavioural development for leaders at all levels.
- In 2018, the council introduced a 'Blue Wave of Change' programme, to further develop strategic leadership. It involves fundamentally changing leadership thinking, integrating more effective team working, with a view to improving the experience of people who use council services. Case studies are now being shared with teams across the council.
- The council is introducing its 'Connected Leadership' programme in April 2020, to build on the work initiated through the 'Blue Wave of Change' programme. The programme will continue to focus on the council's overall leadership development, to help support delivery of the Council Plan priorities.

76. Staff feel valued and speak positively about working for the council and about its supportive culture.

77. The 2019 staff survey showed a response rate of 46.2 per cent compared with 35.5 per cent in 2017 and the percentage of staff that felt they were engaged stayed consistent at 71 per cent. Four engagement factors are used to measure engagement:

- **Identification:** How much employees relate with what the council aims to achieve
- **Advocacy:** Whether employees speak positively about the council
- **Retention:** How much employees want to stay with the council
- **Commitment:** The drive to go above and beyond what is required for the good of the council.

78. Similar areas of strength to previous years were noted from the 2019 survey, including clarity and purpose of job roles, teamwork, effective relationships, development opportunities, terms and conditions, support available and flexible working.

79. Since the initial survey in 2012, the council has identified a series of key themes for improvement and carried out related actions. This is reflected in the improved results in 2019. Specific examples include:

- Previous surveys highlighted the effectiveness of communication from managers as an area for improvement. Actions taken to ensure employees receive consistent information include creation of focus groups, a new staff news website and use of digital methods of engagement and communication. As a result of these actions, the percentage of employees responding positively to effectiveness of communication has increased from 49.6 per cent to 61.9 per cent.
- Manager skills in communicating, motivating and developing employees was identified as an area for improvement in 2012. The council introduced its Leadership Academy, Leadership Conferences and platforms to encourage managers to share learning and support each other. This was not identified as an area of improvement in the 2019 results.

80. The 2019 survey also identified areas for improvement, particularly around staff having sufficient time to do their job and multiple demands on their time. The detailed findings from the 2019 survey were shared with senior staff in late November 2019 and senior managers are working with teams to identify strengths and areas for improvement relevant to their own areas.

Part 4

Is the council working well with its partners?



The council is working effectively with its partners to improve outcomes and address significant challenges.

The CPP works well as a partnership. There is a clear sense of ownership of the vision and an established culture of working together to address priority areas.

The council is committed to community empowerment and its work to mainstream community input into day-to-day decision-making is recognised nationally. Despite challenges, the council has worked to engage with hard-to-reach groups.

The council is working with partners to tackle the region's economic challenges through, for example, the Ayrshire Growth Deal and the business-led Team North Ayrshire.

The council and NHS Ayrshire and Arran have a strong partnership. The IJB works well despite financial challenges and is improving outcomes for local communities.


The CPP has a clear strategic direction and partners are committed to working together to improve outcomes

81. Our 2011 Best Value report on North Ayrshire Council noted that the council and its partners worked well together and had a shared vision. It also identified three recommendations for improvement, which were to:

- develop a set of principles and framework for effective partnership working including performance indicators to measure overall effectiveness
- undertake a governance review of the CPP to further improve its effectiveness and secure increased elected member involvement
- work with partners to prioritise and refine the performance indicators used.

We carried out a separate audit of community planning in North Ayrshire in 2013 and found evidence of improvement. Since then, the CPP has carried out significant improvement work and has made good progress against the 2011 recommendations.

82. The CPP agrees performance indicators and targets, and these are clearly aligned with the ambitions and outcomes identified in the LOIP and the Council Plan. Performance is reported annually, and action is taken when performance is below target.

83. Elected member engagement with the CPP is well established. Eight elected members sit on the **CPP board** , and all elected members are kept informed of CPP activity through briefings.

84. Positive working relationships continue to be central to the work of the CPP. The CPP Senior Officers Group - which comprises senior members of the partnership's organisations such as chief executives and directors - meets regularly. Members are enthusiastic about working together and sharing knowledge, and feel supported by the CPP and the council. The Senior Officers Group makes use of an activity tracker, which makes responsibility for each CPP initiative clear and ensures that all priority areas are subject to appropriate scrutiny and review. [Case study 2 \(page 33\)](#) provides some examples of the council's work with its partners to improve jointly agreed outcomes.

85. The CPP has an effective governance structure that facilitates the identification and delivery of priority outcomes. Engagement with communities and the third sector is enhanced through the Third Sector Interface, which is a member of the CPP Board and has a representative in the Senior Officers Group. It also chairs the CPP's Community Engagement Network.

CPOP analysis shows a general trend of improvement but there are areas where North Ayrshire falls behind the Scottish average

86. The CPP submits data to the Improvement Service's Community Planning Outcomes Profile (CPOP). The CPOP is a collection of measures designed to help determine whether residents' lives are improving. These measures are also known as outcomes.

87. North Ayrshire's performance across the range of CPOP indicators shows a general improvement in outcomes over the ten years 2007/08 to 2017/18 ([Exhibit 7, page 34](#)). Performance is below the national average for employment indicators and some health indicators (increasing emergency admissions rates and unplanned hospital attendances), reflecting demographic and economic challenges. These are priority areas for the council and partners.

The council is committed to community empowerment and is recognised as a sector leader

88. The aim of the Community Empowerment (Scotland) Act 2015 is to encourage and empower people to be more engaged with local politics and policy. At the heart of this is an intent to reduce disadvantage and inequality. The council seeks to embed community engagement and empowerment in every-day business, and to allow communities and elected members to have equal access to local decision-making.



CPP board membership

- Jobcentre Plus
- NHS Ayrshire & Arran
- North Ayrshire Council
- Scottish Enterprise
- Skills Development Scotland
- Strathclyde Partnership for Transport
- Scottish Fire and Rescue
- Police Scotland
- Third Sector Interface
- Ayrshire College
- KA Leisure (ALEO)
- North Ayrshire Health and Social Care Partnership

Case study 2



Examples of CPP joint working initiatives

- **A Working North Ayrshire**
Skills for Life is a programme aimed at helping long-term unemployed lone parents who had not been in education or training for some time. Participants attend a skills and training academy at Ayrshire College, gaining SQA (Scottish Qualifications Authority) qualifications. They then progress to a 26-week work placement with the council to gain work experience. Outcome: 78 per cent of participants secured employment or enrolled in further education after completing the programme.
- **A Safer North Ayrshire**
Operation Moranda is a joint campaign between Police Scotland and the council's protective service, aimed at protecting people targeted by fraudulent tradespeople and online and telephone scammers. The operation involved police and council officers engaging with 1,700 residents and providing them with preventative advice. Call blocking devices were also provided to vulnerable residents.
- **A Thriving North Ayrshire**
'Bullying - it's never acceptable' is a strategy devised by young people, parents, carers and education staff, and provides advice to North Ayrshire schools to ensure that there is a consistent and structured approach to dealing with bullying across all educational institutions.

Source: Audit Scotland

89. Some examples of the council's commitment to community empowerment include:

- 150 staff from CPP bodies have been trained in best practice community engagement techniques.
- The council and its communities are working together to develop a community charter. This is intended to establish a new relationship between communities and the council, including how the council serves and empowers its communities.
- There is good communication through the CPP website including the publication of plans, meeting papers and events calendars. Each locality partnership also has its own Facebook page.
- The council worked with the Consultation Institute to develop an approach to developing locality partnerships that enabled co-design and co-delivery with communities.

Exhibit 7

Change in performance for North Ayrshire's community planning outcomes, 2007/08–2017/18



















Indicator		North Ayrshire score in 2017/18	North Ayrshire absolute change	Scotland 2017/18	Scotland absolute change
Health	 % of Babies with a Healthy Birthweight	89.9%	1.9	90.1	1.0
	 Primary 1 healthy Body Mass Index (%)	81.7%	-1.9	84.3	0.1
	 Emergency Admissions	29,313.6	3,297.1	25,614.6	907.5
	 Unplanned Hospital Attendances	28,460.1	724.1	24,928.7	-1,380.2
	 Early Mortality	445.5	-116.3	425.2	-91.6
Education	 Educational Attainment	5.5	0.2	5.5	0.1
	 Positive Destinations (%)	93.1%	7.2	94.1	7.6
Employment	 Employment rate (%)	66.5%	-1.4	73.6	-0.2
	 Median Earnings (£)	£441.0	99.0	442.3	81.4
	 Out of work benefits (%)	15.5%	-1.8	10.9	-2.8
	 Business survival (%)	62.4%	-0.4	60.4	-6.5
Community safety	 Crime rate (per 10,000)	449.7	-296.2	450.2	-343.1
	 Dwelling fires (per 100,000)	119.3	-11.2	98.0	-34.4
					Cont.

Exhibit 7 (continued)

Indicator		North Ayrshire 2017/18	North Ayrshire absolute change	Scotland 2017/18	Scotland absolute change
Environment	 Carbon Emissions	6.1	-4.2	4.4	-4.4
Other	 Fragility Index	107.5	5	101.7	1.9
	 Wellbeing	24.8	-7.6	24.4	-0.7
	 Fuel Poverty (%)	26.3%	-26.2	27.3	-21.6
	 Child Poverty (%)	23.3%	-1.5	16.0	-4.1

Note: The publication of 2018/19 data was delayed due to disruption caused by Covid-19. At the time of this report, the Improvement Service has not indicated when the 2018/19 data will be published.

Source: Audit Scotland and Community Planning Outcomes Profile, Improvement Service, 2017/18

90. The council approved the terms of reference for six locality partnerships in 2016. Membership of all six consists of an equal number of elected members and local people, as well as CPP representatives and a senior lead officer. The LOIP outlines how the partnership priorities address the CPP's Fair for All strategy.

91. The locality partnerships have all produced locality plans, which include actions intended to address their priorities. Most actions incorporate timescales and designate groups responsible for delivery including community stakeholders and partnership organisations, but some could be clearer about the impact they are expected to achieve. While all plans were published, they are not all still available online and are not all easily accessible.

92. Examples of locality partnership work include:

- Over 400 people took part in workshops in 2017 to identify priorities for locality plans.
- Over £1.4 million of Community Investment Funding has been agreed by locality partnerships, leveraging in over £0.9 million in external funding.
- The North Coast locality partnership funded a £100,000 skatepark to support its priority for young people's health and wellbeing.

93. There are many examples of the council transferring money, assets, and power to communities, including:

- The council published its community asset transfer policy and guidance on its website in 2017. The Council Plan reports that, to date, 18 asset transfers have been successfully completed and sustained. One successful transfer is Fullarton Community Hub, which is run by members of the community and includes facilities such as an employability hub, a youth club space, and a community café.
- The council earmarks portions of service budgets for participatory budgeting. Street Scene, which is the council's grounds maintenance service, allocated £750,000 of its budget to participatory budgeting. This approach was piloted in the Three Towns locality and received over 600 responses, with six key ideas being implemented.
- The Alcohol and Drugs partnership allocated £50,000 to engage with people with experience of substance misuse and identify new ideas and suggestions for tackling drug misuse.
- Over 250 people attended workshops and over 600 engaged digitally to restructure library services, using the available £1.4 million resource budget to reshape library opening hours to better suit the needs of local communities.

94. The council is working to mainstream participatory budgeting in its everyday business. The council's approach to community empowerment is recognised by COSLA, the Local Governance Review Team and the Scottish Government as good practice and earned the council a place in the finals in the 2017 APSE awards.

The council proactively engages with communities, including hard-to-reach groups

95. The council has engaged well with specific groups. For example, the council's Tenant Information Service holds a gold accreditation for the work it does in partnership with North Ayrshire communities. The local youth panel has taken on a lot of responsibility and receives good support from the council. The council uses a variety of techniques to get community feedback, including 'Chit-Chat', an informal way for people to discuss local issues with the council face-to-face.

96. The council strives to engage well with some of its most vulnerable communities, including people who are long-term unemployed or who have issues with substance misuse. Where possible, the council seeks to identify people who can act as advocates for these under-represented groups. This has worked well in some cases, for example, engagement with Syrian refugees.

97. In response to a sharp increase in drug-related deaths in 2019, the North Ayrshire Alcohol and Drugs Partnership (ADP), a multi-agency group committed to reducing drug and alcohol misuse, took the following actions:

- Held a summit in January 2020 to discuss potential ideas for interventions. There were 120 attendees who were either CPP members or who were members of the community with experience of substance abuse.

- Recruited several peer recovery workers onto its staff. These are people with experience of substance misuse. The peer recovery workers have allowed better engagement with people who have substance misuse issues. The ADP plans to expand this programme.

The council is working well with partners to improve the economy

98. The council has a clear understanding of the economic challenges that exist within North Ayrshire and published the Economic Development and Regeneration (EDR) strategy in 2010 to address them. The council recognised from the outset that private sector participation would be key to the successful delivery of a strategy. The strategy was developed by the EDR Board, which includes members from the private, public, and third sectors. The revised 2016 strategy's mission, 'to have created the most improved local economy by 2025', is supported by four strategic outcomes and six strategic objectives. The board reviews progress twice a year, and approves new action plans every two years.

99. One of the strategy's flagship initiatives is Team North Ayrshire (TNA). TNA was developed to address North Ayrshire's job density figure of 0.5 (one job for every two people of working age population), by providing local businesses with tailored support to help them develop and grow. Businesses are given a single point of contact from which they can access all the support available to them through the council and other EDR partners.

100. The approach provides tailor-made support that reflects the specific needs of businesses, and an external evaluation conducted in 2018 showed that TNA delivered £19 million in additional wages, £39.5 million in GVA and 590 jobs. The model is recognised as best practice by the Scottish Government and is an APSE award-winner.

101. The Ayrshire Growth Deal (AGD) is another key component of the EDR strategy. The Growth Deal was developed by the Ayrshire Regional Economic Partnership. It represents a £250 million investment across North Ayrshire, East Ayrshire and South Ayrshire and addresses local economic challenges with its strong focus on inclusive growth. The council worked closely with a range of partners to develop the proposal for the Growth Deal.

102. The Ayrshire Economic Joint Committee is responsible for the governance of the Growth Deal and the Ayrshire Regional Economic Partnership. The committee has 13 members, including three from each council, as well as representatives from the education and business sectors, Scottish Enterprise, and Skills Development Scotland. There is also a subcommittee which has higher levels of representation from the business and education sectors.

103. The Growth Deal has yet to be signed off, so it is clearly too early to report on the progress of deal projects. There is a strong collaborative ethos, however, within the Ayrshire Regional Economic Partnership, and members from all sectors are committed to the development and delivery of the deal.

The council and the NHS have a well-established partnership, strengthened by the North Ayrshire Integration Joint Board

104. North Ayrshire was one of the first areas in Scotland to form an IJB, in April 2015, and there is strong partnership working between the council and NHS Ayrshire and Arran as well as work pan-Ayrshire. The IJB is committed to continuous improvement and performed a self-evaluation against the Ministerial Strategic Group Review in May 2019. This identified improvement actions locally to increase the pace of transformation. These actions included:

- A pan-Ayrshire review developed the approach to 'Directions'. These tell the health board and council what the IJB will deliver with the integrated budget, and so help empower IJBs to use the totality of resources at their disposal to better meet the needs of the population. This approach was supported by the Scottish Government and resulted in guidance being issued to all IJBs by the Scottish Government in January 2020.
- Ayrshire and Arran was identified as a pilot board area to develop arrangements to fully implement the requirements for NHS boards to set aside a budget for large hospital services that are used by the associated IJB population (often referred to as the 'set aside budget').

105. The IJB has made good progress and there are examples of changes to models of service delivery designed to improve outcomes for residents. These include:

- the pan-Ayrshire model for enhanced intermediate care and rehabilitation, focused on high-quality care and support through early intervention and prevention action
- the Trindlemoss facility, which is discussed in [Case study 3 \(page 39\)](#)
- Kilwinning Academy, which piloted basing a child and adolescent mental health services (CAMHS) worker and social worker in the school, with a focus on early intervention and preventing crisis; after a significant fall in crisis interventions and referrals this pilot is now being rolled out to other schools.

106. In response to the need to increase the pace of delivery of transformation, the IJB is progressing its 'Think Different, Doing Better' experience. This is an innovative approach to engaging with all staff and community groups. The objective is to empower them to meet individual outcomes in a more creative, person-centred way. The ideas and outputs from each session are being collated and will be used to determine how services will look like in the future.

107. The financial position of the IJB continues to be challenging. Because of overspending in previous years, there is an outstanding loan amount of £5.1 million owed to the council. Repayment is unlikely in 2019/20 because of ongoing pressures within the IJB. The council has increased its level of scrutiny of the IJB's financial position, with regular reports to the council's Cabinet and to its Audit and Scrutiny Committee.

Case study 3



Trindlemoss

The IJB has developed a new model of service delivery for learning disability day services, designed to improve local outcomes and achieve financial savings.

A new, state-of-the-art day centre with residential accommodation was opened in January 2020 for North Ayrshire residents with learning disabilities. Run by the Health and Social Care Partnership, Trindlemoss will offer people with learning disabilities the chance to take part in a host of activities and learn new skills, as well as offering hydrotherapy, sensory experiences and outdoor spaces.

Part of the former Red Cross House at Tarryholme Drive in Irvine, Trindlemoss has been newly extended and fully refurbished to provide inclusive and enabling day activities in the heart of the community.

The central location of the facility will provide residents with opportunities to get involved in local activities, with plans for open days and community events at which activities can be shared with the community.

Estimated capital expenditure for this project is £7.402 million, which is being funded by both the council and NHS.

Savings of £578,000 were budgeted for 2019-20. These savings have not been fully achieved, however, because of a delay in the project. The estimated full-year saving is £848,000 across the council and the NHS.

Source: North Ayrshire Health and Social Care Partnership

Part 5

Is the council demonstrating continuous improvement?



The council has a strong culture of continuous improvement. It has significantly improved and has maintained progress since the last Best Value report in 2011.

Continuous improvement is embedded in the council's culture. Staff play an active role in identifying areas for improvement and are empowered to make changes.

The council has developed a clear link between plans, actions, spending and outcomes. Improvement activity is aligned with priorities and there is evidence of improvement activity resulting in better outcomes for residents.

The council has a flexible approach to continuous improvement which is resulting in improved services and outcomes

108. The council has made a deliberate decision not to have systematic service reviews. Instead, reviews are prompted by poor or declining performance, potential opportunities for transformation, external scrutiny and staff suggestions. Continuous improvement activity is focused, and evidence led. Decision-making is data driven. The council uses data to identify areas for improvement (for example the speed at which new child protection cases are investigated) and to inform changes to service delivery (eg, to inform changes to library opening times).

109. The council uses a framework of tools and regular activities to monitor performance and identify areas for improvement. These are:

- **Progress monitoring** – ongoing monitoring of progress against the Council Plan, operational service plans, individual work and development plans and financial plans. Quarterly Council Plan updates involve peer challenge, normally led by the chief executive, and annual progress reports are produced by each directorate.

- **Performance monitoring** – all progress monitoring reports contain performance data. In addition, trends are monitored on a quarterly basis by the performance team. This is taken to ELT for discussion and action as required. The council also monitors performance against the Council Plan delivery framework.
- **Benchmarking** – the council compares its performance with other councils and identifies areas for improvement. It uses the LGBF for some indicators and Insight and APSE where more appropriate.
- **Self-evaluation** – the council uses the Public Sector Improvement Framework and an EFQM tool for self-assessment. It also uses 'How Good is our...' self-evaluation frameworks to assess the performance of specific services such as schools and libraries.
- **Lean reviews** – the council has invested in Lean Six Sigma training for managers and staff. This quality improvement methodology is intended to enable staff to lead improvement processes and eliminate waste.
- **External audits and inspections** – the council acts on reports and recommendations from external bodies. For example, in its 2018/19 Annual Audit Report, the auditor found that there were effective governance and scrutiny arrangements in place and a culture of openness and transparency.⁸ The auditor recommended that, to ensure that the governance and scrutiny framework continually improves, the council should consider an annual self-assessment of governance arrangements. The council introduced this assessment in 2019/20.
- **Community and customer views** – the council regularly engages with communities on a range of issues (see [Part 4](#) for more information) and reviews customer complaints. Council services also gather customer views and feedback through a range of methods such as tenants participation groups, Consul (an online tool) and the People's Panel surveys.
- **Staff suggestions** also drive improvement activity at the council. The council encourages staff to question, challenge and collaborate to improve services and outcomes. Staff are empowered to make changes that improve the way services are delivered. This has given the council a very real culture of continuous improvement. There is an ethos of going from 'good to great' among staff.

110. The council's efforts to continually improve services and outcomes is resulting in good services. North Ayrshire council has been recognised by Education Scotland, the Scottish Housing Regulator and the Care Inspectorate for its good work across a range of services. The Association of Public Sector Excellence (APSE), which considers the quality of frontline services provided by all UK councils, named North Ayrshire Council the council of the year in 2017. In 2018/19, the appointed auditor concluded that the council's approach to focused performance improvement in specific areas is effective, as evidenced by the improvement in local performance indicators.⁹

111. The council's focus on continuously improving priority areas runs through its work. This can be seen in the council and Community Planning Partnership's work to reduce child poverty, which is explored in greater detail in [Case study 4](#).

Case study 4



Tackling child poverty in North Ayrshire

North Ayrshire has one of the highest rates of child poverty in Scotland. In order to tackle this issue, the CPP and the council have increased their focus on child poverty in recent years. In 2017/18, the council led the way in becoming a 'Child-Centred' council and celebrated the Year of Young People in 2018, which was aimed at giving young people new opportunities, celebrating their achievements and giving them opportunities to influence decision making on issues affecting their lives. Young People were included in developing the Year of Young People activities.

The council and the CPP have focused their efforts across a range of services, in the short and longer term, to address child poverty, and examples include:

- The Skills for Life Programme supports long term unemployed lone parents into employment, giving them a six-month mentored vocational placement within the council.
- The We Work for Families programme is a specialist employability and skills service for vulnerable families.
- As part of the Scottish Attainment Challenge, the council set up the Professional Learning Academy (PLA) in November 2016. The prime purpose of the PLA is to support class teachers to close the poverty related attainment gap by ensuring their practice is of the highest quality.
- The renewal of Free School Meals and the School Clothing & Footwear Grant is now an automated process. This has helped to reduce the cost of processing applications while simultaneously improving outcomes for some of the poorest families in North Ayrshire by giving them access to a benefit they are entitled to at the earliest opportunity.


Research conducted by the End Child Poverty Coalition indicates that the number of children living in poverty in North Ayrshire fell from 30.4 per cent of children in 2016/17 to 26.6 per cent in 2017/18.

Source: Audit Scotland, 2020

The council takes an innovative approach to addressing some of its biggest challenges

112. The council seeks external advice and support when needed. For example, the Fraser of Allander Institute's North Ayrshire economic review in 2018 noted that councils have limited tools available to them to improve economic outcomes

and drive inclusive growth, and that central government investment and support is needed to create fundamental shifts in regional economic outcomes. The council believes that it needs more central government support to address the deep-rooted challenges in the local economy. However, it is using the tools that it does have in innovative ways, to maximise the pace of change and deliver improvements.

113. The council, along with the CPP, has explored different options from around the world to address its approach to economic development and believes that the **Community Wealth Building**  (CWB) model is well suited to the economic environment in North Ayrshire. CWB is an innovative economic model that is designed to improve outcomes in areas affected by high levels of economic deprivation and low job density.

114. The CWB concept is centred on the idea of ‘anchor institutions’, which are defined as institutions with a fixed geographical presence in a region. These include councils and the NHS but can also include private sector companies and charities. The CWB model relies on anchor institutions using the levers that are available to them to improve wellbeing and increase levels of inclusion at a local level. It identifies five pillars that anchor institutions can utilise to harness change:

- **Procurement:** increase local procurement and develop local supply chains
- **Fair employment:** recruit from lower income areas and improve scope for employee progression
- **Land and assets:** seek uses for underused land and assets to help communities
- **Financial power:** Invest locally, encouraging regional and national institutions to invest too
- **Plural ownership:** promote the local economy through a variety of business models.

115. At the time of writing, the council was finalising its CWB strategy for 2020-2025. While the council had been pursuing some elements of the strategy previously, such as Skills For Life ([Case study 2, page 33](#)) and the promotion of the Living Wage, the strategy brings these together and makes clear that CWB is a strategic priority for the council, and emphasises the role that anchor institutions have to play in its delivery. The strategy is designed to help deliver key priority outcomes and performance measures in the Council Plan and LOIP.

The council has significantly increased its pace of improvement since our last BV in 2011 and this has been maintained.

116. The 2011 Best Value report concluded that the council ‘did not have a culture of continuous improvement systematically embedded across the organisation’ and raised concerns about the capacity of the council to drive change. It highlighted that the council was embarking on an ambitious change programme to become ‘a leaner, more innovative and flexible organisation which is better able to respond to the future change and challenges’ but that there were risks that the council lacked the skills needed to achieve this.



Community Wealth Building

was developed in Cleveland in 2007. The Centre for Local Economic Strategies (CLES) defines Community Wealth Building as a ‘people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people’. Preston Council was the first UK council to adopt the approach, in 2011.

117. The report identified two areas for improvement related to continuous improvement:

- The council needs to ensure that it develops internal capacity for its improvement agenda and embeds improvement in its culture in the medium and longer-terms.
- Elected members and senior officers need to show leadership to ensure that a culture of continuous improvement is developed across the organisation.

118. We found a strong culture of continuous improvement, driven by effective evidence and staff who are empowered to make decisions in their area and to propose changes. The council has delivered on its ambitions in 2011 and is now a lean, flexible and innovative organisation. The council has worked to improve the skills and capacity of its staff at all levels. There is collaboration and a culture of shared learning across the council. Staff are key to improvement activity at the council and are supported by a strong ELT and fully engaged elected members. The council uses data and staff suggestions to identify and improve outcomes in line with priorities. The council has made significant progress since 2011 ([Exhibit 8, page 45](#)).

Exhibit 8

Comparison of Best Value judgements

A comparison of Controller of Audit judgements in 2011 and 2020 shows that North Ayrshire Council has made significant progress since 2011.

Controller of Audit judgement  2011	Controller of Audit judgement  2020
<p>Strategic direction</p> <p>The council has recently strengthened its leadership arrangements with officers and members working better together. Political leadership is improving through more cross-party working.</p>	<p>Elected members and the ELT have set a consistent, clear vision and direction for the council. Elected members, across all parties, and the ELT work well together, and are committed to the successful delivery of the council's priorities.</p>
<p>Performance</p> <p>There are some areas of good performance in the key services of education, social work and housing. The condition of local roads and the use of sports and leisure facilities need to improve. Performance management arrangements are underdeveloped.</p>	<p>Council performance over the last five years has been improving, although it has levelled off in the last year. Priority areas are generally performing well. Performance management arrangements are robust and clearly focused on priority areas.</p>
<p>Resources</p> <p>The council is improving its approach to resource management. Some key financial plans and processes are in place but there is not an overarching financial strategy to support medium and long-term decisions. Workforce planning is improving and there is good alignment between it and the change programme. Significant improvements are still needed in tendering and procurement and asset management.</p>	<p>The council has a good approach to financial planning, and has effective financial management arrangements in place, including a 10-year financial outlook. There are no longer concerns about asset management or procurement at the council. The council has a coordinated approach to workforce planning and is developing plans to support transformational change. The council faces significant financial challenges and needs to increase the pace of its transformation agenda. The council has invested in an invest to save fund, which is welcomed.</p>
<p>Working with partners</p> <p>The council shares a clear strategic focus with its partners on addressing the challenges they face. There are tensions in the relationship between the council and NHS Ayrshire and Arran.</p>	<p>The council works well with a range of partners, is strong on multi-agency working and has a good relationship with NHS Ayrshire and Arran. The CPP is particularly strong and the IJB is engaging innovatively to improve outcomes.</p>
<p>Community empowerment</p> <p>The council has introduced arrangements for consulting with its service users. It needs to ensure these are embedded across the organisation.</p>	<p>The council has a strong focus on community empowerment. Its approach to embedding community empowerment into everyday council business has been recognised nationally.</p>
<p>Continuous improvement</p> <p>The chief executive is leading a challenging change programme and has brought renewed vigour in improvement activity across all services. It is at the early stages of implementation and is not consistent across the organisation. The council does not have a culture of continuous improvement.</p>	<p>The council has built on the early progress noted in 2011. The council now has a strong culture of continuous improvement driven by evidence and genuine staff empowerment. The council has significantly increased its pace of improvement since 2011, and this increase in pace has been maintained.</p>

Source: Audit Scotland

Recommendations



The council should fully develop and deliver detailed transformation plans to meet the current estimated funding shortfall. To achieve this, it should ensure sufficient arrangements are in place to support, monitor and deliver the expected outcomes. This includes:

- developing the transformation themes into projects and further developing the governance arrangements to ensure the council has the skills needed to implement the next stage of transformation
- developing a robust benefits realisation tracker to assess whether the council has achieved its aims. [\(paragraphs 58–64\)](#)

The council must evolve workforce planning across all services, and clearly align service workforce plans to the transformation projects, in order to:

- identify the numbers, cost and skills of the current and desired workforce
- effectively facilitate the transition from the current workforce composition to the desired workforce. [\(paragraphs 68–70\)](#)

The council should work with locality partnerships to make clear what the intended impacts are of locality plans and make them publicly available. [\(paragraphs 90–91\)](#)

The council should review its Public Reporting online portal, North Ayrshire Performs, to make it more user friendly and accessible. [\(paragraphs 46–49\)](#)

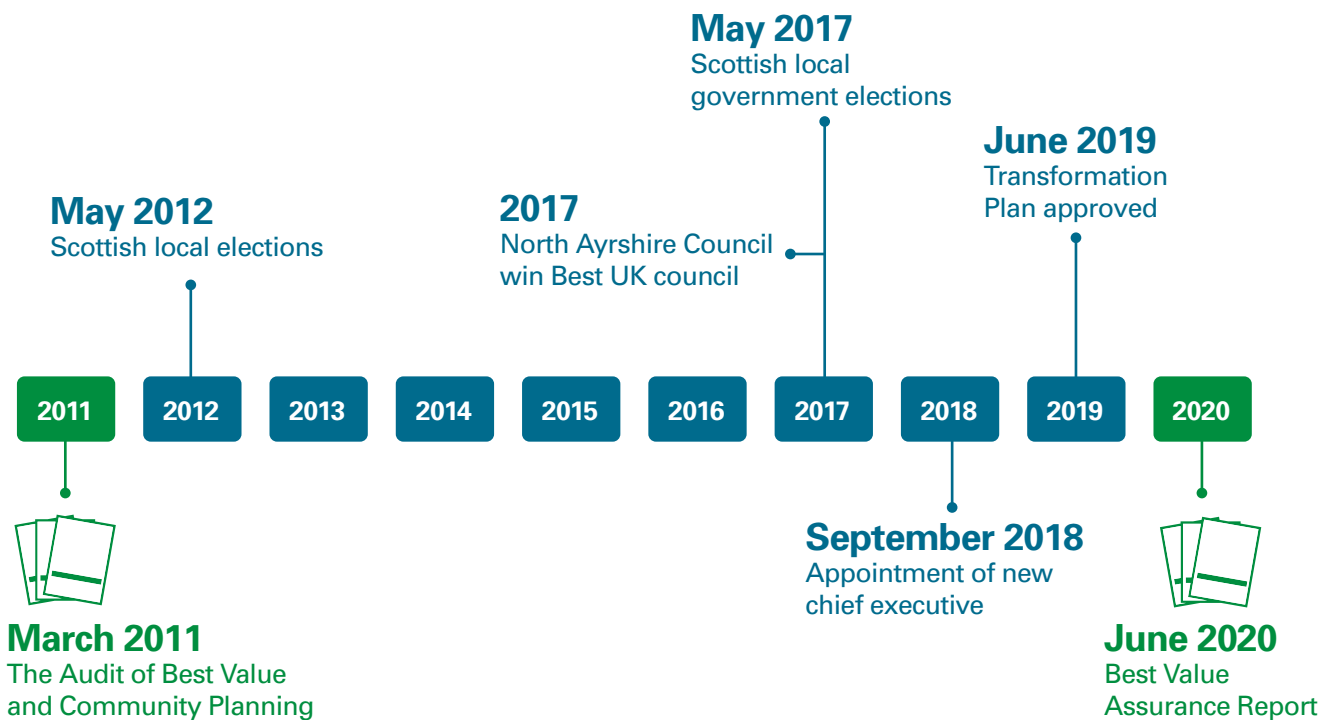
Endnotes



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- 1 North Ayrshire Economic Review, Fraser of Allander Institute, November 2018.
 - 2 Based on the Scottish Index of Multiple Deprivation (SIMD). SIMD is a tool developed by the Scottish Government to identify areas of poverty and inequality across Scotland. It ranks 6,976 data zones (small geographic areas) from most deprived to least deprived. Updated SIMD data was published in January 2020 showing that North Ayrshire has increased by one the number of data zones that sit within the 15 per cent most deprived nationally.
 - 3 Avoidable deaths are classed as those that may have been prevented using either healthcare or public health interventions.
 - 4 Local Government Benchmarking Framework, National Benchmarking Overview Report 2018-19.
 - 5 Of the three remaining reports, two were graded as wholly 'satisfactory' and the third was graded as 'satisfactory' for two of the Education Scotland quality indicators and 'weak' for the other two indicators.
 - 6 This was the gross shortfall for 2021/22 and 2022/23 when setting the 2019/20 budget in February 2019. This was reviewed as part of the 2020/21 budget process, where a net gap of £9.248m remains for 2021/22 and £9.817m for 2022/23.
 - 7 2018/19 Annual Audit Report, Deloitte.
 - 8 Ibid.
 - 9 Ibid.

Appendix

Best Value audit timeline



March 2011. North Ayrshire Council: the audit of Best Value and Community Planning

The council has shown an increased commitment to providing Best Value, but for some of its improvement activities, it is too early to judge how effective they will be. The council's overall performance is satisfactory, and it has fair prospects for future improvement.

May 2012. Scottish local government elections

SNP form a minority administration.

2017. North Ayrshire Council win best UK council at the 2017 APSE awards

May 2017. Scottish local government elections

Labour minority administration formed. Elected members – 11 Scottish Labour; 11 SNP; 7 Scottish Conservatives and 4 Independents.

September 2018. Appointment of new chief executive

The new chief executive was announced in September 2018 after the previous chief executive announced she was retiring after nine years in the role.

June 2019. Transformation Plan approved

Plan was approved at a meeting of North Ayrshire Council on 26 June. Phase one of the restructure to be completed in 2019-20 and Phase two to be completed in 2020-21.

June 2020. Best Value Assurance Report


The Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each council. This is the first of its kind. The report seeks to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a particular focus on the Commission's Strategic Audit Priorities.

Best Value Assurance Report

North Ayrshire Council

This report is available in PDF and RTF formats at:

www.audit-scotland.gov.uk 

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Strategic Priority	Topics Include	Mar-19	May-19	Sep-19	Dec-19	Mar-20 Meeting cancelled due to Coronavirus pandemic. Updates and decisions by email, see 18 below.	May-20 Meeting cancelled due to Coronavirus pandemic. Updates and decisions by email, see 18 below.	Sep-20	Dec-20
Working NA	Investment, Innovation, Internationalisation, Inclusive Growth	Positive Steps with Partners, Developing the Young Workforce Ayrshire	Ayrshire Growth Deal		Scottish Enterprise Strategic Framework	Community Wealth Building report circulated in meeting papers		Community Wealth Building, State of the Economy	
Healthier NA	HSCP Updates, partner updates, decisions	Public Health Reform			Early adopter public health priority 6			HSCP Strategic Plan	
Thriving NA	CSSP Updates, partner updates, child poverty, decisions		Child Poverty Action Plan	CSSP Update, Corporate Parenting				Children's Services Plan and Child Poverty Action Plan	
Safer NA	SNAP Updates, partner updates, decisions	Community Justice Ayrshire update report, Police Scotland and Scottish Fire and Rescue workshops	Approach to Community Safety Plan	Community Justice Ayrshire update report (by email)	Community Safety Plan, Community Justice Ayrshire User Engagement			Community Justice Ayrshire annual report	
Locality Partnerships	Key strategic updates, decisions	Locality Partnerships Update report, Locality Partnership minutes	Locality Partnerships Update report, Locality Partnership minutes	Locality Partnerships Workshops, Locality Partnership minutes	Locality Partnerships Update report, Locality Partnership minutes	Meeting cancelled due to Coronavirus pandemic -Jan 20 LP minutes circulated in meeting papers		Update report	Locality Partnership minutes
Fair for All	Key development updates	Fair for All minutes	Fair for All Review	Fair for All AP minutes				Fair for All AP minutes	
LOIP	Performance reports, Annual report	LOIP performance management arrangements	Approach to LOIP Performance Report and LOIP Action Plan 19-20	Draft Annual Report, LOIP performance	LOIP Performance Report				
Risk	Risk register reports		Approach to Risk Register		Risk Register report				Risk Register report
Community Engagement	Planned engagement and consultation, Centre of Excellence, Peoples Panel				Peoples Panel survey				
Best Value Workplan Learning and Development	Progress against identified themes Conferences, shadowing, workshops, training, website	Best Value workplan 2019 Learning and Development Plan	L+D Plan update	Best Value workplan update	CPP Step Change			Best Value report	Recovery and Renewal
Governance	Membership, terms of reference, appraisal	By email: Membership review, SMT minute, Terms of Reference review	CPP SOG minutes	CPP SOG minutes	CPP SOG minutes, 2020 Planning			CPP SOG minutes	Membership review, terms of reference review
Key Strategic Developments		Council Plan	Kindness		TSI Framework, CP and LP conference and Kindness				
Info shared outwith meeting		<ol style="list-style-type: none"> Public Health Scotland and Community Planning Events North Ayrshire People's Panel Focus Group Report CPP Shadowing Adverse Childhood Experiences (ACEs) Conference 2019. KA Leisure Director Recruitment Invitation to Food Forum Workshop. 	<ol style="list-style-type: none"> Health Improvement Training Changing name of SMT to CPP Senior Officers Group. NHS Board Chair Appointments. Heads of Planning Conference 	<ol style="list-style-type: none"> Community Planning conference Annual Performance report Community Justice Outcomes Improvement Plan CPP shadowing programme 	<ol style="list-style-type: none"> Local Governance Review Community Planning conference Secondment from Police Scotland 	<ol style="list-style-type: none"> Community Support Hub launch Update on Community Support mechanisms Police Scotland secondment Community Planning conference materials Scottish Index of Multiple Deprivation 	<ol style="list-style-type: none"> Peoples Panel report Information on Community Support Hubs and daily local updates on CPP website 	<ol style="list-style-type: none"> Community Justice Ayrshire Annual Outcome Activity Report Skills Development Scotland Performance Report Minutes of CPP Senior Officers Group Community and Locality Planning update report Q4 LOIP performance report Best Value report Scottish Citizen's Basic Income Feasibility Study 	



North Ayrshire
Community Planning Partnership

FAIR FOR ALL ADVISORY PANEL

At a meeting of the Fair for All Advisory Panel on 27 August 2020 via Microsoft Teams

PRESENT

Councillor Robert Foster (**Chair**)
Councillor Joe Cullinane (North Ayrshire Council)
Councillor Marie Burns (North Ayrshire Council)
Councillor Donald L Reid (North Ayrshire Council)
Craig Hatton (North Ayrshire Council)
Audrey Sutton (North Ayrshire Council)
Rhona Arthur (North Ayrshire Council)
Morna Rae (North Ayrshire Council)
Lauren Cameron (North Ayrshire Council)
Chris Chapman (Robert Owen Centre)
Jennifer Wallace (Carnegie UK Trust)
Pete Seaman (Glasgow Centre for Population and Health)
Tommy Whitelaw (Dementia Carers Voices)
John Dickie (Child Poverty Action Group)
Tim Frew (YouthLink Scotland)

Jennifer McGee (North Ayrshire Council) (Minutes)

APOLOGIES

Councillor Todd Ferguson
Councillor Shaun Macaulay (North Ayrshire Council)
Councillor Louise McPhater (North Ayrshire Council)
Jim McCormick (Joseph Rowntree Foundation)
Alan McGregor (University of Glasgow)

1. WELCOME & APOLOGIES FOR ABSENCE

Cllr Foster welcomed everyone to the meeting and apologies for absence were recorded. Cllr Foster advised the Panel that following recent changes to the Council's Cabinet, he was now the lead Member for Poverty and would chair the Advisory Panel meetings.

2. MINUTE/ACTION NOTE FROM PREVIOUS MEETING: 11 March 2020

The Minute/Action Note of the Meeting of the Fair for All Advisory Panel held on 11 March 2020 were confirmed.

3. CHILD POVERTY ACTION PLAN

Audrey Sutton provided the Panel with an update on North Ayrshire's Child Poverty Action Plan (CPAP).

A Sutton advised the Panel that the Children's Services Strategic Plan will be the parent document for a suite of documents including the Children's Rights reporting and Child Poverty Action Plan. The Children's Services Strategic Plan will be circulated to the CPP, Council's

Cabinet, North Ayrshire Integration Joint Board and NHS Ayrshire and Arran Board for approval alongside this will be a request to approve the CPAP.

Following recent workshop discussions, the strategic themes for the CPAP will be the same as those in our Local Outcomes Improvement Plan; - a Working, Healthier, Safer and Thriving North Ayrshire around children and young people. The cross cutting themes running alongside those will be Building Stronger Communities and Prevention.

Following the 2018/19 CPAP North Ayrshire received very positive feedback from the Improvement Service and we have built on that feedback for this year's plans by including; -

- Inclusive Growth
- Community Wealth Building and what that could mean for child poverty around financial power and employment.
- Ayrshire Growth Deal and potential for new employment in North Ayrshire .
- Adverse Childhood Experiences work and;
- Fair For All Poverty Truth Commission and a first in Scotland – a young people Poverty Truth Commission.

The report will be shared with the Panel in the next few weeks and will detail what we know about poverty in North Ayrshire and particularly what has been brought up as a result of Covid-19.

C Hatton highlighted that he received a presentation from Public Health Scotland earlier this week on around poverty and child poverty and advised that he would be happy to forward this to J McGee to share with the Panel.

J Dickie thanked A Sutton for her update and highlighted that he would like to meet to discuss the linkage between Community Wealth Building and Inclusive Growth and the Child Poverty Agenda. The Leader advised J Dickie that he would get his office to arrange a meeting to discuss further.

C Chapman signposted the Panel to the Children's Neighbourhood Scotland website where they have an extensive list of publications focusing on urban and rural settings.

4. NORTH AYRSHIRE CPP APPROACH TO ADDRESSING COMMUNITY NEED ARISING FROM COVID-19

Morna Rae provided the Panel with an update on how North Ayrshire CPP addressed community need during the Covid-19 pandemic. M Rae highlighted that while this was no way the totality of work carried out, three key themes were particularly relevant to the Panel:

Community Support

Eight Community Hubs set up across North Ayrshire (3 based in Irvine). They were run by staff from Connected Communities as well as third sector partners. They also had support from HSCP staff and a wide range of community and staff volunteers. The Hubs assisted with ensuring access to food, period products and toiletries, mental health packs, health referrals, financial advice referrals, supporting social isolation, multi-agency response to complex cases. In terms of communication, the CPP Team brought together a lot of partner and business information in to one place on the website, updated on a daily basis. This ensured residents were accessing up to date and accurate information on how they could get any support they required. This was also broken down by each locality, which has now morphed into a Community Book which refers local people to service provision in their area.

Food Provision

In terms of food provision, those eligible for free school meals received a weekly delivery of £25 worth of food parcels as well as other household essentials, approx. 2320 per week were delivered to those families. For those vulnerable people in the community, 2300 weekly food parcels were delivered. Community Hubs took calls from the public and provided support for the distribution of North Ayrshire Foodbank emergency food parcels, larger packs.

Support to Third Sector Groups

Third Sector groups which were operational during lockdown had strong links with Community Support Hubs. Organisational health checks were carried out and a partnership between the Third Sector Interface and the Council gave support including making sure everyone got access to funding they might be entitled to.

Looking forward we are:

- Reflecting on learning and experience – from communities, Locality Partnerships, Community Planning partners
- Community Wealth Building (CWB) – key to renewal
- Food system – what does a more holistic community based food system look like?
- Community Support Hubs – going forward, what will a hub model look like?
- Considering whether our partnership priorities reflect our new needs and ambitions – including the Fair for All Strategy

The Chair thanked M Rae for her presentation and highlighted the importance of partnership working going forward. A Sutton highlighted that as a CPP we have a vision of a true whole systems approach.

J Wallace asked following the Kindness work with Carnegie UK, where kindness is now and whether this work helped with the process.

A Sutton advised J Wallace that the work with Carnegie has made partners unafraid to talk about kindness in our communities.. The North Ayrshire Kindness Network helped build up a number of community relationships around the kindness agenda, which has helped to build a firm foundation in our communities. Overall Kindness was a huge contribution to the work carried out during the pandemic.

P Seaman highlighted that he was heartened to see the leadership North Ayrshire is showing in relation to CWB. P Seaman advised that he is working on a project with Glasgow City Council on CWB and would like to set up a discussion around anchor organisations. The Leader confirmed that he would have his office set up a meeting with P Seaman to discuss further.

T Whitelaw advised the Panel that Alliance have been continuing their Humans in Scotland series. They have published 50 community in action stories where they have engaged with 50 organisations in Scotland to see how they have responded to Covid and what they put in place. He has also hosted 42 intelligent kindness sessions, and feedback will be published shortly.

T Whitelaw shared information with the Panel of an online panel discussion taking place on 8th September which will examine the role of the 'What matters to you?' movement in our pandemic recovery and the future of health and social care. The panel discussion features speakers from across four nations (Brazil, England, Norway, Scotland and the United States of America) who will offer insight into whole-nation approaches to the person-centred model.

Cllr Reid highlighted that a voluntary group in the Garnock Valley, the Barrmill Jolly Beggars, spent their own funds to make up bags of kindness. They were distributed to those in sheltered housing, local care homes, and the local police, fire and ambulance stations. To date, 1390

bags have been distributed in the Garnock Valley and those who have received them have been extremely appreciative.

Cllr Burns highlighted that it will be interesting going forward to see whether the priorities in our localities still reflect our need and ambitions. M Burns advised that she would like to know how we are going to keep people engaged and informed, including Elected Members and also how we use Locality Partnerships to provide local focus and content going forward.

A Sutton highlighted that at a large part of the agenda at the September round of Locality Partnerships will be to do that self-evaluation and discuss how the ownership over the last few months is retained and supported.

5. REPORTING ON FAIR FOR ALL PROGRESS

Jacqueline Greenlees delivered a presentation on proposals for reporting the progress of Fair For All. A report will be produced by end of September 2020 and will include links to the National Performance Framework, the Community Planning Outcomes Profile and to Locality Partnerships. The report will focus on linking local and national policies, infographics and case studies.

J Greenlees highlighted that some of the case studies which will feature in the report were:

- Basic Income Pilot
- Community Wealth Building
- Whole Systems Approach to Diet and Healthy Weight
- Pan-Ayrshire Health and Homelessness Working Group
- Fair For All Youth Commission

C Hatton asked J Greenlees to tie in with Y Baulk regarding fuel poverty to include in the report. J Greenlees confirmed that this would be covered under the environment section of the report.

6. DISCUSSION ON LEARNING FROM COVID-19 EXPERIENCE

Panel members were asked to share any experience and how we can work differently/better with our communities to tackle inequalities in the renewal and recovery period.

Cllr Reid commended the response in the Garnock Valley by staff and volunteers. However highlighted that from discussions with local residents, older people felt socially isolated. He also highlighted that in terms of community resilience, the people of Garnock Valley pulled together on 4 August following exceptionally high rain fall causing the River Garnock to burst its bank. The community pulled together, digging drains and Cllr Reid arranged for sandbags to be delivered and advised Police of where road- blocks should be.

C Hatton highlighted that one thing identified through the pandemic is a significant number of people were in need that were not on our radar. This could have been specific to the circumstances of lockdown, and they do not need additional support most of the time, e.g. having to shield due to a medical condition which they manage. Going forward we need to work effectively in the Community Hub model to ensure we reach people before they are in crisis.

Cllr Burns queried how we embed the learning from the last few months to ensure we are prepared should there be a second wave. The Chief Executive highlighted that the NAC Emergency Leadership Team continue to meet on a weekly basis, this was daily during the height of the pandemic and they can step the meetings up and down at any time. These meetings are still extremely important as you never know when a local lockdown will need to

be imposed. As a team we have built up resilience but also that understanding and great links with partners and communities which is important.

T Whitelaw spoke about the ongoing challenges for carers, where their ability to get out of their homes and engage with the wider world can be significantly limited.

J Dickie reported that CPAG are continuing to collate information via their early warning system and that it has shown that incomes have fallen for those who were previously receiving Tax Credits before the move to Universal Credit. Learning from the pandemic it was found that:

- Some groups who don't usually use Universal Credit as a source of income, such as students, are at risk at being pulled into poverty.
- In terms of the Cost of the School Day work, it was highlighted just how important digital inclusion and connectivity are for children and families and how it is absolutely critical for children, especially during the lockdown.
- Following a survey of 3000 parents/carers and 1000 young people, how valued the free school meals initiative across Scotland were.
- It also became clear that the Scottish Welfare Fund, which hasn't delivered nationally where it could have potentially played a greater role to ensure people have access to additional support when they are in financial crisis.

7. AOCB

No other business was discussed. The Chair thanked everyone for attending and for their input at the meeting.



North Ayrshire
Community Planning Partnership

Meeting:	CPP Senior Officers Group	
Date/Venue:	Thursday 20 August 2020 at 10.30 am via Microsoft Teams	
Present:	<p>Elaine Young, NHS Ayrshire and Arran (Chair) Rhona Arthur, North Ayrshire Council Laura Barrie, KA Leisure Michael Breen, Ayrshire College Stephen Brown, NA HSCP Barbara Hastings, TACT Russell McCutcheon, North Ayrshire Council Ian McMeekin, Scottish Fire & Rescue Service Mark Newlands, Scottish Enterprise Morna Rae, North Ayrshire Council CI Brian Shaw, Police Scotland Alison Sutherland, NA HSCP Audrey Sutton, North Ayrshire Council Vicki Yuill, TSI.</p> <p>Jennifer McGee, North Ayrshire Council (Notes)</p>	
Apologies:	<p>Craig Hatton, North Ayrshire Council Michael Breen, Ayrshire College Supt Derek Frew Karen Yeomans, North Ayrshire Council Andrew McClelland, North Ayrshire Council Kenny Hankinson, Scottish Fire and Rescue Service</p>	
No.	Item	Responsible
1.	<p>Welcome</p> <p>The Chair welcomed everyone to the meeting and apologies for absence were noted.</p> <p>The Chair also wished to acknowledge the work of two remarkable employees who sadly passed away over the last few weeks, Theresa Potter and Norma Bell. They both did amazing work across North Ayrshire and will be missed.</p> <p>The Chair highlighted that Inspiring Scotland recently published a document called 'We Start with Hope' which highlights how we must take this moment to reappraise and reimagine how our systems of support for the most vulnerable should operate in future.</p>	Noted

	<p>The Chair advised that she would forward the document to J McGee for circulation.</p> <p>M Rae advised that partners had been asked to indicate interest in taking over as Chair of the CPP Senior Officers Group and that I McMeekin had agreed to become Chair from September. She thanked E Young for all of her dedication and work.</p>	J McGee
<p>2.</p>	<p>Minute of Previous Meeting and Action Note</p> <p>Minutes from the meeting held on 25 June 2020 were agreed and the following updates were provided.</p> <ul style="list-style-type: none"> • The People’s Panel Action Plan had been circulated and is available on the CPP website. The Chair asked if this information had been shared with the HSCP to feed into their new Strategic Plan. M Rae confirmed that this had been shared with M. Sutherland. • Best Value report – the final version was circulated. • All CPP and LP meetings will be online. Offering IT support to LP members when needed. 	Noted
<p>3.</p>	<p>Community Hubs</p> <p>A Sutton advised that she wanted to highlight the learning and next steps of the Community Hubs.</p> <p>A summary document is available and will be shared with Senior Officers.</p> <p>The themes emerging from this work are as follows:</p> <ul style="list-style-type: none"> • Increase of trust with partners working in a more interpersonal ways locally, with that parity of esteem recognising each partners value. • Speed of action through better sharing and working together. • Strong sense of internal motivation from partners. • Proactive attitude approach instead of waiting to react • Unleashed the power of conversation. Allowing more understanding. <p>What can we continue:</p> <ul style="list-style-type: none"> • Retain locality hub model where the Connected Communities team can be based from. • Keeping in contact with residents who still wish to be contacted even if it is just a telephone call. This will be shared out between Connected Communities, Housing, the HSCP and other partners to keep that early intervention approach. • Looking at a Foodbank Network, Community Larders, Community Fridges and a co-op model to underpin the shared input from faith organisations and local businesses. • Agreement with HSCP that Service Access Teams will retain a presence within the hub. 	A Sutton

	<ul style="list-style-type: none"> • Continue to review data we have been working with and how sharing of data can allow single points of contact for residents. <p>What can we improve?</p> <ul style="list-style-type: none"> • Continue to support volunteers along with the Third Sector Interface. • Training of call handlers in our Contact Centres and Hubs. • Citizen digital literacy. <p>A Sutton highlighted that a one size of locality relationships does not fit all and there is a need to add asymmetry to what we are doing that allow all partners to be involved.</p> <p>The reason the work has been successful over the last few months is:</p> <ul style="list-style-type: none"> • Being people and family centred • Reduced bureaucracy • Streamlined processes • Heightened professional and personal respect • Conversations rather than emails • Greater understanding and appreciation of all roles <p>A Sutton also highlighted that Angela Morrell and Roseanne Burns have been tasked with setting up a development workshop to take forward the next steps. Members of the CPP SOG will be invited to nominate an officer from their organisation to attend the workshop.</p> <p>I McMeekin advised that this workshop is very welcome. He also highlighted that he would welcome the opportunity to have a discussion about the Local Fire Plan to supporting widening the priorities. A Sutton agreed that she would be happy to meet with I McMeekin separately.</p> <p>A Sutherland asked if there were any timelines and timescales for this workshop to keep the drive and momentum of this work going. A Sutton confirmed that they are aiming to hold the workshop during September.</p>	<p>Noted</p> <p>A Sutton</p>
<p>4.</p>	<p>CPP Reflective Learning</p> <p>M Rae delivered a presentation which provided a flavour of the return from the templates issued after the last CPP SOG meeting. M Rae highlighted that we are still waiting on a few returns and that these will be shared in full at the October CPP SOG meeting. An overview will also be shared with the CPP Board at its meeting on 9 September 2020.</p> <p>Some of the common themes from the templates shows that partners are doing more of:</p> <ul style="list-style-type: none"> • Refocusing/streamlining of work • Redeployment of staff • Service redesign including the ambition to build back better and address inequalities • Communicating in new, efficient and exciting ways with employees, communities, volunteers, customers and partners 	

	<ul style="list-style-type: none"> Increased liaison with other services/partners/groups/communities <p>M Rae also provided updates on our CPP step change actions:</p> <ol style="list-style-type: none"> Community Book – has been created for each of our localities Health Inequalities Self-Assessment Tool and Health in All Policies (HiAP) – plans to use for Ardrossan Masterplan. Also looking for further suitable opportunities Unintentional Harm – Community hub work has changed the way we work together to address individual’s issues. The focus is now how can we build on this. Diet and Healthy Weight – Ongoing work as Early Adopter Site for this work. Ties in with community food system development. <p>The Chair thanked M Rae for her presentation and noted that it was a really rich piece of work and we should be using this information to the best we can to plan our way ahead.</p> <p>A Sutton highlighted that it would be useful to use this information within the Workshop being arranged with the Transformation Team.</p> <p>M Rae advised the Group that a copy of the slides would be circulated for information.</p>	Morna Rae
5.	<p>Children’s Service Plan and Child Poverty Action Plan</p> <p>A Sutton advised the Group that the submission of the both the Children’s Services Plan and the Child Poverty Action Plan were delayed due to the pandemic. In terms of Children’s Services Plan Scottish Government did give the option of waiting until the new financial year to submit a 2-year plan instead of a 3-year plan. However North Ayrshire have made the decision to submit this year. A copy of the draft Children’s Services Plan will be circulated to the Group by email next week for comment with a view of this going to the CPP Board by email also.</p> <p>The Children’s Services Plan needs to be submitted to the Scottish Government by 30 September, however this is with the caveat that it still requires to be approved by the Cabinet, IJB and NHS Board. Any changes would be made to the draft version submitted to the Scottish Government.</p> <p>A Sutton highlighted that the Children’s Services Strategic Plan will be the overarching document for a suite of documents including the Children’s Rights Reporting and Child Poverty Action Plan.</p> <p>A Sutton advised of two outstanding pieces of work</p> <ul style="list-style-type: none"> Consultation and engagement with Third Sector partners Work Youth Services are carrying out in relation to engagement with young people in schools, youth services and a range of engagement with A Sutherland’s team. <p>All of this is factored into the timetable and L Cameron will be in touch to expedite this.</p> <p>The Group confirmed that they were happy with this approach and looked forward to receiving the draft report.</p>	A Sutton

6.	<p>Safer North Ayrshire Partnership</p> <p>B Shaw provided the Senior Officer with an update on the work being carried out by the Safer North Ayrshire Partnership (SNAP).</p> <p>B Shaw highlighted that SNAP strategy which was developed pre-Covid has still to be formally agreed by the Council's Cabinet. The action plan which sits alongside the strategy, is now being progressed.</p> <p>B Shaw advised that SNAP met for the first time this year earlier this month and a copy of the draft minutes are included within the papers for Senior Officers for information. A lot of time at that meeting was discussions around how partners managed over the last five months. SNAP will be regrouping in September to focusing on getting more information on the action plan and drive forward those activities we want to do.</p> <p>A report showing statistics during the last quarter relating to crime will be shared with the Police and Fire and Rescue Committee next week and from a Police perspective, a lot of the data is showing a downward trend which is positive.</p> <p>R McCutcheon highlighted that from looking though the recent SNAP minutes, it shows there is really good partnership approach to this work. He also highlighted that given the SNAP strategy has not been approved yet, it be useful if we could look at it through a Covid lens and that he would speak to Janeine Barrett in advance of the next SNAP meeting.</p> <p>Senior Officers thanked B Shaw for his update.</p>	<p>Noted</p> <p>R McCutcheon</p>
7	<p>Health and Social Care Partnership Strategic Plan</p> <p>M Sutherland provided Senior Officers with an update on the North Ayrshire Health and Social Care Partnerships Strategic Plan.</p> <p>M Sutherland highlighted that the existing Strategic Plan 'Lets Deliver Care, Together', will cease on 31st March 2021 and as a result of the pandemic, there are now significant barriers to effectively develop a refreshed Strategic Commissioning Plan by March 2021. Therefore, it is proposed to develop a '1 year bridging plan' with a 2030 vision.</p> <p>A proposal will be going to IJB next week for approval of this plan.</p> <p>The intentions of the plan are:</p> <ul style="list-style-type: none"> • To ensure we meet our legal obligations to review the strategic plan while accepting and facing our current challenges; • Define our pandemic recovery and renewal intentions; • Demonstrate our commitment to other local and national priorities and partnership working; and 	

	<ul style="list-style-type: none"> • Set the scene for our long-term 2030 vision; <p>The HSCP have sought advice from Civil Servants in the Scottish Government and our Chief Legal Officer on our proposed approach and both have not had any issues.</p> <p>M Sutherland advised that the one-year plan would be published by April 2021.</p> <p>A Sutton advised M Sutherland that she would share a copy of summary document relating to the review of the hub work as this may help with feeding in to the plan.</p> <p>Senior Officers thanked M Sutherland for providing for the update and asked J McGee to circulate a copy of the slides.</p>	<p>A Sutton</p> <p>J McGee</p>
<p>8.</p>	<p>September Locality Partnership</p> <p>M Rae provided Senior Officer with an update on the plans for the September round of Locality Partnerships (LP).</p> <p>It was noted that some LP's had met in March 2020 and others have not met since January 2020. However during this time, the CPP Team have kept the communication channels opening providing Locality Partnerships with updates and decisions being made by email.</p> <p>The support being given includes:</p> <ul style="list-style-type: none"> • The team have been in touch with members around any IT issues offering support and guidance as needed. • Promoting the LPs on the CPP website and LP Facebook pages, inviting members of the public to observe; • Pre-agenda meetings set up for each locality go through the proposed meeting agenda; • Around one hour will be allocated to each LP agenda to discuss Community Support during lockdown period, what worked, what didn't and what is the community need going forward and does match with the LP priorities; • Regular business will also be covered. • LP Chairs meeting scheduled and all of this will be covered with them. <p>The Chair highlighted that she thought this would be a sensible approach especially given that the LPs have not met for a significant time.</p> <p>A Sutton highlighted that at the Locality Partnership Working Group there was discussion about how we could have a consistent approach around the community support discussion across the LPs to allow us to bring back consistent information to the Senior Officers. M Rae will prepare a presentation and discussion questions for each partnership.</p>	

10.	The Chair thanked everyone for attending today and as departing Chair thanked the CPP for their support over the last 18 months. Date of next meeting: Thursday 8 October 2020 at 10.45 am	All
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Community Justice Scotland
Ceartas Coimhearsnachd Alba

Community Justice Outcome Activity Across Scotland
Local Area Annual Return Template and Guidance
2019-20

April 2020

1. Background

The introduction of the Community Justice (Scotland) Act 2016 triggered the formal implementation of the new model of Community Justice in Scotland. A number of key documents are associated with the Act including the National Strategy, Justice in Scotland: Vision & Priorities and the Framework for Outcomes, Performance and Improvement.

The 2016 Act places a duty on community justice statutory partners to produce a Community Justice Outcome Improvement Plan (CJOIP) which outlines key local needs and priorities and the plans and actions to address these against a backdrop of the documents noted above. Beyond this, the partners are also tasked with reporting, on an annual basis, the community justice outcomes and improvements in their area, again with reference to the associated strategy and framework documents and, when complete, submit those annual reports to Community Justice Scotland.

Community Justice Scotland is committed to working in partnership with community justice partners and have designed the template and guidance to support local areas in reporting on their annual outcomes and improvements in a meaningful way that captures necessary data in an effective and efficient manner.

2. Statement of Assurance

The information submitted to Community Justice Scotland using this template is for the purpose of fulfilling the requirement under s27 of the Community Justice (Scotland) Act 2016 for Community Justice Scotland to produce a report on performance in relation to community justice outcomes across Scotland.

The data submitted using this template will be used for this reporting purpose only. In the report, local authority areas will only be specifically identified with their consent. However, Community Justice Partnerships should be aware that any information held by Community Justice Scotland is subject to statutory Freedom of Information obligations.

3. General principles of the template

The template is designed to capture a range of important data in a way that allows local partners to highlight key aspects of community justice activities, outcomes and improvements over the specified period without it being onerous or time and resource demanding.

Most of the template is self-explanatory and, where this is the case, there is little guidance required. In the sections that require more direction for completion, please refer to the template completion guidance which was issued alongside this reporting template. The text (in blue) will outline what is expected in terms of reporting.

It would be helpful if responses in each of the “evidence and data” boxes within section 4 of the template (“performance reporting”) is held to a maximum of 300 words per indicator to ensure the main points are captured. This allows for an efficient analysis by Community Justice Scotland on return. The use of bullet points in your answers is acceptable.

Where the template asks for evidence, a written response will suffice and there is no expectation that you send additional supporting documentation – if there are any aspects Community Justice Scotland is unclear on it will be our responsibility to request clarification where necessary.

If any response or evidence requires details about people with lived experience (e.g. evidence in respect of someone’s life story) please **NO NOT** include any personal sensitive information (as outlined in Schedules 2 & 3 of the Data Protection Act 1998) as Community Justice Scotland does not require such information. If this is unavoidable then please ensure that the data is fully anonymised.

This is the third iteration of the template and guidance.

4. Template Completion

1. Community Justice Partnership / Group Details	
Community Justice Partnership / Group	Community Justice Ayrshire
Community Justice Partnership Group Chair	Councillor Anthea Dickson
Community Justice Partnership / Group Co-ordinator	Post currently vacant (Previously Alice Dillon)
Publication date of Community Justice Outcome Improvement Plan (CJOIP)	1 April 2018

2. Template Sign-off	
<p>The content of this annual report on community justice outcomes and improvements in our area has been agreed as accurate by the Community Justice Partnership / Group and has been shared with our Community Planning Partnership through our local accountability arrangements.</p>	
Signature of Community Justice Partnership / Group Chair :	Date :
.....

3. Governance Arrangements

Please outline below your current governance structure for the community justice arrangements in your area :

Community Justice Ayrshire is a partnership between East, North and South Ayrshire which was established to build on the strength of the partnership and achievements of the South West Scotland Community Justice Authority. Community Justice Ayrshire was formed to provide a collaborative Pan-Ayrshire approach to preventing and reducing offending in our communities.

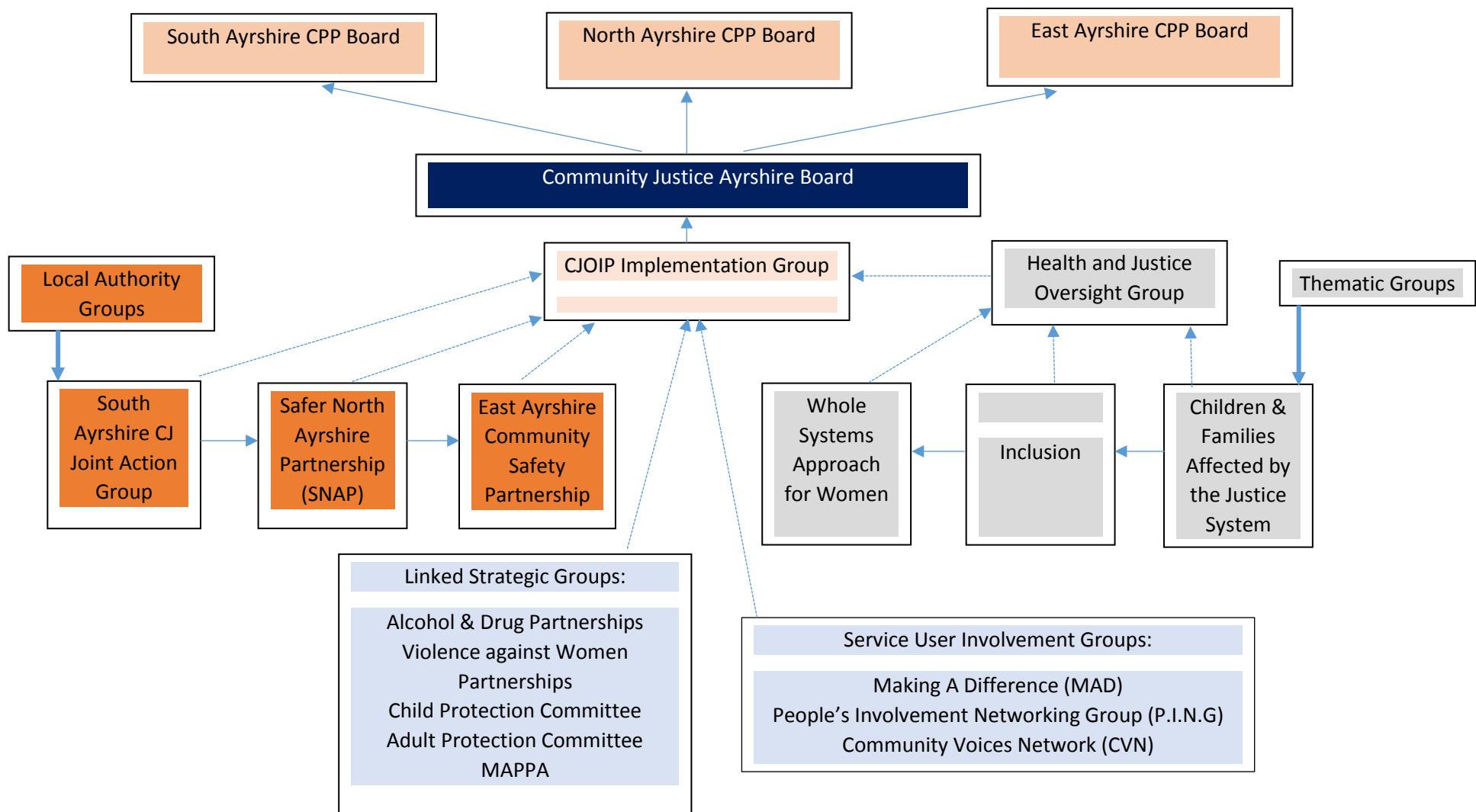
Our Board comprises of statutory and additional local partners and meets on a quarterly basis. The Board reports to each of the three Ayrshire Community Planning Partnerships. This helps us to link to wider issues (like housing, health and employability) and keeps us in touch with priorities for local communities across Ayrshire. Our Community Justice Outcomes Improvement Plan (CJOIP) links closely to the Community Planning Partnerships' plans, including the Local Outcomes Improvement Plans and Locality Plans in the three Ayrshires.

The commitments within our CJOIP are driven by a number of thematic and local action groups, which comprise of statutory and voluntary sector partners from across Ayrshire and beyond. Progress is reported to our CJOIP Implementation Group, where any areas of concern are identified, and any remedial action is put in place before reporting to our Board.

In addition to the groups administered by Community Justice Ayrshire, we also link in with several other strategic groups, such as the three Alcohol and Drug Partnerships, Violence Against Women Partnerships, Child Protection Committees, Adult Protection Committees and MAPPA. We also work closely with colleagues on strategic issues linked to housing, homelessness and health.

Community Justice Ayrshire is supported by a small staff team comprising of a Manager, a Planning and Performance Officer, and a Business Support Officer. Our Board is chaired by an Elected Member from North Ayrshire, with our vice chair being the Chief Executive Officer of East Ayrshire Council for Voluntary Organisations.

A diagram outlining our governance arrangements can be found below:



4. Performance Reporting – National Outcomes

NATIONAL OUTCOME ONE

Communities improve their understanding and participation in community justice

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Activities carried out to engage with 'communities' as well as other relevant constituencies	<p><u>Engagement Activities</u></p> <p>Community Justice Ayrshire and wider partners helped to develop and deliver several activities during the year to engage with communities:</p> <ul style="list-style-type: none"> • Provided an input at the Presbytery of Irvine and Kilmarnock Mission Day within HMP Kilmarnock, sharing the ethos of community justice and the work taking place within the prison and the community • Ran information stalls at community events including the South Ayrshire Health and Social Care Partnership 'Making Connections' event and the 20th birthday celebrations for North Ayrshire Third Sector Interface • Colleagues from our close partners Families Outside delivered a special session of their Out Of The Shadows training within HMP Kilmarnock • Provided an input at a DWP networking event to help colleagues understand the work of community justice and their important role • Shared a range of information, news, training and events through the Community Justice Ayrshire website, Twitter page and regular e-bulletins • 'Not My Crime, Still My Sentence' conference, looking at the impact of imprisonment and the wider justice system on children and families 	<p>Many of the activities provided the opportunity to engage face to face with colleagues across the statutory and third sector, volunteers, recovery communities, faith communities and the general public. Inputs and stalls allowed us to raise awareness of community justice to a wide range of audiences. The longer-term impact of these activities can be difficult to measure but initial feedback has been positive and resulted in invites to provide further inputs to communities.</p> <p>Delivering the Out of The Shadows training within the prison environment provided a unique opportunity for participants to experience first-hand how it feels to take part in a visit and learn about the work of the Family and Friends Hub.</p> <p>In an evaluation, all participants either Agreed or Strongly Agreed that the session increased their awareness of the impact of imprisonment of families and increased their confidence in working with families affected by imprisonment.</p>

	<ul style="list-style-type: none"> • 'Gender Based Violence in the Modern World' conference 	
<p>Consultation with communities as part of community justice planning and service provision</p>	<p><u>PING Throughcare Survey</u></p> <p>Partners felt they had a good grasp on the issues being faced by people being liberated from prison but felt further exploration of these issues and developing a local evidence base would help to strengthen our understanding and ability to act on the findings.</p> <p>Following discussions at the South Ayrshire Joint Action Group for Community Justice, the local service-user-involvement group 'PING' were tasked with developing a survey to be carried out with individuals who were preparing for liberation or had recently been liberated from prison. The research aimed to:</p> <ul style="list-style-type: none"> • Increase our understanding of individuals experiences of returning to the community from prison • Identify good practice and gaps in support needs <p>Following several rounds of service-user and partner input, the survey was finalised and looked at issues including support received prior to leaving custody, concerns when preparing to return to the community, delivery of support services and challenges experienced when back in the community.</p>	<p>During the collection period, the survey was available online and advertised through social media. PING colleagues visited local community groups and our closest prisons (HMPs Kilmarnock, Greenock, Polmont, Cornton Vale and Barlinnie) to complete surveys in person.</p> <p>Participants:</p> <ul style="list-style-type: none"> • 160 responses • 120 males, 31 females (9 unknown) • 32% aged 25 – 34yrs and 37% 35 – 44 years • 120 Ayrshire (majority South) • 71% short term sentences • 17% Long term • 12% remand • 25% >5 sentences and > 5 years • 20% 1 sentence and < 1yr <p>A full write-up of the research, including a thematic analysis of the qualitative themes, is currently taking place however the results have already been presented to the CJA Board and other partners looking for specific insights into their service.</p> <p>We will be looking at the results through our various thematic groups to draw out any specific challenges or areas for improvement and to discuss collective solutions to these. The finding will also be used to help further design and develop the support available at HMP Kilmarnock through the Community Links model.</p>
<p>Participation in community justice, such as co-production and joint delivery</p>	<p><u>'Inclusive Justice; Co-Producing Change' Project Report and Event</u></p> <p>Community Justice Ayrshire is committed to ensuring that the voices and experiences of service users are considered when developing policy and strategy; recognising that there is much to be learned from people with 'lived experience' of the justice system.</p>	<p>Over the last two years we have been kept up to date with the progress of the project and have heard from a number of service users who have benefitted from being involved. In some cases, the experience and opportunities afforded by being involved in the project have been life changing.</p>

	<p>To allow us to do this in a meaningful way, a team from the University of Strathclyde and the Centre for Youth and Criminal Justice were commissioned to establish three service user involvement groups and to support and document the process of implementation and the resulting activities, outputs and outcomes.</p> <p>The 'Inclusive Justice; Co-Producing Change' event acted as the formal launch of the final project report and good practice guide, which we hoped to 'bring to life' by offering the opportunity to listen to some of the key contributors to the project.</p> <p>The three local groups, led by development workers with lived experience, created a range of methods for engaging with those involved in the justice system and developed opportunities to be involved in the planning, development and delivery of services.</p>	<p>One group member commented (about the weekly gym) "It helps to build confidence and help you feel stronger when in recovery. It helps build relationships and break down barriers and you get to know people on another level. I feel it has done be an awful lot of good".</p> <p>In addition, we have heard from social work practitioners who have said that they feel that their involvement in the project has reinvigorated them in their work as they have been able to take a new approach which is much more conducive to building mutually respectful relationships, which in turn achieves better outcomes for all.</p> <p>Full event report and the final project report can be found on the CJA website.</p>
<p>Level of community awareness of / satisfaction with work undertaken as part of a CPO</p>	<p><u>Community Awareness and Satisfaction with UPW Activities</u></p> <p>Individuals who undertake Unpaid Work (UPW) have an opportunity to repay their local communities for the harm caused by their offending. They pay in time and hard work whilst developing new skills and confronting their offending behaviour. UPW allows the individual to develop and improve their social skills making positive connections with people and communities.</p> <p>Examples of UPW available:</p> <ul style="list-style-type: none"> • Litter picking across Ayrshire • Maintaining community walkways, public routes and cycle paths • Snow clearance in winter • Community painting projects across public amenities • Ground maintenance across public venues - churches, scout halls, respite homes, residential nursing homes and children's nurseries. • Individual placements across Ayrshire with public, private and charitable organisations. • Working in partnership with community groups to assist in upgrade public open spaces. 	<p>Examples of feedback received by UPW Teams:</p> <ul style="list-style-type: none"> • "Just to let you know how pleased I am with the work you and your team did. Please give me regards and thanks to all. A marvellous job and it makes such a difference to me that I can enjoy sitting out in my garden" (Community Member) • "A huge thanks to Unpaid Work for helping with deliveries and collections for East Ayrshire Foodbank, we have delivered 5,571 meals in total (this was up to the end of April) and getting busier, we could not have coped with the demand without your help" (East Ayrshire Foodbank) • "Just wanted to pass on our praise with what the team have been doing within our school grounds. We are delighted with the results of the projects they have been undertaking, in particular our nursery children who are loving the pirate ship that they have built for them. We can't get them off" (Local Primary School) • "A big thank you to staff and service users for your hard work all year to give our organisation touched a kind donation of £1,150 we are really grateful. This money will be used to support individuals by the suicide of a family member or friend" (Local Charity)

	<p>UPW is for the benefit of the local community Suggestions of suitable projects are welcome from individuals, local community groups and organisations.</p>	
<p>Evidence from questions to be used in local surveys / citizens' panels and so on</p>	<p><u>North Ayrshire People's Panel Questionnaire</u></p> <p>Once again in 2019, we were able to have some questions included in the North Ayrshire People's Panel questionnaire.</p> <p>Respondents were asked to comment on how likely or unlikely certain types of sentences would be to make an offender less likely to commit a crime in the future. Prison is seen as the most likely deterrent with 56% of those that expressed a view stating that it would be fairly or very likely to make an offender less likely to commit a crime in the future. Opinions are divided about the deterrent effect of a range of other sentences (such as electronic tagging and various types of orders) and there is scepticism as to whether fines and, especially, deferred sentences would have the desired effect.</p> <p>When asked what they thought the main priorities for working with offenders in the community should be, the top three responses were:</p> <ul style="list-style-type: none"> • Tackling the underlying causes of crime, such as drugs and alcohol • Working with offenders so they can understand the impact of their crime on victims • Ensuring that offenders carry out unpaid work of value to the community in order to pay something back <p>40% of respondents indicated that they were aware of unpaid work carried out in North Ayrshire by individuals sentenced to community service. This is down from 49% in 2015 and 42% in 2018. People that lived in the 15% Most Disadvantaged Areas were more likely than respondents living in the Rest of North Ayrshire (44% compared to 38%) to be aware of such work.</p>	<p>The North Ayrshire People's Panel questionnaire is used to help inform areas of priority for the local authority.</p>

	<p>Just under two thirds (63%) of respondents said that they thought communities had a role to play in justice. Respondents were asked what they believed that role would be, responses included:</p> <ul style="list-style-type: none"> • Support for young people at risk of becoming offenders. Provide mental health support • Any initiatives that foster a sense of belonging in offenders • To advise and prioritise unpaid work <p>Seventy percent of respondents said that they feel additional support should be available for families which are affected by a parent being in prison.</p>	
Perceptions of the local crime data	This is not something we report on regularly as a Partnership.	
Other information relevant to National Outcome One		
<p><i>This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome one but do not fit within the stated indicators above.</i></p>		

NATIONAL OUTCOME TWO Partners plan and deliver services in a more strategic and collaborative way		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Services are planned for and delivered in a strategic and collaborative way	<p><u>Community Navigator Project</u></p> <p>The VRU approached Community Justice Ayrshire as they were keen to pilot the navigator model within another setting. Recognising the challenges often experienced by those leaving custody around alcohol and drugs, CJA approached our three local Alcohol and Drugs Partnership, alongside HMP Kilmarnock and the VRU, and collaborated to develop a jointly funded 'Community Navigator' project.</p>	<p>The aim of the project is to trial a new way of working with people within the prison context at that 'reachable moment' to help break the revolving door of imprisonment by navigating them towards the support available which will help them achieve more positive outcomes in life.</p> <p>Support will be provided in a person-centred and trauma informed way and will involve delivering practical, bespoke interventions both in person and linking in with a wide range of networks, including our</p>

	<p>Evidence gathered from our previous 'Prisoner Support Pathways' service delivered by Turning Point Scotland, showed the top three presenting issues identified by men as being linked to their offending behaviour were:</p> <ul style="list-style-type: none"> • Drugs • Alcohol • Housing <p>Whilst the data collected locally suggests that the service was successful in linking men with community services for support whilst in prison, the model fell short of providing follow-up data on engagement with services upon liberation, so we do not know whether men continued to engage with services in the community. This remains a gap in service provision under the new 'Community Links' model.</p> <p>We know that drug related deaths in Ayrshire and in Scotland as a whole are at alarmingly high rate. In 2016 there were 85 confirmed drug related deaths in Ayrshire, in 2017 there were 59 confirmed deaths. Final figures for 2018 have not been published, however we are expecting a significant increase locally. This is obviously a major cause for concern, and there is an opportunity in using the proposed Navigator pilot to address some of the vulnerabilities which lead to drug related deaths.</p> <p>In November 2018, the Scottish Government published 'Rights, Respect and Recovery'; Scotland's strategy to improve health by preventing and reducing alcohol and drug use, harm and related deaths. The new strategy acknowledges that the period following release from prison is one of particular risk, and advocates that across the custody and community justice sectors, our approach will be proactive, and ensure that individuals engage with the necessary health, alcohol and drug services, before, during and after their release.</p>	<p>local recovery communities, so that men are supported throughout the liberation process and back into our communities.</p> <p>A key element of the project will be to link in with the work of our Peer Support Workers and our Service User Involvement Groups across Ayrshire and the weekly 'Community Links' sessions within the prison.</p> <p>A full-scale tender process took place, led by our three ADPs, with a subsequent Steering Group and Implementation Group being established to drive the project forward</p> <p>The project is due to commence Summer 2020.</p>
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<p>Partners have leveraged resources for community justice</p>	<p><u>'Gender-Based Violence in the Modern World' Conference</u></p> <p>During the 16 Days of Action Campaign, Community Justice Ayrshire, NHS Ayrshire & Arran Public Health department and members of East, North and South Ayrshire Violence Against Women Partnerships hosted a pan-Ayrshire gender-based violence conference.</p> <p>Working in partnership provided greater capacity both in financial resources and workforce resources. This enabled a larger event to be staged and a greater reach in terms of audience.</p> <p>A planning group met for several months to discuss the aims of the event and to help shape and develop the day. The group were keen to:</p> <ul style="list-style-type: none"> • Explore various forms of gender-based violence across the life course • Raise awareness about the different 'guises' that violence against women and girls can take • Look at our varied responses to violence against women and girls • Share messages with frontline practitioners across a variety of disciplines within statutory and third sector agencies 	<p>Over 190 people attended the GBV conference including community members, students, and staff from across education, health, third sector and other statutory services.</p> <p>Inputs were received on:</p> <ul style="list-style-type: none"> • White Ribbon Scotland • Scotland's commitment to women and children's human rights • Forced marriage and honour-based abuse • Tackling GBV in education • Implementation of the Domestic Abuse (Scotland) Act 2018 <p>Delegates were able to attend workshops on:</p> <ul style="list-style-type: none"> • Supporting trafficked women • Understanding coercive control • Taking a whole school approach to gender equality • Forced marriage and how you can support those at risk <p>A dynamic marketplace was hosted in the main hall of the venue where delegates were encouraged to engage with the various services and organisations in attendance and learn about the work they are doing towards eradicating gender-based violence in all its forms.</p> <p>To help evaluate the impact of the event delegates were asked to make a pledge around what they could do differently to tackle gender-based violence in their own sphere of influence and an evaluation form was circulated after the conference.</p> <p>Full evaluation report can be found on the CJA website.</p>
<p>Development of community justice workforce to work effectively across organisational/professional/geographical boundaries</p>	<p><u>'Not My Crime, Still My Sentence' Conference</u></p> <p>The 'Not My Crime – Still My Sentence' conference was organised following discussions at the Community Justice Ayrshire 'Children and Families Affected by Justice' thematic group. This group seeks to work towards reducing the impact of parental or familial imprisonment on children and young people, and to reduce the</p>	<p>Over 90 people attended the conference. An evaluation form was circulated via SurveyMonkey after the conference. Some key points from the feedback are as follows:</p> <ul style="list-style-type: none"> • All delegates felt their level of awareness regarding the impact of parental/familial imprisonment had increased

	<p>likelihood of young people themselves becoming involved in the justice system.</p> <p>It was social work managers within the group who highlighted that there may be a need to raise awareness with social workers (and others who work with children and young people) about the research which shows that in most cases it is beneficial for a child to retain contact when a parent is in prison. Not only that, but children also have a right to do so if they wish.</p> <p>The planning group were keen to:</p> <ul style="list-style-type: none"> • Highlight the current research base • Cover some of the practical support available to help the estimated 27,000 children across Scotland and their families cope when a loved one is in prison • Give delegates the chance to look at some of the approaches and initiatives in place locally to help support family relationships when a parent or family member is in prison • Raise awareness of the stigma that families face, and the financial challenges imprisonment can bring • Provide an overview of the statutory context of social work and prisons, and some of the challenges this can bring 	<ul style="list-style-type: none"> • Delegates left with a greater depth of knowledge of the roles and responsibilities of other agencies and the services offered to families affected by imprisonment <p>In terms of utilising their increased knowledge and awareness following the event, delegates commented:</p> <p><i>“Discussion point for team meetings and consideration when writing reports re: impact on children and making the Court and other agencies aware”</i></p> <p><i>“Sharing my experience gained at the event. Signpost families and staff to relevant organisations”</i></p> <p><i>“I will continue to raise the importance of recognising and reflecting the impact on children in respect of CJSWR and not for the children to merely be referenced in the composition of the family”</i></p> <p><i>“Knowledge and understating of the complexities. I found understanding the financial impact on the families outside helpful. this is where I think this may support my work, when working with early years and families in the community I believe I already had a good understanding of the impact on children but not so much the impact of the practicalities”</i></p> <p><i>“I have set up a meeting with the Pastoral Care department in my school in order to better equip ourselves with outside agencies to turn to”</i></p> <p><i>“As a Community Practitioner I work with vulnerable parents, I now feel I have more knowledge on how a parent and child might feel if a loved one goes to prison and the difficulties, they would have in going to visit. I have already made contact to see about arranging a prison visit”</i></p> <p>Full evaluation report can be found on the CJA website.</p>
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<p>Partners illustrate effective engagement and collaborative partnership working with the authorities responsible for the delivery of MAPPAs</p>	<p><u>MAPPAs Delivery</u></p> <p>There are several ongoing pieces of work that aim to provide improved community justice outcomes:</p> <ul style="list-style-type: none"> • Development of an academically accredited set of performance indicators which aim to accurately reflect the effectiveness of the MAPPAs process • A Police analyst has been tasked to review all MAPPAs data to ensure the information collected is relevant and of benefit in terms of risk management, and allows the production of analytical product that can be shared with the SOG • Development of a tiered Training Strategy to guide training across all agencies • Providing talks to a variety of agencies and groups across all parts of the region to raise awareness around the MAPPAs process • Printed and circulated literature to promote MAPPAs • Development of strong links to all Child, Adult and Public protection committees and reporting directly to the local Authority Chief officers Groups <p>The continuing development of the arrangements in South West Scotland has been driven by a series of three-year plans. The plans have identified the Strategic Goals that the SOG wishes to achieve. It then falls to the MAPPAs Operational Group (MOG) to drive the work that will lead to these goals being achieved.</p>	<p>Following the 2017 independent review of arrangements in South West Scotland, the SOG has been engaged in the process of implementing the recommendations made in the report.</p> <p>A new part time MAPPAs Coordinators Post based in Dumfries has been created which will allow for local variations in practice to be accommodated. This arrangement will have the effect of splitting the administration of the arrangements in South West Scotland in two but both coordinators will be line managed by North Ayrshire Council's Public Protection Manager.</p> <p>The MAPPAs, by their very nature, involve a complex interplay between different, and often competing, priorities, cultures and professional objectives. None the less, the South West Scotland MAPPAs SOG have been able to deliver a consistent and effective service across the region by dynamically balancing increasing workloads and decreasing resources.</p> <p>It is hoped that the changes implemented as a result of the independent review of MAPPAs will deliver a leaner more responsive set of administrative arrangements.</p>
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Other information relevant to National Outcome Two

This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome two but do not fit within the stated indicators above.

NATIONAL OUTCOME THREE

People have better access to the services that they require, including welfare, health and wellbeing, housing and employability

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
<p>Partners have identified and are overcoming structural barriers for people accessing services</p>	<p><u>Banking and ID</u></p> <p>As a Partnership, we became increasingly aware of the significant challenges faced by individuals trying to open a bank account either whilst in prison, or after being liberated from prison.</p> <p>Providing access to banking for people in prison before release is one of the foundations of successful resettlement and provides a positive contribution towards reducing re-offending. Opening even a basic bank account provides access to employment opportunities, as well as to government benefits and charitable grants. Additionally, bank accounts can make it easier to secure stable accommodation and provide a structure which can facilitate responsible management of personal finance.</p> <p>Establishing the scale of the problem, a local Ayrshire Housing charity found that within a 12-month period, 21% of people entering custody did not have a bank account. Estimates from national charities place the figure at between 30-40% of people in custody without a bank account, signalling this is not just an issue locally but country wide.</p> <p>Initial feedback from the PING-led Throughcare survey also showed access to banking and ID to be an issue for people.</p> <p>Partners across Ayrshire had already made great strides in progressing work for those without formal ID, but we were keen to look at some specific challenges and opportunities faced by those leaving custody.</p>	<p>To help us better understand the issues we reached out to partners across the country to identify any best practice and carried out desk-based research.</p> <p>In January, over 20 partners came together to share information, identify barriers in place for people trying to access banking services and ID, learn about methods partners were already using to overcome some of these barriers and decide on a collaborative way forward.</p> <p>An initial letter has been drafted to be sent to local banks to obtain more clarity on the issue, thereafter the group will reconvene to establish the next steps.</p> <p>Work on this issue was at an early stage at the end of 2019/20 and we look forward to progressing it further in 2020/21.</p>

<p>Existence of joint-working arrangements such as processes / protocols to ensure access to services to address underlying needs</p>	<p><u>Court Screening Service</u></p> <p>The aim of the Court Screening Service is to reduce the number of women who are remanded in custody from Kilmarnock Sheriff Court by providing the Sheriff with detailed information regarding the woman's circumstances and outlining a needs-led Court Action Plan should the woman be released on Bail or Supervised Bail.</p> <p>The service strives to interview all women in the custody cells to give advice, guidance, alleviate their fears and form an assessment of their needs. The court process is explained, giving the women an opportunity to provide details of anyone and/or services to be contacted with updates on their current situation.</p> <table border="1" data-bbox="472 687 1095 751"> <tr> <td>No. Appearing in Cells</td> <td>No. of Court Action Notes</td> </tr> <tr> <td>332</td> <td>267</td> </tr> </table> <p><u>Police Custody Suite Pilot SA ADP</u></p> <p>AWAITING UPDATE</p>	No. Appearing in Cells	No. of Court Action Notes	332	267	<p><u>Court Screening Service</u></p> <p>Good working relationships have been developed with solicitors ensuring all information is shared and promoting the positive factors of utilising Bail Supervision/Bail and can, if appropriate, reduce the risk of being remanded to custody.</p> <p>Also, by being present in Court on a regular basis the worker has become a "familiar face" and this has increased awareness of the service with the Sheriffs and the Procurators Fiscal, which in turn, has led to positive working relationships where Structured Deferred Sentence and PF Release are being considered.</p> <p><u>Police Custody Suite Pilot SA ADP</u></p> <p>AWAITING UPDATE</p>
No. Appearing in Cells	No. of Court Action Notes					
332	267					
<p>Initiatives to facilitate access to services</p>	<p><u>Community Links</u></p> <p>The Community Links initiative was developed by Turning Point Scotland and Community Justice Ayrshire as a follow-on from their 'Prisoner Support Pathways' service which ended in March 2019.</p> <p>Every fortnight we welcome a wide range of services and organisations from both the statutory and third sector into HMP Kilmarnock to take part in Community Links.</p> <p>During the sessions men are able to speak directly, face-to-face, with different support organisations and services about the support they can receive whilst still in custody and to help them resettle in the community after liberation.</p>	<p>By both inviting individuals who are approaching liberation and providing open access for those at any point during their sentence we have made the initiative both targeted and universal.</p> <p>Roughly 15-20 men attend the sessions at a time, this includes both remands and sentenced prisoners. Being able to engage face-to-face, on a regular basis, during their sentence allows the man to build up a relationship with the service they are engaging with and increases the chances of continuing that engagement back in the community.</p> <p>The sessions are also attended by the Link Centre Officers and Prison Chaplains, this has resulted in improved relationships and collaboration between these integral prison staff members and local support organisations and services.</p>				

	<p><u>Pre-liberation Healthcare Workshops</u></p> <p>AWAITING UPDATE</p>	<p>To help inform future improvements to the initiative we are in the process of planning another 'Throughcare Coffee Morning', this will bring together a wide range of stakeholders including individuals currently serving a sentence, to discuss the model, barriers to engagement and future developments.</p> <p><u>Pre-liberation Healthcare Workshops</u></p> <p>AWAITING UPDATE</p>
Speed of access to mental health services	<p><u>Crisis Resolution Team/ Connect for Change</u></p> <p>AWAITING UPDATE</p>	
% of people released from a custodial sentence : a) registered with a GP b) have suitable accommodation c) have had a benefits eligibility check	<p>Information not routinely collected by Partnership.</p> <p>In terms of our local prison, HMP Kilmarnock:</p> <ul style="list-style-type: none"> • Prison healthcare make an initial registration which then needs to be followed by the individual in the community • All individuals are invited to an appointment to discuss accommodation prior to liberation • All individuals are invited to an appointment with the DWP prior to liberation 	
Targeted interventions have been tailored for and with an individual and had a successful impact on their risk of further offending	<p><u>Justice Services Occupational Therapy</u></p> <p>The partnership between the Partnership Delivery Team NHS Ayrshire & Arran Occupational Therapy (OT) has been established for a number of years, originating from the Early and Effective Intervention service for women in North Ayrshire, now expanded as a wider service for women involved in sections of Justice Services across North and South Ayrshire.</p> <p>Referrals are received for overcoming anxiety; graded exposure to avoidance situations in the community; home management skills; exploring options for college, employment and voluntary work; social/ leisure skills; functional skills assessment; self-</p>	<p>One of the main advantages of the service is the speedy access to OT specific services (average approx. 2 weeks but often quicker depending on the number of referrals in a given month) compared to the waiting times for the generic NHS service (up to 6 months for non-emergency) and the high level of engagement by women referred as a result of the tailored approach.</p> <p>Better links have been established with other NHS services on behalf of individuals, particularly in relation to obtaining information on which other services are/have been involved and the outcome. This has been important in regard to addiction services, where stronger relationships have been forged and the OT now has access to NHS Addictions OT Clinical Meetings.</p>

	<p>management; memory management; small aids and adaptations; and home environmental assessment.</p> <p>As well as OT skills and training, an understanding of the vulnerability of the majority of women presenting, particularly alcohol/drug dependency and mental health issues, has contributed to the success of the service.</p>	<p>A pre-post questionnaire was introduced to measure service user outcomes, but the completion of the post questionnaire has been a challenge due to some individuals disengaging prior to a planned discharge, leaving no comparative data. It has been difficult therefore to provide formatted information on outcomes other than case studies, but this would be an area for development.</p> <p>Anecdotally, positives outcomes have included - liaising with NHS Addictions to quickly reinstate a Methadone prescription for a woman who had reduced her medication whilst pregnant but who's baby had died in utero, and would otherwise have had a long delay to see her Consultant without the liaison of the OT, putting her at risk of overdose if she relapsed with illicit drugs; more progress being made with those with less offending histories and already actively making changes in lifestyle; supporting a woman who had contemplated suicide but found the support "invaluable".</p>
<p>Other information relevant to National Outcome Three</p>		
<p><i>This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome three but do not fit within the stated indicators above.</i></p>		

<p>NATIONAL OUTCOME FOUR Effective interventions are delivered to prevent and reduce the risk of further offending</p>		
<p>Indicator</p>	<p>Evidence and Data (max 300 words per indicator)</p>	
	<p>Please describe the activity</p>	<p>Then describe the impact</p>
<p>Use of 'other activities requirements' in CPOs</p>	<p><u>North Ayrshire</u></p> <p>Other Activities are available for a maximum of 30 hours and benefit both the service user through rehabilitation and reintegration, and, the community through the provision of a workforce dedicated to the upkeep and maintenance of recreational areas and tourist attractions.</p>	<p><u>North Ayrshire</u></p> <p>Working with employability mentors is deemed as other activity. An example of this is a service user who had found himself out of work due to his lifestyle – he had committed an offence and received a CPO with Unpaid Work. Through discussion with his officer he advised he was fed up, was unable to gain employment and felt his life would never change.</p>

	<p>Other activities can take the form of areas for personal development such as IT or joinery skills or First Aid education that can enhance future employment prospects. North Ayrshire is fortunate to have Employability Mentors based within Justice Services who support service users into training, volunteering and employment.</p> <p>AWAITING FURTHER UPDATES</p>	<p>The individual was linked with employability mentors, undertook, training, which he added to his CV. He continued to work alongside employability mentors after completing his unpaid work requirement and was successful in gaining full time employment giving him structure to his day and self-belief in himself again.</p> <p>AWAITING FURTHER UPDATES</p>										
<p>Effective risk management for public protection</p>	<p><u>Moving Forward Making Changes</u></p> <p>Moving Forward: Making Changes (MFMC) is a programme for the treatment of adult male sexual offenders (SOs). Responsibility for the completion of MFMC is shared between the locality fieldwork team, who retain overall case management for the individual and undertake pre-groupwork preparation, and Partnership Delivery Team (PDT) who complete the group work programme, and there is good communication between staff.</p> <p>There are definite advantages to having the group work delivered by the PDT given the numbers held by each locality would not merit running a local group, as well as the extensive expertise built up by the MFMC facilitators in contributing to the overall management of sex offenders in the community.</p> <p>MFMC facilitators coordinate the group work programme including preparation and debrief; provide advice to case managers on pre-programme work; take part in assessments at the report writing stage; attend Multi Agency Public Protection Agency (MAPPA) meetings, Community Payback Order reviews and Child Protection meetings when required; attend formulation meetings with case managers; arrange and attend three-way meetings, completion of end of treatment reports; weekly group work feedback and additional feedback as required.</p>	<table border="1" data-bbox="1261 480 1525 643"> <thead> <tr> <th colspan="2">MFMC Referrals</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>4</td> </tr> <tr> <td>East Ayrshire</td> <td>16</td> </tr> <tr> <td>South Ayrshire</td> <td>12</td> </tr> <tr> <td>Total</td> <td>32</td> </tr> </tbody> </table> <p>When an individual does not meet the criteria for MFMC but has a specific responsivity factor (e.g. women), the PDT have some flexibility in offering individual interventions. Two females from East Ayrshire were allocated to a facilitator trained to deliver the Lucy Faithful Foundation Programme, which was completed with one female. MFMC 1-2-1 and/or non MFMC work is often undertaken to offer flexibility for men with short timescales remaining on the CPO and/or high levels of denial.</p> <p>In the absence of Reconviction Rates applied specifically to MFMC disposals, outcomes reported rely on soft outcomes from group evaluations, where 94% responded that participating in MFMC would stop them reoffending in a similar manner and 96% would recommend other people who have committed sexual offences taking part in the programme.</p> <p>Comments regarding working in a group setting rather than one-to-one included: “they (the other men) are going through the same thing and they help you relax and open up about your offending”; “the non-judgement but the ability to ask the guys about what they went through and how they overcame it is invaluable”; “you can understand and learn more from someone with the same experiences better than someone who is only looking from the</p>	MFMC Referrals		North Ayrshire	4	East Ayrshire	16	South Ayrshire	12	Total	32
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		<p>outside”; “the experience was difficult at times but with the help of the facilitators and other group members I came through it a better person”.</p> <p>Other positive outcomes reported included improved family relationships; more confidence; improved self-awareness; benefits of Mindfulness; and awareness of reasons for offending behaviour. Any negative comments generally referred to travelling.</p>
Quality of CPOs and DTTOs	<p><u>Case Studies and/or Feedback from Service Users</u></p> <p>AWAITING UPDATE</p>	
<p>Reduced use of custodial sentences and remand :</p> <p>a) Balance between community sentences relative to short custodial sentences under one year</p> <p>b) Proportion of people appearing from custody who are remanded</p>	<p>For Ayr and Kilmarnock Sheriff Courts for 2018-19: (most recent time period data is available for)</p> <p>Short-term sentences under one year = 979 (39%) Community sentences = 1504 (61%)</p> <p>This represents a drop in overall figures, for both short term sentences under one year and community sentences. The balance is similar to last year’s figures of 38% and 62% respectively.</p>	<p>Our Whole Systems Approach for Women are keen to increase their understanding around the reasons why women are remanded at Ayr and Kilmarnock Sheriff Courts and have made it a key area of focus for gathering and analysing data over the coming year.</p>
The delivery of interventions targeted at problem drug and alcohol use [NHS Local Delivery Plan (LDP) Standard]	<p><u>Number of Completed Alcohol Brief Interventions in Justice Healthcare Settings</u></p>	

	<table border="1"> <thead> <tr> <th colspan="2">ABIs in Justice Healthcare Settings</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>191</td> </tr> <tr> <td>East Ayrshire</td> <td>174</td> </tr> <tr> <td>South Ayrshire</td> <td>118</td> </tr> <tr> <td>Prison</td> <td>165</td> </tr> <tr> <td>Police Custody</td> <td>36</td> </tr> <tr> <td>Total</td> <td>684</td> </tr> </tbody> </table>	ABIs in Justice Healthcare Settings		North Ayrshire	191	East Ayrshire	174	South Ayrshire	118	Prison	165	Police Custody	36	Total	684																											
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<p>Number of Police Recorded Warnings, police diversion, fiscal measures, fiscal diversion, supervised bail, community sentences (including CPOs, DTTOs and RLOs)</p>	<table border="1"> <thead> <tr> <th colspan="2">Police Recorded Warnings</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>434</td> </tr> <tr> <td>East Ayrshire</td> <td>406</td> </tr> <tr> <td>South Ayrshire</td> <td>319</td> </tr> <tr> <td>Total</td> <td>1159</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Drug Treatment and Testing Orders</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>13</td> </tr> <tr> <td>East Ayrshire</td> <td>16</td> </tr> <tr> <td>South Ayrshire</td> <td>12</td> </tr> <tr> <td>Total</td> <td>41</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Structured Deferred Sentence</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>23</td> </tr> <tr> <td>East Ayrshire</td> <td>24</td> </tr> <tr> <td>South Ayrshire</td> <td>16</td> </tr> <tr> <td>Total</td> <td>63</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Diversion from Prosecution</th> </tr> </thead> <tbody> <tr> <td>North Ayrshire</td> <td>46</td> </tr> <tr> <td>East Ayrshire</td> <td>47</td> </tr> <tr> <td>South Ayrshire</td> <td>45</td> </tr> <tr> <td>Total</td> <td>138</td> </tr> </tbody> </table> <p>AWAITING FURTHER FIGURES</p>	Police Recorded Warnings		North Ayrshire	434	East Ayrshire	406	South Ayrshire	319	Total	1159	Drug Treatment and Testing Orders		North Ayrshire	13	East Ayrshire	16	South Ayrshire	12	Total	41	Structured Deferred Sentence		North Ayrshire	23	East Ayrshire	24	South Ayrshire	16	Total	63	Diversion from Prosecution		North Ayrshire	46	East Ayrshire	47	South Ayrshire	45	Total	138	<p>N/A</p>
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Number of short-term sentences under one year	<u>Short-term Sentences Under One Year</u> For Ayr and Kilmarnock Sheriff Courts for 2018-19: (most recent time period data is available for) Short-term sentences under one year = 979	
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Other information relevant to National Outcome Four

This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome four but do not fit within the stated indicators above.

NATIONAL OUTCOME FIVE
 Life chances are improved through needs, including health, financial inclusion, housing and safety, being addressed

Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<u>Welfare Rights Officer within PDT</u> Our Partnership Delivery Team have had a Welfare Rights Officer from the Money Matters service based within the team since February 2019. This is to support the staff and ensure their clients have access to Welfare Rights advice. Many of the service users have previously been referred to Money Matters but have not engaged with workers. This means these service users are often missing out on money they are entitled to if claims are not made in time or negative decisions not challenged. Being based within the team means joint appointments can be easily arranged and workers can feedback any issues with client's benefits straight away. These relationships have increased referrals to Money Matters with 51 referrals being received from Justice Services in 2019-	Case study: "RM was referred to Money Matters when he had mentioned to his worker that he was having issues with rent arrears and his Personal Independence Payment claim. As RM was in an appointment in the PDT office, his Social Worker was able to ask us to go into the appointment, introduce ourselves and establish if a referral was required. Initially, appointments were arranged with RM separately, however he failed to attend these. As RM was on a DTTO, he had a regular appointment in the PDT office. This meant we could speak to him after his appointment with his Social Worker and ensure we dealt with his benefit issues. We were able to reassure RM he had no rent arrears and his full rent was covered by Universal Credit. However, he had recently applied for and been refused PIP. We assisted him to appeal this decision and the appeal was lapsed by the DWP as a favourable decision was made, awarding standard rate of Daily Living component.

	2020 and resulted in more service users having access to Welfare Rights advice.	He received arrears of over £2,500 and an ongoing payment of £59.70 per week. Being based within the same office meant that we could speak to RM at the end of his appointment with Justice Services. Given that he had failed to attend appointments arranged outside these times, it is likely he would have not been able to access assistance to challenge the PIP decision without these joint appointments”
Other information relevant to National Outcome Five		
<i>This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome five but do not fit within the stated indicators above.</i>		
NATIONAL OUTCOME SIX People develop positive relationships and more opportunities to participate and contribute through education, employment and leisure activities		
Indicator	Evidence and Data (max 300 words per indicator)	
	<u>Please describe the activity</u>	<u>Then describe the impact</u>
Individuals have made progress against the outcome	<u>Employability Mentors</u> The Employability Mentor Programme was established to improve the lives of service users within North Ayrshire Justice services by providing one to one support and advocacy. The aim of the project is to offer advice about local training and employability support services while encouraging service users to build on their individual capacity and providing routes into employment. Referrals into the programme are received from: <ul style="list-style-type: none"> • Social Work • Throughcare • Programme Delivery Team • BBV Group • DTT Service Project staff are based in the same office as the Community Payback Officers. Officers are asked to consult their caseload	One of the main tasks during the early weeks of the programme was networking with other organisations within North Ayrshire’s Employability Pipeline. This enabled staff to build on their understanding of employability services in the area, collaborative working practices, and effective referral mechanisms for clients. During the time period April 2018 – April 2019 the following outcomes were achieved: <ul style="list-style-type: none"> • 80 clients registered • 35 Training Outcomes • 15 Referrals to Support Services • 4 Volunteer Outcomes • 17 Job Outcomes <u>Case Study</u> “Client A was referred to the service for employability advice. Client A was convicted of Attempted Murder in 2012 and

	<p>and refer any clients who they feel would benefit from employability support. To ensure consistency of service, clients can arrange to meet directly at their Community Payback Induction, to ensure that new clients were also getting a chance to participate.</p> <p><u>SA Employability and Skills and Justice Services Joint Work</u></p> <p>From April 2019 – March 2020 colleagues at South Ayrshire Employability and Skills received around 58 referrals directly from Justice Services, with further referrals of people with convictions coming from the DWP and other external partners.</p> <p>The Adult Employability Team are currently engaging with a total of 148 individuals with previous convictions.</p> <p>Outcomes include from moving into employment, college and self-employment.</p>	<p>sentenced to 9 years imprisonment. Client A served 6 years in custody for the offence, however as he was young at the time of imprisonment, he had almost no employment history upon release. Client A was invited to meet with the Employability Mentors to discuss the programme/services and complete the registration paperwork.</p> <p>The Action Plan for Client A was completed which identified a number of support needs and goals. Client A suffered from high levels of anxiety, which was heightened as he was now in the receipt of Universal Credit, which required him to demonstrate 35 hours of work-related activity per week. As client A did not have any work experience, he had been unable to create a CV independently, which was required to meet the conditions of his claim to benefit, causing yet more anxiety.</p> <p>Through discussion with EM's we were able to identify that whilst client A had little work experience, he had completed a considerable amount of training courses during his imprisonment. We were able to reassure him that we could support with building a CV which focused on his training achievements. Client A had kept his training certificates from prison, which we asked him to pass to us. From this we were able to build a CV and Cover Letter for him, which satisfied his benefit conditions and reduced his level of anxiety considerably. We also signposted him to Better Off North Ayrshire for advice on health-related benefits, due to his mental health condition.</p> <p>EM's also discussed future supports and goals, focusing on vocational based training which would help him access entry level work positions. Whilst completing our Action Plan, Client A disclosed a desire to find work with the construction industry. As such EM's were able to source CSCS Card for Construction Operatives training, and booked the course on his behalf, which he successfully completed on 25th June 2018. EM's supported with basic job search to begin, and registered him with Grafters, which is an Ayrshire based recruitment agency which focuses on the construction industry. He was also issued with a list of similar</p>
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		<p>agencies which we could take forward and register with independently.</p> <p>Client A also suggested that he had an interest in pursuing further education and was signposted to both Ayrshire College and the My World of Work website to explore his training options. Encouraged by Client A's progress we suggested that he may want to consider a full-time college place to develop his skills and confidence. Client A then applied for a PEO Electrical Engineering course, which he was invited to interview for. We met with Client A to discuss this and he advised that they also have to do a risk assessment due to the nature of his offence.</p> <p>We encouraged him to speak openly about his offence, focusing on his rehabilitation and progress since release. Client A contacted EM's on 29th August to advise that he was successful in gaining a place on the course. Delighted by his success EM's asked Client A if there were any obstacles, he would face in starting the course, both practical and emotional. Client A felt very positive about starting the course but did not yet have his student funding in place, causing financial difficulty. This made traveling to college difficult as he didn't have enough funds. EM's were able to purchase a monthly travel pass on Client A's behalf, to reduce the financial strain and ensure that he was able to attend. We met with Client A at the college to issue this and congratulate him in person for all his hard work. Client A also agreed to complete an Exit Questionnaire and thanked us for all our support."</p>
<p>Other information relevant to National Outcome Six</p>		
<p><i>This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome six but do not fit within the stated indicators above.</i></p>		

NATIONAL OUTCOME SEVEN Individuals' resilience and capacity for change and self-management are enhanced		
Indicator	Evidence and Data (max 300 words per indicator)	
	Please describe the activity	Then describe the impact
Individuals have made progress against the outcome	<p><u>Steps to Excellence</u></p> <p>AWAITING UPDATE</p> <p><u>SUI Group Achievements</u></p> <p>Over the year, our three service user involvement groups took part in and delivered a wide range of activities:</p> <ul style="list-style-type: none"> • Free or discounted leisure activities • Sourcing of volunteering opportunities • Development of a dedicated drop-in space for service users • A weekly gym session within a community hall • Weekly football sessions • Film afternoons – watching films with a justice related theme followed by discussion • Development of a community magazine • Attending the Community Links sessions within HMP Kilmarnock to provide support to those preparing for liberation • A weekly walking group in conjunction with justice services • Attending social activities • Delivering the Steps to Excellence course • Development of Twitter, Facebook and Websites • Holding a Christmas Family Fun Day • A range of cooking sessions 	<p><u>Steps to Excellence</u></p> <p>AWAITING UPDATE</p> <p><u>SUI Group Achievements</u></p> <p>Rationales for service user involvement tend to refer to the impacts and effects that a co-productive approach to service design, delivery and development can support. Aside from the benefits that participation can produce for individuals, the key (and often overlapping) reasons for 'doing' service user involvement are that it:</p> <ul style="list-style-type: none"> • can support recovery, desistance and social integration; • promotes citizenship and social justice; • enhances the effectiveness, compliance, credibility and legitimacy of services <p>Research evidence suggests that involvement in activities that contribute to the well-being of others (e.g. mentoring, peer support and volunteering initiatives) can alter the way people see themselves, and their own potential, as well as how others see them. Such changes in people's personal and social identities are often associated with processes of desistance. Evidence also suggests that being involved in such activities can support the development of new social networks 19 and the development of more caring and other-centred attitudes.</p> <p>The concept of a citizen is that of a person who can hold their head high and participate fully and with dignity in the life of their society. Citizenship is a measure of the strength of people's connection to the rights, responsibilities, roles, and resources that society offers to people through public and social institutions and</p>

		<p>to relationships involving close ties, supportive social networks, and associational life in one's community 24. User involvement in justice services has potential to support the exercise of citizenship in both of these ways.</p> <p>Evidence suggests that using the experience and expertise of those who have offended to inform the development of criminal justice interventions can enhance the credibility, meaning or legitimacy of those interventions to service users. If services are co-designed or co-produced by service users, they may well be more credible, fit for purpose and thus effective.</p>
<p>Other information relevant to National Outcome Seven</p>		
<p><i>This section can be used to describe any other indicators and activities within the Partnership that demonstrate progress against national outcome seven but do not fit within the stated indicators above.</i></p>		

<p>5. Priority Areas of Focus</p>
<p>During this year we continued to focus on our nine key areas as outlined in our CJOIP 2018-21:</p> <ol style="list-style-type: none"> 1. Keep out of the Justice System 2. Gender Specific Approaches 3. Families 4. Victims and Witnesses 5. Inclusion and Equality 6. Hearing Service Users Voices 7. ACEs and Trauma 8. Strength in Recovery 9. Restorative Justice <p>In addition to this, the Supported and Validated Self-Evaluation which we took part in during 2018/19 highlighted several areas of focus:</p> <ul style="list-style-type: none"> • Engage with statutory and additional partners not currently represented at Board or thematic group level to encourage participation • Work within the Sherifdom model adopted by COPFS to ensure that local issues and areas of focus are considered • Work with third sector partners to identify funding sources to plug identified gaps in service provision

- Keep abreast of the development of the Community Justice Scotland commissioning strategy and identify opportunities to work collaboratively to commission services
- Work with partners in East and North Ayrshire to consider the collaborative model used in South Ayrshire across Justice and ADP and its applicability locally
- Build upon the areas of good practice where we have effectively leveraged and jointly deployed resources to achieve best value
- Actively engage and encourage third sector partners with specific and relevant expertise to lead developments in collaboration with other partners and support them to do so
- Work with partners to develop a framework to evaluate the effectiveness of joint community justice services
- Develop a partnership performance management framework to help evidence the effectiveness of our work

6. Case Studies

Included above.

7. Challenges

- Being able to support the throughcare of our men and women upon liberation from prison remains a challenge. The continued suspension of the Throughcare Support Officer role, coupled with the loss of several locally funded third sector throughcare support services, has resulted in partners having to spend a significant amount of time establishing methods of engaging those being liberated from prison with appropriate services.
- Short term funding is a continuing issue, as it inhibits our ability to plan for the future delivery of services.
- Looking ahead – the impact of Covid across the justice system and for the people involved remains to be seen. Services will have to be delivered differently to comply with any social distancing measures still in place. The impact of lockdown conditions in prison will undoubtedly have had an impact on the wellbeing of both those servicing sentences and their families and loved ones.

8. Additional Information

ADD IF REQUIRED

