



North Ayrshire
Community Planning Partnership

CPP Senior Officers Group

Thursday 8 October 2020 at 10.45 a.m. via Microsoft Teams

AGENDA

10.45 - 10.50	1.	-	Welcome and Apologies
10.50 – 10.55	2.	Pg. 3	Minutes and Action Note from Last Meeting Discuss Minute and Action Note from meeting on 20 August (copy enclosed).
Matters Arising			
10.55 – 11.10	3.	-	Community Hubs Receive update from Audrey Sutton, Interim Executive Director (Communities)
		-	Locality Partnerships Receive update from Morna Rae, Senior Manager
Healthier North Ayrshire			
11.10 – 11.25	4.	Pg 10	Caring For Ayrshire Receive report from John Burns, Chief Executive, NHS Ayrshire & Arran.
Working North Ayrshire			
11.25 – 11.50	5.	-	Ayrshire Growth Deal Receive presentation from Neale McIlvanney, Programme Manager (Growth & Investment)
Strategic Development			
11.50 – 12.00	6.	-	Kindness Receive update from Audrey Sutton, Interim Executive Director (Communities). Background report at https://bit.ly/3l06AVd
12.00 – 12.30	7.	To follow	How We Work Together Discussion led by Ian McMeekin, Area Commander / Local Senior Officer for Ayrshire, Scottish Fire and Rescue Service
12.30 – 12.40	8.		Strategic Housing Investment Plan (SHIP) Receive report from Russell McCutcheon.
12.40 – 12.45	9.	-	AOCB

For further information please contact Morna Rae, Snr Manager,
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For Reference

	10.	Pg 84 Pg 94 Pg 95	<ul style="list-style-type: none">• Board minutes• Decision Tracker• LOIP on a page
Date of the next meeting: Thursday 19 November 2020 at 10.45 am			



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 Partnerships</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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Caring for Ayrshire

Programme Initial Agreement [PIA]

Draft v1.10

September 2020

Version Control Table

Version	Date Issued	To	Content
00.1	3 rd Mar 20	T&S Directorate	Initial Draft Template
00.2	17 th Mar 20	PIA Working Group	Updated with first tranche of data
00.3	13 th April 20	PIA Working Group	Additional information included and realigned sections
00.4	13 th May 20	Issued to PIA Working Group And Caring for Ayrshire Programme Board	Restructured document, revised sections including updated 2.2, 3.6, 4.4 and 5
00.5	8 June 2020	Iain Gairns, Andy Brown and Fraser Bell Fiona McGinnis	Review of outstanding comments
00.6	24 June 2020	Kirsti Dickson	Full review of document
0.07	30 June 2020	Kirsti Dickson	Updated document for discussion
0.08	2 July 2020	Kirsti Dickson	Updated document
0.09	3 July 2020	Kirsti Dickson	Updated document with further changes/updates
0.10	24 July 2020	Niall Thomson	Document updated following discussion with Kirsti Dickson.
0.11	5 August 2020	Kirsti Dickson	Full review and update.
0.12	2 September 2020	Kirsti Dickson	Updated version following CfA Programme Board discussions.
1.0	8 September 2020	Kirsti Dickson	Final draft version for wider scrutiny and feedback.
1.1	21 September 2020	Kirsti Dickson	Final draft for approval.

Contents

1	Overview of Proposal	4
1.1	The Programme Initial Agreement (PIA)	4
2	Current Arrangements.....	6
2.1	Overview	6
2.2	NHS Ayrshire & Arran	6
2.3	Integrated Joint Boards (IJBs).....	7
2.4	Opportunities in Ayrshire	7
3	Strategic Context.....	9
3.1	Overview	9
3.2	The Need for Change.....	9
3.3	Strategic Drivers.....	10
3.4	Other drivers	22
3.5	Investment Objectives and Benefits	23
4	Strategic Vision and Service Solution	29
4.1	Overview	29
4.2	Approach and Strategic Solution.....	29
4.3	Illustrative Models of Care.....	33
4.4	Developing Options.....	35
5	Organisational Readiness	37
5.1	Overview	37
5.2	Commercial Case.....	37
5.3	Financial Case	38
5.4	Management Case.....	38

1 Overview of Proposal

1.1 The Programme Initial Agreement (PIA)

Following the submission of our Strategic Assessment (SA) in 2018 further work has been undertaken with Scottish Government (SG) colleagues in relation to the next stage of the capital investment lifecycle. For NHS Ayrshire & Arran projects requiring capital investment, the Scottish Capital Investment Manual (SCIM) process needs to be followed which would normally mean the development of a project Initial Agreement (IA).

Recognising that in Ayrshire and Arran we are taking a different approach, we have worked with SG colleagues on how best to prepare and present the case for our whole system approach to reform and redesign of health and care services. This has resulted in the need to develop a Programme Initial Agreement (PIA) which sets out an overarching proposition for future and on-going investment to deliver the strategic aims and ambitions of the programme.

An overview of our approach is set out in Appendix One.

The PIA represents the culmination of Stage 3 of the process drawing upon the work in Stages 1 and 2 where we have focussed on developing our strategic vision and assessing scale and order of magnitude. The PIA will however be a live document and, as part of Stage 4, will be further populated and enhanced through additional 'Chapters'.

These chapters will broadly define and outline either specific locality based solutions to delivering the proposed health and care model and / or pathway redesign to address improvements from a service perspective. This will in turn allow us to develop a set of strategic options to deliver the proposed programme, establish a better understanding of the impact on our infrastructure and assess the anticipated implications from a capital and revenue perspective.

Following this, Stage 5 will encompass the development of Outline and Full Business cases (Chapters) to secure approval for the individual projects that will underpin the delivery of our programme. In many cases these will be collaborative submissions factoring in other local public services and their needs in supporting a whole system redesign.

Strategic Case

2 Current Arrangements

2.1 Overview

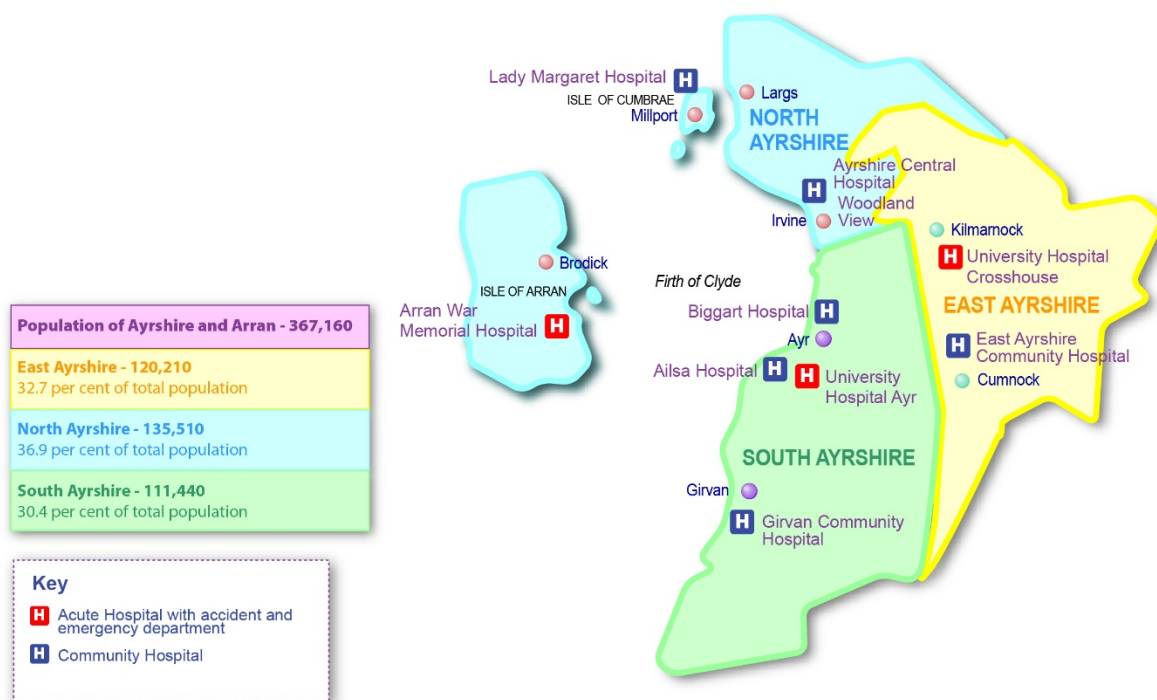
As one of 14 territorial Health Boards in Scotland, NHS Ayrshire & Arran is responsible for the monitoring, protection and the improvement of the population's health and wellbeing and for the delivery of frontline healthcare services. In doing so the Board works closely with the three Integrated Joint Boards (East Ayrshire, North Ayrshire and South Ayrshire) who, for a range of delegated services, are responsible for planning and resourcing health and care to improve quality and outcomes for their populations.

2.2 NHS Ayrshire & Arran

Ayrshire and Arran covers an area of some 2,500 square miles and serves a population of around 368,000 citizens (approximately 7% of the population of Scotland). Ayrshire and Arran's area is co-terminus with the three local authorities of East, North and South Ayrshire and includes the island communities of Arran and Cumbrae.

NHS Ayrshire & Arran invests around £750 million annually in health improvement and service delivery on behalf of its population. It employs around 11,000 staff (9,000 WTEs).

Currently within Ayrshire and Arran there are two University Hospitals at Ayr and Crosshouse (near Kilmarnock) providing a comprehensive range of acute hospital services. Acute Mental Health Services are provided from Woodland View which is located on the Ayrshire Central Hospital site in Irvine which also provides a wider range of community services to the population of North Ayrshire. Elderly Mental Health services for South Ayrshire patients are delivered at Ailsa Hospital, Ayr. Biggart Hospital in Prestwick provides rehabilitation services for the elderly following discharge from acute care or directly from the community. In addition, there are community hospitals in Arran (War Memorial Hospital), Cumbrae (Lady Margaret), Cumnock (East Ayrshire Community Hospital), Girvan (Girvan Community Hospital). Below is a map showing the configuration of hospital services across the Board area.



In addition to services provided in our hospitals, there are 55 General Medical Practices with 290 GPs and their practice teams providing a full range of general medical services across 77 sites, stretching from Ballantrae in the south to Skelmorlie in the north. Around 160 general dental practitioners provide NHS dental services at more than 70 sites, 90 community pharmacies provide a range of pharmaceutical services, including minor ailment services and public health services and around 60 optometry practices provide a range of services across Ayrshire and Arran.

2.3 Integrated Joint Boards (IJBs)

2020/21 is the 6th year of full integration of our health and social care system. In Ayrshire and Arran the three Integrated Joint Boards have delegated responsibility for planning and resourcing of adult social care services, adult primary care and community health services, mental health services and some hospital services but also Children's Services and Justice Services. Each IJB area is divided into a series of localities whose purpose is to provide an organisational mechanism for local leadership of service planning, to be fed upwards into the IJB's strategic commissioning plan.

2.4 Opportunities in Ayrshire

The economy of Ayrshire has under-performed over a substantial period of time, and it has one of the highest unemployment rates in Scotland and the UK. Recognising this, initiatives such as the Ayrshire Growth Deal and Community Wealth Building, which sees NHS Ayrshire & Arran as an anchor institution, will provide a platform to

support wider economic regeneration and inclusive growth across the region and enhance the socio-economic benefit of decisions taken as part of the Caring for Ayrshire Programme.

3 Strategic Context

3.1 Overview

This section of the PIA sets out why change at scale (i.e. at a whole system level) is required if health and care services are to meet the future needs of our population. It sets out the strategic drivers that shape the rationale for transforming our services and articulates the local response in terms of what the programme needs to achieve if it is to address these changes in the most appropriate manner.

The need for change is framed around the Board's health and wellbeing framework for Ayrshire and Arran – Our Health 2020. This framework builds on the Board's existing clinical strategies and service reform whilst acknowledges the national context for public services in general, health services in particular and the three-step improvement framework for Scotland's public services.

The framework has been constructed to align with this national position whilst focusing on both local priorities and local "pillars" covering quality, service, people and finance. While the framework focuses on health and healthcare in the short to medium term, it recognises in the long run that health and wellbeing will be driven by three interrelated factors, namely:

- the requirement to achieve a decisive shift towards preventative spend;
- the integration of adult health and social care; and
- the challenges of multiple deprivation, health inequalities and poverty.

3.2 The Need for Change

For the purposes of this PIA the need for change is shaped around two areas outlined below.

The Strategic Drivers set out the key factors influencing the need to drive step change through this programme. The strategic drivers can be summarised through the following themes:

- Changing demographics;
- Shifting emphasis away from hospital based care; and
- Securing service sustainability

The Local and Regional Challenges identify the current service limitations / enablers and how they adversely affect the ability to deliver the required changes in service.

The regional and local challenges can be summarised through the following themes:

- The limitations of existing infrastructure (both building and digital infrastructure);
- Improving access to health and care services; and
- Supporting regional working.

The diagram below provides a summary of these themes.



These are explored in turn in the sections below.

3.3 Strategic Drivers

Changing Demographics

Increasing Elderly Population

More people are living into older ages, and whilst this is good news, it does bring with it some challenges for health, care and wellbeing services. In Ayrshire and Arran (2018 census), 22% of the population are over 65 and, by 2026, it is projected that the number of people over 75 will increase by 30%. Both of these indicators reflect a position which exceeds projections for Scotland as a whole. We know that the elderly population place greater demands on our health and care services. Many are now living with multiple long-term conditions, reduced independence and increasingly complex needs in relation to health, care and social support. Our current health and care model cannot support and sustain this level of change whilst maintaining quality of care and clinical effectiveness.

Life Expectancy, Morbidity and Mortality

We face specific challenges in supporting people living in our poorer and more rural communities who face increasing levels of poverty, social isolation and loneliness. Life expectancy in Ayrshire and Arran is 80.36 years for women and 76.55 years for men, both of which are below the national average. We know that life expectancy is closely linked to deprivation – in the period 2014 to 2018 males born in our 10% most deprived areas could expect to live 11 fewer years than those in the corresponding 10% least deprived area.

In terms of morbidity, many parts of Ayrshire and Arran have a higher incidence of illness and poor health than other areas of Scotland. Examples include higher than average deaths and hospitalisation rates due to chronic heart disease, cancer, stroke, COPD and asthma; higher than average child obesity rates; and increasing rates of dementia, Alzheimer's disease, depression and drug-related deaths. The death rate in Ayrshire and Arran (2019) was 11.2 per 1,000 population which is higher than the national average – the three leading causes of mortality were heart disease, cancer and respiratory conditions which accounted for almost 70% of the overall deaths.

Changes in the Workforce Profile

Providing high quality health and care services needs the right volume and mix of appropriately trained and skilled staff. The health and care sector across Scotland is experiencing challenges with the way that it organises staff and that is no different in Ayrshire and Arran. Some specialist staff don't see enough patients to maintain and build their expertise whilst in other cases lack of specialist staff results in delays in accessing appropriate care. There are on-going and widespread issues with availability of staff disciplines such as GPs, acute physicians and social care workers. As a result, there are too many staff vacancies, which often means employing temporary staff to keep services running which impacts on the quality of care for patients and can be expensive.

The ageing population will not only change the demands placed on our health and care services, it will also be reflected in the availability of the Ayrshire and Arran health and care workforce profile and skills. Going forward we will have an older workforce and a higher volume of retirements year-on-year. With an increasing older population and subsequent increase in health and care needs, the continuation of services delivery based on the current workforce model is unsustainable.

Shifting Emphasis Away from Hospital Based Care

Admission Avoidance and Minimising Hospital Length of Stay

Within our acute sector we are seeing a continued increase in the demand for unscheduled care through attendances at Emergency Departments and emergency hospital admissions. Where hospital based care is required, challenges in the timely discharge of patients is impacting on length of stay within our acute hospitals but also placing significant pressure on our community services and care sector.

A key strategic planning function of the Integrated Joint Boards is to address the needs of our community in relation to unscheduled care. In all three areas, increasing numbers of people are being cared for at home than in previous years, however, despite this our hospitals continue to experience increased numbers of people presenting for unscheduled care. This trend is not sustainable within our existing health and care models - we need to find ways of reducing emergency admissions by providing accessible community alternatives, reduce occupancy and length of stay by improving systems and processes within the Acute Hospital and reducing delays in discharge by providing appropriate community capacity.

Localised Alternatives to Acute Hospital Attendance

To transform how services are delivered in the future, and to ensure care is delivered as close to patients' homes as possible, it is recognised that an increased proportion of care can and should be delivered outwith our acute hospital environment. This means that citizens need to have equitable access to appropriate health and social care services which enhance the availability of health and care in communities and enables length of stay in acute settings to be as short as possible. In developing our programme, we need to be clear that system configuration and sizing must recognise this fundamental change in emphasis and the impact this will have on the overall balance of our health and care system.

Deployment of Digital Technologies to Optimise Patient Access

The effective use of digital solutions to support reform is paramount to drive effective change and efficiency as well as improving health and social care outcomes. Digital will remain at the centre of all clinical and support activity throughout the health and social care environments delivering both reform and collaboration.

The effective and widespread application of digital technologies allows clinicians to collaborate, interact with patients on a virtual basis and be effective regardless of location or time of day. These technological solutions actively contribute towards better outcomes for the people of Ayrshire and Arran through an improvement in the visibility and effectiveness of patient interaction and clinical data.

NHS Ayrshire and Arran have a local five-year strategy, "NHS Ayrshire & Arran's Digital Strategy (2018 – 2023)" which is aligned to the core principals of the wider Scotland's Digital Health and Care Strategy. Our local five year strategy provides key building blocks that includes:

- ***Enhanced clinical and social care applications***
 - A set of applications will be provided that support the needs of individual services and the ability to share information across organisational boundaries.
- ***Mobile and digitally connected workforce***
 - Staff will be able to access information wherever and whenever services are provided.
- ***Digitally connected citizens***
 - People will be able to connect with health and social care services more

easily to support their own care and wellbeing.

- ***Integrated applications and infrastructure***
 - Appropriate standards will be used to ensure an integrated approach to service delivery working closely with other organisations, locally, regionally and nationally, sharing technological platforms wherever possible.
- ***Decision support tools***
 - Analytics to drive continuous improvement and innovation by providing information for improved decision making, planning for service change, and to support improvement in quality and performance.

We will provide a digital environment that supports and transforms the way our staff work, underpinned by systems that are secure, performant, resilient and available wherever they are. Through the effective use of digital solutions we will support service reform.

Securing Service Sustainability

Addressing our Workforce Needs

At its most basic level effective workforce planning is about ensuring that we have the right staff, with the right skills and competencies in the right place at the right time. This must be balanced against the challenges in demography and supply and the need to ensure services are sustainable and affordable. As we move towards an increasingly integrated approach to service delivery, there will be more emphasis on workforce collaboration and skills transfer. By concentrating our scarce resources in multi-disciplinary teams operating across the health and care system, we can ensure that safe, effective, person-centred and sustainable services are delivered through a workforce that has the right skills and competencies and is able to achieve the best possible outcomes for our citizens. The Health and Care (Staffing) (Scotland) Bill requirements will act as a powerful enabler to ensure workforce planning is delivered effectively. The success of our programme will be highly influenced by the effectiveness of our workforce planning and the recognition that the shape and size of our staffing complement will need to be radically different to what it is now.

Transformative Approach to Health and Care

At the heart of our programme is a recognition of the need to radically change our approach to the provision of health and care services by shifting the balance of provision away from acute hospital-focused care to one where there is a greater emphasis on health improvement, prevention and community-based intervention. If we do not plan and deliver this transformation then inevitably our acute system will become over extended and need to be expanded through investment in additional capacity. This is not achievable, affordable or desirable given that the people of Ayrshire and Arran have clearly stated that, where it is safe to do so, they would like to receive their care at home, in a homely setting or a location close to where they live. This means that not only do we need to plan change at scale but we need to improve how we work as a system. This change cannot be planned and implemented by one part of the system and requires a collaborative multi-partner approach involving NHS, IJBs and their Localities, Local Authorities, Community Planning Partnerships, Voluntary Sector as well as citizens.

Improving Efficiency and Effectiveness

A sustainable health service needs to be able to operate efficiently within the funding available. For the last three years NHS Ayrshire and Arran has required financial brokerage from Scottish Government. This does however need to be set in the context of the current financial environment in which a combination of historical factors and new challenges mean that balancing revenue and expenditure across the system will continue to be problematic. To balance the budget in 2020/21 NHS Ayrshire & Arran would require to make revenue savings of £30m which equates to 4% of the overall budget. In light of this financial outlook it is important that the programme can demonstrate how it will contribute to the efficient and effective operation of the system thus facilitating a move towards a more balanced financial outlook. We know that the costs of delivering care in highly complex and large acute settings is higher when compared to alternative community based settings with much less specialist infrastructure. As we shift the emphasis of care towards more local settings our future acute care settings, with appropriate investment, will be smaller, more streamlined and have a greater degree of estate efficiency.

The COVID-19 pandemic was a catalyst for significant change in how services were delivered, both in acute and throughout the community, including a significant step change in the use of digital technology, in communications with patients and between clinical staff. Social distancing has encouraged a distributed model for the workforce with increased levels of remote working supported by technology. It is anticipated that these lessons will be taken forward through the CfA Programme to deliver a more flexible and adaptable capital investment strategy for physical infrastructure.

Limitations of Existing Infrastructure

Backlog Maintenance

NHS Ayrshire and Arran faces significant challenges in relation to its infrastructure, particularly in relation to the scale of our backlog maintenance requirements. Our Property and Asset Management Strategy (PAMS) incorporates a robust assessment of the condition and performance of all our assets along with the need for future investment. Our acute hospitals, which comprise over 40% of our total estate are ageing and becoming increasingly unfit for purpose, particularly University Hospital Crosshouse. Whilst there has been recent investment in our community estate, many of the current facilities do not provide an environment that supports integrated service delivery. The Board continues to seek to balance the need to reduce backlog maintenance expenditure whilst ensuring that the estate and other assets operate to an acceptable standard.

In 2018/19, the scale of backlog maintenance expenditure required to bring our operational estate up to an acceptable standard in terms of condition, meeting fire safety requirements and addressing statutory safety legislation stood at £62.0m with around half of this relating to University Hospital Crosshouse. In addition to the scale of our backlog maintenance position, the risk profile is of significant importance. Based on the 2018/19 PAMS assessment, it is estimated that 27% of the requirement relates to high or significant risk areas – whilst this represents an improved position as a result of expenditure on maintenance works, this is not sustainable. Investment in our infrastructure needs to address our backlog maintenance position as part of a phased programme of system wide change. This will allow the Board to address the legacy challenges, manage the rate at which new backlog arises and attaining the optimal level of estate performance consistent with the changes to the model of service delivery.

Despite ongoing expenditure, the backlog maintenance liabilities will continue to increase in line with the ageing of our buildings unless there is significant investment in our Estate. Furthermore, much of the accommodation is sub-optimal in terms of current guidance and it is not practicable or good value to upgrade these facilities to achieve compliance. The levels of expenditure required for backlog maintenance and the increasing levels of risk due to the standard of the Estate, in particular at University Hospital Crosshouse is unsustainable in the long term.

Inability to Implement New Models of Care

Aside from the condition of our estate, the way in which much of it is configured acts as a major barrier to supporting enhanced models of care. For our acute estate, we have made improvements to front door services, however much of the remaining infrastructure does not support the increased emphasis on specialist care, complex patient need and enhanced planned care pathways. A lack of ensuite room accommodation impacts adversely on the patient experience in terms of dignity and confidentiality. In our communities much of the infrastructure does not provide an appropriate environment to enhance local provision and provide an alternative to acute based care and in many cases cannot be easily adapted.

Long Term Investment in Digital & Building Infrastructure

We will need to invest significantly in our infrastructure, however, this will reflect a phased programme of expenditure across a 10 to 15 year timeframe. This investment will not only relate to our buildings but also improvements in digital technology, equipment and transport. As a Board and wider system we recognise that capital funding is limited and there is significant competition from other organisations and sectors. We will therefore need to look at a wide range of funding sources from traditional health capital resources, joint funding with partner organisations in the public and private sectors and wider national initiatives including City Deals. This will inevitably require a tailored set of commercial delivery arrangements.

The delivery of an environmentally sustainable and carbon neutral estate infrastructure will be core to the programme to make the most efficient and effective use of all resources. Developments shall consider supporting, enhancing and making a positive contribution to the local communities in which they are located, promoting good access by public transport, encouraging biodiversity in external spaces, reducing energy usage both during construction and in the operation of facilities, maximising natural ventilation and natural lighting, integrating renewable energy technologies and providing opportunities around community benefits for employment and training. The design and procurement of facilities shall include challenging environmental targets and be driven through the use of tools such as BREEAM to ensure that the targets are achieved.

Improving Access to Health and Care Services

System Wide Demand and Capacity Planning

To assess service requirements we need to understand how future demand fits around our integrated health and care models so that the right services are provided in the right setting appropriate to the users' needs. This means that we need to take a more joined up approach to how we plan the health and care environment and use our resources. As such, if we make assumptions about changes in our acute care model that impact on the level of activity flowing in and out of our hospitals then this needs to be reflected in enhanced community services that provide appropriate care in a range of alternative settings including people's homes. By taking a system wide approach to demand and capacity planning we will be able to plan, configure and size our health and care system to reflect the full range of provision across the health and care pathway.

Improving Patient Outcomes

By providing better access to health and care, irrespective of the setting, we aim to improve the health outcomes of our citizens. Already a wide range of health and care services are provided to our communities but often these can be difficult to access, are not aligned to need or require multiple contacts with health and care professionals. At the same time, we need to recognise that outcomes are influenced by wider factors than the services we provide and there also needs to be a strong focus on population health and wellbeing as well as addressing the wider social determinants of health.

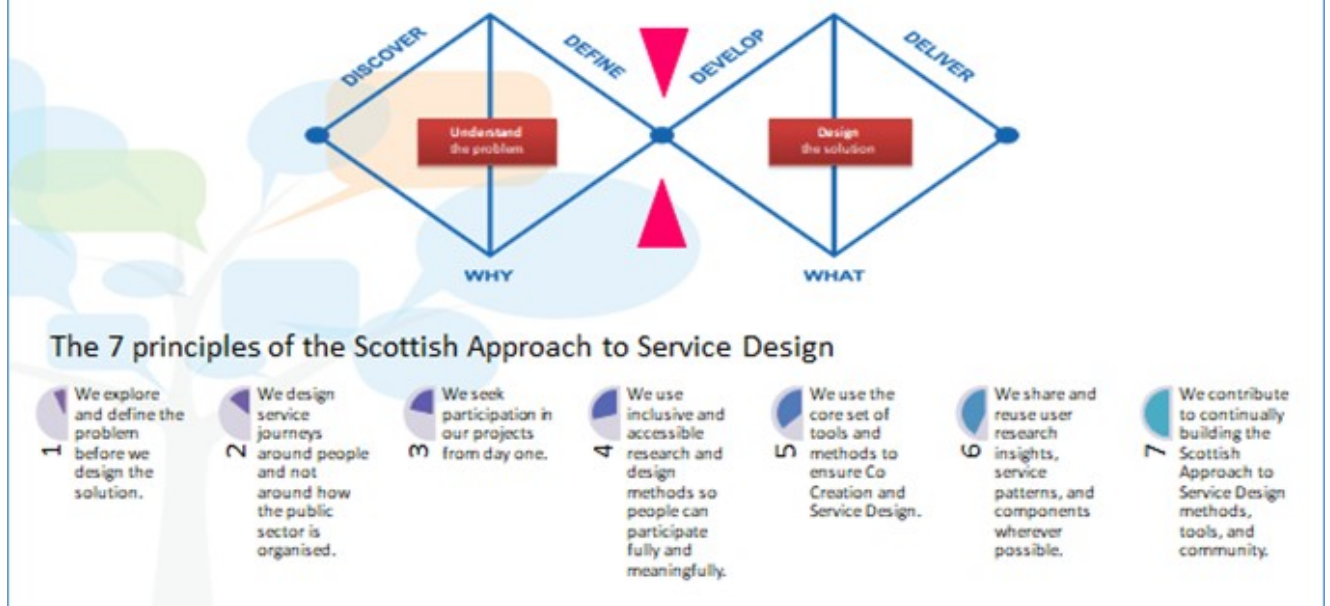
People living in areas of multiple deprivation experience relatively more ill-health, earlier onset of long-term conditions, poorer mental wellbeing and premature mortality compared to those living in less deprived areas. Health impact assessments should be part of all planning processes in order to mitigate health inequalities and achieve more equitable service delivery. To assist with this aim, the [Fairer Scotland Duty](#) came into force in 2018 to ensure that public sector bodies consider how they can reduce socio-economic disadvantage when making high level strategic decisions. Supporting people to access the health and care services and support their need at the right time and in the right place is a key principle in the development of our future vision and model for health and care.

<https://www.gov.scot/publications/fairer-scotland-duty-interim-guidance-public-bodies/>

Understanding the Needs of Our Citizens

With any service redesign, it's important to understand the needs of our citizens, workforce and stakeholders, therefore the programme is adopting the Scottish Approach to Service Design. By embedding this framework, it means that people who work or those who interact with health, care and wellbeing services will have opportunities to understand the problems they're faced with from a range of perspectives, before creating any service redesign solutions. The Design Council's Double Diamond model (see diagram below) will be at the forefront of all our service redesign activity within the programme.

Scottish Approach to Service Design

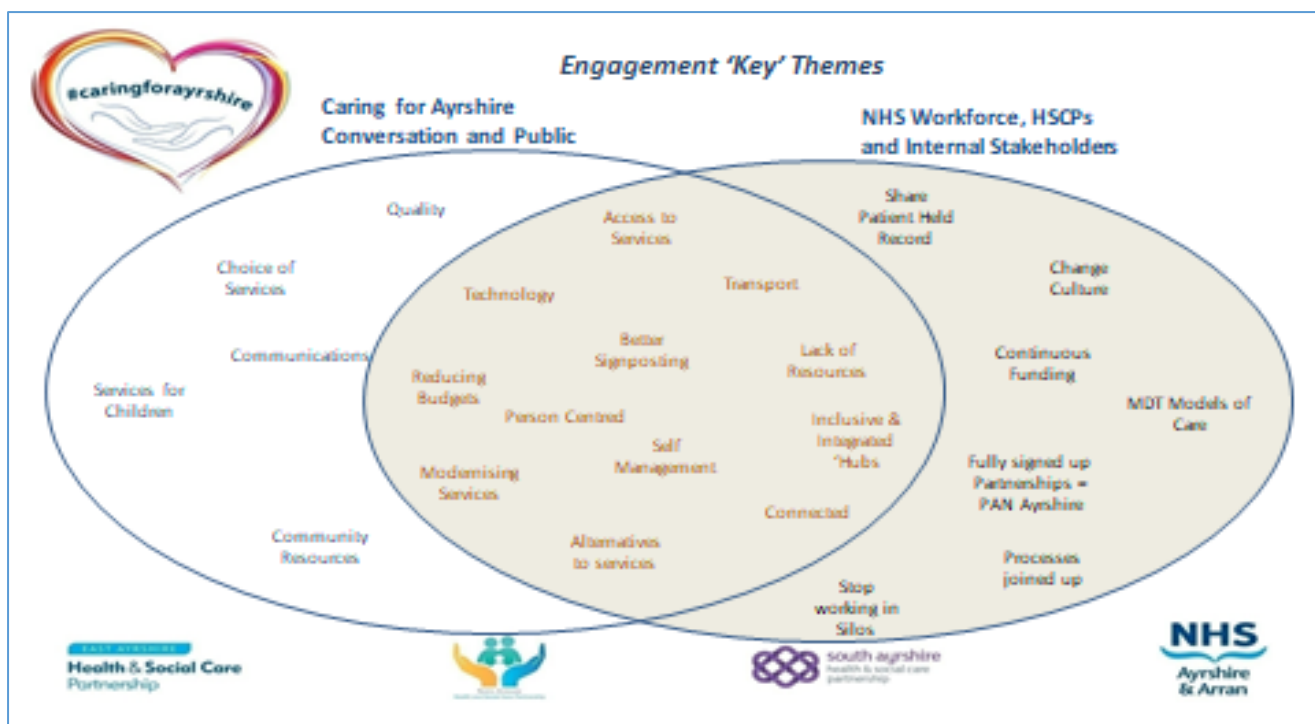


Within our service design approach, we will adopt a “place-based approach”, to ensure that the community is effectively consulted and engaged and that both the physical environment and the social environment are integrated into the strategy for the co-production of future health and care services in localities.

As part of the initiation phase of the Caring for Ayrshire programme, we conducted early pre stakeholder engagement named the ‘Caring for Ayrshire Conversation’. This involved holding two multi-stakeholder events in University Hospital Ayr and University Hospital Crosshouse. The events were attended by a range of people, with representation from across health and social care; education; third sector; independent care sector; and private sector, providing an overview of some of the challenges facing health and care i.e. the need for change, followed by facilitated table discussion on two key questions:

1. From your experience, what challenges do health and care services in Ayrshire and Arran face?
2. What do you think matters most to the people of Ayrshire and Arran when accessing care and treatment?

In addition to our public engagement, we also co-ordinated two half day events between NHS Ayrshire & Arran staff, HSCP’s and wider community partners, with the aim of facilitating initial **Discovery** around future ‘Models of Care’. Below is a summary with the captured key themes from these events along with what we had collated from the engagement with our citizens.



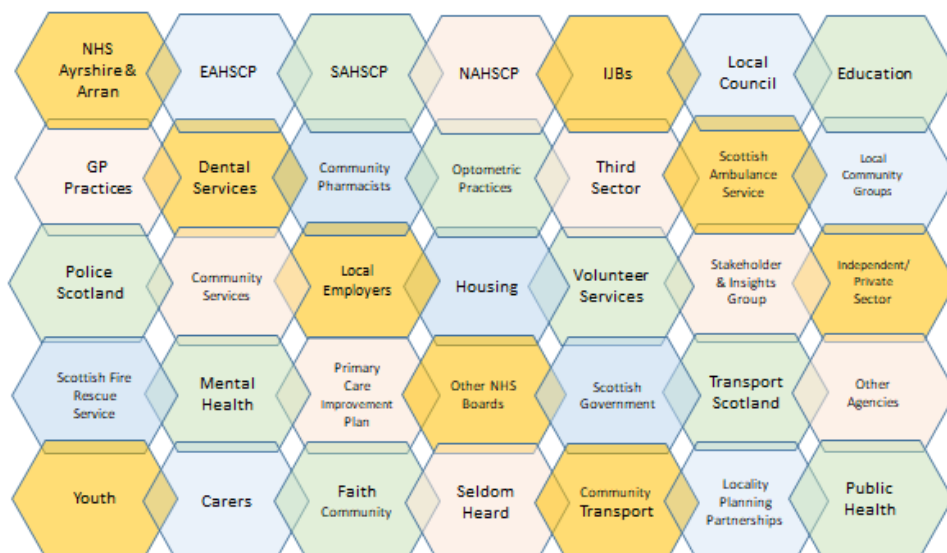
Key themes from Early Pre Engagement Phase

This service redesign approach will continue to be refined to ensure that all stakeholders are supported and empowered to actively participate in the definition, design and delivery of new health and care services for Ayrshire and Arran.

Our short and medium term planning during the coming months and years will be influenced by continuously engaging with our three health and social care partnerships as well as our acute teams.

Our strategic ambition of the Caring for Ayrshire programme is informed by a shared understanding with our partnerships of the change needed locally, regionally and nationally to develop health, care and wellbeing for the benefit of our communities. This vision ensures that we deliver on our commitment to the expectations of key legislation and plans with our partnerships.

The diagram below shows the breadth of collaborative partnership working and shows the wider community planning approach that will be adopted.



Whole System Partnership Collaboration

Additionally, our governance and delivery arrangements recognises the need to work with partners outwith the health and social care arena.

The outputs from these engagement sessions have been used to shape the programme vision. As the programme develops the Board are committed to further formal and informal engagement with citizens.

Supporting Regional Working

Improving Access to Tertiary Care

We recognise that where services are highly specialised, complex and high risk there is a need for some of the care for our population to be delivered outwith the NHS board area within tertiary centres. We do need to improve how our local services and teams located within these tertiary centres work together so that these highly specialised services are available when patients need to access them and to recognise that this is part of a wider patient pathway combining local and tertiary provision.

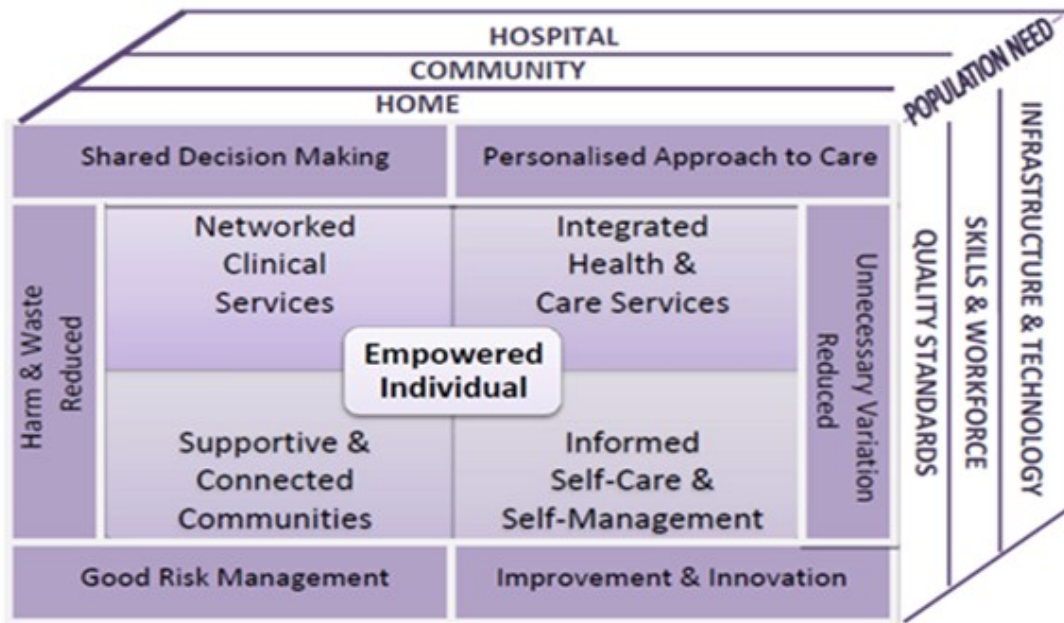
Co-ordinated Service Delivery

In the West of Scotland we have been working across our Health Boards and Integration Joint Boards to establish a common purpose to planning that respects the importance of local and locality planning within the wider regional context. This means that all stakeholders must develop and deliver services that meet the triple aim of improving the patient experience of care, improving the health of the population and optimising the cost of healthcare delivered.

West of Scotland Board planning

This approach requires organisations to come together and focus on regional planning of services where appropriate. Working across and connecting beyond our traditional boundaries - across health and social care; across professions and disciplines; across settings; across specialties; and across organisations - will be critical to building a person-centred and sustainable service that is fit for the 21st century.

Regional planning is intended to contribute to the overall transformation of the whole health and care system as represented in the model below. We must ensure that our programme of change is cognisant of and consistent with this approach.



3.4 Other drivers

Public Health

Whilst health and care services have a vital role in keeping people healthy and supporting them when they become ill, it is important to recognise that personal choice and lifestyle decisions can impact on our health and wellbeing. In developing our vision it is important to recognise the primary determinants of wellbeing, health and (importantly) health inequalities are well recognised as being economic, social and environmental; and as such, many of their primary causes lie outside the direct influence of health and social care. Consequently, collaboration and co-ordination at local, regional and national levels is crucial in addressing those determinants for and with local communities.

Community Planning aims to help public agencies work together and with their communities to plan and deliver better services which make a real difference to people's lives. Each of our Community Planning Partnerships (CPPs) in Ayrshire and Arran have prepared and published a Local Outcomes Improvement Plan (LOIP) which will take this work forward. These LOIPs frame the context in which organisations have to operate in seeking to help improve population wellbeing and health, and address health inequalities; and set out the local outcomes which each CPP is prioritising for improvement, with tackling inequalities being a specific and common focus.

The Caring for Ayrshire programme recognises the importance of working with CPPs to ensure a whole system approach is adopted when developing a pan Ayrshire health, care and wellbeing model.

Regeneration and growth

The scale of the Caring for Ayrshire programme provides a platform to support wider economic regeneration and inclusive growth across the region. The economy of Ayrshire has under-performed over a substantial period of time, and it has one of the highest unemployment rates in Scotland and the UK. Initiatives such as the Ayrshire Growth Deal aim to create an Ayrshire that is vibrant, outward-looking, confident and attractive to investors and visitors, and which will make a major contribution to Scotland and the UK's growth. The Community Wealth Building initiative developed in North Ayrshire but soon to be a pan Ayrshire approach sees NHS Ayrshire and Arran identify as an anchor institution where the socio-economic benefit of decisions taken as part of Caring for Ayrshire will be visible in communities throughout Ayrshire.

We firmly believe that there are opportunities to align our programme to these initiatives with the dual aim of contributing to the anticipated growth and accessing funding streams that could potentially contribute to the financing of our programme.

3.5 Investment Objectives and Benefits

In developing the vision and our strategic aims of the Caring for Ayrshire Programme, a range of investment objectives have been identified that will deliver benefits and address our key drivers for change. Through the aims and ambitions of the Caring for Ayrshire Programme our strategy will be to adopt a whole system redesign to transform Ayrshire and Arran’s health, care and wellbeing service model.

Below are those investment objectives that have been identified in supporting the drivers for change, and also where those can reflect and contribute in supporting Scotland’s National Performance Framework [<https://nationalperformance.gov.scot/>].

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland’s National Performance Framework
1. Meet user needs & requirements of health, care and wellbeing services	<ol style="list-style-type: none"> Maintain and enhance optimum local health and social care service delivery Improve accessibility to all health, care and wellbeing services through community and locality Improve access and effectiveness to all clinical, speciality, social care and wellbeing areas Improve the clinical operative suitability of the healthcare and wellbeing estate Reduce unnecessary overnight hospital stays through improving flow with improved Step Up and Step Down and Care at Home services ensuring all patients can remain in their own homes for as long as clinically possible Improve the physical condition of the health, care and wellbeing estate across Ayrshire and Arran Provide fully integrated health, care and wellbeing service offering to citizens 	<p>Local care being delivered by local teams and community across Ayrshire and Arran</p> <p>Citizens confidence in Ayrshire and Arrans Health and Care services will improve</p> <p>Improved accessibility of services</p> <p>Integration of services with focus on wellbeing, population health</p>	<ol style="list-style-type: none"> Health Children & Young People Human Rights Communities Environment
2. Improve the quality and effectiveness of health and care services	<ol style="list-style-type: none"> Increase the robustness of unscheduled care and out of hours services Continue to deliver services as close to home as possible in a sustainable and integrated way Provide community based services in meeting the needs of those within the surrounding locality Realignment of staffing models to support future sustainable models of care Reduce adverse harmful events Improve statutory compliance in delivering and supporting health care services Reduction of unnecessary transportation in accessing services 	<p>Healthcare system efficiencies will be increased</p> <p>Patient safety will be increased</p> <p>Increased timeliness and availability of relevant clinical information meaning decreased risk to patients’ safety</p>	<ol style="list-style-type: none"> Health Children & Young People Human Rights Environment Economy

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
3. Provide integrated & accessible services across Ayrshire and Arran	<ol style="list-style-type: none"> 1. Optimise workforce and staffing levels through effective co-ordination of all health, care and wellbeing services 2. Reduce the number of patient hand-offs through creating seamless health and social care pathways 3. Continue to deliver services as close to home as possible in a sustainable and integrated way 4. Provide community based services in meeting the needs of those within the surrounding locality 5. Support the realisation and maintenance of skills within all professional groups and partnerships 6. Reduce the number of children/vulnerable users being admitted to an adult in-patient ward 7. Enhance the separation between medical and emergency care through the provision of separate appropriate high risk and complex clinical services 	<p>Positive patient outcomes will increase under developed new models of care</p> <p>Citizens are able to look after and improve their own health and wellbeing and live in good health for longer</p> <p>Seamless citizen journeys and pathways to accessing whole system services</p>	<ol style="list-style-type: none"> A. Health B. Children & Young People C. Human Rights D. Communities E. Environment F. Education G. Fair work and business H. International I. Poverty J. Economy
4. Improve our population health & health inequalities	<ol style="list-style-type: none"> 1. Supports self-management and early identification of referral to specialists 2. Reduce excessive journeys in attending outpatient appointments 3. Providing preventative and pro-active service interventions 4. Improvement of social determinants of health 	<p>Our citizens wellbeing increases with a focus on healthier living, thus reducing the need to access health services</p> <p>Population health improves resulting in decrease of accessing healthcare services</p>	<ol style="list-style-type: none"> A. Health B. Children & Young People C. Human Rights D. Communities E. Environment F. Poverty G. Economy
5. Increase service performance across our health and social care system	<ol style="list-style-type: none"> 1. Ensure that a sustainable service is supported through the creation of new models of care that is delivered by integrated, co-located and flexible teams to provide the required across Ayrshire and Arran 2. Reduce the challenges being faced in recruitment and retention of our workforce and staff. 3. Ensure that all health, care and wellbeing facilities have been designed with our citizens and meet their needs from a physical and functional suitability. 4. To raise the awareness of the benefits of our infrastructure across Ayrshire and Arran with a reduced impact on the environment 5. To support NHS Ayrshire & Arran's and our three HSCPs progress towards corporate environmental objectives 	<p>Provides value & sustainability of services, in meeting the demands of our citizens</p> <p>Healthcare system efficiencies will be increased</p> <p>Positive outcomes in supporting and managing health, care and wellbeing across Pan Ayrshire</p>	<ol style="list-style-type: none"> A. Health B. Communities C. Environment D. Fair work and business E. Poverty F. Economy

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
	<ol style="list-style-type: none"> 6. To provide staff with digital technology that supports Agile working and overall productivity 7. To provide an easily maintained set of services and facilities with good quality finishes and materials. 8. 9. Improve design quality in support of increased quality of care and value for money 10. Contribute to overall revenue savings after budgetary re-investment/re-alignment has occurred 11. Ensure that digital technologies and the creation interoperable solutions and communication system supports staff to deliver increased efficiencies. 12. Increase integration with other public services in that whole system approach to service delivery 		
<p>6.Improve economic growth resulting in wider/social benefits</p>	<ol style="list-style-type: none"> 1. Aid recruitment and retention of workforce and staff 2. Promote local procurement and innovation of delivering, services, therefore enhancing local social economic factors 3. Bring capital investment to cross purpose public services, sustaining jobs and enhancing full integration of services 4. Support new models of care, with a consequential positive impact on Ayrshire and Arran economy and sustainability 5. Promote community benefits within all procurement activities to generate local employment and apprenticeship opportunities for the local communities and encourage the utilisation of local suppliers and contractors where possible. 6. Promote community benefits within procurement activities to ensure that suppliers and contractors undertake a positive engagement process with the local communities including schools, during the development of new or refurbished facilities. 7. Encourage opportunities for social enterprises in the procurement of goods and services and design routes to market to ensure barriers are removed. 	<p>Supports and compliments wider Ayrshire inclusive growth, providing citizens local values and outcomes</p> <p>Overall decrease on healthcare systems and solutions</p> <p>Promoting fair work arrangements across services</p>	<ol style="list-style-type: none"> A. Communities B. Environment C. Fair work and business D. International E. Economy
<p>7.Provide sustainable services resulting in financial benefits</p>	<ol style="list-style-type: none"> 1. To provide citizens with a sustainable services that are fit for purpose and person centred. 2. To provide a whole system integrated service of health, care and wellbeing that is sustainable in responding to different groups and specific needs. 	<p>Provides longevity of future services for citizens</p> <p>Enables better financing and budgeting for supporting healthcare services</p>	<ol style="list-style-type: none"> A. Health B. Children & Young People C. Communities D. Environment E. Education F. Fair work and business

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
	<ul style="list-style-type: none"> 3. To provide staff with working environments conducive to delivering the best health care in sustainable environments that also supports the long-term sustainability of the workforce in supporting recruitment and retention. 4. Optimise overall resource utilisation 5. Improve financial performance including optimising overall staff costs vs outcomes. 6. Reduce travel costs associated with patient transfer 7. Improve space utilisation across the estate 8. Optimise overall running cost of infrastructure including buildings 9. To challenge the market to provide innovative solutions and systems that minimise the environmental impact of buildings 10. Supports and provides inclusive growth opportunities within Ayrshire and Arran 	<p>Improves equity across Ayrshire and Arran for services</p>	<p>G. Economy</p>

Wider Socio Economic Benefits

In addition to the benefits identified above which relate to the investment objectives, it is anticipated that the Caring for Ayrshire programme will deliver a wider range of indirect social and economic benefits for the population of Ayrshire and Arran. These arise from a number sources but are predominantly focussed on the benefits arising from improvements in population health – this means that not only will Ayrshire and Arran residents lead longer lives but their quality of life will be enhanced relative to a situation in which NHS Ayrshire & Arran does not undertake any level of transformational change.

The economic and societal benefits associated with the life years gained as a result of the programme can be quantified by using the concept of Quality Adjusted Life Years (QALYs). We would propose to further develop this approach as part of our Stage 4 activities.

Economic Case

4 Strategic Vision and Service Solution

4.1 Overview

The Caring for Ayrshire programme vision is complex and challenging and is therefore being framed within a programme approach with the initial emphasis to further build on developing an integrated health and care service model. This model will look at all aspects of health and care from birth, to end of life, with citizens being at the heart of the proposals ensuring our future services consider the changing population demographics (e.g. ageing population and increasing inequalities, particularly as a result of poverty) and the other key drivers as outlined within this document that impact on service needs.

4.2 Approach and Strategic Solution

In progressing our scoping activities, and building on several other areas of work being progressed and driven by our communities and local authorities around redesigning services our Clinical Programme Board (as the design authority) established a dedicated writing group to undertake preliminary scoping work and internal engagement to inform and set out our strategic future models of care. Continuing to work closely with our three Integration Joint Boards in East, North and South Ayrshire, other community colleagues, 3rd sector, private, independent, voluntary sector organisations as well as our other public sector services will be key to the successful delivery of the programmes aims and objectives.

In order to understand this strategic direction, we need to define our visionary models of care which underpin this transformation towards a more sustainable and balanced system, whilst recognising that we all have a role to play in supporting health, care and wellbeing services. In order to meet the demands of the future, we need to move away from a 'diagnose, fix and treat' approach to one based on population health and wellbeing with more emphasis on health and care anticipation, being trauma informed, preventing illness where we can, and supporting self-management to achieve the best health possible for people living with long term conditions.

Where health and care intervention is necessary, the model needs to put the person receiving health and care at the centre of decisions made about them. This will help to ensure their care is proportionate, and that benefits and risks are clearly understood in order to make informed choices. This approach needs to recognise the principles of Realistic Medicine, specifically the link between clinical interventions and likely outcomes.

This approach to developing and articulating a future model of health, care and wellbeing across Ayrshire and Arran recognises that, where intervention is required, there are a number of 'layers' in the system. Each layer will require a different level of resource (service, workforce and infrastructure) to meet the needs of our population with the focus being on shifting the balance more towards local homely settings and only using high intensity settings for specialised care where it is absolutely essential.

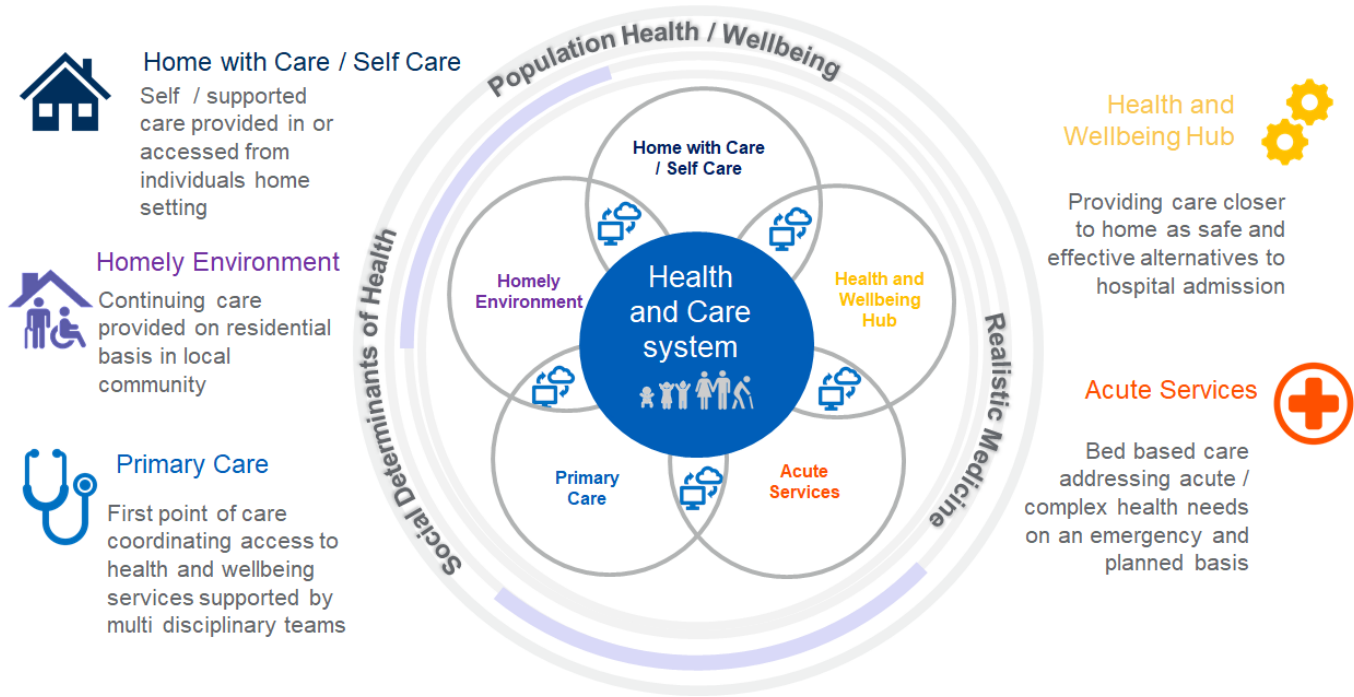
Some services currently accessed in acute hospitals can and should be provided in alternative settings without impacting adversely on quality, safety or the user experience. To support this there will be a strong reliance on digital technology to join up different parts of the system and our citizens to ensure that firstly information required is available real time in electronic form and secondly effective alternatives to face to face contact between the practitioner and service user are available where it is appropriate and safe to do so.

As a starting point we have developed a ‘System Components’ map which seeks to frame the service layers across a range of health and care settings. At this stage the settings themselves do not represent a physical environment or indications of specific locations and may flex to reflect local circumstances. Likewise they are not mutually exclusive and components within each setting will inevitably overlap. It provides a framework against which an initial health, care and wellbeing model can be established.

The founding principle is to start the mapping exercise with the most local, least complex, lowest risk and work through the layers to the most complex, highest risk activities which can realistically only be sustained through a more concentrated approach. This recognises that key elements of high risk care take place in peoples own homes in order to keep them safe and well, as such complexity does not always equate to a specific place of care.

The map is set out below along with supporting narrative providing further details of each component and how it contributes to the wider model.

Digitally enabled system components



Home with Care/Self Care

Care that individuals could access at home, on a self-management or visiting / virtual basis as well as services provided in local conurbations such as community pharmacies. There are differences in health outcomes within our communities and many of these are the result of disadvantage (or socioeconomic differences). Our model of care will be designed to mitigate these inequalities wherever possible.

Homely Environment

Where care cannot be safely or sustainably provided in people's own homes then, depending on need, Care Homes based in our local communities can become someone's own home, or provide that homely environment/ setting either long term or short term to meet a specific need. This will enable wider access to a range of health and care professionals and multi-disciplinary teams on a substantive and or visiting basis.

Primary Care

Depending on the dispersion of the population served, there will be a range of services provided from practices supporting multiple health, care and wellbeing needs under one roof in or near the local community. Where scale permitted these would typically be referenced as health and wellbeing centres that could accommodate larger primary care practices if required and facilitate interaction between acute and primary care professionals either on a face to face basis or using digital means (e.g. Attend Anywhere) to reduce the need for patients to physically attend higher acute care settings.

Health and Wellbeing Hub

Providing more localised alternatives to acute hospital attendances and admissions. These would provide a wide range of services currently provided within acute hospital settings including:

- Treatment for minor injuries and illnesses
- Primary Care out of hours services
- An overnight stay in a bed if you can't be cared for at home but don't need to go into hospital (step-up beds)
- Rehabilitation after a stay in hospital (step-down beds)
- Midwife-led maternity service
- Day surgery and planned investigations
- CT scanning
- Endoscopy
- Renal dialysis (day service)
- Chemotherapy (day service)
- Blood analysis

Acute Services

This will deliver emergency and planned care from an appropriately sized acute environment focussing on specialist, complex and high risk provision. It will provide specialist led medical services 24/7 ensuring that a wide range of services are available for the local population. Services provided will include consultant led maternity, neonatal and specialist paediatric care.

The majority of outpatient activity will shift from acute settings to community settings with appropriately skilled and trained workforce supporting face to face and virtual consultations. This shift includes current and future nurse, midwife and AHP led services which will become more community based with acute reach-in.

The acute hospital setting will have a new approach to urgent and emergency care which will be enabled by modern facilities, the latest technology, high quality care focussed on acute need, and subsequently allowing patients rapid transfer back to their communities or to their homes. Patients will be seen by senior clinicians at the front door enabling more rapid decision making and management of conditions with the aim of improving patient flow and reducing the length of stay of patients in the acute setting.

Where access is required by Ayrshire residents, this setting would also cover tertiary services provided from Health Boards outwith the NHS Ayrshire & Arran area.

Impact of COVID-19

Due to the impact of COVID-19, we have had to deliver services in an unprecedented way. Throughout this time we have swiftly reconfigured our primary, secondary and community care services to support our population during the COVID-19 pandemic. These reconfigurations have allowed us to manage COVID-19 and non COVID-19 pathways of care but have also enabled service reform in line with the principles of our Caring for Ayrshire Strategic Vision.

As we start to remobilise our services, in line with our vision, we are taking the opportunity to carry out reform to our services. The areas of service reform include:-

- development of an urgent care pathway, this redesign will include consistent triage from NHS 24 allowing a seamless pathway to local hubs for further clinical consultation and consistent onward referral for self-management and to other community or acute settings as required;
- Scheduling of ED, this will reduce the number of direct referrals to ED from NHS 24 that could be triaged as a different outcome;
- increase the use of NHS Near Me in primary and secondary care services;
- enhance our capacity within our Intermediate Care Teams and in particular the Care at Home service; and
- continue to develop our Primary Care MDTs to enhance the joint opportunities, to form solutions and build upon the good working relationships developed during the pandemic.

The COVID-19 remobilisation plans have been approached in a whole system basis with our IJB and Council colleagues, in collaboration with our staff side representatives. The

plans have been developed through strong clinical and professional leadership, co-produced across community, primary and secondary health and care teams.

Our established Emergency Management Team and Gold, Silver and Bronze structures bring together colleagues from across the Health and Care system, community, primary and secondary care services from clinical and professional leadership roles.

Our service reforms align to our Caring for Ayrshire principles to care for people at home or in their communities, to build on the use of digital innovation, to provide alternatives to care in an acute hospital environment and to see acute environments as where we deliver specialist care.

4.3 Illustrative Models of Care

In order to further 'bring to life' the proposed strategic vision around our future models of care in Ayrshire and Arran, the dedicated writing group were tasked with providing detail on the types of services that would be delivered in each of the system components. The diagram below shows where services would be delivered in the future.

	Living at home you could access support either through self management or on a visiting/ virtual basis.	<ul style="list-style-type: none"> • Self care • Personal care • Domiciliary care • Reablement • District nursing • Primary care • Acute care
	In a Care Home you could receive the same provision as in your own home but on a residential/ respite basis with additional some services as required.	<ul style="list-style-type: none"> • Medical support • Nursing care • Dementia care • Therapy • Podiatry
	Primary Care service provision will be provided in alignment with the size of the population served.	<p>CORE</p> <ul style="list-style-type: none"> • General practice (GP/ ANP, Practice Nurse consultations, Primary Care Practitioners) • Health Visiting/ District Nursing/ Midwife • Pharmacy • Mental Health Nursing <p>EXTENDED</p> <ul style="list-style-type: none"> • Physiotherapy • Podiatry • Vaccination/ immunisation • Community treatment and care • Phlebotomy <div data-bbox="1173 683 1508 896" style="border: 1px solid black; padding: 5px;"> <p>Further services to be offered at the largest practice locations and may overlap with Health and Wellbeing Centres</p> </div>
	At a Health and Wellbeing Centre, you could receive treatments and interventions provided locally.	<ul style="list-style-type: none"> • Outpatients appointments and clinics • Tests and scans, including x-rays • Care before and after surgery • Planned and preventative care for people living with long term conditions • Mental health advice and support; • Voluntary sector support; • Advice and support on a range of health & wellbeing needs, including information on preventing and treating illness
	At a Health and Wellbeing Hub you could receive treatments and interventions as provided at a Health and Wellbeing Centre, with access to a wider range of services in one place.	<ul style="list-style-type: none"> • Treatment for minor injuries and illnesses • GP out of hours service • An overnight stay in a bed if you can't be cared for at home but don't need to go into hospital (step-up beds) • Rehabilitation after a stay in hospital (step-down beds) • Midwife-led maternity service • Day surgery and planned investigations • CT scanning • Endoscopy • Renal dialysis (day service) • Chemotherapy (day service)
	Focussing on delivery of major / complex urgent and planned care across a range of services.	<ul style="list-style-type: none"> • Full emergency department (24/7) • Medical, surgical and frailty assessment • Trauma Centre • Specialist unscheduled inpatient care • High risk elective surgery • Diagnostics – CT, MRI, U/S etc. • Specialist paediatrics • Neonatal • Consultant led maternity • Level 1,2,3 Critical Care • Specialist outpatients

4.4 Developing Options

At this stage in our process we have not developed a detailed set of options. As set out in Section 1.1 of our PIA, we have established a staged approach to progressing our proposals within which to frame our vision and supporting model. We have also considered the likely variables that will shape the development of options which will include:

- Numbers – across our service model how many of each component part will be needed within Ayrshire and Arran;
- Location – specifically where proposed facilities might be required to support our health, care and wellbeing model;
- Phasing – how we might choose to deliver our proposals whether this be on a geographical basis or by service layer. As a principle, changes to our acute settings will be delivered later in the programme on the basis that many of the proposed out of hospital changes will already be in place; and
- New build / refurb – the degree to which we need new development or alternatively to refurbish and adapt existing infrastructure to provide the appropriate environment.

There are however, some projects that align to the Caring for Ayrshire Programme that have progressed namely, the national development of a Forensic Child and Adolescent Mental Health facility, the East Ayrshire Community Hospital PFI review and the proposal for a whole system approach on Arran.

Commercial, Financial and Management Case

5 Organisational Readiness

5.1 Overview

The Caring for Ayrshire Programme is still at a developmental stage and therefore little detailed work has been undertaken in relation to the ultimate delivery of the programme. This section of the PIA is consequently very high level although it does build on the work contained within the Strategic Assessment.

5.2 Commercial Case

The Caring for Ayrshire Programme vision to redesign and deliver health, care and wellbeing services on a whole system approach will mean procurement arrangements are likely to be wide ranging and complex. In addition to traditional procurement routes, having a wide range of partners involved in this programme of work will create and provide other opportunities and routes, allowing collaborative and joint capital funding ventures to be explored.

The scale and magnitude of the programme of work is so vast and varied that at this stage it is not possible to identify preferred options on how the infrastructure investment to support the new models of health and care will be procured and delivered. Final assessments will be further undertaken in latter stages as part of the OBC and FBC development.

Through our early scoping work we know that there is a commitment to look at innovative procurement arrangements, noting that the approach will not always be NHS led. Our vision on how to provide and deliver services to citizens in the future, needs to be supported by the relevant and appropriate procurement mechanisms. Procurement for health and care services may be led by partner organisations and the route will be identified prior to any formal business case submissions to stakeholders and Scottish Government. In terms of established arrangements there are a wide range of existing routes to access the required support in delivering our programme. These include:

- Frameworks Scotland – to access major contractors, healthcare planning services, lead advisors, relevant consultancy etc. with likely sub-contract works locally where possible;
- Hub South West – who we anticipate will continue to support a number of primary care and locality based opportunities where appropriate;
- Public Contract Scotland – providing national access to vast wide range of opportunities to offer services and bid for contracts for the supply of goods, works and services to the whole Public Sector in Scotland; and
- Local Authority Tendering - using existing arrangements and approaches to securing a wide range of relevant services and support.

5.3 Financial Case

The financial case needs to demonstrate that the 10 year strategic vision and associated programme of investment and change is affordable in capital and revenue terms.

As part of the Strategic Assessment for the Caring for Ayrshire programme there was an indicative view on the overall anticipated capital investment costs in delivering that whole system approach which suggested a requirement for £750m of capital investment over that 10 year period. It is recognised that this estimate was based on the situation at a point in time and following the development of our future vision on models of care and the strategic aims of delivering health, care and wellbeing services across Ayrshire and Arran the likelihood is that this cost will be further refined as we progress through our remaining chapters.

It is our aim that the programme can be delivered within the existing revenue resources of all parties. It is our belief that the strategic vision and associated programme will allow us to use existing resources more effectively, however there is a recognition that significant redistribution of resources will be required to reflect the future balance of health and care delivery. For example, any new inpatient hospital provision will have to have more single rooms which have a larger footprint than current wards. The resulting increased property related costs will need to be mitigated by a fewer number of inpatient beds than are available currently. This would be facilitated by enhanced community services minimising the requirement for inpatient stays where possible. Community services will therefore be sequenced first so as to change the pathway for patients.

5.4 Management Case

The Caring for Ayrshire Programme will require robust governance and appropriate structures put in place that reflect our whole system approach. By its nature, the NHS Board, working in collaboration with their Health and Social Care Partners will be complex whilst accepting there will be a need to ensure openness and transparency around designing and implementing the strategic vision of the new models of health, care and wellbeing.

Additionally working wider than just Health and Social Care, the concept of working in partnership with other public services such as our local authorities and education sector will require our governance routes and mechanisms to be adaptable to support and complement those who we are seeking to collaborate with in providing a whole system approach around future integrated services.

The NHS Board has already put in place governance arrangements to support Stages 1 and 2 of the programme. The Caring for Ayrshire Programme Board was established to ensure oversight and to provide direction to the Caring for Ayrshire programme and is supported by a number of groups delivering on key areas of the programme.

Pan Ayrshire Governance

The initiation phase of the programme has been supported by a whole system governance approach ensuring that colleagues in community, primary, secondary and social care teams converge so that ensuing future models of care are being redesigned on a whole system basis.

True partnership working will be embedded across all health, care and wellbeing service redesign with an ethos of collaborating in delivering the ambitions of this complex major service transformational programme.



NORTH AYRSHIRE COUNCIL

8 October 2020

CPP Senior Officers Group

Title:	Draft Strategic Housing Investment Plan 2021 - 2026
Purpose:	To provide the CPP Senior Officers Group with details of the draft Strategic Housing Investment Plan 2021 - 2026
Recommendation:	That the CPP Senior Officers Group provides comment on the draft Strategic Housing Investment Plan 2021 – 2026 (Appendix 1).

1. Executive Summary

- 1.1 The draft Strategic Housing Investment Plan (SHIP) 2021 – 2026 sets out the priorities and locations for affordable housing investment by the Council and Registered Social Landlords in North Ayrshire over the next five years. The SHIP is based on projected Scottish Government grant funding provision of £83.585m during the period 2021 – 2026 and represents Council investment of £151.738m.
- 1.2 It is proposed that delegated authority is assigned to the Executive Director (Place), in consultation with the Cabinet Member for Green New Deal and Sustainability, to liaise with the Scottish Government and agree the rescheduling of projects detailed in the SHIP, as required. Any additional projects that are not contained within the approved SHIP will require further Cabinet approval.
- 1.3 From a Council perspective, the SHIP reflects the historic commitment to construct 1,100 new build homes. It makes provision for an additional 275 new homes to replace the Fullarton tower blocks, which are scheduled for demolition following re-housing of all tenants. It further includes 200 new units for the Council's Estate Based Regeneration Programme.
- 1.4 North Ayrshire Council's response to the COVID-19 pandemic was quickly mobilised, with the Council working with the community to ensure our most vulnerable residents received support. The Council's Recovery and Renewal Strategy was approved by Cabinet on 8 September 2020 and sets out how the Council, in conjunction with our residents, will recover and renew services by: building upon the outcomes of the Council Plan; committing to Community Wealth Building; and committing to the delivery of a Green New Deal.
- 1.5 The impact of COVID-19 on the SHIP is still being evaluated by the Council and our partners. The draft SHIP includes the latest available estimates of the time and financial impacts of COVID-19 on the development programme.

1.6 The draft SHIP 2021 - 2026 will secure investment in a total of 1,858 properties across North Ayrshire and provide sustainable, affordable, accessible and high-quality homes which will contribute to the wider regeneration aims for the area. This will in turn secure employment and training opportunities for North Ayrshire businesses and residents and support the Council's Community Wealth Building Strategy. The SHIP will be presented to Cabinet on 10 November 2020 for approval, prior to being submitted to the Scottish Government for consideration.

2. Background

2.1 The Strategic Housing Investment Plan (SHIP) 2021 – 2026 sets out the priorities for affordable housing investment in North Ayrshire over the next five years, in order to support the outcomes set out within the Local Housing Strategy. The Plan is prepared in accordance with Scottish Government guidance and includes details of individual development projects to be taken forward over its five-year lifespan (see Appendix 1).

2.2 The plan supports the Council's historic commitment to develop 1,100 new build Council homes.

2.3 On 19 June 2018, Cabinet approved the demolition of the Fullarton tower blocks in Irvine. The SHIP makes provision for the replacement of all 275 of these homes within the Irvine locality.

2.4 On 15 January 2019, Cabinet approved an Estate Based Regeneration Programme. In order to assist the delivery of this programme, the SHIP includes provision for 200 units as an indicative replacement for any selective demolition of particularly low demand stock. These projects take the total investment in Council developments to £217.842m during the period 2021 - 2026 and represents Council investment of £151.738m.

2.5 The SHIP is based on projected Scottish Government grant funding provision of £83.585m during the period 2021 - 2026. In accordance with Scottish Government guidance, the Council has over committed the funding within the SHIP to ensure that the allocation is spent, and to provide the opportunity for North Ayrshire to absorb slippage from other local authority areas. The funding levels beyond March 2021 are not currently known and are based on trend assumptions.

2.6 North Ayrshire Council's response to the COVID-19 pandemic was quickly mobilised with the Council working with the community to ensure our most vulnerable residents received support. The Council's Recovery and Renewal Strategy was approved by Cabinet on 8 September 2020 and sets out how the Council, in conjunction with our residents, will recover and renew services by: building upon the outcomes of the Council Plan; committing to Community Wealth Building; and committing to the delivery of a Green Deal.

2.7 The important lessons learned and good practice evident from the pandemic will help form the basis of service renewal; for example the rapid prioritisation of service delivery, the use of technology for working and learning, the benefits of working together to deliver solutions and community resilience and empowerment. These practices and behaviours will be harnessed to form the cornerstone of the renewal process.

- 2.8 The impact of COVID-19 on the SHIP is still being evaluated by the Council and our partners. The draft SHIP includes estimates of the time and financial impacts of COVID-19 on the development programme. The Council and our partners will continue to work closely to monitor the impact of COVID-19 over the coming year.
- 2.9 For any projects noted within the SHIP, Cabinet will be asked to delegate authority to the Executive Director (Place), in consultation with the Cabinet Member for Green New Deal and Sustainability, to liaise with the Scottish Government and agree the rescheduling of projects as required. This is of particular importance where deliverability is delayed due to emerging constraints and challenges that require to be addressed. Any additional projects that are not contained within the approved SHIP will require Cabinet approval.

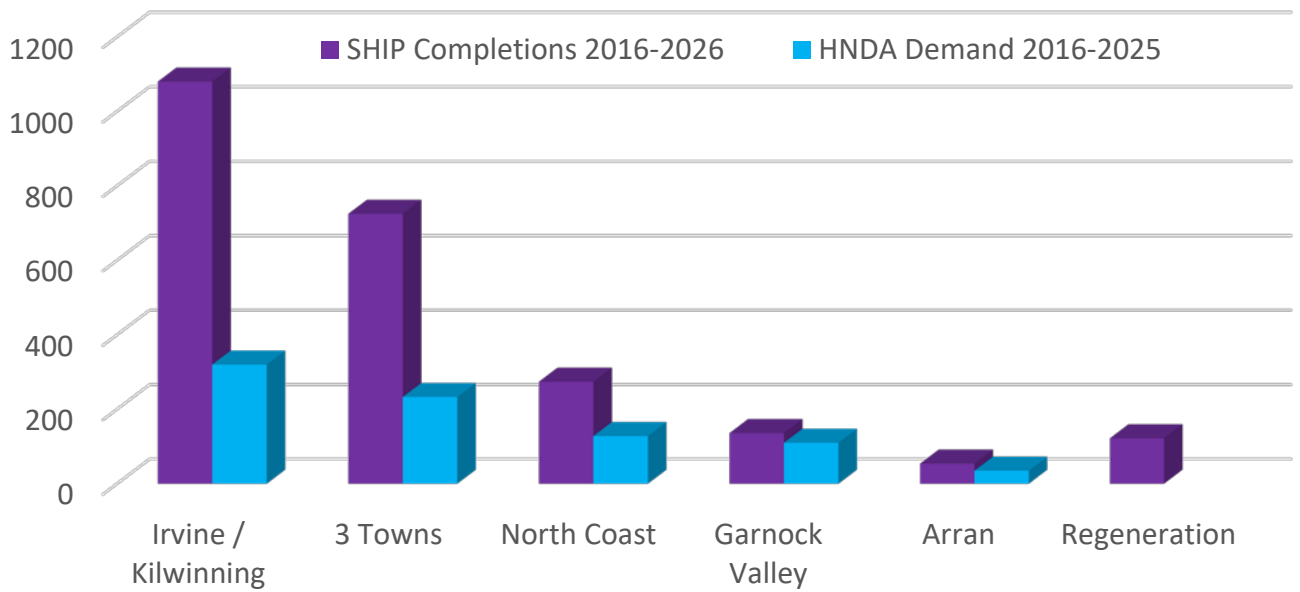
Strategic Priorities

- 2.10 The SHIP is based on a series of guiding principles for housing provision, taken from the Local Housing Strategy.
- 2.11 In order to prepare the SHIP, the Council invited site nominations from its partners. All of the developments proposed by partners were considered on their individual merits, with reference to the development priorities set out above, and any known constraints. If any project becomes delayed or non-viable, the Council will work with RSL partners and the Scottish Government to ensure that new homes are delivered, and the available grant funding spent, by accelerating other projects.
- 2.12 In terms of ongoing governance, senior officers monitor the progress of the new build programme on a monthly basis through the SHIP Project Board.

Demand

- 2.13 The Council's Housing Need and Demand Assessment (HNDA) calculates a housing shortfall figure for each sub-housing market area (SHMA). It should be noted however that the HNDA figures do not reflect other strategic endeavours, such as regeneration or economic recovery, which impact on demand. HNDA figures are intended to give an indication of the range of shortfall, rather than an absolute figure.
- 2.14 Figure 1 plots HNDA demand information against the total number of new build homes which have been, or will be, completed over the life of the HNDA and the SHIP. The new supply figures illustrate the aspiration to plan for a growing population, promoting regeneration within our communities, and to seek continued investment in our housing stock to improve overall stock condition. The Irvine / Kilwinning new build figure is significantly higher, when compared to other sub-housing market areas, as it includes the provision for the replacement of the Fullarton tower blocks.

Figure 1: SHIP projected completions 2016 – 2026 vs HNDA demand 2016-2025



2.15 The Council allocates funding to each developing organisation from the Scottish Government Resource Planning Assumption (RPA). Figures 2 and 3 show the proportion of stock held by each developing organisation, and the share of funding per developing organisation.

Figure 2: Proportion of stock held in North Ayrshire per developing organisation (%)

Developer	North Ayrshire Stock
NAC	12,926
CHA	2,220
IHA	1,710
Cairn / ANCHO	657
Trust	287
Link	0
Total	17,800

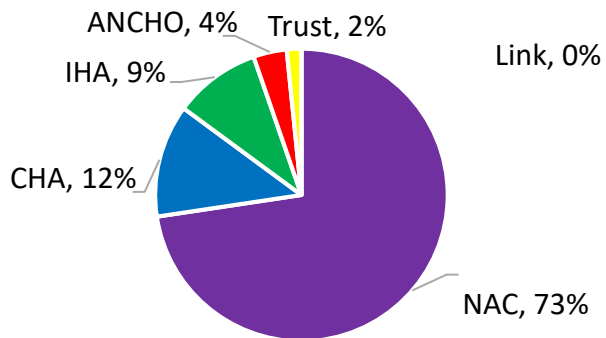
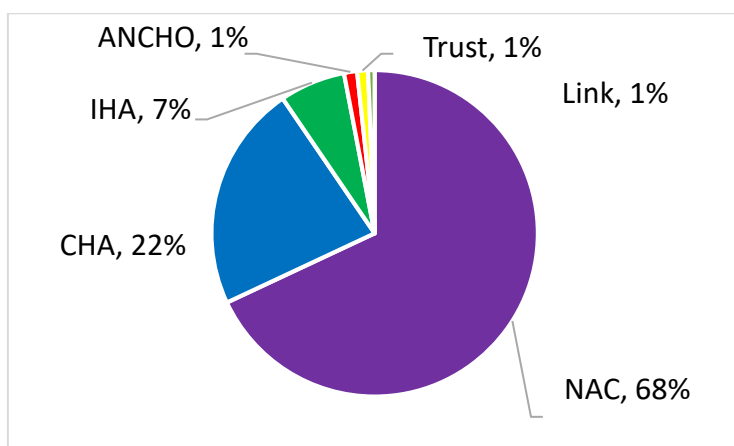


Figure 3: Proportion of funding per developing organisation (%)

Developer	Completions in SHIP 2021 - 2026
NAC	1,264
CHA	417
IHA	121
Cairn / ANCHO	24
Trust	20
Link	12
Total	1,858



2.16 An indicative size mix (Table 1) for new developments across North Ayrshire has been prepared based on the HNDA and North Ayrshire Housing Register (NAHR) intelligence to meet existing and future housing need.

Table 1: Indicative mix by bedroom size

No of Beds	Three Towns	Arran	Garnock Valley	Irvine / Kilwinning	North Coast	North Ayrshire
1	17%	20%	13%	17%	15%	17%
2	63%	59%	65%	64%	62%	63%
3	12%	16%	16%	12%	15%	13%
4+	8%	5%	6%	7%	8%	7%

Specialist Accommodation

2.17 Analysis of the NAHR, and projected future demographic trends in terms of an ageing population, indicate that at least 25% of all new build homes should be designed for older people (i.e. amenity housing or sheltered housing).

2.18 Demand for older peoples' housing will in part be addressed through the continued delivery of the Council's sheltered housing re-provisioning programme.

2.19 On 1 May 2019, the North Ayrshire Housing Allocation Policy was updated and removed the age restriction for the allocation of amenity housing. The allocation of amenity homes to younger people with accessible housing requirements promotes independent living. Currently, 88% of applicants for amenity housing are aged over 51; the Council will continue to monitor the availability of housing for older people to ensure that their needs can be addressed through the affordable housing supply programme.

2.20 The Council is currently undertaking a review of the HNDA, which will in turn inform a new LHS (due for renewal 2022) and the next Local Development Plan (draft plan due to be published in early 2023). The Council will consider the need to review and develop our approach to enforce private sector targets for wheelchair accessible housing in these plans, following recent Scottish Government guidance for local authorities on the setting of targets to support the delivery of more wheelchair accessible housing.

2.21 To ensure need is met now and in the future, the Local Housing Strategy 2018 – 2022 currently sets a target for all partners to ensure at least 7% of all new build stock is fully wheelchair accessible. In addition, the Council has developed a set of standard house

types for its developments, which are of an accessible design to accommodate changing mobility needs.

2.22 Officers within the Place Directorate and the Health and Social Care Partnership have jointly developed a new supported accommodation housing model, for implementation at various sites across North Ayrshire, which supports the Partnership's strategic priorities.

2.23 The SHIP will support the Health and Social Care Partnership to meet specialist housing need through dedicated supported accommodation projects, and as part of a wider site mix on other developments. The new SHIP makes provision for delivery of some 62 supported accommodation housing units at four different locations.

Assistive Technology

2.24 In order to promote independent living, the Flatt Road development site in Largs will be used as an exemplar for assistive technology. Features can be included within the sheltered housing complex and supported accommodation where required to support tenants' individual needs.

Extra Care Housing

2.25 The Council and Health and Social Care Partnership are currently developing a model for Extra Care Sheltered Housing. The vision is to create safe, affordable homes for tenants who require additional support. Extra services to promote independent living, for example, assistance with meals or welfare checks, will be available to the tenants for an additional fee. It is hoped that the model could provide a viable alternative to care home admission for some older people with support needs.

Buy Backs

2.26 The Council and its partners recognise that bringing former social housing stock back into social ownership can assist with housing management and maintenance issues and increase the level of housing stock available. Bringing empty homes back into use supports regeneration; it is a strategic priority within the current LHS and will continue to be a priority in the future.

2.27 The second hand and empty homes buy-back programmes brought 15 homes into Council ownership during 2019/20. A target has been set to purchase at least 5 second hand or empty properties during each financial year of the new SHIP, subject to the availability of Scottish Government Grant.

Sustainability & Safety

2.28 Council officers are seeking to maximise the incorporation of energy efficiency measures and renewable technologies within the new build programme. The developments within the SHIP will benefit from a range of sustainable measures, for example solar photovoltaic panels, small scale district heating schemes, and passive design measures to minimise space heating demand. The exact package of measures will be determined through assessment of opportunities on a site by site basis.

2.29 In June 2018 it was confirmed that the Scottish Government would take forward a proposal for a Members' Bill to make it a legal requirement for all future new build social housing properties to be fitted with sprinkler systems. In advance of this legislation, and in recognition of the safety benefits of sprinkler systems, the Council agreed that it would install sprinklers in all of our new build Council housing proposals which reached technical design stage after October 2019.

Regeneration

2.30 The provision of affordable, modern and well-designed homes that meets residents' needs is one of nine strategic priorities within the Council Plan 2019 - 2024.

2.31 The Council continues to explore the site and area specific opportunities with strategic partners to secure maximum regeneration benefits. Housing led regeneration which provides high quality, well designed, and fuel-efficient homes will improve the visual amenity of the area, reduce the cost of living for those choosing to reside in the finished homes, support the provision of sustainable, desirable communities where people want to live, and establish social capital, encouraging local people to take ownership and stewardship of their home environments.

2.32 The above actions support the ambitions of the Council's developing Regeneration Delivery Plan to drive forward development on strategic regeneration sites, including town centres. Our town centres continue to be of strategic importance as the economic and social focus points of North Ayrshire.

2.33 Town centre regeneration is supported by the SHIP and a number of projects have already been complete within, or near, town centres. This work will be further supported by Housing Services £10m estate based regeneration programme. Some of the most recent SHIP sites which support the regeneration of our town centres are noted by locality in Table 2 below:

Table 2: Town Centre Investment by Locality

Locality	Site
3 Towns	<ul style="list-style-type: none"> • Afton Court, Stevenston • Parkend Gardens, Saltcoats
Irvine	<ul style="list-style-type: none"> • Fullarton (high flats site), Irvine • The King's Arms, Irvine
Kilwinning	<ul style="list-style-type: none"> • St Michael's Wynd, Kilwinning
Garnock Valley	<ul style="list-style-type: none"> • Watt Court, Dalry • Refurbishment of the former Kilbirnie Local Housing Office
North Coast	<ul style="list-style-type: none"> • St. Colm's Place, Largs • Former Largs Police Station
Arran	<ul style="list-style-type: none"> • Brathwic Terrace, Arran

2.34 Effective use of community benefit clauses in development contracts, and partnership work with colleagues in Economic Development to support our local construction and supply chain companies to bid for this work, can secure many of these jobs for our local people and support the Council's Community Wealth Building Strategy.

Child Poverty and Improving Health and Wellbeing

- 2.35 The North Ayrshire Joint Child Poverty Action Plan Report 2018/19 recognises that the instance of child poverty within North Ayrshire is one of the highest in Scotland and acknowledges the role that access to good quality and affordable housing has in combating inequality.
- 2.36 The Council has also worked with local schools to improve youth engagement in the new housebuilding programme. This is in order to secure wider feedback on our developments, and to understand additional ways in which young people can access construction related learning and training opportunities.

Island Development

- 2.37 On Arran, the SHIP includes a Council development of 34 units at Brathwic Terrace, Brodick. In addition, Trust Housing Association is currently in discussions with a local landowner to develop 20 new units on Arran. These developments, alongside the work of the Arran Economic Group, are anticipated to stimulate investment in other infrastructure (transport, marine, digital) to encourage economic growth. Similarly, the SHIP includes 18 new homes on Cumbrae as part of a second phase of the successful St Beya Gardens site.

Affordability

- 2.38 The Council is committed to ensuring rent levels are affordable. Many tenants in social housing are partly or fully dependent on benefits and are under increasing pressure from the impacts of Welfare Reform and rising living costs. The Scottish Housing Regulator has intimated that social landlords will be expected to keep rent increases to a minimum. To ensure homes are affordable, the Council and all RSL partners will be expected to set rent levels on new build homes at or below the Local Housing Allowance.

Key Achievements from 2019 / 2020

- 2.39 During 2019/20, the Council completed 31 new homes at Ardrossan Road, Seamill, which tested off site construction. The 24 home development at Dickson Drive, Irvine incorporates two 'Sustainable Demonstrator' homes which were completed in March 2020. This project highlights best practice in design and innovation and ensures benefits from sustainable technologies are maximised. The Dickson Drive site also allowed Building Services to pilot new build affordable housing construction. The Council also completed 33 of the 49 units at Watt Court, Dalry with the completion of the new Dalry Housing Office, a new sheltered housing complex with an integrated community hub and new amenity bungalows.
- 2.40 The Council commenced work on site for 258 units within the SHIP at Dalrymple Place, Irvine; Flatt Road, Largs; Brathwic Terrace, Arran; Towerlands, Irvine; and St. Beya Gardens, Cumbrae. Works are also due to commence for a further 193 units at Harbourside, Irvine; Springvale, Saltcoats; St. Michael's Wynd, Kilwinning; and St. Colm's Place, Largs.
- 2.41 Cunninghame Housing Association completed 27 new units at Balnagowan, Skelmorlie in February 2020 and 18 of their 28 units at Ardoch Court, Stevenston by March 2020.

The association also commenced works on site for 76 units at Sharphill Phase 4, Saltcoats and acquired land for a fifth phase. Irvine Housing Association completed 87 new units at the first phase of Tarryholme, Irvine.

2.42 North Ayrshire's Resource Planning Assumption for 2019/20 was £16.112m. During the year a total of £18.658m was claimed, through obtaining slippage funding of £2.546m from other local authority areas. North Ayrshire has been able to claim an additional £12.419m towards affordable housing in the area from slippage in other local authority areas in the four years from April 2016 to March 2020.

Removal of Projects from the SHIP 2021 - 2026

2.43 Scottish Government Charitable Bond has been secured for Cunninghame Housing Associations sites at Glebe Place, Saltcoats (formerly Confidential Site 5) and Corrie Crescent, Saltcoats. This releases a further £1.233m of SHIP funding for North Ayrshire projects.

2.44 The Cunninghame Housing Association new build development planned for Nethermains Road, Kilwinning has been removed from the SHIP as it is not financially viable. Cunninghame Housing Association will accelerate their development at West Byrehill, Kilwinning (formerly Confidential Site 6) in order to ensure that the committed grant funding can be claimed.

Amendments to the SHIP

2.45 The Garnock Academy site has been increased to 50 units from the previous SHIP allowance of 15. The additional 35 units will be accelerated and provide replacement housing for future planned strategic demolition projects. The plans which were developed to inform a business case for Regeneration Projects 1a and 1b established the maximum site capacity for both sites was 13 units.

2.46 The Council was unable to secure land required to house an additional 9 units in the proximity of Afton Court, Stevenston due to unviable land acquisition costs. However, the site of the former sheltered complex will provide 6 amenity homes. Cunninghame Housing Association is currently considering potential sites in Stevenston, and the Council will reallocate the remaining 9 units from this project to other SHIP sites.

2.47 The unit numbers at the James Reid, Saltcoats site (formerly Redevelopment 8b) have been reduced from 45 to 44 and the unit numbers for James McFarlane, Ardrossan (formerly Redevelopment 8a) have been increased from 16 to 18, subject to Scottish Water approval.

2.48 The Fullarton Street, Irvine site can accommodate approximately 45 units, reduced from 75 units, as part of the site has an increased flood risk. The remaining units will be replaced in other SHIP sites.

2.49 The King's Arms, Irvine (formerly Regeneration Project 1c) was initially proposed as general needs homes however has now been amended to provide accessible amenity flats, given the town centre location.

2.50 A number of the sites within the SHIP have been anonymised for reasons of commercial sensitivity, or as they require further work to ensure that they comply with the Council's Planning or Roads policies.

New Council Projects 2021 - 2026

2.51 Whilst the Council awaits the outcome of the Scottish Government spending review to determine grant funding levels post 2021 and assesses the impacts of COVID-19, our focus is firmly on the delivery of existing SHIP sites. There are still a number of unallocated Council projects within the SHIP for which sites will be identified as the plan progresses.

New RSL Projects 2021 - 2026

2.52 Cunninghame Housing Association have nominated three development sites, two of which are located in Stevenston and one is located in Ardrossan. They will provide a 19 unit development (Confidential Site 8) and a 70 unit development (Confidential Site 9) in Stevenston and a 50 unit site (Confidential Site 10) in Ardrossan. These sites have been anonymised for reasons of commercial sensitivity, or as they require further work to ensure that they comply with the Council's Planning or Roads policies.

2.53 Cunninghame Housing Association has made a further two late nominations for the SHIP. The first site is located in Harbour Road, Irvine and is anticipated to provide 40 units. The second is a site located at Annick Drive, Dreghorn which can provide approximately 10 to 20 units; however the site numbers will require be finalised in agreement with Roads as the capacity in the area is nearing its limit.

SHIP Impact on North Ayrshire School Capacity

2.54 Education Services has reviewed the draft SHIP 2021-2026. One site, at Ayrshire Central in Irvine, was previously identified as having the potential to adversely affect the capacity of Castlepark Primary School. Therefore, the housing mix for the site has been amended to maximise the provision of amenity housing. In addition, there is recognition from experience at other sites that new affordable housing development generally comprises families who already reside within the school catchment area. Officers from Housing, Planning and Education will continue to monitor emerging development to ensure any issues can be addressed or mitigated.

3. Proposals

3.1 The CPP Senior Officers Group is invited to provide comment on the draft Strategic Housing Investment Plan at Appendix 1.

4. Implications/Socio-economic Duty

Financial

4.1 The financial implications arising from the projects included within the draft SHIP 2021 - 2026 have been assessed by each of the developing organisations, ensuring that the programme is fully deliverable within the timescales set out. The Council has identified a budget of £217.842m to deliver the projects set out within the SHIP, inclusive of Scottish Government funding.

Human Resources

4.2 None.

Legal

4.3 The Town & Country Planning (General Permitted Development) (Scotland) Order 1992, Schedule 1, Part 12, Class 33, as amended, enables local authorities to carry out works, within their district, for the erection of dwellings so long as the development conforms with the Local Development Plan. The Council's House Building Protocol governs the design and consultation processes for such development to ensure that appropriate levels of design scrutiny and consultation are maintained. While new houses and flats developed by the Council will not require full planning permission, all future Council developments progressed as permitted development will be required to obtain a 'Certificate of Lawfulness' from the Council's Planning Service. This will certify that each site within the SHIP has been considered against the full terms of the adopted Local Development Plan. Housing development proposals by the Council which do not fall within the scope of permitted development, including schemes which require an Environmental Impact Assessment (EIA) will require planning permission. Proposals over 0.5 hectares in area will require to be screened for the purposes of EIA.

Equality/Socio-economic

4.4 The provision of new social housing will have a positive impact on those who require specialist accommodation, older people, those who are homeless, or at risk of homelessness, and those for whom purchasing a home is not an affordable option. The benefits of new build housing in relation to health, wellbeing and educational attainment, are well documented.

Environmental and Sustainability

4.5 New homes should have a low environmental impact, with the aim of reducing fuel use and associated fuel costs. All projects within the SHIP will be delivered in accordance with Building Standards regulations for energy efficiency. In addition, the majority of the new projects incorporated into the plan will meet the Scottish Government's 'Greener Standard'. Innovative approaches to fuel efficient development will be considered on a site by site basis (e.g. biomass boilers, solar photovoltaic panels, smart technologies etc). New Council homes contribute significantly to the Council's Sustainability agenda. New housing is more energy efficient, better ventilated, and has higher levels of thermal comfort, which can result in alleviation of the symptoms in a number of medical conditions, for example respiratory and rheumatoid illnesses.

Key Priorities

4.6 The provision of new affordable housing supports the Council Plan priority to provide affordable, modern and well-designed homes that meet residents' needs. It supports the ambitions of the Council's developing Regeneration Delivery Plan to drive forward development on strategic regeneration sites, including town centres. There is also evidence that children and young people can benefit from improved cognitive development and a reduction in behavioural issues through living in a more attractive, warmer, and better ventilated environment and the provision of new affordable housing

also supports the Council Plan priority that children and young people experience the best start in life.

Community Wealth Building

4.7 The Council's contractors are required to participate in the Council's Community Benefits Programme. Six of the projects within the SHIP are being delivered through Hub South West. These six projects aim to deliver new employment opportunities for the area, including the provision of 19 dedicated apprentice starts, three graduate positions and the creation of 13 local jobs. The contractor will also aim to spend at least 70% of the construction costs within the South West area. Furthermore, the contractor will engage with local schools to provide health and safety presentations, undertake STEM activities, provide mock interviews, and host design competitions.

5. Consultation

5.1 The Council has taken a collaborative approach to the preparation of the SHIP, and the following stakeholders have been involved in the process:

- ANCHO in partnership with Cairn;
- Cunninghame Housing Association;
- Irvine Housing Association;
- Link Group Ltd;
- Trust Housing Association;
- The Scottish Government; and
- North Ayrshire Council Officers (Economic Growth, Education, Finance, Housing, Planning, Property Management and Investment, Active Travel & Transport, Roads, and the Health and Social Care Partnership).

5.2 Regular meetings are held with developing organisations, the Council and the Scottish Government as part of the SHIP governance process. The meetings will continue to be convened on a quarterly basis each year, to ensure that partners' requirements are identified, and the development programme delivered.

RUSSELL MCCUTCHEON
Executive Director (Place)

For further information please contact **Jacqueline Cameron, Senior Manager**, on **01294 485652**.

Background Papers

N/A

North Ayrshire Council



Strategic Housing Investment Plan 2021 - 2026



NORTH AYRSHIRE
Local Housing Strategy



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Introduction

1. The Strategic Housing Investment Plan (SHIP) 2021-2026 sets out the priorities for affordable housing investment in North Ayrshire over the next five years.
2. In preparing the SHIP, the Council has referred to the outcomes identified in the Local Housing Strategy 2018-2022 (LHS). Demand figures have been obtained from the Housing Need and Demand Assessment (HNDA) and the North Ayrshire Housing Register (NAHR). House size and type priorities have also been informed by the NAHR.
3. It should be noted that whilst there are 6,220 applicants on the NAHR, only 53% of these applicants (3,279) have a recognised housing need (NAHR, July 2020).
4. The Scottish Government's 'More Homes Scotland' initiative was announced in March 2016. This initiative committed to providing £3bn of investment to support the delivery of 50,000 new homes over a five year period to March 2021, including 35,000 for social rent.
5. The SHIP is based on projected Scottish Government grant funding provision of £83.585m during the period 2021 – 2026. To meet the requirement for 'slippage', in accordance with Scottish Government guidance, the Council has over committed the funding within the SHIP. The slippage requirement is to ensure that the allocation is fully spent even if delays or constraints emerge on other development sites, and to provide the opportunity for North Ayrshire to absorb slippage from other local authority areas. The Scottish Government funding levels beyond March 2021 are not currently known and are based on trend assumptions.
6. North Ayrshire Council's response to the COVID-19 pandemic was quickly mobilised with the Council working with the community to ensure our most vulnerable residents received support. The Council's Recovery and Renewal Strategy was approved by Cabinet on 8 September 2020 and sets out how the Council, in conjunction with our residents, will recover and renew services by: building upon the outcomes of the Council Plan; committing to Community Wealth Building; and committing to the delivery of a new Green Deal.
7. The important lessons learned and good practice evident from the pandemic will help form the basis of service renewal; for example the rapid prioritisation of service delivery, the use of technology for working and learning, the benefits of working together to deliver solutions and community resilience and empowerment. These practices and behaviours will be harnessed to form the cornerstone of the renewal process.
8. The COVID-19 pandemic resulted in the temporary suspension of all SHIP projects on site in March 2020 and has longer term implications whilst the construction industry implements the remaining stages of a phased return. This has impacted the delivery timescale and cost of the SHIP. The Council and our partners will continue to work closely to monitor the impact of COVID-19 over the coming year.

9. All projects which meet the criteria outlined within the SHIP will be considered to be 'high priority'. In the case of developments by Registered Social Landlords (RSLs), the housing mix and type for each individual development site and the proposed rent levels for the new homes should be formally agreed with the Council prior to the submission of a planning application.

Strategic Aims

10. The LHS indicates the importance of establishing clear investment priorities, to meet the housing needs of local people, allow partners to identify projects, and ensure that the Scottish Government's goal of 35,000 new affordable social homes over the lifetime of the current Parliament is supported. To ensure maximum benefit is achieved from social housing investment, all projects must:
 - Consider their role in providing health benefits to tenants, and supporting young people to maximise their educational attainment;
 - Be attractive and have aesthetic value, to contribute to the regeneration of North Ayrshire, including its town centres;
 - Be sustainable. Project design, building materials and component parts will maximise energy efficiency and reduce running costs. Design will also contribute to community stability and promote feelings of safety and inclusion;
 - Recognise local needs and aspirations and become an integral part of existing estates. Homes should be designed in such a way that they can be 'homes for life' and easily adapted to the changing needs of their occupants;
 - Maximise return on investment and value for money by considering build and lifetime maintenance costs;
 - Involve the local community through consultation and wider action initiatives; and
 - Seek to continually improve, with lessons learnt and good practice shared across all partners.
11. The LHS also recognises that many tenants in social housing are dependent on benefits and are under increasing financial pressure from the impact of Welfare Reform and rising living costs. The Scottish Housing Regulator has also stated that social landlords will be expected to keep rent increases to a minimum. Therefore, to ensure homes are affordable, partners will be expected to set rent levels on new build homes at or below the Local Housing Allowance.
12. The SHIP is an extension of, and aligns to, the Local Housing Strategy. The Strategic Environmental Assessment (SEA) pre-screening questionnaire undertaken for the LHS confirmed that the development proposals within the SHIP have been scoped within the SEA for the North Ayrshire Local Development Plan.

Partnership Working & Governance

13. As the strategic housing authority, the Council is committed to supporting our partners to deliver affordable housing development within North Ayrshire.

14. The Council therefore adopts a collaborative approach in the preparation of the SHIP. The following key stakeholders have influenced the final programme:
 - ANCHO;
 - Cairn;
 - Cunninghame Housing Association;
 - Irvine Housing Association;
 - Link Group Ltd;
 - North Ayrshire Council Officers (Economic Growth, Education, Finance, Housing, Planning, Property Management and Investment, Active Travel and Transport, Roads, and the Health and Social Care Partnership);
 - Scottish Government; and
 - Trust Housing Association.
15. The Council invited site nominations from its partners to prepare the SHIP.
16. All developments proposed by partners were considered on their individual merits, with reference to the development priorities set out within the LHS (see paragraph 7 above), and any known constraints.
17. Thereafter the Council issued the draft SHIP to its partners to review the priorities of each individual site and assist in agreeing the wider plan. The Council will continue to monitor the development programme and any arising windfall opportunities at quarterly meetings held with developing RSLs and the Scottish Government.
18. Council officers monitor the impact of the new build programme on education facilities and other services through the SHIP Project Board.
19. If any project becomes delayed or non-viable, the Council will work with RSL partners and the Scottish Government to ensure that new homes are delivered by accelerating other projects within the SHIP.
20. The Equality Impact Assessment of the SHIP found that it will have no negative or discriminatory effect on any equality groups.

Investment Priorities

21. Projects from the SHIP 2020-2025 which have not yet completed have been included in the new 2021-2026 plan.
22. Thereafter, the Council will prioritise all projects which are considered deliverable and meet the strategic goals outlined above.

Location

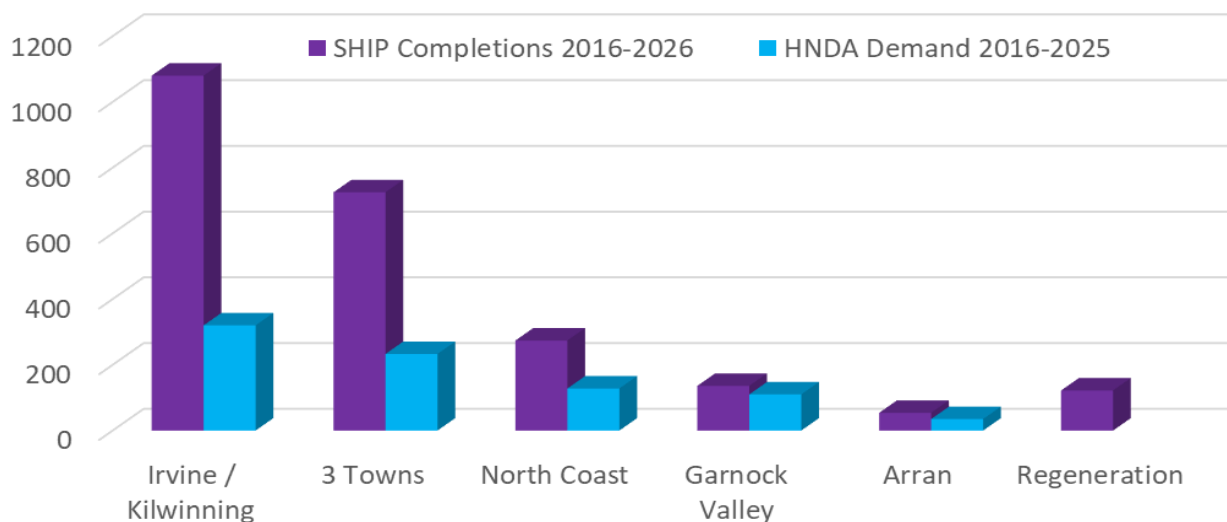
23. North Ayrshire contains five Sub Housing Market Areas (SHMAs), these are:

- Arran
- Garnock Valley
- Irvine / Kilwinning
- North Coast (incorporating Cumbrae)
- Three Towns

24. A SHMA is the widest area that a person would be willing to move to for new living accommodation for the purposes of strategic housing planning. The North Ayrshire Community Planning Partnership is committed to Locality Planning, an approach based on developing strong local partnerships to identify and address area-specific issues. However, in line with legislation, the Local Housing Strategy is based on a Housing Need and Demand Assessment. The Assessment identifies sub housing market areas rather than localities. Generally, the SHMAs align to the locality areas. The only exception is the Irvine / Kilwinning SHMA - those two settlements each have their own designated locality.

25. The Council's Housing Need and Demand Assessment (HNDA) calculates a housing shortfall figure for each SHMA. It should be noted however that the HNDA figures do not reflect other strategic endeavours, such as regeneration or economic recovery, which impact on demand. HNDA figures are intended to give an indication of the range of shortfall, rather than an absolute figure. This information has been plotted against the total number of homes which have been, or will be developed, over the life of the HNDA and the SHIP. These new supply figures illustrate the aspiration to plan for a growing population, and to seek continued investment in our housing stock to improve overall stock condition.

Figure 1: SHIP Actual & Projected Completions 2016-2026 vs HNDA Demand 2016-2025



26. Development is not the only policy intervention being explored by the Council. As has always been the case, it would be very difficult for the Council and its partners

to meet housing need only through investment in new homes. Work to maintain and improve the condition of our existing social housing stock, provide aids and adaptations, and improve the private rented sector are all intended to address the housing needs of the local population.

Size

27. Whilst the overall demand figure is obtained from the Housing Need and Demand Assessment, analysis of the North Ayrshire Housing Register identifies demand trends for properties. House size has been identified by considering the minimum accommodation size suitable for the household; this is referred to as the 'strategic bedroom requirement'.

Table 1: % Applicants by Strategic Bedroom Requirement and SHMA

No of Beds	Three Towns	Arran	Garnock Valley	Irvine / Kilwinning	North Coast	North Ayrshire
1	63%	56%	65%	64%	62%	63%
2	13%	18%	9%	14%	12%	13%
3	12%	16%	16%	12%	15%	13%
4	8%	5%	6%	7%	8%	7%
5+	4%	5%	4%	3%	3%	4%

(Source: North Ayrshire Housing Register, July 2020)

28. However, it should be noted that strategic bedroom need is used for planning purposes only. The North Ayrshire Common Allocation Policy gives applicants the opportunity to choose the size of house they wish to be rehoused in, provided it meets their minimum requirements. Generally, one-bedroom homes are found to be of lower demand.

29. Two-bedroom homes are a more popular option for smaller households and are more flexible in terms of allocations. Two-bedroom properties can be allocated to couples, single people with a child or access to a child, single people living alone, single people with a carer or couples with a child.

30. An indicative size mix (Table 2) for developments across North Ayrshire has been prepared by uplifting the two-bedroom provision and reducing the one-bedroom, thus meeting tenant aspirations and providing flexibility in terms of property sizes as households change composition over time.

Table 2: Altered Demand by Bedroom Size (Reflecting Aspiration) and SHMA

No of Beds	Three Towns	Arran	Garnock Valley	Irvine / Kilwinning	North Coast	North Ayrshire
1	17%	20%	13%	17%	15%	17%
2	63%	59%	65%	64%	62%	63%
3	12%	16%	16%	12%	15%	13%
4+	8%	5%	6%	7%	8%	7%

31. This mix is intended as a guide only, and it is anticipated that each project will be considered on a site by site basis by the developing organisation, before being approved

by the Council.

Type

32. It has become clear from numerous development project consultation events carried out by the Council and its partners to date, that local people express a preference for houses rather than flats. However, in some areas it may be appropriate to include flatted development. This will be assessed on a case by case basis by the Council.

Particular Needs

Housing for Older People

33. Analysis of the HNDA and the NAHR indicates a rising need for accommodation for older people. For this reason, the LHS sets a target of approximately 25% of all new homes to be suitable for older people (i.e. amenity housing and sheltered accommodation). It is anticipated that these homes will primarily comprise one and two bedrooms.
34. Demand for older people housing will in part be addressed through the continued delivery of the Council's sheltered housing re-provisioning programme. Sheltered housing which includes bed-sit accommodation is low demand and considered an unsuitable housing option for older people. We will therefore construct more two-bedroom sheltered housing in response to the changing demographic towards an ageing population.
35. On 1 May 2019, the North Ayrshire Housing Allocation Policy was updated and removed the age restriction for the allocation of amenity housing. The allocation of amenity homes to younger people with mobility requirements promotes independent living. Currently, 88% of applicants for amenity housing are aged over 51; the Council will continue to monitor the availability of housing for older people to ensure that their needs can be addressed through the affordable housing supply programme.

Assistive Technology

36. In order to promote independent living, the Flatt Road development site in Largs will be used as an exemplar for assistive technology. The following features can be included within the sheltered housing complex and supported accommodation, where required to support tenants' individual needs:
 - Super-fast broadband;
 - Smart heating controls which can be voice or app controlled;
 - Automatic lights which can be voice or app controlled;
 - Automatic blinds which can be voice or app controlled;
 - An integrated home communications hub with the following functionality:
 - Video door entry system with colour touch screen display;
 - Video call capability;

- Electronic welfare checks with option to enable an 'I'm ok' service of morning calls;
- Enhanced assistive technology based on tenant needs e.g. pill dispensers, falls monitor, etc.;
- Electronic noticeboard and calendar;
- Safety monitors and sensors linked to integrated digital system including smoke detection, panic alarms, exit sensors, temperature sensors, etc.;
- The ability to use android apps,

Extra Care Housing

37. The Council is currently developing a model for Extra Care Sheltered Housing. The vision is to create safe, affordable homes for tenants who require additional support. Extra services to promote independent living, for example, assistance with meals or welfare checks, will be available to the tenants for an additional fee. It is hoped that the model could provide a viable alternative to care home admission for some older people with support needs.

Wheelchair Accessible Accommodation

38. 'Housing for Varying Needs', a national design guide, provides the following two definitions, which have been adopted by the LHS, when describing the applicable specialist housing:

- **Ambulant Housing:** This house type meets a wide range of specialist housing needs. The majority of demand is likely to be from the older age group, who have mobility problems, but who can walk with (or without) an aid. Some people in this group may occasionally use a wheelchair. Demand is not exclusive to the older age group; mobility issues can affect people throughout their lives, for various reasons.
- **Wheelchair User Housing:** This housing is for people who use a wheelchair all or most of the time. The home will be level access throughout, have space for a wheelchair to circulate and access all rooms, a kitchen and bathroom that suits the occupant's particular needs and fittings and services that are within reach and easy to use. A wheelchair user may live alone, or with a carer or partner or be part of a family unit.

39. All housing for older people should be built to an ambulant housing standard. The HNDA indicates that at least 2% of new homes should be built for wheelchair users, with the majority of demand being from those under 60 years old. Analysis of the NAHR confirms elevated levels of demand for such accommodation.

40. To ensure need is met now and in the future, the LHS sets a target for all partners to ensure at least 7% of all new build stock is fully wheelchair accessible. In addition, we have a set of standard house types for our developments, which are of an accessible design to accommodate changing mobility needs. We are confident that this ambitious target will ensure the needs of our wheelchair users are met. The majority of these should be one or two-bedroom, with the remaining split between 3-bedroom and 4-bedroom. It should be noted that most demand for wheelchair user housing comes from

those under 60 years old.

41. The Scottish Government issued guidance for local authorities in March 2019 on the setting of LHS targets to support the delivery of more wheelchair accessible housing, including the requirement for a private sector target. Furthermore, the new Planning Act introduces new requirements around meeting the housing needs of disabled people. The Council is currently undertaking a review of the HNDA, which will in turn inform a new LHS (due for renewal 2022) and the next Local Development Plan (draft plan due to be published in early 2023). In this context, the Council will consider the need to review and develop our approach to enforce private sector targets for wheelchair accessible housing.
42. Occasionally it may be necessary to build larger specialist housing to meet the specific needs of individual households. Where this is being provided by an RSL, the Council will approve the proposals before a planning application is submitted.

Specialist Housing

43. Officers within the Place Directorate and the Health and Social Care Partnership have developed a new supported accommodation housing model for implementation at various sites across North Ayrshire.
44. The focus is on maximising independence for adults within a homely setting, who require a higher level of support, and who are living with learning disabilities, or mental ill-health issues (all ages), or who are under 65 years and have physical disabilities.
45. The new supported accommodation models:
 - assist in preventing demand for additional care and support services;
 - herald a move to a more independent lifestyle for adults with disabilities and mental health issues;
 - ensure residents are part of local community life;
 - utilise technological advances, such as incorporating 'whole house assistive technology';
 - provide care and support in homely, as opposed to institutional, accommodation;
 - establish effective and efficient provision for those with specialist housing needs; and
 - realise financial savings for the North Ayrshire Health & Social Care Partnership.
46. Currently the HSCP provides over 500 individuals under 65 years of age with care packages. The majority of demand comes from adults with learning disabilities. Some individuals are currently in housing solutions out with North Ayrshire.
47. The SHIP will support the Health and Social Care Partnership to meet specialist housing need through dedicated supported accommodation projects, and as part of a wider site mix on other developments. The new SHIP makes provision for delivery of 62 supported accommodation housing units at four different locations.

Rapid Rehousing Transition Plan

48. North Ayrshire Council's Cabinet approved the Rapid Rehousing Transition Plan 2019 – 2024 on 12 March 2019. The vision for Rapid Rehousing in North Ayrshire is: *“to reduce the time spent in temporary accommodation by enabling homeless households to access settled accommodation quickly and with the right support to sustain their housing outcome”*. The North Ayrshire RRTP delivery model is expected to
- upscale the Housing First model by 20 units per year to 100 units by year five by supporting the most vulnerable homeless households to sustain permanent housing by placing them directly into a suitable home with appropriate inter agency support;
 - reduce the length of stay in temporary accommodation by 50% from 26 weeks in year one to 13 weeks in year five;
 - reduce the overall number of temporary accommodation units by 50 across North Ayrshire (subject to review at year five); and
 - reduce the number of hostel accommodation rooms by at least 25 across North Ayrshire.
49. The provision of new affordable housing through the Strategic Housing Investment Plan will continue to support the delivery of the Rapid Rehousing Transition Plan.

Regeneration

50. The provision of affordable, modern and well-designed homes that meets residents' needs is one of nine strategic priorities within the Council Plan 2019 - 2024. The Scottish Index of Multiple Deprivation 2020 shows that 52 of North Ayrshire's 186 data zones are in the 15% most deprived in Scotland. This means that approximately 39,000 of our residents live in some of the most deprived areas in Scotland.
51. Public sector investment can have a transformational impact within our communities, and there are cumulative benefits to be achieved by considering ways in which such investment across RSLs, different public service areas and the private sector can be better coordinated. The Council expects all partners contributing to the SHIP programme to support the Council's programmes to regenerate North Ayrshire and its town centres.
52. The Council intends to do this by exploring with its various partners the site and area specific opportunities to secure maximum regeneration benefits. Housing led regeneration which provides high quality, well designed, and fuel-efficient homes, will improve the visual amenity of the area, reduce the cost of living for those choosing to reside in the finished homes, support the provision of sustainable, desirable communities where people want to live, and establish social capital, encouraging local people to take ownership and stewardship of their home environments. This can also attract increased levels of private sector investment.
53. The above actions support the ambitions of the Council's developing Regeneration Delivery Plan to drive forward development on strategic regeneration sites, including town centres. Our town centres continue to be of strategic importance as the economic

and social focus points of North Ayrshire.

54. Town centre regeneration has been a primary focus of the SHIP in recent years and a significant number of projects have been completed to date within, or near, town centres. Some of the current town centre regeneration projects are noted below:

- Afton Court, Stevenston
- Parkend Gardens, Saltcoats
- Fullarton Street High Flats, Irvine
- The King's Arms, Irvine
- St Michael's Wynd, Kilwinning
- Watt Court, Dalry
- Local Housing Office refurbishment, Kilbirnie
- St. Colm's Place, Largs
- Largs Police Station
- Brathwic Terrace, Brodick, Arran

55. In June 2018, the Council's Cabinet approved the demolition of the Fullarton tower blocks in Irvine. The SHIP makes provision for the replacement of all 275 of these homes within the Irvine locality.

56. In January 2019, the Council's Cabinet further approved a £10m estate-based regeneration programme to invest in the improvement of our existing housing estates. The SHIP includes the provision of funding for 200 units to assist the delivery and funding of the regeneration programme. Most of this investment is focused within the later years of the programme as an indicative replacement for any selective demolition of particularly low demand stock. This programme will further contribute to town centre regeneration.

57. The Council's Community Wealth Building Strategy, launched in May 2020, introduces a new model to develop resilient, inclusive local economies, with more local employment and a larger and more diverse business base, ensuring that wealth is locally owned and benefits local people. We will work with partners to apply these principles in delivering affordable housing in North Ayrshire.

58. Contractors will be expected to participate in the Council (or partners) Community Benefits scheme. These schemes provide apprenticeships to young people, skilling up the local workforce and supporting economic growth. Research undertaken by Homes for Scotland suggests that there are 4.1 jobs created for every new home constructed – the 1,785 new build units in the SHIP 2021-2026 could therefore create around 7,318 jobs in the construction sector. Effective use of community benefit clauses in development contracts, and partnership work with colleagues in Economic Development to support our local construction and supply chain companies to bid for this work, can secure many of these jobs for our local people.

Child Poverty & Improving Health & Wellbeing

59. The North Ayrshire Joint Child Poverty Action Plan Report 2018/19 recognises that the instance of child poverty within North Ayrshire is one of the highest in Scotland and acknowledges the role that access to good quality and affordable housing has in combating inequality.
60. The benefits of new build housing in relation to health, wellbeing and educational attainment, are well documented. New housing is more energy efficient, better ventilated, and has higher levels of thermal comfort, which can result in alleviation of the symptoms in a number of medical conditions, for example respiratory and rheumatoid illnesses. In terms of educational attainment, according to research undertaken by the housing charity Shelter, children can benefit from improved cognitive development and a reduction in behavioural issues through living in a more attractive, warmer, and better ventilated environment.
61. We are working with local schools to improve youth engagement with our new housebuilding programme. This is to secure wider feedback on our development programme, as well as to understand additional ways in which young people can access construction related learning and training opportunities.

Gypsy / Travellers

62. The Council has not identified any demand issues in relation to accommodation for gypsy / travellers, however, will continue to review this position.

Innovation & Energy Efficiency

63. North Ayrshire Council has declared a Climate Emergency and have committed to achieve net-zero carbon emissions by 2030. The Environmental Sustainability and Climate Change Strategy includes actions to achieve this ambition.
64. The Council considers a household to be in fuel poverty if more than 10% of its net income (after housing costs) is required to heat the home and pay for other fuel costs – with not enough money left for a decent standard of living.
65. The delivery of new housing has a key role to play in carbon reduction, climate change mitigation, and alleviation of fuel poverty. The Council and its partners will continue to consider innovative and sustainable approaches to heat and power on a site by site basis. This could include initiatives such as low carbon heat, solar photovoltaic panels, and smart technologies.
66. All projects within the SHIP will be delivered in accordance with Building Standards regulations for energy efficiency. In addition, almost all new build development projects in the plan will meet the Scottish Government's 'Greener Standard'.

67. The Council and its partners will strive to deliver new homes that have a low environmental impact with the aim of reducing fuel use and in turn fuel costs and carbon emissions.

68. In June 2018, it was confirmed that the Scottish Government will take a proposal for a Members' Bill to make it a legal requirement for all future new build social housing properties to be fitted with sprinkler systems. In advance of this legislation, and in recognition of the safety benefits of sprinkler systems, we will install sprinklers in all of our new build Council housing proposals which reached technical design stage after October 2019.

The 'Sustainable House'

69. The Council has completed two 'sustainable demonstrator homes' within the Dickson Drive, Phase 2 development site. This project highlights best practice in design and innovation, ensuring benefits from sustainable technologies are maximised. The sustainable benefits from the homes will be evaluated and the findings will be rolled out to partners in order to inform the wider development programme, and investment in existing stock.

Second Hand & Empty Homes Buy Backs

70. The Council and its partners recognise that bringing former social housing stock back into social ownership can assist with housing management and maintenance issues and increase the housing available through the North Ayrshire Housing Register.

71. Empty homes are detrimental to the local environment, they are often the target of antisocial behaviour and are more likely to fall into disrepair. Bringing empty homes back into use is a strategic priority within the current LHS and will continue to be a priority in the future.

72. The Council's revised Scheme of Assistance 2019 introduced a range of new measures to improve private sector housing condition, including:

- A new 'pre-tenancy support service' for landlords, to provide property inspections and tenancy agreement advice, which will act as a preventative approach to future property condition issues;
- A new 'missing shares scheme' to remove barriers where a property owner refuses to meet their common repair obligations;
- Using the Council's powers for Compulsory Purchase Orders (CPOs) to acquire empty properties in poor condition which are a blight on local communities, bringing them back into mainstream housing stock. Cases will be prioritised to maximise the impact of available funding and will also be subject to technical and financial assessment.

Alternative Models of Affordable Housing Delivery

73. Recognising that a suite of affordable housing solutions is required to meet the needs and aspirations of local people, the Council has embarked on two pilot projects aimed at the private housing sector.

74. The 'HOME (Home Ownership Made Easy)' project is based on a model devised by Scottish Futures Trust. This shared ownership housing option will provide households the opportunity to purchase a stake in a home. Two options are available, which have been named for the level of investment required to secure the HOME:
- The £5k HOME, aimed at first time buyers;
 - The £40k HOME, aimed at owner-occupiers over 60 years who wish to downsize or secure more accessible housing.
75. The Council's 'BUILD' project, will offer six, fully serviced, self-build plots for sale to individuals interested in this type of project.

Affordability

76. The Council is committed to ensuring rent levels are affordable throughout North Ayrshire. Many tenants in social housing are dependent on benefits and are under increasing financial pressure from the impact of Welfare Reform and rising living costs. The Council and Cunninghame Housing Association have reviewed their rent structures to introduce greater equity and transparency in how the rents are set.
77. The Scottish Housing Regulator has also intimated that social landlords will be expected to keep rent increases to a minimum.
78. To ensure homes are affordable, the Council and all partners will be expected to set rent levels on new build homes at or below the Local Housing Allowance.

Amendments or Additions to the SHIP

79. The delegated authority to accelerate any project detailed within the North Ayrshire approved SHIP is held by the Executive Director (Place) and the Cabinet Member for Green New Deal and Sustainability.

Planning and other Regulatory Matters

80. At its meeting on 23 September 2014 Cabinet approved the House Building Protocol, to be used in all Council housing development projects that meet the criteria for permitted development. Class 33 of the Town and Country Planning (General Permitted Development) (Scotland) Order 1992, as amended, enables local authorities to carry out works, within their district, for the erection of dwellings so long as the development conforms with the Local Development Plan.
81. While new houses and flats developed by the Council will not require full planning permission, all future Council developments progressed as permitted development will be required to obtain a 'Certificate of Lawfulness' from the Council's Planning Service. This will certify that each site within the SHIP has been considered against the full terms of the adopted Local Development Plan. Housing development proposals by the Council

which do not fall within the scope of permitted development, including schemes which require an Environmental Impact Assessment (EIA) will require planning permission. Proposals over 0.5 hectares in area will require to be screened for the purposes of EIA.

Resourcing the SHIP

82. There is a range of funding streams which support the delivery of the Strategic Housing Investment Plan.

Reserves & Balances

83. All developing organisations will utilise available reserves and balances to support the development programme.

Affordable Housing Supply Programme

84. The delivery of our programme is underpinned by our assumptions regarding the level of future Scottish Government funding. The SHIP assumes grant funding availability of £83.585m between 2021-2026. The grant is payable at a rate of £57k/£59k per unit for local authority development and £72k per unit for RSL development.

The Housing Infrastructure Fund / Islands Housing Fund

85. The Council is currently exploring opportunities to utilise the Scottish Government's Housing Infrastructure Fund for Irvine Harbourside, Redevelopment Project 10 & 11b, and Redevelopment Project 14.

Council Tax on Empty and Second Homes

86. Income received from the reduction in discount for empty and second homes in North Ayrshire is held in the Council's Affordable Housing Account. The Council provides grant funding to support the development of projects within the SHIP from the Affordable Housing Account, when required.

Borrowing

87. The majority of development funding is secured from borrowing. Private finance supports RSLs' development programme, and prudential borrowing supports local authority new build projects.

Affordable Housing Policy Developer Contributions

88. The Council's Affordable Housing Policy (RES4) which required contributions to affordable housing provision from specified private developments within North Ayrshire was removed within the new Local Development Plan (LDP2), which was adopted on 28

November 2019.

89. Developer contributions, in the form of commuted sums, received through the application of the Affordable Housing Policy to date under the previous Local Development Plan, will be utilised to fund projects being delivered through the SHIP, when required.

Procurement

90. The Council is committed to making efficiency savings through strategic procurement arrangements in the delivery of our new build affordable housing programme, to ensure value for money for our tenants.

South West Hub

91. The Council has obtained contractors for several SHIP projects through the South West Hub, as part of a procurement strategy to achieve cost and time savings through economies of scale.

Scotland Excel

92. North Ayrshire Council, with ten Local Authority partners, has worked with Scotland Excel to develop a New Build Residential Construction Framework Agreement. The Framework went live in August 2019 and is available for use by all 32 Scottish local authorities and Scottish Registered Social Landlords.

SHIP Development Projects

93. An overview of projects detailed in the SHIP tables is provided below by locality.

Irvine & Kilwinning

Friar's Lawn, Kilwinning (NAC) 22 properties are being upgraded to provide accessible accommodation for older people in a high demand area. Located close to the town centre, the complex is also near amenities, including a bus stop and train station. Residents remain within the complex during the works, however, will move into an empty property for the duration of the works to their home. The work commenced on site during autumn 2019 and is expected to complete by summer / autumn 2021.

Garrier Court, Springside (NAC) is one of our oldest sheltered housing complexes. Whilst close to a number of amenities and having good transport links, the complex requires refurbishment. 19 homes are being upgraded to provide accessible accommodation for older people within a high demand area. Residents remain within the complex during the works, however, will move into an empty property for the duration of the works to their home. The work commenced on site during winter 2019 and is expected to complete by summer / autumn 2021.

Dalrymple Place, Irvine (NAC) was previously home to a 22-unit sheltered housing complex which has been demolished as part of the sheltered housing re-provisioning programme. The bed-sit type accommodation was deemed an unsuitable housing option. The new development will provide 33 new sheltered and amenity properties in a high demand area. The works commenced on site in January 2020 and are expected to complete by autumn / winter 2021.

St. Michael's Wynd, Kilwinning (NAC) will be further developed to provide 79 additional homes in this high demand area. The homes will be developed close to the first phase development and will link with the existing site. St. Michael's Wynd is situated in close proximity to the town centre and benefits from good transport links. The project will include general needs, amenity housing, wheelchair housing, sheltered housing and supported accommodation. The work is expected to commence during autumn / winter 2020 and conclude during autumn / winter 2022.

Former Towerlands PS, Irvine (NAC) will deliver 50 new homes. The site will provide general needs, amenity and wheelchair user properties. Works commenced on-site during February 2020 and are expected to complete during autumn / winter 2021.

Harbourside, Irvine (NAC) will see the development of 71 new social rented homes. Harbourside is within a high-demand area of Irvine and is just a short walk away from Irvine Beach Park, the town centre, shopping mall and train station. The site will be utilised to provide a high-quality intergenerational development with a particular focus on older people's housing provision by demonstrating exemplar design and technology innovations for this group. The project is due to commence during autumn / winter 2020 and complete during autumn / winter 2022. Site investigations have now been completed which have identified a number of contaminants on the site. The Council has established high level costs to mitigate these and are currently working to refine these costs. The Council will seek infrastructure funding from the Scottish Government to help fund this work.

Bourtreehill Village, Irvine (NAC) will see the regeneration of the Bourtreehill Village area of Irvine. Consultations are currently underway with residents of the local area and interested parties to develop the vision for the site. Works are anticipated to start on-site during autumn / winter 2021 and complete by autumn / winter 2023.

Corsehillhead, Kilwinning (NAC) is a 7-unit development in Kilwinning which will deliver a mix of general needs and amenity accommodation. The site start is anticipated for autumn / winter 2021 and works are due for completion during autumn / winter 2022.

Redevelopment 10 & 11b, Irvine (NAC) is a 95-unit development in Irvine which will deliver a mix of general needs, amenity and wheelchair accommodation. The site start is anticipated for summer 2021 and completion is expected in summer 2023. This site is currently confidential due to a requirement for public consultation and for acquisition of land.

Ayrshire Central, Irvine (NAC) is a 100-unit development located at Ayrshire Central, Irvine. The site will deliver a mix of general needs, amenity and wheelchair properties. Works are anticipated to commence on-site during autumn / winter 2021 and complete during spring / summer 2024.

Stanecastle, Irvine (NAC) is a 30-unit development located in Irvine which will deliver a mix of general needs, amenity and wheelchair accommodation. The site start is anticipated for early 2022 and completion is expected in summer 2023.

Fullarton Street (HF), Irvine (NAC) is a 45-unit development which will deliver a mix of general needs, amenity and wheelchair accommodation on the site of the Irvine High Flats which are scheduled for demolition. Works are anticipated to start on-site during autumn / winter 2022 and complete in early spring 2024.

King's Arms, Irvine (NAC) involves the regeneration of a prominent building to deliver 10 properties in Irvine. The regeneration works are due to commence in autumn / winter 2022 and be complete during autumn / winter 2024.

Redevelopment 14, Irvine (NAC) will provide 84 affordable homes, comprising general needs, amenity and wheelchair accommodation. Works are anticipated to start on site during late summer 2023 and complete during autumn 2025. This site is currently confidential due to a requirement for public consultation and for acquisition of land.

Confidential Site 1 (Cairn) has capacity for 20 affordable homes, providing general needs, amenity and wheelchair accommodation. Works are anticipated to start on site during spring 2022 and complete during autumn / winter 2023. This site is currently confidential due to a requirement for planning consent and for acquisition of land.

Confidential Site 3 (Cairn) has capacity for 4 affordable, general needs homes. Works are anticipated to start on site during spring 2024 and complete during spring 2025.

West Byrehill, Kilwinning (CHA) has capacity for 36 affordable homes, providing general needs, amenity and wheelchair user homes. Works are anticipated to start on site during summer 2021 and complete during summer 2022.

Harbour Road, Irvine (CHA) will deliver 40 units. The project is due to start on-site during autumn 2021 and be completed by winter 2022.

Annick Drive, Dreghorn (CHA) can deliver between 10 and 20 units, pending discussion with Roads and Planning to ensure capacity for the local road network. The project is due to start on-site during autumn 2021 and be completed by autumn 2022.

Tarryholme, Irvine, Phase 2 (IHA) is a second phase of the Tarryholme development which will deliver an additional 77 units. The project is due to start on-site during winter 2020 and be completed by summer 2022.

Bank Street, Irvine (IHA) is a regeneration project located within the town centre of Irvine and will provide 14 new homes. The site start is anticipated for spring 2022 and completion is expected during spring 2023.

Three Towns

Springvale Depot, Saltcoats (NAC) is a regeneration opportunity for a surplus site within the Council's ownership. It will provide 14 new homes comprising a mix of general

needs, amenity and wheelchair user properties. Works are anticipated to start on-site during winter 2020 and complete by winter 2021.

Caley Court, Stevenston (NAC) is the site of a former sheltered housing complex which is being developed to provide new supported accommodation. The 15 unit development is located close to the town centre and rail network. Works are anticipated to start on site in early 2021 and complete by early 2022.

Kinnier Road, Saltcoats (NAC) is a small conversion opportunity to create two new affordable homes. The project is located within Saltcoats and works are due to start in winter 2020 and complete by winter 2021.

Afton Court, Stevenston (NAC) is a town centre regeneration project to bring the site of the former Afton Court sheltered housing complex back into use. The site can accommodate 6 amenity bungalows, recognising the highly accessible nature of this location. It is currently anticipated that modular construction will be utilised for this development to reduce the time on site and the impact of the works on local residents. Works are anticipated to start on-site during summer 2021 and complete during summer 2022.

James McFarlane, Saltcoats (NAC) has capacity for 18 affordable homes, providing general needs, amenity and wheelchair accommodation. Works are anticipated to start on-site during early 2022 and complete during spring 2023.

James Reid & Focus Centre, Saltcoats (NAC) has capacity for 44 affordable homes, providing general needs, amenity and wheelchair accommodation. Works are anticipated to start on-site during early 2022 and complete during summer 2023.

Regeneration Project 1d, Ardrossan (NAC) is a regeneration opportunity for approximately 50 affordable homes, providing general needs, amenity and wheelchair accommodation. Works are anticipated to start on-site during spring 2023 and complete during spring 2025.

Glebe Street, Saltcoats (CHA) will deliver 2 wheelchair user homes. This site is being delivered by Scottish Government Charitable Bond and is also being supported by the Affordable Housing Account. Works are anticipated to start on site in autumn / winter 2020 and complete during autumn / winter 2021.

Green Street, Saltcoats (CHA) has capacity for 24 amenity homes. Works are anticipated to start on site during summer 2021 and complete during spring 2022.

Sharphill Phase 4, Saltcoats (CHA) will deliver a further 76 new homes. The works commenced on site during January 2020 and are anticipated to be complete during autumn 2021.

Sharphill Phase 5, Saltcoats (CHA) is a wider opportunity at Sharphill to deliver a further 82 new homes. A mix of general needs, amenity and wheelchair user homes are proposed. The works are expected to commence on site during spring 2023 and be complete during winter 2024.

Confidential Site 8, Stevenston (CHA) has capacity for 19 homes. Works are anticipated to start on site during spring 2022 and complete during spring 2023.

Confidential Site 9, Stevenston (CHA) has capacity for up to 70 new homes. Works are anticipated to start on site during spring 2022 and complete during winter 2023. Parts of this site are located on Open Ground and can only progress subject to public consultation and a Planning Application for change of use.

Confidential Site 10, Ardrossan (CHA) has capacity for up to 50 homes. Works are anticipated to start on site during spring 2024 and complete during winter 2025.

Parkend Gardens, Saltcoats (Link) is a 12-unit development located in close proximity to Saltcoats town centre and adjacent to North Ayrshire Council's new development at Kylehill Court, Saltcoats. It will deliver a mix of general needs, amenity and wheelchair accommodation. Works are anticipated to commence on site during winter 2020 and are expected to complete during winter 2021.

North Coast

Flatt Road, Largs (NAC) will provide 123 new units in North Ayrshire's most highly pressured housing market. The project delivers a mix of general needs, wheelchair liveable and amenity properties. A sheltered housing complex with a community hub and a separate new supported accommodation with an on-site staff base is also being developed as part of the project. In order to promote independent living the site will be used as an exemplar for assistive technology. A range of innovative technologies will be included within the sheltered housing complex and supported accommodation. Works commenced on site on 24 June 2019 and are expected to conclude by summer 2022.

St. Beya Gardens, Cumbrae (NAC) provides a second phase of the award-winning St Beya Gardens development. The site will deliver 18 houses on Cumbrae comprising general needs, amenity and wheelchair liveable homes. Works commenced on site during February 2020 and are scheduled to complete during summer 2021.

St. Colm's Place, Largs (NAC) will be demolished and re-built as part of the sheltered housing re-provisioning programme. The complex is located in a high demand area and centrally located with good transport links and access to the town centre. The existing accommodation is deemed an unsuitable housing option as it is not easily accessible. The new complex will deliver 29 properties providing accessible accommodation for older people. It is expected that work will commence during spring 2021 and complete by autumn / winter 2022.

Largs Police Station (NAC) has capacity for 9 affordable amenity flats. Works are anticipated to start on-site during early 2022 and complete during early 2023.

Garnock Valley

Watt Court & Former Dalry Primary School, Dalry (NAC) is a 49-unit project which has delivered a new state-of-the-art sheltered housing unit with a community hub, amenity housing and a new area housing office. Works commenced on site during April 2018 with only the supported accommodation (which has an on-site staff base)

remaining to be complete during spring 2021.

Garnock Academy, Kilbirnie (NAC) is a 50-unit development on the site of the former Garnock Academy. The site start is anticipated for spring 2021 and the project is scheduled to complete during spring 2023.

Regeneration Project 1a (NAC) involves the regeneration of 6 properties in Beith to deliver a mix of general needs, amenity and wheelchair user properties. The works are scheduled to commence in autumn 2022 and complete by spring 2024.

Regeneration Project 1b (NAC) involves the regeneration of 7 properties in Kilbirnie to deliver a mix of general needs, amenity and wheelchair user properties. The works are scheduled to commence in autumn 2022 and complete by spring 2024.

Arran

Brathwic Terrace, Brodick (NAC) will provide 34 affordable homes on Arran. The site is a short distance from a number of shops and cafes, as well as the ferry terminal. Works commenced on site during February 2020 and are anticipated to complete by autumn / winter 2021. This is the first Council housing development on the island since the stock transfer to Trust Housing Association (then Isle of Arran Homes).

Confidential Site 4 (Trust HA) is a 20-unit development by Trust Housing Association on Arran which is due to start during spring 2022 and complete during spring 2023.

Locality to be Confirmed

Unallocated Regeneration Block (NAC) involves the regeneration of 92 properties to deliver a mix of general needs, amenity and wheelchair user properties. The location(s) for this project has still to be finalised. The regeneration works are anticipated to commence in autumn 2023 and complete by autumn 2025.

Regeneration Project 3 (IHA) involves the regeneration of 30 properties to deliver a mix of general needs, amenity and wheelchair user properties. The location for this project has still to be finalised. The regeneration works are anticipated to commence in spring 2024 and complete by spring 2026.

Community Planning Partnership Board

Wednesday 9 September at 11.00 am

Via Microsoft Teams



North Ayrshire
Community Planning Partnership

Present

North Ayrshire Council

Joe Cullinane (**Chair**)

John Bell, Elected Member

Marie Burns, Elected Member

Scott Davidson, Elected Member

Alex Gallagher, Elected Member

Tony Gurney, Elected Member

Ellen McMaster, Elected Member

Craig Hatton, Chief Executive

North Ayrshire Health and Social Care Partnership

Robert Forster, Elected Member (Chair of IJB)

Stephen Brown, Director

Ayrshire College

Michael Breen, Vice Principal

KA Leisure

Ashley Pringle, KA Leisure Vice Chair

NHS Ayrshire & Arran

Lynne McNiven, Interim Director (Public Health)

Police Scotland

Superintendent Derek Frew

Scottish Enterprise

Mark Newlands, Head of Partnerships

Scottish Fire and Rescue

Ian McMeekin, Area Manager

Scottish Government

Sam Anson, Location Director

Skill Development Scotland

Claire Tooze, Area Manager (Sub for Katie Hutton)

Third Sector Interface

Barbara Hastings, Ayrshire Community Trust

In Attendance

Audrey Sutton (NAC), Rhona Arthur (NAC), Morna Rae (NAC), Caitriona McAuley (NAC), Thomas Reaney (NAC), Julie McLauchlan (NAC), Michelle Sutherland (NA HSCP), Stewart Harris (SportScotland), Jennifer McGee (NAC).

Apologies

Lesley Bowie (NHS Ayrshire and Arran), John Burns (NHS Ayrshire and Arran), Vicki Yuill (Arran CVS), Allan Comrie (SPT), Karen Yeomans (NAC).

1. Welcome and Apologies

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

The Chair welcomed, D Frew and S Anson to their first CPP Board Meeting and highlighted that Stewart Harris, Chief Executive, Sportscotland was observing today.

The Chair also conveyed his thanks to Elaine Young who Chaired the CPP Senior Officers Group over the last 18 months and noted that that Ian McMeekin has taken over as Chair of the Group.

2. Minute of the Previous Meeting and Action Note

The minutes of the previous meeting were approved, and the following updates were provided:

M Newlands highlighted that Scottish Enterprise are responding to the programme for Government which is due to be published. Scottish Enterprise will be launching an interim operating plan which he will share at the next CPP Senior Officers Group and then with the Board.

M Rae provided the Board with an update on the Step Change work:

- Community Book – has been created for each of our localities and available on the CPP Website.
- 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.

M Rae confirmed that she would bring a more detailed update to the next Board meeting.

M Rae also highlighted that Lesley Bowie will become the new Vice Chair of the CPP Board following her appointment as Chair of NHS Ayrshire and Arran Board.

3. North Ayrshire Health and Social Care Partnership Strategic Plan

M Sutherland provided Senior Officers with an update on the North Ayrshire Health and Social Care Partnerships Strategic Plan.

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.

The intentions of the plan are:

- 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
- Set the scene for our long-term 2030 vision;

The HSCP have sought advice from the Scottish Government and our Chief Legal Officer on our proposed approach and both have not had any issues.

M Sutherland advised that the one-year plan would be published by April 2021.

The Chair asked about the contribution the Health and Social Care Partnership and the Integration Joint Board (IJB) will make towards Community Wealth Building in Ayrshire and whether it will start to be embedded in future plans.

S Brown confirmed that plans will be referencing the Community Wealth Building approach locally. He also highlighted that the links between a thriving economy with good quality jobs and good health and wellbeing are well evidenced.

The Chair thanked M Sutherland for the presentation.

4. Recovery and Renewal

M Rae and T Reaney provided the Board with a presentation on the plans for recovery and renewal from CPP and Council perspectives.

M Rae advised that Members of CPP Senior Officers Group were asked to share learning from the Covid-19 experience from an organisational perspective. The Senior Officers Group were asked a number of questions and from the responses received there were a number of common themes:

- Refocusing/streamlining of work
- Service redesign including the ambition to build back better and address inequalities
- Increased liaison with other services and communities
- Aspects of service delivery stopped
- Reduced face to face delivery of frontline services
- Commitment to the wellbeing of staff
- Strengthened relationships with partners and building valuable new relationships
- More staff empowerment to take decisions
- Greater speed of decision making, recognising the urgency required
- Uncertainties led to greater collaborative discussion around approaches and more collective decisions
- Risk aware not risk averse culture

- Improved communication from leadership to organisation
- Removal of budget silos
- Early high demand for services
- Resourcing IT requirements
- Redeployment of staff
- Use of new government funding essential to service provision
- High demands in reporting to Scottish Government

Partners shared their ambitions in relation to what will have changed in 10 years time as a result of the Covid-19 response. These included staff are strong leaders working towards a common goal and are less risk averse, and there is reduction in barriers created by too much bureaucracy and burden of complicated reporting. It also included sustainable long-term funding and commissioning for community organisations which allows them to respond and deliver services for their communities.

T Reaney advised the Board that the North Ayrshire Council Recovery and Renewal Strategy was approved by Cabinet on 8 September. It was highlighted that the strategy focuses on themes, lessons learned and a set of 10 key principles for renewal.

The strategy recognises there are budget and health and safety implications in recovery and the prioritisation of resources is key and is all built around a community centric approach, ensuring communities are more involved in decision making and working together to co-design solutions.

The main lessons learned from a Council perspective were very similar to those highlighted by partners:

- Positive attitude to change
- Prioritisation of service delivery – Community Hubs and Childcare Hubs and remote learning for our young people set up within one day.
- Empowerment in decision making – from Council and Communities.
- Attitude to risk – more risk aware than risk averse. Having to make decisions quickly.
- Use of digital platforms to support remote and new ways of working, learning and communicating.
- Opportunities for remote and online learning for children, young people and adults.
- Valuable data gathered on community needs and priorities
- Partnership working between Council teams and with agencies and communities

T Reaney highlighted that the work of communities during the pandemic was outstanding.

The 10 key principles of renewal were shared with the Board:

1. Prioritise the health and wellbeing of our residents by protecting the most vulnerable in our society against the immediate threat of coronavirus and the consequences of changes to the way we live. Public Health guidance will be paramount in all the decisions we make.
2. Work with our communities in the renewal of services to ensure they meet their needs and priorities.

3. Build community capacity and resilience.
4. Support the economic recovery of North Ayrshire, helping to create a strong, sustainable and inclusive economy for the future that supports local resilience using the Ayrshire Growth Deal and Community Wealth Building as a means of creating an inclusive economy.
5. Learn lessons from the challenges of Covid 19, promoting a system that utilises the strengths of North Ayrshire to the benefit of all North Ayrshire's residents and businesses
6. Ensure our children and young people get the best start in life by creating opportunities for education and employment, including through Community Wealth Building and Renewal.
7. Prioritise and help tackle poverty, including child poverty.
8. Protect and prioritise the North Ayrshire environment and reinforce our work to mitigate and adapt to climate change.
9. Pursue improvements in service delivery where they have been identified as part of the response and recovery phase, creating a more efficient and resilient system.
10. Prioritise investment towards services that make a greater contribution to key outcomes. This will consider dis-investment from some areas to enable re-investment to support delivery.

M Rae advised that we are taking community learning and ambition, along with partner feedback, data and external expertise to influence how we move forwards.

In terms of what is already underway the following was noted:

- Fair for All strategy is our CPP inequalities focus – review underway to make sure we are still focusing on the right things
- Locality Partnerships reflecting on local experience and local ambitions – what does this mean for local priorities? Plans for wider community consultation
- Development of community food system
- Community Wealth Building
- Focus on health inequalities – commitments in Step Change work to health in all policies and Health Inequalities Self-Assessment Tool – early adopter site for diet and healthy weight
- Community Hubs approach –focus on relationships, partners and communities
- Involving communities in service design

Cllr Gallagher highlighted that we can't go back to where we were and the information from the presentation delivered by T Reaney and M Rae puts things in a good direction.

M Newlands highlighted that strength of our partnerships in North Ayrshire have held us in good stead. M Newlands asked if T Reaney had sight of Renewal and Recovery Plans for East and South Ayrshire Council. T Reaney confirmed that he hasn't seen any plans from South Ayrshire, however East Ayrshire have published their strategy. C Hatton highlighted that he meets with the other two Ayrshire Chief Executives on a weekly basis. They are working closely to ensure anything needing done for Ayrshire is done once to avoid duplication.

A Sutton highlighted that the work on the CPP step change provided a strong basis for this work, and it was more about how we work together than changing what we do.

C Hatton noted the continued relevance of the Local Outcomes Improvement Plan as a foundation for this work.

R Arthur highlighted that there have been many ways we have learned from and listened to our communities. The Council Leader and Chief Executive have virtually met with staff and volunteers working in the Hubs and Locality Partnerships have devoted a considerable amount of time on their agenda to get that feedback. Gathering this information will ensure we are doing all the right things in the right ways for our communities.

The Chair asked for the CPP Senior Officers Group to further develop our thinking around recovery and renewal as a CPP and bring back a report to a future Board Meeting. The Board agreed that this work should be undertaken

The Chair thanked T Reaney and M Rae for their presentation.

5. Best Value

C Hatton provided the Board with an update following the Council's Best Value Audit and highlighted that the full North Ayrshire report was included within the paper circulated to the Board.

Within the report Audit Scotland highlighted that they were impressed with

- How we know our challenges, how this feeds in to the LOIP, Council Plan and Locality Plans. The clear line of sight shows that it is consistent and we are very focussed on that vision.
- Locality Partnership meetings - Auditors attended a few of the meetings during their site visit;
- Rotational Chair of the CPP Senior Officers Group, with all partners are represented equally these meetings and the value of the decision tracker.

In terms of recommendations from a CPP perspective Audit Scotland recommended that Locality Partnerships need to make it clear what the intended impacts are of locality plans are and that the plans should be more accessible.

The Chair thanked C Hatton for his update and also thanked partners involved in the evidence gathering for the audit.

6. Community Wealth Building

J McLachlan provided the Board with an update on Community Wealth Building (CWB). The Chair highlighted that the CWB Strategy was due to be launched before lockdown and was instead launched virtually. The virtual launch has now had over 11,000 views.

J McLachlan advised that:

- CWB is at the heart of our Council Plan following its refresh in 2019.
- CLES Diagnostic undertaken in 2019 – many of our partners were involved in this work which looked at the five pillars of CWB – Procurement, Fair

Employment, Land and Assets, Financial Power and Plural Ownership of the Economy. This assessed where we are in terms of progress on those pillars and the actions needed to be taken to become a CWB Council.

- Community Wealth Building Commission of local and regional Anchor Institutions.
- This was launched the same day of the CLES report. J McLachlan highlighted that the two other Ayrshire Councils have now joined the Commission, which will ensure that the Ayrshire Growth Deal and other regional investments are delivered with a CWB lens.
- The strategy was co-produced by engaging with communities and internally.

J McLachlan also highlighted that the CWB Strategy is a very action-oriented strategy which consist of six high level objectives and 55 actions such as:

- There is a focus on local spend, a target has been set in the Council Plan to increase our local spend as a Council and also encouraging our business base to do the same.
- Ensuring we have a fair work approach to the work of our anchor institutions.
- Reviewing land and assets to look at alternative uses including where they can be used for community and business benefit.
- One of the longer-term actions is exploring the feasibility of a Community Bank.

In terms of delivery, the Council has supported the creation of nine new CWB roles. Recruitment for the nine roles has almost been finalised. Alongside this work the team are undertaking service mapping to look at how services could be aligned to a place-based locality approach building on the work of the Locality Partnerships.

The Green New Deal in North Ayrshire will look at municipal energy, maximising town centres, create support green jobs and tree planting. The twin priorities of a North Ayrshire Green New Deal to build back better, fairer and greener are to:

- Ensure an inclusive economic recovery by delivering our Community Wealth Building mission; and
- Ensure a green economic recovery focused on achieving our net zero carbon ambitions through the creation of sustainable infrastructure and regeneration projects and creating fair jobs.

The Commission has been formed for almost one year and has been very involved in the creation of the strategy. The next step for the Commission is the development of an Anchor Charter which will look to embed CWB principles throughout the anchors who are part of the Commission and beyond.

In terms of the Ayrshire Growth Deal it has been agreed that the whole of the Growth Deal should be delivered with a CWB lens. J McLachlan is working with each of the Ayrshire project leads.

M Newlands highlighted that there is a significant national interest in North Ayrshire and that Scottish Enterprise has appointed a lead on CWB to ensure Scottish Enterprise add best value in to CWB which they can then replicate across the rest of the country.

S Anson asked J McLachlan to confirm what is meant by “better” in relation to “building back better, fairer and greener”. J McLachlan highlighted the need for the North Ayrshire economy to be more resilient and advised that she will share the economic recovery and renewal approach which sets out the principles of what is meant by “better, fairer and greener”.

The Chair and S Brown noted the recent work undertaken with NHS Ayrshire and Arran on CWB and that there is strong support.

The Leader thanked J McLachlan for updating the Board and advised that should any Board member wish to discuss matters further to contact J McLachlan.

7. State of the Economy

C McAuley provided the Board with an update on the state of the economy.

C McAuley highlighted that we are now in the biggest recession to hit the UK on record. GDP fell by 20% in the first three months and forecasts are now predicting that the economy will make a very slow recovery to pre-Covid 19 levels between January 2022 and July 2024, all dependent upon whether there is a second wave of Covid.

C McAuley reported that the unemployment count for North Ayrshire as of July 2020 was at almost 9% which represents over 7000 people and is the highest rate in Scotland. Between January and July 2020 there was a 113% increase in unemployment in young women between the ages of 16 – 24. The latest HMRC data shows that 9.6m people across the UK have been furloughed, that includes over 17,000 people in North Ayrshire which is a concern as the scheme is due to end.

Since March services have:

- Supported 1,443 businesses with over 12,000 different interventions;
- Currently working with 200 businesses on recovery plans;
- 90 webinars delivered and 75 planned – first in Scotland;
- Over £23.5m worth of support has been delivered to local businesses.

Since April the teams have:

- 2,295 live clients receiving support;
- 150 new registrations;
- 61 residents supported into employment;
- 50 MA vacancies and 41 filled so far.

Cllr McMaster asked for further information on young unemployed women, which has been noted as a particular issue on Arran. C McAuley advised that the team have been working with the stakeholders on the island and the Fraser of Allander Institute have been commissioned to look at the economic impact of Covid on Arran. The full report will be shared once it is available.

The Chair thanked C McAuley for her presentation and conveyed his thanks on behalf of the CPP Board to the work the team has carried out.

8. Childrens Services Plan and Child Poverty Action Plan

A Sutton advised the Board that the submission of the both the Children's Services Plan and the Child Poverty Action Plan were delayed due to the pandemic. Copies of these plans were circulated to Board Members for comment by 11 September 2020.

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 as we recognise that children has been affected to a great extent because of Covid.

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.

It was agreed that this will be an agenda item at the next Board meeting to allow for a more detailed discussion.

The Chair thanked A Sutton for the update.

9. Locality Partnerships

M Rae provided the Board with an update on the September round of Locality Partnership Meetings. Two of our Locality Partnerships have met virtually this month – North Coast and Kilwinning, with Arran meeting tonight. At each meeting we are dedicating agenda time to talk about community responses during lockdown, the existing priorities and whether they are still valid. This will be followed up with a questionnaire. The Team have given a lot of support to community representatives especially to help them participate via Microsoft Teams including lending them tablets and doing test meetings. We are taking the learning from each meeting to feed into the next. We will issue a link to the LP minutes to the Board once they are available on the CPP website.

The Chairs of the North Coast and Kilwinning Locality Partnerships thanked officers for their support in preparing for and running their meetings.

The Chair thanked M Rae for her update.

10. AOCB

The Chair highlighted that there was a number of reports attached to the agenda for the Boards information, including the Community Justice report for endorsement (which had previously been circulated in draft by email).

11. Date of Next Meeting

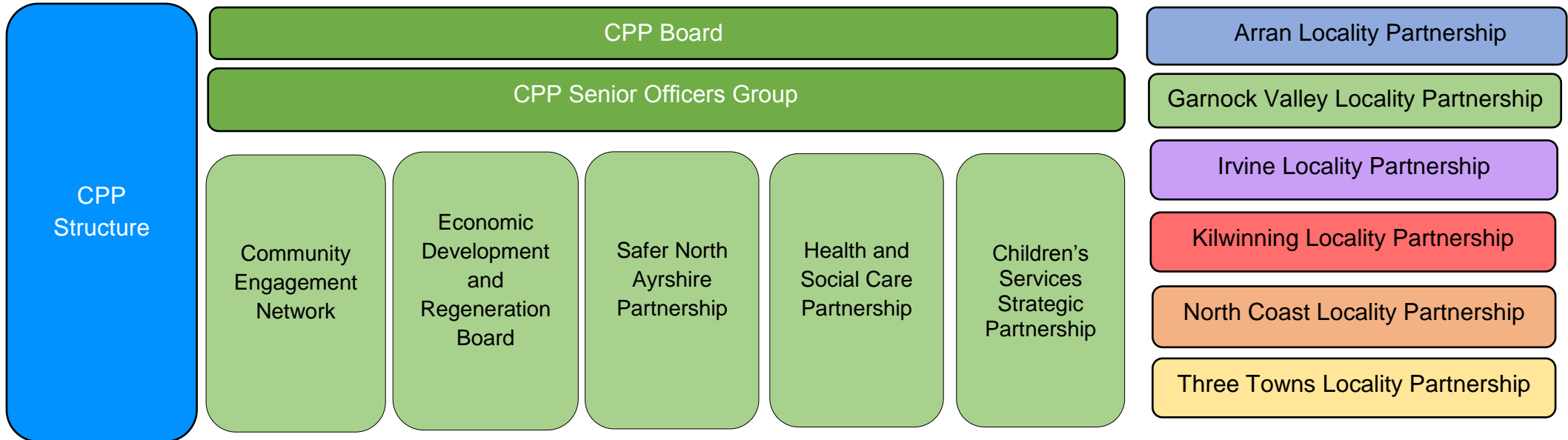
The next meeting is scheduled for 2nd December, currently planning that it will take place via Microsoft Teams.



CPP SOG Decision Tracker 2020

Strategic Priority	Topics Include	Feb-20	Mar-20	April 20 - Meeting cancelled	Jun-20 Mtg 1	Jun-20 Mtg 2	Aug-20	Oct-20	Nov-20	Future meetings - timetabling TBC based on recovery planning
Working NA	<i>Investment, Innovation, Internationalisation, Inclusive Growth</i>				Community Wealth Building			Ayrshire Growth Deal		Thematic update, Ayrshire Growth Deal
Healthier NA	<i>HSCP Updates, partner updates, decisions</i>		KA Leisure - Health and Wellbeing Update				HSCP Strategic Plan	Caring for Ayrshire		Thematic update, Alcohol and Drugs Partnership, Considerate Communities pledge - autism awareness
Thriving NA	<i>CSSP Updates, partner updates, child poverty, decisions</i>		Education and HSCP - Young People's Mental Health				Childrens Services Plan and Child Poverty Action Plan			Child Poverty Action Plan, CSSP update
Safer NA	<i>SNAP Updates, partner updates, decisions</i>	New Police Scotland Systems	Fire and Rescue Activity and Performance Update, Police Scotland Activity and Performance Update				Update from SNAP			SNAP thematic report, Fire and Rescue Activity and Performance Update, Police Scotland Activity and Performance Update
Locality Partnerships	<i>Key strategic updates, decisions</i>	LP update report (within CP report)					Plans for September LP meetings	Feedback from Sept LP meetings		LP update report
Fair for All	<i>Key development updates</i>					FFA review			FFA review	FFA Advisory Panel minutes, FFA update report
LOIP	<i>Performance reports, Annual report</i>	LOIP on a page	LOIP on a page		LOIP on a page	LOIP on a page	LOIP on a page	LOIP on a page	LOIP on a page	Performance report, LOIP Annual Report, LOIP on a page
Risk	<i>Risk register reports</i>								Risk Register update	Risk register reports
Community Engagement	<i>Planned engagement and consultation, Centre of Excellence, Peoples Panel</i>	Peoples Panel (within CP report)			Peoples Panel report				Community Engagement Centre of Excellence	Partner planned engagement, Peoples Panel action plan, Centre of Excellence
Learning and Development	<i>Conferences, shadowing, workshops, training, website</i>	Conference (within CP report)								Learning and development plan, Website development
Governance	<i>Membership, terms of reference, appraisal</i>	1. Local Governance Review 2. Minutes of CPP Board (within CP report) 3. Focus group with auditors	1. CPP Step Change, 2. Annual review of terms of reference, membership and appraisal		CPP Planning	Appt of Chair		Minutes of CPP Board		Minutes of CPP Board, horizon scanning, Best Value audit report, Chair role
Key Strategic Developments					COVID-19 Inputs from an organisational perspective	1. Updates on recovery and renewal plans 2. Best Value audit report	1. Community Hubs 2. Organisational Learning	1. Community Hubs 2. Kindness 3. SHIP		Kindness, Local Governance Review
Information circulated outwith meeting		1. Switched on Fleet - Community Planning Partnership - Electric Vehicles 2. Transport Scotland's Second Strategic Transport Projects Review 3. Performance Reports 4. Drug Death Summit (shared by HSCP) 5. Community Wealth Building Partner Procurement workshop 6. Performance report (due to lack of agenda time) 7. Scottish Index of Multiple Deprivation latest results 8. Child Poverty Action Plan	1. Conference Report 2. Locality Partnership Minutes 3. Appraisal Survey 4. Public Mental Health Workshop		1. Peoples Panel report 2. Community books launch 3. April Update on community support 4. Community Support hubs go live					

North Ayrshire Local Outcomes Improvement Plan 2017 - 2022



Overarching themes:

- Strengthening local communities
- Prevention
- Tackling inequalities

Fair For All
North Ayrshire CPP pledges to tackle the root causes of Child Poverty and mitigate its impact to create a better life for local people.

Priority:

Our ambition:

A Working North Ayrshire

To have created the most improved economy in Scotland by 2026

A Safer North Ayrshire

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

A Healthier North Ayrshire

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

A Thriving North Ayrshire

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