



North Ayrshire
Community Planning Partnership

Community Planning Partnership Board

Wednesday 2 December 2020 at 11.00 a.m.

Via Microsoft Teams

AGENDA

Time	No.	Page	Item	Presenter	Ask of CPP Partners
11.00 – 11.05	1.		Welcome & Apologies		
11.05 – 11.10	2.	Pg 3	Minutes of Previous Meeting and Action Note Submit minutes and action note of 9 September 2020 (copy enclosed)		Confirm that this is an accurate record of the meeting and actions been completed
Working North Ayrshire					
11.10 – 11.35	3.	-	Employability and Skills, and the Kickstart Scheme Receive presentation Background information	Greig Robson, Senior Manager, North Ayrshire Council.	Commit to support the scheme
11:35 – 11:50	4.		Ayrshire Growth Deal Receive presentation	Karen Yeomans, Director, North Ayrshire Council	Note milestone and agree to receive detailed update at next meeting
Thriving North Ayrshire					
11.50 – 12.05	5.	-	Cost of the School Day Receive presentation	Audrey Sutton, Interim Executive Director, North Ayrshire Council.	Contribute ideas on addressing cost of the school day
Locality Partnerships					
12.05 – 12.15	6.	-	Locality Partnerships Receive update on developments, and proposals for locality dashboards and priorities refresh	Morna Rae, Senior Manager, North Ayrshire Council	Agreement of proposals for locality dashboards and priorities refresh
12.15 - 12.25			COMFORT BREAK		
Healthier North Ayrshire					
12.25 – 12.45	7.	-	Community Mental Health and Wellbeing Receive presentation	Audrey Sutton, Interim Executive Director, North Ayrshire Council	Collaborate in projects, contribution of ideas to support young people's mental health

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

North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE

Tel: (01294) 324177 Email: mrae@north-ayrshire.gov.uk

12.45 – 1.05	8.	Pg 13	Caring for Ayrshire Receive report	John Burns, Chief Executive, NHS Ayrshire and Arran	Consider how partners can support achievement of the Caring for Ayrshire ambitions
Governance					
1.05 – 1.15	10.	Pg 54	Risk Register Receive report	Morna Rae, Senior Manager, North Ayrshire Council	Agreement to the approach proposed
1.15 – 1.25	11.	Pg 59	Community Engagement Centre of Excellence Receive report	Morna Rae, Senior Manager, North Ayrshire Council	Commit to adhering to best practice in community engagement
1.25 – 1.30	12.		AOCB		
		Pg 61 Pg 62 Pg 63 Pg 71 Pg105	Reports for Information a) Decision tracker b) LOIP on a Page c) CPP SOG minutes d) SHIP Report e) Locality Partnership minutes		

North Ayrshire Community Planning Partnership Board Board Membership

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

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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 Foster, 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 were 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.

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.

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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

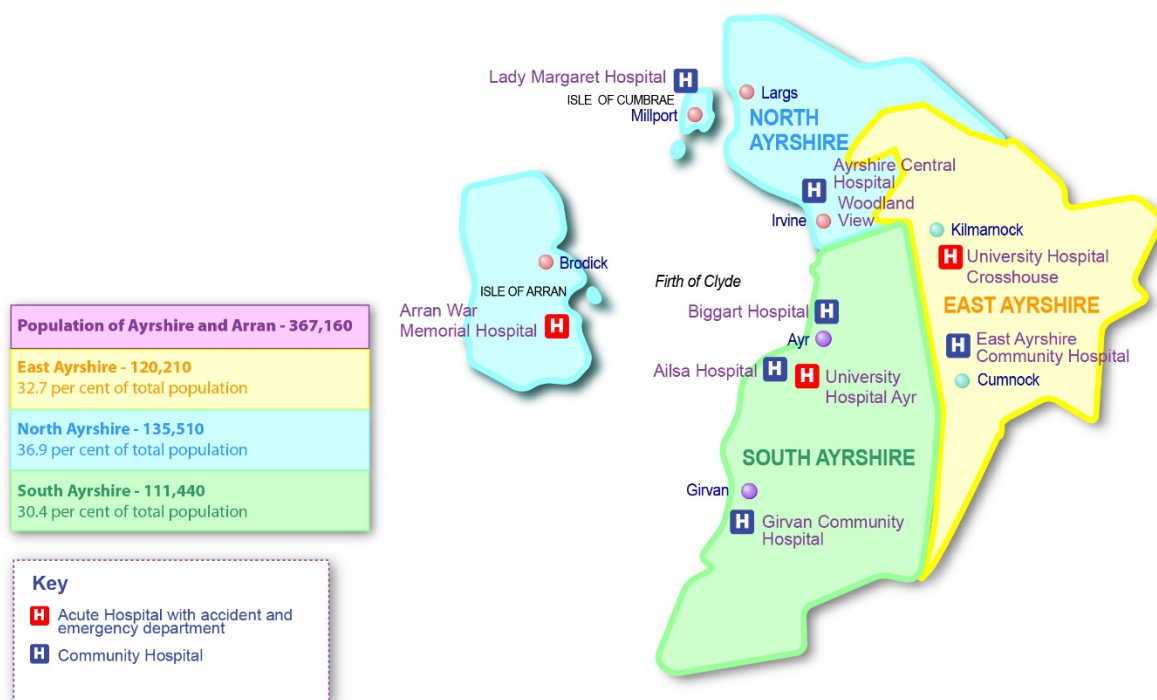
As one of 14 territorial Health Boards in Scotland, NHS Ayrshire & Arran is responsible for the monitoring, protection and the improvement of the population's health and wellbeing and for the delivery of frontline healthcare services. In doing so the Board works closely with the three Integrated Joint 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

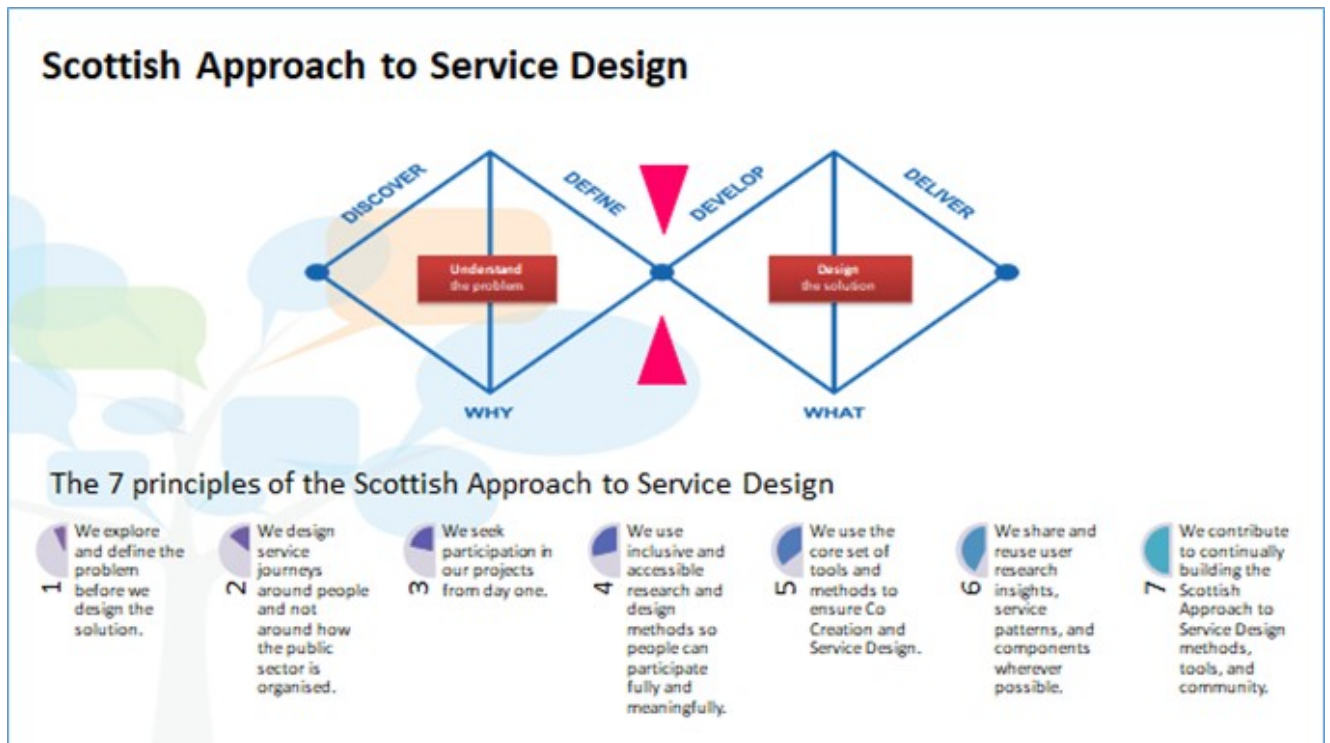
By providing better access to health and care, irrespective of the setting, we aim to improve the health outcomes of our citizens. Already a wide range of health and care services are provided to our communities but often these can be difficult to access, are not aligned to need or require multiple contacts 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.

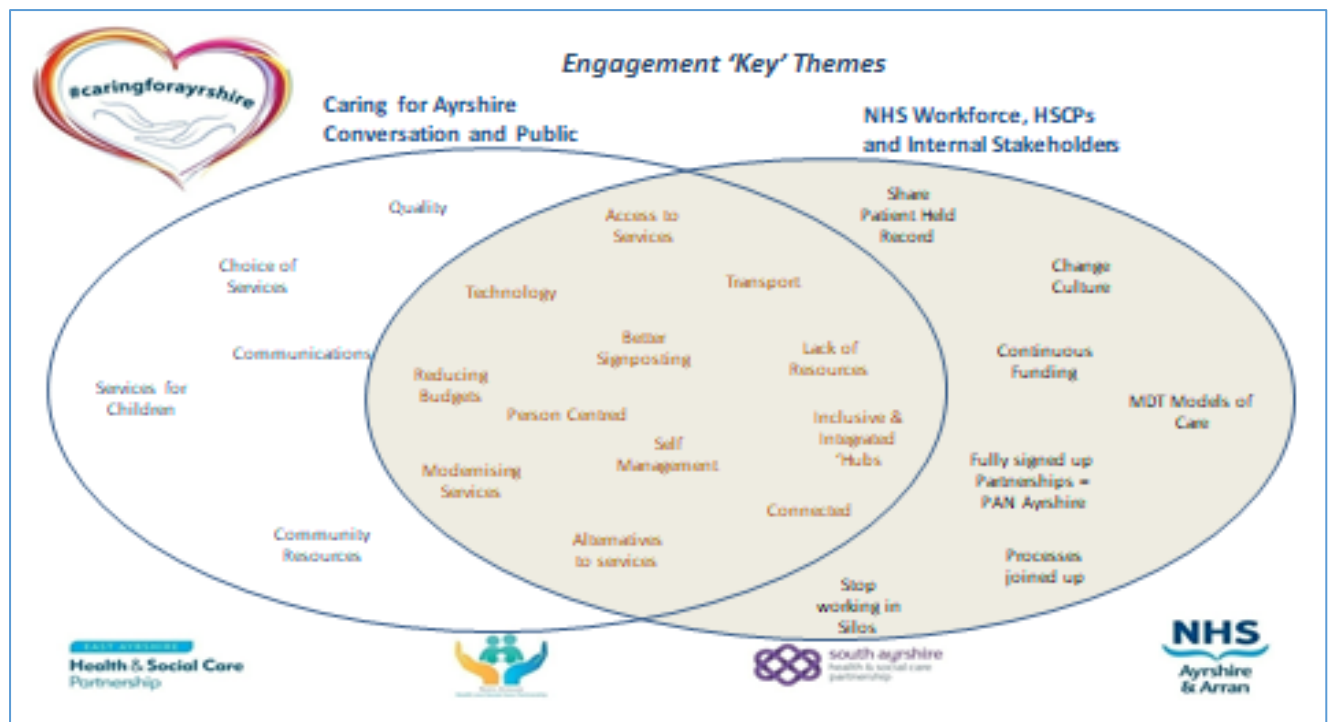


Within our service design approach, we will adopt a “place-based approach”, to ensure that the community is effectively consulted and engaged and that both the physical environment and the social environment are integrated into the strategy for the co-production of future health and care services in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



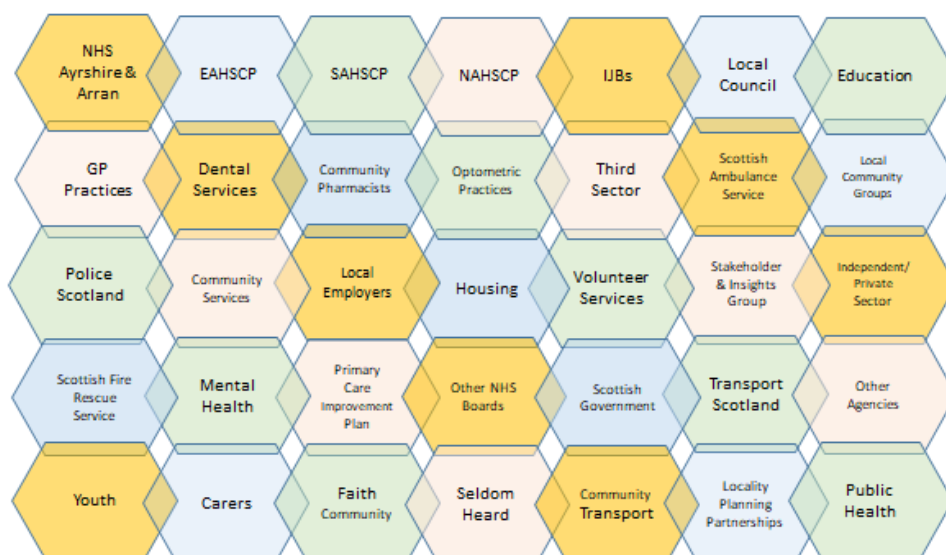
Key themes from Early Pre Engagement Phase

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.

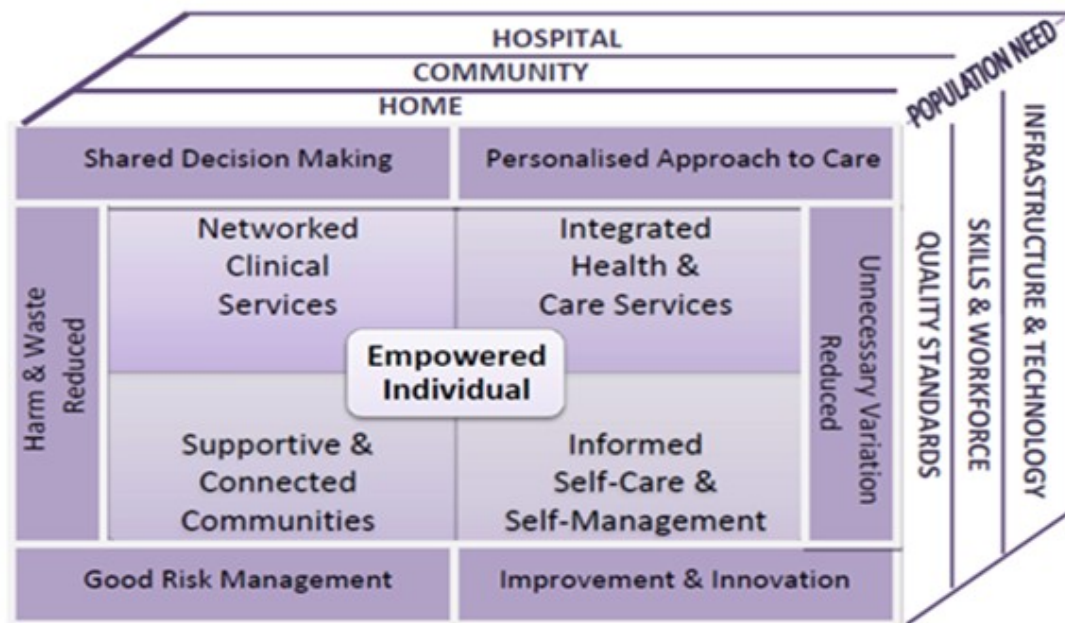
Co-ordinated Service Delivery

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"> 1. Maintain and enhance optimum local health and social care service delivery 2. Improve accessibility to all health, care and wellbeing services through community and locality 3. Improve access and effectiveness to all clinical, speciality, social care and wellbeing areas 4. Improve the clinical operative suitability of the healthcare and wellbeing estate 5. 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 6. Improve the physical condition of the health, care and wellbeing estate across Ayrshire and Arran 7. 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"> A. Health B. Children & Young People C. Human Rights D. Communities E. Environment
2. Improve the quality and effectiveness of health and care services	<ol style="list-style-type: none"> 1. Increase the robustness of unscheduled care and out of hours services 2. Continue to deliver services as close to home as possible in a sustainable and integrated way 3. Provide community based services in meeting the needs of those within the surrounding locality 4. Realignment of staffing models to support future sustainable models of care 5. Reduce adverse harmful events 6. Improve statutory compliance in delivering and supporting health care services 7. 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"> A. Health B. Children & Young People C. Human Rights D. Environment E. 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>	<p>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</p>
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>	<p>A. Health B. Children & Young People C. Human Rights D. Communities E. Environment F. Poverty G. Economy</p>
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>	<p>A. Health B. Communities C. Environment D. Fair work and business E. Poverty F. Economy</p>

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
	<ul 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 		
6.Improve economic growth resulting in wider/social benefits	<ul 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>	<ul style="list-style-type: none"> A. Communities B. Environment C. Fair work and business D. International E. Economy
7.Provide sustainable services resulting in financial benefits	<ul 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>	<ul 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 	Improves equity across Ayrshire and Arran for services	G. Economy

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.

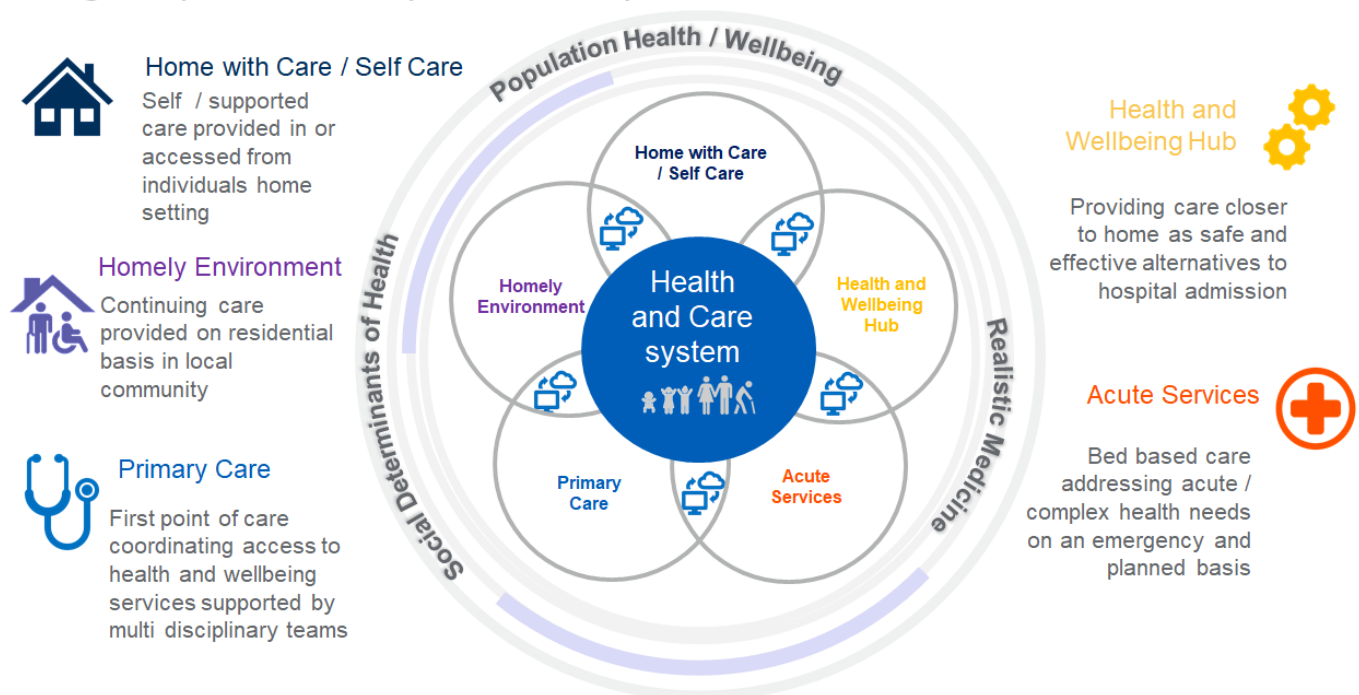
Some services currently accessed in acute hospitals can and should be provided in alternative settings without impacting adversely on quality, safety or the user experience. To support this there will be a strong reliance on digital technology to join up different parts of the system and our citizens 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

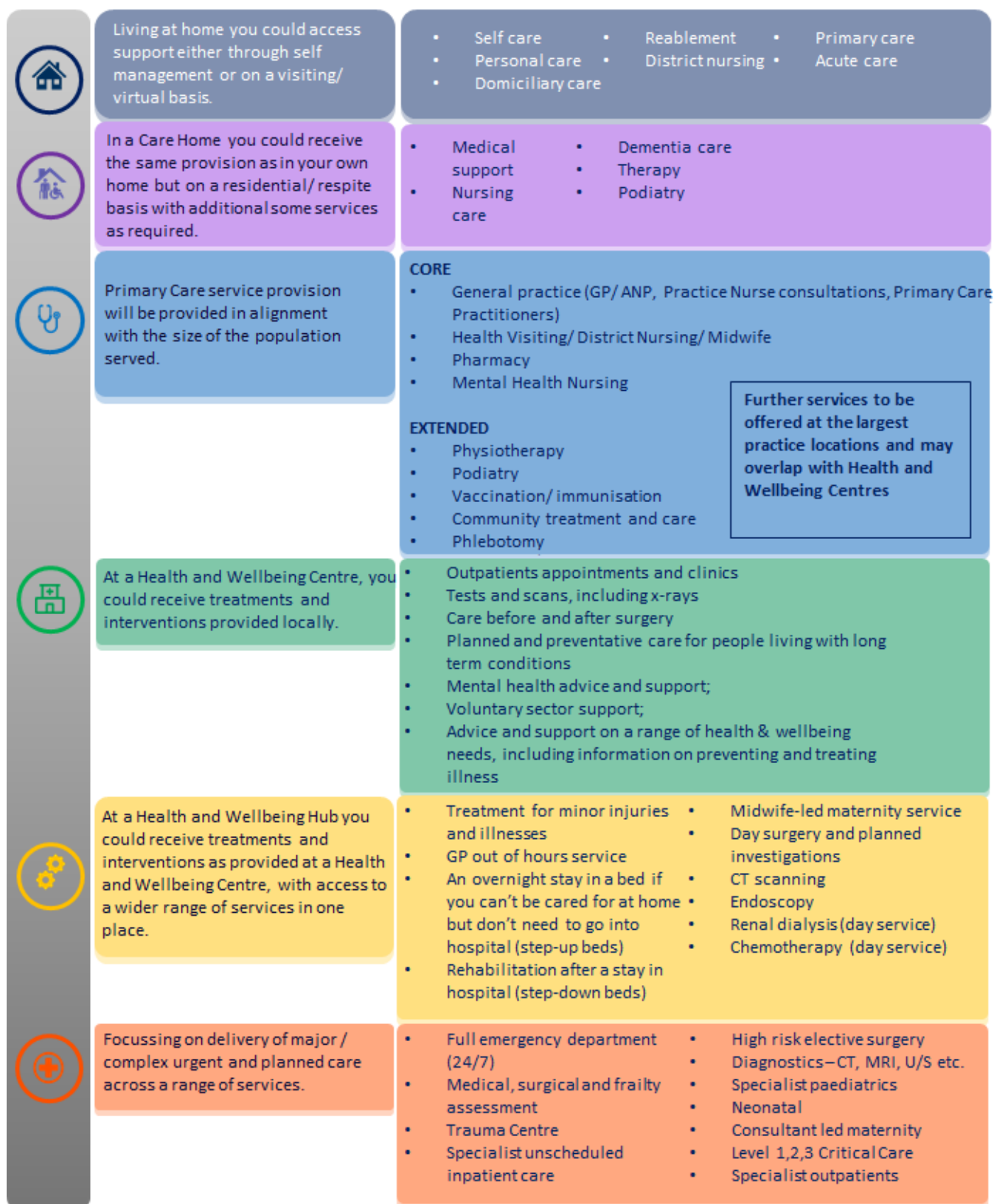
plans have been developed through strong clinical and professional leadership, co-produced across community, primary and secondary health and care teams.

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.



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.

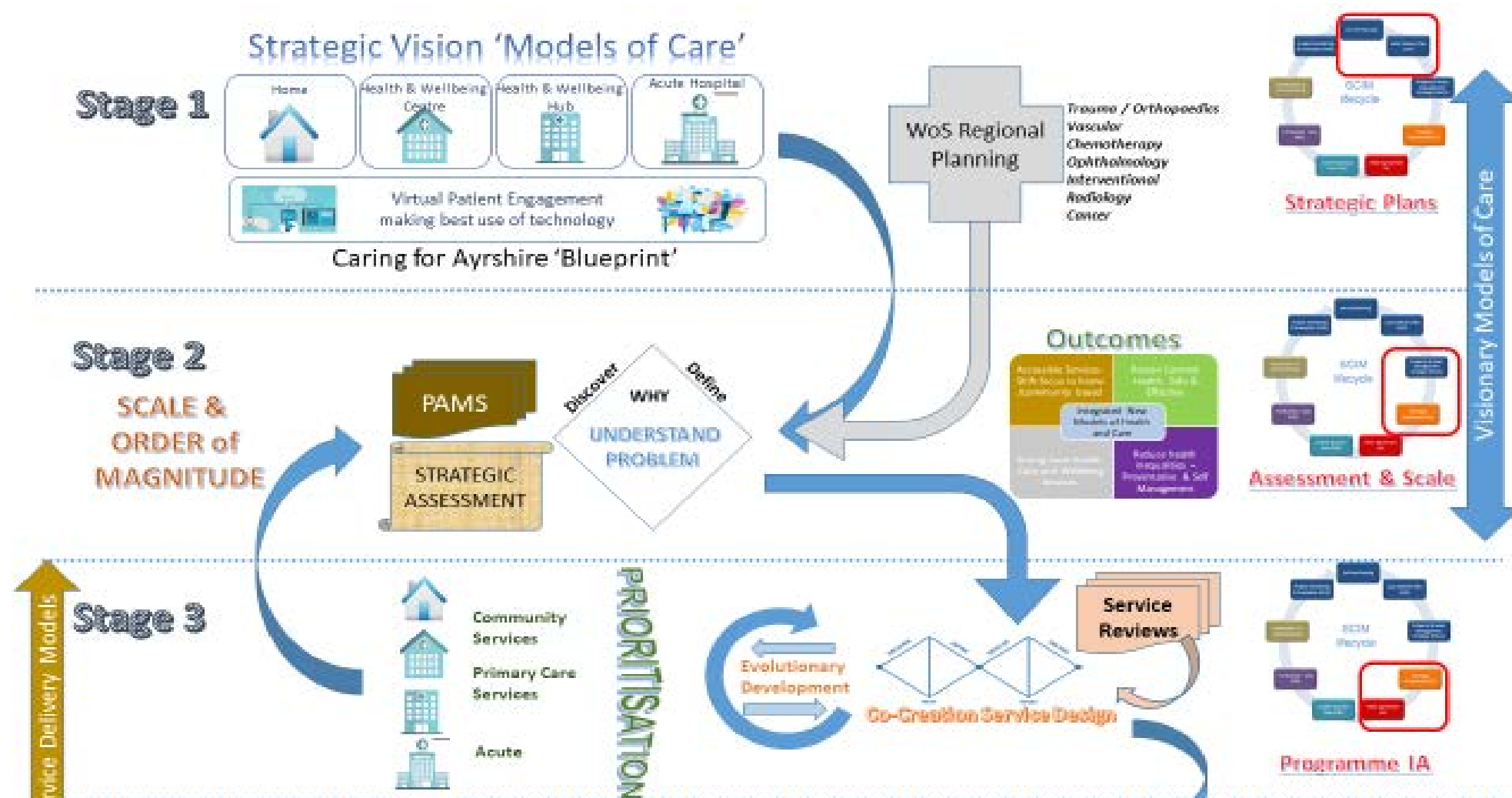
The NHS Board has already put in place governance arrangements to support Stages 1 and 2 of the programme. The Caring for Ayrshire Programme Board was established to ensure oversight and to provide direction to the Caring for Ayrshire programme and is supported by a number of groups delivering on key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

Appendix one





CPP Board

Date: 2 December 2020

Subject: Community Planning Risk Roadmap

Purpose: To agree an approach to the Community Planning Risk Roadmap

1. Background

The Community Planning Partnership (CPP) Risk Management Strategy was approved in February 2017. A series of workshops were held to develop risk documentation that reflects the risks the Community Planning Partners face. This evolved into the development of a risk roadmap given the varying activities of the partners and to reflect the high-level challenges the partnership faces.

The justification behind this approach is that the partners can agree this high-level risk assessment and then reflect it within their respective risk management and business planning processes, whilst maintaining overall focus.

This Community Planning Partnership Risk Management Roadmap (appendix 1) was approved in May 2019, and an update was provided in December 2019.

2. Risk Roadmap

The CPP Risk Management Strategy outlines the approach to risk management for the Partnership. A series of workshops were held in mid to late 2017 to capture risks and mitigations from partners through which it emerged that CPP risks are complex and it was not appropriate to record in a risk register format. The risk roadmap approach was adopted and evolved through discussion with the Community Planning team and partners. The risks are aligned against the Local Outcome Improvement Plan (LOIP) themes. This recognises the challenges facing the CPP and demonstrates the actions in place to manage these risks across partners.

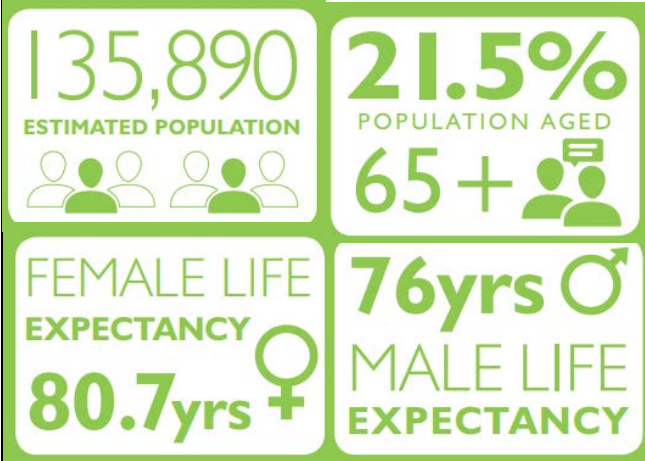

The risk roadmap illustrates a current picture, key risk/ challenges and the notable enablers/controls. It also supports a move from our current position to an ambitious future state.

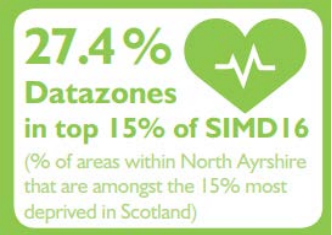

3. Proposals


As the circumstances in which we operate have changed significantly since December 2019 it is proposed that we review the road map to check its continued relevance. In order that we continue with a strategic approach we propose that we use a similar model. Partners will be asked to share current risk management information to support this work.

An updated document will then be presented to CPP partners for approval.

Morna Rae, Senior Manager (Policy, Performance and Community Planning)

Guiding Priority Areas:	Current Picture	Key Risks/ Challenges	Existing Enablers / Controls	Future State / Vision / Ambition (Refer to LOIP)
Overall		<ul style="list-style-type: none"> Demographic challenges - Between 1997 and 2017, the population of 25 to 44 age group in North Ayrshire decreased by 26.7%- much higher than Scotland as a whole at 4%. Key risk of CPP partners not working together and silo working- we need to align and share resources across the partnership and successfully communicate change. Changes in the political landscape and the requirement of flexibility in approach and planning. The inequalities gap continues to widen across North Ayrshire. Universal credit and welfare reform both pose risks to the population, especially in more deprived areas. This in turn creates new challenges for the CPP in around reducing poverty and inequalities. There are challenges around planning full and appropriate engagement with the community to plan and deliver services and help communities to become empowered. 	<ul style="list-style-type: none"> The CPP as a whole is a great platform for joined up discussion and action including using each Partner as communication platforms- partners regularly post news and consultations on the community planning website and actively participate in groups and meetings. The CPP enjoys strong leadership via the SMT and Board, and links have been strengthened between the two groups with regular meetings scheduled for the two chairs. Benchmarking takes place within and without the CPP in order to build on examples of best practice and success stories. For example, Stirling Council visited in February 2019 to learn about the North Ayrshire PB approach, with previous knowledge gathering visits taking place with Edinburgh, Fife and Antrim. A Partnership Shadowing Programme has been in place since 2017 to strengthen links and build knowledge across the CPP. This has been positively received with most partnership taking the opportunity to learn from one another. The North Ayrshire Locality Partnership approach has been in place since 2016 and is beginning to fully embed across the CPP. The Third Sector Interface is an active partner ensuring strong links between the CPP and community and voluntary organisations in North Ayrshire. There is a robust culture of community involvement, which is being strengthened through development of participatory budgeting mainstreaming of initiatives, for example Street Scene PB. Community Investment funding for development of locality partnerships and sustainable and innovative programmes to reduce inequalities Joined up performance reporting via the Local Outcomes Improvement Plan (LOIP) which includes data and actions from across the partners Realising impact of work across the area and reflecting on/publicising success - for example through story maps, Fair for All (FFA) and LOIP performance reports. Staff in place for FFA and FFA food to drive key approaches and improvements Well curated and updated CPP website including active engagement and events calendar for use by the community and partners Regular updates on welfare reform to the CPP Board. 	A Better North Ayrshire
	<ul style="list-style-type: none"> Strong partnership focus in North Ayrshire. Good data and information sharing across partners via the CPP Board, SMT and FFA groups as well as the Safer North Ayrshire Partnership and other strategic groups. 	<ul style="list-style-type: none"> The CPP needs to keep up the pace of change to ensure we don't fall behind. There is a challenging financial climate across the public sector, made more challenging by the focus on a shift to preventative spend rather than reactive spend against financial pressures. Staff turnover within the partnership and appropriate succession planning poses a risk - we need to ensure the momentum is maintained and knowledge and expertise are not lost. Embedding branding and identity of partnerships and partners with buy in to/from political parties, both local and national. There is a risk of negative or changing perception of reality and efforts of partners and outcomes/successes compounded by adverse media exposure from local, national outlets. 		
A Working North Ayrshire	 <ul style="list-style-type: none"> Employment figures most positive in 5 years and Post-recession economic state has been gained and now plateaued. NA has suffered a sharp reduction and slow recovery in terms of unemployment rates. Poverty is increasing and working poor are on the increase. Issues around attracting women into work with issues around Underemployment Not being available to the market who want to attract them Pay/gender inequality Modern apprentice rates and reemployment very good for certain sectors e.g. Engineering Onward Education destinations 3rd in Scotland 	<ul style="list-style-type: none"> North Ayrshire Council has delivered full Universal Credit since November last year. This means that there is now a bigger cohort of service users with more complex claims, as well as the move to a full digital platform which can also present challenges for service users. The North Ayrshire Foodbank has seen referral rates increase from around 1,800 to 4,500 since 2012. In addition to the rising cost of living and low wages a significant proportion of households in North Ayrshire are suffering from chronic financial issues, including double income households. Families are also specifically having issues providing food during the school holidays. Commuting and transport costs to and across North Ayrshire can be high meaning the confidence and ability of individuals to travel into and across North Ayrshire to take up positions is a barrier. Arran requires capacity building but that will likely be finite due to the geographic and demographic constraints of the locality. Challenges around building, developing and retaining new local SMEs. Availability of recruit-able resource is finite with low migration of working age into the area further constrained by migration inward and outward within UK policy restrictions. 	<ul style="list-style-type: none"> The Welfare Reform Working Group report regularly on the implementation of Universal Credit across the authority. So far 12 awareness sessions have been delivered for staff and billboards, vans and bus stop advertisements have all been procured in order to get the message out to residents. 'Positive steps with partners' programme delivered jointly by TACT and SFRS. Defined community benefits through procurement exercises. Volunteering opportunities build skills through volunteering management programme led by TACT. Attainment challenge and 'Employability Pipeline' programmes Care Leavers covenant to assist with stating life in NA. Saltire national awards showcasing successes for young people, coordinated by the TSI. The 'Team North Ayrshire' approach has been developed with private sector members of North Ayrshires Economic Development and Regeneration Board to help North Ayrshire businesses expand and create jobs. Enterprise and skills review process as part of the regional partnership approach. National/Local employment and regeneration Planning and policy utilisation. 	To have created the most improved economy in Scotland by 2026

Guiding Priority Areas:	Current Picture	Key Risks/ Challenges	Existing Enablers / Controls	Future State / Vision / Ambition (Refer to LOIP)
	<ul style="list-style-type: none"> Questionable sustainability and quality of job destinations in that there may be many jobs but not of good quality and good salary. New reality of what a job is with zero hour contracts and so called 'gig economy'. NA has limited attractiveness for certain jobs e.g. middle and senior managers Business and Staff retention and lack of skills an issue. Significant drop in jobs with departure of large employers over last 30 years. NA Demographics / work age profile and the ageing workforce projections of 26% decrease of people of working age against a national 4% decrease. Automation and modernisation present future issues. 	<ul style="list-style-type: none"> Employment and investment uncertainty due to Brexit and wider political factors. 	<ul style="list-style-type: none"> Continuation of Irvine Bay regeneration Company work in NAC The Better off North Ayrshire programme is a service for people who live in North Ayrshire funded by the European Social Fund and Big Lottery Fund. It shows people the benefits they are entitled to and helps people to apply for them online. The programme also provides information on how to find and apply for jobs. A number of opportunities are presented by Ayrshire Growth Deal, including funding for jobs and businesses. 	
A Healthier North Ayrshire	 <ul style="list-style-type: none"> HSCP 'what matters' survey will inform important issues to people and reflect current reality; Participatory budgeting being used encouraging and informing public Empowerment programmes such as 'get connected' realising tangible results KA Leisure Localities team pushing awareness through Activator unit and outreach events in community Use of Social media more yielding successful outcomes SFRS working in localities to aligning with approach Police Local Authority Liaison officer in place Diversion of resources to prevention/education programmes e.g. dementia (Link to Safer), Keep safe within home & 'positive steps' programme (Link to healthier) Use of NHS science fundamentals programme 	<ul style="list-style-type: none"> Challenges around providing a truly shared resource to the end user. Engaging with service users with reduced resources. Staff Buy in of priorities to drive change in the partnership. Legislation changes present policy and resource pressures. NHS regionalisation: various impacts around structure which partners require to align with. 	<ul style="list-style-type: none"> Service Level Agreement tie in to take roles beyond current models by formal commitment. Pathway modelling and interaction mapping exercises have taken place. Using a partnership model that builds on success examples to date ensuring pace and ongoing participation. Integration of staff into each other's structures Shared technology and info considering high level statistics, data mining, accuracy and DPA regulations. Using high level non-identifiable data common and useable by all partners. Utilising single front door for shared accessibility and front countering. Using the capacity of communities, ensuring a bottom up approach. This is key to building resilience and capacity whilst using appropriate legislation and using a captive audience to our advantage. 	All people who live in North Ayrshire are able to have a safe, healthy and active life.
A Safer North Ayrshire	 <ul style="list-style-type: none"> Decreasing crime figures and increased detection does not tally with public perception e.g. affluent vs deprived inequalities. Policing models refocused and rationalised. Evidence based positive examples of work reported in partnership reports, for example the LOIP annual report. A Focus on Adverse Childhood Experience's 'ACE's' across the partnership – e.g. trauma informed policing and links to Community Justice Ayrshire's Community Justice Outcomes Improvement Plan (CJOIP). Locality Policing has better engagement via project work in a multi-agency approach and HOPE prevention work. 	<ul style="list-style-type: none"> Reduction in budgets across all partners. 27.4% of datazones are in the top 15% of SIMD. Effects of welfare reform and reduced services have knock on effects on mental health and risk-taking behaviours as well as homelessness levels. Alcohol, drug, antisocial behaviour culture in North Ayrshire. High levels of domestic violence compared to national figures. Technological changes such as the 2026 policing strategy and risks around implementing or not implementing technology. 	<ul style="list-style-type: none"> Prevention first focus through the Safer North Ayrshire Partnership. Active partnership working to address local priorities and issues, for example Safer Shores, Operation Moonbeam. Strong focus on willingness to join forces. ACE's and trauma informed focus across partners. Command and Control structure in police and SFRS ensures what is requested/agreed at high level is fulfilled Increase in early years hours and 365 meal provision. Campaigns on Road safety, Domestic abuse, Fire Safety and Knife crime. ASBIT team & relevant engagement. Active social media presence. Volunteering Team and organisation supporting this. Structure in place with mental health officers in call centres to deal with relevant cases. 	North Ayrshire is a safer place to live, residents feel safer and communities are empowered.

Guiding Priority Areas:	Current Picture	Key Risks/ Challenges	Existing Enablers / Controls	Future State / Vision / Ambition (Refer to LOIP)
	<ul style="list-style-type: none"> SFRS are identifying with localities and aligning with this approach via the Local Liaison Officer. They are also enabling diversion of resources to prevention/education programmes e.g. dementia, keep safe within home & 'positive steps' programme. The Safer North Ayrshire Partnership brings partners together to focus on the LOIP Safer priority, including the two subgroups 'Prevention First' and 'Violence Against Women'. 			
A Thriving North Ayrshire – Children and Young People	<div data-bbox="338 567 641 787">  </div> <ul style="list-style-type: none"> Youth poverty is some of the highest in Scotland. Foodbank use at high levels with demand increasing. School / Social Work referrals are taking place Focus on Period Poverty. Youth unemployment/underemployment levels are some of the highest in Scotland. Democracy deficit e.g. not enough belief that opinion or situation matters, for example a key priority for Irvine Locality Partnership is increasing residents' sense of influence and control. Young person's mental health focus with Article 12 (United Nations Convention on the Rights of the Child UNCRC) contravention occurrences. Move to locality planning and participatory budgeting interaction - for example youth participatory budgeting takes place across the localities. 	<ul style="list-style-type: none"> Challenges around effectively ensuring that children's rights are protected. Risk that young people are not engaged with the partnership and their voices are not heard, limiting effectiveness. Power delineation and signposting including branding across partners for children's services. Frequent changes to legislation and delivery models for children's services can inhibit momentum. An increase in young people's mental health issues in North Ayrshire and Scotland as a whole creates new challenges for the CPP around prevention. The cost of the school day is increasing and some children do not have enough food during the weekend and school holidays. 	<ul style="list-style-type: none"> Scottish Youth Parliament & Youth Council active across the area in engaging young people. Breakfast clubs, summer school meals & summer schools ensuring engagement and basic needs met. Youth Participatory Budgeting processes ensuring inclusion in decisions around money. Support in place and developing for young carers. New parental engagement education team working to build confidence through a controlled programme. Alternative education programmes such as 3 towns motor project, DOE etc Safer streets programme – Joint patrols. Community empowerment unit with community development team overlay /trial & looking at public equity. Environmental visual audit – walk through to see and listen about what is good and bad about local area. Clearer Minds project for young people's mental health taking place in North Coast Locality as a result of a successful Community Investment Fund bid. Young tenant's association. Strong leadership and strong advocacy of youth participation. Penumbra same front door approach. 	We want you to have the best start in life and for North Ayrshire to be the best place in Scotland to grow up.

CPP Board

Date: 2 December 2020

Subject: Community Engagement Centre of Excellence

Purpose: To update on key developments in relation to the Engagement Centre of Excellence and ask partners to promote this approach

1. Background

Work to develop Community Planning consultation guidance was undertaken by a short life working group from March 2018. 129 staff across partners completed Consultation Institute training between 2015 and 2018 with a view to the development of a 'Centre of Excellence' for consultation and engagement. The programme includes a bank of trained staff ('Engagement Champions') to act as engagement advocates, providing support and guidance on consultation and engagement to colleagues, and an online 'Engagement Hub'.

2. Progress Update

The Engagement Hub

The online [Engagement Hub page](#) has been developed on the Community Planning website, with a section including an overview of open and closed consultations as well as engagement and consultation resources.

Additionally, further resources are in development including an Engagement Toolkit, a 'Jargon Buster', survey development information and the Consultation Guidance mentioned above building on work carried out alongside partners and the Consultation Institute. It is planned that these resources will be launched on the Engagement Hub section of the website throughout December- January.

Engagement Champions

A Teams site was created which will act as a hub for all North Ayrshire Engagement Champions to share resources and information and develop an ongoing dialogue around engagement and consultation. A soft launch of this work took place at the September 2019 meeting of the Community Engagement Network (CEN), which previous graduates of the Consultation Institute training were invited to attend. As of

the last CEN meeting in September 2020 a further 10 partners have signed themselves and their teams up as Engagement Champions.

The Community Engagement Network

The Community Engagement Network (CEN) meets quarterly to provide opportunity for partners to come together and share news, skills and experience in relation to their work around consultation and engagement.

Throughout 2019-20 each meeting of the CEN centred around a LOIP strategic theme. For example, the 'Safer' session in June 2019 included an input from the local SFRS LALO and an engagement session on the new Safer North Ayrshire Strategy. The most recent meeting of the CEN took place in September 2020 and focused on taking stock after the recent Coronavirus lockdown, including a discussion on how partners are developing and delivering consultation and engagement while considering new social distancing measures. Centre of Excellence work was also on the agenda, with the CEN agreeing to act as the central group for Engagement Champions to meet, train and network.

The CEN is chaired by the Third Sector Interface (previously Barbara Conner from TACT) with support from the Community Planning Team. As Barbara has moved on to a new role, the December meeting of the group will welcome a new chair, Carol Norton from Arran CVS.

Looking ahead

Moving into 2021, the focus for Centre of Excellence work will be using the skills and expertise of the CEN and Engagement Champions to finalise and publish online resources for the Engagement Hub. CEN members are also keen to organise training and development sessions around key engagement topics to take place at CEN meetings. The Engagement Champion programme will be progressed and embedded. Further work on the Community Planning website is also planned to develop a new central engagement and consultation calendar for use by all partners.

3. Proposals

- I. Note the work of the Community Engagement Network, and planned developments for 2021;
- II. Continue to let the Community Planning team know when carrying out consultation and engagement so this can be uploaded to the Engagement Hub pages;
- III. Promote the Engagement Centre of Excellence work in their own organisations.

Morna Rae
Senior Manager, North Ayrshire Council



CPP Board Decision Tracker 2019 -20

Strategic Priority	Topics Include	Mar-19	May-19	Sep-19	Dec-19	Mar-20 Meeting cancelled due to Coronavirus pandemic. Updates and decisions by email, see 18 below.	May-20 Meeting cancelled due to Coronavirus pandemic. Updates and decisions by email, see 18 below.	Sep-20	Dec-20
Working NA	Investment, Innovation, Internationalisation, Inclusive Growth	Positive Steps with Partners, Developing the Young Workforce Ayrshire	Ayrshire Growth Deal		Scottish Enterprise Strategic Framework	Community Wealth Building report circulated in meeting papers		Community Wealth Building, State of the Economy	Kickstart Scheme, Ayrshire Growth Deal
Healthier NA	HSCP Updates, partner updates, decisions	Public Health Reform			Early adopter public health priority 6			HSCP Strategic Plan	Caring for Ayrshire, Community Mental Health and Wellbeing
Thriving NA	CSSP Updates, partner updates, child poverty, decisions		Child Poverty Action Plan	CSSP Update, Corporate Parenting				Children's Services Plan and Child Poverty Action Plan	Cost of the school day
Safer NA	SNAP Updates, partner updates, decisions	Community Justice Ayrshire update report, Police Scotland and Scottish Fire and Rescue workshops	Approach to Community Safety Plan	Community Justice Ayrshire update report (by email)	Community Safety Plan, Community Justice Ayrshire User Engagement			Community Justice Ayrshire annual report	
Locality Partnerships	Key strategic updates, decisions	Locality Partnerships Update report, Locality Partnership minutes	Locality Partnerships Update report, Locality Partnership minutes	Locality Partnerships Workshops, Locality Partnership minutes	Locality Partnerships Update report, Locality Partnership minutes	Meeting cancelled due to Coronavirus pandemic -Jan 20 LP minutes circulated in meeting papers		Update report	Locality Partnership minutes, LP priorities and dashboards
Fair for All	Key development updates	Fair for All minutes	Fair for All Review	Fair for All AP minutes				Fair for All AP minutes	
LOIP	Performance reports, Annual report	LOIP performance management arrangements	Approach to LOIP Performance Report and LOIP Action Plan 19-20	Draft Annual Report, LOIP performance	LOIP Performance Report				
Risk	Risk register reports		Approach to Risk Register		Risk Register report				Risk Register update
Community Engagement	Planned engagement and consultation, Centre of Excellence, Peoples Panel				Peoples Panel survey				Community Engagement Centre of Excellence
Best Value Workplan Learning and Development	Progress against identified themes Conferences, shadowing, workshops, training, website	Best Value workplan 2019 Learning and Development Plan	L+D Plan update	Best Value workplan update	CPP Step Change			Best Value report	
Governance	Membership, terms of reference, appraisal	By email: Membership review, SMT minute, Terms of Reference review	CPP SOG minutes	CPP SOG minutes	CPP SOG minutes, 2020 Planning			CPP SOG minutes	CPP SOG minutes
Key Strategic Developments		Council Plan	Kindness		TSI Framework, CP and LP conference and Kindness				
Info shared outwith meeting		1. Public Health Scotland and Community Planning Events 2. North Ayrshire People's Panel Focus Group Report 3. CPP Shadowing 4. Adverse Childhood Experiences (ACEs) Conference 2019. 5. KA Leisure Director Recruitment 6. Invitation to Food Forum Workshop.	1. Health Improvement Training 2.Changing name of SMT to CPP Senior Officers Group. 3. NHS Board Chair Appointments. 4. Heads of Planning Conference	1. Community Planning conference 2. Annual Performance report 3. Community Justice Outcomes Improvement Plan 4. CPP shadowing programme	1. Local Governance Review 2. Community Planning conference 3. Secondment from Police Scotland	1. Community Support Hub launch 2. Update on Community Support mechanisms 3. Police Scotland secondment 4. Community Planning conference materials 5. Scottish Index of Multiple Deprivation	1. Peoples Panel report 2. Information on Community Support 3. Community Support Hubs and daily local updates on CPP website	1. Community Justice Ayrshire Annual Outcome Activity Report 2. Skills Development Scotland Performance Report 3. Minutes of CPP Senior Officers Group 4. Community and Locality Planning update report 5. OK LOIP performance report 6. Best Value report 7. Scottish Citizen's Basic Income Feasibility Study	1. CPP Annual Performance Report 2. Carnegie UK report on Kindness 3. Carnegie UK report on hub model 4. CPP Twitter account and Facebook pages

North Ayrshire Local Outcomes Improvement Plan 2017 - 2022

CPP Structure

CPP Board

CPP Senior Officers Group

Community
Engagement
Network

Economic
Development
and
Regeneration
Board

Safer North
Ayrshire
Partnership

Health and
Social Care
Partnership

Children's
Services
Strategic
Partnership

Arran Locality Partnership

Garnock Valley Locality Partnership

Irvine Locality Partnership

Kilwinning Locality Partnership

North Coast Locality Partnership

Three Towns Locality Partnership

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.



North Ayrshire
Community Planning Partnership

Meeting:	CPP Senior Officers Group		
Date/Venue:	Thursday 8 October 2020 at 10.45 am via Microsoft Teams		
Present:	<p>Ian McMeekin, Scottish Fire & Rescue Service (Chair) Rhona Arthur, North Ayrshire Council Laura Barrie, KA Leisure Michael Breen, Ayrshire College Supt Derek Frew, Police Scotland Craig Hatton, North Ayrshire Council Russell McCutcheon, North Ayrshire Council Morna Rae, North Ayrshire Council Alison Sutherland, NA HSCP Audrey Sutton, North Ayrshire Council Karen Yeomans, North Ayrshire Council Vicki Yuill, TSI.</p> <p>Jennifer McGee, North Ayrshire Council (Notes)</p> <p>Neil McIlvanney, North Ayrshire Council (Item 5) George Hunter, North Ayrshire Council (Item 5) Jacqueline Cameron, North Ayrshire Council (Item 8)</p>		
Apologies:	<p>Stephen Brown, NA HSCP Kenny Hankinson, Scottish Fire and Rescue Service Barbara Hastings, TACT Mark Newlands, Scottish Enterprise Andrew McClelland, North Ayrshire Council Elaine Young, NHS Ayrshire and Arran</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 convey his thanks to E Young as exiting Chair of the group for her support and for providing an excellent handover.</p>	Noted	
2.	<p>Minute of Previous Meeting and Action Note</p> <p>Minutes from the meeting held on 20 August 2020 were agreed and the following updates were provided.</p>	Noted	

	<ul style="list-style-type: none"> Food Update – R Arthur described setting up pantry models which helps to build a develop a food with dignity approach. The first pantry is due to open at Whitlees Community Centre in Ardrossan with a number of others to follow. A Sutton advised that she has been asked to write a foreword to the Inspiring Scotland Link-up National Report. She asked whether the Group would be happy for her to circulate the draft to them for comment before sending back to Inspiring Scotland. The Group agreed that they were happy to contribute. 	A Sutton
3.	<p>Community Hubs</p> <p>A Sutton delivered a presentation to the Group to provide an update on the work of the Community Hubs.</p> <p>A Sutton highlighted that a wide range of partners have been involved at the hubs, and that the list of partners is not exhaustive. Each partner enhanced the hubs in different ways. We tried as far as possible to be a brokerage partner for a whole system approach. The hubs allowed everyone to contribute skills, talents and passion as well as professional expertise to whatever extent was possible.</p> <p>The Community Hubs are led by the Locality Officers and community partners. Each locality has their own food model whether it be a foodbank or a pantry and what has been really valued is the asymmetry with this and how each hub is responding to local needs.</p> <p>A Sutton shared a graph which represented the supply and demand of the hubs thematically over the last few months. The graph showed direct calls received, food deliveries and prescription deliveries made, which is now starting to inform what the long-term future of the hubs looks like - partly response and partly proactive.</p> <p>A Sutton highlighted that Carnegie UK Trust conducted a very robust external review and evaluation of the Three Towns Hub. Carnegie took a UK wide approach to this work and selected four areas for case studies (North Ayrshire being one) where they felt the work being carried out was above the norm.</p> <p>Carnegie UK published a report of their finding from the four case studies and it offers examples of best practice, challenges, opportunities and learning for the future.</p> <p>A Sutton advised that the key messages that have been highlighted nationally by Carnegie UK are:</p> <ul style="list-style-type: none"> New structures but based on existing relationships and values Flexible and Responsive Strengthened Partnerships <p>The outcomes Carnegie UK recognised that we deliver are:</p>	

	<ul style="list-style-type: none"> • The partnership working in the hubs meant staff from different departments and sectors came to know each other and built respect for other organisations; • The local public sector's confidence in the voluntary sector grew • There was more acknowledgement of the value of organisations, roles (like council community staff or locality officers) and groups that were connected to and trusted by the community. • The value of volunteering and volunteers became apparent. • Provides a basis for a more nuanced delivery of public sector services <p>Going forward, in terms of what we could improve:</p> <ul style="list-style-type: none"> • Continued use of volunteers (no stop start, morph/transition to new roles quickly) • Training for call handlers as mental health challenges may rise • Internal and citizen digital literacy • Some IT barriers <p>What could we add:</p> <ul style="list-style-type: none"> • Asymmetric hub model • Potential satellite hubs • Communities/volunteers running the community engagement, with council involvement only in selected value-added areas • KA Leisure: greater involvement after furlough <p>What next:</p> <ul style="list-style-type: none"> • The hubs have facilitated an approach where the public sector brings its skills and resources into play alongside supporting the community to do what it does well, such as connecting and reaching out to people who don't readily access public services. • Locality community hubs whole system approach has been embedded as a key theme of the NAC Transformation and Renewal programme. <p>A Sutton highlighted that she would be keen to meet with partners individually for a more in-depth discussion to ascertain what partners see as opportunities and any potential commitments they would like to bring to this way of working.</p> <p>The Chair thanked A Sutton for her informative presentation and asked J McGee to share the slides with the group for information.</p>	<p>A Sutton</p> <p>J McGee</p>
4.	<p>Locality Partnership Update</p> <p>M Rae provided Senior Officers with an update following the September round of Locality Partnerships. This was the first round since the pandemic and the meeting were held virtually.</p> <p>Going forward four key themes are:</p> <ul style="list-style-type: none"> • Locality priorities refresh • Funding – Community Investment Fund, Participatory Budgeting 	

	<ul style="list-style-type: none"> Community Wealth Building – locality arrangements in place Community Hubs links <p>M Rae advised that the minutes arising from each Locality Partnerships are available on the CPP website.</p>	Noted
5.	<p>Caring For Ayrshire</p> <p>John Burns, Chief Executive, NHS Ayrshire and Arran provided Senior Officers with an update on Caring for Ayrshire. Caring for Ayrshire is a transformational change programme led by Ayrshire and Arran NHS Board and the three Ayrshire Integration Joint Boards. Their programme of work will see dramatic change and improvements over the next few years in the way health and care services are delivered across Ayrshire.</p> <p>J Burns highlighted that Caring for Ayrshire is a whole system reform of our health and care service, which cannot be done in isolation. It goes way beyond delivering good high-quality health and care services and connects into the ambitions of the Ayrshire Growth Deal, sustainability and their green agenda. It also fits in with ambitions of Community Wealth Building and the role of health as an anchor institution in supporting our communities.</p> <p>The PIA shared in advance of the meeting sets out the model of care at a very high level and the reasons to why changes are essential to support infrastructure and new ways of working. In terms of infrastructure, the team are keen to speak to CP partners about their future infrastructure plans to discuss where things could be connected to leisure/education where makes sense and where we could see the impact and benefit for communities.</p> <p>J Burns highlighted that the next stage of the process is to submit the PIA to the Scottish Government. He noted that no other health system in Scotland has produced a reform discussion like this to support capital investment and service reform.</p> <p>The Chair thanked J Burns for attending and providing Senior Officers with an update.</p>	<p>All partners</p> <p>Noted</p>
6.	<p>Ayrshire Growth Deal (AGD)</p> <p>Senior Officers received an update from Karen Yeomans, Executive Director (Inclusive Growth), Neale McIlvanney, Programme Manager and George Hunter, Snr Manager (Coastal Tourism) on the Ayrshire Growth Deal.</p> <p>K Yeomans highlighted in 2019 the Heads of Terms were signed and £251m investment to transform the Ayrshire economy was secured. The AGD will act as a catalyst to lever more investment - c.£750m investment and create c5,000 jobs and is first deal in Scotland with inclusive growth at heart. The AGD will be delivered through Community Wealth Building lens.</p> <p>K Yeomans advised that the themes critical as a response to Covid-19 recovery and renewal were:</p>	

- Life Sciences
- Blue Economy
- Marine Tourism
- Visitor Economy
- Digital Process Industries
- Clean Energy & Circular Economy

The key projects are:

- Hunterston
- I3
- Great Harbour
- Ardrossan
- Marine Tourism

N McIlvanney advised that AGD investment is key to enabling a range of strategic priorities and will operate within a network of plans, policies and strategies.

The team then provided Senior Officers with an update on each of the projects:

Ardrossan

- £150m Capital investment: A national scale regeneration programme
- Campus, Harbour, marina expansion, Institute for Molecular Science and Engineering (IMSE), Housing, Low Carbon Hub
- Ardrossan Place Plan: aligning investment to strategic vision for place. Coordination of programme of activity maximises efficiency and benefit to place and communities
- Ardrossan North Shore Development Framework to unlock potential of North Shore
- Place making and destination development based on assets of the place - marine, community, town centre

The Great Harbour – Irvine

- AGD Investment - £14m
- Leverage potential of circa £100m
- Placemaking and destination development
- Maritime Mile as strategic enabler of secondary and tertiary investment
- Unlock potential for commercial leisure activity and marine tourism to create a regional destination of note
- Significant CWB potential through community-led approach (e.g. Harbour Masters House)

Marine Tourism

Capital investment

- Investment £9 million
- 5M enabling works for expansion of marina facilities at Ardrossan
- 4M for the provision of transit marinas on Arran and Cumbrae

Local Spend

	<ul style="list-style-type: none"> • Creates 28,000-32,000 add. boat nights • Spend per boat night £80-£160 (£100) • c£3 million off-site spend • c£50,000 per FTJE creates 60 jobs • GVA c£15m (discounted 15 years) <p>Support Services</p> <ul style="list-style-type: none"> • Chandlery / Marina Berthing • Maintenance • 3rd Sector <p>Cruise Sector Spend</p> <ul style="list-style-type: none"> • £100 / value per embarkation <p>I3</p> <ul style="list-style-type: none"> • I3 Digi hub: National Hub for Digital Process Industries • £15m investment in Advance Manufacturing Flexible Space • Strategic Partnership with National Manufacturing Institute for Scotland • Triple helix/catapult model: Public, private and academic sector <p>Hunterston</p> <ul style="list-style-type: none"> • Hunterston has a range of infrastructure assets making it nationally unique: <ul style="list-style-type: none"> • Deep water • Grid connections • Large dry dock • Rail connection • Large scale of land availability • Recognised in sequential National Planning Frameworks as having strategic capacity for national energy supply • Port owners developing strategy to maximise potential in alignment with national, regional and local policy priorities – energy and circular economy • Decommissioning taskforce to be established to maximise capacity to realign and repurpose existing skills and supply chains to retain economic value • £18m AGD investment to unlock potential <p>K Yeomans highlighted that the next steps were to focus on moving to delivery, develop action plans to support visitor, digital, blue economy and low carbon energy secure investment beyond AGD. K Yeomans advised that a progress update would be provided at a future meeting.</p> <p>The Chair thanked the team for their presentation.</p>	J McGee
7	<p>Kindness</p> <p>A Sutton provided Senior Officers with an update on the work on Kindness.</p> <p>A Sutton advised that Carnegie identified five priorities to embed radical kindness. These priorities are what they hope will feel relevant and urgent not just in North Ayrshire, but for local government everywhere.</p>	

	<p>The five priorities were:</p> <ol style="list-style-type: none"> 1. Create a shared narrative...trust, relationship, kindness, values based approach to wellbeing; 2. Put power in people's hands...volunteering and community action - control of own lives. 3. Build on models of partnership" community hubs emerged as a place-based model that facilitated multi-stakeholder collaboration and allowed a more flexible and responsive approach to supporting people; 4. Give permission to act...staff are given the trust and autonomy to make meaningful connections with people and what would it take to respond accordingly; 5. Embedding radical kindness demands that North Ayrshire Council maintains this permission 'from the top' and embraces diffused leadership throughout the organisation. <p>A Sutton highlighted that it would be good for the CPP to have a discussion in the new year around the psychological safety and wellbeing work that Elaine Young leads on in Public Health. M Rae agreed to discuss this with E Young.</p> <p>K Yeomans highlighted that the impact of the kindness work being carried out is remarkable.</p> <p>Partners discussed how this kindness approach positively impacted community responses to need arising from Covid-19.</p> <p>The Chair thanked A Sutton for her presentation.</p>	M Rae
8.	<p>How We Work Together</p> <p>Due to time constraints the Chair advised that he would contact partners individually to have this discussion.</p>	I McMeekin
9.	<p>Strategic Housing Investment Plan (SHIP) 2021 -2026</p> <p>Jacqueline Cameron, Snr Manager (Housing Services) provided Senior Officers with a report on the draft refresh of the SHIP which sets out the priorities and locations for housing over the next five years.</p> <p>J Cameron highlighted that 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. However, the impact of COVID-19 on the SHIP is still being evaluated by the Council and our partners and that the draft SHIP includes the latest available estimates of the time and financial impacts of COVID-19 on the development programme.</p> <p>The SHIP shows a commitment to building 1,858 properties across North Ayrshire and provide sustainable, affordable, accessible and high-quality homes across both the Council and partner Registered Social Landlords as developers. The Council has a commitment to 1,575 new homes within that period. This will contribute to the wider regeneration aims for the area.</p>	

	<p>This will be in partnership with other registered social landlords as developers. The team are confident that the SHIP will meet the quantifiable demand for housing based on those on the Housing Register.</p> <p>The SHIP 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.</p> <p>The Chair thanked J Cameron for her update.</p>	Noted
10.	<p>AOCB</p> <p>D Frew highlighted that the Local Police Plan will be refreshed to ensure it meets current priorities. D Frew advised that he will ensure the team engage with partners and will link in with Morna regarding any CPP governance matters.</p> <p>Date of next meeting: Thursday 19 November 2020 at 10.45 am</p>	<p>Noted</p> <p>All</p>

NORTH AYRSHIRE COUNCIL

10 November 2020

Cabinet

Title: Strategic Housing Investment Plan 2021 - 2026

Purpose: To seek Cabinet approval of the Strategic Housing Investment Plan 2021 - 2026

Recommendation: That Cabinet (i) approves the Strategic Housing Investment Plan 2021-2026 at Appendix 1 for submission to Scottish Government and (ii) gives delegated authority to the Executive Director (Place) and the Cabinet Member for the Green New Deal and Sustainability to liaise directly with the Scottish Government in agreeing the North Ayrshire development programme and the rescheduling of projects as required.

1. Executive Summary

- 1.1 The 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 £87.062 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, supporting Community Wealth Building and committing to a new Green 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 SHIP 2021 - 2026 will secure investment in a total of 1,900 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. Members are invited to approve the SHIP at Appendix 1 for submission to the Scottish Government, as the Council's investment plan for new affordable housing in the area over the next five years.

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 represent Council investment of £151.738m.
- 2.5 The SHIP is based on projected Scottish Government grant funding provision of £87.062m 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 a new 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 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 is 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.

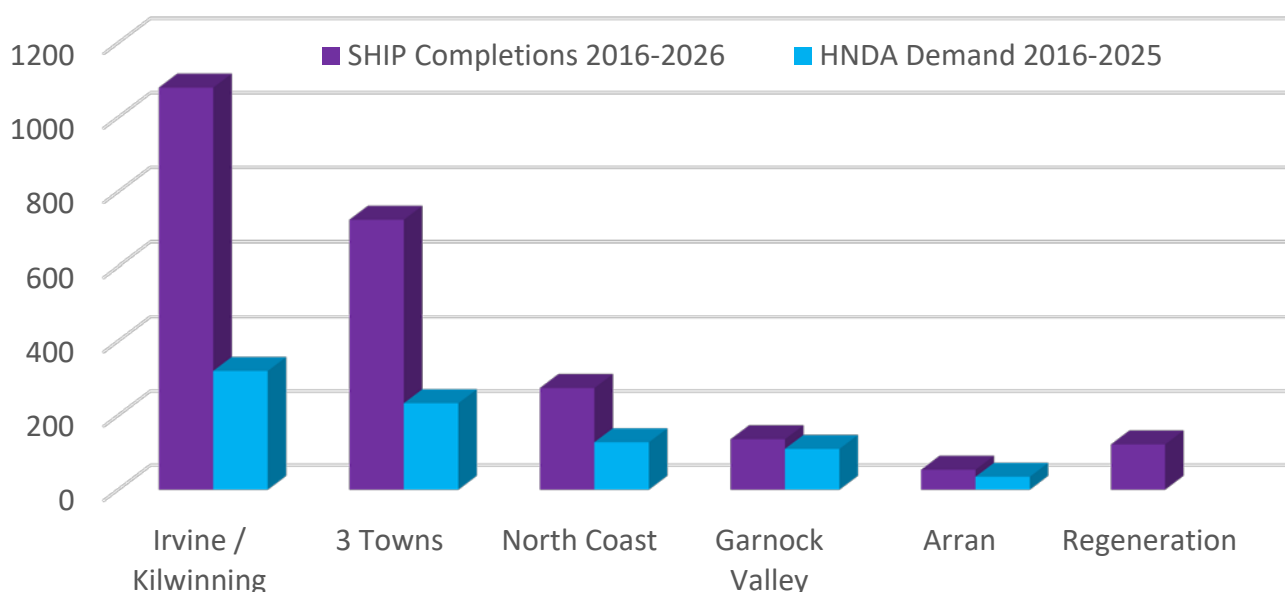
Strategic Priorities

- 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

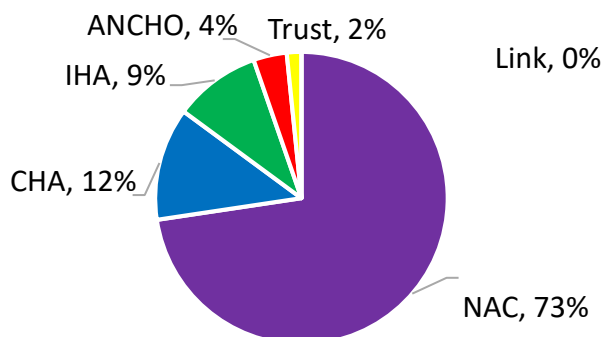
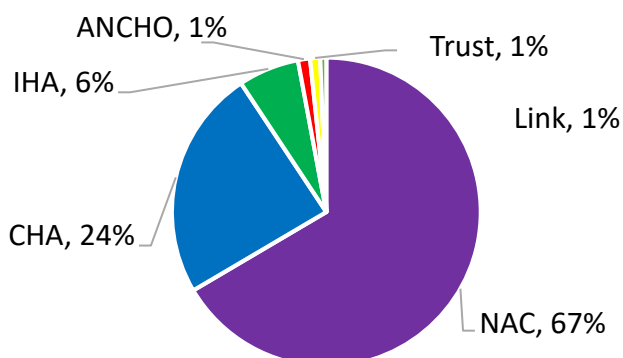


Figure 3: Proportion of funding per developing organisation (%)

Developer	Completions in SHIP 2021 - 2026
NAC	1,264
CHA	459
IHA	121
Cairn / ANCHO	24
Trust	20
Link	12
Total	1,900



- 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 continuing availability of Scottish Government Grant.

Sustainability and 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 completed 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 Growth 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 is developing its work 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. 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 also 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 have progressed for a further 193 units at Harbourside, Irvine; Springvale, Saltcoats; St. Michael's Wynd, Kilwinning; and St. Colm's Place, Largs which are either currently on site or will commence on site soon.
- 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 site at Corrie Crescent, Saltcoats. This releases a further £1.069m 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 existing 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 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 developments to ensure any issues can be addressed or mitigated.

3. Proposals

- 3.1 It is proposed that Cabinet (i) approve the North Ayrshire Strategic Housing Investment Plan 2021-2026 for submission to the Scottish Government; and (ii) gives delegated authority to the Executive Director (Place) and the Cabinet Member for the Green New Deal and Sustainability to liaise directly with the Scottish Government in agreeing the North Ayrshire development programme and the rescheduling of projects as required.

4. Implications/Socio-economic Duty

Financial

- 4.1 The financial implications arising from the projects included within the 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



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 £87.062m 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 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 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 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.

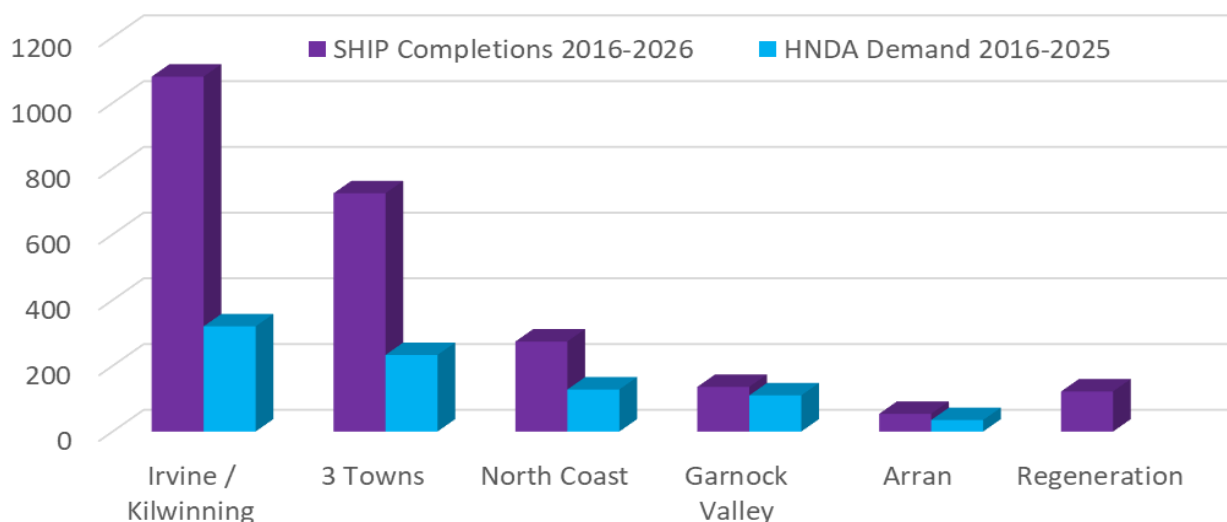
Location

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 for some time and a number of projects have been complete to date within, or near, town centres. Some of the current town center 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
- Kilbirnie Local Housing Office refurbishment
- 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 1,827 new build units in the SHIP 2021-2026 could therefore create around 7,490 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 £87.062m 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 76 affordable homes, providing general needs, amenity and wheelchair user homes. Works are anticipated to start on site for the first phase of 36 units during summer 2021 and complete during summer 2022. The second phase of 40 units is expected to commence on site during summer 2022 and complete summer 2023.

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 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 Kyleshill 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.

CONFIDENTIAL SHIP 2021 - 2026

Site	Town	Site Coordinates	Dev	Units	Type	Estimated Site Start	Estimated Practical Completion	SHIP Approval Year	Site Starts							Site Completions						Scottish Government Grant	House Types (2021 - 2026 Sites)						Estimated SHIP Spend 2020/21 (as at 7/7/2020)	SHIP Spend 2021/22	SHIP Spend 2022/23	SHIP Spend 2023/24	SHIP Spend 2024/25	SHIP Spend 2025/26	
									Pre 2020/21	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Pre 2020/21	2020/21	2021/22	2022/23	2023/24	2024/25		2025/26	General Needs	Amenity	Supported	Wheelchair	GFL							Sheltered
Watt Court (Redev 4) & Dalry PS	Dlry	X: 229007 Y: 649437	NAC	16	New Build	30 Apr 18	31 May 21	2018/19	49							33		16					-	1		15			22	£0	£0	£0	£0	£0	£0
Flatt Road (Phase 1)	Lrgs	X: 220870 Y: 659464	NAC	81	New Build	24 Jun 19	30 Sep 21	2019/20	81								81					-	13	16	22			28	£0	£0	£0	£0	£0	£0	
Flatt Road (Phase 2)	Lrgs	X: 220870 Y: 659464	NAC	42	New Build	24 Jun 19	31 Jul 22	2019/20	42										42			-	36			3	3		£0	£0	£0	£0	£0	£0	
Friars Lawn (Refurb 5)	Kilw	X: 229881 Y: 643272	NAC	22	Refurb	30 Sep 19	31 Aug 21	2019/20	22									22				£1,067,585						22	£638,919	£0	£0	£0	£0	£0	
Garrier Court (Refurb 6)	S'Side	X: 236681 Y: 638709	NAC	19	Refurb	04 Nov 19	31 Aug 21	2019/20	19									19				£1,083,000						19	£482,788	£0	£0	£0	£0	£0	
Towerlands Primary School	Irv	X: 232773 Y: 652754	NAC	50	New Build	17 Feb 20	31 Oct 21	2019/20	50									50				£2,950,000	20	12		5	13		£1,430,892	£0	£0	£0	£0	£0	
Dalrymple Place (Redev 2)	Irv	X: 232947 Y: 639017	NAC	33	New Build	20 Jan 20	31 Oct 21	2019/20	33									33				£1,947,000				9		24	£1,297,617	£0	£0	£0	£0	£0	
Brathwic Terrace	Arran	X: 201898 Y: 635460	NAC	34	New Build	24 Feb 20	31 Oct 21	2019/20	34									34				£2,380,000	17	8		2	7		£1,480,036	£0	£0	£0	£0	£0	
St. Beya Gardens	Cumbræe	X: 216954 Y: 655538	NAC	18	New Build	24 Feb 20	31 Aug 21	2019/20	18									18				£1,260,000	3	9		3	3		£650,152	£0	£0	£0	£0	£0	
2nd Hand & Empty Home Buy Backs	!	!	NAC	30	Buy Back	01 Apr 20	31 Mar 26	2020/21		5	5	5	5	5	5	5	5	5	5	5	5	£1,200,000	30						£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	
St. Michael's Wynd	Kilw	X: 229250 Y: 643100	NAC	79	New Build	14 Sep 20	30 Sep 22	2020/21	79									50	29			£4,661,000	34	2	10	2	7	24	£2,621,000	£1,200,000	£0	£0	£0	£0	
Harbourside	Irv	X: 230880 Y: 638145	NAC	71	New Build	26 Oct 20	01 Oct 22	2020/21	71									41	30			£4,189,000	25	11		4	4	27	£2,999,416	£300,000	£0	£0	£0	£0	
Kinnier Road (Refurb 7)	Salt	X: 225152 Y: 641959	NAC	2	Refurb	01 Nov 20	31 Oct 21	2020/21	2									2				£114,000	2						£114,000	£0	£0	£0	£0	£0	
Springvale Depot	Salt	X: 224596 Y: 641591	NAC	14	New Build	01 Nov 20	01 Nov 21	2020/21	14									14				£826,000	6	2		2	4		£300,000	£526,000	£0	£0	£0	£0	
Caley Court	Stev	X: 226725 Y: 641478	NAC	15	New Build	11 Jan 21	31 Jan 22	2020/21	15									15				£885,000			15				£635,000	£250,000	£0	£0	£0	£0	
Garnock Academy (Redev 9)	Kilb	X: 231290 Y:654800	NAC	50	New Build	01 Apr 21	30 Apr 23	2021/22			50								15	35		£2,950,000	39	3		2	6		£0	£1,000,000	£1,950,000	£0	£0	£0	
St. Colm's Place (Redev 5)	Lrgs	X: 220370 Y: 659565	NAC	29	New Build	01 Apr 21	31 Oct 22	2019/20			29								29			£1,711,000						29	£0	£1,363,305	£0	£0	£0	£0	
Afton Court (Redev 6a)	Stev	X: 226665 Y: 641885	NAC	6	New Build	01 Jun 21	30 Jun 22	2021/22			6							6				£354,000		6					£0	£354,000	£0	£0	£0	£0	
Redevelopment 10 & 11b	Irv	TBA	NAC	95	New Build	01 Aug 21	01 Aug 23	2021/22			95							50	45			£5,605,000	38	25		12	20		£0	£3,605,000	£2,000,000	£0	£0	£0	
Bourtreehill Village (Redev 7)	Irv	X: 234475 Y: 639220	NAC	18	New Build	01 Sep 21	01 Nov 23	2021/22			18								18			£1,062,000	6	6		2	4		£0	£1,062,000	£0	£0	£0	£0	£0
Corsehillhead	Kilw	X: 231315 Y: 643095	NAC	7	New Build	01 Oct 21	30 Sep 22	2021/22			7							7				£413,000	5	2					£0	£282,500	£0	£0	£0	£0	
Ayrshire Central (Redev 12)	Irv	X: 232105 Y: 640785	NAC	100	New Build	01 Oct 21	31 May 24	2021/22			100							40	40	20		£5,900,000	22	26		12	10	30	£500,000	£3,000,000	£2,400,000	£0	£0	£0	
James McFarlane (Redev 8a)	Ardr	X: 223300 Y: 643345	NAC	18	New Build	10 Jan 22	28 Feb 23	2021/22			18							18				£1,062,000	7	6		1	4		£0	£162,000	£900,000	£0	£0	£0	
James Reid & FC (Redev 8b)	Salt	X: 225511 Y: 642690	NAC	44	New Build	10 Jan 22	01 Aug 23	2021/22			44								44			£2,596,000	20	11		7	6		£0	£496,000	£2,100,000	£0	£0	£0	
Stanecastle (Redev 11a)	Irv	X: 234070 Y: 640150	NAC	30	New Build	10 Jan 22	01 Aug 23	2021/22			30								30			£1,770,000	13	8		5	4		£0	£300,000	£1,470,000	£0	£0	£0	
Largs Police Station (Redev 13)	Lrgs	X: 220315 Y: 659560	NAC	9	New Build	31 Jan 22	31 Jan 23	2021/22			9							9				£531,000		9					£0	£0	£353,969	£0	£0	£0	
Unallocated Council House Building Block	TBA	TBA	NAC	9	New Build	01 Feb 22	01 Feb 23	2021/22			9								9			£531,000		9					£0	£0	£531,000	£0	£0	£0	
Fullarton Street (HF)	Irv	X: 232050 Y: 638550	NAC	45	New Build	01 Oct 22	28 Feb 24	2022/23				45							45			£2,655,000	19	12		7	7		£0	£0	£655,000	£2,000,000	£0	£0	
Regeneration Project 1a	Beith	TBA	NAC	6	New Build	01 Oct 22	31 Mar 24	2022/23				6							6			£354,000		4		2			£0	£0	£0	£54,000	£300,000	£0	
Regeneration Project 1b	Kilb	TBA	NAC	7	New Build	01 Oct 22	31 Mar 24	2022/23				7							7			£413,000		5		2			£0	£0	£0	£63,000	£350,000	£0	
King's Arms (Regen 1c)	Irv	X: 232090 Y: 638935	NAC	10	New Build	01 Oct 22	31 Oct 24	2022/23				10								10		£590,000	4	6					£0	£0	£0	£90,000	£500,000	£0	
Unallocated High Flats Replacement Block	Irv	TBA	NAC	29	New Build	01 Feb 23	28 Feb 24	2022/23				29							29			£1,711,000	16	8		3	2								

Meeting:	North Coast Locality Partnership
Date/Venue:	1 September 2020 – Virtual Meeting via Microsoft Teams
Present:	Councillor Alex Gallagher (Chair) John Lamb , West Kilbride Community Council (Vice Chair); Councillor Robert Barr ; Councillor Joy Brahim ; Councillor Alan Hill ; Councillor Tom Marshall ; Councillor Ian Murdoch ; Russell McCutcheon , Senior Lead Officer, NAC; Rhona Arthur , Lead Officer, NAC; Louise Riddex , Locality Co-ordinator (Kilwinning & North Coast), NAC; Valerie Lundie , Largs Community Council; Rita Holmes , Fairlie Community Council; Lizzie Barbour , Community Representative; Lesley Stringer , Community Representative; Gavin Paterson , HSCP; Anne-Marie Hunter , Engagement and Participation Officer, NAC; Mhari Lindsay , Senior Customer Officer, People and ICT, NAC; and Melanie Anderson , Senior Manager (Committee and Member Services), NAC
Apologies:	Cllr Todd Ferguson Louise McDaid

ACTIONS

No.	Action	Responsible
1.	Welcome and Apologies The Chair welcomed those present and apologies for absence were recorded. It was noted that Valerie Lundie was in attendance as the Largs Community Council representative following the resignation of Anne Carson as Chair.	
2.	Action Note The Action Note from the meeting held on 3 March 2020 was approved as a correct record. The Senior Lead Officer provided a brief update on the work of the Council during the ongoing Covid-19 pandemic and indicated that some matters from the last Action Note may not have been actioned as a result of the need to prioritise essential services. Thereafter, he highlighted the following: <ul style="list-style-type: none"> Item 4 (Kindness) – a workshop event would be arranged to promote the Kindness ‘toolkit’, although this had not yet been actioned in light of Covid-19; Item 6 (Community Charter) – this work had been delayed in light of Covid-19 but would be progressed post-Covid; and 	Michele McColm

3.	<p>Community Support</p> <p>The Partnership received a short presentation by the Locality Partnership Lead Officer which highlighted the following:</p> <ul style="list-style-type: none"> • some background information on the Partnership's priorities and the outcome of the recent Best Value Audit; • the significant work undertaken by community groups, volunteers and local businesses in the North Coast and Cumbraes during the Covid-19 lockdown; and • the potential for harnessing community empowerment to take advantage of opportunities such as credit unions and community food systems <p>The Partnership discussed:</p> <ul style="list-style-type: none"> • the local lockdown which had just been announced in respect of Glasgow, East Renfrewshire and West Dunbartonshire and the potential for further local lockdowns in future; • the availability of funding from Dalry Parish Boundary Trust and the donations already made by the Trust to purchase electronic temperature readers for Care at Home operatives and to support the North Ayrshire Food Bank; • the excellent work of the Community Hubs and local organisations during lockdown; • the success of working with local groups during lockdown to identify local solutions (such as the food voucher scheme on Cumbrae) and the value of empowering staff and volunteers to act; • the positive sense of community which had emerged during lockdown; • the commitment shown by local businesses and partners to work together; • the importance of employability as an issue moving forward, particularly following the conclusion of the furlough scheme; • the challenge of sustaining community involvement in future, given that members of the community may have less time to volunteer; • ongoing work being done by groups such as Largs Resilience and Millport Support Group to continue to assist vulnerable members of the community who may have lost confidence while shielding; • the active involvement of the community on Cumbrae in the island's local resilience plan; • the continued relevance of the Partnership's priorities; • difficulties which had been experienced by some older members of the community with regard to methods of paying bills during lockdown; • the potential for a second wave of Covid and measures to respond to this, including the provision of online events to provide support; • the need for a 'blended' approach to the provision of support and the importance of responding to different local needs; and • issues around stress/mental health and digital skills/access to technology experienced by young people while learning from home. 	
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	<p>The Partnership was also advised of reports being submitted to the Council's Cabinet on (a) the subject of Recovery and Renewal and (b) the proposed appointment of an Islands Officer for Arran and Cumbrae. It was noted that the role of the proposed Islands Officer would be the subject of consultation with local island groups.</p> <p>Councillor Barr undertook to provide the Chair with details of a Trust administered by solicitors J&J McCosh, in order that information on available funding could be shared with local groups on Cumbrae.</p> <p>The Partnership undertook to give further consideration to its existing priorities, to ensure that they continued to meet the needs of the locality in the context of the Covid-19 pandemic.</p> <p>Noted.</p> <p>Councillor Hill joined the meeting during consideration of this item.</p>	
4.	<p>HSCP Update</p> <p>The Partnership received a verbal update from Gavin Paterson (HSCP) on the work of the Health and Social Care (HSCP) Locality Forum, including information on:</p> <ul style="list-style-type: none"> • the production of the HSCP's next Strategic Plan, which would be prepared on the basis of a 1-year transition plan to be developed by March 2021, followed by a 10-year plan; and • plans for engagement with service users, staff and others on two questions, namely what mattered to them with regard to health and social care and how they kept themselves well; and • a questionnaire issued to members of the health and social care forums pending arrangements for the next meeting of the forums in mid-November. <p>Noted.</p>	
5.	<p>LP Officer update.</p> <p>Submitted an update report by the Locality Co-ordinator.</p> <p>The Locality Co-ordinator also provided a verbal update including information on the following:</p> <ul style="list-style-type: none"> • contact made with the CIF-funded Sing Your Song project with regard to year 1 monitoring of this 2-year project; • renovation work undertaken to Douglas Park, Largs, by local volunteers and plans for a funding application to assist the group in gaining charitable status; • a woodland project which would be the subject on a CIF funding expression of interest; and • work being undertaken on the subject of financial literacy 	

	<p>The Lead Officer advised of delays/amendments to some CIF-funded projects as a result of Covid-19 and advised that a report on this matter would be submitted to the Council's Cabinet, including a proposal to extend the deadline to achieve matched funding for Millport Town Hall.</p> <p>The Chair, on behalf of the Partnership, expressed his appreciation of the work undertaken by officers during the Covid-19 lockdown. Lesley Stringer also recorded her thanks for the recent assistance provided by officers to the Millport Town Hall project. Councillor Barr added his thanks for the hard work of officers from a range of Council Services.</p> <p>Noted.</p>	
6.	<p>Date of Next Meeting</p> <p>The next meeting will take place at 6.00 p.m. on 1 December 2020.</p> <p>Noted</p>	<i>Jennifer McGee</i>

Meeting ended at 7.35 p.m.

Meeting:	Kilwinning Locality Partnership	
Date/Venue:	3 September 2020 – Virtual Meeting via Microsoft Teams	
Present:	Councillor Scott Davidson (Chair); Councillor Joe Cullinane; Councillor Donald Reid; Councillor John Glover; Derek Frew , Senior Lead Officer; Rhona Arthur , Lead Officer (NAC); Louise Riddex , Locality Co-ordinator (NAC); Colin Hedley , Community Representative (Vice Chair); Nairn McDonald , Community Representative; Aaron McDonald , Youth Representative; Gavin Paterson , Partnership Engagement Officer (HSCP); Hayley Clancy , Committee Services Officer (NAC).	
Apologies:		
ACTIONS		
No.	Action	Responsible
1.	Welcome and Apologies The Chair welcomed those present to the meeting and the Locality Partnership then took the opportunity to reflect on the sad passing of Theresa Potter, a highly regarded colleague within the HSCP and a committed local activist who had worked with a variety of organisations including Pryde at Kilwinning, the Family Learning Team, Health and Social Care Partnership and Community Hubs. On behalf of the Partnership, the Chair extended his condolences to Theresa’s family, friends and colleagues.	
2.	Action Note The action note from the meeting held on 9 March 2020 was approved with no further amendments.	
2.1	Matters Arising The following points were discussed as matters arising from the action note of the last meeting. <ul style="list-style-type: none">• 1st draft of the Community Charter has now been developed; and• Rhona gave an update on participatory budgeting and a change in the processes used for administering this funding. Rhona will email the Locality Partnership re planning the criteria. Noted.	Rhona Arthur

<p>3.</p>	<p>Community Support</p> <p>The Partnership received a presentation by the Locality Partnership Lead Officer which highlighted the following:</p> <ul style="list-style-type: none"> • some background information on the Partnership's priorities and the outcome of the recent Best Value Audit; • the significant work undertaken by community groups, volunteers and local businesses in Kilwinning during the Covid-19 lockdown; and • the potential for harnessing community empowerment to take advantage of opportunities such as credit unions and community food systems <p>The Partnership discussed:</p> <ul style="list-style-type: none"> • the excellent work of the Community Hubs and local organisations during lockdown; • the success of working with local groups during lockdown to identify local solutions and the value of empowering staff and volunteers to act; • volunteering opportunities going forward with a potential bank of volunteers; • the positive sense of community which had emerged during lockdown; • the commitment shown by local businesses and partners to work together; • encouraging communities to shop local – Local currency/shopping card/town voucher; • helping to combat social isolation with the community phonebank; • the importance of employability as an issue moving forward, particularly following the conclusion of the furlough scheme; • the continued relevance of the Partnership's priorities; • the potential for a second wave of Covid and measures to respond to this, including the provision of online events to provide support; • the need for a 'blended' approach to the provision of support and the importance of responding to different local needs; and • issues around stress/mental health and digital skills/access to technology experienced by young people while learning from home. <p>The Partnership was also advised of reports being submitted to the Council's Cabinet on the subject of Recovery and Renewal and a bank of IT devices that will be obtained via Phase 2 Connecting Scotland.</p> <p>The Partnership undertook to give further consideration to its existing priorities, to ensure that they continued to meet the needs of the locality in the context of the Covid-19 pandemic.</p> <p>Noted.</p>	
<p>4.</p>	<p>Traffic and Parking</p> <p>Louise updated the Locality Partnership on the traffic and parking surveys that have been undertaken. There were 381 responses the 1st survey and 210 responses to the 2nd survey. Louise also advised the Locality</p>	

	<p>Partnership of letter sent to NAC from Kilwinning Community Council asking for the Main Street to be closed.</p> <p>After discussion the Locality Partnership agreed to request the NAC Roads close Kilwinning Main Street between 10.30 am – 4.30 pm Monday to Friday.</p>	Louise Riddex
5.	<p>Locality Officer and Locality Plan Update</p> <p>Louise Riddex made reference to her update which had been circulated detailing work which had been undertaken in the locality.</p> <p>Louise highlighted the Food Larder will be up and running soon and this will be part of the Scottish Pantry Network.</p> <p>The Outdoor Gym installation has now started, and the CCTV will be installed next week.</p> <p>Noted.</p>	
6.	<p>HSCP Update</p> <p>The Partnership received a verbal update from Gavin Paterson (HSCP) on the work of the Health and Social Care (HSCP) Locality Forum, including information on:</p> <ul style="list-style-type: none"> • the production of the HSCP's next Strategic Plan, which would be prepared on the basis of a 1-year transition plan to be developed by March 2021, followed by a 10-year plan; and • plans for engagement with service users, staff and others on two questions, namely what mattered to them with regard to health and social care and how they kept themselves well; and • the next meetings of the Locality forums in mid-October. <p>Noted.</p>	
7.	<p>AOCB</p> <p>Cllr Glover gave an update on the Hunterston Stakeholders meeting and advised the funding for Ayrshire College, Kilwinning will be available soon.</p>	
8.	<p>Date of Next Meeting</p> <p>The next meeting of the Kilwinning LP will take place on 3 December 2020 at 7.00 p.m.</p>	

Meeting ended at 9.00 p.m.

Meeting:	Arran Locality Partnership
Date/Venue:	9 September 2020 via Microsoft Teams
Present:	<p>Councillor Ellen McMaster (Chair); Councillor Timothy Billings; Councillor Anthony Gurney Dr Greg Hamill, GP Lead (Vice Chair) Vicki Yuill, Arran CVS (Senior Lead Officer) Audrey Sutton, Interim Executive Director (Communities) North Ayrshire Council (Lead Officer); Ruth Betley, Senior Manager, Arran Services (HSCP) Lesley Forsyth, Senior Manager Information and Culture Susan Foster, Acting Head Teacher (Arran High) Anne Marie Hunter, Engagement and Participation Officer; Shirley MacLachlan, Head Teacher (Brodict Primary School) Carol Norton, Operations Manager, Arran CVS Paul Storrie, Scottish Fire and Rescue Michelle Sutherland, North Ayrshire Health and Social Care Partnership Tom Tracey, Community Representative; Diana Turbett, community Representative Inspector Alison Wilson, Police Scotland;</p> <p>Jennifer McGee, Community & Locality Planning Assistant, North Ayrshire Council (Notes)</p> <p>In Attendance</p> <p>Councillor Alex Gallagher, Cabinet Member for Islands Caitriona McAuley, Head of Economic Development & Regeneration (Item 6) Russell McCutcheon, Executive Director (Place) (Item 6) Ian Staples, Manager, Arran Outdoor Education Centre (Item 3) Steve Garraway, Arran High Mountain Bike Club (Item 10)</p>
Apologies:	<p>Sgt. Dougie Robertson, Police Scotland; Richard McMaster, Arran Community Council Representative Suzie Dick, Depute Head Teacher (Arran High)</p>

ACTIONS

No.	Action	Responsible
1.	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting, introductions were made and apologies for absence were noted.</p> <p>In terms of Standing Order 11, D Turbett declared an interest in agenda item 4 as she joined the Arran Youth Foundations Committee as a Safeguarding Manager during the summer.</p> <p>The Locality Partnership took the opportunity to reflect on the sad passing of Theresa Potter, a highly regarded colleague within the HSCP and a committed local activist who had worked with a variety</p>	<p>Noted</p> <p>Noted</p>

	<p>of organisations. The Partnership extended their condolences to Theresa's family, friends and colleagues.</p> <p>The Chair wished to thank Sgt Robertson, the emergency services and volunteers involved in the aftermath of the Waverley incident for their swift and competent response. She also thanked the residents who offered accommodation for stranded passengers and to local businesses for providing food and refreshments.</p>	Noted
2.	<p>Minutes from meeting held on 30 January 2020</p> <p>The minutes arising from the meeting held on 30 January 2020 were approved.</p>	Noted
3.	<p>Matters Arising</p> <p>A Sutton provided the Partnership with the follow updates:</p> <p>Best Value – the Arran Locality Partnership meeting held in January 2020 was observed by an Auditor as part of the Council's Best Value Audit. A Sutton advised that she was delighted to advise that one of the strongest features from an overall great report was the role of the CPP and the development of Locality Planning in North Ayrshire. A Sutton advised the Partnership that J McGee would circulate a copy of the report for information.</p> <p>Child Poverty Action Plan – the report is now ready and was shared with the CPP Board earlier today and a full update will be brought to the next meeting.</p> <p>National Islands Plan – significant progress has been made and have been working alongside Groups on the Island. Further discussion will take place during the agenda.</p> <p>Youth Cabinet – due to Covid-19 we have been unable to have a meeting of the Youth Cabinet on the island as planned. However the CIF Application being presented later the in the agenda is an indication of the work which has been progressed with young people.</p>	J McGee
4.	<p>Community Hubs and Next Steps Support</p> <p>A Sutton and I Staples delivered a presentation to the Partnership on the work of the Community Hubs.</p> <p>A Sutton highlighted that before lockdown we had also been developing the Community Charters which are agreements between communities and the Council. Some of the key themes from the Community Charters were improving our environment, volunteering more and improving social connections. These continued to underpin the ways in which we have been working together during the pandemic.</p>	Noted

	<p>A Sutton advised that Community Hubs will now be a permanent feature within all of our Communities in North Ayrshire which will be supported by our Locality Partnerships. Although the Hubs were set up to support communities during a crisis situation, we have identified a real opportunity to continue the brokerage and relationship building model at a local level. Hubs will also provide crisis and early intervention and prevention support. They will also link strongly to Community Wealth Building and the new teams within the Place Directorate to support this work.</p> <p>A Sutton also highlighted the Community Food system work which is currently being undertaken across North Ayrshire. This will coordinate a range of community responses to food need including community food providers preparing and cooking meals, providing community access to larder 'top-ups' –pay it forward/subscription models, working towards pantry/larder and food cooperative models, and continuing to work closely with foodbanks.</p> <p>I Staples conveyed his thanks to the Partnership and volunteers for their support. He highlighted that:</p> <ul style="list-style-type: none"> • 759 prescriptions have delivered in total since 26 March to Vulnerable/Shielding members of the Community by our volunteers. They are still receiving request for this service. • 980 Free School Meal Food Parcels have been delivered so far to villages on Arran. This will continue to rise daily now that pupils are back to School. Food parcels are being delivered by our staff team to Brodick Primary and Early Years and Corrie Primary Monday-Friday. • 767 food shopping deliveries made across the Island. • Replacing the Free School Meal parcel system with a voucher system for the Co-Op and local village shops. 996 Vouchers have been issued since April to those Families who are in receipt of Free School Meals as well as families who have been Furloughed/requiring support. <p>The Hub has also:</p> <ul style="list-style-type: none"> • Received over 1,506 recorded phone calls since opening. • Arranged transport to people unable to attend medical appointments due to transport utilising the Centre's mini buses. • Done 16 washing loads for Sheltered Housing. • Offered out the Centre's accommodation to Medical staff (mainly nurses) working at the local hospital for a total of 226 bed nights and additional 12 nights for North Ayrshire Council employees needing accommodation. • Run a very successful child-care hub over the school holiday period for Keyworker staff. <p>The Chair highlighted that it was truly humbling to see all of the community work together through the crisis.</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>
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	<p>A Sutton advised that she would like to bring back a future report around the development of community hubs which will highlight how we continue that whole system approach in our localities.</p> <p>V Yuill advised the Partnership that Arran CVS have created an interactive map of Arran to celebrate the way the community of Arran pulls together when a crisis hits. The map visually demonstrates the creativity and vitality of the community in responding to local needs during the pandemic. They have included as many activities as possible to show the breadth of initiatives that were undertaken to support each other. The also map includes short descriptions of the activities, photos and videos. V Yuill invited the Partnership to advise of any gaps on the maps.</p> <p>A Sutton asked members if there were any similar or new themes which have emerged as priorities on Arran as a result of the pandemic and out learning from it. A Sutton invited members to use the chat function to highlight any new priorities members feel are the right fit for the Island. A Sutton also advised that a survey will be issued after the meeting which will provide members with the opportunity to give further input on the questions posed within the presentation. The responses will be collated and brought back to the next meeting for discussion on how these can be used to help the Locality Partnership focus their work where it is most needed.</p>	<p>A Sutton</p> <p>Noted</p> <p>J McGee</p>
5.	<p>Health and Social Care Update.</p> <p>G Hamill provided the Partnership with an update on the work of the Health and Social Care Partnership on the Island during the pandemic:</p> <ul style="list-style-type: none"> • On Arran there was a cluster of cases early on in the pandemic. Due to ferry access being limited and being able to trace down cases and the spread was stopped quickly on the island. • A good testing system has been set on the island. • No rise in cases since opening the island back up. • In April, only 40 people attended A&E. In August A&E presentations were around 80% of the average of the last few years, things are coming back to normal numbers. • In GP practice they are seeing above 100% of what would have the average contact prior to the pandemic. • Outpatients services at the hospital are still limited. Physio and Maternity services are operating at different sites. <p>G Hamill advised that in the last few weeks there has been a surge in testing due to children returning to school and the island being busier. He also advised that there is a Flu campaign this year and plans are in place to deliver to a much wider group than normal and as we head towards winter there is a need to continue to operate teams and services in a way that allows them to safely care for people with possible symptoms of Covid.</p>	<p>Noted</p>

	<p>G Hamill also wanted to commend the work of the Hub during the pandemic.</p> <p>R Betley advised the Partnership that in terms of the HSCP Hub plans the team are currently going through the Governance process just now and the initial agreement will go to the Scottish Government in October.</p> <p>Cllr Billings asked G Hamill and R Betley whether Arran will be one of the Covid speedy test sites. R Betley confirmed that Arran will be speedy test sites and that the team were currently working on governance of the testing machines and quality of training as quick as they can.</p> <p>M Sutherland advised the Partnership that the HSCP's 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>Noted</p> <p>Noted</p>
6.	<p>Community Investment Fund</p> <p>A Hunter provided the Partnership with a report on a joint CIF Application by Arran Youth Foundations and Arran High School Parent Council. They are applying for £45,266 over three years to provide innovative projects that contribute to the day-to-day wellbeing of all children and young people on Arran specifically looking at improving mental health and wellbeing services.</p> <p>Some of the innovate projects have been piloted by Arran Youth Foundation and Arran High School. With the support of this funding they will continue with the vital delivery of the projects and also develop and deliver new activities/ opportunities/training.</p> <p>A Hunter highlighted that this is a consortium bid and a large number of partners on the island have been involved. She also highlighted that engagement has been at the heart of the application, with young people involved in the projects and the application being presented tonight.</p> <p>Cllr Billings raised a question in relation to the sustainability of the project. A Hunter advised Cllr Billings that:</p> <ul style="list-style-type: none"> • As well as the funding being requested by the Partnership, Arran Youth Foundations (AYF) will be contributing £5,091.20 as well other contributions such as venue, staff input, training, resources and complimentary delivery and activities. • AYF were successful in bidding for £10,000 for drugs and alcohol services for young people on Arran; and • In the financial year ending 2019 the Foundation successfully received £59,445 (only includes grants over £5,000 more received via grants under that amount) in grant funding from 	

	<p>5 different funding bodies. They have a proven track record in managing funds, overseeing sustainable projects, monitoring and evaluating projects.</p> <p>This will ensure that the project is sustainable. A Hunter will ensure this additional information is added to the Officers report.</p> <p>The Partnership agreed to make a recommendation to the North Ayrshire Council Cabinet that an award of £45,266 be made to AYF and the Arran High Parent Council from the Community Investment Fund.</p>	<p>A Hunter</p> <p>A Hunter</p>
7.	<p>Community Asset Transfer</p> <p>Lesley Forsyth advised the Partnership that the Council's Cabinet approved the Community Asset Transfer of the premises being leased by Arran Youth Foundations to the Group.</p> <p>L Forsyth highlighted that the application from Arran Youth Foundations was fantastic and is currently working with the Group to finalise the transfer.</p>	<p>Noted</p>
8.	<p>Island Officer Report</p> <p>C McAuley provided the Partnership with an update on the Island Officer proposal.</p> <p>C McAuley that to support island recovery (both Arran and Cumbrae) is the creation of a new post, Senior Manager (Islands) as part of a pilot project developed in partnership with the Scottish Government and Highlands and Islands Enterprise (HIE) with the Council being the lead partner to the project and be the employer. The 3-year project would trial new ways of local government, national government and government agencies working on the islands in partnership with island communities and business in response to The Islands (Scotland) Act 2018.</p> <p>Some of the key task the post holder will be progressing are:</p> <ul style="list-style-type: none"> • Support increased collaboration and co-production across partners, communities and businesses in the delivery of those plans and ensure alignment across the 13 strategic objectives of the National Islands Plan. • Support the recovery of the islands from the social and economic impact of COVID 19, to maximise the support available for island communities, to identify specific Island recovery needs and ensure that this is strategically applied to address recovery priorities. • Closer and more coordinated working between the islands and national and local government and agencies to ensure stronger place-based partnership working and to provide an island voice and influence national and local government 	<p>Noted</p> <p>Noted</p>

	<p>working on the islands and influence services to better meet islands' unique needs.</p> <p>Alison Wilson left the meeting at this point.</p> <p>C McAuley also advised that the Fraser of Allander Institute have been commission to collect robust data set to allowed them to independently assess the overall economic impact of the pandemic on the island. They have drawn on some of the intelligence and surveys that have been provided from groups on the island. They will also examine the impacts on Universal Credit claimants and unemployment as well as provide a range of economic indicators that will be produced for Arran, and how these could be improved. There will be a particular focus should be given to the impact of ferry disruption to the island, and what impact this loss of commerce can have on the island economy, in terms of GVA impacts.</p> <p>C McAuley advised the Partnership that the proposal is still very much in draft and requires feedback and securing of funding from the three partners (NAC, HIE and Scottish Government). She also advised that a report would be presented to the Council's Cabinet in due course and a copy of the report would be shared with the Locality Partnership.</p> <p>R McCutcheon highlighted that this proposal is very much for the benefit of our Islands and the team will be working closely with our communities to ensure this post takes forward the aspirations of our Islands.</p> <p>The Partnership agreed that this was a positive development however highlighted the importance of having someone who is embedded within one of the Islands and has genuine experience of living on an island. The Partnership thanked C McAuley for providing the update and advised that they looked forward to receiving an update when available.</p>	<p>Noted</p> <p>Noted</p> <p>Noted</p> <p>Noted</p> <p>C McAuley</p>
9.	<p>Arran Recovery Group</p> <p>T Tracey provided the Partnership with an update on the work of the Arran Recovery Group.</p> <p>The Arran Recovery Group was formed by a broad spectrum of stakeholders and Community Representative to develop a Recovery Plan for the Island. The objective was to get a balance between the Community, Environment and Economy through each stage of recovery, underpinned by the Scottish Government Route Map and local HSCP guidance.</p> <p>The Group carried out the biggest piece of Arran-based research ever undertaken on the island, resulting in 900 responses and around 35000 difference inputs over a five-day period at the end of May. From this the Group started to gather a reasonably good picture of what the Community thought needed to be done.</p>	

	<p>The Plan is currently out for discussion and the Group are going back to the Community for more responses. T Tracey highlighted that there is an open feedback form on the Arran Recovery Group website for the plan and invited members to leave their views on the website.</p> <p>T Tracey highlighted that the Fraser of Allander information will provide a good economic base which allows the group to see where they are starting from.</p>	
10.	<p>Arran Drug and Alcohol Study/Dementia Friendly Arran/Connecting Arran</p> <p>Arran Drug and Alcohol Study</p> <p>V Yuill provided the Partnership with an update on the Arran Drug and Alcohol Study and Dementia Friendly Arran.</p> <p>V Yuill advised that the Arran Drug and Alcohol Study is almost complete, the information has been shared with the North Ayrshire Drug and Alcohol Partnership for discussion this week. The Three outcomes that were focused on were:</p> <ul style="list-style-type: none"> • Exploring the experiences of drug & alcohol use on Arran • An improved understanding on communication & information sharing • Improved understanding of the current model <p>The final report will be produced by 14 September and a presentation will go to the Corra Foundation who share information with the Scottish Government.</p> <p>Dementia Friendly Arran</p> <p>In May 2020 funding was granted for a dedicated part time Project Development Officer. The post is for one year and is funded by Life Changes Trust and the Reach Project. The postholder will develop of the Dementia Friendly Arran Strategy with the steering group and they will also be engaging with a wide range of organisations to encouraging them to become part of dementia friendly Arran.</p> <p>The outcomes from the project will be:</p> <ul style="list-style-type: none"> • Increase awareness • Increase inclusion • Reduced inequalities • Protect/promote independence for as long as possible • Potential for duplication in other localities <p>Connecting Arran</p> <p>Connecting Arran is part of a national initiative – Connecting Scotland to help with developing digital skills for people who are digitally excluded.</p>	<p>Noted</p> <p>Noted</p>

	<p>Through this initiative:</p> <ul style="list-style-type: none"> • 20 iPads have been made available – 10 from Scottish Government. • One year free internet connection • Volunteer 'digital champion' training • Volunteer buddy support, at safe distance & on phone • Participants identified through existing contact with organisations <p>V Yuill thanked L Forsyth for her support to Arran CVS to get this project running. She also asked the Partnership to get in touch if they know of someone who will benefit from this initiative.</p>	<p>Noted</p> <p>All</p>
11.	<p>Arran High Mountain Bike Club</p> <p>S Garraway from Arran High Mountain Bike Club who are an award-winning SCIO. The Club currently runs four nights per week from the High School and are looking for a new premises.</p> <p>The Club has been liaising with the Council's Streetscene Team to explore options of land which could be used within close proximity to the High School. The Streetscene Team identified land at the rear of the School adjacent to the Youth Cabin. The Club are looking to build a unit on this land which could be used not only for the club but for Community use.</p> <p>S Garraway shared a presentation which displayed ideas of how unit could be built using containers and asked for the Locality Partnerships guidance on how the Club could obtain funding to take this forward.</p> <p>A Sutton highlighted that she would like to put some structure in to what was presented today in terms of:</p> <ul style="list-style-type: none"> • Asset Transfer – L Forsyth is the responsible for Community Asset Transfers and will liaise with Streetscene Team to make sure S Garraway needs for the Asset Transfer Work. • Funding Opportunities – Funding Officers from North Ayrshire Council and North Ayrshire Ventures Trust could assist with supporting the Club to get the right funding for the project. <p>The Partnership agreed to Officers supporting the Club in ensuring they get the right support for this project.</p>	<p>Noted</p> <p>L Forsyth</p> <p>A Sutton</p> <p>Noted</p>
11.	<p>AOCB</p> <p>No other business was discussed. Cllr Gallagher wished to convey his thanks to the Chair.</p>	<p>Noted</p>

12.	Date of the next meeting: The next meeting of the Arran Locality Partnership will be held on Tuesday 24 November 2020 at 2.00 pm via Microsoft Teams	<i>All</i>
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The meeting ended at 7.50 pm

Meeting:	Irvine Locality Partnership
Date/Venue:	14 September 2020 – Virtual Meeting via Microsoft Teams at 6.00 p.m.
Present:	<p> Councillor Marie Burns (Chair) Provost Ian Clarkson Councillor John Easdale Councillor Robert Foster Councillor Christina Larsen Councillor Shaun MacAulay Councillor Louise McPhater </p> <p> Sylvia Mallinson, Community Representative (Vice-Chair) Diane Dean (Co-opted) Donna Fitzpatrick, Community Representative Annie Small, Community Representative </p> <p> Lesley Forsyth, Lead Officer (NAC) Eddie Kenna, Scottish Fire and Rescue Gavin Paterson, Partnership Engagement Officer Elaine Baxter, Community Education Locality Co-ordinator Justin Jones, Youth Forum Diane McCaw, Committee Services, North Ayrshire Council </p>
Apologies:	<p> Councillor Angela Stephen Kenny Hankinson, Senior Lead Officer, Scottish Fire and Rescue Alan Brown, Scottish Fire and Rescue Andy Dolan, Police Scotland Ian Wallace, Community Representative </p>

ACTIONS

No.	Action	Responsible
1.	<p>Welcome/Apologies/Declarations of Interest</p> <p>The Chair welcomed those present to the Irvine Locality Partnership meeting and apologies for absence were noted. There were no declarations in terms of Standing Order 11.</p> <p>The Locality Partnership then took the opportunity to reflect on the sad passing of Theresa Potter, a highly regarded colleague within the HSCP and a committed local activist who had worked with a variety of organisations. On behalf of the Partnership, the Chair extended her condolences to Theresa's family, friends and colleagues.</p>	
2.	<p>Action Note</p> <p>The action note from the meeting held on 16 March 2020 was approved as a correct record and the implementation of decisions was confirmed.</p> <p>Noted.</p>	

2.1	<p>Matters Arising</p> <p>The action note was discussed and the Chair highlighted that at Item 3, CIF Expressions of Interest, the meeting on 16 March 2020 had agreed that both the Locality IT Upgrade and Castlepark Community Association be progressed as funding bids. Due to Covid and other issues, these applications are not able to be brought back at this stage and both are currently a work in progress.</p> <p>Noted.</p>	
3.	<p>Community Hubs and Next Steps</p> <p>The Partnership received a presentation by the Locality Partnership Lead Officer and discussed the following:-</p> <ul style="list-style-type: none"> • the excellent collaborative work of the 3 Community Hubs at Redburn, Fullarton and Vineburgh during lockdown to tackle local issues; • the invaluable support of local volunteers; • the success of working with local groups during lockdown to identify local solutions and the value of empowering staff and volunteers to act; • mental health referrals throughout lockdown; • volunteering opportunities going forward with a potential bank of volunteers; • the positive sense of community which had emerged during lockdown; and • the commitment shown by local businesses and partners to work together. <p>The Partnership expressed a huge debt of thanks to Donna Fitzpatrick, Louise McPhater and Elaine Baxter for the tremendous achievement and collaborate work with Council staff and volunteers who put themselves at risk by being on the front line throughout the pandemic lockdown.</p> <p>The Lead Officer advised on matters for consideration moving forward and the Partnership further discussed:-</p> <ul style="list-style-type: none"> • ensuring that the needs of the locality continue to be met in the context of the Covid-19 pandemic; • the potential for a second wave of Covid-19 and structures which are still in place to respond to this; • the need for swift and efficient action in terms of the Partnership and community ownership; • the requirement for a caring and efficient people centred approach to the provision of local support and the importance of responding to different local needs; • the commitment of the Council in terms of community ownership within community wealth building; • issues in terms of poverty, mental illness and social isolation which were already in existence having been accentuated by the pandemic; 	

	<ul style="list-style-type: none"> • progress in terms of the Child Poverty Action Plan, food justice and food dignity, cost of the school day for parents, and the production of Scotland's first Anti-Poverty Policy within the Council to address issues within local communities; • the importance of employability as an issue moving forward, particularly following the conclusion of the furlough scheme; • the continuation of essential partnership working; • concern in terms of how a potential resurgence in winter months will affect poverty and mental health; • the requirement to consult with local communities to determine what is needed and to ensure local support is in place; and • letting income for hubs being non-existent which leads to a situation where it is hard to keep delivering services and employ staff and pay bills. <p>Eddie Kenna left the meeting at this point.</p> <p>The Partnership will receive a follow-up questionnaire which will allow them to share any other issues they wish to raise which have not been covered at this meeting.</p> <p>Noted.</p>	
4.	<p>Locality Officer / Community Rep Update</p> <p>Submitted an update report by Elaine Baxter, Locality Co-ordinator, detailing work which had been undertaken in the locality and highlighting the following:</p> <ul style="list-style-type: none"> • the Digital Irvine project tackling loneliness and isolation; • youth work and adult learning staff accreditation to deliver Playback Ice to focus on mental health and wellbeing and volunteering and employability opportunities; • funding secured from Connected Scotland which has been utilised to purchase 46 iPads and 5 Chrome books for community use; • a worthwhile virtual afternoon tea party where Donna Fitzpatrick provided 30 afternoon tea packs and an online bingo and quiz were held on zoom; and • the recruitment of Digital Champions to support volunteers in the local area. <p>Noted.</p>	
5.	<p>Locality Officer / Community Rep Update</p> <p>The Community Representatives provided an verbal update highlighting the following:-</p> <ul style="list-style-type: none"> • that without dedicated volunteers the hubs could not have provided the services they did during the lockdown period; • going forward a worthwhile blended partnership approach between the Council and the communities is required; 	

	<ul style="list-style-type: none"> continued connections within the local community are important to ensure no-one slips through the cracks in the system; and the need to recognise from past experience what requires to be improved on going forward. <p>Noted.</p>	
6.	<p>Youth Forum Update</p> <p>Justin Jones provide a verbal update on the Youth Forum and highlighted the following:-</p> <ul style="list-style-type: none"> support to the community hub with a wide range of activities including working in foodbank, making up packs for families, dog walking etc –etc young people had a keen passion and empathy to help members of the community and were empowered through this; online youth work programmes including involvement in a Saturday fake away programme run by youth services; holding youth forum weekly meetings on zoom platform; Youth Festival 2021 will now take place at Kelburn Country Park on 3-4 August; arrangements being made for a virtual switch on of Christmas lights; an Awards for All application being completed to cover overhead costs associated with the lights; National Secure Adolescence In-Patient Services meetings have now moved online; and Funding and resources attracted from the Corra Foundation, Asda, Artastic, Tesco Bags for Life. <p>The Partnership recorded thanks to the Youth Forum for the range of activity involvement throughout the pandemic.</p> <p>Noted.</p>	
7.	<p>HSCP Locality Update</p> <p>The Partnership received a verbal update from Gavin Paterson (HSCP) on the work of the Health and Social Care (HSCP) Locality Forum, including information on:-</p> <ul style="list-style-type: none"> the production of the HSCP's next Strategic Plan, which would be prepared on the basis of a 1-year transition plan to be developed by March 2021, followed by a 10-year plan; plans for engagement with service users, staff and others on two questions, namely what mattered to them with regard to health and social care and how they kept themselves well; and the next meetings of the Locality forums in mid-October. <p>Noted.</p>	

8.	AOCB The Chair thanked everyone for participating remotely in the meeting and also thanked Louise McPhater for ensuring both Donna Fitzpatrick and Sylvia Mallinson could join in the meeting via facetime.	
9.	Date of Next Meeting The next meeting of the Irvine LP will take place on Monday 7 December 2020 at 6.00 p.m.	

Meeting ended at 19.50 p.m.

Meeting:	Garnock Valley Locality Partnership
Date/Venue:	15 September 2020 - Microsoft Teams
Present:	Councillor John Bell (Chair); Councillor Robert Barr ; Councillor Joy Brahim ; Councillor Anthea Dickson ; Councillor Donald L. Reid ; Dr Janet McKay , NAHSCP (Vice-Chair) Elaine Young , NHS Ayrshire and Arran (Senior Lead Officer); Angela Morrell , Lead Officer, NAC; Christina Pieraccini , Locality Officer, NAC; James Waite , Beith Community Council; Sheena Woodside , Dalry Community Council; Audrey Mason , Community Representative; Trish Wallace , Community Representative; Kaileigh Brown , TSI; Craig McFie , Scottish Fire and Rescue; Garry Tait , Community Development Worker, NAC; Claire Fitzsimmons , Manager (Regeneration), NAC; Gavin Paterson , Partnership Engagement Officer, HSCP; Peter Stevenson ; Euan Gray , Committee Services Officer, NAC
Apologies:	Councillor Todd Ferguson ; Andy Dolan , Police Scotland;

ACTIONS

No.	Action	Responsible
1.	<p>Welcome, Apologies and Declarations of Interest</p> <p>The Chair welcomed everyone to the Garnock Valley Locality Partnership meeting and apologies for absence were noted.</p> <p>The Chair took the opportunity to mention the passing of Theresa Potter. Theresa's work with the Partnership and the wider community over the years was praised and all in attendance agreed that she would be missed greatly, both personally and professionally. The Partnership asked that their deepest condolences be passed on to Theresa's family, friends and colleagues.</p> <p>The Chair also advised that Ian Shaw had decided to step down from the Partnership to allow him to focus on other areas of community work. The Partnership requested that their thanks be passed on to Ian and wished him all the best in the future.</p> <p>Councillor Barr, as a matter of caution, declared an interest in an application for funding from the Dalry Old Folks' Committee to the Margaret Archibald Bequest which he expected to be discussed at the meeting.</p>	

2.	<p>Action Note</p> <p>The action note from the previous meeting held on 23 January 2020 was approved.</p> <p>The following points were discussed as matters arising:</p> <p><u>Garnock Valley Men's Shed</u></p> <p>The asset transfer was still in progress and would be discussed at the next meeting of North Ayrshire Council's Cabinet. Councillor Barr advised that the Dalry Parish Boundary Trust had a grant of £5,000 set aside for the group and would be paid when the process is complete.</p> <p><u>Community Wealth Building</u></p> <p>Since the last meeting the Council has agreed to implement their Community Wealth Building Strategy and will be looking to work with community partners to implement this. It was agreed that it would be beneficial if someone from the Council could come to a future meeting and provide an update on how this work is progressing.</p> <p><u>CIF Applications</u></p> <p>The application by the Beith Community Development Trust was approved by the North Ayrshire Cabinet as recommended by the Partnership.</p> <p>Since the last meeting it was agreed that the application by Radio City should be independently reviewed and would not be discussed by the Partnership until this process has been completed.</p> <p><u>Police Scotland - Proceeds of Crime Fund</u></p> <p>It was confirmed that nominations have been received for the vacancy on the group responsible for disbursing this fund.</p>	J. McGee
3.	<p>National Cycle Network – Dalry to Kilbirnie</p> <p>The Partnership received a report on the options for the potential realignment of National Cycle Network (NCN) Route 7 between Dalry and Kilbirnie. Claire Fitzsimmons, Manager (Regeneration), was in attendance to present the report.</p> <p>The new route would utilise in part the disused railway that runs south of Kilbirnie and is owned by Sustrans. The proposed route would require the support of fewer landowners than previously identified routes.</p> <p>Members of the Partnership asked questions and were provided with further information in relation to:</p>	

	<ul style="list-style-type: none"> • flooding risks, how these can be minimised and the expected impact of the Garnock Valley Flood Protection Scheme; and • issues around land ownership and current leases on the land. <p>The Partnership unanimously agreed to (a) support (i) the potential alternative route identified in the report; (ii) officers working with the community with a view to gaining the landowner support required; and (iii) an application to Sustrans 'Places for Everyone' fund to allow officers to further consider the viability of a new route; and (b) thank Peter Stevenson for his involvement in progressing the project.</p>	
4.	<p>Garnock Valley Young People</p> <p>The Partnership received an update from Gary Tait, Community Development Worker, on the recent work which has been undertaken with young people in the Garnock Valley.</p> <p>The update included information on:</p> <ul style="list-style-type: none"> • an alcohol awareness program which was being rolled out across the locality; • work being done to have someone from the Garnock Valley take up a role on the NAC Youth Executive; • proposals to start STEM workshops in schools for pupils who are at risk of exclusion; • the training which has been undertaken by staff while working from home and the expected benefits of this; and • proposals to take over the management of the local skatepark. <p>Discussion then took place on how to approach antisocial behaviour in a number of areas of the locality. It was highlighted that guidance for restarting youth work has been issued however this is only for outdoor activities.</p> <p>Noted.</p>	
5.	<p>Community Investment Fund</p> <p>The Partnership were provided with details of a CIF application which was at the expression of interest stage. The application was submitted by Dalry Community Council and Kilbirnie & Glengarnock Community Council and was supported by Beith Community Council and was seeking funding to carry out a feasibility study on a proposed new route for the National Cycle Network (NCN) Route 7 between Dalry and Kilbirnie. The project will require around £20,000 of CIF funding. This figure would be finalised should the application progress to the next stage.</p> <p>Following consideration of the expression of interest, the Partnership agreed to request a full application be brought to a future meeting.</p>	C. Pieraccini

Meeting:	Three Towns Locality Partnership
Date/Venue:	17 September 2020 in Virtual Meeting at 6.00 p.m.
Attendance:	Councillor Tony Gurney (Chair) Councillor Jimmy Miller Councillor Jean McClung Councillor John Sweeney Councillor Davina McTiernan Councillor Ellen McMaster Councillor Robert Barr Councillor Ronnie McNicol (From Item 4 onwards) Karen Yeomans, Senior Lead Officer (NAC) Angela Morrell, Senior Manager (NAC) Shirley Morgan, Locality Officer (NAC) Pat Breen, Community Representative Elaine Meney, Community Representative Gordon Cowan, Three Towns Locality Officer; Gavin Paterson, Partnership Engagement Officer (HSCP); Scott Mould, Ardrossan Community Sports Hub Megan Dolan, Youth Representative Payton Lee, Youth Representative Angela Little, Committee Services Officer (NAC)
Apologies:	Councillor Timothy Billings Councillor Jim Montgomerie Denise McKenzie, Vice Chair Alison Wilson, Police Scotland Julia Gray

ACTIONS

No.	Action	Responsible
1.	<p>Welcome and Apologies and Declarations of Interest</p> <p>The Chair welcomed members to the meeting and apologies for absence were noted.</p> <p>The Chair and the Partnership expressed their sadness at the sudden passing of Theresa Potter, a campaigner and community worker in North Ayrshire for more than 30 years and sent their condolences to her family and friends.</p> <p>In terms of Standing Order 11, Patrick Breen declared an interest in Agenda Item 8 – CIF Ardrossan Community Sports Hub and Councillor McNicol declared an interest in Agenda Item 10 – Community Representatives.</p>	

2.	Action Note Noted.	
3.	Community Support and Next Steps The Partnership received a report and short presentation by the Locality Partnership Lead Officer on the work of the Community Hubs throughout lockdown and the next steps for them. The report provided some background information on the Partnership's priorities and the details of the Audit Scotland report which commended the Locality Partnership work and highlighted the significant work undertaken by community groups, volunteers and local businesses in the Three Towns during the Covid-19 lockdown. The Partnership discussed:- <ul style="list-style-type: none"> • the excellent and innovative work of the Community Hubs and local organisations during lockdown and the continued relevance of the Partnership's priorities; • the success of working with local groups during lockdown to identify local solutions and the value of empowering staff and volunteers to act; • volunteering opportunities going forward with a potential bank of volunteers; and • the positive sense of community which had emerged during lockdown; and the commitment shown by local businesses and partners to work together. The Partnership was also advised that a follow-up survey would be circulated to the community to capture their experiences and their views on what worked and what didn't work.	Angela Morrell
4.	Ardrossan Harbour Karen Yeomans, Senior Lead Officer provided a brief update on the progress of the redevelopment of Ardrossan Harbour, which will see £150m investment over the next few years and investment of £20m from the Ayrshire Growth Deal. The Partnership discussed the delivery of the new ferry, now estimated for late 2021, and noted that the project's timescales will remain in place to ensure the works are completed as planned and the Harbour is operational for existing, new and future ferries. Noted.	

5.	<p>Youth Update</p> <p>Gordon Cowan advised that whilst it is not yet possible to hold any indoor, or face-to-face groupwork, social outreach work will commence next week and will include some virtual youthwork using Zoom. Virtual community centres had been established and provided services for all the community</p> <p>The Partnership recorded thanks to the Youth Forum for the range of activity involvement throughout the pandemic.</p>	
6.	<p>Locality Officer Update</p> <p>Shirley Morgan referenced an update on the work which has been undertaken in the locality which was included in the agenda pack and highlighted the extraordinary work that had been done, in a few days, to set up the 3 Towns Community Support Hub. She outlined the incredible support from volunteers and the community in the provision of food and essential items, mental health packs and dog walking services. Talks are taking place to develop a community pantry and fridge.</p> <p>The Partnership commended all those involved for the excellent response from services and volunteers in meeting the needs of the community.</p>	
7.	<p>HSCP Update</p> <p>Gavin Paterson, Partnership Engagement Officer (HSCP); provided a verbal update on the work of Health and Social Care (HSCP) Locality Forum, which included information on:-</p> <ul style="list-style-type: none"> • the production of a one-year bridging HSCP strategic plan covering the period April 2021 to March 2022, to reflect on the current plan, outline the recovery and the 2030 vision; and the development of a longer-term detailed strategic commissioning plan to 2030; • engagement with service users, partners and staff on two questions, namely how they kept themselves well and what mattered to them with regard to health and social care; • the appointment of Elizabeth Stewart as the HSCP Locality Forum Lead Officer; and • the next meetings of the Locality forums in mid-October. <p>Noted.</p>	

8.	<p>Community Investment Fund Expression of Interest Form</p> <p>The Partnership were provided with details of an application from Ardrossan Community Sports Hub for £45,800 to develop a purpose-built gym within the grounds of the derelict Seafield School, Ardrossan, on an initial 12 months rolling lease. The application outlined the proposal and provided financial projections and income breakdown per annum for 3 years, Year 1 start-up costs and a breakdown of monthly expenditure and income assumptions.</p> <p>Discussion took place on the ownership of the premises, the derelict condition of the buildings and the untidy state of the grounds. It was noted that the Planning Committee had served a Notice instructing the removal of litter and refuse from the site and boarding up of windows and doors. The landowner had not carried out the works required, and the Council had now agreed to take direct action and seek costs from the landowner.</p> <p>Clarification was sought and provided on:-</p> <ul style="list-style-type: none"> • ownership of the premises and the terms of the rolling lease; • the lack of gym facilities in Ardrossan; and • the benefits of this facility in the town that would also deliver projects for the community. <p>Councillor Miller seconded by Councillor Sweeney, moved that the application be granted.</p> <p>As an amendment, Councillor Barr, seconded by Councillor McTiernan, moved that the application be deferred for further information in relation to the premises and the site, including the current position in respect of the Notice served on the landowners and the implications for the Sports Hub's proposal, and the terms of the lease with the landowners.</p> <p>On a division there voted for the amendment six and for the motion two, the amendment was therefore declared carried.</p>	Angela Morrell
9.	<p>Street Naming</p> <p>A report was presented on the requirement for a street name for a new development on land at the former Church St Brendans, Saltcoats. Two proposals had been received, namely Janet Strang and John Lambie and details of each proposal were outlined in the report.</p>	

	<p>Discussion took place on the Council's Street Naming Policy. The Policy states that the use of a name relating to persons either living or alive during living memory should be avoided if possible. Only exceptional circumstances will be given genuine consideration, and these will require justification.</p> <p>The Partnership considered that the work and contribution of Janet Strang to the local community was an extraordinary achievement and should be recognised within the local community she has served and during her lifetime.</p> <p>The Partnership unanimously agreed, in this particular case, it was appropriate to recognise the work and considerable contribution of an individual during their lifetime and to recommend to Cabinet the street be named, Janet Strang Court.</p>	Karen Yeomans
10.	<p>Locality Partnership Community Representatives</p> <p>The Partnership were advised that applications from John Hunter and Julia Gray had been received for the community representative vacancies on the Locality Partnership.</p> <p>The Partnership expressed its thanks to Hazel and Scott for their contribution to the work of the Three Towns Community Council.</p> <p>The Partnership agreed to appointment of John Hunter and Julia Gray as community representatives.</p>	Angela Morrell/ Shirley Morgan
11.	<p>AOCB</p> <p>Respite and Residential ASN School Naming</p> <p>Councillor McNicol requested his dissent at the name Roslin House for the respite house at Stevenston, on the basis the ship had been built in Ardrossan in 1958 as an explosive's carrier.</p> <p>Councillor Sweeney advised that the Integration Joint Board had deferred taking a decision on the naming of the Respite and Residential ASN School to allow for consultation with the Three Towns Locality Partnership. Following consultation, a report outlining all views and proposed names was presented to the IJB on 27 August 2020 and it was agreed to name the residential facility, Red Rose House and the respite House, Roslin House.</p> <p>Community Policing Bicycles</p> <p>Councillor McClung advised she had received an enquiry on funding for new bicycles for the Community Policing Team and would forward this enquiry to Angela Morrell.</p>	Angela Morrell

	Active Travel Shirley reported that she would circulate to the Partnership, via email, information on the signposting and interaction board that will be located around the Three Towns.	Shirley Morgan
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The meeting ended at 8.15 p.m.