



NORTH AYRSHIRE
COUNCIL

Cunninghame House,
Irvine.

21 February 2013

Cabinet

You are requested to attend a Meeting of the above mentioned Committee of North Ayrshire Council to be held in the Council Chambers, Cunninghame House, Irvine on **TUESDAY 26 FEBRUARY 2013** at **2.30 p.m.** to consider the undernoted business.

Yours faithfully

Elma Murray

Chief Executive

1. Declarations of Interest

Members are requested to give notice of any declarations of interest in respect of items of business on the Agenda.

2. Minutes (Page 9)

The Minutes of (i) the previous meeting of the Cabinet held on 29 January 2013 and (ii) the Special Meeting of the Cabinet held on 30 January 2013 will be signed in accordance with paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

EDUCATION BUSINESS FOR DECISION

3. Flexibility of P2/P3 Class Size (Page 25)

Submit report by Corporate Director (Education & Skills) on the flexibility in respect of class size maxima at P2/P3 level (copy enclosed).

4. Vision for the Future of Education in North Ayrshire (Page 29)

Submit report by Corporate Director (Education & Skills) on the outcome of the visionary exercise undertaken by the Attainment and Achievement Policy Board (copy enclosed).

5. School and Nursery Inspections within North Ayrshire Council during the period January - December 2012 (Page 35)

Submit report by Corporate Director (Education & Skills) on the outcomes of inspection activity within North Ayrshire schools, nursery classes and early years provision (copy enclosed).

6. Cross Boundary Pre School Education Places (Page 43)

Submit report by Corporate Director (Education & Skills) on the current position concerning cross boundary pre-school education places (copy enclosed).

7. Education and Skills Validated Self-Evaluation (VSE) (Page 49)

Submit report by Corporate Director (Education & Skills) on the Validated Self-Evaluation undertaken by the Council and Education Scotland (copy enclosed).

8. Building Sustainable Learning Communities (Page 81)

Submit report by Corporate Director (Education & Skills) on the restructuring of the Quality Improvement Service and the move to an integrated area based self-improving system approach to quality improvement (copy enclosed).

GENERAL BUSINESS FOR DECISION

9. Largs Car Park - Proposed Increase in Parking Charges (Page 85)

Submit report by Chief Executive on an increase in the charge for the use of Largs Seafront Car Park, recommended by the North Coast Area Committee (copy enclosed).

10. Irvine Enterprise Area (Page 89)

Submit report by Corporate Director (Development & Environment) of the activities at the Irvine Enterprise Area since its designation and the preparation of a Business Plan (copy enclosed).

11. Demolition Order - Craigspark Farm, Craigspark, Ardrossan (Page 141)

Submit report by Corporate Director (Finance and Corporate Support) on the condition of the above property and seek approval to serve a Demolition Order (copy enclosed).

- 12. Flood Risk Management (Scotland) Act 2009: Update (Page 145)**
Submit report by Corporate Director (Development & Environment) on progress with the implementation of the Council's response to the statutory obligations within the Flood Risk Management (Scotland) Act 2009 (copy enclosed).
- 13. Operational Review: Ayrshire Joint Planning Unit (AJPU) (Page 177)**
Submit report by Corporate Director (Development & Environment) on the findings of the operational review of the AJPU by Officers of the three Ayrshire Councils, and to seek agreement of the next steps (copy enclosed).
- 14. Review of Planning Fees (Page 181)**
Submit report by Corporate Director (Development & Environment) on the Scottish Government's proposal to increase planning fees by 20% in April 2013 (copy enclosed).
- 15. Kilbirnie Conservation Area Regeneration Scheme (Page 187)**
Submit report by Corporate Director (Development & Environment) on the award of funding from Historic Scotland towards a Conservation Area Regeneration Scheme for Kilbirnie (copy enclosed).

GENERAL BUSINESS FOR INFORMATION

- 16. Residual Waste Treatment (Page 191)**
Submit report by Corporate Director (Development & Environment) on the progress in securing long-term treatment facilities for residual waste (copy enclosed).
- 17. Joint Commissioning Strategy for Older People - 10-Year Vision for Joint Services (Page 195)**
Submit report by Corporate Director (Social Services & Health) on the Joint Commissioning Strategy for Older People, and our Pan Ayrshire 10-year Joint Commissioning Vision (copy enclosed).
- 18. Responding to Demographic Change in North Ayrshire (Page 299)**
Submit report by Chief Executive on demographic trends affecting North Ayrshire (copy enclosed).

CONTRACT APPROVAL

- 19. Redstone Avenue, Kilwinning: Appointment of Contractor (Page 315)**
Submit report by Corporate Director (Social Services & Health) on the award of a construction contract for the development of 46 new general and particular needs housing at Redstone Avenue, Kilwinning (copy enclosed).

20. Modern Apprenticeship Training Providers (Page 327)

Submit report by Corporate Director (Finance and Corporate Support) on proposal to invite tenders from training providers to support the expansion of the Modern Apprenticeship programme (copy enclosed).

21. Home Care Management System - Tender Outcome (Page 331)

Submit report by Corporate Director (Finance and Corporate Support) on the results of the tender for a Home Care Management System and present a recommendation for award of contract (copy enclosed).

22. Framework Agreements for External Wall Insulation (EWI) (Page 341)

Submit report by Corporate Director (Finance and Corporate Support) to undertake a tender exercise to put in place framework agreements for the supply and installation of external wall insulation systems (EWI) (copy enclosed).

23. Contract for Gas Maintenance (Page 345)

Submit report by Corporate Director (Finance and Corporate Support) on a tender exercise to put in place a contract for gas maintenance (including emergency breakdown installations) (copy enclosed).

MINUTES FOR INFORMATION

24. South West Hub Territory Partnering Board : Minutes of the Meeting held on 20 December 2012 (Page 349)

Submit report by Corporate Director (Finance and Corporate Support) on the Minutes of the Meeting of the South West Hub Territory Partnering Board held on 20 December 2012 (copy enclosed).

25. Health and Social Care Policy Board : Minutes of Meeting held on 21 January 2013 (Page 357)

Submit report by Corporate Director (Social Services & Health) on the Minutes of the Health and Social Care Policy Board held on 21 January 2013 (copy enclosed).

26. Finance and Corporate Support Policy Board : Minutes of Meeting held on 21 January 2013 (Page 363)

Submit report by Corporate Director (Finance and Corporate Support) the Minutes of the Meeting of the Finance and Corporate Support Policy Board held on 21 January 2013 (copy enclosed).

27. Education Attainment and Achievement Policy Board: Minutes of Meeting held on 28 January 2013 (Page 369)

Submit report by Corporate Director (Education & Skills) on the Minutes of the Meeting of the Education Attainment and Achievement Policy Board held on 28 January 2013 (copy enclosed).

28. Environment & Infrastructure and Economy & Employment Joint Policy Board : Minutes of Meeting held on 4 February 2013 (Page 375)

Submit report by Corporate Director (Development & Environment) on the Minutes of the Environment & Infrastructure and Economy & Employment Policy Board held on 4 February 2013 (copy enclosed).

29. Urgent Items

Any other items which the Chair considers to be urgent.

Cabinet

Sederunt:

Elected Members

Willie Gibson (Chair)
Alan Hill (Vice-Chair)
Marie Burns
Anthea Dickson
John Ferguson
Tony Gurney
Alex McLean

Chair:

Attending:

Church Representatives

Very Reverend Matthew Canon McManus
Ms Elizabeth H. Higton
Mr Mark Fraser

Apologies:

Teaching Representative

Mr Gordon Smith

Meeting Ended:

Youth Council Representatives

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Cabinet
29 January 2013

IRVINE, 29 January 2013 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Alan Hill, Marie Burns, Anthea Dickson, John Ferguson and Alex McLean

In Attendance

E. Murray, Chief Executive; I. Colvin, Corporate Director (Social Services and Health); L. Friel, Corporate Director (Finance and Corporate Support); C. Hatton, Corporate Director (Development and Environment); A. Sutton, Head of Service (Community and Culture) and J. McKnight, Manager Community Development (Education and Skills); M McKeown, Committee and Members Services Manager, D. McCaw, Committee Services Officer and E. McDonald, Communications Officer (Chief Executive's Service).

Also In Attendance

L. Cairns and L. Campbell (North Ayrshire Leisure Limited).

Chair

Councillor Gibson in the Chair.

1. Declarations of Interest

In terms of Standing Order 16 and Section 5 of the Councillors Code of Conduct, Councillor McLean, as a Council representative on the NALL Board of Directors, declared a non-pecuniary interest in Agenda Item 3 (North Ayrshire Leisure Limited (NALL) Business/Service Plan 2012-13: Progress Report December 2012).

2. Minutes

The Minutes of the previous meeting of the Cabinet held on 18 December 2012, were signed in accordance with paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. North Ayrshire Leisure Limited (NALL) Business/Service Plan 2012-13: Progress Report December 2012

Submitted report by the Corporate Director (Education and Skills) on progress in terms of the North Ayrshire Leisure Limited (NALL) Business/Service Plan for 2012-13.

The Chief Executive of NALL was in attendance and spoke to the detail of the Progress Report, a copy of which was appended. The Report illustrated progress made by NALL towards responding to the Council's requirements, meeting commitments in the Business Plan, and improving the performance of the company.

Members welcomed the positive report and the progress being made by NALL. The representatives of NALL answered Members' questions, including questions about the use of social media to promote activities, the importance of properly maintaining facilities including outdoor spaces, and the success of User Forums.

Arising from discussion, the Head of Service (Community and Culture) advised the Cabinet that the Council would be participating in an Education Scotland pilot of the revised "How Good is our Culture and Sport" framework. This was recognition of the work being undertaken in North Ayrshire in these areas.

Noted.

4. Capital Monitoring to 30 November 2012

Submitted report by the Corporate Director (Finance and Corporate Support) on progress in delivering the Capital Investment Programme as at 30 November 2012.

The report illustrated movements in the General Services Capital Programme since it was approved on 1 February 2012. Actual expenditure to 30 November 2012 amounted to £13.259m or 42.1% (compared to anticipated expenditure of £14.201m or 44.9%) of the revised annual budget for 2012/13 of £31.520m. Details of actual spend by project against the revised budget were set out in Appendix 1 to the report, alongside anticipated spend to 31 March 2013. Section 2.3 of the report identified the project which make up the £2.463m carry forward to 2013/14. The table at Section 2.4 of the report outlined the movements in the Flexibility Budget since the report to Cabinet on 20 November 2012.

The report summarised the position of the 2012/13 Housing Revenue Account (HRA) Capital Budget as at 30 November 2012. £13.503m or 47.9% of the revised annual budget of £28.182m. Current projections suggest that there will be a net underspend of £1.453m at 31 March 2013.

The Cabinet agreed to (a) approve the further revisions to budgets outlined at Sections 2.1 and 2.7 and at Appendix 1 to the report; and (b) note (i) the actual General Services and HRA expenditure to 30 November 2012 and (ii) the forecast of expenditure to 31 March 2013.

5. Revenue Budget 2012/13: Budgetary Control Statement to 30 November 2012

Submitted report by the Corporate Director (Finance and Corporate Support) on the revenue budgetary control position for the Council at 30 November 2012.

Since the budget was approved on 1 February, additional funding of £1.837m has been received from the Scottish Government by way of redetermination of General Revenue Grant and details were provided at Section 2.1 of the report. In addition to the redeterminations set out, the core finance settlement funding is £0.144m higher than was assumed when setting the 2012/13 budget. Current financial projections indicate that a net in-year surplus of £2.037m is anticipated for the year to 31 March 2013, i.e. an underspend of £1.882m against the budgeted surplus of £0.155m.

Sections 2.3 - 2.13 summarised a number of significant over and underspends across Council Services, as well as anticipated savings in Loan Charges and expected Council Tax income. Further details were provided in Appendices 1 - 8 to the report. A summary of the proposed carry forward of funds to 2013/14 was set out at Section 2.14 and the further requests for virements referred to in Section 2.15 were details in Appendix 10. The table at Section 2.16 of the report summarised the General Services revenue projections based on variances at the end of November 2012.

The position on the Housing Revenue Account at the end of November 2012 was outlined in the table at Section 2.18 of the report, with further details provided at Appendix 9. A commentary of the projected underspend of £0.796m was provided.

The Cabinet agreed to (a) note the information and financial projections outlined in the report; (b) approve the virements details in Appendix 10; and (c) approve the carry forward of £0.272m as summarised in Section 2.14 of the report.

6. The Food Hygiene Information Scheme

Submitted report by the Corporate Director (Development and Environment) on the proposed introduction of the Food Hygiene Information Scheme within North Ayrshire.

The Food Hygiene Information Scheme (FHIS) is designed to provide 'at a glance' information about the outcome of Local Authority food hygiene inspections to the consumer at the point of sale and on the internet. A 'Pass' is awarded to food businesses that have achieved satisfactory compliance, i.e. no major contraventions or no minor, recurring contraventions observed. 'Improvement Required' status will be issued to businesses that fail to achieve a 'Pass' award. Appendix 1 to the report provided examples of the certificates which premises will be invited to display. £6,000 has been secured from the Food Standards Agency Scotland to support the launch of the scheme. No long-term financial implications are anticipated thereafter.

The Cabinet agreed to the introduction of the Food Hygiene Information Scheme within North Ayrshire from April 2013, supported by an appropriate promotions campaign to increase awareness.

7. Progress Report, Kilwinning Community Sports Club

Submitted report by the Corporate Director (Education and Skills) on the progress on delivery of the Kilwinning Community Sports Club Legacy Project.

Information was provided on progress in terms of work to develop the Club's facilities. Revised completion of the building is now scheduled for the end of February 2013, subject to utilities connections and taking account of the delays due to weather prior to Christmas. Remedial action is also being taken to rectify an issued with pre-printed pitch markings.

The project has revised its cash flow and budget to take account of revised utility connection charges from Scottish Power of £38,038, increasing from an original cost of £3,000. An overspend of the total project costs of £2,269 will now be met by Kilwinning Community Sports Club.

Good progress has recently been made in recruiting new volunteers to support this new initiative. Kilwinning Community Sports Club has worked with North Ayrshire Council Active Schools Co-ordinators and Young Sporting Ambassadors from Kilwinning Academy to recruit 30 new volunteers to support the project. Sportscotland are to feature this recent work in a short film demonstrating the impact of volunteering in the development of Community Sports Hubs.

Members welcomed the progress made and the Club's aspiration to be the best community led sports facility in Scotland. Information was sought information in relation to the revised utility connection charges from Scottish Power. The Head of Service (Community and Culture) undertook to seek clarification on this point and provide Members with an update. She further agreed to bring a report to a future meeting on the Education Scotland pilot of the revised "How Good is our Culture and Sport" framework.

The Cabinet agreed to (a) note the progress being made in completing the building and ground works, albeit with a delay due to recent weather conditions; (b) receive a future report when all works are completed and Kilwinning Community Sports Club has started to operate the facility; (c) invite the Sports Club to make a presentation to a future meeting of the Cabinet; and (d) receive a report by the Corporate Director (Education and Skills) on the Education Scotland pilot of the revised "How Good is our Culture and Sport" framework.

8. Improvements to Bus Route 11

Submitted report by Corporate Director (Development and Environment) on the actions taken to award a contract to undertake improvement works to Bus Route 11.

The Council recently secured funding of £624,000 from Strathclyde Partnership for Transport (SPT) to upgrade the signals and pedestrian crossings along Bus Route 11, illustrated at Appendix 3 to the report. Peek Traffic Ltd have been identified as the preferred bidder. SPT has confirmed that they will increase the value of the funding to meet the tendered price of £665,471.50 to undertake the works.

Due to the Christmas recess, Cabinet approval could not be sought in the timescale required to undertake the works during the current financial year as required by SPT. In accordance with the Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Corporate Director (Development and Environment) approved the award to Peek Traffic Limited after consultation with the Chief Executive and the Leader.

The Cabinet agreed to note the actions taken to award a contract to Peek Traffic Ltd to undertake works to Bus Route 11 for which SPT grant funding has been secured.

9. Pan-Ayrshire Election Services

Submitted report by the Corporate Director (Finance and Corporate Support) seeking approval for a proposed Pan-Ayrshire tendering agreement for provision of various election related services, including aspects of postal voting, e-counting, and the printing of ballot papers and postal packs.

The Cabinet agreed to (a) note the requirement for this tender for election services; (b) note that the anticipated contract value is above EU Public Procurement Threshold for Services; (c) authorise North Ayrshire Corporate Procurement to lead the collaborative procurement on behalf of North, South and East Ayrshire Councils; and (d) approve a 3-month extension to the term of the existing arrangements in North Ayrshire (if required) to permit the tender process to be concluded.

10. Community Based Addictions Support Service

Submitted report by the Corporate Director (Social Services and Health) on a tendering exercise to appoint a provider to deliver a Community Based Addictions Support Service that will work with individuals with low level alcohol and drugs issues and also provide support to individuals exiting statutory services.

The report provided that a tendering exercise be undertaken for the delivery of a community-based service to support individuals with lower level needs, as well as individuals who have been working with statutory services and who require an exit pathway from those services. The tender is likely to cost between £120,000 and £150,000 per annum and the life of the contract will be three years. The costs will be covered by the Alcohol and Drugs Partnership utilising the monies previously allocated to the Addiction Service, as well as money from Public Health relating to Blood Borne Viruses.

The Cabinet agreed that a tendering exercise be carried out to identify and appoint a provider to deliver a Community Based Addictions Support Service for a three-year period, as set out in the report.

11. North Ayrshire Housing Partnership: Minutes of Meeting of 13 November 2012

Submitted report by the Corporate Director (Social Services and Health) on the Minutes of the meeting of the North Ayrshire Housing Partnership held on 13 November 2012.

Noted.

12. Housing Revenue Account Business Plan Implementation Group: Minutes of Meeting of 27 November 2012

Submitted report by the Corporate Director (Social Services and Health) on the Minutes of the meeting of the Housing Revenue Account Business Plan Implementation Group held on 27 November 2012.

Noted.

13. Environment and Infrastructure Policy Board: Minutes of Meeting of 3 December 2012

Submitted report by the Corporate Director (Development and Environment) on the Minutes of the meeting of the Environment and Infrastructure Policy Board held on 3 December 2012.

Noted.

14. Corporate Equality Group: Minutes of Meeting of 3 December 2012

Submitted report by the Chief Executive on the Minutes of the meeting of the Corporate Equality Group held on 3 December 2012.

Noted.

15. Community Empowerment Policy Board: Minutes of Meeting of 17 December 2012

Submitted report by the Corporate Director (Education and Skills) on the Minutes of the meeting of the Community Empowerment Policy Board held on 17 December 2012.

Noted.

16. Exclusion of the Public and Press

The Committee resolved, in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting, the press and public for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 7A of the Act.

17. Social Work Complaints Review Committee: Complaint by L. M.

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting of 17 December 2012 in respect of a complaint by L. M.

The Cabinet agreed to accept the findings and recommendations of the Social Work Complaints Review Committee as set out in the report.

The meeting ended at 3.30 p.m.

Cabinet
30 January 2013

IRVINE, 30 January 2013 - At a Special Meeting of the Cabinet of North Ayrshire Council at 10.00 a.m.

Present

Willie Gibson, Alan Hill, Marie Burns, Anthea Dickson, John Ferguson, Tony Gurney and Alex McLean.

Also Present

Joan Sturgeon, Robert Barr, John Bell, Ian Clarkson, Joe Cullinane, John Easdale, Alex Gallagher, Jean Highgate, John Hunter, Catherine McMillan, Peter McNamara, Ronnie McNicol, Ruth Maguire, Tom Marshall, Jim Montgomerie, David O'Neill, Donald Reid and Robert Steel.

In Attendance

E. Murray, Chief Executive; L. Friel, Corporate Director, Yvonne Baulk, Head of Finance and Property and G. Macgregor, Head of HR and Organisational Development (Finance and Corporate Support); C. Kirk, Corporate Director; I. Colvin, Corporate Director and O. Clayton, Head of Community Care and Housing (Social Services and Health); C. Hatton, Corporate Director and K. Yeomans, Head of Service (Development Planning)(Development and Environment); and Andrew Fraser, Head of Democratic and Administration Services, M. McKeown, Committee and Members Services Manager, K. Dyson, Communications Officer and M. Anderson, Committee Services Officer (Chief Executive's Service).

Chair

Councillor Gibson in the Chair.

1. Declarations of Interest

There were no declarations by Elected Members in terms of Standing Order 16 and Section 5 of the Councillors Code of Conduct.

2. General Services Revenue Estimates 2013/14 to 2015/16

Submitted report by the Corporate Director (Finance and Corporate Support) on (a) the Council's revenue spending requirements and anticipated funding available for the years 2013/14 to 2015/16, and the efficiencies and savings options proposed to address the funding shortfall; and (b) the level of reserves and fund balances held by the Council.

The report invited Members to approve a balanced budget for 2013/14 which considered pressures, net of the adjustment in respect of the national police and fire services, totalling £9.691m, as set out in Appendix 2 to the report; efficiencies and savings totalling £6.555m, as contained in Appendix 3 to the report; the allocation of £1.162m to the Capital Fund; and Members' priorities to be included in the budget for 2013/14. The report also invited Members to consider efficiencies of £6.345m in 2014/15 and £2.958m in 2015/16 to ensure an appropriate lead-in for service transformation to support future funding gaps.

The Leader made reference to representations he had received about the detrimental impact on community associations and councils with responsibility for community halls, of the proposed £30,000 budget efficiency ref. SP-ES-13-33 (Reapportion letting commission income return from Community Associations from 33% to 50% share to Council) contained in Appendix 3 to the report. The Leader circulated a paper containing the Administration's investment proposals for 2013/14. He suggested that the £150,000 Community Development Fund referred to in that paper be reduced to £120,000 and that the proposed budget efficiency ref. SP-ES-13-33 be removed.

The Cabinet agreed to (a) support the proposals outlined in the report, subject to (i) the removal of budget efficiency SP-ES-13-33 and (ii) the adoption of investment proposals contained in Appendix CAB1 to this Minute; and (b) refer the report to Council for determination.

3. General Services Capital Investment Programme 2013/14 to 2022/23

Submitted report by the Corporate Director (Finance and Corporate Support) on the updated Capital Asset Strategy and the 2013/14 to 2022/23 General Services Capital Investment Programme.

The draft capital investment programme set out in the report reflected the highest priority projects and proposed additional investment of £126.418m, as detailed in Appendix 3 to the report. It brings the total investment programme in the Council's core assets over the next 10 years to £233.256m. The report provided summaries of major projects under the broad headings of Regeneration, the School Estate, Culture and Community, Social Services and Health, Property Rationalisation, Life Cycle Maintenance and Flood Management.

Members asked questions, and received clarification, on the following:-

- the need for further investment in the Council's roads infrastructure; and
- the location of the Meadowside Park facility referred to in Appendix 2 to the report.

The Cabinet agreed to (a) support the proposals outlined in the report; and (b) refer the report to Council for determination.

4. Housing Revenue Account (HRA) Capital Investment Programme, Revenue Budget and Rent Levels for 2013/14

Submitted report by the Corporate Director (Finance and Corporate Support) on the Housing Revenue Account (HRA) Capital Investment Programme and revenue budget for 2013/14 and the consequential rent levels for 2013/14.

The proposed 2013/14 HRA capital programme was detailed in Appendix 1 to the report and a summary of major repair or improvement works was provided at Section 2.4 of the report. Appendix 2 to the report set out the proposed 2013/14 HRA Revenue Budget. The report proposed a rent increase of 3.5% for 2013/14 in order to meet the investment needs of the 30-year HRA Business Plan, the council house building programme and the requirements of the Scottish Housing Quality Standard (SHQS) by 2015. Rent increases of 3.5% and 4.5% for 2014/15 and 2015/16, respectively, were proposed in the Business Plan. Appendices 3 and 4, respectively, contained the rent consultation document issued to tenants and a summary of the outcome of that process.

Members were advised of corrections to Appendix 1 to the report, revising (i) the figure of £763,000 where it appears against the HRA House Building Fund, to £492,000 and (ii) the figures of £6.962m and £13.909m against Prudential Borrowing to £7.233m and £14.180m, respectively.

The Cabinet agreed to (a) support the proposals outlined in the report; and (b) refer the report, as amended, to Council for determination.

The meeting ended at 10.55 a.m.

NORTH AYRSHIRE COUNCIL
INVESTMENT PROPOSALS 2013/14

Early Intervention

A number of proposals have been developed to develop further the council's early intervention and prevention strategy. By 2014/15 a further £1.4 million will be invested in a number of new services including;

- 1.1 provision of home-based practical support to vulnerable families;
- 1.2 more information, training and opportunities for parents to develop their parenting skills;
- 1.3 a "Stop Now and Plan" programme to reduce behavioural problems in children aged 6 to 8 years;
- 1.4 recruitment of supported carers to look after young people 16 to 19 year old who are leaving care, offering support before they move into their first home;
- 1.5 / 1.6 improvement to services in Early Years Centres to provide support and advice with Money Matters, with Home Inclusion and Social Services staff being based in the Centres

These new services are designed to provide help at as early a stage as possible and to prevent the damage to children in their early years which can cause negative outcomes in later life.

Education and Skills

These initiatives will support individuals and groups within our communities to reach their full potential. The new community development fund of £300,000 each year from the capital programme, and £150,000 per annum from the revenue budget for community development support, will assist communities to identify projects and initiatives which are important at a local level. It will also provide match funding for external funding applications for groups who wish to develop more ambitious projects. This initiative reflects North Ayrshire's ambition to strengthen community participation, unlock enterprising community development and renew communities.

Employer engagement funding of £120,000 per annum will facilitate the development of links between schools and businesses, building on the Council's successful co-ordinator approach.

Removal of savings proposal to increase the letting commission income return from Community Associations from 33% to 50%, £30,000. (Cabinet 30/1/2013 General Services Revenue Estimates 2013/14 to 2015/16, Appendix 3 ref. 3m))

Finance and Corporate Support

A small investment in information and records management will assist the Council to strengthen and develop its approach in line with current regulations and legislation and modern ways of working.

Appendix 1

NORTH AYRSHIRE COUNCIL				
GENERAL SERVICES BUDGET 2013/14 TO 2015/16				
INVESTMENT PROPOSALS				
Ref. No.	Subject heading	Funding Requested		
		2013/14	2014/15	2015/16
		£	£	£
1	Early Intervention			
1.1	Vulnerable Children Support (0-5 years)	265,000	360,000	360,000
1.2	Capacity Building with Parents	190,000	228,000	228,000
1.3	Stop Now and Plan (SNAP)	232,000	307,000	307,000
1.4	Supported Carers Scheme	104,000	141,000	141,000
1.5	Integrated Support in Early Years Centre	289,000	372,000	372,000
1.6	Peripatetic Early Years Practitioner Support in Early Years Classes	22,000	27,000	27,000
	Sub Total	1,102,000	1,435,000	1,435,000
2	Education and Skills			
2.1	Community Development Fund *	120,000	120,000	120,000
2.2	Employer Engagement	90,000	120,000	120,000
2.3*	Letting Commission from Community Associations * (Ref appendix 3m))	30,000	30,000	30,000
	Sub Total	240,000	270,000	270,000
3	Finance and Corporate Support			
3.1	Information and Records Project Officer and Admin Assistant	60,000	60,000	42,000
	Sub Total	60,000	60,000	42,000
	Total Bids	1,402,000	1,765,000	1,747,000
	Available Resources	1,402,000	1,804,000	1,804,000
	Balance (gap) in funding	0	39,000	57,000
* amendment to savings proposals at Cabinet 30 January 2013				

NORTH AYRSHIRE COUNCIL

Agenda Item 3

26 February 2013

Cabinet

Subject:	Flexibility of P2/P3 Class Size
Purpose:	To seek flexibility in respect of class size maxima at P2/P3 level.
Recommendation:	That the Corporate Director (Education and Skills) is given delegated authority to increase class sizes at P2/P3 level beyond the levels set by current Council policy, such powers to be limited in their use to extenuating circumstances only.

1. Introduction

- 1.1 Current Scottish Government legislation relating to lower primary school class sizes is The Education (Lower Primary Class Sizes) (Scotland) Amendment Regulations 2010. This act amends 1999 Regulations and provides for statutory class size maxima as follows:-

Primary 1: 25 pupils maximum
Primary 2: 30 pupils maximum
Primary 3: 30 pupils maximum

- 1.2 In line with the Scottish Government's intention to reduce class sizes in the early years of primary schools, the Council has built upon the foundations of this legislation and adopted a policy limiting the maximum pupil numbers in Primary 2 and 3 classes to 25, bringing it into line with the statutory limit for Primary 1 class sizes.
- 1.3 This arrangement has worked well in most cases and has resulted in smaller class sizes and increased pupil/teacher ratios within our Primary Schools when compared to the statutory requirements.

2. Current Position

- 2.1 There have, however, been occasions where the existing policy has resulted in capacity issues within primary schools. For example, where 26 pupils in Primary 2 requires a reconfiguration of classes across the whole school and/or the potential creation of an additional class.

2.2 The options available to overcome accommodation pressures are currently, as follows:-

- i) Increased use of composite classes.
- ii) Making use of library and general purpose space as classroom accommodation.
- iii) Reviewing school catchment zones, to reduce demand. This requires a statutory consultation process in accordance with the Schools (Consultation) (Scotland) Act 2010.
- iv) Extending the school accommodation on a temporary or permanent basis with the associated capital and revenue cost implications.

3. Proposals

- 3.1 In a limited number of cases, these potential solutions may be inappropriate. For example, due to scale, cost, adverse educational impact or social or other practical reasons. In these exceptional cases only, where confirmed catchment pupil numbers have exceeded the levels previously set as maxima by Council Policy (but are still within the statutory maxima), it would be proportionate and pragmatic for the Corporate Director (Education and Skills) to have the delegated authority to determine that the class size maxima for certain Primary 2 and/or Primary 3 classes at particular schools, could be exceeded on a temporary basis. This would be while longer term solutions to the problem are identified and implemented.
- 3.2 In exercising this proposed delegated authority the Corporate Director (Education and Skills) would still ensure that the Council was operating within the statutory class size maxima detailed in paragraph 1.1.
- 3.3 A report will be brought to Cabinet at the beginning of the school session, detailing the occasions where these flexible arrangements have required to be used.
- 3.4 The Cabinet is invited to agree to give the Corporate Director (Education and Skills) to increase class sizes at P2/P3 level beyond the levels set by current Council policy, such powers to be limited in their use to extenuating circumstances only.

4. Implications

Financial Implications

- 4.1 There are no financial implications directly connected to the implementation of the proposal within this report. The flexibility sought through delegated authority could reduce capital and revenue financial pressures.

Human Resource Implications

- 4.2 There are no Human Resource implications arising from the adoption of the proposal within this report.

Legal Implications

- 4.3 There are no legal implications arising from the adoption of the proposal within this report. The proposed delegated authority would be exercised within statutory requirements.

Equality Implications

- 4.4 There are no equality implications arising from the adoption of the proposal within this report.

Environmental Implications

- 4.5 There no environmental implications arising from the adoption of the proposal within this report.

Implications for Key Priorities

- 4.6 The proposal would support SOA Outcome 15c, "public services are more efficient and effective".

5. Consultations

- 5.1 There has been consultation with headteachers in respect of the issues contained within this report.

This matter has also been considered at the Education Attainment and Achievement Policy Board where it was supported.

6. Conclusion

- 6.1 The proposal contained within this report will, if adopted, provide an effective and pragmatic method of managing some school capacity issues on a temporary basis. This solution is a low/no cost option which provides a commensurate response to those limited occasions where other available resolutions are inappropriate.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : MA/RK/EMcK

For further information please contact Mark Armstrong, Head of Service (Education and Skills) on telephone number 01294 324413

Background Papers

The Education (Lower Primary Class Sizes) (Scotland) Amendment Regulations 2010.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

26 February 2013

Cabinet

Subject: **Vision for the future of Education in North Ayrshire**

Purpose: To report on the outcome of the visionary exercise undertaken by the Attainment and Achievement Policy Board.

Recommendation: That the Cabinet agrees to approve the vision set out at Appendix 1.

1. Introduction

- 1.1 Early discussions with the policy board identified that there should be a shared long term vision for Education in North Ayrshire. It was agreed that, at a time of unprecedented change in public services, there was a need for an agreed direction of travel.

2. Current Position

- 2.1 A workshop was held for the Policy Board with invitations to all elected members on 17 September 2012. At this workshop key areas were identified and prioritised.
- 2.2 Following this a paper was brought back to the Board on 12 November 2012 and further refined on 28 January 2013.
- 2.3 This vision has also been shared and discussed with headteachers and parent council representatives and the Youth Council.
- 2.4 The outcome of this process is the succinct Vision for the Future which will underpin the development planning across services.
- 2.5 This vision is part of a package with the Single Outcome Agreement and Council Priorities which channel our future direction.
- 2.6 While the Vision, by its very nature, does not lend itself to being monitored by the development of performance indicators, it will nevertheless be subject to review.

3. Proposals

- 3.1 The Cabinet is invited to approve the vision set out at Appendix 1.

4. Implications

Financial Implications

- 4.1 None arising from this report.

Human Resource Implications

- 4.2 None arising from this report.

Policy Implications

- 4.3 The Vision for the Future of Education is the foundation for future planning.

Legal Implications

- 4.4 None arising from this report.

Equality Implications

- 4.5 This aims to address inequality.

Environmental Implications

- 4.6 None arising from this report.

Implications for Key Priorities

- 4.7 3a Opportunities for lifelong learning have increased
3b People are better skilled to get into work
4c Levels of educational achievement have improved

5. Consultations

- 5.1 Elected Members, headteachers and managers, parent council chairs and Youth Council.

6. Conclusion

- 6.1 The vision is a succinct view of the broad outcomes the Council is seeking in relation to education and will underpin the Education and Skills service plan.

A handwritten signature in black ink that reads "Carol Kirk". The signature is written in a cursive, flowing style.

CAROL KIRK
Corporate Director (Education and Skills)

Reference : CK

For further information please contact Carol Kirk, Corporate Director (Education and Skills) on telephone number 01294 324411.

Background Papers

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NORTH AYRSHIRE COUNCIL EDUCATION AND SKILLS

Vision for the Future of Education in North Ayrshire

Our vision is for learning communities where all children and young people can enjoy their childhood and are well prepared for their future life and work and where people of all ages can learn and participate in their communities.

Our ambition is for all children and young people in North Ayrshire to:

- have a good start in life;
- be physically and emotionally healthy;
- be successful learners, confident individuals, and responsible citizens who make a positive contribution to their communities; and leave school to work, learn and contribute to society.

Best Start in Life

We have high quality early years provision in North Ayrshire delivered through a combination of early years classes, partner providers and Early Years Centres. We are determined to strengthen our provision further so that all children have access to early learning & childcare and family support from the age of three and vulnerable children have this from birth.

We will work with our partners in the Community Planning Partnership to invest in early intervention and prevention, recognising the long term financial and societal benefits which accrue from this.

Successful Learners, Confident Individuals, Effective Contributors, Responsible Citizens

Schools in North Ayrshire already provide a high quality education for their pupils. In some measures educational attainment is below national averages but consistently out performs authorities with less deprivation. This is an especially impressive achievement given the high level of pupils living in areas of significant deprivation (around 22% of pupils live in workless households). We are ambitious for our educational service and for our learners. We are determined to improve further from 'very good' to 'excellent'.

We are fully committed to Curriculum for Excellence and its potential to make a long term impact to Scotland's economic potential. We need to ensure consistent and effective implementation in a way that raises the standards for all of our young people.

School Leavers

We are determined to ensure that all young people in North Ayrshire leave school into positive and sustained destinations in education, employment or training. We need to do more to ensure that education meets society's future needs e.g. economic development, skills for lifelong learning, future patterns of employment, and skills required by employers.

Closing the Gap

We are determined to narrow the attainment gap between the highest and lowest achieving children. We recognise the important role of specialist support for children with additional support needs, including those with emotional and behavioural needs, within mainstream schools.

Engagement

We recognise that strong parental and learner engagement in the life of the school has significant benefits in terms of the quality of education that we provide. We would like to strengthen stakeholder engagement in schools including employers and community groups.

NORTH AYRSHIRE COUNCIL

Agenda Item 5

26 February 2013

Cabinet

Subject: **School and Nursery Inspections within North Ayrshire Council during the period January - December 2012**

Purpose: To inform Cabinet of the outcomes of inspection activity within North Ayrshire schools, nursery classes and early years provision.

Recommendation: That the Cabinet notes the evaluations from HMI/Education Scotland inspections.

1. Introduction

- 1.1 As part of their ongoing work, Her Majesty's Inspectors from Education Scotland, sample a range of secondary, special, primary and nursery education.
- 1.2 The schools and early years establishments inspected during this period are outlined in Appendix 1.

2. Current Position

- 2.1 In terms of school inspections, Dalry Primary School and Brisbane Primary School were inspected in June 2012 with HMI/Education Scotland reports published in August 2012. The inspection reports were discussed fully at the Dalry and Garnock Valley and West Kilbride Area Committee and North Coast Area Committee on 11 October 2012.
- 2.2 The evaluations for the schools (and Brisbane Nursery) are attached as Appendix 2.
- 2.3 There were no inspections of either free standing Early Years Centres or Partner Providers during this period.

3. Proposals

- 3.1 That the Cabinet notes the positive outcomes from inspection activity within schools and early year establishments in North Ayrshire.

4. Implications

Financial Implications

- 4.1 The action points were delivered within existing budgets.

Human Resource Implications

- 4.2 None have been identified.

Legal Implications

- 4.3 None have been identified.

Equality Implications

- 4.4 None have been identified.

Environmental Implications

- 4.5 None have been identified.

Implications for Key Priorities

- 4.6 This report contributes to the proportion of inspected schools receiving positive reports.

5. Consultations

- 5.1 The inspection report is shared with staff and parents and is also available online. The Head of Service visits all inspected schools to discuss the report at the time of publication.

6. Conclusion

- 6.1 Schools recently inspected have received very positive reports. Headteachers of these schools have shared experience of the inspection and crucially the strategies employed that have resulted in these very positive evaluations. Headteachers have been strongly encouraged to visit and learn from these high performing schools.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : MD/GJ

For further information please contact Mary Docherty, Head of Service, on 01294 324416.

Background Papers

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**NORTH AYRSHIRE COUNCIL
EDUCATION AND SKILLS**

School Inspections

Establishment	Date
Dalry Primary School	June 2012
Brisbane Primary School and Nursery Class	June 2012

**NORTH AYRSHIRE COUNCIL
EDUCATION AND SKILLS**

School Evaluation	Dalry PS	Brisbane PS
Improvements in Performance	Very Good	Very Good
Learners' Experiences	Excellent	Very Good
Meeting Learning Needs	Very Good	Good
The Curriculum	Very Good	Very Good
Improvement Through Self-Evaluation	Very Good	Very Good

Additional evaluations for Brisbane Nursery Class

Evaluation	Brisbane Nursery
Improvements in Performance	Very Good
Learners' Experiences	Excellent
Meeting Learning Needs	Very Good

NORTH AYRSHIRE COUNCIL

Agenda Item 6

26 February 2013

Cabinet

Subject: **Cross Boundary Pre School Education Places**

Purpose: To update the Cabinet on the current position concerning cross boundary pre-school education places.

Recommendation: That the Cabinet approves proposals for ongoing interim procedures to be continued until further national guidance is available.

1. Introduction

- 1.1 Previous guidance from the Scottish Government indicated that eligible children aged 3-5 should be able to access 12.5 hours of free Early Years Education and Childcare in the Early Years Centre of their choice if a place was available including accessing cross boundary places. The recommendation was that this should be a reciprocal agreement avoiding any need for charging between authorities. This meant that parents living in one authority and working in a neighbouring authority could access free Early Years Education & Childcare in the most convenient Early Years Centre.
- 1.2 In the last three years, due to the current financial climate some authorities have chosen to make changes to these arrangements by introducing a policy of charging for out-of-authority places. This policy could have an adverse effect on some of the families living in North Ayrshire who access an Early Years Centre place in another authority for work or childcare reasons.

2. Current Position

- 2.1 In February 2012, the undernoted proposals were agreed by the former Education Executive.
- 2.2 For session 2012/13, funding will follow the child. If a parent in North Ayrshire wishes to attend an Early Years Centre in another authority for valid work or childcare reasons, then the funding will be paid to the partner centre in the other authority.
- 2.3 The funding will be paid directly to the provider in the same payment pattern as to North Ayrshire Partner Centre.

- 2.4 Funding will be paid at the same rate as paid to North Ayrshire Partner Providers £1,625. If the receiving centre charges at a higher rate, parents will be required to pay the top up.
- 2.5 Quality assurance will require to be carried out by the charging authority and they should inform North Ayrshire of any concerns about the provision.
- 2.6 Parents from authorities outwith North Ayrshire who wish their children to access Early Years provision in North Ayrshire will fall into one of two categories:-

Category 1

Parents who live in authorities that continue to have a reciprocal arrangement with North Ayrshire will be able to access Early Years Education & Childcare in North Ayrshire in the usual way.

Category 2

Parents who live in authorities that no longer adhere to the reciprocal arrangement with North Ayrshire will require to access funding from the authority in which they live.

- 2.7 The implications of this proposal have been recorded and are listed below.
- 2.8 Children resident in North Ayrshire who access a place in another Local Authority Early Years Centre from August 2012 to December 2012 are detailed below:

Local Authority	Number of Children	Cost (£)
East Ayrshire	0	No Charge
Renfrewshire	22 (6 of the children are funded by Renfrewshire)	£8,707.98
South Ayrshire	4	£2,066.59

Total Number of children: 26

Total Cost: £10,774.57

- 2.9 This arrangement has incurred a degree of additional work in creating partnerships with an additional five Partner Centres in other authorities. It has enabled twenty six children to access appropriate early learning and childcare that suits the demands of working parents.

- 2.10 Children resident in other Local Authority who access a place in North Ayrshire from August 2012 to December 2012 are detailed below:

Local Authority	Number of Children	Cost (£)
East Ayrshire	4	No Charge
Glasgow	1	£716.64
Renfrewshire	2	£1,249.96
South Ayrshire	5	£2,391.57

Total Number of children: 12

Total Cost: £4,358.17

- 2.11 Twelve children from other local authorities have accessed early learning and childcare within North Ayrshire Council Partner Centres.

3. Proposals

- 3.1 The proposal is that, until further national guidance is issued, the Council continues with the current arrangement and funding will follow the child, thus enabling parents to access the most appropriate early learning and childcare that supports their needs.
- 3.2 Reciprocal agreements will be continued with neighbouring authorities, where possible.
- 3.3 Arrangements for accepting children from non-reciprocating authorities will be further developed and appropriate protocols and contracts put in place.
- 3.4 The implications of this arrangement and the impact of the recommendations from The Children and Young People's Bill will influence the final proposals for cross boundary places.
- 3.5 A further report will be brought forward following any changes to current national guidance as a result of the Children and Young People Bill.
- 3.6 The Cabinet is invited to approve the above proposals for ongoing interim procedures to be continued until further national guidance is available.

4. Implications

Financial Implications

- 4.1 Funding for North Ayrshire children attending centres in other charging authorities will be met from existing pre-five funding.

Human Resource Implications.

- 4.2 Associated additional workload will be managed by existing clerical staff, however if the level of work increases additional clerical support may be required.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 Some parents from authorities outwith North Ayrshire who are unable to access places in North Ayrshire Early Years Centre due to the arrangements in their own authority could be disadvantaged.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 This paper has implications for the following priorities in the Single Outcome Agreement:

Our children have the best start in life and are ready to succeed.
Opportunities to support the positive development of vulnerable young children have increased.
More people are in work and training.
Public services are more efficient and effective.

5. Consultations

- 5.1 This issue has been discussed at ADES Early Years Network and concerns have been raised with Scottish Government. Discussions have also taken place with neighbouring Councils including Inverclyde, Renfrewshire, East and South Ayrshire.

6. Conclusion

- 6.1 North Ayrshire will continue to ensure that children and families are supported to access quality Early Years Education in the most convenient and suitable location



CAROL KIRK
Corporate Director (Education and Skills)

Reference : MD/FR/EMcK

For further information please contact Mary Docherty, Head of Service
(Education and Skills) on telephone number 01294 324416

Background Papers

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NORTH Ayrshire Council

Agenda Item 7

26 February 2013

Cabinet

Subject:	Education and Skills Validated Self-Evaluation (VSE)
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Purpose:	To advise on the Validated Self-Evaluation undertaken by the Council and Education Scotland.
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Recommendation:	That Cabinet agrees to (a) note the Validated Self-Evaluation; and (b) receive an update on the areas for development in February 2014.
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1. Introduction

- 1.1 Validated Self-Evaluation (VSE) is a voluntary process of engagement between education authorities and Education Scotland that focuses on the quality of self-evaluation leading to improved outcomes for learners.
- 1.2 On 2 August 2011, the previous Education Executive agreed to undertake a Validated Self-Evaluation to examine key themes within Education and Skills which were felt to be of vital importance.
 - Meeting All Learners' Needs.
 - Raising Attainment and Achievement.
 - Early Years.
- 1.3 These themed groups were led by associate assessors within the Council, namely a Primary Headteacher, a Secondary Headteacher and the Principal Psychologist.
- 1.4 Members of the themed groups were recruited from across Education and Skills, other relevant Council services, relevant Community Planning Partners. There was also parent representation on the groups.
- 1.5 During the validation process, these groups were joined by inspectors from Education Scotland and peer assessors from other local authorities.

2. Current Position

2.1 The self-evaluation activity undertaken by the three thematic groups has been completed. Education Scotland has produced a report which assesses the quality of self-evaluation, captures key strengths, capacity for improvement and areas for further development (Appendices 1-4).

2.2 The report from Education Scotland which is published on their website highlights the following key strengths:-

- Strong and effective leadership with a clear vision provided by elected members, the Chief Executive, the Director of Education and Skills and other senior council officials.
- Very effective delegated leadership given to team members leading to ownership of the self-evaluation process and a robust improvement plan.
- Strong partnership working across council departments and Community Planning Partners leading to greater impact and a shared sense of purpose and direction.
- Strong ethos of trust and accountability which supported creative and innovative approaches.
- Very effective early years work leading to effective prevention and early intervention across the sector and within the communities. Much of this work may be considered as innovative practice.
- Strong additional support for learning provision which continues to be good practice, particularly for children with social and emotional difficulties.
- High quality analysis and professional discussion during the VSE leading to a clear understanding of the significant features requiring further improvement to achieve consistently high standards.

2.3 It also highlights the following areas for further development:-

- to continue to ensure that appropriate action is taken so that schools improve attainment in national qualifications at SCQF levels 4, 5 and 6;
- to build on and further develop, approaches to tracking and monitoring progress through the Broad General Education; and
- to use the rich data sources collected by schools and the authority to tease out which strands of early intervention and prevention add most value to the outcomes for children and young people in the short, medium and longer term.

3. Proposals

- 3.1 The areas for further development have been built into the Service Plan for 2013/14 and a specific report outlining the improvements against the actions will be brought to Cabinet in February 2014.
- 3.2 The Cabinet is invited to (a) note the Validated Self-Evaluation; and (b) receive an update on the areas for development in February 2014.

4. Implications

Financial Implications

- 4.1 There are no financial implications.

Human Resource Implications

- 4.2 There are no human resource implications

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no legal implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

- 4.6
 - 3a Opportunities for lifelong learning have increased.
 - 3b People are better skilled to get into work.
 - 4c Levels of educational attainment and achievement have improved.

5. Consultations

- 5.1 Over the period of the self-evaluation, there was extensive consultation with a range of staff and stakeholders in coming to the final evaluations.

6. Conclusion

- 6.1 The process of the Validated Self-Evaluation has been of significant benefit to the Service in building capacity for a wide range of staff to support and challenge others in improving the service. Further themed self-evaluation activity is planned. The theme of Employability will be the focus of self-evaluation in the autumn.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : CK

For further information please contact Carol Kirk, Corporate Director on telephone number 01294 324411.

Background Papers

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Validated self-evaluation



**North Ayrshire Council
19 February 2013**

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Appendix: Link to North Ayrshire Council self-evaluation

1. The aims, nature and scope of validated self-evaluation

2. Validated self-evaluation in North Ayrshire Council

Senior Officers and elected members from North Ayrshire Council made a considered and well planned decision to engage with Education Scotland in a Validated Self-Evaluation (VSE). They met in advance of Education Scotland's involvement with the authority and agreed the areas that should be evaluated. The three themes were chosen as those which would add greatest value to the authority and which elected members felt would benefit from closer scrutiny to ensure continued improvement. The themes were in the areas:

- early years;
- additional support needs; and
- attainment and achievement.

Groups of authority staff were assigned to a theme and worked together during February and March 2012. Members of the themed groups involved a wide range of staff from Education and Skills, the National Health Service, Community and Culture, Social Work, and a parent representing Parent Councils. Each group was chaired by a senior member of staff from Education and Skills. The groups refined their original remits and agreed on the main strands within their theme which required a closer look. For example, the Additional Support Needs (ASN) group felt that they needed to widen their remit to include meeting the needs of all children as well as vulnerable children and young people. Similarly the attainment and achievement group focused on three areas which they described as the '*conduits for improvement*', namely:

- learning and teaching;
- enrichment and capacity building; and
- Recognising achievement.

The meetings which took place before Education Scotland joined the teams allowed each group to write an evaluative statement which was presented to Education Scotland and senior officers at the start of the VSE. At this meeting, the Chief Executive and Director of Education and Skills presented a very detailed summary of the challenges faced by the authority. Evidence presented by officers was informative and provided opportunities for reflection and further refinement of the self-evaluation statements. It also allowed Education Scotland staff to engage immediately in professional dialogue with senior officers and chairs of the theme groups, leading to further evaluative activities to be carried out jointly during the VSE.

At the end of our joint activity senior officers from Education and Skills and Education Scotland, met to review the outcomes from the field work carried out during the VSE. A full and frank discussion took place with strong concordance between the findings of North Ayrshire officer and those of Education Scotland. It was agreed that there were major strengths in the Early Years sector, which provide a good foundation for building on future attainment and achievement in school aged children and young

people. The authority also continued to build positively on their work to support children with additional support needs. It was agreed that the main area of continued concern was the lack of improvement in attainment in national qualifications in some secondary schools across the authority. It was agreed that it would be helpful for Education Scotland to work with the authority to support these schools. Education Scotland staff and local authority staff did this by drilling down further to identify the areas requiring more focused and sustained attention. In doing this it was acknowledged that the authority had made significant progress in its identification of key areas for improvement and had provided very good support and challenge to address the issues. In the longer term it was agreed that Education Scotland would be well placed to work in partnership with the authority to look at the broader area of attainment across the authority and in particular the Broad General Education and the Senior Phase to build on the good work which the authority had started.

3. Education Scotland's assessment of the quality of self-evaluation in North Ayrshire Council

The preparation for the VSE was well structured and planned by senior officers and elected members. There was a clear remit for each of the themed groups, and the membership was appropriately representative of the large number of partners engaged in self-evaluation for improvement within North Ayrshire Council. Commendably, senior officers allowed staff to take responsibility for deciding on the self-evaluation activities required to explore particular themes in detail, and to produce the starter papers for the VSE. They provided support when asked and clarified questions which arose from the team members of the group. Devolved leadership was strong with a high degree of transparency and integrity. The self-evaluation process undertaken by the themed groups prior to, and during, the VSE week was robust and thorough. Team members supported and challenged each other very well, and used the outcomes of their discussions to revisit and adjust their original self-evaluation statements. This led to an improved emphasis on outcomes and impact which had been variable across the three groups at the start of the VSE. Questions used with stakeholders were adjusted during the week as a result of modelling and challenge by Education Scotland staff. Better questioning led to more precision in relation to the strengths and areas for improvement identified by the groups. The broad range of visits, observations and dialogue with different stakeholders and within the groups gave team members a firm basis on which to make comparisons and draw conclusions. The multi-agency membership of the themed groups allowed for very good external challenge. For example, the parent representative in the attainment and achievement theme helped identify inconsistencies in the level of challenge in attainment meetings between headteachers and faculty heads in different schools. Similarly, the presence of colleagues from Community and Culture allowed the groups to identify further opportunities for partnership working to better track and monitor achievement beyond school. This led to a more in-depth analysis by team members leading to very robust conclusions and further areas for improvement. The data available to all themed groups was rich and plentiful. However, in some circumstances this could be used more analytically. Over the week, groups were beginning to use the data

more effectively to develop audit trails and to determine the long term impact of interventions deployed by the authority. For example, the ASN group identified the need to make more effective use of data on Looked After Children to better inform future practice and areas for improvement. Similarly, the Early Years group identified the need to use existing data to demonstrate the impact of the high level of preventative spend in the early years on improved parenting and outcomes for young children. By the end of the week all groups were clear and confident in reaching conclusions about high level strengths and areas for continued improvement. A strong and wide ranging evidence base supported the evaluative statements made by the themed groups. The activities which were identified by the groups allowed them to test out their hypotheses about strengths and areas for improvement and were triangulated well with existing and new data.

What strengths has the validated self-evaluation identified?

The following key strengths were identified.

- Strong and effective leadership with a clear vision provided by elected members, the Chief Executive, the Director of Education and Skills and other senior council officials.
- Very effective delegated leadership given to team members leading to ownership of the self-evaluation process and a robust improvement plan.
- Strong partnership working across council departments and Community Planning Partners leading to greater impact and a shared sense of purpose and direction.
- Strong ethos of trust and accountability which supported creative and innovative approaches.
- Very effective early years work leading to effective prevention and early intervention across the sector and within the communities. Much of this work may be considered as innovative practice.
- Strong additional support for learning provision which continues to be good practice, particularly for children with social and emotional difficulties.
- High quality analysis and professional discussion during the VSE leading to a clear understanding of the significant features requiring further improvement to achieve consistently high standards.

What is the Council's capacity for improvement?

Education Scotland found the self-evaluation of North Ayrshire to be robust and comprehensive. Council staff were open and transparent in their engagement with Education Scotland resulting in very high quality dialogue, challenge and support. Senior officers were very clear about what needed to be improved and agreed with the strengths and areas for improvement identified by the themed groups. Very strong leadership from senior officers allowed staff to develop their skills in self-evaluation and to feel empowered and responsible for taking forward the improvement areas resulting from the VSE. The strong commitment from all staff, the robust and transparent way in which they engaged in self-evaluation and the further work jointly identified by Education Scotland and the authority provided Education Scotland with confidence that North Ayrshire Education and Skills department has a very good capacity for continuous improvement.

4. What does the Council plan to do next?

The authority identified a number of key strengths and areas for continued development which are described in its self-evaluation statements for each theme (see link below). The strategic development areas jointly agreed between Education Scotland and North Ayrshire were:

- to continue to ensure that appropriate action is taken so that schools improve attainment in national qualifications at SCQF levels 4, 5 and 6;
- to build on and further develop, approaches to tracking and monitoring progress through the Broad General Education; and
- to use the rich data sources collected by schools and the authority to tease out which strands of early intervention and prevention, add most value to the outcomes for children and young people in the short, medium and longer term.

Further details of areas identified for improvement are given in the report prepared by North Ayrshire Council as part of the VSE process.

Laura-Ann Currie
HM Inspector
Education Scotland

19 February 2013

How can you contact us?

Should you wish to comment on any aspect of validated self-evaluation you should write to Mr Alastair Delaney, Strategic Director, at Education Scotland, Denholm House, Almondvale Business Park, Almondvale Way, Livingston, EH54 6GA. Alternatively, if your query is related to this report, you may also write to Ms Elma Murray, Chief Executive, North Ayrshire Council, Cunninghame House, Irvine, KA12 8EE.

Appendix: North Ayrshire Council self-evaluation

<http://www.north-ayrshire.gov.uk/EducationAndLearning/EducationAndLearning.aspx>



**North Ayrshire
Council**

**Education and Skills
Validated Self- Evaluation**

Meeting All Learners Needs

September 2012



Meeting the needs of all learners

North Ayrshire Council's Education and Skills Service has a very strong commitment to meeting the needs of all learners, including those for whom education presents more of a challenge. The Corporate Director and Head of Service (Education 3-18) have a vision of inclusive, flexible, responsive, provision and high expectations that are effectively communicated to all staff.

The Integrated Children's Services Planning group (ICSP) and Parenting and Family Support Strategy, provide an effective, integrated multiagency mechanism for the development and delivery of children's' services and parenting approaches.

Getting it Right for Every Child (GIRFEC) is delivered through integrated multiagency planning and working, which is actively supported by workers in all agencies. The development of the Integrated Resource framework (IRF) is particularly focussing on systems for those pupils with complex needs and multi-agency integrated pathways have been developed to ensure effective partnerships on particular topics such as ADHD.

NAC effectively promotes social and emotional development, as well as cognitive development, for all children including those with additional needs through the implementation of Curriculum for Excellence (CfE). There is a partnership approach to a range of initiatives to promote wellbeing.

Based on GIRFEC principles, the best outcome for each child in relation to their four capacities is promoted through the curriculum and a flexible minimally intrusive staged intervention approach which facilitates targeted, early intervention. There are a range of staged assessment and intervention processes, which support effective, integrated interagency working. Clear procedures are in place to meet legislative requirements of the Additional Support for Learning Act. There is an effective and proportionate range of planning tools. A continuum of additional resourcing ensures each child has access to the most appropriate educational support. Staff routinely apply effective communication and a responsive integrated service, focussing on solutions and outcomes, in their practice.

Strategic and operational planning is matched to local need. Partnership Forums are a particularly effective mechanism for ensuring locally owned and prioritised multiagency communication and support. Services and agencies work well together through local partnerships and target support to those in need.

There is an appropriate range of high quality Early Years' provision for children and their families with a wide variety of needs. North Ayrshire Council is in partnership with private and voluntary pre-school centres, supporting providers to ensure children's access to quality early years provision. Placements for children with the highest levels of need are appropriately prioritised, allowing enhanced access to NAC Early Years Centres, where the higher numbers, training and expertise of staff ensures early identification and appropriate intervention. Specialised provision for pupils with significant additional needs is highly developed and successful in terms of their outcomes and reported levels of parental satisfaction.

Parents and pupils are active partners with schools and are increasingly involved in assessment and planning. An efficient interagency support partnership is in place for all educational provision. Services and agencies out with education establishments, contribute effectively to meeting pupils' needs through their involvement in the staged intervention process. The well being of Looked After pupils is carefully monitored to ensure their additional needs are met.

Schools provide an increasingly flexible curriculum to ensure that learning is stimulating, challenging and meets the needs of learners and that all young people, regardless of need, have the opportunity to extend and deepen their knowledge, that parents and staff have higher expectations and pupils develop the skills for learning, life and work.

There are procedures in place to help all learners cope successfully with important transitions, from early years into school, from primary into secondary and from school to post school life.

Initiatives such as Pupil Support Services' Extended Outreach and school based 16+ coordinators provided an effective focus on improving attainment and achievement for those most at risk of disengaging from education and ensured young people were well prepared and supported into further education, employment or training.

Pupils with a variety of needs both in mainstream and in special schools are successfully attaining certification through a wide variety of awards/qualifications. This increasing range of qualifications reflects wider skills and knowledge which in turn supports senior pupils by opening pathways to further and higher education.

Schools are supported and challenged by senior officers in their self evaluation processes and the system of school reviews ensures those officers have an overview of service provision across establishments. The professional review and development (PRD) processes linked with a range of CPD opportunities ensures the continuous improvement of staff capacity.

Overall Strengths:

- Partnership working was very strong. Staff, across agencies, worked well together, were positive about their experiences and believed in the value and impact of an interagency approach.
- The strategic commitment to prioritising early years and joint working with NHS, social services and education & skills along with a shared nurturing vision to support children and families.

- The high quality provision of services in early years including the partnerships with independent providers, the quality of NAC establishments, the quality of staff training and CPD, relationships with parents and the PreSCAT system.
- Educational Psychology Service, in partnership with schools and others, had developed an outstanding range of high quality programmes focussed on a very wide range of children underpinned by early intervention.
- The very clear strategic commitment to maximising the number of school leavers progressing to positive post school destinations.
- Young people attending independent school placements benefited from a sector leading system that regularly and rigorously monitored their progress and ensured transition processes, including post school, are properly implemented.
- The very innovative partnership established between Glasgow University and Irvine Royal Academy, which built staff capacity and ensured the skills and knowledge of existing and future teachers were based on both best theory and current practice

Areas for Improvement:

- Improve the wellbeing of children and young people pupils in schools with challenging emotional, behavioural and mental health issues by developing more integrated support from specialised health services
- Further improve the quality of GIRFEC and partnership working across agencies, by minimising bureaucracy and ensuring the IT and paperwork processes focus on positive outcomes for children and young people.
- Ensure that the voice of learners and parents is sufficiently influential in the development and delivery of services.
- Ensure that young people with multiple and complex needs leaving school have appropriate supported work placements.

Appendix 1

Members of the Meeting the Needs of All Learners Working Group

Ian Wallace, Principal Psychologist
David Carracher, Service Manager,
Michael Byers, Performance and Planning Officer
Heather Burns, Headteacher, Largs Academy
Jan Meldrum, Team Manager, Social Services
Andrew Keir, Partnership Forum, Corporate Parenting and GIRFEC Manager
Diane Ferguson, Senior Psychologist
Alison Clark, Headteacher, James McFarlane School
Ellen Cumming, Headteacher, Towerlands Primary School
Lesley Curran, Head, Springvale Early Years Centre
Beth Frank, (Children and Families) Change Manager, Integrated Resource Framework
Elaine McTaggart, Chairperson, James McFarlane Parent Council
John Corr, Chairperson, Largs Academy Parent Council

Education and Skills
Validated Self- Evaluation

Raising Attainment and Achievement

September 2012



North Ayrshire Council Education and Skills has high aspirations for **all** its children, young people and its communities and takes seriously its responsibility to provide rich opportunities for them to develop skills and ambition that can improve their life chances and contribute to future economic and social success. The Authority fully supports and promotes an ethos of continuous improvement, lifelong learning and celebration of success in all its learning communities.

Inherent in all of this, and key to its effectiveness, is the promotion of leadership at all levels. The Council provides strategic leadership on attainment and achievement, supported by the Quality Improvement Service, working with and through senior managers in schools. There is a highly developed system of school reviews that determine the effectiveness of schools and pre-5 establishments and help build capacity for improvement. There are robust systems in place to review performance as set against attainment targets. Together they identify key strengths, next steps and successful strategies that contribute to high attainment and achievement. Thus, the improvement framework is high priority in all schools, with various support strategies in place to share good practice and to inform future planning. For dialogue include:

- CfE Strategy Group
- Assessment Group
- Monitoring, Tracking and Reporting Group
- Pastoral Support Group
- Subject Networks
- Headteachers' Groups
- CfE Literacy, Numeracy, Health and Wellbeing and Science Coordinators' Groups
- Critical Skills Training
- Teacher Learning Communities' twilight events

Group participants are able to develop professionally through networking opportunities, and build leadership capacity from which many benefit. Additionally, teachers and learners have access to ambitious leadership opportunities that enable them to make an impact in a variety of settings and help raise attainment and achievement.

Key common factors emerging from dialogue with leaders are:

- A strong and consistent leadership approach
- Shared, contextualised vision with the learner at the heart
- Rigorous monitoring and tracking processes that permeate the whole school structure
- Raised aspirations through pupils' participation in target setting

1.1 Improvements in Performance

North Ayrshire Council is the fifth most deprived local authority area in Scotland. Although there is a clear link between deprivation and educational performance, the Authority is determined that deprivation should not be seen as an impediment. It is widely recognised that there has been steady and sustained improvement in learners' attainment and achievement in the Authority over the last five years, and the council is outperforming a number of other councils with lower deprivation. Furthermore, there is developing awareness of best practice in raising attainment and achievement across schools, identified through collegiate discussion and review processes.

Senior Officers, supported by a research statistician, oversee and analyse data collection on pupil progress and other key performance indicators, such as attendance and exclusions, with the following aims:

- To provide benchmarking information and to set improvement targets
- To identify strengths and areas for improvement
- To identify trends and plan interventions
- To inform Council performance management and Standards and Quality reports
- To compare performance across schools and subjects

In addition, there are well established procedures, outlined in the Quality improvement framework, in relation to interrogating and analysing school performance data. Robust discussions on attainment take place between

- The Corporate Director, Head of Service (Schools) and headteachers
- Headteachers and practitioners

Indeed, there is a growing recognition of whole school responsibility and accountability in performance, with headteachers meeting whole faculties to discuss performance. This reflects the emphasis on the individual practitioner's responsibility as a leader of learning and the growing capacity of teachers to self-evaluate. The impact of increasing the robustness of discussion about raising attainment has ensured that greater priority is given to improving performance and this has resulted in positive improvements in most primary schools and in some measures across all secondary schools.

Significantly, too, the achievements of children and young people are reflected in a wide range of activities, supported to a great extent by Community and Culture; specifically Children, Youth and Family Services and Cultural Services. There is developing awareness of the need to monitor, track and report on attainment and achievement in a balanced format with all parties contributing in a meaningful way.

2.1 Learners' Experiences

It is recognised that all learners respond better when they are fully motivated, enthusiastic and engaged in their learning. In order to secure better experiences for all learners and to raise attainment. The Council have devoted resources in recent years to improving learning and teaching within and across all sectors, such as **Critical Skills** and **Teacher Learning Communities**. Through collegiate discussion generated within these groups there is developing awareness of best practice in improving learners' experiences. Increasingly, children are engaged in collaborative learning across stages, curricular areas, and vertical learning groupings in some cases. More and more children and young people are developing a better understanding about the different ways they learn, as well as the content of their learning. Consequently, they are more aware of their strengths, progress and next steps in learning, and demonstrate these in their profiles.

Schools and pre-5 establishments are well supported by the Quality Improvement Service, Children's and Family Service and Youth Service in promoting rich and challenging educational experiences for a comprehensive range of learners. This support leads to increased levels of attainment and achievement in a number of ways, both in the curriculum and in wider extra-curricular dimensions.

There are rich CPD opportunities leading to increased staff confidence and enhanced levels of learning and teaching in the classroom. Partnership working to recognise learners' achievements is more widespread and well received.

Underpinning much of the attainment and achievement agenda is the significant work carried out in the community by practitioners for children, young people and families that further build capacity and lead to skills for life and work.

During the VSE process the following areas were investigated for their impact on attainment:

- Transition arrangements
- Monitoring, tracking and Reporting
- Virtual Learning Environment
- Curriculum for Excellence: Learners' Experiences
- Curriculum for Excellence: Attainment Visits
- Literacy
- Numeracy
- Promoting and Supporting Leadership
- Raising Attainment Strategies
- Subject Leaders' Network

- Critical Skills Programme
- STACS Meetings
- UCAS Conference
- Teacher Learning Communities
- Youth Centre Management Committee
- Library activities
- Community Theatre
- Three Towns' Motor Project
- Youth Council
- Writers' Group
- Youth Workers
- Duke of Edinburgh Group
- Play Information for Parents
- Supported Study Club
- After School Club

The group charged with Raising Attainment and Achievement has focused on

- Learning and Teaching
- Enrichment and capacity building
- Recognising achievement

as the conduits for improvements, and has demonstrated in robust ways, strengths and areas for development for the Council, that will inform future planning, policy and practice.

Strengths:

- North Ayrshire Council Education and Skills has high aspirations for **all** its children, young people and its communities and takes seriously its responsibility to provide rich opportunities for them to develop skills and ambition that can improve their life chances and contribute to future economic and social success.
- Leadership and leadership of learning play a pivotal role in raising attainment and achievement. There is a wide range of evidence across the Authority to illustrate the impact of leadership and the capacity to build further, particularly in children and young people.
- The diverse range and complexity of partnership working across clusters and sectors that inform planning, provide consistency and raise attainment and achievement.
- Community and Culture, with its varied programmes and ability to reach wide ranging groups in communities, vastly enhances attainment and achievement and builds community capacity.
- The strong impact on the quality of learning and teaching across the Authority through the use of Critical Skills Programmes and Teacher Learning Communities.
- The strong emphasis placed on showcasing good practice to children, young people and their parents to recognise achievement.

Areas for improvement:

- Building on existing good practice, continue to improve the consistency of learning and teaching and monitoring and tracking as a vehicle for improved attainment.
- Continue to nurture ambition and raise aspirations across schools and communities.
- Build further capacity for parents to participate in review and evaluation procedures of raising attainment and achievement in the education community.

Appendix 1

Members of the raising Attainment and Achievement Working Group

Mary-Rose Martin, Headteacher, Ardrossan Academy
Anne MacMahon, Quality Improvement Officer
Margaret Ferguson, Quality Improvement Officer
Liz Ness, Headteacher, St Mark's Primary School
Debbie Gardner, Faculty Head of Language and Literacy, Garnock Academy
Angela Morrell, Youth Learning Officer
Melanie West, Children's and Families' Officer
Pauline Reid, Chair, Ardrossan Academy Parent Council
PC Andrea Fletcher, Campus Police Officer



**North Ayrshire
Council**

Education and Skills

Validated Self- Evaluation

Early Years

September 2012



North Ayrshire Interim Single Outcome Agreement 2012/13 contains a clear commitment to provide a nurturing early environment for vulnerable young children and to improve their life chances. Two of the four core objectives in North Ayrshire Council Plan are protecting vulnerable people and improving educational attainment. The implementation of an early intervention and prevention programme and a review of early years provision, is crucial to achieving these objectives.

North Ayrshire integrated children's services plan 2010 – 2015 outlines a long term programme of activities to achieve transformational change, through building:

- the resilience and wellbeing of children and young people,
- the skills and capacity of parents and of our workforce, and
- improving service integration.

Subsequently, early years is given a very high profile by elected members and senior management within North Ayrshire. The strategic deployment of resources is designed to tackle the deprivation elements identified within the "North Ayrshire 100 " document.

The following four themes were selected for evaluation by the Early Years Thematic Group as they directly influence the quality of provision for children and families and are essential to achieving transformational change as identified in The Early Years Framework. (EYF)

The identified themes are:-

1. Training and Continuous Professional Development for Early Years Staff
2. Transitions
3. Learning Environments
4. Working with Parents

1. Training and Continuous Professional Development for Early Years Staff

"It is vital to have a well- trained and well supported workforce" (EYF)

A well- trained workforce is essential to ensure children have the best possible start in life. Across the authority there is a strong commitment to the training and CPD of early years staff.

The authority has fostered a culture of distributed leadership where staff take a lead role in training colleagues. Good use is made of staff strengths to deliver training and share effective practice.

Staff are supported to maintain a high standard of CPD to ensure registration with appropriate body. (SSSC & GTC) All North Ayrshire Early Years staff use CPD folders to ensure learning and reflection on training and how this impacts on learners as well as staff. The responsibility for gathering this information, which can be accessed at anytime, rests with staff.

The authority identifies training needs through consultation, improvement plans, PRD and evaluations with stakeholders. The Council has placed a strong emphasis on the moderation of work within clusters to support Curriculum for Excellence (CfE). Early years staff are fully involved and have reported positively on improved dialogue with practitioners (including partner nurseries) working at the early level.

An example of early level cluster work is within Kilwinning cluster. This provides an opportunity for all early level staff to share good practice, build relationships and increase confidence, all of which impact positively on teaching and learning with young children. This initiative has impacted positively on staff and increased the opportunities for collegiality throughout the cluster. Exchange visits to playrooms have resulted in positive changes to practice.

The authority provides training opportunities that support the North Ayrshire vision. This includes the development of curriculum for excellence, GIRFEC multi agency child protection training, nurture training, Promoting Alternative Thinking Strategies, (PATHS), food and nutrition and working with parents.

Early Years staff have been supported to achieve Level 9 Childhood Practice Qualification and this has impacted positively, improving Early Years provision and the confidence and professionalism of staff. Nine teachers have also been supported to achieve The Early Years Specialism Qualification.

This focus on training has enabled staff to develop skills, share expertise and carry out their remits more effectively. Staff have reported that they have increased confidence in working with parents. A flexible approach to training which allows courses to be accessed at week-ends and evenings has enabled a greater number of staff to access training. A few private and voluntary partners would benefit from continued support and training in 0-3 provision and in supporting families.

2. Transitions

"An effective transition should guarantee continuity and progression in children's learning. School staff, parents, all professionals and support agencies need to work together to ensure this."
Ensuring Effective Transitions (HMle 2006)

North Ayrshire Council has a strong commitment to ensuring a high quality experience for children and families during transitions. This is underpinned by effective arrangements.

Funding is provided to enable staff in schools to discuss children's development and to support progression within the early level of Curriculum for Excellence.

To further support the transition process, the start date for nursery children is delayed for two days to allow nursery staff to support children moving into primary one. This practice has been developed to include partner providers.

Early level network meetings ensure that staff have the opportunity to come together to engage in professional dialogue relating to the development of the early level.

Schools facilitate a wide variety of experiences to promote effective transition including establishment visits, extended transition where required, buddy systems, visits with a specific purpose e.g. school meals provision, use of technology to familiarise children with school and staff.

Early years children and staff also engage in transitional thematic work designed to smooth transition.

An additional Early Years Practitioner has been provided in six school zones to support transition of vulnerable pupils through a nurturing approach. These schools were identified through data analysis as being in the most deprived areas of North Ayrshire. This initiative is in the early stages. However, the children, parents and staff involved have reported very positively the impact on children.

3. Working with Parents

"Parents, carers and families are by far the most important influences on children's lives. Parents who take on a supporting role in their children's learning make a difference in improving achievement and behaviour." Scottish Schools (parental involvement) act 2006 (Scottish Executive)

The Early Years Framework sets out 10 elements of transformational change. The following three emphasise the importance of working with children and families to achieve this:-

- helping children, families and communities to secure outcomes for themselves;
- a focus on engagement and empowerment of children, families and communities;
- services that meet the needs of children and families.

The framework underpins the development of early years services in North Ayrshire.

Through the integrated children's services planning group (ICSP) and parenting and family support strategy group, there is an effective multi-agency approach to the development and delivery of children's services and parenting approaches.

Early Years establishments work in partnership with other agencies to identify training opportunities for staff and parents.

North Ayrshire Council has an appropriate range of high quality provision to suit the needs children and families and there is an effective multi-agency partnership forum (0-8) for families who require support. Identified children aged under three are allocated places in our five Early Years centres and in two nursery classes. A variety of provision can also be accessed through the Daycare and Family Support Service. This is carefully monitored to ensure families are benefitting from the service.

The authority maintains a strong commitment to parental involvement. Recent developments include additional training and funding for early years staff to encourage higher levels of parental engagement. Establishments strive to build positive relationships with all parents & families through settling in periods, CfE meetings and involvement in a wide range of activities. Parents are involved in their children's learning and are given learning opportunities that will help them support their child's learning and development.

The five Early Years Centres provide individual support to children and families through a needs based approach. Twenty two early years classes receive additional staffing to enable them to work more closely with parents. This initiative is in the early stages. However, we are already identifying strengths and improved practice. The impact of this service will continue to be monitored and evaluated.

Parental consultations are positive and some schools and early years centres are benefitting from higher levels of parental involvement. Examples of this include Beith Primary School and Dalry Early Years Centre where parents have been very involved in creating the garden area. Mayfield primary School has provided opportunities for parents to support their children in meaningful outdoor learning whilst contributing to the health and wellbeing of the community.

Early Years Centres are developing positive links with the family support team from Community and Culture, they provide a variety of valuable training and support opportunities for children and families. Parents and children have integrated support from services to meet a range of needs. This includes help for parents to develop relationships with their child and to address issues which may impact on their ability to perform their parenting role.

In the three years 2012/2015 the Council's budget makes provision of an additional £450,000 for early intervention and prevention. This additional resource complements existing levels of funding in early years services to support parenting programmes.

4. Learning Environments & Experiences

"Well-constructed and well-planned outdoor learning helps develop the skills of enquiry, critical thinking and reflection necessary for our children and young people to meet the social, economic and environmental challenges of the 21st century"
(Curriculum for Excellence through Outdoor Learning -Learning and Teaching Scotland 2010)

"Young children learn best when they have scope for active involvement in a wide range of learning experiences. The learning environment – both indoors and outdoors- needs to provide challenge and opportunity to explore exciting learning opportunities." (Building the Curriculum 2 - active learning in the early years - Learning and Teaching Scotland 2007)

"Improving outcomes and children's quality of life through play" (North Ayrshire Council Early Years Framework)

The commitment of Elected Members and Senior Officers in North Ayrshire places a strong focus on improving environments for children and to providing access to high quality play opportunities through early years into Primary 1.

The authority maintains a commitment to the ongoing funding and developments within establishments to ensure continuous improvement in learning environments. Playrooms are set up to encourage children to develop independence and to support them to become confident individuals, effective contributors, responsible citizens and successful learners. Almost all establishments provide high quality learning experiences for children and inspection reports are positive.

Within North Ayrshire, there are appropriate resources, including ICT, that are sufficiently up to date and well-maintained. The resources provided help staff engage children in effective learning. Almost all Early Years establishments provide daily access to the outdoors, engaging children in energetic activities and providing opportunities to take learning outside. Most early years staff in NAC establishments promote curiosity, independence and confidence through quality learning experiences both indoors and outdoors.

The recent outdoor nursery pilot based at Eglinton Park was very successful and Early Years practitioners worked well in close partnership with the Information and Culture Staff within the park to provide high quality experiences for children. Early Years staff identified effective coverage of many areas of Curriculum for Excellence and reported very positively on improvements in behaviour and increased in levels of confidence in many of the children involved. The findings will be used by Early Years Practitioners to improve outdoor learning in their own centres.

Overall Strengths:

- The very high priority given to early years by senior officers and Elected Members within the Council. This includes the quality of leadership, support and high level of investment to enable practitioners to develop services for children and families.
- Children's confidence, enthusiasm and engagement in early learning in North Ayrshire.
- Quality learning environments which exist within many early years establishments.
- The overall quality of the early years workforce and their responsiveness, creativity, drive and commitment to provide high-quality early education for children, in partnership with other agencies.
- The range and quality of learning opportunities for the early years workforce and the support from the Council to enable practitioners to engage in further qualifications.
- The strong emphasis placed on evaluating and improving transitions within early years education.

Areas for improvement:

- Continue to improve the consistency of the quality of children's learning and ways in which their needs are met across the range of early years establishments.
- Further extend the involvement of all early years services, including private partner and voluntary providers, in the development of the curriculum and moderation of children's progress and achievements.
- Continue to extend the range of support available to children, parents and families across North Ayrshire and monitor the impact of this, building on the strong practice that exists within early years centres.
- Building on the best practice which exists within North Ayrshire, ensure that play is integral to children's learning experience in primary 1 as they continue to progress at an appropriate pace through the early level.

Appendix 1

Members of the Early Years Working Group

Philip Gosnay, Headteacher, Dreghorn PS
Frances Rodman, Service Manager
Alicia Train, Head of Kilwinning Early Years Centre
Susan Patrick, Depute Headteacher, Abbey PS
Lesley Forsyth, Assistant Manager, Information and Culture
Frances Milne, Team Leader, Health Visitors
Marjorie Adams, Programme Manager, Early Intervention and Prevention
Catherine Paterson, Senior Educational Psychologist

NORTH AYRSHIRE COUNCIL

Agenda Item 8

26 February 2013

Cabinet

Subject: **Building Sustainable Learning Communities**

Purpose: To advise Cabinet of the restructuring of the Quality Improvement Service and the move to an integrated area based self-improving system approach to quality improvement.

Recommendation: That Cabinet notes the implementation of the proposals in line with the 2013/14 budget decision.

1. Introduction

- 1.1 The Standards in Scotland's Schools etc Act 2000 places a duty on local authorities to secure improvement in the quality of school education and to raise standards.
- 1.2 Since 2000, school improvement has been a statutory duty for local authorities and this duty has been supported by a team of quality improvement officers. The main elements of the quality improvement officer role is to support and challenge schools to improve.

2. Current Position

- 2.1 Schools in North Ayrshire have increased their capacity to improve through more robust self-evaluation, better planning and delivery of teaching and learning and greater collaborative cluster working. A number of strategies have been used to promote more effective learning and teaching. These include the development of Critical Skills and Teacher Learning Communities. Both of these approaches are sustainable as they are now led by staff and have contributed significantly to improvements in self-evaluation, assessment and learning and teaching. This was recognised in the recent validated self-evaluation.

- 2.2 Increasingly, the school cluster model has been a vehicle for improvement with headteachers working collaboratively to effect change. Some of the tasks previously carried out only by quality improvement officers are now carried out by headteachers. Headteachers are currently part of school review teams. There is the potential to further increase the role of headteacher and other senior managers in this very effective self-improving system approach to quality improvement.
- 2.3 There is increased capacity for headteachers to be more involved in the work of the authority outside of their own school. This includes self-evaluation and peer support and increased partnership with other services. Headteachers and partners working together to help schools other than their own, designing and implementing action plans builds capacity and creates system leaders.

3. Proposals

- 3.1 Locality support is a key component of this self-improving school system. School to school support structures such as cluster networks and partnerships have developed alongside local solutions and include local self-evaluation and cluster planning. This work is aligned to the Council's developing Neighbourhood approach.
- 3.2 Cluster working in North Ayrshire is already well developed and schools have had many years of working successfully in partnership with other schools and services for a variety of purposes. Sector led improvement as the principal vehicle for school improvement will require an even greater willingness to collaborate.
- 3.3 Schools will engage with the self-improving system in different ways but the premise is that all have something to offer. Schools will:
- share expertise
 - work together when it makes sense to do so
 - develop any specific roles they, or their staff, have, eg Associate Assessor, teaching school designation, SQA Assessors, SQH Assessors
 - ensure that cluster support addresses school improvement priorities
 - develop locality approaches to outcome based budgeting by making the best use of Devolved School Management.

Building the capacity of schools to develop in this way requires the support of key individuals with a clear focus on self-evaluation, locality improvements and partnership working.

- 3.4 There is strong research evidence from key educational research by David Hargreaves and Michael Fullan on the positive impact on attainment of building a sustainable self-improving school system.
- 3.5 Working within the framework of Curriculum for Excellence, GIRFEC, the Early Years Collaborative and Community Empowerment, new locality manager posts will be responsible for leading change and managing up to three learning communities each and will have functional and generic management responsibilities.
- 3.6 The proposal is for 6.5 FTE quality improvement officer posts together with the quality improvement manager post to be deleted and replaced by four locality focussed senior managers, who will take a lead role in quality improvement, raising attainment and developing neighbourhood approaches in collaboration with Community Planning Partners. The proposed changes take account of changes driven by Curriculum for Excellence, GIRFEC, McCormac, Donaldson and Cameron reports and the way in which Education Scotland is changing its approach to working with local authorities to develop a service level agreement approach.
- 3.7 Restructuring the quality improvement service in line with increased capacity of headteachers and at the same time creating locality based structures will provide added value to the service.

4. Implications

Financial Implications

- 4.1 This proposal will generate a saving of £242,000 and is line with 2013/14 budget decisions.

Human Resource Implications

- 4.2 Discussions with HR and teachers' Unions have taken place.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 This report has direct relevance to the achievement of the following measures in the Single Outcome Agreement: National Outcome 3 and Local Outcome 3b "People are better skilled to get into work", National Outcome 4 and Local Outcome 4a "Levels of education attainment and achievement have improved" and Local Outcome 4b "More young people are leaving schools for positive destinations".

5. Consultations

- 5.1 Consultation with quality improvement officers, headteachers and managers has taken place.

6. Conclusion

- 6.1 North Ayrshire Education and Skills are very well placed for this restructure. The development of a culture of high trust and accountability among headteachers and across schools is an enabling culture with relevant joint practice development opportunities for staff.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : CK/MD

For further information please contact Mary Docherty, Head of Service, on 01294 324416.

Background Papers

Hargreaves, D, 2010, Creating a Self-improving School System, Nottingham, National College

Fullan, M, 2005, Leadership and Sustainability, New York, Corwin Press

NORTH AYRSHIRE COUNCIL

Agenda Item 9

26 February 2013

Cabinet

Subject: **Largs Car Park - Proposed Increase in Parking Charges**

Purpose: To advise the Cabinet of an increase in the charge for the use of Largs Seafront Car Park, recommended by the North Coast Area Committee.

Recommendation: That the Cabinet agrees to (a) approve an increase in the daily rate for Largs Seafront Car Park, from £2.00 per day to £3.00; and (b) note the arrangements for publicising the change.

1. Introduction

- 1.1 The revenue arising from charges levied at the Largs Seafront Car Park, once operating costs have been deducted, is utilised to support local initiatives.
- 1.2 The current charge of £2.00 per day for parking in Largs Seafront Car Park has remained static for a number of years and does not reflect rates charged at similar facilities in other areas, e.g. Argyll and Bute Council operates car parks in Oban with charges of £1.10 per hour or £10.00 per 24 hours and others within the town charge 20p per 15 minutes.
- 1.3 An increase in the charge for parking would increase the number and/or the extent of initiatives funded annually. There is potential to generate up to a further £62,500 per annum based for each £1.00 increase in the charge based on the current year's projected income of £125,000.

2. Current Position

- 2.1 At its meeting held on 7 February 2013, the North Coast Area Committee considered a report by the Corporate Director (Development and Environment), recommending an increase in the charge levied to park in Largs Seafront Car Park, to £3.00 per day, or part thereof, with effect from 1 April 2013. Proposals were presented to publicise the change via newspaper advertisements, the Council's website and signage within the car park itself.

- 2.2 Although the Council's Scheme of Administration has provision for the North Coast Area Committee to disburse the income generated by the Car Park Fund, the Area Committee has no authority in terms of setting the charges associated with the car park itself. The Area Committee, at its meeting on 7 February 2013, therefore, agreed to recommend to the Cabinet an increase of £1.00 in the tariff for parking in Largs Seafront Car Park.

3. Proposals

- 3.1 That the Cabinet is invited to (a) approve an increase in the daily rate for Largs Car Park, from £2.00 per day to £3.00; (b) note the arrangements for publicising the change.

4. Implications

Financial Implications

- 4.1 It is anticipated that an additional £62,500 will be realised for investment in local projects.

Human Resource Implications

- 4.2 None arising from this report.

Legal Implications

- 4.3 The car park does not form part of the Highway Authority assets. Accordingly, there is no requirement to formally consult upon any revisions to the charging structure.

Equality Implications

- 4.4 None arising from this report.

Environmental Implications

- 4.5 None arising from this report.

Implications for Key Priorities

- 4.6 None arising from this report.

5. Consultations

- 5.1 Consultation took place with Legal Services in the preparation of the report to the Area Committee. Members of the Area Committee are content with the parking charge increase proposed.

6. Conclusion

- 6.1 The increase in tariff should generate an increase of £62,000 available for projects within Largs.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Melanie Anderson, Committee Services Officer on telephone number 01294 324131.

Background Papers

Council's Scheme of Administration.

NORTH AYRSHIRE COUNCIL

Agenda Item 10

26 February 2013

Cabinet

Subject: **Irvine Enterprise Area**

Purpose: To advise of the activities at the Irvine Enterprise Area since its designation and the preparation of a Business Plan.

Recommendation: That the Cabinet agrees to (a) note the Irvine Enterprise Area Business Plan and the implementation work; (b) approve the proposals to develop and market the Irvine Enterprise Area as set out in the Business Plan at Appendix 2; (c) assign responsibility for the implementation of the Business Plan to the Irvine Bay Regeneration Company to be managed through the Irvine Bay Board and Delivery Team, supported by an Advisory Board consisting of the Portfolio Holder, Senior Officers and key external stakeholders; and (d) receive annual updates on the implementation of the Business Plan.

1. Introduction

- 1.1 Four Enterprise Areas (EAs) or Sectors were designated by the Scottish Government on 17 January 2012. This designation included a 'Life Sciences' EA for sites in Irvine, Moray, Highlands, Edinburgh and Midlothian. The sectors identified are seen as those having the greatest potential to create new employment opportunities, stimulate private investment and boost economic growth in Scotland. The Enterprise Area status and associated financial incentives came into effect on 1 April 2012 and are effective until March 2017.
- 1.2 This report provides an update of activity in relation to the Irvine Enterprise Area through the preparation and implementation of a Business Plan, and confirmation of governance arrangements.

2. Current Position

Irvine EA – Definition and Incentives

- 2.1 The Irvine Life Sciences Enterprise Area includes the designation of approximately 132 hectares of land (see Appendix 1), including the GlaxoSmithKline Plant, i3 Business Park and Strategic Investment Site, and Annickbank.
- 2.2 The Irvine Enterprise Area is significantly larger than the other EAs, and is unique in that the incentives offered include both:-
 - **Enhanced Capital Allowances** (ECA) for plant and machinery within the GlaxoSmithKline plant and the Strategic Investment Site. The ECA enables a business to claim up to 100% of the cost of qualifying investment in plant and machinery against the businesses taxable profits. This allowance is a significant incentive, especially for capital intensive manufacturing businesses. Irvine is the only Life Sciences EA where ECAs are available and they also apply to non Life Sciences Companies, i.e. any business sector; and
 - **Business rates relief** worth up to £275,000 over a 5-year period within the remaining areas, including the i3 Business Park and Annickbank. This incentive is available for Life Sciences Companies only, as defined by the Scottish Government.
- 2.3 The Scottish Government and CoSLA agreed to a non-statutory framework requiring all partners to work together to achieve statutory consent processing protocols prior to the EA coming into force. This protocol acts as a basis for the delivery of more efficient statutory consents, including planning permission, and requires key parties - including developers, local authorities, Scottish Government and Agencies - to work together in a streamlined consenting process. North Ayrshire Council in May 2012 also agreed a Local Planning Protocol which further promotes an accelerated planning process, and responsibility for the determination of all Council statutory consents by the Senior Planning Services Manager. This initiative is being promoted as the Irvine Enterprise Area Accelerated Planning Zone.
- 2.4 The announcement of EA status for Irvine is positive for local economic development and regeneration and was the result of work undertaken since mid 2011 by the Council and Irvine Bay Regeneration Company (IBRC).

Irvine EA Business Plan

- 2.5 The EA designation itself will not secure new investment and employment, and further work is required on delivery. Work on the following has been progressed alongside the preparation of an Irvine EA Business Plan:
- Confirmation of Irvine's role in Scotland's Life Sciences community and the opportunities which may be accommodated;
 - Marketing of the Enterprise Area on this basis;
 - Confirmation of the capital and revenue investment commitment of partners;
 - The purchase of a number of properties to allow the EA to offer both sites and premises. IBRC now owns a significant portfolio of land and property within the EA. The first phase refurbishments of 110,000 sq ft industrial unit at Oldhall and the strip out of an 11,000 sq ft commercial unit at Cockburn Place have also been completed;
 - Investment in a Phase 1 landscaping strategy focused on Riverside Way;
 - The provision of signage marketing the site on key approach roads; and,
 - A programme of events to raise awareness of the incentives and sites/premises available.
- 2.6 The Irvine EA is considered to be an attractive location for organisations from a number of different industries given its offer of first class infrastructure, a range of available sites and premises, strong transport linkages to Glasgow (and its universities and hospitals), proximity to two international airports, and financial incentives through rate relief and Enhanced Capital Allowances. Based on analysis of market sectors and the EA offer, target industries are considered to include Life Sciences (bio pharmaceutical manufacturing, pharmaceutical services and medical products), Chemical Sciences, IT Services and Capital Intensive Manufacturing. The EA, therefore, provides the opportunity to build on the existing Life Sciences sector within North Ayrshire, which includes major employers such as GlaxoSmithKline (GSK), Sigma Aldrich and DSM.
- 2.7 It is recognised that the long term potential benefits to the area from investment in the EA will take a number of years to realise . A realistic target has been set based on the probability of what is likely to be achieved during the life of the Irvine EA. The target is to create 550,000 sq ft of new and refurbished business space providing 1,453 construction jobs and 1,530 long term local jobs. The outputs from the Irvine EA will be monitored annually.

- 2.8 The first investment announced within the EA was by GlaxoSmithKline. The proposed £50m investment will increase their manufacturing production capacity for antibiotics, and will also see investment in sustainable green energy production and environmentally friendly manufacturing technologies. The Scottish Government announced in early January funding support of £1.5m to allow around 10,000 sq ft of new office space to be provided at Ann ickbank within the Enterprise Area.
- 2.9 An enquiry log is held by IBRC which currently notes 14 ongoing business enquiries for premises within Irvine EA which range in size and type of use, ranging from life sciences to manufacturing/engineering companies. The number of enquiries taken for i3 has recently increased significantly which reflects marketing efforts.

Governance Arrangements

- 2.10 The Business Plan for the EA is attached at Appendix 2. The Irvine Enterprise Area is a significant focus of IBRC given the potential for economic development through inward investment and resultant job creation. To reflect this focus, IBRC are proposing to relocate staff to offices within the Enterprise Area from March 2013. IBRC will lead the management of the EA and the delivery of the Business Plan. IBRC will provide an annual delivery plan and performance report for the EA for endorsement by the Council at the start of each financial year (April). The Council will retain an active involvement through an Advisory Board, consisting of the Portfolio Holder, Senior Officers and key external stakeholders, which will meet biannually to advise on strategy and ensure all promises are delivered by partners to the EA. Officers will contribute to a proposed Delivery Team which will take forward the implementation of the Business Plan and report to the Board.
- 2.11 In terms of the relationship with Scottish Enterprise (SE) as a major landowner within the EA, IBRC will act as an agent for SE in the Enterprise Area; make recommendations about investment in SE's assets which will progress the development of the EA; and, make applications to SE for funding support for those projects that are not in SE's ownership (e.g. the refurbishment of IBRC assets).
- 2.12 The Business Plan attached at Appendix 2 sets out the respective roles of the Advisory Board and Delivery Team, and the relationship between partners in more detail (Section 5).

3. Proposals

3.1 It is proposed that the Cabinet:-

- a. notes the contents of the Irvine Enterprise Area Business Plan and the implementation work;
- b. approves the proposals to develop and market the Irvine Enterprise Area as set out in the Business Plan;
- c. assigns responsibility for the implementation of the Business Plan to the Irvine Bay Regeneration Company to be managed through the Irvine Bay Board and Delivery Team, supported by an Advisory Board consisting of the Portfolio Holder, Senior Officers and key external stakeholders; and
- d. receives annual updates on the implementation of the Business Plan.

4. Implications

Financial Implications

- 4.1 The Business Plan sets out proposed areas of expenditure in promoting and marketing the Enterprise Area. The business plan seeks to secure £10.69m to implement improvement and development proposals from a variety of sources including Scottish Enterprise, European Regional Development Fund, SPRUCE, Scottish Government, etc in addition to funds allocated from IBRC Core Funds. Funding has already been secured from the Scottish Government in relation to the development of Annickbank, and from Scottish Enterprise in relation to Phase 1 landscaping.

Human Resource Implications

- 4.2 The management and promotion of the Irvine Enterprise Area will be met through existing staff resources, primarily by IBRC staff and supported by Council officers. There is the potential for an officer from the Council's Economic Development Service to be seconded to support activity at the Enterprise Area.

Legal Implications

- 4.3 None.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 The Business Plan contains a section outlining consideration given to the environment. The Enterprise Area offers a number of opportunities for businesses to reduce their carbon footprint and use renewable energy through BREEAM Excellent standard infrastructure and the opportunities available for alternative energy production.

Implications for Key Priorities

- 4.6 The identification of the Irvine Enterprise Area will contribute to the Single Outcome Agreement priority of 'A Working North Ayrshire' through the outcomes of having more people in work or training; and, making North Ayrshire a more attractive place to do business.

5. Consultations

- 5.1 Consultation on the Irvine Enterprise Area Business Plan has been undertaken with Scottish Enterprise, Scottish Government and with the IBRC Board. Various Council Services have contributed to the Business Plan including from Development and Environment, Planning, Roads, Streetscene and Economic Development.

6. Conclusion

- 6.1 The identification of the Irvine Enterprise Area brings with it significant financial incentives for eligible businesses locating within the relevant area. Support for the Enterprise Area designation as set out in the Business Plan will ensure effective management, marketing and promotion, and the provision of sites and premises to offer to the market. The implementation of the Business Plan will maximise the opportunity to secure new inward investment and employment.



CRAIG HATTON
Corporate Director (Development and Environment)

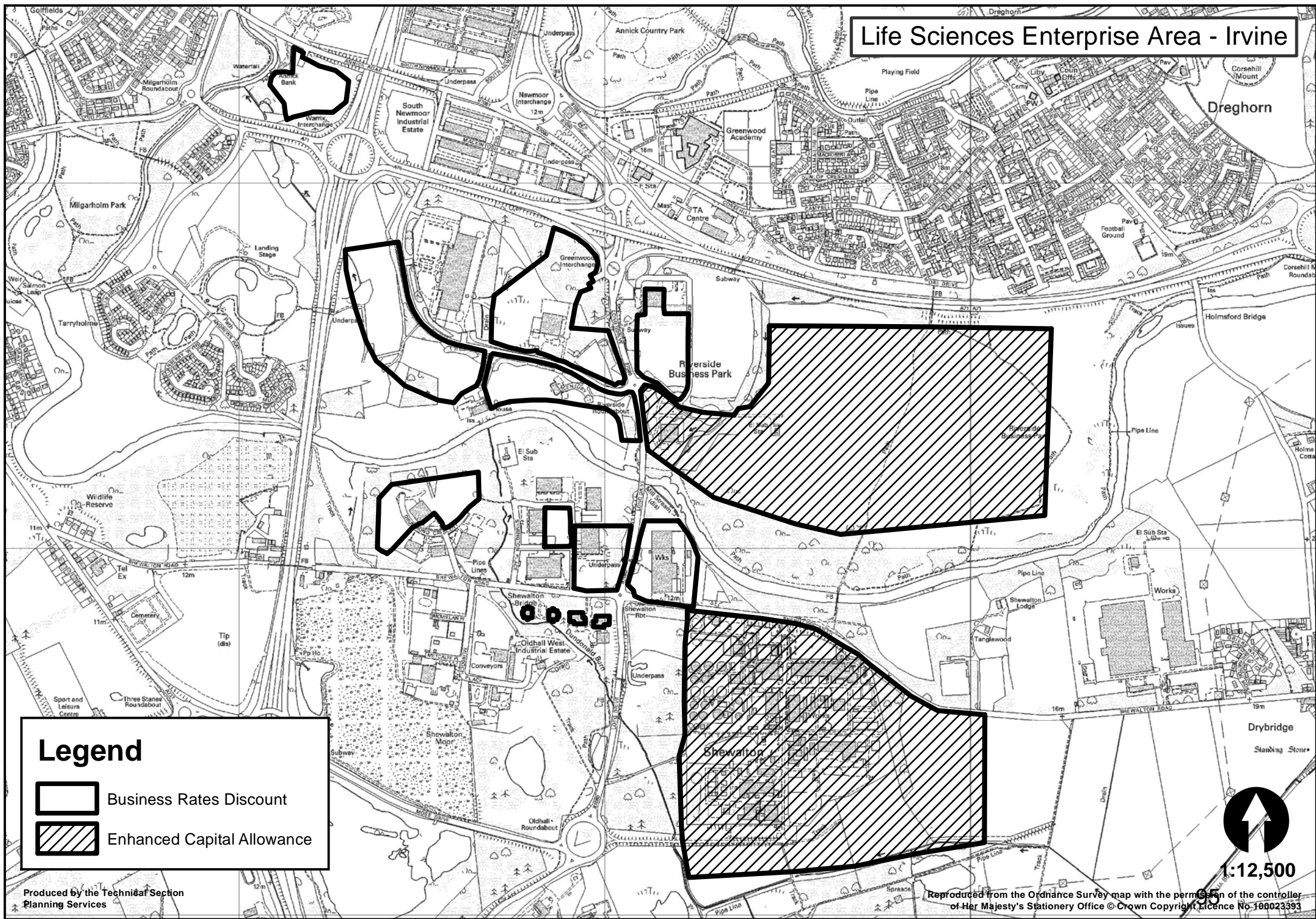
Reference : CH/AL/LB

For further information please contact Alasdair Laurenson, Team Manager (Regeneration), Development Planning on telephone number 01294 324758



Background Papers

None

Life Sciences Enterprise Area - Irvine



Legend

-  Business Rates Discount
-  Enhanced Capital Allowance





Irvine Enterprise Area

Business plan

December 2012

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1. Introduction

On the 17th January 2012 the Finance Secretary announced that i3, Annickbank and expansion space at GlaxoSmithKline (GSK) were to be given EA status as part of the Scottish Life Sciences Enterprise Area. This became the Irvine Enterprise Area (IEA). The IEA will bring a range of valuable benefits including accelerated capital allowances, business rates relief, assisted area status and simplified planning policies. This document presents the five year business plan for the IEA and how the IEA team will deliver this plan.

1.1 Enterprise Areas

As part of its Economic Strategy, the Scottish Government committed to establish EAs in Scotland. EAs aim to maximise strategic manufacturing opportunities in Scotland's growth sectors and industries, creating supply chains and supporting opportunities locally and across Scotland. The enterprise areas cover four investment themes. The table below details the areas and each of the EAs.

Figure 1: Scottish Enterprise Areas

Life Sciences Enterprise Area	Low Carbon / Renewables North Enterprise Area
<ul style="list-style-type: none"> ▶ Irvine (N. Ayrshire) ▶ Forres (Moray) ▶ Inverness Campus (Highland) ▶ BioQuarter (Edinburgh) ▶ Biocampus (Midlothian) 	<ul style="list-style-type: none"> ▶ Hatston (Orkney) ▶ Arnhish (Western Isles) ▶ Nigg (Highland) ▶ Scrabster (Highland) ▶ Lyness (Orkney)
Low Carbon / Renewables East Enterprise Area	General Manufacturing and Growth Sectors Enterprise Area
<ul style="list-style-type: none"> ▶ Dundee Port (Dundee City) ▶ Leith (Edinburgh) 	<ul style="list-style-type: none"> ▶ Creative Clyde (Glasgow City) ▶ Prestwick International - aerospace (S. Ayrshire)

Various sites were assessed to determine where EA status could generate the greatest benefits. Each site was assessed against the following criteria:

- ▶ Evidence of market failure or barriers to growth which EA incentives could help overcome
- ▶ Evidence of the opportunity for additionality, the ability to create new jobs and increase growth
- ▶ Evidence of the need for improved local economic performance
- ▶ Development challenges which could prevent early site delivery

A range of incentives is available to encourage private investment at each EA site.

1.2 Irvine i3 Enterprise Area

The Irvine EA extends to some 132 Ha and includes land at i3 Business Park, Annickbank Innovation Campus; and expansion land at GSK.

The IEA forms part of the Irvine i3 business park. Irvine i3 comprises a series of inter-related campuses each focusing on their respective strengths and opportunities. The location of IEA is shown in the map below. The site is extremely well serviced with infrastructure and utilities having diverse fibre optic connectivity and industrial supplies of electricity, gas, water and drainage.

Figure 2: i3 Business Park Irvine's Enterprise Area



The IEA comprises 15 development sites within the six main campuses which are discussed in more detail in sections 1.6-1.10.

1.2.1 i3 Scotland's Green Enterprise Area

Environmental sustainability, reducing carbon footprints and access to sources of renewable energy are becoming increasingly important for business, and for many sectors are an essential part of company operations. These issues are particularly important in the life sciences, chemical sciences and IT services sectors.

IEA offers a number of opportunities for businesses to reduce their carbon footprint and use renewable energy.

IEA is itself a brownfield site which is being re-established building upon substantial infrastructure that has already been put in place. The portfolio of property owned by Irvine Bay will be refurbished and re-used thereby reducing the need for new build minimising the use of additional resources.

As part of the original Irvine Bay master plan a full Strategic Environmental Assessment was undertaken which covered the land now designated as Irvine Enterprise Area. An environmental risk assessment has been undertaken together with a set of environmental principles by which development will be taken forward. A summary report of the environmental assessment as it affects the Enterprise Area is shown in Appendix A.

Where new build is planned, such as Annickbank Innovation Campus, the infrastructure put in place is to BREEAM Excellent accreditation, and the specification of the proposed buildings is also to BREEAM Excellent standard which will prove attractive to those businesses wishing to demonstrate their environmental credentials.

The opportunities for alternative energy production have also been explored for i3. Detailed radar analysis has been completed with Prestwick International Airport to identify areas of i3 where wind turbines of up to 110m producing c. 2 MW each could be placed without adversely affecting air traffic.

GSK have already gained planning permission for up to 4 wind turbines, the first of which are currently being installed. GSK have also announced a major investment in bio mass energy production. GSK's objective is to effectively remove their Irvine plant from the National Grid. There is however scope for additional energy production through the GSK facilities that could be a source of renewable energy to other businesses in the EA.

1.2.2 Partners

Irvine Bay URC is leading a partnership including Scottish Enterprise and North Ayrshire Council to deliver the IEA. This business plan has been produced and agreed by the IEA partners. It will be monitored and updated during the life of the enterprise area.

Other organisations that have indicated support include:

- ▶ GlaxoSmithKline
- ▶ Life Sciences Scotland
- ▶ University of West of Scotland
- ▶ James Watt College
- ▶ Kilmarnock College
- ▶ Ayr College
- ▶ Scotland Development International
- ▶ Skills Development Scotland
- ▶ Amber Infrastructure
- ▶ Scottish Equity Partners
- ▶ Ayrshire Chamber of Commerce

1.3 Vision and objectives

The vision of the partners is:

to encourage economic growth to North Ayrshire and the west of Scotland by attracting strategic investment in the Irvine Enterprise Area by creating a vibrant, attractive, competitive and sustainable business location.

The IEA's objectives have been aligned to realise this vision. The IEA will:

- ▶ Position Irvine as a key strategic location within the Glasgow City Region with major investment opportunities
- ▶ Maximise the economic potential of the available incentives and investment in infrastructure and business space
- ▶ Realise new investment and jobs in North Ayrshire arising from EA status

- ▶ Provide high quality development space and opportunities, set within a highly competitive infrastructure and quality environment.

1.4 Target Industries

The IEA is a natural location for organisations from a number of different industries by offering:

- ▶ A first class infrastructure already in place
- ▶ A range of appropriate premises available
- ▶ Strong transport linkages to Glasgow (and its universities and hospitals);
- ▶ Proximity to two international airports
- ▶ Enhanced Capital Allowances

1.4.1 Life sciences

The life sciences industry in Scotland has experienced rapid growth in recent years. High levels of expertise, a culture of innovation, and research and technology excellence have all contributed to the success of life sciences in Scotland.

Scotland's life sciences industry has continued to develop and flourish with new companies being formed and existing companies continuing to secure additional investment and growth.

North Ayrshire contains a number of existing Life Sciences companies including GlaxoSmithKline, Sigma Aldrich, DSM Nutritional Products, Life Sciences UK, MPT, RS Biotech and Vogel, as well as leading supply companies such as Booth Welch.

The IEA offers the potential to accommodate a wide range of investment types from university spin off companies operating from an incubator space, to the development of major manufacturing opportunities.

The Business Plan has been informed by consultation with key contacts in the Life Science Advisory Board (LiSAB), Ayrshire and Arran Health Board, Glasgow and Strathclyde Universities, Southern General Hospital, Glasgow Economic Leadership Board and Scottish Development International (SDI).

The IEA is recognised as a key asset in the proposed Glasgow/West of Scotland Bio Corridor initiative.

IEA is attractive to life science organisations specifically due to:

- ▶ An existing presence of large bio pharmaceutical companies with existing skilled employees and established supply chains
- ▶ Ongoing investment by GSK in new bio pharmaceutical production facilities
- ▶ Potential for a bio incubator and small batch production space at the former CENES building
- ▶ Potential for hosting University/industry collaboration projects in the life science manufacturing sector such as CMAC

The sector is supported by further education facilities at Glasgow, Strathclyde and the West of Scotland Universities as well as University Hospital Crosshouse.

Our strengths will be attractive to companies in the following sectors:

- ▶ Bio pharmaceutical manufacturing
- ▶ Pharma Services, particularly supply chain
- ▶ Medical products.

The new Ayrshire Central Hospital will provide further opportunities for supply chain companies and, potentially, for academic and clinical research opportunities, and particularly for companies focussing on mental health issues.

Similarly the potential to link into business opportunities arising from the new Southern General Hospital in Glasgow are being explored.

1.4.2 Chemical Sciences

Chemical sciences are at the heart of Scotland's economy and underpin its key life sciences, energy, chemicals and electronics industries. In May 2012 the Chemical Sciences Scotland Refreshed Strategy was launched. "Platform for Growth" looks to build on previous work and successes of the past 5 years and sets the objective of increasing manufactured exports from the sector by 50% by 2020

The Scottish Chemical Sciences Sector turnover grew in 2006-2008, followed by a drop in output following the 2008 crash, but has recovered strongly in subsequent years. In particular the Industry's Gross Value-Add (GVA) growth has continued due to increased competition and comparatively few business losses, and is significantly higher than other comparable manufacturing sectors. At the same time exports remain very healthy – the second most valuable export sector to Scotland.

Scotland has attracted new investment from existing business for R&D and capital projects, most recently with companies such as GSK (in Irvine) and DSM.

Chemical Sciences Scotland's (CSS) objective is to:

'sustain a vibrant and competitive Scottish chemicals industry which will contribute to the growth of the Scottish economy consistently over the next 20 years.'

CSS will seek to achieve this by focusing on initiatives to increase export growth, develop and manufacture innovative low carbon life-cycle solutions, and support innovation through collaboration between Scotland's world-class academic and manufacturing bases and related sectors.

There is an existing chemical sciences cluster in Ayrshire with companies such as ISP and Chemring Energetics already established. Many of the strengths of the local area that make it attractive to life sciences companies equally apply to Chemical Sciences.

IEA offers enhanced capital allowances for plant and machinery, large flat serviced development plots, robust infrastructure and access to quality volume services in water, gas, electricity, drainage and broadband.

In addition there is a tradition of process engineering employment in the area, whether that is at GSK or Chemring Energetics leading to an experienced and skilled local labour market with transferable skills.

1.4.3 IT Services

Irvine Innovation and Industry is a superb location for capital intensive, high volume data using businesses, and particularly for Data Centres. i3 has large, fully serviced development plots with immediate access to large amounts of electricity, dual water supplies, and diverse fibre links to London and Manchester internet exchanges, together with enterprise area benefits of capital allowances for expenditure on plant and machinery available to the data centre and IT services sectors.

Irvine is located less than 30 miles south of Glasgow and has excellent transport links to the City region by road and rail, together with quick access to Prestwick International Airport (15mins) and Glasgow International (45 mins).

Glasgow, Strathclyde, Glasgow Caledonian and the West of Scotland Universities provide a range of high quality electrical engineering and ITC courses from HNC through to graduate and post graduate levels meaning that businesses can access a flexible, highly skilled labour market to support both the construction and operational phases of development.

The West of Scotland has a cool, temperate climate which will assist in the reduction of energy use. In addition the Scottish Government has set a target that the equivalent of 100% of the country's electricity will be produced by renewable energy sources by 2020. i3 offers additional opportunities for the production of renewable energy to further reduce the carbon footprint of companies locating in the park.

i3 is extremely well served with fibre, infrastructure and utilities. Throughout the various Campuses there is diverse fibre optic connectivity with a choice of three suppliers, one of whom is actually located on site, capable of providing multiple 10 Gigabit lines and providing trunk linkage to Manchester MANOP and London LINX and internationally through to Ireland, Europe and North America.

The Investment Campus currently has 36MVA of electricity immediately available for connection and up to 100 MVA is potentially available if required (through 2 separate substations offering diversity of supply for business continuity).

Industrial supplies of Electricity, Gas, Water and Drainage are distributed throughout the park; there is even a viable supply of ground water available if required (again offering additional business resilience). We have been working to investigate ground conditions and potential constraints and have up to date information having carried out a full flood risk assessment, sub-soil investigations and environmental assessment.

1.4.4 Capital Intensive Manufacturing

North Ayrshire has a strong manufacturing tradition, particularly in process engineering, with transferable skills across a range of sectors. The local availability of skills together with the robust infrastructure, development plots and financial incentives of the EA will make Irvine a competitive location for the attraction of manufacturing companies.

Enhanced capital allowances in particular will be attractive to those companies seeking to make substantial investment in plant and machinery. Capital intensive manufacturing can occur in a diverse range of sectors including advanced engineering, renewable energy, environmental engineering and food and drink.

IEA has the infrastructure capacity, development plots and financial incentives to support a range of different manufacturing businesses. The marketing of IEA will reflect the potential to attract capital intensive manufacturing from all sectors alongside targeted propositions to life sciences, chemical sciences, and IT services.

Irvine Enterprise Area

IEA is located within Irvine adjacent to the A71 and A78. It has easy access to the national motorway network and regular rail links are provided from Irvine to Glasgow. Both Glasgow International and Glasgow Prestwick International airports are within easy reach.

1.5 Benefits of the EA

The EA status will bring a range of benefits to the development sites.

1.5.1 Accelerated capital allowances

Accelerated Capital Allowances are available to all businesses within two defined areas. This allows businesses to deduct the costs of certain capital assets, such as plant or machinery against the taxable profits of the period in which these are bought. From April 1st 2012 this provides 100% first year allowances on qualifying plant or machinery. The qualifying expenditure must be incurred during the life of the EA, between 1 April 2012 and 31 March 2017, and not exceed a total of €125 million for the investment project.

1.5.2 Business rates relief

Business rates relief is for qualifying companies; only life science businesses are eligible. A full list of eligible activities is included at Appendix A. Rates relief of up to £55,000 per annum for five years is available. The total must not exceed £275,000.

1.5.3 Assisted area status

North Ayrshire is designated as an assisted area and regional selective assistance (RSA) grant is available to businesses for projects that meet the RSA criteria. Projects must: directly create and safeguard employment (without displacement); involve an element of capital investment and be mainly funded by the private sector. IEA also benefits from business premises renovation allowance (BPRA) a scheme offering tax incentives for investment in qualifying building renovation projects.

1.5.4 Accelerated planning zone policies and procedures

All Scottish EAs benefit from procedures for streamlined planning. However, North Ayrshire Council has gone further than other authorities in Scotland by designating Irvine Enterprise Area as an Accelerated Planning Zone. The proposed North Ayrshire Local Development Plan designates appropriate land usage within the EA. In addition, the approval of the Masterplan by the IEA partners provides additional certainty on the nature of uses supported within the EA. The Masterplan will be formally submitted for approval to NAC so that it can be used in the determination of planning applications within the EA.

The Accelerated Planning Zone has the following benefits:

- A commitment that major planning applications will be determined within 3 months, and minor applications within 2 months, determined by Special Committee Meetings if required;
- The identification of the Senior Planning Manager as the single point of contact to manage the application process and to ensure that the other regulatory consents are progressed in parallel;
- A commitment to the provision of specific pre-application advice through a developer's information pack;
- The offer of a pre-submission meeting to ensure that all information is in order and to facilitate the validation of an application; and,

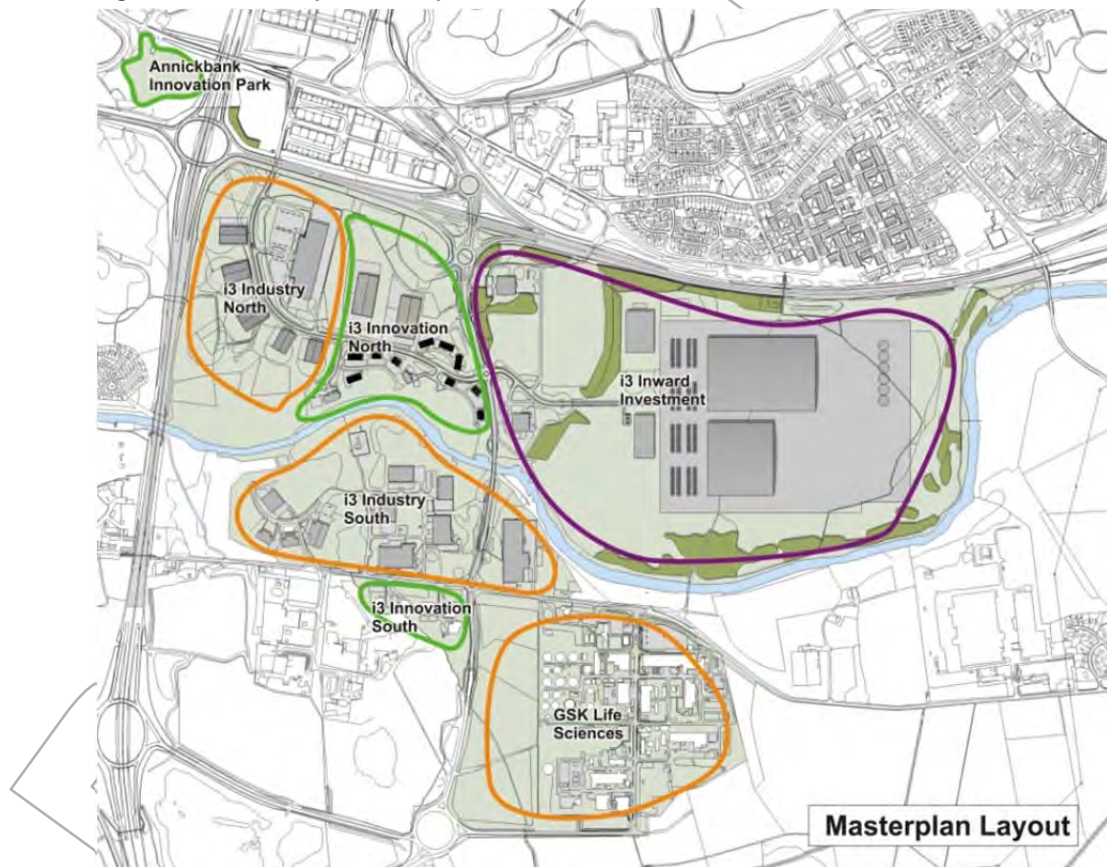
- The provision of as much up front technical and environmental information as can be provided, including requirements for Environmental Impact Assessment, Coal Authority referral area, flooding information, etc. None of the issues identified to date represent a major constraint to development.

1.6 i3 Innovation and Industry Park

Prior to Irvine Bay's involvement with Riverside Business Park has not been viewed as a strategic priority over the last few years. A review of its potential, including considerable technical investigations, resulted in the i3 Development Strategy and Masterplan. This plan set out the aspirations for the Park making the most of existing infrastructure and taking an approach that restricted the focus to the best areas of the Park. This plan assisted in attracting Enterprise Area status and has enabled an informed response to several inward investment opportunities.

The IEA is part of the wider i3 business park. It comprises a series of inter-related campuses as shown.

Figure 3: i3 business park masterplan



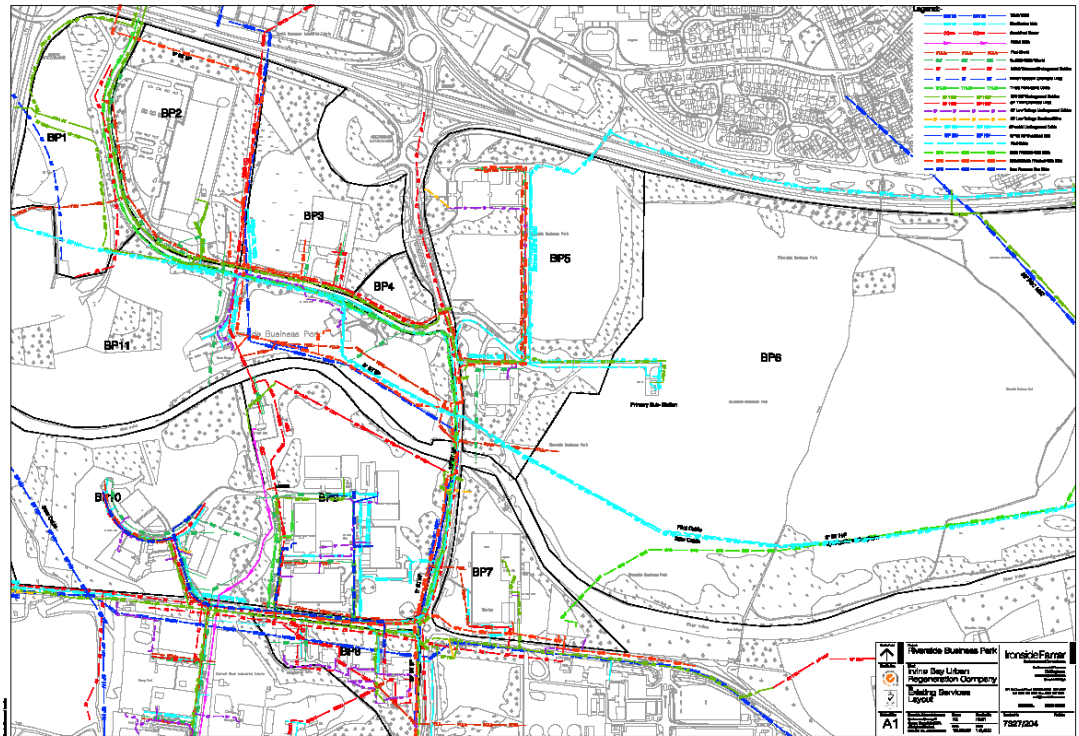
1.7 Infrastructure

The IEA is extremely well served with infrastructure and utilities. For example, the Annickbank Innovation Campus has recently been serviced with road access and BREEAM excellent rated infrastructure including drainage and utilities. Throughout the various campuses there is diverse fibre optic connectivity with a choice of three suppliers, one of whom is located on site. i3 has 36MVA of electricity immediately available for connection and there is potential for up to 100 MVA if required.

Industrial supplies of electricity, gas, water and drainage are distributed throughout the Park. There is also a viable supply of ground water available if required. Work has also been carried out to investigate ground conditions and to eliminate potential constraints including a

full flood risk assessment, sub-soil investigations and environmental assessment. None of the issues identified to date represents a major constraint to development.

Figure 4: Infrastructure



1.8 Fibre

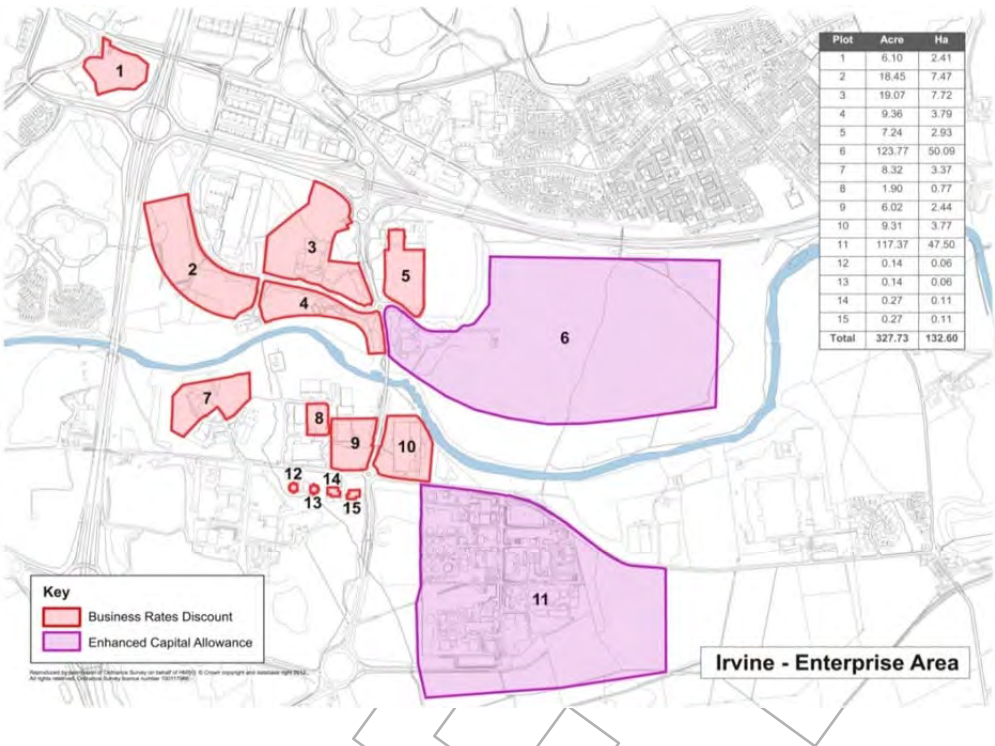
IEA is extremely well serviced with fibre connectivity allowing the transmission of extremely large volumes of data. A fibre trunk route runs through the park, with a second route in close proximity giving the potential for diversity of network connection to the main UK internet exchanges in London (LINX) and Manchester (MANOP). For some businesses this diversity of supply is business critical infrastructure and is a key asset that IEA can offer IT services related businesses, particularly Data Centres.



1.9 Development sites

The IEA comprises 15 development sites shown on the map below.

Figure 5: IEA development sites



The table below gives a summary of each site and the business benefits available.

Figure 6: i3 development sites

Annickbank innovation campus – plot 1	2.41 ha fully services with infrastructure in place to BREEAM Excellent standard. 7,500 sqm of commercial / office space. <i>Life sciences business rates relief available</i>
Industrial Campus North – plot 2	7.47 ha of serviced land suitable for sub-division into industrial development plots capable of accommodating up to 10,000 sqm. <i>Life sciences business rates relief available</i>
Innovation Campus North – plots 3 -4	11.51 ha total aimed at office, research and development, lab space or appropriate manufacturing. In addition plot 3 has potential for hotel and associated development with direct access from the northern roundabout at the A71. This site contains available accommodation at 1 Riverside Way, extending to some 3,900 sqm of bio-pharmaceutical space with clean rooms, laboratory and office space and 2,000 sqm of industrial space. <i>Life sciences business rates relief available</i>
Strategic Investment Site – plot 5 -6	Over 50 ha of service land suitable for large scale manufacturing. Approximately 50,000 sqm available for data centre, engineering or bio-tech manufacturing. <i>Accelerated capital allowances available</i>
Industrial Campus South – plots 7-10	This site is suitable for a range of industrial developments. Available accommodation currently includes units at 2,800, 9,300 and 18,600 sqm. Sub-division of the larger units is possible. Total space of 50,000 sqm available. <i>Life sciences business rates relief available</i>
GSK Life science campus – plot 11	GSK expansion site. 2,700 sqm of space will be refurbished. <i>Accelerated capital allowances available</i>
Innovation Campus South – plots 12-15	This site contains two office buildings providing small units of office space. Total of 1,000 sqm available. <i>Life sciences business rates relief available</i>

1.9.1 Asset ownership

Recent acquisitions mean that Irvine Bay has a substantial and varied portfolio of property within the IEA, including developed land and income generating assets and buildings suitable for refurbishment. SE owns and operates the Ayrshire innovation centre within the IEA.

The table below summarised the asset ownership.

Figure 7: IEA asset ownership (available premises)

Site	Owner	Description
Innovation Centre	SE	▶ 11,000 sqft small office incubator space
Innovation B, Cockburn Place	IB	▶ 11,000 sqft office space ▶ potential additional space for the Innovation centre
Chalmers Place	IB	▶ 12,000 sqft occupied by Small World on long lease

CENES building	IB	▶ current income £40,000 pa
		▶ 42,000 sqft mixed use space
		▶ Let. 5 years to teat break option, currently vacant
		▶ current income £168,000 pa
Oldhall, Shewalton Road	IB	▶ 110,000 sqft industrial space
		▶ currently under refurbishment
		▶ potential income of up to £200,000 pa
Brewster Place	Private	▶ 40,000 sqft of industrial space
		▶ could be purchased to consolidate land holdings and improve amenity within the EA

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2. Investment strategy

This section of the business plan sets out the five year investment plan for the IEA.

2.1 Summary cash flow

2.2 Costs

The table below sets out the expected spend. The majority of the costs will be incurred in year two with £3.7m, 43% of the total cost.

Figure 8: IEA costings

Projects	Total £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Management& Promotion	(560)	(100)	(100)	(120)	(120)	(120)
Infrastructure - road spurs	(500)	(100)	(200)	(200)	-	-
Infrastructure - broadband	(400)	(100)	(200)	(100)	-	-
Infrastructure - sub stations	(200)	-	(100)	-	(100)	-
Infrastructure Strategic Investment Site	(2,000)	-	(1000)	(1000)	-	-
Landscaping	(653)	(153)	(150)	(150)	(100)	(100)
Security	(90)	(90)	-	-	-	-
Sustainability	(100)	(50)	(50)	-	-	-
Signage	(268)	(118)	(150)	-	-	-
Asset management	(130)	(25)	(35)	(35)	(20)	(15)
Refurbishment - Oldhall	(938)	(438)	(500)	-	-	-
Refurbishment - Innov B	(600)	(100)	(250)	-	(100)	(150)
Refurbishment - CENES	(1,250)	-	(500)	(750)	-	-
Refurbishment - private sector stock	(1,000)	-	(50)	(350)	(500)	(100)
New build - Annickbank	(2,000)	(500)	(1,450)	(50)	-	-
Loan repayment (SPRUCE)	-	-	-	-	-	-
Total expenditure	(10,689)	(1,774)	(4,735)	(2,755)	(940)	(485)

The highest areas of spend will be the new build at Annickbank (£2m), infrastructure works for the strategic investment site (£2m), refurbishment at CENES (£1.25m) and the refurbishment of private sector stock (£1m). Details of the development projects are set out below.

2.3 Development projects

Figure 9: IEA projects

Projects	Description
Management & promotion	Management and promotion of the EA, including marketing, maintenance, security and amenity
Infrastructure - road spurs	Access road and associated services to open up development plots 3 and 4 to facilitate private sector development of up to 35,000 sq ft of commercial and industrial space
Infrastructure - broadband	Telecoms and information technology infrastructure, ensuring availability of optic fibre connectivity to service plots within i3, approximately 300m of ducting required to connect to existing trunk routes.
Infrastructure - sub stations	Energy distribution infrastructure to support the development of plots 3 and 4, facilitating private sector investment of up to 35,000 sq ft (see above).
Infrastructure Strategic Investment	Road extension to open up the strategic investment site and create 3 x 20 acre development platforms and one 40 acre (unserved).
Landscaping	Phase 2 of landscaping works, completing improvements to main arterial route (Long Drive) and to the approach to the Southern Campuses of IEA
Signage	Phase 2 signage programme to include direction and place-making signage incorporating campus identification, site boards, IEA directory and Innovation Centre
Redevelopment - Oldhall	Phase 2 refurbishment of 110,000 sq ft of industrial space to enable effective marketing of premises, with potential for sub division
Redevelopment - Innovation B	11,000sqft of office/lab accommodation. To be taken back to shell and core and marketed in association with the adjacent Ayrshire Innovation Centre. Improvements are required to the external fabric of both buildings to include car parks and landscape setting. Subsequent internal refit in response to marketing.
Refurbishment - CENES	42,000 sq ft former bio pharmaceutical manufacturing space incorporating clean rooms, lab space and offices together with storage and ancillary space. The unit is let but unoccupied with a tenant break option in 5 years. A range of options have been developed for refurbishing this unit for a 'bio incubator', costs are for the first phases of this redevelopment.
Development – private sector stock	Financial support to facilitate up to 70,000 sq ft of private sector stock to be refurbished in line with the rest of the EA properties
New build - Annickbank	Build of first phase 15,000 sq ft of high quality office accommodation to BREEAM excellent standard. First phase of potential 80,000 sq ft development

2.4 Funding sources

Alongside financial support from Irvine Bay and Scottish Enterprise funding will be sought from a variety of sources including SPRUCE, ERDF, asset sales and rental income, the private sector and the potential for 'in kind' support from NAC and GSK will be explored.

Opportunities to secure additional funds/borrowing based on innovative approaches to maximising the leverage of assets and income streams held by Irvine Bay and SE will be progressed.

2.5 Market demand analysis

A property market demand analysis has been completed by CBRE which has informed the approach to land and property development for i3. This report is shown at Appendix B.

The analysis supports a pragmatic and flexible approach to the refurbishment of existing industrial and commercial premises in the Enterprise Area to segment the market and ensure that the property portfolio is able to respond quickly to market demand. This would include early work to improve the building stock concentrating on external refurbishment and maintaining flexibility in internal layout and fit out.

The report recommends that new build should be limited to a first phase at Annickbank Innovation Campus to meet the potential unfulfilled demand in Irvine for new, quality affordable commercial space (of which there is currently none in the area) as the analysis would indicate that there is likely to be unmet demand for this type of property provided it can be made available at a market rental level.

The report also supports the opening up of the strategic investment site with an access road and identification of development plots to respond to the opportunities presented by the availability of enhanced capital allowances.

Work is continuing with SE to develop the market demand analysis specifically in the Life Sciences sector and how this might be applied to development of the Enterprise Area.

2.6 Assessing and monitoring economic benefits

The success of IEA will be measured against the level of economic benefits which are brought to the area as a result of activity undertaken.

The IEA will continue to bring economic benefits to Irvine and the national economy long after the life of the IEA. Table 1 shows the potential of the business space that will be supported through the EA business plan.

Table 1: Full potential of business space supported through the EA business plan

Projects	Sector	Capital expenditure (£m)	New & refurbished business space (sqm)	Construction jobs (FTE)	Gross jobs (FTE)	Local jobs (FTE)	Construction GVA (£000)	National Annual GVA (£000)
Annickbank innovation campus	Commercial	8	7,500	79	625	405	4,203	25,058
Industrial Campus North - plot 2	Industrial	10	10,000	98	278	289	5,254	23,731
Innovation Campus North - plot 3-4	Bio- tech	9	3,902	85	108	113	4,516	22,305
	Manufacturing	4	2,000	43	56	58	2,315	4,746
	Data centre	80	9,290	350	198	205	350	18,689
	Engineering	15	9,290	148	258	268	148	7,881
Strategic Investment Site - plot 5-6	Engineering	8	2,787	79	77	80	79	4,203
	Engineering	28	18,581	276	516	536	276	14,711
	Bio- tech	35	9,290	344	258	268	344	18,389
Industrial Campus South - plot 7-10	Industrial	15	16,723	148	465	483	7,881	39,685
GSK Life Science Campus - plot	Bio- tech	100	2,787	541	50	52	28,897	10,289

Innovation Campus South - plot 12-15	<i>Commercial</i>	6	1,000	59	83	87	3,152	3,341
Full potential		318	93,150	2,249	2,972	2,843	57,414	193,030

This shows that the IEA business space could create and refurbish over 93,000 sqm of business space, creating 2,249 construction jobs and 2,843 long term local jobs. This will provide an annual increase in national GVA of around £193m.

However, it is recognised that the long term potential of the area will take a number of years to benefit from the investment of the IEA. A realistic target has been set for each area based on the probability of what is likely to be achieved during the life of the IEA. The target will be measured over the five years of the life of the IEA and the following two years to capture employment that would be created for projects that begin towards the end of the five year period. This target is set out in Table 2.

Table 2: IEA economic benefit target

Projects	Probability	Sector	Capital expenditure (£m)	New & refurbished business space (sqm)	Construction jobs (FTE)	Gross jobs (FTE)	Local jobs (FTE)	Construction GVA (£000)	National Annual GVA (£000)
Annickbank innovation campus - plot 1	25%	<i>Commercial</i>	2	1,875	20	156	101	1,051	6,264
Industrial Campus North - plot 2	25%	<i>Industrial</i>	3	2,500	25	69	72	1,314	5,933
Innovation Campus North - plot 3-4	80%	<i>Bio- tech</i>	7	3,122	68	87	90	3,613	17,844
	50%	<i>Manufacturing</i>	2	1,000	22	28	29	1,157	2,373
	80%	<i>Data centre</i>	64	7,432	280	158	164	280	14,951
Strategic Investment Site - plot 5-6	70%	<i>Engineering</i>	11	6,503	103	181	188	103	5,517
	80%	<i>Engineering</i>	6	2,230	63	62	64	63	3,363
	40%	<i>Engineering</i>	11	7,432	110	206	214	110	5,885
	60%	<i>Bio- tech</i>	21	5,574	207	155	161	207	11,033
Industrial Campus South - plot 7-10	70%	<i>Industrial</i>	11	11,706	103	325	338	5,517	27,779
GSK Life Science Campus - plot 11	75%	<i>Bio- tech</i>	75	2,090	406	38	39	21,673	7,717
Innovation Campus South - plot 12-15	80%	<i>Commercial</i>	5	800	47	67	69	2,522	2,673
EA target			217	52,264	1,453	1,532	1,530	37,609	111,332

The Enterprise Area target is to create 52,000 sqm of new and refurbished business space providing 1,453 construction jobs and 1,530 long term local jobs.

The outputs from the IEA will be monitored annually as part of the Irvine Bay annual monitoring programme.

3. Marketing

Irvine Bay has a well defined and successful marketing strategy for the area generally, and the Enterprise Area is a key element to this strategy. The creation of IEA has significantly changed the agenda for Irvine Bay and its partners in North Ayrshire. Working in partnership with SE and SDI, the Riverside Business Park has been successfully rebranded as i3 and is now definitely on the map.

With the EA status being awarded for five years, marketing activity for IEA will form part of the wider Irvine Bay marketing strategy and will also be part of the i3 brand; both of which will continue when beyond the life of the EA.

3.1 i3 – Irvine’s Enterprise Area

The i3 branding is very distinct and is working successfully for the business park. While the IEA is part of i3, not all of the i3 is designated as EA. This presents a challenge for marketing but also widens the audience to attract organisations from the life science industries and beyond.

Using *i3 – Irvine’s Enterprise Area* as the brand enables the IEA to capitalise on the successful i3 brand which will continue beyond the life of the Enterprise Area.

3.2 Marketing strategy

Marketing activity for IEA is ongoing. A summary is included in the table below.

Figure 10: i3 – Irvine’s Enterprise Area marketing strategy

Strategy	Actions
Online	▶ A major overhaul of the Irvine Bay website to reflect the EA status
Events	▶ Following the successful briefing event in Glasgow in May 2012, there will be an event held in Edinburgh ▶ Joint event with SDI and CBRE in London in Autumn 2012 ▶ Sector specific events targeting data centres, life sciences, chemical sciences and capital intensive manufacturing
PR	▶ Major launch event planned for September 2012 including a press briefing ▶ Continue to build presence in the business and trade press including key sectoral publications such as The Scientist, Nexus News, eu:sci; and European Life Science
Print media	▶ Refresh of the briefing note from May 2012 to incorporate the i3 brand and provide an update on benefits and developments ▶ Develop industry specific leaflets focussing on data centre and life science propositions with relevant case studies and plot specific information
Business	▶ Targeted campaign to businesses in target sectors, and their supply chain across Scotland

Going forward, working closely with SE and SDI, our marketing approach will be refined and adapted in relation to our key target markets.

See Appendix D for details of Irvine Enterprise Area marketing strategy.

4. Skills Support

The availability of skilled employees is one of the main deciding factors for a business when choosing where to locate. A range of employability programmes are available to ensure businesses can recruit well-trained and motivated individuals. The programmes help businesses to tackle skills shortages, to find the right people for the job and provide financial incentives so that companies can recruit staff they may not have previously considered. These include programmes for wage subsidy, skills for growth and assistance to the removal of barriers to employment.

North Ayrshire Council has established a group to ensure that the local education sector develops the infrastructure and curriculum to support the development of the IEA and the likely skills needs of businesses locating there. This group comprises NAC, SDS, James Watt College, Ayr and Kilmarnock Colleges, Irvine Bay and GSK.

Early actions of the group include:

- ▶ Producing a 'curricular map' of local college provision and progression in key skills areas such as life sciences, and electrical and mechanical engineering
- ▶ Audit of skills demand in key sectors, nationally and locally
- ▶ Assess scope for on-site training facilities in key demand areas
- ▶ Assess potential for refurbishing vacant premises in IEA to provide additional laboratory and engineering training space
- ▶ Organise 'refresh' courses for unemployed electrical engineers to help close employer identified skills gap
- ▶ Organise an engineering awareness day for secondary schools, and a briefing for Head teachers about the importance of key skills areas.

5. Management, delivery and risk

This section sets out the project governance and management framework. In developing the management arrangements for the IEA the main considerations have been the relationships between the current partners, establishing robust monitoring and approval processes, risk management and flexibility of project resources.

5.1 Approach

The approach builds on that employed in the successful delivery of the Irvine Bay URC, which utilised a partnership approach involving NAC and SE. The paragraphs below set out the overall governance and management structure.

It is envisaged that the IEA Advisory Board will report, in an advisory capacity, to the Irvine Bay Urban Regeneration main board

5.2 IEA Advisory Board

The IEA Advisory Board's role will be to advise on strategy, inform and ensure all promises are delivered by partners to the IEA. It will meet bi-annually and receive reports from the delivery team. It is proposed that the Board comprises representatives from:

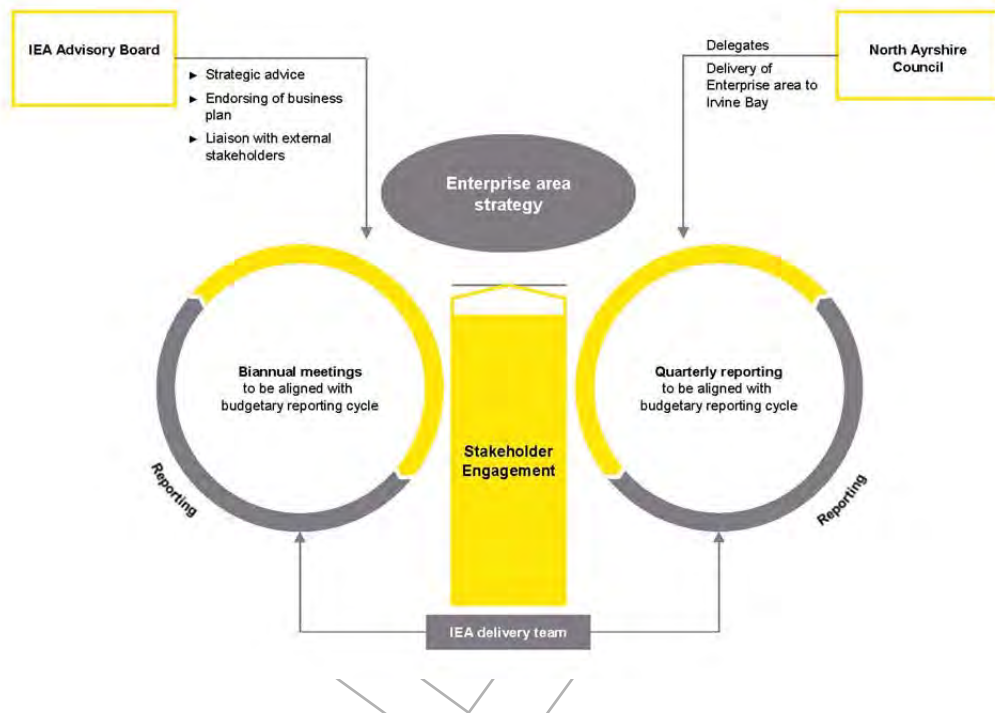
- ▶ Irvine Bay Board
- ▶ North Ayrshire Council
- ▶ Scottish Enterprise
- ▶ GSK
- ▶ North Ayrshire Economic Development and Regeneration Board
- ▶ Scottish Government
- ▶ Scottish Development International
- ▶ A representative from the HE Sector (Life Sciences)
- ▶ Ayrshire Chamber of Commerce

The board's key responsibilities will include:

- ▶ Setting the strategic direction
- ▶ Endorsing the IEA Business Plan
- ▶ Resolution of issues
- ▶ Reviewing progress reports on delivery of project, issues, actions and risks
- ▶ Liaison with external stakeholders to ensure consistency of delivery and interface management

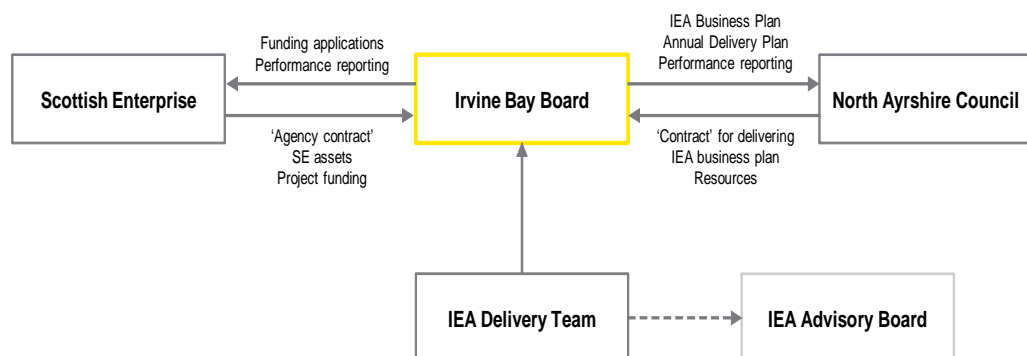
The governance structure for the IEA is illustrated below.

Figure 11: IEA governance structure



At the core of the governance relationship is that Irvine Bay is delivering the EA on behalf of North Ayrshire Council, and therefore the business plan, annual delivery plan and performance reporting for the EA should be made to both the Board of Irvine Bay and to North Ayrshire Council. Therefore approval of these documents will effectively be the basis of a 'contract' between the Council and Irvine Bay for the delivery of the EA. It is not proposed

Irvine Enterprise Area – Governance structure: draft 2



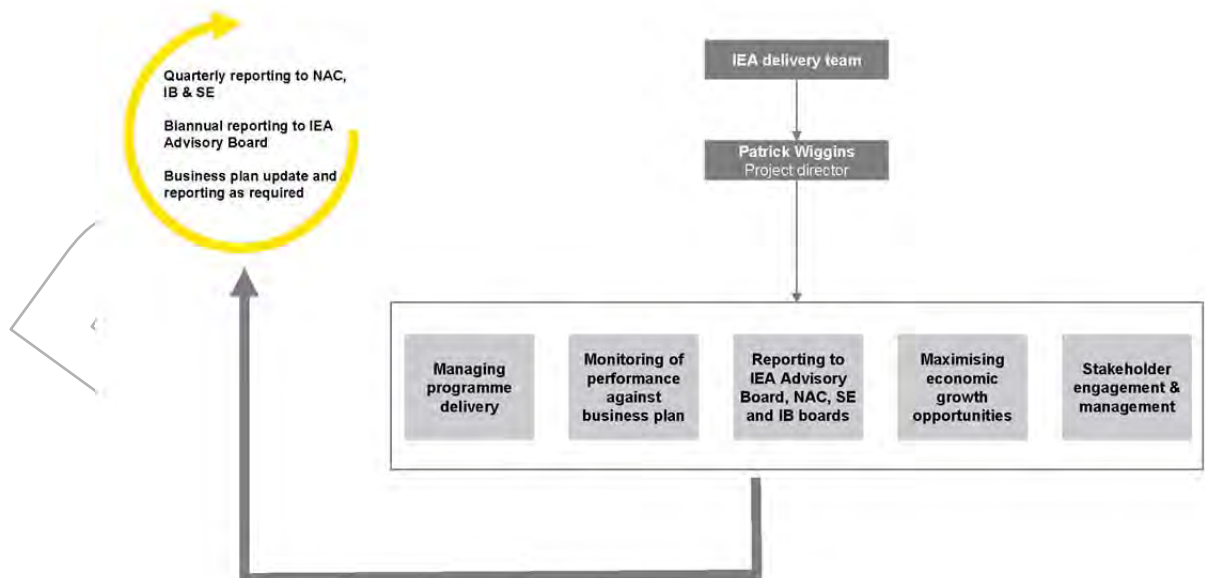
5.3 IEA delivery team

The work undertaken to date on the IEA has been led by Irvine Bay. An Enterprise Area Implementation Team will report to the board and take forward the implementation of the Business Plan. This will be led by Irvine Bay. The Implementation team will meet quarterly to report progress to the IEA Advisory Board and the respective boards of NAC, IBRC and SE.

- ▶ The team's main responsibilities will include:
 - ▶ Managing the delivery of the IEA programme
 - ▶ Monitoring and reporting of programme and project delivery
 - ▶ Monitoring of performance against the business plan
 - ▶ Preparation of business plans and performance reporting
 - ▶ Project management and administration
 - ▶ Stakeholder engagement and management
 - ▶ Aligning the opportunities presented by the IEA to other strategies as appropriate
 - ▶ Maximising the economic growth opportunities presented by the IEA
 - ▶ Promoting the IEA in the wider context of a North Ayrshire, Glasgow and the West of Scotland as an investment area

The structure of the Delivery Team is shown below.

Figure 13: IEA delivery team



Delivery Team Resources

Most of the staff resources to deliver the Enterprise Area will come from Irvine Bay and Scottish Enterprise, however additional resource will be required in the early phases of development to ensure the EA is ready to attract and receive new business. The Delivery Team will require the following dedicated roles to deliver the functions set out in the business plan;

Enterprise Area Director (Irvine Bay CEO part time)

Enterprise Area Senior Manager (Irvine Bay)

Enterprise Area Project Manager (1 to 1.5 FTE employed on a contract basis to deliver specific projects)

Enterprise Area Management and Maintenance Manager (Irvine Bay part time resource plus contracted agency support)

Marketing Manager (Part time Irvine Bay)

Marketing Assistant (Part time, fixed term contract)

Business Intelligence/Liaison (1 FTE potential for secondments from NAC Economic Development and Scottish Enterprise).

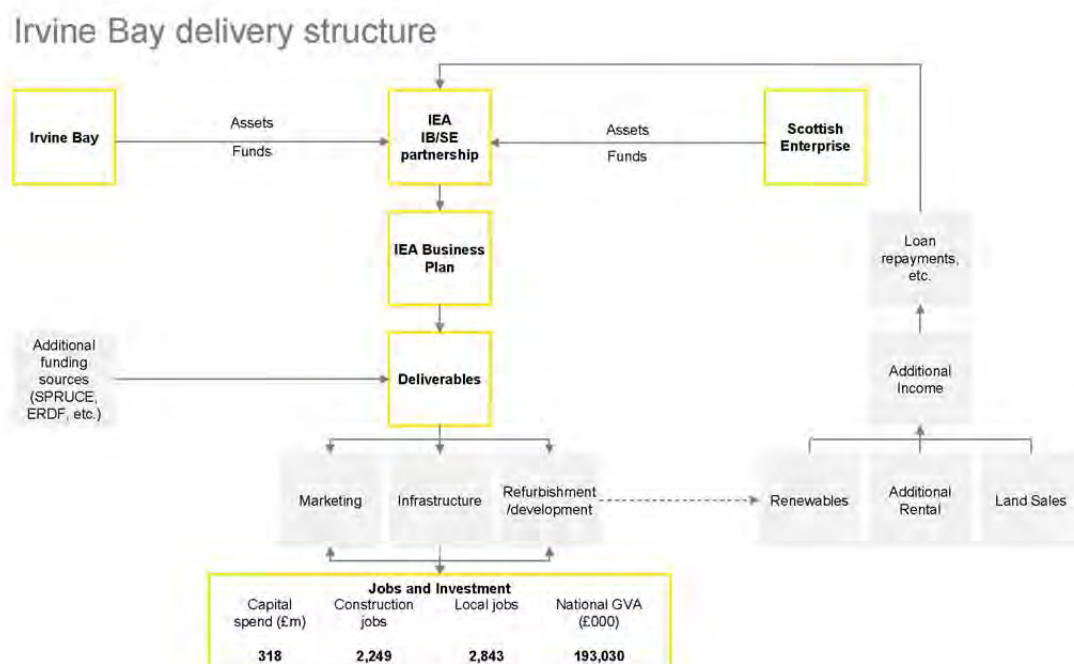
The Irvine Bay staff costs will be met from existing URC management and administration budgets, the additional project management resource has been included in individual project budget estimates, the marketing assistant would be funded from the IEA management budget included in this plan.

The potential business intelligence/liaison secondees, subject to discussion, would be 'in kind' support from partners.

5.4 Delivery structure

Discussions are still ongoing between the partners on the final delivery vehicle for IEA. Rather than a formal joint venture the partners will form an informal partnership to oversee the IEA with the main sources of base funding for the delivery of the business plan coming from Irvine Bay and SE. The business plan will be used to secure 'in principle' support for the overall delivery programme with individual projects progressed for approval. Individual project approval will rest at the appropriate level within funding partners and with the Board of Irvine Bay. The delivery structure is shown in the diagram below.

Figure 14: IEA delivery structure



5.5 Managing risk

Irvine Bay has undertaken regular risk assessment as part of their ongoing business planning process. The IEA will become an integral part of the Irvine Bay business plan and the team will manage risks at a programme and project level.

Risks specific to the IEA and their mitigation strategies are detailed in the table below.

Figure 15: IEA risks and mitigation strategies

Risk	Mitigation
State aid regulations could be breached	The IEA partnership will work with NAC business support to monitor businesses locating to IEA Monitored as part of Irvine Bay's compliance regime The majority of land is in public ownership
Zone takes longer than expected to attract new business	There is a suitable balance of immediately usable sites and future expansion Appropriate marketing and inward investment action
Development is delayed by infrastructure requirements	There is minimal immediate requirements
Zone is insufficiently well known and marketed	Proactive marketing and inward investment action, working with NAC and SDI
Demand for space is at variance with objectives	There is a clear planning policy with public control over substantial parts of IEA area
Supply runs behind demand	Availability of immediately usable sites Ability to accelerate using publicly owned land
Development is delayed by lack of business support	The IEA partnership will put in place a partnership for business support, NAC, Business Gateway, Federation of Small Businesses, Ayrshire Chamber of Commerce
Skills available locally do not match incoming business requirements	A clear employer-based training provision programme working with Department for Work and Pensions and Skills Development Scotland

Businesses attracted are displacements or relocations rather than expansion	The IEA development opportunities are linked to growth sectors, the roles and uses identified complement those elsewhere within the Irvine area
Zone is unattractive due to quality of development	There is a clear planning policy and public control over substantial parts of the zone, e.g. masterplan design guides
Broadband speed deters development	The early provision of superfast broadband
No clear exit strategy	A clear exit strategy is developed as part of the business planning process For public sector owned sites the objective to secure investment and to sell on to the private sector, or to utilise zone assets and revenue to fund further infrastructure
The benefit of the zone to local people is missed	The skills training programme and community benefit clauses will be maximised

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Appendix A Irvine's Enterprise Area – An Outstanding Green Environment

This report outlines the environmental credentials for Irvine's Enterprise Area illustrating how the characteristics of Enterprise Area meet the highest environmental standards. The objective is to create a vibrant, attractive, competitive and sustainable business location.

The Irvine Enterprise Area

Irvine is Scotland's largest designated Enterprise Area with 132 ha of allocated land. The Enterprise Area has been extensively masterplanned based upon a rigorous analysis of site infrastructure, flood risk, environmental considerations and the market. The site has been well designed and landscaped and planted and is now a mature green setting for businesses. Annickbank Innovation Campus has recently been serviced with BREEAM Excellent rated infrastructure including drainage and utilities.

A full strategic environmental assessment was undertaken of Irvine Bay Masterplan in 2009.

This work resulted in Irvine Bay determining a set of five Environmental Considerations and 10 Guiding Principles which Irvine Bay adhere to in all developments. This report describes these considerations in relation to the Enterprise Zone. Table 1 outlines the environmental considerations and how they relate specifically to Irvine's Enterprise Area.

Table 1 SEA Environmental Considerations in relation to Irvine Enterprise Area

Environmental Considerations	How this is addressed within the Irvine Enterprise Area
Water Quality	<ul style="list-style-type: none"> GSK have the biggest private water purification facility in Europe on site. All developments and construction projects undertaken in the Enterprise Area will liaise with relevant authorities to ensure that there are no negative effects on water quality, in term of run off and permeability etc. Issues such as site permeability will be addressed in the Enterprise Area through overall design guidance. There is no coastal water quality issues associated with the site. The River Irvine runs through the site and is of high water quality, popular with fishermen.
Flood Risk	<ul style="list-style-type: none"> A full flood risk assessment has been undertaken for the site. There is no coastal flooding risk.
Biodiversity	<ul style="list-style-type: none"> The Enterprise Area has a high quality of natural environment with a rich biodiversity due to the long standing landscaping, river corridor and mature trees that characterize the site. All construction and development activity will be carried out with due respect for the surrounding local biodiversity – land and aquatic.
Air Quality	<ul style="list-style-type: none"> The site has high levels of Air Quality at the moment. Future construction and operational activity will be carried out in such a way as to minimize any negative impacts on air quality.
Landscape	<ul style="list-style-type: none"> The landscape of the site is characterized by mature deciduous trees in a mature designed landscape. All future developments on the site will be sensitive to the existing mature landscape and will complement the landscape as much as possible.

As part of the Irvine Bay Strategic Environmental Assessment process Irvine Bay adopted a set of 10 Environmental Principles to guide and inform decision making. These principles are outlined in Table 2 below. This describes how the Enterprise Area addresses each of these principles.

Guiding Principle	Measures	Relevance / application in enterprise area
1. Encourage use of Public Transport	Number of projects in town centre's of with public transport access	The masterplan for the sites includes the creation of new cycle routes and off road paths to improve the connectivity of the sites to the main public transport routes, the train station in Irvine Town Centre and the neighbouring residential communities.
2. Re-use of Brownfield land	Reduction in derelict land	The land at the Enterprise Area is designated industrial and business use in the local plan. Much of it has been previously developed and is either brown field land or underused land.
3. Renewable energy	No. of developments using renewable energy	<p>Energy efficiency is built into plans for Annickbank Innovation Campus.</p> <p>GSK have plans for installing up to 4 wind turbines on their site in line with corporate carbon reduction targets to reduce reliance on the national grid.</p> <p>GSK has announced substantial investment in a biomass facility with the opportunity to expand the output from 25MW to 35 MW which could result in 10MW being available for users else where in i3 or the Enterprise Area.</p> <p>Some local businesses in the area are considering installing solar panels.</p> <p>The River Irvine flows through the site and presents opportunity for water turbine and water / air heat exchange system based on the variation in temperature.</p> <p>Heat exchange between businesses could be another variable opportunity based on linking water treatment facilities at GSK a loop could be created whereby treated water could be used as a coolant and the resultant heat captured and recycled.</p>
4. Sensitivity receptors	Environment is protected /enhanced; number / area of heritage assets affected by development	There are no known heritage sites or SSSIs in the Enterprise Zone. The natural heritage of the area is part of the character of the area and will be preserved and enhanced through all new developments on the sites.
5. Interpretation and appreciation of natural / historic environment	<p>Number of projects supported with signage and interpretation of the natural / historic environment</p> <p>Number of public</p>	<p>Where appropriate, old neglected paths will be rejuvenated and opened up, and paths and new cycle routes created throughout the sites to encourage active travel to work and off road connectivity to the town centre of Irvine. There will be interpretive signage on the natural heritage of the area.</p> <p>The public realm of the area has been enhanced through landscaping and improvement works. More improvement works</p>

	realm schemes	are planned throughout the lifespan of the masterplan.
6. Community resources	<p>Number of consultation events</p> <p>Number of attendees at events</p> <p>Partner attendance at Board meetings</p> <p>Number of Irvine Bay Newsletters</p>	The local community are involved in the development of the area as both employees and residents. The provision of off road paths and cycle networks creates a community asset which will enhance local connectivity with the town centre and local service centres.
7. Sustainable construction and waste management	Increase in recycling of waste in North Ayrshire	All businesses on the Enterprise Area will adhere to the highest standards of recycling and waste management.
8. Flooding	Number of projects which actively manage flood risk	A full flood risk assessment has been undertaken in the Enterprise Area and development will be avoided on flood plain areas and environmental enhancements encouraged on these sites.
9. Coastal management	Number of projects positively addressing coastal management issues	Not applicable
10. Design guidance	Number of new developments adopting design guidance	All projects are subject to the design guidance as set out in the masterplan agreed by local authority planners and consistent with local development plan. The design guidance includes the aspiration for developments to demonstrate the highest levels of environmental criteria possible.

Appendix B Market Demand Analysis

CBRE

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Patrick Wiggins
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Our Ref DR/yj

06 September 2012

Dear Patrick

IRVINE: I3 BUSINESS PARK AND ANNICKBANK INNOVATION CAMPUS

I refer to our recent meetings and telephone conversations in connection with the above and am pleased to report our comments below in relation to the potential demand for accommodation, and marketing of the different property options within i3 Business Park and Annickbank Innovation Park at Irvine.

BACKGROUND

Early this year the i3 Business Park, Annickbank Innovation Campus and GlaxoSmithKline expansion space were awarded Enterprise Area (EA) status as one of the five Scottish Life Sciences Enterprise Areas and subsequently known as the Irvine Enterprise Area (IEA).

As a result of the Enterprise Area designation there are a range of benefits available to occupiers including; accelerated capital allowances, business rates relief and a simplified planning process for the five year EA period. Further advantages may also be available through its Assisted Area status.

The designation of the Enterprise Areas in Scotland is part of the Scottish Government's Economic Strategy and aims to maximise strategic manufacturing opportunities in Scotland's growth sectors and industries, creating supply chains and supporting opportunities.

Irvine Bay Urban Regeneration Company (IBURC) and North Ayrshire Council who are responsible for delivering the (IEA) have prepared a business plan articulating the vision for the IEA and identifying the objectives required to deliver this plan.

In order to maximise the potential for locally led growth and inward investment to meet their business plan objectives IBURC wish to capitalise on the benefits available as a consequence of its EA status, through a targeted approach to potential occupiers who can take advantage of the capital allowances or rates relief.

IBURC have considered how they can leverage their property offer to meet the diverse needs of occupiers in the sectors they are targeting, and who can benefit from the EA designation, in order to deliver their objectives and the Government's Economic Strategy to support grow key growth sectors.



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- 2 -

To qualify for the business rates relief available within the IEA the occupiers must operate within the Life Sciences sector.

Life Sciences

IEA and the Irvine area generally already benefits from a number of occupiers in the life sciences sector, most notably GlaxoSmithKline, Sigma Aldrich, DSM, Nutritional Products, Life Sciences UK, MPT, RS Biotech and Vogel.

The presence of existing life sciences companies tends to promote a clustering effect and it is this that IBURC intend to capitalise on.

The availability of enhanced capital allowances will be an attractive benefit for life sciences companies who may be seeking to set up new capital intensive facilities for example in the chemical sciences sector who are already represented in Ayrshire with both ISP and Chemring Energetics in the area.

In order to attract and grow the life sciences sector in the area and promote the benefits of the Enterprise Area IBURC intend to provide flexible space within a range of property options. Speed to market is often important to occupiers of this nature and it is therefore highly desirable to be able to respond quickly with property solutions.

On this basis CBRE have been asked to consider the potential demand, focusing on the i3 Business Park and Annickbank Innovation Campus which together comprise a number of parcels of land which have been further designated as follows:-

(A) AREAS BENEFITING FROM BUSINESS PARK RATES DISCOUNTS

- **Annickbank Innovation Campus** : Fully serviced land extending to 2.41 ha with capability to provide up to approximately 7,500 sq m of business space to a BREEAM Excellent standard.
- **Industrial Campus North** : Fully serviced land extending to 7.47 ha suitable for sub-division to provide plots for development of industrial units from approximately 2,000 sq m upwards.
- **Industrial Campus North** : Serviced land suitable for industrial development with existing buildings of approximately 930 sq m, 3,700 sq m and 10,200 sq m presently available with sub-division to create smaller units also an option.
- **Innovation Campus North** : Serviced land extending to 123.32 ha suitable for office, research and development (R&D), laboratory or related manufacturing accommodation. Potential also for hotel and related development. This site contains one existing unit of approximately 3,900 sq m comprising bio-pharmaceutical space with clean rooms, laboratory and office accommodation. This building is currently let, although not occupied, to Cenes who continue to pay rent of £168,000 per annum.
- **Innovation Campus South** : Smaller sites containing two office buildings, each of approximately 1,000 sq m. One is currently owned and operated by Scottish Enterprise as small office incubator accommodation and the other is currently vacant and in need of refurbishment.




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(B) AREA BENEFITING FROM ACCELERATED CAPITAL ALLOWANCES

- Strategic Investment Site: More than 50 ha of serviced land suitable for larger scale manufacturing.

LOCATION

The i3 Business Park occupies the area formerly known as Riverside Business Park lying to the south of the A71 Kilmarnock to Irvine road and to the east of the A78 Ayr to Glasgow road, to the south east of the town of Irvine.

Major occupiers in the immediate vicinity include GlaxoSmithKline and Barony Universal Products Plc whilst other significant occupiers such as The Caledonian Paper Mill, Chemring and DSM (formerly Roche) are well established in the surrounding area.

Irvine, one of Scotland's New Towns lies approximately 30 miles to the south west of Glasgow, on the Ayrshire coast and benefits from good road and rail links in addition to easy access to both Prestwick and Glasgow International Airports.

HISTORY

Irvine's industrial history is rooted in the electronics sector and in its early days was home to a number of the well known operators in this field. The withdrawal of these companies over the years has left Irvine and the surrounding area with a relatively large stock of outdated industrial premises but also with a significant labour supply.

INFRASTRUCTURE

We understand that the i3 Business Park is very well served in terms of fibre optic connection, power supply and utilities, all of which will be vital to attract occupiers within certain sectors.

POTENTIAL DEMAND

IBURC aim to differentiate their property offer to meet the needs of the various sectors and activities they are targeting in a way that maximises the benefit of the Enterprise Area status.

In order to consider the potential demand for the i3 and Annickbank Innovation Campus we have analysed the four different offerings, Annickbank Innovation Campus, Industrial Campus (North & South), Innovation Campus (North & South) and the Strategic Investment Site individually.

(a) Annickbank Innovation Campus

There is a distinct lack of modern, high quality office/business space available in Irvine and further afield throughout North Ayrshire and the surrounding areas.

Statistics obtained from CoStar SPN (formerly Scottish Property Network) indicate that there are presently 202 office suites available throughout South, East and North Ayrshire council districts offering total available floorspace of approximately 63,000 sq m yet only 35 of these are in North Ayrshire. Furthermore there are only 12 suites, offering a total of 3,279 sq m in Irvine itself.

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The suites currently available in Irvine include refurbished accommodation, 1970's style space above the town's main retail centre, former retail units, accommodation within adapted industrial buildings, 1970's office blocks and terraced offices within residential neighbourhoods. Our analysis indicates there are no modern purpose built office premises currently available in Irvine.

Take up statistics across the three council areas, North, South and East Ayrshire over the last four years demonstrate that despite having the lowest number of suites available and a considerably lower total amount of space than South Ayrshire, North Ayrshire has the strongest demand levels in terms of the total space taken.

The tables below illustrate the take up levels across the three areas:-

NORTH AYRSHIRE

DATES	NO. OF TRANSACTIONS	SIZE RANGE (SQ M)	TOTAL (SQ M)
July 08 – June 09	13	13 – 801	1,314
July 09 – June 10	17	11 – 1,848	2,476
July 10 – June 11	10	39 – 591	1,782
July 11 – June 12	16	13 – 502	2,283
4 year average	14		1,964

SOUTH AYRSHIRE

DATES	NO. OF TRANSACTIONS	SIZE RANGE (SQ M)	TOTAL (SQ M)
July 08 – June 09	14	15 – 339	1,377
July 09 – June 10	27	16 – 384	3,247
July 10 – June 11	20	14 – 199	1,296
July 11 – June 12	24	12 – 210	1,540
4 year average	21.25		1,865

EAST AYRSHIRE

DATES	NO. OF TRANSACTIONS	SIZE RANGE (SQ M)	TOTAL (SQ M)
July 08 – June 09	8	62 – 174	976
July 09 – June 10	11	53 – 702	1,976
July 10 – June 11	7	43 – 334	935
July 11 – June 12	12	15 – 461	2,001
4 year average	9.5		1,472

Whilst there is a large stock of available office premises within the Ayrshire area the quality and quantity of stock available within Irvine is insufficient and if modern space is developed at Annickbank the combination of the high quality accommodation and available rates relief would be attractive for local businesses seeking this type of space.

Whilst it is acknowledged there is a potential demand for such accommodation careful consideration must be given to the rental levels attributed to this space as the local demand is likely to be very cost sensitive.



(b) Industrial Campuses

Irvine's current industrial stock comprises mainly 1970's estates developed by SDA, predominantly for occupation by the electronics' industries of the time.

As a result they were developed generally in long flat roofed terraces with small, mainly communal, yards and because of the production nature of the majority of uses, were constructed with relatively low eaves heights.

Now these buildings are not regarded by occupiers as suitable for modern day industrial processes, as well as being, in most instances, beyond or at least close to the end of their lives in terms of building fabric.

The strongest evidence of this has been witnessed in several estates in nearby Kilwinning where private landlords have demolished entire estates and one off buildings as they have fallen vacant rather than attempting to re-let them.

CoStar SPN currently shows 61 units offering total floorspace of 85,897 sq m available within Irvine itself, however, of these 38 offer less than 929 sq m (10,000 sq ft), 20 offer between 929 sq m and 4,645 sq m (10,000 – 50,000 sq ft) and only 3 offer more than 4,645 sq m.

The vast majority of industrial accommodation available in Irvine, especially the larger units, comprise older stock that can be regarded as unfit for modern purposes.

Demand levels over the last four years for Irvine, illustrated in the table below, shows that despite fluctuating levels of take up there continues to be a reasonable demand for industrial premises in the town.

IRVINE INDUSTRIAL TAKE UP

DATES	NO. OF TRANSACTIONS	SIZE RANGE (SQ M)	TOTAL (SQ M)
July 08 – June 09	27	42 – 32,609	45,025
July 09 – June 10	16	42 – 2,582	6,826
July 10 – June 11	9	71 – 13,947	18,219
July 11 – June 12	24	71 – 7,397	18,904
4 year average	19		22,244

Industrial take up across Scotland has fallen over the last few years, however, with significantly less new industrial development taking place over these years than in the past, the supply of good modern accommodation remains relatively low.

The strongest sector of the industrial market in recent years has been the logistics and distribution sector where operators generally require high bay warehousing, large yards, dock loading facilities and most importantly a central Scotland location on the motorway network.

As a result we do not envisage these types of operations being attracted to Irvine, particularly due to the location aspect, however, there are signs across the industrial market in Scotland that manufacturing and production operators are still seeking to relocate from outdated facilities.

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Within the i3 Business Park area there are a number of existing facilities offering a range of sizes and potential to sub-divide to offer further size options.

With the current level of take up in Irvine and the possibility of rates discounts for qualifying operators we envisage a reasonable level of demand for these existing buildings, provided they can offer the quality of accommodation required by Life Sciences operators who are eligible to qualify for the rates relief.

In addition to the existing buildings there is a significant amount of development land for construction of further industrial facilities.

Current demand levels for standard new build industrial property across Scotland remains low and with a number of better located development sites available we do not envisage demand for such development at present.

Pre-let opportunities may, however, exist with occupiers able to benefit from the Life Sciences rates benefits and whose specific requirements cannot be fulfilled within one of the existing units, whether that be due to their size requirement or building specification.

(c) Innovation Campus

As detailed above there are three existing buildings situated within the two Innovation Campuses, together with significant areas of serviced land for development.

Two of the buildings are almost identical, each offering approximately 1,000 sq m over two levels. One is operated by Scottish Enterprise as a small office incubator for local companies allowing them to establish, grow and move on to larger premises.

The other building is currently vacant and consideration has been given to refurbishment and fit out of this building to provide either clean room/laboratory accommodation on a relatively small scale or additional office accommodation on a slightly larger scale than offered within the Incubator accommodation, allowing some of the companies there to make a 'stepping stone' move rather than a 'leap' into much larger premises.

Our recommendation for this particular building is to retain as much flexibility as possible over the end use. External refurbishment is recommended leaving a shell capable of fit out for either clean room/laboratory space, office or a combination of both to allow capture of any suitable requirements.

The third building in this area is the 3,900 sq m bio-pharmaceutical building currently let to Cenex.

We understand that consideration has been given to surrendering the lease and undertaking comprehensive refurbishment of the existing clean rooms and laboratories which could then be offered to occupiers on an individual basis.

Our recommendation for this building is not to surrender the existing lease, as doing so will immediately result in a loss of revenue and instead we suggest working with the current tenant to jointly market the accommodation in an attempt to secure occupiers. Ideally an occupier for the entire facility can be secured, however, if occupiers are identified with smaller size requirements then arrangements to assist the tenant financially with the refurbishment works to facilitate smaller sub lettings should be considered. This would allow the tenant to reduce their rental liability whilst protecting the headline rental income over the whole building.

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The majority of the Innovation Campus area comprises development land and as with the industrial development land speculative development is not recommended although pre-let opportunities may again exist with operators within the Life Sciences sector able to qualify for the rates discounts and whose specific requirements cannot be accommodated within one of the existing buildings.

(d) The Strategic Investment Site

With more than 50ha of land available to benefit from accelerated capital allowances there is considerable scope to attract occupiers with capital intensive operations to this location.

Within the Life Sciences sector Research and Development (R&D) represents one such capital intensive process, however, our research indicates that R&D operators prefer to be situated in close proximity to other established R&D operations, such as is found in the Cambridge area. Furthermore R&D already attracts capital allowances so the availability of such allowances in the IEA will not be such an advantage for these operators.

The sectors of the Life Sciences market that we feel may produce the strongest demand are the manufacturer/outsourced manufacturer for production of Life Science products and the Chemical Sciences sector, both of which are already well represented in the Irvine area already.

As the accelerated capital allowances are not limited to the Life Sciences sector we believe there is scope to attract a number of other capital intensive occupiers to this site.

There are a number of manufacturing, engineering and some storage (refrigerated) processes which require significant capital intensive fit outs and these represent prime candidates to take full advantage of the benefits available at this location.

Another potential occupier with capital intensive operations are Data Centres, however, our research has identified three sub-sectors within this market, of which only one, the freestanding facility would be suitable for this location.

In addition to the capital allowances available the IEA boasts a number of other attributes including transport links, favourable climate, excellent infrastructure and utilities, all of which will appeal to Data Centre operators as well as to other Life Science operators.

In order to encourage activity within this site we recommend consideration is given to opening up the site through extension of the existing access road and perhaps the identification of development platforms as this will demonstrate the developer's faith in the location to any potential occupier and will also allow quicker delivery once an occupier is secured.

MARKETING

With the range of benefits only being available to companies operating in Life Sciences marketing of all the property options detailed above must be targeted primarily at that sector.

At the basic level we recommend production of marketing literature for each of the specific property options, all of which can be brought together in one generic IEA Property folder.



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Our experience suggests relatively brief flyers incorporating bullet point highlights is the most effective method of relaying relevant information and also the most effective method of encouraging potential occupiers to make contact to discuss options in greater detail. This point of contact is vital to allow understanding of the specific requirement and permits the best tailored solution to be promoted.

In order to produce quality literature containing the most suitable information we recommend a programme of visits to all the Life Science operators within the local area is undertaken to seek their views on 'why the location works for them' as this will form the most informed advice that can be conveyed to other Life Science companies. Testimonials from these operators will add weight to any marketing campaign and if available the appointment of an Ambassador from GSK to work with IBURC to promote the offering would, we believe, be incredibly helpful.

On a wider level we recommend a strong national marketing campaign is required to present the opportunities at IEA to as large an audience as possible. Such a campaign could include:-

Online Marketing

1. Creation of a standalone website covering the IEA linked to the IBURC website, which should also be updated to reflect the IEA status.
2. Emailer campaigns – specifically designed email flyers sent to targeted companies and professionals.

Press Coverage

1. Press briefing and releases for local, national and property press.
2. Advertising throughout recognised property publications and also Life Science sector publications.

Planned Events

1. Presentations to property professionals in Glasgow, Edinburgh and Aberdeen.
2. Presentations to Scottish Universities and Colleges Life Sciences faculties potentially extended to cover Universities throughout the UK.
3. Presentations to Life Science companies.
4. Attendance at or sponsorship of Life Science events/conferences throughout the UK.
5. Presentations to SDI and SE.

Direct Targeting

1. Mail marketing material to all Life Science sectors, with follow up telephone contact or individual visits if available.

This list is not exhaustive and we envisage an evolving campaign throughout the marketing process capable of being adapted to address other opportunities as they arise.

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I trust the information above addresses your requirements, however, should you need clarification or further information please do not hesitate to contact either Virginia or I.

Yours sincerely

DAVID ROLWEGAN
Associate Director

Direct Dial: 0141 204 7733

Email: david.rolwegan@cbre.com

CBRE



Appendix C Eligible life science activities

New businesses rate relief will be restricted to business undertaking the activities listed below:

- ▶ Bioinformatics and health informatics (the application of computer science and information technology to the field of biology and medicine)
- ▶ Deployment of information and communications technology to persons engaged in hospital, medical, dental, residential care and other human health activities
- ▶ Drug development
- ▶ Experimental and translational medicine and clinical research
- ▶ Industrial biotechnology
- ▶ Manufacture of basic pharmaceutical products
- ▶ Manufacture of electronic components and boards
- ▶ Manufacture of instruments and appliances for measuring, testing and navigation
- ▶ Manufacture of irradiation, electromedical and electrotherapeutic equipment
- ▶ Manufacture of medical and dental instruments and supplies
- ▶ Manufacture of optical instruments and photographic equipment
- ▶ Manufacture of pesticides and other agrochemical products
- ▶ Manufacture of pharmaceutical preparations
- ▶ Medical technologies
- ▶ Pharmaceutical services, including contract research
- ▶ R&D, and the manufacture of, medical devices and pharmaceuticals
- ▶ Research and experimental development on natural sciences and engineering
- ▶ Stem cells and regenerative medicine
- ▶ Veterinary medicine
- ▶ Wholesale of pharmaceutical

Appendix D Marketing activity



1.0 Introduction

Irvine Bay Regeneration Company is the principal agency for North Ayrshire in attracting jobs and investment to the area – and in particular has a key role in maximising the potential of the Enterprise Area in Irvine.

The aims are set out in detail in the five-year Business Plan 2012-2017, and the specific Enterprise Area vision is set out in the Irvine Enterprise Area Business Plan. These documents articulate a clear commitment to tackling the area's significant jobs and investment deficit, by close partnership working with North Ayrshire Council, Scottish Enterprise, the Scottish Government and other key partners and stakeholders.

Marketing has a vital role to play in this. Positive messages must be communicated to target audiences, including investors, business and political influencers and decision-makers, and our local communities.

The creation of the Enterprise Area in Irvine in April 2012, with a particular although not exclusive emphasis on developing the life sciences sector, brings a need to further refine what has proven to be a successful marketing strategy, underpinned by focused tactical activity plans.

2.0 Irvine Bay marketing strategy

Irvine Bay's vision is to create new jobs, improve the quality of life and provide opportunities for future economic growth. Our activities are focused on the creation and improvement of business and physical infrastructure.

Our marketing strategy has been developed to help drive the objectives defined in the five-year Business Plan and the Irvine Enterprise Area Business Plan, focusing on the priorities and key areas of activity. Our messages must be delivered with clarity and consistency, and the Irvine Bay identity must continue to be highly visible and widely applied as appropriate with the North Ayrshire Economic Development and Regeneration Strategy.

Our communications will reflect the three project groupings identified in the business plan – national; strategic local; and community legacy.

We will do this through the following:

- **Promote the Enterprise Area and other development opportunities, such as renewables** – identify our key strengths and vital messages, and ensure these reach target audiences within those most appropriate sectors, in particular life sciences, science, engineering and associated industries
- **Develop the sense of place** – working with partners in delivering the North Ayrshire Economic Development and Regeneration Strategy we will identify Irvine Bay to the world at large, and nurture the local growing sense of identity. In particular, Irvine Bay should play an important role in developing and delivering agreed key messages designed to support inward investment activity.
- **Engage the community** – show local people that they are part of the future of Irvine Bay, work to create interest in most relevant skills, and encourage them to be involved
- **Shout about our successes** – ensure that our good news stories gain high visibility

We are confident that this approach will enable us to take the marketing of Irvine Bay to the next level, as we continue to support the organisation's ever-focused core objectives.

3.0 Promote the Enterprise Area and other development opportunities, such as renewables

The revised Business Plan and the creation of the Enterprise Area has led to a sharpening of focus in our marketing strategy, and therefore in the tactical plans which flow from that.

The obvious priority audiences are those who could make significant investments to



help regenerate the area; developers, businesses and so on. In terms of the Enterprise Area, that concentration on investors is even more focused, with our key target audiences being driven by those sectors which can benefit most from the EA – in particular life sciences, chemical sciences, engineering, data centre operators, capital intensive manufacturing and R&D – as well as renewables opportunities afforded by Hunterston.

Moving forward, we are focusing strong efforts on the life sciences sector, working with professional organisations and with academic institutions. We will ensure that our marketing activity dovetails cleanly with that of our partners at all times.

In addition, together with North Ayrshire Council and on behalf of the Economic Development and Regeneration Strategic Board, we have commissioned a review of renewables opportunities presented by Hunterston, as we work up the North Ayrshire proposition.

- We will develop a powerful database of contacts within the life sciences industry as the solid foundation for all of our marketing efforts.
- We will develop our partner networks to include influential science, engineering and renewables trade and industry

bodies such as Life Sciences Scotland; Scottish Development International (SDI); Scottish Council for Development and Industry (SCDI); Scottish Lifesciences Association and universities.

- We will explore new and creative ways of engaging with the developer, life sciences, engineering and renewables markets which really sets us apart from the crowd – our strong brand and confidence makes this a natural progression.
- We will re-develop our Search Engine Optimisation (SEO) strategy to reflect the Enterprise Area and to drive traffic to the website, and against which we can evaluate results.
- We will engage pro-actively with developers through events, in Glasgow, Edinburgh, Aberdeen and London aimed specifically at their interests. These will be followed up by tours of the area.
- We will ensure we maintain high visibility in trade and specialist press, and extend these titles to include life sciences and associated industries. Our role is to continue to deliver strong place-making activity, in line with the North Ayrshire Economic Development and Regeneration Strategy.



- We will look to refocus the links we have facilitated between our education programme – *Regeneration Youth* – and local business, better reflecting the skills gaps in our priority life science, science and engineering industries. This may mean developing, for example, a schools programme with Life Sciences Scotland or promoting Skills Development Scotland's Life Sciences Modern Apprenticeship Framework.

- We will ensure that tenders and appointments receive good media coverage. Similarly, helping developers generate awareness of projects during implementation and on completion will be core activity.

- We will enhance our profile by encouraging contractors and supported projects to use Irvine Bay branding on site signage and fencing that they use. We have had considerable success in making the regeneration more visible by such steps.

4.0 Tactical plan

Branding

The distinctive re-branding of the former Riverside Business Park to i3 Irvine

Innovation & Industry is working well. While not all of i3 is within the designated Enterprise Area, we will capitalise on the successful i3 brand when marketing the Enterprise Area. This allows us to build on the strong Irvine Bay and i3 brands and identities – which will live beyond the life of the Enterprise Area.

Online strategy and activity

Given that i3, Irvine's Enterprise Area is a distinct proposition, we have created a bespoke URL www.irvinei3.co.uk which takes the user direct to the i3 page within the Irvine Bay website. Functionality will allow us to develop the i3 project pages to create a micro-site within the existing Irvine Bay site. We will promote this URL in all i3 Enterprise Area marketing activity.

The Irvine Bay website requires significant updating to ensure that we are using it as effectively as possible to convey the messages of the Irvine Enterprise Area business plan. The Enterprise Area status is a major boost which has an impact on our key messages and the information we now carry on the site.

Home page

- Review key messages to reflect current revised messages – complete

- Use images to introduce life sciences into home page material – complete
- Right hand side panels present opportunity to portray current messages – complete
- News and podcast panels are constantly updated and will reflect key messages
- Highlights can be used to support information elsewhere on site
- Use Twitter feed, which appears on home page, to promote relevant messages

Audience specific pages

- Update 'Investors' page – complete
- Add 'Life sciences' page
- Update 'Local community' page – complete
- Remove 'Potential residents' page
- Remove 'Visitors' page

Vision pages

- Remove i-themes in light of new business plan – complete
- Review 'Masterplan' page – complete
- Create a page called 'Our priorities for the next 5 years' – complete
- 'Vision' pages – make use of the new "purpose statement" – Irvine Bay Regeneration Company's role is to attract more jobs to North Ayrshire by promoting the Irvine Bay area as a vibrant, attractive, competitive and sustainable business location – complete
- Review 'What do we do?' page to reflect the IEA – complete

Working pages

- Create 'Enterprise Area' page – complete
- Update 'Business relocation' page – complete
- Revise 'Inward investment assistance' page – complete

- Rewrite 'Priority industries' pages to bring in IEA, life sciences, data centres and IT services, manufacturing, chemical sciences, R&D and innovation
- Revise 'Job opportunities' page to reflect Enterprise Area – complete

Living pages

- Create a new page called 'Community regeneration' – complete

Our changing bay pages

- Revise i3, Annickbank, Oldhall pages, amongst others to reflect Enterprise Area – part complete

Online marketing

- Ensure plenty of links through to the page called "Irvine Enterprise Area" in the working section, important for SEO – complete
- Carry out keyword research for new terms relating to Enterprise Area and the sectors which we are now targeting
- Use Google analytics to monitor the success of the website in attracting relevant traffic
- Work to ensure i3 Enterprise Area on Google maps rather than Riverside Business Park
- Promote development and letting opportunities on Twitter – look at how other agencies in the sector are doing this
- Review Facebook strategy – promote community benefit messages through Facebook

Events

Irvine Bay already runs a comprehensive events programme including an Annual Public Meeting, Irvine Bay talks business as well as events tailored to the property industry. This programme of events have been tailored and supplemented to reflect the Enterprise Area.

- Enterprise Area briefing event in Glasgow on 16 May 2012 – complete



- Enterprise Area briefing event in Edinburgh on 11 September 2012 – complete
- Enterprise Area briefing event in Aberdeen on 11 December 2012
- Life sciences briefing event in Glasgow in New Year 2013
- Briefing event in London in collaboration with SDI in New Year 2013
- Sector specific events in i) data centres
ii) life sciences
- *Irvine Bay talks business* events in November and December 2012 tailored to the Enterprise Area
- Seek out speaking opportunities at other events
- Research industry events where we should have a presence
- Glasgow Business (Glasgow Chamber of Commerce magazine) feature July 2012 – complete
- Feature in The Herald, commercial property, September 2012 – complete
- Feature in Commercial Property Monthly, September 2012 – complete
- Feature in Investment Now, Sept/Oct 2012 – complete
- Holyrood Magazine, Feature on Enterprise Areas, October 2012 – complete
- Feature in Scottish Chambers of Commerce Magazine, October 2012 – complete
- Feature in Project Scotland, November 2012
- Feature in Business Insider, January 2013

PR

Irvine Bay is already very active in securing coverage in local, national and trade press. This will continue, but we will seek to influence editorial comment on the Enterprise Area.

- These features will be supplemented with features tailored to specific trade/industry press, including:
ACB News; Analyst; BTI – Biotech International; Biomedical Materials; Biomedical Scientist; Biometric Technology Today; Bioworld

International; Chemical Communications; Life Sciences Review; Nature; The Biochemist; Life Science Industry

- We will target environmental and science journalists within national press

Print

A range of literature branded i3, Irvine's Enterprise Area

- General leaflet based on briefing note May 2012 – complete
- i-spy – newsletter on i3 developments – October 2012 – complete
- i-spy – featuring interview with John Swinney, MSP Cabinet Secretary for Finance, Employment and Sustainable Growth – Jan 2013

- Industry specific leaflets
 - > Data centres proposition – complete
 - > Life sciences proposition inc. case studies on e.g. Vogul; GSK; DSM etc. – complete
 - > Chemical sciences proposition
 - > Manufacturing proposition
 - > Engineering proposition

- Asset specific technical details
- Plot 1 – Annickbank Innovation Campus
- Plot 3a – 3 Riverside Way
- Plot 3b – hotel development opportunity at Greenwood Interchange
- Plot 6 – Strategic Investment Site
- Plot 10 – Shewalton Road
- Plot 11 – GSK expansion land
- Plot 13 – 1 Cockburn Place

Signage

- Enterprise Area signage erected on A71 and A78
- i3 signage at the entrance to the park as well as key roundabouts within the site



- Plot signage throughout the park

Public Briefings

- Briefings offered regularly to Kenny Gibson MSP, Margaret Burgess MSP, Margaret McDougall MSP, Katy Clark MP and Brian Donohoe MP

5.0 Summary

We continue to deliver an integrated marketing and communications campaign for Irvine Bay, with an increased focus on those areas of highest priority as defined in the five year Business Plan, and in support of the Irvine Enterprise Area Business Plan.

All of these activities are also aligned with the North Ayrshire Economic Development and Regeneration Strategy, and complement the activities of our partners and stakeholders.

Kirsty Innes
Marketing Manager
November 2012

NORTH AYRSHIRE COUNCIL

Agenda Item 11

26 February 2013

Cabinet

Subject: **Demolition Order - Craigspark Farm, Craigspark, Ardrossan**

Purpose: To advise the Cabinet on the condition of the above property and seek approval to serve a Demolition Order.

Recommendation: That the Cabinet approves the serving of a Demolition Order on the above property.

1. Introduction

- 1.1 The Owner of the above property previously requested that North Ayrshire Council inspect the condition of his four apartment detached house at Craigspark Farm, Craigspark, Ardrossan.
- 1.2 Under Section 115 of the Housing (Scotland) Act 1987, North Ayrshire Council retains the statutory authority to serve Demolition Orders where properties fail to meet the recognised tolerable standard.

2. Current Position

- 2.1 On inspection the property was found to be in very poor condition, with penetrating dampness throughout the property. The property was found to be below the Tolerable Standard as defined by Section 86 of the Housing (Scotland) Act 1987.
- 2.2 The property is currently privately owned but unoccupied.

3. Proposals

- 3.1 Given the condition of the property it is proposed that the Cabinet approves the serving of a Demolition Order in terms of Section 115 of the Housing (Scotland) Act 1987.

4. Implications

Financial Implications

- 4.1 Upon the serving of the Demolition Order, Council Tax will cease to be payable on the property.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 Notice being served under Section 115 of the Housing (Scotland) Act 1987.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

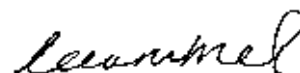
- 4.6 None.

5. Consultations

- 5.1 Discussions have taken place with the Council's Revenues & Benefits team, in relation to the future Council Tax implications.
- 5.2 Ayrshire Valuation Joint Board will be advised of the serving of this Demolition Order. This will allow the property to be removed from the Valuation Roll.

6. Conclusion

- 6.1 It is considered appropriate for a Demolition Order to be served on the owner of the property at Craigsark Farm, Craigsark, Ardrossan and the Cabinet is now asked to approve this.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference : DT

For further information please contact Peter Robertson (Grants Monitoring Officer) on telephone number 01294 225085.

Background Papers

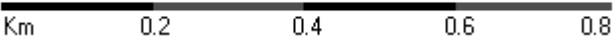
Communication with the owner and other Departments

CRAIGSPARK FARM
ARDROSSAN



Legend

Organisation	Not Set
Department	Not Set
Comments	1:10000
Date	13 February 2013
SLA Number	Not Set



NORTH AYRSHIRE COUNCIL

Agenda Item 12

26 February 2013

Cabinet

Subject: **Flood Risk Management (Scotland) Act 2009:
Update**

Purpose: To update the Cabinet on progress with the implementation of the Council's response to the statutory obligations within the Flood Risk Management (Scotland) Act 2009.

Recommendation: That the Cabinet agrees to (a) note progress in taking forward the requirements of the Flood Risk Management (Scotland) Act 2009; and (b) note the Minute of Agreement that proposes to create a Local Plan District Steering Group, Project Management Group and Project Teams; and (c) the Portfolio Holder for Environment being the Council's representative along with a Senior Officer to progress the development of the FRM Plan to completion by 2015.

1. Introduction

- 1.1 The Flood Risk Management (Scotland) Act 2009 (FRM Act) was passed by the Scottish Parliament on 13 May 2009 and gained Royal Assent on 16 June 2009. A report was presented to the former Executive in November 2009 to advise of the new responsibilities placed on local authorities and other implications of the FRM Act.
- 1.2 To support the implementation of the Act and the development of accompanying legislation and policies, the Scottish Government established a Scottish Advisory and Implementation Forum on Flooding (SAIFF). SAIFF comprises representatives from the Government, Government Agencies, Local Authorities and other Stakeholders. In addition to supporting the work of the Scottish Government, SAIFF will provide technical support to all parties involved in the implementation of the Act and the EC Flood Directive.

- 1.3 The statutory organisations responsible for delivery of the new legislation are:-
- Scottish Government
 - Local Authorities
 - SEPA
 - Scottish Water
 - National Parks
- 1.4 The FRM Act allows substantive provision to be made for implementing the European Parliament and Council Directive 2007/06/EC in a number of policy areas. The purpose of this Directive is to establish a framework for the assessment and sustainable management of flood risks, with the aim of reducing the adverse consequences for human health, the environment, cultural heritage and economic activity associated with floods.
- 1.5 The Directive applies to all forms of flooding by defining “flood” to include all temporary covering by water of land not normally covered by water. This includes flooding from rivers, lochs, ground water and the sea as well as flooding from surface water run-off, but Article 2 of the Directive allows member states to choose whether to exclude floods from sewerage systems.
- 1.6 The Directive gives Member States the freedom to set their own objectives for flood risk management, and allows Member States to utilise existing tools, information and plans to develop Flood Risk Management Plans (FRM Plans).
- 1.7 The FRM Act lays out major changes in the way flood risk requires to be managed in Scotland. This includes changes to the roles and responsibilities placed upon SEPA, Local Authorities, Scottish Water (SW) and other designated Responsible Authorities in addition to the provisions to establish a framework for the assessment and management planning of flood risk that is aligned with Scotland’s flood risk management needs.
- 1.8 Ministerial guidance “Delivering Sustainable Flood Risk Management” published in 2011 provides further information to all responsible authorities on fulfilling their duties under the FRM Act.
- 1.9 The Act also sets out provisions to replace the Flood Prevention (Scotland) Act 1961. The provisions equip local authorities with broad powers to allow them to take forward a full range of sustainable flood risk management measures. It amends the Reservoirs Act (1975) and includes the provision to replace the current enforcement regime, which is operated by the local authorities, with a single enforcement authority, SEPA.

- 1.10 The FRM Act provides for the establishment of Local Plan Districts (LPDs) to support the management of flood risk. Scotland has been divided into 14 LPDs, The LPDs have been defined, based on a number of variables, such as river catchment boundaries, local administrative boundaries and coastal areas. Ayrshire is one of the LPDs and a Flood Risk Management (FRM) Strategy and a Flood Risk Management Plan are required. Within each LPD, SEPA have identified a number of areas as significant flood risk. These areas are referred to as potentially Vulnerable Areas (PVAs).
- 1.11 The legislation also identifies the need for partnership working across administration boundaries and that a lead authority should be designated. A recommendation was made by SEPA that the lead authority should be either North or South Ayrshire Council, as both Councils have responsibilities in relation to coastal flooding in addition to overland flooding. It was agreed by the three Ayrshire Councils in November 2011 that North Ayrshire Council would take the responsibility for lead authority to deliver the Ayrshire FRM Plan. The Flood Risk Management Plan (FRM Plan) will be at the heart of future efforts to manage local flood risk, setting out objectives, actions and priorities to address flood risk in the local flood plan districts.
- 1.12 A report was presented to the previous Scrutiny Committee in May 2010 to provide an update on the Council's activities in relation to FRM, with particular regard to the implementation of the FRM Act. The report also provided details of investment in flood mitigation since 1997, highlighting that around £4.5m has been spent over that period.
- 1.13 A further report was presented to the former Executive in June 2011, giving an update on the progress with the implementation of the FRM Act, and to seek approval for the Flood Risk Management Action Plan. The report also updated the Committee on the significant improvements that had been made to watercourse inspection and maintenance, existing flood risk management work being undertaken by the Council and on the pro-active approach to management that had been established.

2. Current Position

- 2.1 A meeting was arranged on 20 November 2012 to provide the opportunity for Elected Members, Senior Officers from the partner authorities, SEPA and Scottish Water to discuss their respective roles and responsibilities in relation to the Act.

- 2.2 A Minute of Agreement (Appendix 3) has been prepared by all participating authorities establishing the roles, responsibilities and funding arrangements for the joint arrangements for the LPD partnership. This will remain in place until December 2015 by which time the initial planning work of the partnership should be complete. The development of the FRM plan is currently underway and will be reported to a future Cabinet meeting.
- 2.3 In addition to the preparations for the FRM Plan, a number of studies and surveys are now being progressed across North Ayrshire, to pro-actively investigate known flood risk areas and to seek solutions to flood risk in various communities.
- 2.4 A survey has been commissioned that will map all culverted watercourses within North Ayrshire. This data will improve the management of this vital asset and will be provided to Ordnance Survey to improve the digital river network database which they are developing for completion in June 2013.
- 2.5 The Upper Garnock Flood Prevention Scheme is progressing well. Two options are currently being explored, with environmental surveys, geotechnical site investigations, structural condition surveys and initial land searches have all been completed. The outline designs for both options and a cost benefit analysis is currently in progress. It is envisaged that the cost benefit analysis of both options and variations will be presented to Cabinet at its meeting on 12th March prior to commencement of the public consultation exercise.
- 2.6 The public consultation process is programmed to start late March for a period of 28 days to ascertain the views of the affected residents within the Garnock valley area. The findings of the consultation exercise will be subsequently presented to Cabinet to support their considerations in the submission of a formal scheme to Scottish Government.
- 2.7 Support is being given to local communities in Kilbirnie, Glengarnock and Dalry, with flood bins filled with proprietary flood sacks being placed in high risk areas. Responsible key holders were identified and residents have been fully informed of their use. Air vent covers have also been purchased to be fixed to properties within the 1 in 200 year flood envelope, which Building Services are currently installing to Council property.
- 2.8 Initial works for developing a flood warning system for the River Garnock, in partnership with SEPA, is underway. River and rain water monitoring gauges have been installed throughout the catchment in addition to a CCTV installation will provide up to date information on water levels for the public to access via the Council website.

- 2.9 The Integrated Catchment Management Project (ICMP) is also progressing well. This is a three year project, to be completed by 2015. The aim is to upgrade all river flow models, underground drainage models, and develop surface water models within the Meadowhead Waste Water Treatment Work Catchment Area. This area is identified as a PVA for flooding by SEPA and using existing models and tidal information, an integrated model will be created to analyse the catchment, providing a needs report and list of works required to be carried out in the next 6 year cycle.
- 2.10 The ICMP project forms part of the LDP work currently being undertaken and is led by Scottish Water with contributions being made by each authority. The agreed spending profile that has already being included within each Councils revenue budget is identified below:

Local Authority Spend Profile

Local Authority	Spend Year 2012/13	Spend Year 2013/14	Spend Year 2014/15	Total
East Ayrshire	£65,191	£71,306	£55,263	£191,760
North Ayrshire	£35,116	£38,410	£29,769	£103,295
South Ayrshire	£65,407	£71,542	£55,446	£192,395

Stakeholder Split

Contributing Party	Percentage Split	Total Spend
Scottish Water	67.60%	£1,015,250
Local Authorities	32.40%	£487,450
Project Total		£1,502,700

- 2.11 An aerial topographic survey has been procured through the Scottish Government procurement team covering Arran and Great Cumbrae. This will be completed before the end of 2012/13 financial year. The data will be used to carry out the detailed coastal protection/flood investigation study of the coast of Arran and Millport. A coastal asset survey for the mainland also requires to be conducted, which will provide the complete comprehensive management information for all coastal areas in North Ayrshire.
- 2.12 The flood risk assessment of Noddsdale Water and Gogo Water, Largs has also been completed and the updated action plan is attached as appendices. Flood prevention works such as Gogo Street flood walls are progressing and is programmed to be finalised this financial year. River Bank protection in the Waterside, Irvine is also progressing.

- 2.13 The River Irvine hydraulic model has considered reducing flood risk at Waterside, Irvine area. The findings of the work identified the existing Low Green footbridge, which is part of two National Cycle Routes, presents a risk of flooding due to its low soffit level. Potential solutions for this are currently being explored.
- 2.14 Regular clearance and maintenance duties on watercourses are now a statutory requirement that has been placed on every Council by the introduction of the FRM Act. Reactive inspections and clearance works are undertaken when required. However, a more planned approach will be introduced from 2013/14.
- 2.15 The FRM Action Plan (Appendix 4) provides updated information on projects with timelines for delivery based on the current known sources of available funding. It should be noted that this does not include routine operational maintenance activity, which is undertaken separately and outwith this action plan.

3. Proposals

- 3.1 That cabinet note the progress in taking forward the requirements of the FRM Act.
- 3.2 That Cabinet note the Minute of Agreement that proposes to create a Local Plan District Steering Group, Project Management Group and Project Teams.
- 3.3 That Cabinet agrees to the Portfolio Holder for Environment being the Council's representative along with a Senior Officer to progress the development of the FRM Plan to completion by 2015.

4. Implications

Financial Implications

- 4.1 Funding for the development of the LPD and associated modelling was provided by Scottish Government and is in place until 2015.
- 4.2 Progress with implementation of individual flood risk management projects remains dependant on future level of investment from the capital programme and external support from Scottish Government.

Human Resource Implications

- 4.3 The Minute of Agreement identifies that North Ayrshire Council will provide the lead flooding officer for the LPD. Funding for the post is shared across the Council. Provision is also made for a temporary flood engineer to ensure that North Ayrshire Council continues to deliver its own duties and obligations.

Legal Implications

- 4.4 The Council is required to address the responsibilities to undertake statutory obligation as identified in the FRM Act.

Equality Implications

- 4.5 None.

Environmental Implications

- 4.6 There may be environmental implications for particular schemes or projects and these will be assessed and resolved on an individual basis using Environmental Impact Assessments.

Implications for Key Priorities

- 4.7 Flood mitigation and protection of our communities is a key SOA and Council Plan priority.

5. Consultations

- 5.1 Ongoing local communication and consultations are taking place and will continue, focussed on areas most at risk from flooding.

6. Conclusion

- 6.1 The Council is required to implement the management aspects of the Flood Risk Management (Scotland) Act. Significant progress is being made to establish the local flood district team and governance arrangements are now required to be implemented.
- 6.2 Individual projects in a number of communities are being developed in response to the Council's responsibilities.



CRAIG HATTON

Corporate Director (Development and Environment)

Reference : CH/JS/LB

For further information please contact Joe Smith, Senior Manager,
Development Planning on telephone number 01294 225213

Background Papers

None

To: Local authority Chief Executives



27th August 2009

Dear Colleagues,

Flood Risk Management (Scotland) Act 2009 - Implementation

The Flood Risk Management (Scotland) Act 2009 (the Act) received royal assent on the 16th June 2009. This legislation has important implications for local authorities, and it is essential that local authorities are fully informed about and prepared for these new responsibilities.

To assist in your preparations to implement the Act, I include a summary of the immediate implications of the Act for local authorities.

The Scottish Government has also prepared three briefing notes on the Act and its implications for local authorities. Details of these briefs can be found in the Annex. The Scottish Government also intend to hold a workshop with local authorities on the Act and its implementation in November 2009.

Immediate implications of the Act for local authorities

- The Act will be commenced in phases over the coming year (see briefing note 1)– the first commencement date will be 26 November 2009. This will allow for a smooth transition to the new legislation, and statutory duties and process.
- Local authorities should continue to take forward flood prevention schemes. Transitional arrangements, which are described further in briefing note 1, will be set up to provide for a smooth transfer to the new statutory process.
- Current or planned work on surface water management plans or other flood management plans should continue. The aim should be for existing plans to be integrated or translated into the flood risk management plans that must be prepared under the Act (see briefing note 3).
- Maintenance work on watercourses to reduce flood risk should continue. As the Act is commenced, local authorities will be placed under a revised duty to undertake clearance

and repair works on watercourses. Further details on transition to the revised duties are set out in briefing note 1.

- Local authorities will be expected to prepare their next set of Biennial reports. Biennial reporting will be replaced by the preparation of local flood risk management plans and reports on the implementation of those plans once the Act is commenced.
- Local authorities will be expected to contribute to the preparation of national flood risk assessments that will be prepared by SEPA (deadline December 2011). This assessment will provide a picture of significant flooding problems across Scotland (see briefing note 3).
- The Scottish Government is developing guidance, policies and subordinate legislation to support implementation of the Act. An implementation programme, supported by a set of working groups, has been established to help deliver this work, and local authorities are well represented on these groups (see briefing note 2).
- Local authorities have been provided with funding through their current settlement to fulfil their flood risk management responsibilities. Future arrangements will be considered as part of the future settlement.

I would be grateful if you could disseminate this information to the relevant staff in your authority.

Yours faithfully,



Bob Irvine
Deputy Director
Scottish Government.
Water, Air, Soils & Flooding

Annex

Overview of briefing notes

Three briefing notes have been prepared by the Scottish Government to assist local authorities in their preparations for implementing the Flood Risk Management (Scotland) Act 2009. Each brief can be accessed through the Scottish Government's website.

<http://www.scotland.gov.uk/Topics/Environment/Water/Flooding/LAinfo/>

Briefing note 1- Commencement, transitional arrangements and funding

- summarises the Government's timetable for commencing the Act;
- sets out the likely form of transitional arrangements for moving from the Flood Prevention (Scotland) Act 1961 to the new legislation, including biennial reporting, maintenance of watercourses and the transfer to the new statutory process;
- outlines current and future funding arrangements.

<http://www.scotland.gov.uk/Topics/Environment/Water/Flooding/commencement/>

Briefing note 2- Scottish Government implementation programme for the Act

- outlines the Government's implementation programme for the Act, including the preparation of subordinate legislation and guidance to support implementation;

<http://www.scotland.gov.uk/Topics/Environment/Water/Flooding/implementationprog/>

Briefing note 3- Local authority responsibilities under the Act

- reviews changes to responsibilities for flood risk management in Scotland brought about by the new legislation, paying particular attention to local authority functions and the statutory timetable for key tasks set out in the Act.

<http://www.scotland.gov.uk/Topics/Environment/Water/Flooding/LAresponsibilities/>

Local Plan District Partnership Work Plans

ID	Task Name	Description	Qtr 1, 2012					Qtr 2, 2012			Qtr 3, 2012			Qtr 4, 2012			Qtr 1, 2013			Qtr 2, 2013		
			Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
1	Establish local plan district partnership																					
2	Develop Partnership Agreement or MoU where required	Template with headings partnership arrangements: membership - Lead LA, other Ras; principles of partnership working, governance and working arrangements, sharing resources/ finances, and procurement arrangements. SAIFF planning T&F and then LLAs	Lead LAs (SEPA/SAIFF to help produce template)																			
3	Develop ToR for the group (or groups) as required	A document outlining ToR for the group (or groups) signed by all members, specifying: Purpose and the role, Membership, Responsibilities / objectives, and frequency of meetings.	Lead LAs (SEPA/SAIFF to help produce template)																			
4	Develop risks and issues register	A document (spreadsheet) to capture risks and issues. Document to be developed centrally by SEPA and adopted to local needs where appropriate	Lead LAs SEPA to help produce template)																			
5	Develop a high level (general) Communication Strategy	A document specifying communications in the LPD: objectives, messages and audiences.	Lead LAs (SEPA to produce template)																			
6	Develop a business case for PMO or a joint LPD admin officer as required	A document with proposals, including costing, for administrative support / facilitation of the LPD Partnership.	Lead LAs																			
7	Develop and agree a work-plan	A document specifying activities common to each LPD. To be developed centrally by SEPA and tailored to needs of Local Partnership	SEPA/Lead LA/SAIFF (SEPA to produce template)																			
8	Information sharing																					
9	Produce a document to clarify what information will be shared, by whom and in what format	Clarification of the information / data to be shared between SEPA, LAs and Scottish Water.	SEPA IS/LA/SW																			
10	Create a platform (a share-point) for information sharing and if required put in place interim arrangements	A share-point that can be accessed by all RAs and where LPD information, meetings papers, maps and other information can be shared. To be scoped out by SEPA with	SEPA IS / LAs/SW																			
11	LPD characteristics																					
12	Consultation / review	SEPA to consult each LPD Partnership on LPD characteristics / descriptions (people at risk, hydrology, land use, etc...)	SEPA																			
13	NFM Section 20;																					
14	Consultation / review	SEPA to consult each LPD Partnership on the method for Section 20 assessment and outputs. Methods- April. Output - December	SEPA																			
15	Section 19 maps																					
16	Consultation / review	SEPA to consult each LPD Partnership on the method for Section 19 and outputs. S19 may require data to be collected from LAs and SW. To be scoped out. Method of data collection - April. Outputs - December onwards	SEPA																			
17	Flood risk maps / flood hazard maps																					
18	Consultation / review	SEPA to consult each LPD partnership on outputs from mapping contracts. Phased delivery - LAs and SW to review mapping outputs (pluvial). Timelines to be scoped out. Review method and data - April. Review interim output - December	SEPA																			
19	Surface water flooding issues																					
20	Review of surface water flooding issues in each LPD	Needs scoped out and agreed. Review method and data - April to June	SEPA / LAs																			
21	Identify priority areas for which SWMPs will be produced	Priority areas will be those for which SWMPs will be produced as part of the local flood risk management plans	SEPA / LAs																			
22	Maps of water bodies and SUDS (Section 17/18)																					
23	SEPA to produce a document clarifying what is required for the production of maps	SEPA will specify what is required for the production of maps in March 2012	SEPA																			
24	Local authorities to produce maps	Maps must include relevant water bodies, assessment of their condition and potential flood risk. Maps to inform the production of Section 19 maps and appraisal contracts.	LAs																			
25	Collation of other local information																					
26	A summary of information on existing and planned (agreed) FRM activities in PVAs in the Local Plan Districts to inform FRM Strategies	Information to be captured within a central database and inform FRM strategies. SEPA to scope out the types of activities and develop a template to capture information.	SEPA																			
27	A summary of information on existing and planned (agreed) FRM activities outside of PVAs to inform local FRM plans.	Lead LAs to co-ordination the collection of data to inform additional information for local FRM Plans	Lead LAs																			
28	Integrated catchment management studies		SW																			
29	Section 16 assessment																					
30	Consultation on principles for Sectin 16	SEPA will consult LAs and SW on principles for Section 16	SEPA																			
31	Review of outputs		SW																			
32	Local Advisory Groups																					
33	Flooding update provided to AAG groups in Spring 2012	Proposals for LAGs - membership, remit, ToRs. To be discussed with dedicated LAG in autumn 2012	SEPA																			
34	Lead LAs to represent the LPD partnership at meetings	It is anticipated that there will be 1 half day meeting every 12 months.	SEPA / Lead LAs																			

APPENDIX 2

Local Flood Risk Management Plan Programme																																																				
ID	Task Name	Start	Finish	Comments	2012				2013				2014				2015				2016				2017				2018				2019				2020				2021				2022				2023			
					Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
1	Stage 1 Preparatory Work	Mon 02/01/12	Fri 27/12/13		<div></div>																																															
2	Establish local partnerships	Mon 02/01/12	Fri 30/03/12	See note 1.	<div><div></div>Lead Local Authority</div>																																															
3	Mapping of water bodies and assessing their current condition and potential flood risk within each local authority administrative boundary	Mon 02/04/12	Fri 28/12/12	See note 2.	<div><div></div>Local Authorities</div>																																															
4	Assess surface water management issues in each local authority administrative boundary	Mon 02/04/12	Fri 28/12/12	See note 3.	<div><div></div>Local Authorities</div>																																															
5	Assess the risk of flooding from sewerage systems	Thu 01/03/12	Mon 31/12/12	See note 5.	<div><div></div>Scottish Water</div>																																															
6	Final outputs	Mon 31/12/12	Fri 28/06/13	See note 6.	<div><div></div>Scottish Water</div>																																															
7	Progress work in the five surface water study areas, with local authorities and SEPA	Thu 01/03/12	Mon 31/12/12	See note 7.	<div><div></div>Scottish Water</div>																																															
8	Collate information on existing Flood Risk Management activity in each Local Plan District	Thu 01/03/12	Mon 31/12/12	See note 4.	<div><div></div>Local Authorities</div>																																															
9	Characterisation of Local Plan Districts	Fri 01/06/12	Fri 28/12/12		<div><div></div>SEPA</div>																																															
10	Natural flood management assessment and mapping of artificial and natural features	Mon 02/01/12	Fri 28/12/12		<div><div></div>SEPA</div>																																															
11	Flood hazard and flood risk maps	Mon 02/01/12	Fri 28/09/12		<div><div></div>SEPA</div>																																															
12	Final maps	Fri 28/09/12	Fri 27/12/13		<div><div></div>SEPA</div>																																															
13	Step 2: Identification, appraisal and prioritisation of surface water actions, and other local Flood Risk Management actions	Mon 02/04/12	Wed 29/06/16		<div></div>																																															
14	Agreement on the prioritisation, funding and timing of actions within the first planning cycle - Phase 1	Mon 02/12/13	Wed 31/12/14	See note 8.	<div><div></div>Lead Local Authority</div>																																															
15	Agreement on the prioritisation, funding and timing of actions within the first planning cycle - Phase 2	Wed 31/12/14	Thu 31/12/15	See note 9.	<div><div></div>Lead Local Authority</div>																																															
16	Preparation of a Surface Water Management Plan	Tue 01/01/13	Wed 29/06/16	See note 10.	<div><div></div>Local Authorities</div>																																															
17	Further identification of local actions, including collation of information on Flood Risk Management activities outwith Potentially Vulnerable Areas for inclusion in the plan	Tue 01/01/13	Tue 30/12/14	See note 11.	<div><div></div>Local Authorities</div>																																															
18	Identification of objectives and actions to reduce flood risk	Mon 03/12/12	Fri 28/06/13		<div><div></div>SEPA</div>																																															
19	Objectives to be finalised	Mon 03/12/12	Mon 29/04/13		<div><div></div>SEPA</div>																																															
20	Actions to reduce flood risk to be identified	Fri 01/03/13	Fri 28/06/13		<div><div></div>SEPA</div>																																															
21	Additional guidance on appraisal for Flood Risk Management	Mon 02/04/12	Fri 28/12/12		<div><div></div>Scottish Government</div>																																															
22	Co-ordinate the appraisal of actions, in consultation with local authorities and Scottish Water	Wed 01/05/13	Mon 31/03/14		<div><div></div>SEPA</div>																																															
23	Step 3: Consultation and finalisation of Local Flood Risk Management Plans	Tue 01/01/13	Tue 31/05/22		<div></div>																																															
24	Draft Local Flood Risk Management Plans for consultation	Tue 01/01/13	Wed 31/12/14	See note 12.	<div><div></div>Lead Local Authority</div>																																															
25	Local partners will continue to collaborate on the implementation arrangements of the plan	Thu 01/01/15	Thu 31/12/15	See note 13.	<div><div></div>Local Partners</div>																																															
26	Final Local Flood Risk Management Plans	Thu 01/01/15	Wed 29/06/16	See note 14.	<div><div></div>Lead Local Authority</div>																																															
27	Local Flood Risk Management Plan interim report	Mon 02/07/18	Fri 28/06/19	See note 15.	<div><div></div>Lead Local Authority</div>																																															
28	Local Flood Risk Management Plan final report	Thu 01/07/21	Tue 31/05/22	See note 16.	<div><div></div>Lead Local Authority</div>																																															
29	Prioritisation of actions (?? Additional task required?)	Mon 03/06/13	Fri 28/02/14		<div><div></div>SEPA</div>																																															
30	Draft Flood Risk Management Strategies for public consultation	Tue 31/12/13	Tue 30/12/14		<div><div></div>SEPA</div>																																															
31	Final Flood Risk Management Strategies	Mon 01/12/14	Wed 30/12/15		<div><div></div>SEPA</div>																																															
Wed 09/05/12																																																				



LEAD LOCAL AUTHORITY SUPPORT BY NORTH AYRSHIRE COUNCIL TO ENSURE DELIVERY OF THE NO12 AYRSHIRE LOCAL PLAN DISTRICT IN PARTNERSHIP WITH EAST AND SOUTH AYRSHIRE COUNCILS – IN LINE WITH THE STATUTORY REQUIREMENT OF THE FLOOD RISK MANAGEMENT (SCOTLAND) ACT 2009

Minute of Agreement

CONTROLLED COPY REGISTER

MINUTE OF AGREEMENT

LEAD LOCAL AUTHORITY SUPPORT BY NORTH AYRSHIRE COUNCIL TO ENSURE DELIVERY OF THE NO12 AYRSHIRE LOCAL PLAN DISTRICT IN PARTNERSHIP WITH EAST AND SOUTH AYRSHIRE COUNCILS – IN LINE WITH THE STATUTORY REQUIREMENT OF THE FLOOD RISK MANAGEMENT (SCOTLAND) ACT 2009

Minute of Agreement Controlled Copy Register

Document Reference	Contact Officer	Location
MoA Version 1.0	Joe Smith	Perceton House, Irvine KA112AL

RECORD OF REVISIONS

MINUTE OF AGREEMENT

LEAD LOCAL AUTHORITY SUPPORT BY NORTH AYRSHIRE COUNCIL TO ENSURE DELIVERY OF THE NO12 AYRSHIRE LOCAL PLAN DISTRICT IN PARTNERSHIP WITH EAST AND SOUTH AYRSHIRE COUNCILS – IN LINE WITH THE STATUTORY REQUIREMENT OF THE FLOOD RISK MANAGEMENT (SCOTLAND) ACT 2009

RECORD OF REVISIONS TO MINUTE OF AGREEMENT

Revision Suffix	Date of Implementation	Brief Details of Revision	Revised by
R1			
R2			
R3			
R4			
R5			
R6			
R7			
R8			
R9			

1. To be retained with master Minute of Agreement Document

INDEX

4

Minute of Agreement

Appendix 1 Governance and Terms of Reference

Appendix 2 High Level Project Programme



Minute of Agreement

Amongst

North Ayrshire Council – (“the Lead Authority”), a Local Authority established in terms of the Local Government etc. (Scotland) Act 1994, and having its principal office at Cunninghame House, Friars Croft, Irvine KA12 8EE

And

East Ayrshire Council – a Local Authority established in terms of the Local Government etc. (Scotland) Act 1994, and having its principal office at London Road, Kilmarnock KA3 7BU

And

South Ayrshire Council – a Local Authority established in terms of the Local Government etc. (Scotland) Act 1994, and having its principal office at County Buildings, Wellington Square, Ayr KA7 1DR

The said East Ayrshire Council and South Ayrshire Council are hereinafter collectively referred to as “the other Partner Authorities” and the said North Ayrshire Council, East Ayrshire Council and South Ayrshire Council are individually referred to as a “Partner Authority”

WHEREAS

- (A) The Flood Risk Management (Scotland) Act 2009 requires the production of flood risk management plans for each local plan district in Scotland and Scotland is divided into 14 Local Plan Districts including Local Plan District 12: Ayrshire;
- (B) The parties to this Agreement are the local authorities for the area which forms Local Plan District 12: Ayrshire and have agreed to make arrangements to ensure delivery of the flood risk management plan for

that District, including the appointment of a lead local authority, the appointment of a dedicated officer and related matters;

NOW THEREFORE the parties agree as follows:

1 Conditions of Agreement

This Minute of Agreement (hereinafter referred to as "this Agreement") is amongst the Lead Authority and the other Partner Authorities and each Partner Authority shall each provide the services as set out in the Terms of Reference in Appendix 1 attached hereto.

2 Project Management

2.1 This Agreement will be operated in a structured method in accordance with best practice management principles.

2.2 The Lead Authority and the other Partner Authorities will participate to ensure delivery of the flood risk management plan for the Ayrshire Local Plan District (the "Ayrshire LPD"). The proposed governance structure and the terms of reference of the management groups is set out in Appendix 1 attached hereto. The Lead Authority and the other Partner Authorities will each provide not less than one representative to the Steering Group and the Project Management Group. In addition each Partner Authority will, if required, provide a representative for each Project Team.

3 Length of Agreement

This Agreement will commence on the last date of execution hereof and will continue until 31st December 2015. It may thereafter be extended with the prior written agreement of all parties to this Agreement. The provisions within this Agreement pertain to the initial contract period and to any extension thereto, subject to any variation agreed in writing between the parties on any such extension.

4 Variation

Any variation of the terms of this Agreement must be recorded in writing and signed by an authorised officer of each party to this Agreement.

5 Underlying Provisions

The following matters are deemed to pertain to this Agreement and the relationship between the parties:

- Flood Risk Management (Scotland) Act 2009
- Scottish Environment Protection Agency ("SEPA") Flood Risk Management Strategy for Ayrshire LPD.

6 Procuring and Funding the shared resources

6.1 The Lead Authority will procure the candidate for the post of Lead Authority Officer and each Partner Authority shall jointly support the post of the Lead Authority Officer. The time spent by the Lead Authority Officer, on developing the Local Flood Risk Management (FRM) Plan, will not involve any of the duties and responsibilities of the member authorities in compiling their contribution to the plan. The role of the Lead Authority Officer will be to co-ordinate gathering of the relevant information from SEPA and other responsible authorities, not to develop this information on behalf of other responsible authorities. The respective local authorities will

carry out all activities specific to the collection of their contributions. The Lead Authority Officer will be a shared resource solely at the level of compiling and administering the development of the plan and managing day-to-day activities as they relate to the functioning of the Ayrshire LPD partnership.

- 6.2 The Lead Authority Officer was appointed on 01 December 2011. The roles and responsibilities of the Lead Authority Officer are described in Appendix 1 attached hereto. The Lead Authority Officer post will run for a period of 4 years to coincide with the completion of the first implementation cycle of the Flood Risk Management (Scotland) Act 2009 (the "FRM Act"). The Lead Authority Officer post will be subject to annual performance appraisals to ensure that targets are being met. The post will be reviewed before the expiry of the 4 year period to establish whether there is a need to continue with the post beyond 1st December 2015.
- 6.3 The shared resource of the Lead Authority Officer will be funded by each Partner Authority as detailed below at clause 6.5. For the avoidance of doubt, considering the Lead Authority Officer was appointed prior to execution of this Agreement, the first year's funding includes the funding of the Lead Authority Officer post from 1 December 2011 until 31 March 2013. Thereafter, the annual funding will cover the period of one year to 31 March in each calendar year this Agreement remains in force.
- 6.4 The contributions to be made by each Partner Authority to the annual funding are based on the percentage funding split between all Scottish Authorities as agreed by all 33 members of the Society of Chief Officers of Transportation in Scotland ("SCOTS"), irrespective of the number of residential and non-residential properties at risk of flooding as detailed in the Local Plan Districts (LPDs) and Potentially Vulnerable Areas (PVAs) Supplementary Information for Local Authorities for the Ayrshire LPD provided by SEPA.
- 6.5 The annual funding due for the first period of this Agreement to 31 March 2013, including the funding of the Lead Authority Officer from 1 December 2011, is £36,601. The contributions payable by each Partner Authority towards this annual funding in respect of the period to 31st March 2012 are as follows:
- North Ayrshire Council £14,311.00
 - East Ayrshire Council £12,408.00
 - South Ayrshire Council £9,882.00
- 6.6 The annual funding and the contributions due by each Partner Authority shall be subject to review by the Lead Authority once there is a clearer understanding of the extent of the work involved. The actual annual cost will accordingly be monitored by the Lead Authority who will report any adjustments to the amount of annual funding and to the contributions of each Partner Authority to the Project Management Group and to each Partner Authority as necessary. The contribution by each Partner Authority will also be subject to any amendments agreed to the annual pay award as determined by COSLA.

7 Key Performance Indicators (KPIs)

The KPIs to be met by each Partner Authority applicable to this Agreement shall be the programme milestones set by SEPA as detailed in Appendix 2 attached hereto.

8 Communication and Liaison

The governance structure of the partnership indicates the communication flows. The table below contains the contact details for each Partner Authority key officers. This shall be updated as and when required.

Table 1 Communication list

Council/Position	Name	Email	Tel
NAC – Head of Services	Karen Yeomans	karenyeomans@north-ayrshire.gov.uk	01294 324 141
NAC – Senior Manager Roads	Joe Smith	joesmith@north-ayrshire.gov.uk	01294 225 203
NAC- Flooding	Patricia Rowley	patriciarowley@north-ayrshire.gov.uk	01294 225 259
EAC- Head of Roads & Transportation	John Bryson	John.Bryson@east-ayrshire.gov.uk	
EAC – Network and Lighting Manager	Len Paget	Len.Paget@east-ayrshire.gov.uk	01563 503 175
EAC- Flooding	David MacPherson	David.MacPherson@east-ayrshire.gov.uk	01564 503 187
SAC – Head of Planning & Enterprise	Mike Newall	Mike.Newall@south-ayrshire.gov.uk	01292 616 231
SAC - Roads Manager	Kevin Braidwood	Kevin.Braidwood@south-ayrshire.gov.uk	01292 616 114
SAC – Flood Officer	Richard Cairns	Richard.Cairns@south-ayrshire.gov.uk	01292 616 159

9 Dispute Resolution

If following the commencement of this Agreement, any dispute, difference or question of any matter cannot be resolved by or between the parties then any party can require the matter to be referred in writing to the Chief Executives of the three authorities for a decision and any such decision shall be decided by the majority and the decision shall be binding on all parties to this Agreement.

10 Termination

Any of the parties can terminate this Agreement on giving not less than 3 months written notice by recorded delivery to the other parties at the addresses shown below prior to the end of the initial contract period or, if this Agreement is extended, prior to the end of any extended period as may be agreed.

- (i) In relation to North Ayrshire Council to;
Cunninghame House, Friars Croft, Irvine KA12 ADE
- (ii) In relation to East Ayrshire Council to;
London Road, Kilmarnock KA3 7BU
- (iii) In relation to South Ayrshire Council to;
Country Buildings, Wellington Square, Ayr KA7 1DR

11 Law

The parties agree that this Agreement shall be governed and construed in accordance with the Law of Scotland and subject to the exclusive jurisdiction of the Scottish courts. IN WITNESS WHEREOF: these presents consisting of this and the proceeding [] pages, together with Appendix 1 and 2 are executed as relative hereto as follows

For North Ayrshire Council

Signed.. ..

Karen Yeomans
Head of Service, Development Planning
North Ayrshire Council
Cunningham House
Irvine
KA12 8EE

Dated.....16/1/2013.....

Witness Signat

Witness Name..Craig Hutton.....

Address.....Cunningham House
Irvine KA12 8EE.....

For East Ayrshire Council

Signed.....

John Bryson
Head of Roads and Transportation
East Ayrshire Council
London Road, Kilmarnock

Dated.....17/1/2013.....

Witness Signature

Witness Name..Len Paget.....

Address.....Solanne Walker Road
15 Stroud St
Kilmarnock.....

For South Ayrshire Council

Signed.....

Mike Newall
Head of Planning & Enterprise
South Ayrshire Council
Burns Statue Square

Dated.....21/1/2013.....

Witness Signature

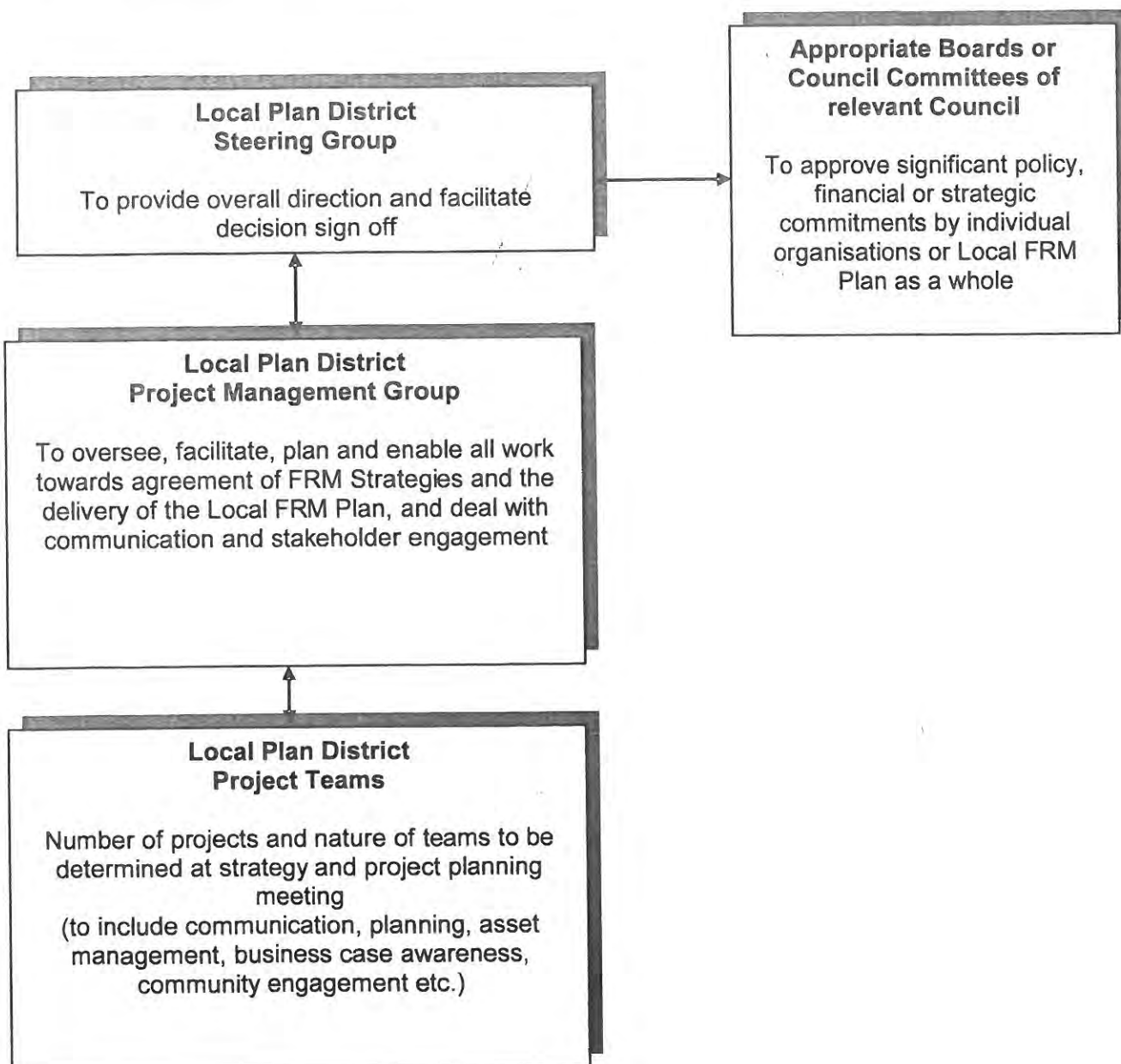
Witness Name..KEVIN BRAIDWOOD.
BURNS HOUSE
BURNS STATUE SQ.
AYR. KA7 1UT.....

Address.....

This is Appendix 1 referred to in the foregoing Minute of Agreement between North Ayrshire Council, East Ayrshire Council and South Ayrshire Council.

APPENDIX 1 – Governance and Terms of Reference

Ayrshire Local Plan District: Template Partnership Structure



Terms of Reference: Ayrshire Local Plan District
Roles and responsibilities of the chairperson and members of all groups
Purpose / Role:-

To establish the overall responsibilities for the chairpersons and members of all Ayrshire LPD groups, and to clarify individuals' roles and duties.

Role/Responsibilities:-

Ayrshire LPD group chairperson role and responsibilities are to:

1. Chair each meeting and ensure where practicable it keeps to the agenda;
2. Direct the proceedings, encouraging participation;
3. Ensure that a programme of meetings for the calendar year are agreed and are established in group member's diaries. Manage any necessary changes to agreed meeting schedule;
4. Ensure a relevant, draft meeting Agenda is compiled and forwarded to group members by the project manager 1 week in advance of any meeting; ensure any additional pertinent issues raised by group members are added to the meeting agenda prior to distribution, or covered under AOCB;
5. Ensure all papers are circulated in advance of the meeting;
6. Ensure that meeting actions/minutes are recorded and distributed within 2 weeks of the meeting;
7. Monitor progress of actions in line with agreed timescales.
8. Clarify decisions and actions before the meeting ends.

Ayrshire LPD group members role and responsibilities are to:

1. Attend all group meetings or at least ensure representation i.e. send a delegate.
2. Undertake and complete any agreed actions within agreed timescales.

Terms of Reference: Ayrshire Local Plan District Steering Group

Meetings: -

FREQUENCY: *TBA*

VENUE: NAC Perceton House

DURATION: 2/3 hours

CHAIR: Elected member (NAC)

Responsibilities:-

The responsibilities of the board members are to:

1. Agree objectives, resources and other measures agreed by the Project Management Group;
2. Consider resource and organisational issues as necessary;
3. Agree co-funding mechanisms for shared commissions;
4. Agree funding contributions for co-funded work;
5. Support funding bids for implementation of the Local FRM Plan;
6. Recommend organisation approval of FRM Strategy and Local FRM Plan;
7. Recommend to their organisation delivery mechanism for the Local FRM Plan, including this Agreement and delegated authorities as appropriate;
8. Consider opportunities for joint working.

Inputs: as required

Members:

- 1 elected member from each Partner Authority.
- 1 Senior representative from SW.
- 1 Senior representative from SEPA.
- Core Project Management Group

Authority of the group:-	Members of group to have delegated powers to act on behalf of respective authorities up to prescribed limits (for discussion).
Direction	
Financial	Approve co-funded development expenditure up to £60,000 on any single study, commission or contract provided at least 3 no. competitive quotations received.
Approval	Approve Project Management Group recommendations.
Changes	Approve proposed programme changes.
Scope: - All matters relating to the development/delivery of the Ayrshire Local FRM Plan and agreement of FRM Strategy.	

Terms of Reference: Ayrshire Local Plan District Project Management Group	
Purpose / Role:- To oversee, plan, facilitate and enable all work towards the agreement of FRM Strategy and the delivery of the Local FRM Plan. To deal with all aspects of communications and stakeholder management. To provide technical input and to oversee all project work.	Meetings:- FREQUENCY: As required VENUE: NAC Perceton House DURATION: 2/3 hours CHAIR: Project Manager
Responsibilities:- The detailed responsibilities of the Project Management Group are to : <ol style="list-style-type: none"> 1. Agree partnership agreement objectives and requirements; 2. Ensure the agreed objectives and requirements will fulfil the relative organisation's duties under the Flood Risk Management (Scotland) Act 2009; 3. Agree priorities and proposals for the FRM Strategy and Local FRM Plan; 4. Agree the delivery mechanisms (e.g. partnership working arrangements, including level of involvement of each organisation, scope, governance, funding, accountability and roles and responsibilities) for the FRM planning process; 5. Agree the recommended work plan for delivery of the FRM Strategy and Local FRM Plan; 6. Ensure the appropriate resources are made available (information, staff time, money) for the timely delivery of the FRM Strategy and Local FRM Plan milestones; 7. Manage and report progress to the Steering Group members and relevant stakeholders; 8. Seek approval from Relevant Authority as appropriate; 9. Manage communications and stakeholder engagement; 10. Agree the procurement process for the appointment of consultants/ contractors/ suppliers for shared commissions; 11. Establish and provide direction to project teams and other project groups as required; 12. Make recommendations to the Steering Group. 	Members: (specify)- 1 officer from each Partner Authority, SW and SEPA Project Manager to chair and represent Lead Authority Other Attendees:- As appropriate
Authority:- Direction	Lead and co-ordinate activities of project teams and other groups as appropriate. Draft Local FRM Plan.
Financial	Approvals up to limit set by agreement with Steering Group. Limit to be set at a level which allows timely delivery of projects.
Approval	Agree apportionment of contributions for co-funded work. Approve project award and initiation of co-funded work.
Changes	Approve changes including scope or cost to a level set by agreement and as agreed by the Steering Group.
Scope: All matters relating to the development/delivery of the Ayrshire Local FRM Plan, based upon agreed objectives and requirements.	

Terms of Reference: Ayrshire Local Plan District

Project Teams

Purpose / Role:-

To plan, execute and deliver projects and or Partner Authorities specific elements of work assigned to them in support of delivery and implementation of FRM Strategy and Local FRM Plan.

Meetings:-

FREQUENCY: as required

VENUE: NAC Perceton House

DURATION: as required

CHAIR: Project Manager

Responsibilities:-

The detailed responsibilities of the project teams are to:

1. Plan, execute and deliver projects assigned to them;
2. Provide project descriptions, costs and durations for circulation to the Project Management Group;
3. Provide regular and monthly project progress reports to the Project Management Group;
4. Identify issues, concerns and potential changes to projects and advise project manager ;
5. Ensure adequate resources are made available to deliver projects as planned;
6. Identify financial requirements for delivery of projects and monitor spends.

Inputs:-

1. Project brief from Proj Management Group;
2. Delivery Programme;
3. Legislation, including regulation;
4. Studies;
5. Reports; and
6. Other information and data, appropriate.

Members:-

Specific to partner organisation.

Project Specific (Chair)

Technical specialists, as appropriate

Other Attendees:-

As appropriate.

Authority:-

Direction

Direct activities of specific project activities in line with overall Programme

Financial

Project specific – within contractual boundary

Approval

Project specific – within contractual boundary

Changes

Project specific – within contractual boundary

Scope:-

Planning, execution and delivery of specific projects or Partner Authorities specific elements of work.

Terms of Reference: Ayrshire Local Plan District

Lead Authority/ Lead Authority Officer

Purpose / Role:-

The FRM Act requires a lead local authority to be identified for each Local Plan District. The Lead Authority is crucial to the successful implementation of the FRM Act and, as such, must perform several important functions over and above the general duties and powers given to local authorities elsewhere in the FRM Act.

The Lead Authority also has the power to require SEPA, Scottish Water or other local authorities to provide information, documents and assistance as it may require to carry out its flood risk management duties.

The Lead Authority Officer, shall contribute with other local authorities to the production of the Flood Risk Management Strategy, and must prepare a Local Flood Risk Management Plan of co-ordinated actions to reduce flood risk within the Ayrshire LPD. Although the Lead Authority Officer is responsible for the production of the Ayrshire LPD plan, its content will be drawn from and agreed by all local authorities, other responsible authorities and SEPA within the Ayrshire Local Plan District

Responsibilities:-

The detailed responsibilities of the Lead Authority Officer are to:

1. Ensuring the Local Flood Risk Management Plan is consistent with the Flood Risk Management Strategy;
2. Informing Scottish Ministers if the plan will not be completed by its deadline;
3. Publishing the final plan and making copies available for inspection by the public;
4. Reporting on progress every three years,
5. Seeking advice from local advisory groups on the preparation of the plan and;
6. Advising on all matters pertaining to the FRM Act and provide expertise.

North Ayrshire Council

Flood Risk Management Action Plan

No	Proposed Activities	Type of funding source	Timescale (Financial year)	Affected Households (No) (ref. SEPA maps)	length (m)	Completion %	Comments
1	Upper Garnock Valley FRM Scheme	Capital	2011/12	165 Res+ Care home+12 Commercial Units	N/A	100	Refine model, initial scheme design consideration of quick wins or early intervention
		Community Resilience	2012/13			100	Flood Product Assistance
		Capital	2012/13			85	Verification of model, Option development, Environmental , Geotechnical Surveys, Structural Condition Survey, Outline design to be completed, consultations with Stakeholders and the Public,
		Capital	2013/14				Preferred option to be chosen- Scheme accepted by the Council, FPO submission to SG, Detailed design development
		Capital	2014/15				Tendering & Construction in Phases depends on available fund
2	Gogo Water (Largs) Flood Risk Assessment	Revenue	2012/13	501 Residential	N/A	100	Identifying vulnerable areas risk at flooding and help with the planning process.
3	Gogo Street Largs, Flood Wall	Revenue	2012/13			70	Phase1 -Earth bank design and construction, Phase2&3 Flood wall design and construction
4	Waterside River Irvine	Revenue	2012/13	26 Residential Property +access road to properties and Irvine Sport Centre	N/A	90	Upgrading of existing model, as a result of deficiencies identified by Scottish Water studies. Dive Survey completed, River model updated, Potential solution for the Low Green footbridge replacement is currently explored.
			2013/14				Repairing the foundation and upgrading the flood embankment at Waterside.
5	Integrated Catchment Study in partnership with Scottish Water and East & South Ayrshire Councils	FRM Act funding	2011/12	Meadowhead Catchment area including Kilmarnock, Irvine, Troon, Prestwick and Ayr		100	Data collection and assessment
			2012/13			90	Scoping Report, Legal agreements, Tender assessment
			2013/14				Surveys, Model Upgrades
			2014/15				Needs Report, work prioritisation
6	Largs - flooding small estate opposite cemetery (by A760)	Community Resilience	2011/12	13 Residential	N/A	100	To be designed to retain water on A760, prevent water runoff and flooding properties at new estate at Trigon Court
7	Trash Screens replacement and upgrading	Community Resilience	2011/12	40 Residential	N/A	100	Includes Fairlie Keppernburn Avenue, Largs Brisbenglen Rd, Kilwinning (Banoch Burn & Woodburn)
8	Largs Coastal Flood Prevention Scheme Modification	Community Resilience	2012/13	35 Residential + 5-10 Commercial Unit	10	100	Investigate potential closing off the walkway between the car park and the main Fort St defence to fish tail opening
					N/A	10	provision of pumped drainage system to Bath Street surface water drainage
9	Noddsale Water (Largs) Flood Risk Assessment	FRM Act funding	2012/13	167 Residential	N/A	100	Continue work on Noddsale Water based on previous Hydrological and Geomorphological Study. This would help to identify new development areas along the river and provide integrated Flood Risk Management Services.
10	Stevenston Burn - Flood Risk Study	FRM Act funding	2014/15	171 Residential	N/A		High level of investigation on flooding along Stevenson Burn
11	Culverted watercourse Surveys within NA Phase1 Irvine, Kilwinning	FRM Act funding	2012/13	All residential properties along the culverted	16km	85	This work is part of the digitalised watercourse network project as part of 2009 FRM Act. Will be completed by end of financial year.
12	An aerial topographic survey purchase for Millport and Arran	Revenue	2012/13			100	Essential data for coastal work and flood risk assessments for the Islands
13	North Ayrshire Coastal Asset Management Arran	FRM Act funding	2013/14				Coastal flood Risk and asset assessment for both Islands
14	Asset Assessment review for the mainland coastal areas	FRM Act funding	2014/15				This project forms part of the LPD work.
15	Brodick Watercourse Study	FRM Act funding	2014/15	69 Residential	N/A		Identifying flood risk areas and outline potential solutions
16	Millport Sea wall	FRM Act funding	2014/15	N/A	200		NA Coastal Study Farland head to Skelmorlie 2007 recommended construction of rock armour revetment in front of existing sea wall. Scheme design to identify costs.
17	Millport Town Restabilising 100m coastal shore	Revenue	2011/12	N/A	100	100	Re-establish the coastal shore and stop further erosion in Millport Town. Funding to be sought.
18	Flood Warning on the Garnock in partnership with SEPA	Revenue	2012/13	165 Res+ Care home+12 Commercial Units		100	Flow monitoring and river level monitoring and CCTV are established in on location, SEPA placed rain gauges in the catchment. Recording is available in NAC website under flooding.
		Revenue	2013/14				
19	Digital Flood Register	Revenue	2012/13	All North Ayrshire	N/A	100	Recording the historical and present data, database linked to GIS

NORTH AYRSHIRE COUNCIL

Agenda Item 13

26 February 2013

Cabinet

Subject: **Operational Review: Ayrshire Joint Planning Unit (AJPU)**

Purpose: To advise the Cabinet of the findings of the operational review of the AJPU by Officers of the three Ayrshire Councils, and to seek agreement of the next steps.

Recommendation: That the Cabinet agrees to (a) disband the Ayrshire Joint Planning Unit; and (b) receive a future report setting out the resources required to deliver the statutory functions previously undertaken by the Ayrshire Joint Planning Unit and the opportunities for joint working to progress any cross-boundary matters.

1. Introduction

- 1.1 The Ayrshire Joint Planning Unit is a shared planning service jointly funded by the three Ayrshire Councils. The team was formerly known as the Ayrshire Joint Structure Plan Team, and had statutory responsibility for the preparation of the Ayrshire Structure Plan. Legislative changes in 2006 removed the requirement for a Structure Plan. The role and remit of the team was reviewed in 2008 to ascertain whether there remained a business case for formal arrangements for joint working on cross-authority planning issues in the absence of a statutory requirement.
- 1.2 The conclusion of that review was that there remained a case for formal joint working. A new minute of agreement between the three Ayrshire Councils, which outlined specific functions for the AJPU, was drafted and agreed at a meeting of the Council in September 2008. A Steering Group with Member representation was set up as part of that agreement to govern the work of the AJPU, which has continued to operate on that basis to date. The AJPU currently consists of four staff, two seconded from East Ayrshire Council, and one each from North and South Ayrshire Councils.

2. Current Position

- 2.1 Officers undertook a second operational review during 2012 to establish whether the AJPU remained the best model for joint working on planning matters for the three Councils, following the impact of legislative changes, the agreement of a previous Voluntary Early Retirement (VER) request of one member of staff, and a further application for VER from another staff member. The review considered:-
- Overhead costs of the AJPU;
 - Ongoing business case for the Unit's core functions;
 - Specific issues which still require joint working; and
 - Appraisal of the different options for the future of the AJPU.
- 2.2 The review outlined that total costs associated with the Unit were £216,544 for financial year 2011/2012, of which some £50,000 was related to property, administration and other support costs. In terms of the Unit's core functions, as specified in the original minute of agreement, the review noted that current resources only allowed delivery of statutory functions and that a number of other functions were now obsolete. The review further identified potential areas for continued joint working, which the Cabinet is requested to remit to Officers to discuss and agree with East and South Ayrshire Councils.
- 2.3 The review outlines three potential options: (1) retention of the AJPU, but to accommodate it in the offices of one of the three Councils; (2) disband the Unit and allow the team members to return to their employing Councils; or (3) disband the team and make the posts redundant. Option 1 was not supported as costs remain high, and the reduction in required functions does not justify a stand alone team. Option 3 was not supported, as while it would represent a significant saving, it would result in the loss of capacity to carry out certain statutory functions for which the AJPU is responsible. The review recommends Option 2 as offering best value as it would generate significant savings for each Council, but retains each Council's ability to discharge key functions.
- 2.4 North Ayrshire Council's seconded employee is employed within an administration/technical support role, and would be eligible for redeployment as per the Council's procedures. The resources required to continue the key work of the Unit, will be considered within the wider review of the new development planning service.

- 2.5 In December 2012, East Ayrshire Council, as part of wider budgetary savings, approved the withdrawal of support for the AJPU, prior to consideration by North and South Ayrshire Councils. Officers in South Ayrshire Council are intending to secure a decision on the future of the AJPU from their Elected Members in March 2013.
- 2.6 This Council currently contributes £74,560 per annum to the shared unit, including the employment costs of the seconded member of staff.
- 2.7 Timescales for winding up the Unit would be dependent on a number of factors, including handover of work, ending of the building lease and process for returning seconded staff to their respective Council. If all Councils agree to disband the Unit, they are free to agree a specific timescale to achieve this. If there is not a unanimous agreement to disband, then the Council(s) wishing to withdraw must provide two years notice, as per the terms of the Minute of Agreement.
- 2.8 There are opportunities for continued joint working amongst the Councils upon a number of cross-boundary issues, including the Central Scotland Green Network, marine planning, river basin management planning, data collection and environmental records.

3. Proposals

- 3.1 That the Cabinet agrees to disband the Ayrshire Joint Planning Unit.
- 3.2 That the Cabinet receive a future report setting out the resources required to deliver the statutory functions previously undertaken by the Ayrshire Joint Planning Unit and the opportunities for joint working to progress any cross-boundary matters.

4. Implications

Financial Implications

- 4.1 The costs of to the Council of providing the joint service are £74,560.

Human Resource Implications

- 4.2 The employee seconded to the unit will be subject to the Councils redeployment policy.

Legal Implications

- 4.3 If South Ayrshire Council are not in agreement to disband the Unit, the Council will require to provide two years' notice of withdrawal, as per the terms of the Minute of Agreement.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 Disbanding the AJPU would contribute to the Single Outcome Agreement Outcome 15 (b) 'Public services are more efficient and effective'.

5. Consultations

- 5.1 Consultation has been undertaken with Human Resources and Organisational Development, and with Legal Services.

6. Conclusion

- 6.1 Following an extensive operational review examining the business case for formal joint working on planning matters by the AJPU, it is recommended that the Council withdraws its support for the AJPU. The Council staff member seconded to the Unit would be eligible for redeployment as per Human Resources procedure.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference : DH/JW

For further information please contact David Hammond, Team Manager (Development Plans), Development Planning, on telephone number 01294 324764.

Background Papers

None.

NORTH AYRSHIRE COUNCIL

Agenda Item 14

26 February 2013

Cabinet

Subject: Review of Planning Fees

Purpose: To advise the Committee of the Scottish Government's proposal to increase planning fees by 20% in April 2013.

Recommendation: That the Cabinet agrees (a) to note the increase in planning fees proposed by the Local Government and Planning Minister; (b) that subject to the increase receiving the support of Scottish Government, to approve the creation of a new post of Graduate Planner to increase capacity to respond to the performance improvements to be developed by Scottish Government, provide succession planning within the service and create local employment and development opportunity; and (c) that any surplus income be considered as part of the Councils future budget setting exercise.

1. Introduction

- 1.1 Fees for Planning Applications are set by Government Regulations. The Local Government and Planning Minister, Mr. Derek Mackay MSP, announced in December 2012 that, following an agreement with CoSLA and other stakeholders, the fees would increase by 20% from April 2013, subject to the approval of the Scottish Parliament. The Minister has stated that he expects the increase to deliver an increased level of performance from planning services. The draft Town and Country Planning (Fees for Applications and Deemed Applications) (Scotland) Amendment Regulations 2013 was laid in Parliament on 1 February 2013. If approved by Parliament, these regulations would come into force on 6 April 2013. The effect of the regulations is to increase planning application fees by approximately 20%.
- 1.2 The existing scale of fees is attached at Appendix 1. The proposed increase includes the existing maximum fee, which would increase from £15,950 to £19,100. The Minister stated that "The increase is designed to allow authorities to improve performance, while keeping overall planning fees in Scotland lower than the English equivalent."

- 1.3 The increase falls short of the proposals outlined in the Scottish Government's consultation document published in March 2012, which proposed a maximum fee of £100,000 for residential, retail and energy generating developments.
- 1.4 A report on this consultation was approved by the Planning Committee in June 2012.
- 1.5 While welcoming the Minister's recognition of the resource pressures facing planning authorities and his proposal to increase fees by 20%, COSLA proposed a joint ministerial group to look at a review of the structure of planning fees, opportunities to improve performance, the process of measuring performance and ultimately further increase of planning fees.

2. Current Position

- 2.1 Historic fee income over the 2 year period (2010-12) is approximately £410,000 per annum. A 20% increase would, therefore, realise additional fee income of £82,000 annually.
- 2.2 Planning fees were introduced to meet part of the cost of processing a planning application. In 2011/12, the Council incurred expenditure of £678,395 in processing planning applications. These figures do not include either Development Plans or Regeneration, neither of which are fee generating.
- 2.3 The Minister has not yet defined the required performance improvement as noted above, but it is understood to apply to all Scottish Planning Authorities rather than specific authorities. The Minister has welcomed the initiative by the Heads of Planning Scotland on the Planning Performance Framework (PPF), which was reported to the Local Development Plan Committee on 10 December 2012. The PPF provides the planning system with a 'balanced scorecard' approach to performance, which will enable each local planning authority to demonstrate its achievements, successes and individuality. The PPF was introduced to provide a broader picture of performance than that offered by the statutory performance indicators set by Audit Scotland which only reflect speed of determining applications. The Council is currently the highest performing Council in respect of the statutory performance indicators.

3. Proposals

- 3.1 That Cabinet note the increase in planning fees proposed by the Local Government and Planning Minister.
- 3.2 That subject to the increase receiving the support of Scottish Government Cabinet agree to the creation of a new post of Graduate Planner to increase capacity to respond to the performance improvements to be developed by Scottish Government, provide succession planning within the service and create local employment and development opportunity.
- 3.3 That any surplus income be considered as part of the Councils future budget setting exercise.

4. Implications

Financial Implications

- 4.1 Initial analysis of the impact on fee income within North Ayrshire, indicates that there would be a likely increase in fee income of some £82,000 per annum. Scottish Ministers have previously advised, during the consultation process, that any increase in fees must be linked throughout Scotland to sustained improvements in performance.
- 4.2 The costs of creating a new post of Graduate Planner are estimated at £35,000 per annum.

Human Resource Implications

- 4.3 A new post of Graduate Planner is proposed.

Legal Implications

- 4.4 The draft Town and Country Planning (Fees for Applications and Deemed Applications) (Scotland) Amendment Regulations 2013 was laid in Parliament on 1 February 2013, and subject to no objections, would come in to force on 6 April 2013.

Equality Implications

- 4.5 Equality issues were assessed by the Scottish Government.

Environmental Implications

- 4.6 None.

Implications for Key Priorities

- 4.7 The increase in income will be utilised to support improvements to the planning service particularly in respect of the Council's key objective to 'Regenerate Communities and Increase Employment'.

5. Consultations

- 5.1 The Corporate Director (Finance and Infrastructure) has been consulted upon the proposals.

6. Conclusion

- 6.1 The Cabinet is requested to note the proposed increase in planning fees subject to Parliamentary approval, and support the appointment of a graduate Planning Officer to both sustain and improve performance in the Planning Service.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact James Miller, Acting Senior Planning Services Manager on telephone number 01294 324315

Background Papers

None

Planning Permission In Principle

- | | |
|-----------------------|--|
| (a) most types | £319 per 0.1 ha (or part thereof) of site area. Maximum £7,975 (= 2.5 ha). |
| (b) one dwellinghouse | £319 |

Full Applications and Matters Specified in Conditions

- | | |
|--|--|
| Alterations etc. to existing dwellings | £160 per dwellinghouse. Maximum £319 for two or more dwellings. |
| Erection of dwellings | £319 per dwellinghouse created. Maximum £15,950 (50 dwellings). |
| Erection of buildings other than dwellinghouses, extensions etc to dwellinghouses and buildings for agricultural purposes. | Works not creating more than 40 sq.m of additional floor space - £160.

More than 40 sq.m but not more than 75 sq.m of additional floor space - £319.

Each additional 75 sq.m (or part thereof) £319. Maximum £15,950 (= 3,750 sq.m). |
| Erection, alteration or replacement of plant and machinery. | £319 per 0.1 ha (or part thereof) of site area. Maximum £15,950 (= 5 ha). |
| Agricultural building. | Where the gross floor space is over 465 sq.m but not exceeding 540 sq.m £319; and £319 for each 75 sq.m in excess of that figure subject to a maximum of £15,950. |
| Approval of MSC where flat rate (below) does not apply. | Fee based on floor space / numbers of dwellinghouses involved. |

Other Applications

Matters specified in conditions where applicant's earlier Planning permission in principle have incurred total fees equalling that for a full application for entire scheme.	£319
Winning, working or storage of minerals etc. (other than peat) and waste disposal.	£160 per 0.1 ha (or part thereof) of area. Maximum £23,925 (= 15 ha).
Winning and working of peat.	£160 per hectare (or part thereof) of site area. Maximum of £2,393 for 15 ha or more.
Car parks, service roads or accesses.	£160 (existing uses only).
Exploratory drilling for oil or natural gas	£319 per 0.1 ha (or part thereof) of site area. Maximum £23,925 (= 7.5 ha).
Other operations on land.	£160 per 0.1 ha (or part thereof) of site area. Maximum £1,595 (= 1 ha).
For non-compliance with conditions including retention of temporary buildings etc.	£160 (if not exempt as a revision).
Change of use to and sub-division of dwellings.	£319 per additional dwelling created Maximum £15,950.
Other changes of use except waste or minerals.	£319
Advertisements.	£160
Applications for determinations as to whether the prior approval of the authority is required for agricultural / forestry buildings with permitted development rights.	£61
The erection on land used for the purposes of agriculture of glasshouses excluded by virtue of Planning (General Permitted Development) (Scotland) Order 1992.	Where the area of gross floor space to be created exceeds 465 sq.m, £1,843.

Concessionary Fees and Exemptions

Works to improve a disabled person's access to a public building, or to improve his access, safety, health or comfort at his dwellinghouse.	NO FEE
Applications (including advertisement applications) by community councils.	HALF the normal fee
Applications required because of the removal of permitted development rights by a condition or by an article 4 direction.	NO FEE
Applications required because of the removal by a condition of a right to make a change of use within the Use Classes Order.	NO FEE
Playing Fields (for sports clubs etc.)	£319
Revised or fresh application for development or advertisements of the same character or description within 12 months of refusal, or of the making of the earlier application if withdrawn, or within 12 months of the expiry of the statutory 2 month period where the applicant has appealed to the Secretary of State on the grounds of non-determination.	NO FEE
Revised or fresh application for development of the same character or description within 12 months of receiving permission.	NO FEE
Alternative schemes.	Highest of the fees applicable for each option and a sum equal to half the rest.
Development crossing planning authority boundaries, requiring applications.	Only one fee, paid to the authority having the larger site but several calculated for whole scheme, and subject to special ceiling. Where the area of gross floor space to be created by the development does not exceed 465 sq.m, no fee.

NORTH AYRSHIRE COUNCIL

Agenda Item 15

26 February 2013

Cabinet

Subject:	Kilbirnie Conservation Area Regeneration Scheme
Purpose:	To inform the Cabinet of the award of funding from Historic Scotland towards a Conservation Area Regeneration Scheme for Kilbirnie.
Recommendation:	That the Cabinet agrees to (a) note the success of the bid and proposed next steps; and (b) delegate consideration of the formal bid criteria to the Corporate Director (Development and Environment) and the Head of Democratic and Administration Services.

1. Introduction

- 1.1 At its meeting on 21 August 2012, the Cabinet approved the submission of a bid to Historic Scotland for a Conservation Area Regeneration Scheme (CARS) in Kilbirnie.
- 1.2 The bid was submitted on 31 August 2012. It was advised that applications in excess of the funding available were received. Following the assessment of the bids received from local authorities and other groups across Scotland, it was announced on the 29 January 2013 that the Kilbirnie CARS bid had been successful and that an award of £500,000, which represents the full amount sought, would be offered. This report sets out the scope of the proposed CARS project and next steps on implementation.

2. Current Position

- 2.1 The grant award of £500,000 from Historic Scotland would be made available over a 5-year period starting in April 2013, supplemented by a contribution of £500,000 by this Council, and contributions from private property owners.

2.2 Details of the conditions and contractual aspects of the award will be issued by Historic Scotland through a formal grant offer. Consideration was given to the terms of the award at a meeting between officers and Historic Scotland on 6 February 2013. No major changes are required in relation to the proposals contained within the submitted bid. It is understood that the conditions attached to the grant offer and which will be subject to consideration by both Planning and Legal Services, will relate to:-

- the maximum percentage level of grant intervention for individual properties;
- requirements for clawback of grant awards should properties benefitting from awards be sold within a defined time period;
- reporting requirements to Historic Scotland; and
- the requirements and arrangements for training and educational programmes.

2.3 The focus of the CARS will be on the improvement of the built environment and public realm within the Kilbirnie Conservation Area, with the Knox Institute and Walker Hall as priority buildings. The main components of the CARS and indicative budget costs are as follows:

- Improvements to the Walker Hall - £310,000;
- Improvements to the Knox Institute - £350,000;
- A Grants Scheme facilitating conservation repairs and reinstatement of properties' architectural details for private property owners - £175,000;
- Analysis of the future redevelopment potential of the Stoneyholm Mill and thereafter a potential contribution to its repair or improvement - £25,000 (maximum grant award);
- Training and skills opportunities linked to the above, which would cover a range of age and interest groups and include public consultation, promotion and events relating to the CARS as well as employment, training and skills opportunities - £45,000;
- Professional fees through the involvement of a Conservation Architect as required by the funding criteria and based on a maximum of 10% of construction costs - around £75,000; and
- An assumption of a contribution of £35,000 from the private sector towards the grant scheme.

- 2.4 Once the grant award has been accepted, it is expected that the CARS scheme would be launched through a public event in April/May 2013. Some initial actions would be progressed in association with the launch including: the promotion and publication of the grants scheme criteria and application forms; an initial programme of minor works such as gutter cleaning; further work to confirm the scope of works on priority buildings; an options appraisal of the Stoneyholm Mill; and, analysis of the legal burden on the Knox Institute and its future use.
- 2.5 The development of these projects would greatly improve the key focal points on the main thoroughfare through the town, with the concentration of funding within a well defined and tight geographical area to give maximum impact.

3. Proposals

- 3.1 That the Cabinet (a) notes the success of the bid and proposed next steps; and (b) delegates consideration of the formal bid criteria to the Corporate Director (Development and Environment) and the Head of Democratic and Administration Services.

4. Implications

Financial Implications

- 4.1 Historic Scotland funding is part of a proposed CARS spend of over £1 million. Expenditure will be incurred over the 5-year life of the CARS project with investment concentrated in years three and four through investment in the priority buildings. The Council has budgeted £500,000 towards the scheme.
- 4.2 Private property owners will make a contribution to the Small Grants Scheme.

Human Resource Implications

- 4.3 Conservation expertise will be necessary for some of the specialist work involved and this will require the involvement of a conservation architect as part of the contracting works to be undertaken.

Legal Implications

- 4.4 Contractual and conditional aspects of the CARS funding are to be issued by Historic Scotland and will be considered by Legal and Planning Services.

Equality Implications

- 4.5 None

Environmental Implications

- 4.6 The CARS would improve the character and appearance of Kilbirnie Conservation Area, creating a more vibrant and attractive town centre.

Implications for Key Priorities

- 4.7 The Council's Core Objective 1: Regenerating our communities and increasing employment is supported.

Community Benefit Implications

- 4.8 Training and education schemes will be implemented during the life of the CARS project.

5. Consultations

- 5.1 Consultation with Historic Scotland will continue on the terms of the grant offer. The views of and support from local interests such as Kilbirnie and Glengarnock Community Council and private property owners will be sought prior to the project launch and thereafter during the implementation of the project.

6. Conclusion

- 6.1 The implementation of the Kilbirnie CARS over the next 5 years will deliver significant positive change to the Kilbirnie Conservation Area and town centre, and enhance Kilbirnie as both a destination and a place to live and work.



CRAIG HATTON

Corporate Director (Development and Environment)

Reference :

For further information please contact Ross Middleton, Planning Officer on telephone number 01294 324762

Background Papers

Kilbirnie Conservation Area Appraisal and Management Plan.

NORTH AYRSHIRE COUNCIL

Agenda Item 16

26 February 2013

Cabinet

Subject:	Residual Waste Treatment
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Purpose:	To advise Cabinet of the progress in securing long-term treatment facilities for residual waste.
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Recommendation:	That the Cabinet notes the progress to date and the timetable for procuring residual waste treatment facilities.
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1. Introduction

- 1.1 At its meeting of 4 December 2012 Cabinet formally agreed to enter into an Inter Authority Agreement to procure a long-term solution for the treatment of residual waste with the Clyde Valley Partnership.

2. Current Position

- 2.1 The respective partner Councils (North Lanarkshire, Renfrewshire, East Renfrewshire, East Dumbartonshire and this Council) have all confirmed agreement to the Inter-Authority Agreement. This agreement is legally binding amongst the partners and provides the necessary platform to formally procure facilities.
- 2.2 At this stage, it is anticipated that the Partner Councils will require facilities to treat 190,000 tonnes of residual waste per annum of which this Council will contribute 34,000 tonnes. However, this figure will be refined during the procurement phase pending final confirmation prior to contract award. The procurement documents will also include a clause to enable other Scottish Councils not within the partnership to deliver waste through the contract should the partnership have spare capacity once it is operating. There is no obligation on the other Councils to either take up or offer any capacity but could help the partnership should waste projections significantly vary over the course of the contract.

- 2.3 The procurement exercise will utilise the EU Competitive Dialogue process. This process is common practice for awarding complex public body contracts particularly where the contracting authority seek to explore what the best solution might be to fit its needs as in this exercise where the market is not mature and where a number of technical and complex solutions exist that will enable achievement of the partnerships broad aim to secure a facility to assist in meeting the requirements of the national waste agenda. The partnership formally commenced the procurement exercise by publishing an OJEU notice on the 31 January 2013. A project timetable is set out in the table below:-

Activity	Timescale
Publication of OJEU Notice	31 January 2013
Return of Pre-Qualification Questionnaire (PQQ)	March 2013
Completion of PQQ Short-listing	May 2013
Invitation to Participate in Dialogue issued	June 2013
Outline Solutions Submission date	August 2013
Down-selection to 3/4 applicants	October 2013
Detailed Solutions Submission date	March 2014
Down-selection to 2/3 applicants	June 2014
Final Dialogue Phase	August 2014
Invitation to Submit Final Tenders	September 2014
Final Tenders Submission date	October 2014
Final Tender Clarification and Evaluation	October - December 2014
Tender Award Decision and Final Close/Contract Award	January 2015 - July 2015
Target Service Commencement date	December 2019

3. Proposals

- 3.1 That the Cabinet notes the progress to date and the timetable for procuring residual waste treatment facilities.

4. Implications

Financial Implications

- 4.1 The procurement of residual waste treatment facilities will require a long term funding solution. The final costs, which will be established through the procurement exercise, will be significantly offset by current and projected increases in landfill tax payments.

Human Resource Implications

- 4.2 There are no implications at this time.

Legal Implications

- 4.3 The Waste (Scotland) Regulations 2012 place restrictions upon the type and quantity of materials that can be disposed of at landfill from December 2020. The procurement exercise will identify a solution that will enable the Council to meet these requirements.

Equality Implications

- 4.4 There are no implications at this time.

Environmental Implications

- 4.5 The implementation of the Waste Management Strategy will have a positive impact upon the environment in three ways -
- Reduction in the amount of waste disposed of at landfill;
 - Increase in recycling of materials reducing the need to access virgin materials;
 - and increase in the re-use of materials reducing the impact of re-processing and the use of virgin materials.

Implications for Key Priorities

- 4.6 The procurement exercise will contribute to Corporate Object 4: Efficient and Effective Services.

5. Consultations

5.1 The partner Council's have been consulted upon the report.

6. Conclusion

6.1 The procurement exercise will enable the Council to meet its regulatory obligations in respect of the treatment and disposal of residual waste.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Craig Hatton, Corporate Director (Development and Environment), on telephone number 01294 324311.

Background Papers

Nil

NORTH AYRSHIRE COUNCIL

Agenda Item 17

26 February 2013

Cabinet

Subject: **Joint Commissioning Strategy for Older People -
10-Year Vision for Joint Services**

Purpose: To provide information on the Joint Commissioning Strategy for Older People, and our Pan Ayrshire 10-year Joint Commissioning Vision.

Recommendation: The Cabinet is asked to note the update on the Joint Commissioning Strategy for Older People and the Pan Ayrshire 10-year vision.

1. Introduction

- 1.1 Scotland's older population is likely to increase by around two thirds in the next twenty years. Unplanned admissions to hospitals and care homes account for nearly one third of the combined resources that we currently spend on health and social care for older people.
- 1.2 To address these demographic and funding pressures, the Council needs to change the way it plans and delivers care. That means planning and providing services in much more integrated ways between GPs, hospitals and community-based health, social care, housing and independent sectors. It means improving the whole range of services and designing better ways of communicating across different agencies in support of this.
- 1.3 Scottish Government required partnerships to establish a 3-year plan and 10-year plan to support and implement the Reshaping Care ambitions. Within Ayrshire, the development of the 10-year plan is supported as an 'Ayrshire-wide' approach. The three plans are to be submitted to Scottish Government in February 2013.

- 1.4 The Scottish Government and COSLA agreed that, with the introduction of the Change Fund for older people in 2011/12, partnerships would be expected to develop longer term joint strategic commissioning plans for older people. Last year's Change Fund guidance stated that these plans should be ready for the 2013/14 financial year and a practical guide on structure and content was updated in June 2012, so partnerships already have a good idea of what commissioning plans should look like. Indeed, the recently submitted Change Fund mid-year reviews suggest that all partnerships are already making good progress.
- 1.5 The Reshaping Care for Older People programme provides a long term and strategic approach to delivering that change so that we can achieve our vision for future care for older people in Scotland. This change needs to be built on a strong and enduring consensus across all sectors and interests.

2. Current Position

TEN YEAR VISION FOR JOINT SERVICES - RESHAPING CARE FOR OLDER PEOPLE

- 2.1 A pan Ayrshire Programme Board was established to progress the joint strategy with representation from the three Ayrshire Community Health Partnerships, NHS Ayrshire and Arran, Local Authorities, Third Sector Interface and Independent Sector. The involvement of carers, people who use services and the wider community has been through the Community Health Partnership Forums and will be further developed within a communication and engagement plan.
- 2.2 This programme of work is governed through Guidance and advice issued at a national level from the Scottish Government, COSLA and the NHS through the National Steering Group for Joint Strategic Commissioning and the Joint Improvement Team. This includes the requirement for the production of a ten year strategic commissioning plan, with a three year implementation plan and one year investment plan, by February 2013.
- 2.3 Joint commissioning strategy guidance requires that plans have an outcomes approach based on Joint Strategic Needs Assessment. Subsequent guidance released in November 2012 has detailed a new addition to the planning process to guidance recognised that local partnerships were already making good progress evidenced by Change Fund mid term reviews.

- 2.4 The Ten Year Vision for Joint Services - Reshaping Care for Older People is now in draft form and will be circulated as part of the extensive communication and engagement exercise planned from December 2012 and will continue until end February 2013. In addition to engagement with Community Health Partnerships and Forums, NHS and Local Authority work force, people who use services, carers and the wider community will be engaged to comment on the plan.
- 2.5 Copies of the full plan will be accompanied by a 16 page booklet and DVD illustrating the progress made to date in reshaping care for older people across Ayrshire and Arran. Both the plan and the summary document are available on the Council's Navigate site.
- 2.6 The booklet is a summary of the Ten Year Vision for Joint Services – Reshaping Care for Older People and provides the opportunity to comment on the proposed future direction for services.
- 2.7 The proposals are that Community Health Partnership will work across Community Planning partners to integrate services, build community capacity, provide the right services at the right time and place, ensure easier access to services and develop a skilled workforce to meet the challenges. Within North Ayrshire, services will change to reflect the growing needs of an aging population. The balance of care will shift to support greater independence allowing more people to remain in their own homes for longer.
- 2.8 This will be done by delivering services that are co- located with staff from all sectors delivering a range of support in local communities.
- Further develop Intermediate and Enablement Services
 - Improve access to equipment and adaptations
 - Increase availability of telecare/telehealth
 - Progress anticipatory care planning
 - Increase opportunities to volunteer
 - Support initiatives that deliver positive wellbeing
- 2.9 The core aims of the national reshaping care agenda are embedded in the North Ayrshire Older People's Joint Commissioning Strategy and evident in the work plan. The plan is a working document and will be continuously updated to demonstrate progress. The draft three-year plan is attached at Appendix 1.

- 2.10 We are continuing to deliver good quality care and support to older people on a partnership basis. However, we are adopting a more preventative approach, which supports the requirement to shift the balance of care from acute to a community setting.
- 2.11 The following key priorities for 2008 - 2011 were identified and have progressed successfully.
- The national delayed discharge target has been achieved consistently since 2008 and we are now working to the revised 4 week target, required by April 2013 and the 2 week target required by April 2015
 - Creation of Local Operational Teams (LOTs) in our five mainland neighbourhoods and one island community providing multi-disciplinary early intervention and prevention approaches supporting older people to remain supported at home.
 - Implementation of Intermediate Care and Reablement Services in North Ayrshire.
 - Implementation of the Arran Action plan, including plans for the re-provision for Montrose House.
 - Development of an Older People's Housing Strategy, including Sheltered Housing options.
 - The national delayed discharge target has been achieved consistently since 2009 and we are now working to the revised 4 week target, required by April 2013 and the 2 week target required by April 2015
 - 50% reduction in care at home services for some older people following the involvement of Integrated care and Enablement Services
 - 50% increase in supported hospital discharges using Integrated care and Enablement Services
 - Increase of 250 service users for enhanced telecare services
 - Reductions in length of stay for older people over 75 years in hospital

3. Proposals

- 3.1 Over the next 18 months our priorities will be:

- **Reduce Hospital and Care Home Unplanned Admissions:** Explore system wide integrated solutions to support older people to remain at home with anticipatory care plans and effective early intervention to prevent unplanned admissions. The Community Health Partnership has also identified additional areas of work which will support the reduction in unplanned admissions to hospital and care homes and these will be taken forward over the next 18 months:

- **Falls Prevention and Management:** Provide rapid early intervention and training to older people and their carers to reduce falls and ensure that community alert and telecare solutions are available to increase confidence.
- **Maximise recovery in the community:** Support older people and their carers to feel confident about receiving care which meets their needs, is timely, integrated and co-ordinated, personalised and flexible delivered in their homes rather than a hospital or care home setting.
- **Unpaid Carers:** Increase the support provided to carers, through both direct and indirect support plans. Increase support planning for carers to ensure that services continue to be responsive to local need.
- **Medicine Review :**Provide specialist clinical pharmacist resource within the community setting to enhance pharmaceutical care and reduce avoidable hospital admissions due to medicines and support successful discharges
- **Neighbourhood Planning Approach to utilise community assets:** Work with local communities to respect and include older people, take responsibility for their welfare and well-being, welcome the time, skills and experiences that older people contribute and that contain strong support networks offering a variety of activities and opportunities
- **Develop care home resource as part of a neighbourhood planning approach:** Recognise and use care homes as community based assets focussing their work on supporting Reablement and supporting recovery.
- **Improve engagement with Primary Care, particularly GPs.**

3.2 The Cabinet is invited to note the update on the Joint Commissioning Strategy for Older People and the Pan Ayrshire 10-year vision.

4. Implications

Financial Implications

- 4.1 The change fund is bringing additional resources to support developments. This funding is non recurring and we will need to look at opportunities to mainstream successful projects.

Human Resource Implications

- 4.2 None at present. The trade union are included as a partner in the board meetings

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

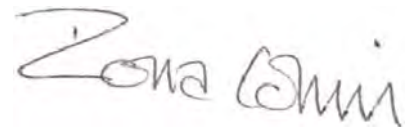
- 4.6 The key priorities for reshaping care are supported through the joint commissioning process.

5. Consultations

- 5.1 All key stakeholders including older people are being consulted on a regular basis in relation to the workstreams in the plan. Engagement events have taken place and continue to be organised.

6. Conclusion

- 6.1 The joint commissioning work is progressing and the community based infrastructure for the delivery of services is beginning to change. Partnership working is strengthened particularly with the third sector, carers and the independent sector. Future areas for disinvestment and invest need further consideration and clarification. The Joint improvement team are positive about the approach in Ayrshire and consider we are doing thorough work as a partnership. A copy of the draft 10 year joint commissioning plan vision is attached at Appendix 2 and comments are being collated until 15 February 2013.



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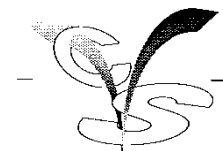
Corporate Director (Social Services and Health)

Reference : MH/NS

For further information please contact Marlene Harkis, Senior Manager,
Community Care Strategy on telephone number 01294 317783

Background Papers

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NORTH AYRSHIRE COMMUNITY HEALTH PARTNERSHIP

RESHAPING CARE FOR OLDER PEOPLE

DRAFT IMPLEMENTATION PLAN

2012-2015

APPROVED AT OFFCER LOCALITY GROUP ON 30 OCTOBER 2012

Introduction

The North Ayrshire Partnership Reshaping Care for Older People implementation plan 2012-15 builds on our previous joint commissioning work plan which commenced in 2008.

The implementation plan has been reformatted to reflect the reshaping Care for Older People Pathways issued by the Joint Improvement Team 2012 (see below). The implementation plan will document progress and the future actions required for the continuation of the reshaping of older people's services in North Ayrshire. The principle goal of the Reshaping Care for Older People programme is ***'to optimise independence and wellbeing for older people at home or in a homely setting'***.

The core aims of the Older People's Joint Commissioning work continue to be imbedded in the implementation plan and form the overarching objectives in regard to the wider partnership resources available for the development of an integrated service model in North Ayrshire as well as the Change Fund.

The implementation plan document is a 'working' document and as such will be continuously updated to demonstrate the progress of projects and services in regard to agreed outcomes and targets. As we move forward new areas of service, projects and actions may be included in the implementation plan to ensure that we progress in a way that reflects local need and national requirements.

Progress to date

In North Ayrshire, work has taken place to modernise working practices and service models to ensure we implement a preventative approach to service delivery, can continue to meet the increasing demand for services and ensure services are personalised and sustainable in the longer term.

Our key delivery priorities from 2008-2011 have been achieved:

- The national delayed discharge target has been achieved consistently since 2008 and we are now working to the revised 4 week target, required by April 2013 and the 2 week target required by April 2015
- Creation of Local Operational Teams (LOTs) in our four mainland neighbourhoods and one island community providing multi-disciplinary early intervention and prevention approaches supporting older people to remain supported at home.

- Implementation of Intermediate Care and Reablement Services in North Ayrshire.
- Implementation of the Arran Action plan, including plans for the re-provision of Montrose House.
- Development of an Older People's Housing Strategy, including Sheltered Housing options.

As a result, significant progress has been made on the delivery of outcomes for older people, summarised as follows:

- The national delayed discharge target has been achieved consistently since 2008 and we are now working to the revised 4 week target, required by April 2013 and the 2 week target required by April 2015
- 50% reduction in care at home services for some older people following the involvement of Integrated care and Enablement Services
- 50% increase in supported hospital discharges using Integrated care and Enablement Services
- Increase of 100 service users for enhanced telecare services
- Reductions in length of stay for older people over 75 years in hospital

Partnership Priorities to support older people to live independently in the community

In North Ayrshire, the following key priority has been identified and will support the development of an Ayrshire wide Joint Commissioning Plan for older people.

- **Reduce Hospital and Care Home Unplanned Admissions**

Explore system wide integrated solutions to support older people to remain at home with anticipatory care plans and effective early intervention to prevent unplanned admissions.

The Community Health Partnership has also identified additional areas of work which will support the reduction in unplanned admissions to hospital and care homes and these will be taken forward over the next 18 months:

- **Falls Prevention and Management**

Provide rapid early intervention and training to older people and their carers to reduce falls and ensure that community alert and telecare solutions are available to increase confidence.

- **Maximise recovery in the community**

Support older people and their carers to feel confident about receiving care which meets their needs, is timely, integrated and coordinated, personalised and flexible delivered in their homes rather than a hospital or care home setting.

- **Unpaid Carers**

Increase the support provided to carers, through both direct and indirect support plans. Increase support planning for carers to ensure that services continue to be responsive to local need.

- **Medicine Review**

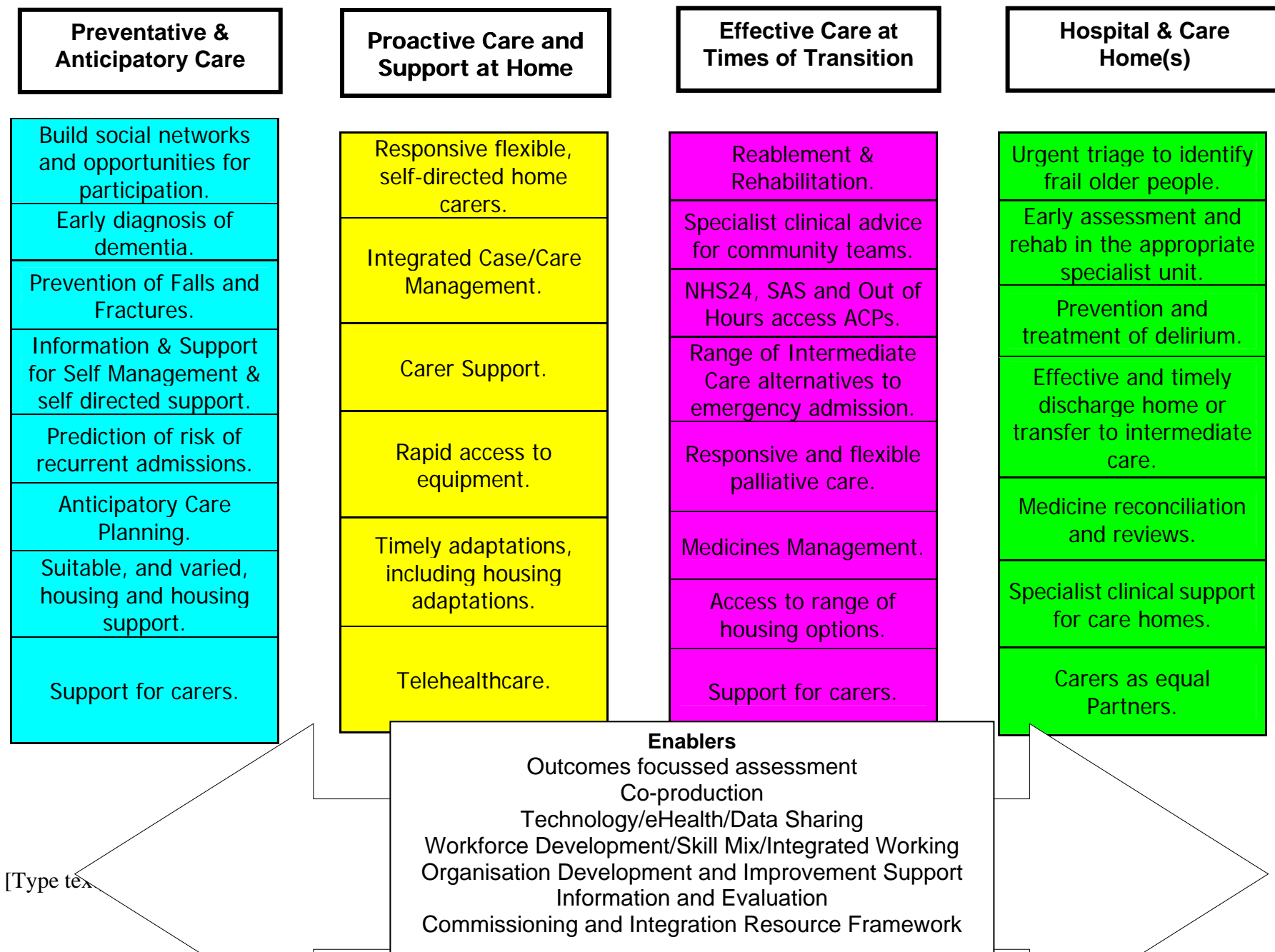
Provide specialist clinical pharmacist resource within the community setting to enhance pharmaceutical care and reduce avoidable hospital admissions due to medicines and support successful discharges

- **Neighbourhood Planning Approach to utilise community assets**

Work with local communities to respect and include older people, take responsibility for their welfare and well-being, welcome the time, skills and experiences that older people contribute and that contain strong support networks offering a variety of activities and opportunities

- **Develop care home resource as part of a neighbourhood planning approach**

Recognise and use care homes as community based assets focussing their work on supporting Reablement and supporting recovery.



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WORKSTREAM 1	Preventative and Anticipatory Care
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WORKSTREAM 1.1		Build social networks and opportunities for participation		
Action Area		Sub Actions	Lead Officer	Date for completion
a.	Develop capacity within communities through third sector organisations	Support extension of lunch clubs One mainland community development officer and two community connectors to facilitate community capacity using a co-production approach	Jim Nichols	March 2015
b.	Develop capacity within communities through information and advice	Deliver four annual information and advice sessions Develop information packs for older people	Jim Nichols	March 2015
c.	Deliver training to build capacity of third sector organisations	Training to involve all sectors e.g. dementia, falls	Training Officers	March 2015
d.	Older People Networks	Support and develop older people networks, including older people forums	Pam Crosthwaite	March 2015
e.	Support third sector organisations to undertake redesign work	Provide smaller third sector organisations with grant monies to redesign services for older people which build capacity and deliver sustainability	Jim Nichols	March 2013
f.	Learning Opportunities	Deliver 150 learning opportunities to older people Deliver IT classes to older people	Pam Crosthwaite	March 2015 March 2013
g.	Neighbourhood Planning Approach	Implement approach across whole system	Michelle Sutherland	March 2015

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h.	Carers	Ensure that support for carers is built in to all prevention and anticipatory care work	All	March 2015
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WORKSTREAM 1.2 Early diagnosis, treatment and care of Dementia				
Action area		Sub Actions	Lead Officer	Date for completion
a.	Dementia Support Service	Extend service from mainland and isle of Cumbrae to isle of Arran Develop outcomes measures and quarterly reporting updates	Tony Fisher	March 2013
b.	Dementia Liaison Nurse with Care Homes programme	Focus support provided to care homes in year one to focus on reduction of psychotropic medications in year two	Isabel Marr	March 2013
c.	Dementia Liaison Alzheimer's Nurse	Support acute hospitals to manage older people with dementia through their care pathway and support discharge to home	Isabel Marr	March 2013
d.	Dementia Training Programme	Deliver multi-sector training including the development of carers training	Isabel Marr	March 2013
e.	Continue GP led early diagnosis	GP practices continue to generate dementia registers and refer to specialist diagnostic services	David Rowland	March 2015
f.	Carers	Ensure that support for carers is built in to all dementia care work	All	March 2015
g.	Scope links with Community Pharmacy identifying and signposting to mental		Allan Wilson	March 2013

[Type text]

	health services.			
h.	Link with mental health pharmacy team		Karen Fraser	March 2013
WORKSTREAM 1.3 Prevention of Falls and Fractures				
Action area		Sub Actions	Lead Officer	Date for completion
a.	Education, training and awareness raising	Recruit training officer and commence programme across all sectors including third sector, housing and carers	Heather Hall	October 2012
b.	Falls Prevention screening tool adopted across Community alarms pathway	Recruit Technical instructor to be hosted by ICES team	Heather Hall/Stuart Gaw	October 2012
c.	Implement A&E pathway	Work with A&E and Lots to discuss fallers and put screening in plans	Heather Hall	March 2013
d.	Implement frequent faller reporting	Work with LOTs to discuss cases	Heather Hall	March 2013
e.	Sensory Impairment Services	Link the work of the sensory impairment service with falls	Danny Sweeney	March 2013
f.	Extend Invigor8 programme for community prevention of falls	Extending Invigor8 falls classes to Cumbrae Dementia fall prevention classes invigor8 (pilot) Extend class diamonds to care homes (pilot)	Heather Hall / Lorne Campbell	March 2013
g.	Scottish Ambulance Service pathway	Work with SAS and LOTs to discuss fallers and put screening in plans	Heather Hall	March 2013
h.	Carers	Ensure that support for carers is built in to all falls work	All	March 2015
i.	Contribution Analysis	See section 5		
j.	Link with clinical pharmacist re falls		Francis Fowlie	March 2013

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	pathway			
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WORKSTREAM 1.4 Information and support for Self Management and self directed supports				
Action area		Sub Actions	Lead Officer	Date for completion
a.	Personalisation	Deliver personalisation agenda to deliver Self Directed Supports	Alan Brown	March 2015
b.	COPD and heart failure	Roll out the pilot integrated self management pathways	Alison Anderson/Janet McKay	March 2013
c.	MCN pathway development	Develop pathway including Talking points and personal outcome measures	Kathleen McGuire	March 2013
d.	All newly developed patient assessment documentation and records etc	Include Talking points and personal outcome measures	Kathleen McGuire	March 2013
e.	Carers	Ensure that support for carers is built in to all self management and self directed support work	All	March 2015
f.	Joint working between pharmacy and NAC in developing medicine policy		Allan Wilson	March 2013
g.	Develop medicine management support for unpaid carers		Allan Wilson	March 2013
h.	Develop pharmacy Chronic Medication Service to support patients with self management for long term conditions		Allan Wilson	March 2013
i.	Develop a strategic whole systems/patient pathway approach to self management and enablement	We will spread and mainstream the roll out of the evaluated integrated self management pathways for COPD and Heart Failure	Kathleen McGuire/Alison Anderson	T.B.C

WORKSTREAM 1.4		Information and support for Self Management and self directed supports		
Action area		Sub Actions	Lead Officer	Date for completion
		Offer and deliver co-creating health to all North Ayrshire <ul style="list-style-type: none"> • General Practices • Community Nursing teams • Extended Integrated teams 	Alison Anderson	T.B.C
		Develop and integrate self management plans within the ACP for all services delivering anticipatory care approaches	Kathleen McGuire/Alison Anderson	T.B.C
j.	Develop sustainable approaches to maintaining self management support	Extend partnership working with patient support groups and third sector organisations:- Test and implement Buddy Support Scheme	Alison Anderson	T.B.C
		Spread and mainstream the roll out of CCH, Moving on Together Patient self Management toolkit	Alison Anderson	T.B.C
		Further develop and deliver educational resources and tools for general practice	Alison Anderson	T.B.C

WORKSTREAM 1.5		Prediction of risk or recurrent admissions		
Action Area		Sub Actions	Lead Officer	Date for completion
a.	Combined Predictive Model	Develop combined predictive model by expanding the cohort for whom a risk can be estimated beyond those with a recent history of hospital admission.	Kathleen McGuire	March 2014
b.	Combined Predictive Model Primary Care	Implement the Ayrshire & Arran local combined predictive model to all General practices and integrated community teams within Ayrshire & Arran to assist in identifying those patients who would benefit from proactive planned, co-ordinated care approaches.	Kathleen McGuire	March 2014
c.	Electronic care summaries	Further develop the e Palliative Care Summary, Emergency Care Summary and electronic Anticipatory Care Plan to support local implement of the Key Information Summary.	Kathleen McGuire	March 2014
d.	Carers	Ensure that support for carers is built in to all readmissions work	All	March 2015
e.	Develop and expand data sharing agreements which will enable us to integrate health and social care data and records	See section 5		
f.	Scope possibility of linking CMS with a predictive risk tool electronically to allow pharmacists to target patients most at risk of avoidable hospital admission			

WORKSTREAM 1.5		Prediction of risk or recurrent admissions		
Action Area		Sub Actions	Lead Officer	Date for completion
g.	QOF QP Indicators – Emergency Admissions	Work with GP Practices on an annual basis to provide robust datasets clarifying the number and nature of admissions by patient to aid Practices in the identification of 'at risk' patients and the development and evaluation of alternative care plans for them.	David Rowland	<p>July 2014 for data</p> <p>March 2014 for evaluation of alternative care pathways</p> <p>Annually thereafter</p>

WORKSTREAM 1.6		Anticipatory Care Planning		
Action Area		Sub Actions	Lead Officer	Date for completion
a.	Local Operational Teams	<p>Develop outcomes model and reporting</p> <p>Development of Anticipatory Care Plans (ACP) within the LOT process</p> <p>Include the new falls pathways</p>	Mary Francey	<p>March 2013</p> <p>March 2014</p>
b.	Anticipatory Care Plans (ACP)	Further develop and introduce common multiagency care plans for people with long term conditions that are shared between in hours and out of hours services and are functionally useful for clinicians.	Kathleen McGuire	March 2014

WORKSTREAM 1.6		Anticipatory Care Planning		
Action Area		Sub Actions	Lead Officer	Date for completion
		Implement preventative anticipatory care pathways for long term conditions that ensure high risk complex patients have anticipatory care plans and co-ordinator of care in place	Kathleen McGuire	March 2015
c.	Anticipatory care planning and advanced care planning	Develop joint guidance and training programmes for staff (including nursing homes) on multi-agency anticipatory care planning and advanced care planning for patients with long term conditions and end of life care	Kathleen McGuire	March 2014
d.	Community Ward Service	Evaluate the impact, outcomes and efficiencies of the pilot and make recommendations for future service delivery	Kathleen McGuire	March 2013
e.	End of Life Anticipatory care planning and advanced care planning	Deliver end of life training programme to care home and community staff to reduce unplanned admissions GP with Specialist interest in Palliative Care to support LOTs	Josaleen Connolly/Helen Glencourse	March 2013
f.	Carers	Ensure that support for carers is built in to anticipatory care planning work	All	March 2015
g.	Anticipatory Care LES	Refine and develop the ACP LES to ensure appropriate targeting of resources and anticipatory care planning in the management of patients at risk from multiple emergency admissions. Ensure the resulting medical component of the ACP is	David Rowland	March 2014 Annually thereafter

WORKSTREAM 1.6		Anticipatory Care Planning		
Action Area		Sub Actions	Lead Officer	Date for completion
		shared with other services as appropriate to ensure consistency of patient management.		
h.	Development of ACP through practice based MDT	Establish multidisciplinary teams linked to each general practice in South Ayrshire to support ACP working and the development of ACP	Jean Hendry/Kathleen McGuire	Ongoing to March 2015

WORKSTREAM 1.7		Suitable and varied housing and housing support		
Action Area		Sub Actions	Lead Officer	Date for completion
a.	Older People Housing Strategy	Implement Older People Housing strategy and sheltered housing options	Alex Adrain	March 2015
b.	Sustainability of Housing Support Services	Commission a sustainability study on aids and adaptations across whole housing sector including registered social landlords	Alex Adrain	March 2013
c.	Island Housing support	Commission a needs assessment to identify older people needs in island communities. Explore Cumbrae supported housing option models as part of new house building programme	Alex Adrain	March 2013
d.	Carers	Ensure that support for carers is built in to housing and housing support work	All	March 2015
e.	Neighbourhood planning approach	Develop capacity within Sheltered Housing Units as community hubs	Alex Adrain	March 2015

WORKSTREAM 1.8		Support for Carers		
Action area		Sub Actions	Lead Officer	Date for completion
a.	Carers Strategy	Deliver North Ayrshire Carer strategy Action Plan	Alan Brown Carers Forum	March 2015
b.	Carers centre	Enhance existing Service Level Agreement with NHS and North Ayrshire Council by the provision of older people carers officer	Christine Speedwell	March 2013
c.	GP practice based Carers Support programme	Deliver information and advice support to carers	Christine Speedwell	March 2015
d.	Clinical carers support interventions	Deliver medication management training for paid and unpaid carers Deliver dietetics training in care homes	Alan Wilson Louise Benson	March 2013
e.	Carers	Ensure that support for carers is built in to all other work stream work within the implementation plan	All	March 2015
f.	Scope joint work with GP practices to target unpaid carers and offer medicine management training		Allan Wilson	March 2115

WORKSTREAM 2		Proactive Care at Home		
WORKSTREAM 2.1		Responsive flexible, self directed care at home		
Action area		Sub actions	Lead Officer	Date for completion
a.	Care at Home	Extend mainland out of hours service Introduce new Arran responder services.	Helen McArthur	October 2012
b.	Care at Home	Re-model care at home services, including Reablement training	Helen McArthur	March 2013
c.	Reablement approach	Implement throughout care at home services and evaluate outcomes	Mark Halpin/Helen McArthur	March 2013
d.	Carers	Ensure that support for carers is built in to all prevention and anticipatory care work	All	March 2015
e.	Personalisation	See 1.4		
f.	Develop an IT tool to collect medication review data and aid communication between ICES/Hubs/care homes clinical pharmacist and the GP practice		Allan Wilson	March 2013
g.	Develop clinical pharmacist role as part of the Hub development		Allan Wilson	March 2013

WORKSTREAM 2.2		Integrated Case/Care Management		
Action area		Sub actions	Lead Officer	Date for completion
a.	Carers	Ensure that support for carers is built in to all	All	March 2015

[Type text]

		integrated Case/Care work		
b.	Case/Care Management agreed at Local Operational Teams	See 1.6	All	March 2015
c.	Hub development across North Ayrshire	See section 5		
d.	Co-location of staff	See section 5		
e.	Data sharing	See section 5		
f.	Introduce a systematic and integrated approach to provide proactive, planned and co-ordinated care for people with long term	Deliver a community ward referral service for 300 high risk complex long term conditions patients	Kathleen McGuire	CW live from August 2012
		Develop and implement integrated proactive patient pathways of care for patients with long term conditions specifically <ul style="list-style-type: none"> • COPD • Heart Failure • Recurrent diabetic admissions Urinary tract Infection	Kathleen McGuire	March 2015
g.	Develop and embed integrated case management approach within universal services and integrated health and social care teams	Develop staff skills and competencies through delivery of targeted training and education linked to anticipatory care		

WORKSTREAM 2.3		Rapid Access to Equipment		
Action area		Sub actions	Lead Officer	Date of completion
a.	Joint Equipment Service	Implement a joint Pan Ayrshire solution Purchase specialised older people equipment for the partnership	Olga Clayton/Jean Hendry	October 2013 March 2013
b.	Staff competency based training	System wide training to support new equipment model	Olga Clayton/Jean Hendry	March 2014

c.	Carers	Ensure that support for carers is built in to all equipment service care work	All	March 2015
d.	Equipment to support domiciliary eye examination	The Primary Care Management Team will purchase a set of Domiciliary equipment for use by Optometrists in the delivery of services to patients at home	David Rowland	March 2014

WORKSTREAM 2.4 Timely adaptations, including housing adaptations				
Action area		Sub Actions	Lead Officer	Date of completion
a.	Sustainability of Housing Support Services	See section 1.7	Alex Adrain	March 2013

WORKSTREAM 2.5 Telehealth and Telecare				
Action area		Sub actions	Lead Officer	Date of completion
a.	Telehealth	Heart Failure solutions in local service redesign to support more people at home to self manage their long term condition achieving better outcomes	Kathleen McGuire	March 2013
b.	Telecare	Extend provision of enhanced telecare solutions to 600 users	Mark Halpin	March 2013
c.	Carers	Ensure that support for carers is built in to all Telehealth/care care work	All	March 2015
d.	Provide advice re-clinical governance issues re-telehealth in respect of medicine administration		Allan Wilson	March 2013
e.	Develop and implement an integrated telehealth and	Undertake a review of opportunities for telehealth and telecare and make recommendations		

WORKSTREAM 2.5		Telehealth and Telecare		
Action area		Sub actions	Lead Officer	Date of completion
	telecare care service for people long term conditions across Ayrshire & Arran.			

WORKSTREAM 3		Effective Care at Times of Transition		
WORKSTREAM 3.1		Reablement and Rehabilitation		
Action area		Sub actions	Lead Officer	Date for completion
a.	Community Rehabilitation model	Agree a community rehabilitation models for all Allied Health Professionals Ensure 70% of Allied Health Professionals work is delivered from community settings	Billy McLean	September 2013 March 2015
b.	Community rehabilitation model linked to Reablement approach	Single pathway to ICES across North Ayrshire Single pathway to day services/hospital North Coast Model agreed linking to assessment and care management	Billy McLean/ Stuart Gaw/ Mary Francey /Mark Halpin	
c.	Intermediate Care and Enablement services	Further develop model/ pathways to provide an <u>Alternative to hospital/ care home admission</u> in partnership with GP's, D/N, LA area teams, community services, community hospitals and A& E departments. Further develop model/ pathways to provide <u>Early and Supported Discharge</u> from hospital in partnership with A&E, Wards, community Hospitals Develop model of care for providing input to assessment/ rehabilitation beds within Care Homes (step up/down care) Develop hub based within proposed combined assessment units in acute hospitals	Stuart Gaw	March 2015 March 2015 March 2013 Dec 2014

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WORKSTREAM 3		Effective Care at Times of Transition		
WORKSTREAM 3.1		Reablement and Rehabilitation		
Action area		Sub actions	Lead Officer	Date for completion
		ICES to extend opening hours from 0830 – 1730pm. Explore options for seven day model - working closely with ADOC, Social Work OOH and District Nurse Service. In Partnership continue to provide/develop model/pathways for : <ul style="list-style-type: none"> - Community Geriatric Service. - Falls. - ESD Stroke. Develop/ Improve pathways to community rehabilitation services.		Nov 2012 March 2013 March 2015 March 2015
d.	Occupational Therapy services	Integrated Occupational Therapy service North Ayrshire		
e.	Day services/day hospital	Develop integrated day service/hospital model Implement in North Ayrshire e.g. Brooksby	Dale McLelland/Tony Fisher	March 2014
f.	Isle of Arran Action Plan and NHS Service Review	Additional district nursing and Allied Health Professionals to support integrated working models including the provision of administration support for the Arran Local Operational Team	Helen McArthur/Alan Stout/Alistair Reid/Jean Hendry	March 2013
g.	Montrose House re-provision	Develop new build including the development of an integrated rehabilitation service	Tony Fisher	March 2014
h.	Isle of Cumbrae NHS Service Review	Develop models to support older people all see section 1.7	Jean Hendry	March 2015
i.	Carers	Ensure that support for carers is built in to all Reablement and rehabilitation work	All	March 2015
j.	Reablement approach	See section 2.1		
k.	Develop role of clinical		Allan Wilson	March 2013

[Type text]

WORKSTREAM 3		Effective Care at Times of Transition		
WORKSTREAM 3.1		Reablement and Rehabilitation		
Action area		Sub actions	Lead Officer	Date for completion
	pharmacist with the re-ablement and rehabilitation agenda			

WORKSTREAM 3.2		Specialist Clinical advice for community teams		
Action area		Sub actions	Lead Officer	Date for completion
a.	A&E Community advice	A&E consultant to work with GPs to provide advice	Dr Cheung	March 2013
b.	Respiratory Consultant	Respiratory Consultant to provide community clinics	Dr Hartung	March 2013
c.	Consultant Geriatricians	Consultant Geriatricians to deliver community clinics	Dr Watt/Dr Wallace	March 2013
d.	COPD Training	Community nurses to receive COPD training from acute specialist staff	Carol Nixon	March 2013
e.	End of Life Anticipatory care planning and advanced care planning	See section 1.6		
f.	SPARRA	See section 4.1		
g.	Carers	Ensure that support for carers is built in to all specialist clinical advice to community teams work	All	March 2015
h.	Develop clinical pharmacist capacity within ICES and the broader Hub including geriatrician		Allan Wilson	March 2013

WORKSTREAM 3.3		NHS24, SAS and Out of Hours Access Anticipatory Care Plans		
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Action area		Sub actions	Lead Officer	Date for completion
a.	Anticipatory Care Plans (ACP)	See section 1.6		
b.	Isle of Arran Action Plan and NHS Service Review	See section 3.1		
c.	Isle of Cumbrae NHS Service Review	See section 3.1		

WORKSTREAM 3.4 Range of Intermediate Care alternatives to emergency admissions

Action area		Sub actions	Lead Officer	Date for completion
a.	Intermediate Care and Enablement services	See section 3.1		
b.	Intermediate step up and step down care home service	See section 4.4		

WORKSTREAM 3.5 Responsive and Flexible Palliative Care

Action area		Sub actions	Lead Officer	Date for completion
a.	End of Life Anticipatory care planning and advanced care planning	See section 1.6		
g.	Carers	Ensure that support for carers is built in to all specialist clinical advice to community teams work	All	March 2015
c	Develop specialist pharmacy support for palliative care across all sectors		Karen Menzies	March 2013
d	Develop community pharmacy's role in palliative care		Allan Wilson	March 2013

WORKSTREAM 3.6		Medicine Management		
Action area		Sub actions	Lead Officer	Date for completion
a.	Medicine Management	Provide Medicine Management training and support to: Local Operational Teams Unpaid carer training Paid Carer Training	Allan Wilson	March 2013 March 2013 October 2012
b.	Medicine Management – Care Home	Care home pharmacy support to be provided from 2013	Allan Wilson	March 2015
b.	Develop hub based clinical pharmacy role in the community setting with single system links to the acute sector.		Frances Fowlie	March 2013
c	Develop role of Care Home clinical pharmacist to improve medicine management within this setting and improve pharmaceutical care of residents.	Care home pharmacy support to be provided from 2013	Colette Kerr	March 2014
d	Reshape pharmacy services to be a single system that fits the ethos of the shifting the balance of care agenda.		Michelle Caldwell	March 2015

WORKSTREAM 3.7	Access to a range of Housing options
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Action area		Sub actions	Lead Officer	Date for completion
a.	Older People Housing Strategy	See section 1.7		

WORKSTREAM 3.8		Support for Carers		
Action area		Sub actions	Lead Officer	Date for completion
a.	Carers	Ensure that support for carers is built in to all implementation work plans	All	March 2015

WORKSTREAM 4		Hospital and Care Homes		
WORKSTREAM 4.1		Urgent triage to identify frail older people		
Action area		Sub actions	Lead Officer	Date for completion
a.	Ayr Pathways	Implement Ayr Pathways to support older people across hospital care pathways	Aileen Anderson	March 2013
b.	SPARRA	SPARRA nurses and GP with specialist interest to ensure older SPARRA patients are identified in hospital	Kathleen McGuire	March 2013

WORKSTREAM 4.2		Early assessment and rehab in the appropriate specialist unit		
Action area		Sub actions	Lead Officer	Date for completion
a.	Ayr Pathways	See section 4.1		
b.	Local Operational Teams	See section 1.6		
c.	Intermediate step up and step down care home service	See section 4.4		

WORKSTREAM 4.3		Prevention and Treatment of delirium		
Action area		Sub actions	Lead Officer	Date for completion
a.	Early diagnosis, treatment and care for dementia	See section 1.2		

WORKSTREAM 4.4		Effective and Timely discharge home or transfer to Intermediate Care		
Action area		Sub actions	Lead Officer	Date for completion
a.	Delayed discharges	Improve speed of discharge by reducing target from 4 to 2 weeks	Lorraine Sheridan/ Mary Francey/ Elizabeth Young	March 2013
b.	Intermediate step up and step down care home service	Deliver 4 step up and step down beds in care homes	Vicky Hill/Tony Fisher	March 2014
c.	Residential assessment and care rehabilitation places	Review of David White centre	Tony Fisher	March 2014
d.	Improve the discharge pathway in respect of medicines for vulnerable adults.		Allan Wilson	March 2014

WORKSTREAM 4.5		Medicine reconciliation and reviews		
Action area		Sub actions	Lead Officer	Date for completion
a.	Medicine Management	See section 3.6		

WORKSTREAM 4.6		Specialist clinical support for care homes		
Action area		Sub actions	Lead Officer	Date for completion
a.	Nutritional and fluid advice	Care Homes receive both fluid and nutrition support from dietician and food workers		
b.	Early diagnosis, treatment and care for dementia	See section 1.2		
c.	Support the Mental Health Outcomes Action	Consider developing a Pan Ayrshire Health	Maureen Kater –	

[Type text]

	Plan in relation to Older People	Promoting Framework for care homes for older people based on recent scoping exercise. (HICH)	Dept of Public Health	
d.	Medicine Management – Care Home	See section 3.6		
e.	End of Life Anticipatory care planning and advanced care planning	See section 1.6		
f.	Develop clinical pharmacist role in care homes to improve medicine management and pharmaceutical care for the residents.		Colette Kerr	March 2013
g.	Develop clinical pharmacist role in providing support and medication review for care at home service users.		Frances Fowlie	March 2013
h.	Develop links with Chronic Medication Service and care at home services.		Allan Wilson	March 2013
i.	Equipment to support domiciliary eye examination	The Primary Care Management Team will purchase a set of Domiciliary equipment for use by Optometrists in the delivery of services to patients at home	David Rowland	March 2014
j.	Improve the oral health of care home residents	<p>Establish a visiting service to provide regular check-ups and domiciliary treatments</p> <p>Maintain and develop links with the Oral Health Promotion Team to ensure residents benefit from targeted initiatives.</p> <p>Work with care homes to ensure staff are well informed and trained on oral health matters</p>	Maura Edwards / Frances Kennedy	June 2014
k.	Anticipatory Care LES	Refine and develop the ACP LES to ensure appropriate targeting of resources and	David Rowland	March 2014

		anticipatory care planning in the management of patients at risk from multiple emergency admissions. Ensure the resulting medical component of the ACP is shared with other services as appropriate to ensure consistency of patient management.		Annually thereafter
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WORKSTREAM 4.7		Carers as equal partners		
Action area		Sub actions	Lead Officer	Date for completion
a.	Carers	Ensure that support for carers is built in to all implementation work plans	All	March 2015

WORKSTREAM 5		Enablers		
WORKSTREAM 5.1		Outcomes Focussed Assessment		
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	Outcomes focussed assessment	See sections 1.2, 1.4 and 1.6		
b.	Joint Performance Management	See section 5.6		
c.	Develop Talking Points within all newly developed patient assessment and anticipatory care plans documentation	Implement within Community Ward documentation Implement within Community Ward, Nursing and ACP EMIS Web development Implement within all new Anticipatory Care Plans		

WORKSTREAM 5.2		Co-production		
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	Community capacity building	See section 1.1		

WORKSTREAM 5.3		Technology/eHealth/Datasharing		
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	Develop and expand data sharing agreements which will enable us to integrate health and social care data and records	Link LOT workers to NHS systems Link ICES and Community Ward to NAC systems NAC Legal Approval for NHS staff to access Carefirst	Marlene Harkis	October 2012
b.	Hub development across North Ayrshire	ICES and community ward to co-locate with NAC	Audrey Fisher	March 2013

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		at Bridgegate		
c.	North Coast hub	Agreed pathways and point of contact, including Inverclyde teams	Michelle Sutherland	March 2013

WORKSTREAM 5.4 Workforce development/Skill Mix/Integrated working				
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	System wide Training	Continue to roll out system wide training including all partners and carers	Training officer	March 2015
b.	System wide Performance Management system	See section 5.6		
c.	Redesign work force across partners	Explore integrated posts with shared roles Explore shared posts with generic roles	HR Directors	March 2015

WORKSTREAM 5.5 Organisational Development and improvement support				
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	System Wide Training	See section 5.4		
b.	System wide Performance Management system	See section 5.6		
c.	Integration of health and social care	Develop integrated older people teams after Scottish Government legislation put in place	Strategic Alliance	March 2014
d.	Integration of health and social care	Develop integrated older people pooled budgets after Scottish Government legislation put in place	Strategic Alliance	March 2014

WORKSTREAM 5.6 Information and evaluation				
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Action Area		Sub Actions	Lead Officer	Date for Completion
a.	Joint Performance Framework	Continue to develop joint performance framework focussing on outcomes approach and using a talking points methodology. Continue to train new staff to use Covalent performance system Recruit performance officer	Joy Ghee	March 2013
b.	Single Outcome Agreement	Link Joint commissioning work performance reporting with single outcome agreement	Michelle Sutherland	March 2013
c.	Identify sustainability options for existing change fund projects		Marlene Harkis/Maire Curie	
d.	Consultation and Engagement	Ongoing continuous consultation and engagement using existing mechanisms e.g. older people forums and Public Partnership Forums. Consultation and engagement using existing mechanisms to highlight 10 year commissioning vision	Marlene Harkis/Maire Curie Irene Campbell	March 2015 March 2014

WORKSTREAM 5.7 Commissioning and Integrated Resource Framework				
Action Area		Sub Actions	Lead Officer	Date for Completion
a.	Joint Commissioning Plan	Plan being developed for 2013	Liz Moore/Kenny Lister	March 2013
b.	Integrated Resource Framework	Produce an annual progress report showing shift in the balance of care resources and resource level across NHS and partners	Allan Gunning	October 2012
b.	Contribution Analysis	Undertake contribution analysis on falls with	TBC	October 2013

		Scottish government		
c.	Programme Budgeting Marginal Analysis	Agree area for PBMA with Scottish Government	TBC	TBC
D.	Pan Ayrshire	Strategic Leads to agree Pan Ayrshire shared service models which meet locality planning needs e.g. Care at home, Reablement	TBC	March 2015
e.	Pan Ayrshire	Strategic Leads to agree resource package to support agreed Pan Ayrshire shared service models. This may require both investment and disinvestment from current institutional models.	TBC	March 2015

Older people Joint Commissioning Strategy For Older People 2008-2011 – Completed actions

WORKSTREAM 1	Preventative and Anticipatory Care	
Older people Housing Strategy developed and options for sheltered housing models identified	150 Lifelong learning opportunities delivered including multigenerational work	
KA leisure mainland classes Invigor8 Falls prevention classes in place with 80 older people attending	KA Leisure 'class diamonds' exercise classes for older people delivered	
Arran island community connector in post (Third Sector)	Mainland development officer (Third Sector)	
Mainland community connector in place (Third Sector)	Dementia training officer in place	
Local Operational Teams in place on Arran, North Coast, Irvine, Three Towns and, Garnock Valley	Dementia care homes and acute liaison staff in place	
Dementia support service in place working with carers	Enhancing existing service level agreements with the carers centre	
Falls lead now in place to develop pathways		

WORKSTREAM 2	Proactive Care at Home	
Installed 24 telehealth pads in North Ayrshire for heart failure	Meals at home service implemented	
Community ward with GP, advanced nurse practitioner and ward administrator now in place	Intermediate Care and enablement service in Pavilion 8 at Ayrshire Centre Hospital	

WORKSTREAM 3	Effective Care at Times Of Transition	
Paid carer and unpaid medication management training now in place	Local Operational Team pharmacy sessions commenced for medicine management	
Occupational and district nursing staff on Arran for integrated staff models	Arran hospital work single beds completed	
Montrose House land purchased and plans approved	GP with special interest palliative care in place and end of life training taking place	
End of life training in place across partnership staff	Palliative/end of life resource worker recruited	

WORKSTREAM 4	Hospital and Care Homes	
Two consultant geriatricians in community providing specialist advice and clinics	Physician respiratory consultants in community providing specialist advice and clinics	
Ayr Pathways in place to facilitate older people through the hospital	District nursing staff trained in COPD	
Nutrition and fluids training and advice to care homes	Central CARG completed after process review completed	

District nursing Out of hours team enhanced service	Care home development worker recruited and development session with all care homes held in October 2012
Pan Ayrshire Social work Out of Hours service in place	

WORKSTREAM 5	Enablers
CHP facilitator acting as programme manager	Work plan 2008-12 delivered
Performance support provided	Pavilion 8 ACH fitted for ICES and Community ward Team
Joint commissioning strategy team provided	Covalent licences and training in place

Ten Year Vision for Joint Services – Reshaping Care for Older People

Engagement Draft December 2012



Context

The national policy directive Reshaping Care for Older People: A Programme for Change (2011) was developed after significant public consultation. The key objective is to shift the balance of care to community settings. A financial arrangement known as the Change Fund was established to provide bridging finance to allow community supports to be piloted.

Another requirement of Reshaping Care is that the NHS, Local Authorities, the Independent sector (both care homes and care at home) and the Third Sector Interface (the Partnership) work together to develop plans to inform how future support services will look, be delivered jointly, and improve the outcomes for older people

Within Ayrshire there was agreement to undertake this work on a pan Ayrshire basis and the resultant Draft Ten Year Vision for Joint Services- Reshaping Care for Older People is attached.

Comments and views are sought on this document; details of how these can be submitted are given overleaf. The finalised version is to be completed by 28 February 2012.

Responses by letter to:

FREEPOST RRRZ-TYRA-LGCT

Older people's services

Patient and Community Relations

Eglinton House, Ailsa Hospital

Dalmellington Road

AYR KA6 6AB

Email: Reshapingcare@aapct.scot.nhs.uk

Telephone free: 0800 169 1441

You can also find out more information from the following websites:

www.nhsaaa.net

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk

www.cvoea.co.uk

www.tsinorthayrshire.org.uk

www.voluntaryactionsouthayrshire.org.uk

www.scottishcare.org

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Executive Summary

As part of the Scottish Government's policy directive „Reshaping Care for Older People a Programme for Change“, every Community Health Partnership (CHP) across Scotland is required to develop plans to jointly commission services for older people covering a ten year period.

At the heart of this agenda is a new philosophy of care that promotes „enablement“ and supports people to maximise their independence and quality of life. Achieving this will require a „shift the balance of care“ away from hospital based services to the community.

Ayrshire Wide Approach

Building on the strong and positive partnership working already in place between NHS Ayrshire & Arran, North, South and East Ayrshire Councils as well as Third and Independent Sector organisations across Ayrshire, it was agreed to take this work forward on a Pan Ayrshire basis.

To this end, a Programme Board comprising representatives of the above organisations and agencies was established to progress this work. This is referred to throughout the document as „the Partnership“.

Ayrshire Older People's Needs Assessment

A joint Older People's Needs Assessment was carried out to provide a comprehensive overview of the issues relating to the demographic change and issues associated with the Ayrshire & Arran's ageing population.

Ten Year Vision for Joint Services - Reshaping Care for Older People

In support of the Reshaping Care policy directive and drawing on the Ayrshire Older People's Needs Assessment, the Partnership has agreed a Ten Year Vision for Joint Services – Reshaping Care for Older People:

Older people in Ayrshire enjoy full and positive lives within their own communities

Two key components will be important in realising this Vision: local communities, and services for older people.

- Local Communities

There is a need for a shift in the way ageing and older people are perceived by society, as well as careful consideration of where responsibility for care and support lies. This includes recognising that „solutions“ are not always „service-based“, but rather, local communities are well-placed to support and care for older people.

- Services for Older People

A strategic look at *what* and *how* services are provided is required, with a view to changing or stopping less effective services and introducing better ways of working together.

Underpinning this view is recognition that good health and healthy behaviours are essential at all ages to prevent or delay the development of chronic disease. „Good health adds life to years“ (WHO 2012). Good health, prevention and health improvement must therefore be at the core of any successful response to ageing.

Future models of care

Drawing on this Vision, future models of care will place increased emphasis on making use of the „assets“ and community capacity that already exist within local communities.

An „asset based approach“ is a way of working that promotes and strengthens existing assets within the community. Assets can be social, financial, physical and environmental and are more than just the things you can put a price on.

Areas of Change

In order to progress the Ten Year Vision for Joint Services – Reshaping Care for Older People, work has been prioritised in the following areas:

- Preventative and Anticipatory Care
- Sustaining Independence
- Effective Care at Times of Transition
- Care Homes
- Hospitals

Some services will have to be reconfigured or stopped and replaced by new services. It is expected that further suggestions will be brought forward as a result of engagement, and these will be incorporated into the Vision as it progresses.

Service Principles

A set of principles have been developed which will be used by Partners when redesigning or commissioning services for Older People:

- Person Centred
- Outcome Focused
- Proactive
- Flexible, Responsive and Forward Looking
- Joined Up
- Accessible
- Resilience Building

Next Three Years

The work progressed over the next three years will be critical to moving services towards the Ten Year Vision for Joint Services - Reshaping Care for Older People. There will be some new areas of work. However, most of the changes and improvements have already started and will involve working closely with local groups and communities to build on the good progress to date.

Alongside specific actions addressing individuals“ needs, ranging from anticipatory care to hospital care, actions to work with communities to raise and maintain health will contribute to reducing the burden of ill-health amongst the older population. Such actions will address the wider determinants of health such as income maximisation including benefits advice, cooking skills especially for those newly on their own, social activities to reduce isolation and walking groups to promote physical activity.


Engagement

All feedback received through the current engagement period will be used to further inform the Ten Year Vision for Joint Services – Reshaping Care for Older People. A wide and far reaching continuous engagement plan is in place for the further development of the draft plans and will run until February 2013. It is important that everyone in Ayrshire is offered a range of opportunities to express their views using a variety of methods and approaches.


Social media, a DVD, presentations to groups and organisations, Focus Groups, engagement materials (including booklets) will be widely disseminated by all partners, while partnership pan-Ayrshire events will promote the Ten Year Vision for Joint Services – Reshaping Care for Older People.

Comments and views will be used to inform the Ten Year Vision for Joint Services - Reshaping Care for older people and associated implementation and investment plans.

Please forward any comments you may have to:

 FREEPOST RRRZ-TYRA-LGCT
Older People's Services
Patient and Community Relations
Eglinton House
Ailsa Hospital
Dalmellington Road
Ayr
KA6 6AB

 reshapingcare@aapct.scot.nhs.uk

 08001691441

In order for comments to be included in the final version, please return any remarks as soon as possible, but no later than Friday 15th February 2013.

Ten Year Vision for Joint Services – Reshaping Care for Older People

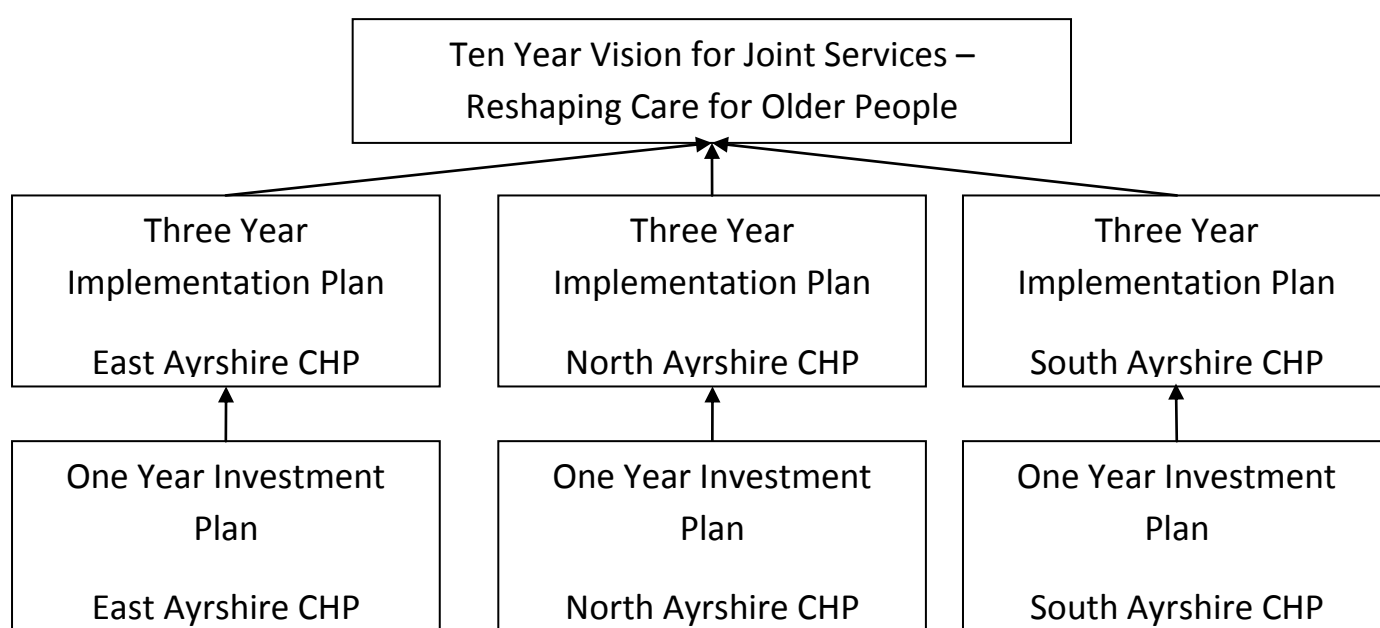
1 Introduction

1.1 Background

As part of the Scottish Government's policy agenda to „Reshape Care for Older People“, guidance was issued to Community Health Partnerships (CHPs) across Scotland, outlining the requirement develop plans to jointly commission services for older people covering a ten year period.

NHS Ayrshire & Arran, North, South and East Ayrshire Councils as well as Third and Independent Sector organisations across Ayrshire & Arran have a positive history of joint working. Reflecting the strong partnership working already in place, it was agreed to develop a Ten Year Vision for Joint Services – Reshaping Care for Older People on a Pan Ayrshire basis, supported by three year implementation and one year investment plans reflecting the needs within each Community Health Partnership (CHP), shown in Figure 1 below.

Figure 1 Hierarchy of Documents for the Development of Joint Services



To take forward this work, a Programme Board led by two senior officers, one from Health and one representing the Local Authorities, was established in March 2012. The Programme Board comprises representatives from Health, Local Authorities, the Third Sector and the Independent Sector. This is referred to throughout the document as „the Partnership“.

This Ten Year Vision for Joint Services – Reshaping Care for Older People sets out a high level vision, future direction of travel, as well as specific areas for action, to show how the Partnership will work to develop new models of care and support to reshape services and improve outcomes for older people, their families and carers.

¹ Please refer to Appendix 1 for details.
Engagement Draft 26.11.12

2 Integration of Health and Social Care

The development of a Ten Year Vision for Joint Services – Reshaping Care for Older People has been widely recognised as the first step on the path to the Integration of Adult Health and Social Care.

A consultation on the Integration of Health and Social Care was undertaken over the summer of 2012. Each of the Ayrshire CHPs were fully involved in the Integration of Adult Health and Social Care consultation process, and submitted a response to the Scottish Government².

Key elements of the proposed new system include:

- Community Health Partnerships to be replaced by Health and Social Care Partnerships, which will be the joint responsibility of the NHS and local authority, and will work in partnership with the Third and Independent Sectors;
- partnerships will be accountable to Ministers, leaders of local authorities and the public for delivering new nationally agreed outcomes. These will initially focus on improving older people's care and are set to include measures such as reducing delayed discharges;
- NHS Boards and local authorities will be required to produce integrated budgets for older people's services to bring an end to „cost-shunting“;
- the role of clinicians and social care professionals in the planning of services for older people will be strengthened; and
- a smaller proportion of resources – money and staff will be directed towards institutional care and more resources will be invested in community provision.

The outcome of this consultation is awaited at a national level. However, many of the proposed elements for integrating health and social care services will start to be addressed through the development of the Ten Year Vision for Joint Services – Reshaping Care for Older People. The outcome of the consultation on the Integration of Adult Health and Social Care will be reflected by the Partnership in how it works together to provide integrated services for older people.

² Please refer to link to response in Appendix 2.
Engagement Draft 26.11.12

3 Vision for Joint Services – Reshaping Care for Older People

The Reshaping Care for Older People guidance describes a new philosophy of care that promotes an „enabling“ approach, and supports people to maximise their independence and quality of life. At the heart of the Reshaping Care for Older People agenda there is recognition that people aspire to stay in their own home as they get older. To support this aspiration, the Partnership has agreed an overall Vision for Joint Services for older people:

Older people in Ayrshire & Arran enjoy full and positive lives within their own communities

Two key components will be important in realising this Vision: local communities, and services for older people.

- Local Communities

There is a need for a shift in the way ageing and older people are perceived by society, as well as careful consideration of where responsibility for care and support lies. This includes recognising that „solutions“ are not always „service-based“, but rather, local communities are well-placed to support and care for older people. To achieve this, local communities must:

Capacity Building will be key to helping Local Communities support and care for the growing ageing population

- respect and include older people;
- take responsibility for their welfare and well-being;
- welcome the skills and experiences that older people contribute; and
- contain strong support networks offering a variety of activities and opportunities.

Community capacity building will be required to support local communities.

- Services for Older People

A strategic look at *what* and *how* services are provided is required, with a view to changing or stopping less effective services and introducing better ways of working together.

Services and how these are available for older people will need to change

When **services** are required they need to be:

- developed with and for older people, taking into account their carers, family, friends and social networks;
- meeting needs and aspirations;
- timely, integrated and co-ordinated;
- preventative and anticipatory; and
- working in partnership with older people.

Good health and healthy behaviours is essential at all ages to prevent or delay the development of chronic disease. „Good health adds life to years“ (WHO 2012). Good health, prevention and health improvement must therefore be at the core of any successful response to ageing.

4 Future Models of Care

It is widely recognised that Reshaping Care for Older People will be highly complex and challenging. It may take several years to achieve; however, this process of change is not one which can be put off any longer because of the difficult financial position and the demographic change.

Some of the differences between the „old“ and the „new“ models of care are illustrated in Table 1 below.

Table 1 Old Model vs. New Model³

<u>Old Model</u>	<u>New Model</u>
Reactive care – only being given once you have become sick or have a crisis in your health	Proactive care – helping people to stay healthy and plan for conditions
Hospital Centred Care	Community based in people’s own homes, if possible, as well as acute and community hospitals, and other local facilities
Disjointed care	Integrated, continuous care
Patients and carers as passive recipients	Patients and carers fully involved in their care
Carers undervalued	Carers supported as partners
Self care infrequent	Self care encouraged and facilitated
Low tech	High tech
Episodic Care	Team based
Geared towards acute conditions	Geared towards long-term conditions

4.1 Moving to an Asset Based Approach

As part of the change to new models of care outlined above, there will be increasing emphasis on making use of the „assets“ and community capacity that already exist within local communities.

Assets are described as the collective resources that individuals and communities have – internally, externally and collectively – which help protect against poor health and also support the development and maintenance of good health⁴.

„Asset based approaches“ are ways of working that promote and strengthen existing assets within the community. Assets can be social, financial, physical and environmental and are more than just the things you can put a price on⁵.

Asset based approaches promote and strengthen existing assets within communities or individuals

Central to asset approaches is the idea of people in control of their lives through development of their capacities and capabilities. The Partnership recognises and supports the value of an asset

³ Adapted from Scottish Government *Overview of Evidence Relating to Shifting the Balance of Care* 2008 (p. 7)

⁴ McLean and McNeice (2012 p.6)

⁵ McLean and McNeice (2012 p.6)

based approach to health and community care. This represents a radical departure from the „deficit“ approach that has been the main way health and social care has been approached in the past.

Deficit models focus on identifying problems and needs of populations which require professional resources to resolve them. This results in high levels of dependence on services which do not support the active involvement of individuals in their care,

Deficit models identify problems and needs and looks to implement services to resolve them.

The asset-based approach has also been closely associated with co-production – which means delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours⁶.

The differences in these approaches are shown in Table 2 below.

Table 2 Deficit vs Asset-Based Approach⁷

<u>Deficit Approach</u>	<u>Asset-based Approach</u>
Starts with deficiencies and needs of an individual or community	Starts with assets / resources in an individual or community
Responds / reacts to problems	Proactively identifies opportunities and strengths
Provides services to users	Invests in people as active participants
Emphasis on the role of services	Emphasises the role of civil society
Focuses on individuals in isolation	Focuses on individuals in communities / neighbourhoods and the common good
Sees people as clients and consumers receiving services	Sees people as participants and co-producers with something to contribute
Treats people as passive and „done-to“	Helps people take control of their lives
Tries to „fix“ people	Supports people to develop their potential
Implements programmes as the answer	Sees people as the answer

⁶ NESTA & NEF 2009

⁷ McLean and McNeice *Assets in Action* 2012 (p. 108)

5 National Policy Context

The imperative to transform services for older people has been set out in a number of policy and legislative documents in recent years. A full summary of these documents are outlined in Appendix 2. However, several documents have had particular importance in driving and the development of this Ten Year Vision for Joint Services – Reshaping Care for Older People, which are discussed below.

5.1 Reshaping Care for Older People (Scottish Government 2011)

„Reshaping Care for Older People – an Programme for Change“, published by the Scottish Government in 2011, set out what change is to take place to ensure the right services and support are in place to meet the needs of older people across Scotland in the 21st century.

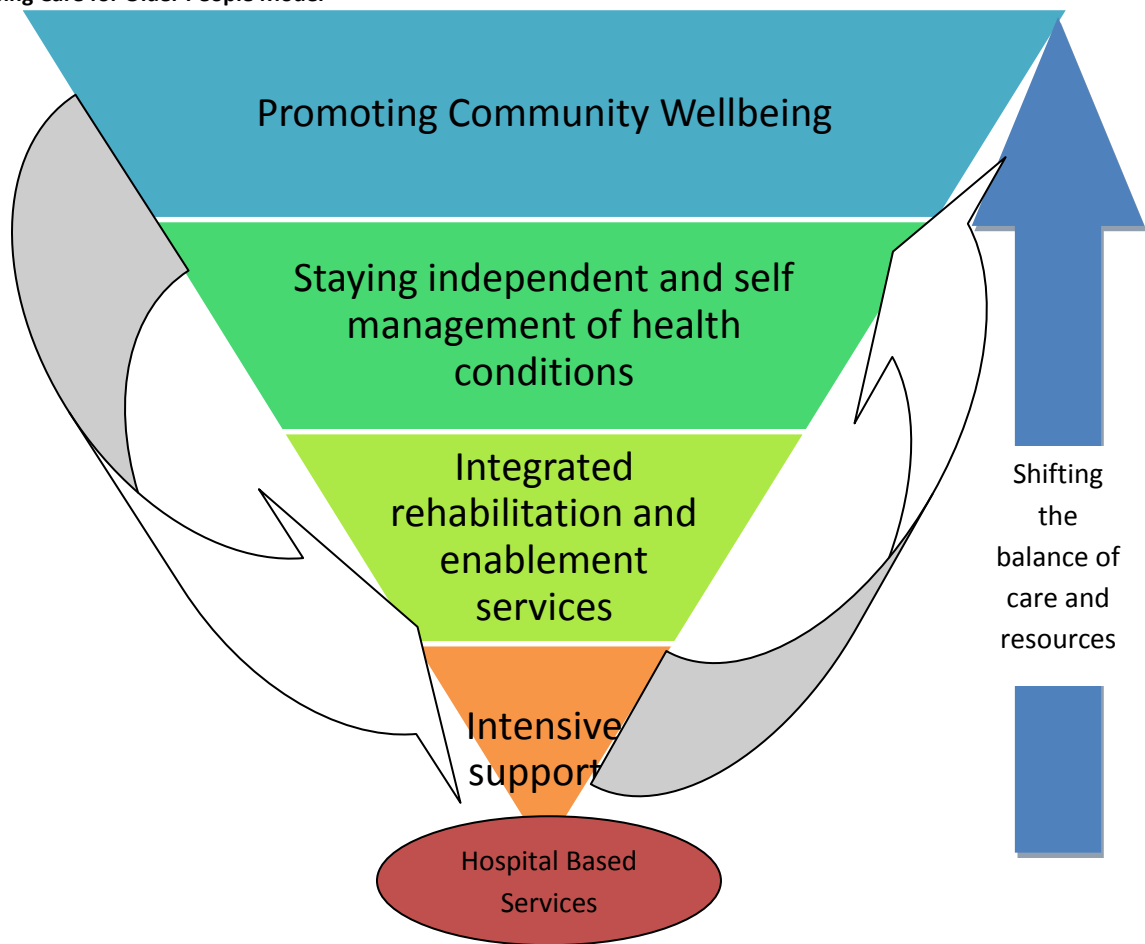
Reshaping Care for Older People involves shifting the balance of care away from hospital based services to the community

Critical to this agenda is the need to „shift the balance of care“ away from hospital based services to the community. This increases the need for:

1. prevention – so that people keep well and are helped to manage their conditions better so they do not require a hospital admission in the first place; and
2. community based services – if/when people do need more support, they are helped in their own community.

This requires a change in the way resources, both finance and staff, are deployed. This is illustrated by the model shown in Figure 2 below, which is the basis for this Vision and reflects the direction of travel adopted in this Ten Year Vision for Joint Services – Reshaping Care for older people.

Figure 2 Reshaping Care for Older People Model



5.2 Commission on the Future of Public Services (Christie Commission 2011)

The Christie Commission identified the need to improve service delivery and redesign to obtain better value for money.

This report highlights that services must be redesigned as demographic change will mean there will not be enough people of working age to support current service provision, or the money available to pay for it.

Services must be redesigned as demographic change will mean there will not be enough people of working age to support current service provision, or the money available to pay for it.

The main recommendations made by Christie include:

- the need to empower individuals and communities by involving them in service design and delivery;
- all partners, including the Third and Independent Sectors need to work closely together to support people to have more years of healthy life;
- expenditure on prevention of negative outcomes should be prioritised; and
- the whole public service system, including the Third and Independent Sector must become more efficient by reducing duplication and sharing services wherever possible.

All partners, including the Third and Independent Sectors need to work closely together to support people to have more years of healthy life.

The recommendations made by Christie are reflected within this Ten Year Vision for Joint Services – Reshaping Care for Older People.

5.3 Review of Community Planning and Single Outcome Agreements (SOAs) - Statement of Ambition (2012)

Effective community planning arrangements will be at the core of public service reform outline within the Christie Commission. These arrangements will drive the pace of service integration, increase the focus on prevention and secure continuous improvement in public service delivery, in order to achieve better outcomes for communities.

The review of Community Planning identified the need to work through how community planning feeds into and supports wider aspects of the reform agenda, particularly the integration of adult health and social care services and the establishment of single police and fire services. It focused on revising and strengthening the current approach in the face of financial and other challenges to ensure that community planning partnerships are a cornerstone of the outcomes focussed and partnership based approach to public service reform in Scotland.

Three core proposals were included:

1. Strengthening duties on individual partners through a new statutory duty on all relevant partners, (whether acting nationally, regionally or locally), to work together to improve outcomes for local communities through participation in community planning partnerships and the provision of resources to deliver the SOA.
2. Placing formal requirements on Community Planning Partnerships (CPPs) by augmenting the existing statutory framework to ensure that collaboration in the delivery of local priority outcomes via Community Planning and the SOA is not optional and is made as effective as possible.

3. Establishment of a joint group at national level to provide strategic leadership and guidance to CPPs.

To take this forward, revised guidance on the development of Single Outcome Agreements is expected, legislative change will be undertaken in support of the proposals, where necessary and arrangements will be put in place to support capacity building and scrutiny

The Partnership is committed to monitoring the outcomes of this further work and will respond to these as required.

5.4 Achieving Sustainable Quality in Scotland's Healthcare – A 20:20 Vision (Scottish Government 2011)

The 20:20 Vision outlined what is required to improve efficiency and achieve financial stability within the health and social care system. The 20:20 Vision applies to the health and care needs of the whole population, not just older people, who make more use of services as they grow older.

The 20:20 Vision highlighted that over the next 10 years the proportion of over 75s in Scotland's population – who are the highest users of NHS services - will increase by over 25%. By 2033 the number of people over 75 is likely to have increased by almost 60%. There will be a continuing shift in the pattern of disease towards long-term conditions, particularly with growing numbers of older people with multiple conditions and complex needs such as dementia. Over the next 20 years demography alone could increase expenditure on health and social care by over 70%.

Over the next ten years, the proportion of over 75s in Scotland's population – who are the highest users of NHS and Social Work services - will increase by over 25%

Over the next 20 years demography alone could increase expenditure on health and social care by over 70%

The key outcomes identified in the 20:20 Vision, that by 2020 everyone is able to live longer healthier lives at home, or in a homely setting, as well as the challenges in relation to person-based, staff-based and system based interventions are reflected in this Ten Year Vision for Joint Services – Reshaping Care for Older People.

5.5 Commissioning of Social Care (Audit Scotland 2012)

Audit Scotland identified the substantial gaps and uncoordinated way in which services have tended to be commissioned. The main recommendations made by the Audit Commission and adopted within this Ten Year Vision for Joint Services – Reshaping Care for Older People include:

The current processes for commissioning of services for older people are under-developed and uncoordinated.

- the need to develop commissioning strategies;
- the need to manage the risks of contracting services from voluntary and private providers;
- implement self-directed support in a way that service-users will get information, advice and support and processes are in place to monitor the outcomes of the support; and
- the need to work very closely together with all partners, including the Third and Independent Sectors.

5.6 Age, Home and Community: A Strategy for Housing (Scottish Government 2011)

The Age, Home and Community strategy document published by the Scottish Government set out the contribution housing services must make to Shift the Balance of Care. The main proposals outlined in this document and recognised within the Vision for Joint Services for older people include:

- The importance of advice and information for older people about the housing options and support available to them;
- Delivering adaptations in an efficient and effective way;
- Developing a national register of accessible housing;
- Establishing and promoting „Trusted Trader“ schemes;
- Encouraging „downsizing schemes“;
- New guidance for the redevelopment of sheltered and very sheltered housing;
- Making it easier for older people to access the equity in their home;
- Mainstreaming Telehealth and Telecare;
- Reviewing building and design standards to meet the needs of older people.

To support people in their aspiration to remain at home, the contribution of housing and housing support must be taken into account.

In addition to the proposals set out in Age, Home and Community, recent guidance has stipulated that a Housing Contribution Statement must be completed by the Partnership to outline the role housing will play in shifting the balance of care and achieving this Ten Year Vision for Joint Services – Reshaping Care for Older People. This will be completed and agreed by the Partnership when further guidance is issued.

A Housing Contribution Statement will be prepared by the Partnership

5.7 Caring Together: The Carers Strategy for Scotland 2010 - 2015

Caring Together acknowledges the vital contribution unpaid carers make to the health and social care system and commits to working with carers as equal partners in the planning and delivery of care and support.

It is recognised both nationally and locally that Health and Social Care services depend on the significant amounts of caring provided by partners, family members and others to respond to the increasing challenges posed by an ageing population.

Carers save statutory services £7.6 billion per year in Scotland

The economic contribution that unpaid carers make to the economy is significant. It is estimated that carers save statutory services £7.6 billion per year in Scotland.

The high social and economic value of unpaid carers is fundamental to society's ability to cope with the increasing demand for older people's services. The Partnership is fully committed to ensuring that unpaid carers are assisted in their role and that the services they provide are recognised and fully supported.

5.8 Scotland's National Dementia Strategy

Scotland's National Dementia Strategy was published in June 2010 and sets out actions to improve services and support for people with dementia and their carers. The strategy focuses on two main areas of change:

- post diagnosis - ensuring that excellent support and information to people with dementia and their carers is offered following a dementia diagnosis; and
- hospital settings – improving the response to dementia, including through alternatives to admission and better planning for discharge.

The Partnership recognises the importance of mental health to overall health of older people.

In 2012, the Scottish Government made a commitment to guarantee that people receiving a diagnosis of dementia will be offered a minimum of one year of post-diagnostic support. This commitment will involve a link worker who will be assigned to work with the person, their family and carers in coordinating support and building a person-centred plan.

The Partnership recognises the importance of mental health in the overall health of older people and the impact that a dementia diagnosis can have on individuals and their families. The Partnership will work to implement the National Dementia Strategy as well as participate in the consultation on the second dementia strategy which is due to be published in 2013.

5.9 Equality Act 2010

The Equality Act 2010 places duties on bodies, including service providers in the statutory, Third and Independent Sectors not to discriminate on the basis of certain protected characteristics and make „reasonable adjustments“ in certain situations.

Whichever models of care are adopted in the future, the Partnership is fully committed to promoting equality and diversity within all future Joint Services.

The Partnership is committed to promoting equality and diversity within all future Joint Services

This will be ensured through a robust process of Equality and Diversity Impact Assessment (EDIA), which is already embedded into practices across all public bodies, including NHS Ayrshire & Arran and each of the local authorities.

5.10 Welfare Reform Act 2012

The Welfare Reform Act received Royal Assent in March 2012. The reforms are mainly aimed at changing the benefits system for people of working age, but some of the changes will also affect older people. The Partnership is committed to exploring and understanding the implications of the reforms on older people, and will keep up to date with any future developments. The main changes are outlined in Appendix 4.

The Partnership is committed to exploring and understanding the implications of Welfare Reforms on older people.

5.11 What does this mean for the Partnership?

The preceding discussion sets the scene for the considerable task that lies ahead to shift the balance of care for older people. A considerable amount of work and discussion has already taken place at a national level, and the implications for the Partnership in Ayrshire & Arran include:

- Services are under increasing pressure to meet the **increasing demand** for service with **reduced budgets**.
- The Partnership recognises that many services **cannot maintain current ways of working** into the future.
- There will be considerable change in **what** services are provided as well as the **way** in which they are provided.
- A **transformational approach** to commissioning is required to ensure the fullest use of all available resources across the Partnership, including the Third and Independent Sectors.

6 Strategic Commissioning

In the context of the policy guidance and to move towards „Joint Services“ for older people, the Partnership are committed to adopting „Strategic Commissioning“ practices. Strategic Commissioning describes a way of working that ensures the services available to the public are the best possible. It is the term used for all the activities involved in:

- assessing and forecasting needs;
- linking investment to desired outcomes;
- considering options, planning the nature, range and quality of future services; and
- working in partnership to put these in place.

Commissioning is commonly described as a cycle of strategic activities outlined in Figure 3.

6.1 The Commissioning Cycle

In this model, the Commissioning Cycle (the outer circle in Figure 3) drives purchasing and contracting activities (the inner circle), and these in turn inform the ongoing development of Strategic Commissioning.

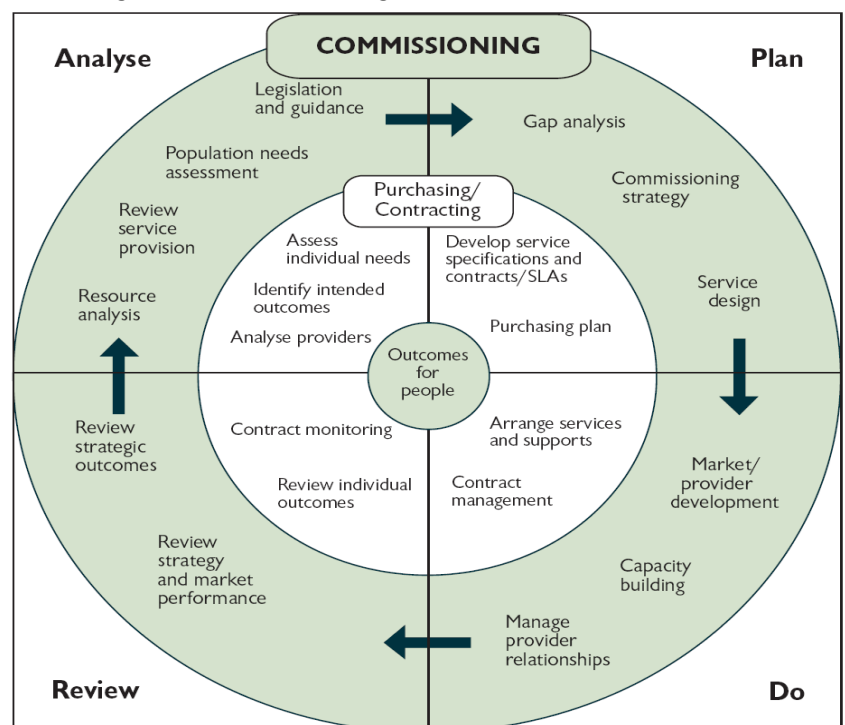
This applies to all services and supports provided and delivered through statutory services, procured services (from the Third and Independent Sectors) and unpaid carers. The activities outlined in this Vision relates to the „Analyse“ and „Plan“ parts of the Commissioning Cycle. The Partnership is committed to working towards the „Do“ and „Review“ parts of the Commissioning Cycle.

6.2 Joint Commissioning

„Joint Commissioning“ is when two or more agencies, such as those in the Partnership, work through the Strategic Commissioning process outlined in Figure 3 using an agreed pool of resources.

Joint Commissioning is when two or more agencies work through the Strategic Commissioning process using an agreed pool of resources.

Figure 3 Joint Commissioning Model for Public Care¹



Joint Commissioning allows a „Whole Systems Approach“ to be adopted so that the full implications of a change in one part of the system can be anticipated and considered. This is important as without careful consideration, changes in one part of the system may simply displace or defer problems to another part of the system.

Joint Commissioning allows a 'Whole Systems Approach' to be adopted so that the impact of changes in one part of the system can be understood in another part of the system.

Committing to a pooled budget is challenging for all partners in the current uncertain financial climate. The financial inputs required for this Ten Year Vision for Joint Services – Reshaping Care for Older People are an extension of the work carried out jointly by the Local Authorities and Health as part of the Integrated Resource Framework (IRF). Within the IRF process there was agreement on the financial protocols and mechanisms to manage resources across partners. As part of the IRF, the costs for Health were disclosed by Local Authority area, as far as was practical, and reported with the Local Authority Social Services costs. This was later developed to identify the costs of older people services and formed part of the submissions for the Change Fund. This work will be further developed to support the identification of the resources for the ten year vision.

6.3 Commissioning for Outcomes

„Commissioning for outcomes“ is a commissioning approach which involves specifying what is required from a service. The buyer, which could be a local authority or the NHS, on behalf of the Partnership, stipulates the outcomes to be achieved rather than the level of input that is required, for instance, rather than asking an organisation to provide a certain number of home care hours, potential providers are asked to explain or demonstrate how their service could improve the quality of life for people who would use the service.

Commissioning for Outcomes is a commissioning approach which places emphasis on the outcomes the service is expected to achieve

Moving forward, and in keeping with the nationally-led directive to provide greater focus on quality, the Partnership will evaluate and commission services with a specific emphasis on the outcomes those services achieve. This will include the views of patients and how clients rate their experiences of services, what they have received and the quality of outcomes delivered.

7 Workforce Planning and Development

Given the range of changes proposed as part of the Reshaping Care agenda, it is acknowledged that these will have significant implications for care providers across the Partnership, and the wider workforce.

Workforce planning and development will be crucial to ensure that workforce capacity and capabilities meet the future care and support requirements of older people. To create the workforce required to deliver the outcomes expected of this Ten Year Vision for Joint Services – Reshaping Care for Older People, the Partnership will need to work together.

The Joint Commissioning Workforce Development Framework will be implemented when it becomes available.

The Scottish Government has funded the Institute of Public Care (IPC) to develop a National Learning Framework, which will help to cultivate a Joint Commissioning culture and develop Joint Commissioning Skills.

One of the outputs from this work will include a Joint Commissioning Workforce Development Framework, which will be published in due course. The Partnership will review and implement the recommendations contained within the Framework when these become available, and will be reflected in the final „Vision“ document in February 2013.

As progress is made in relation to Workforce Planning and Development, the Partnership will reflect the arrangements outlined in frameworks such as the NHS Ayrshire & Arran Partnership Agreement and the National Staff Governance Standard.

8 Local Drivers of Change⁸

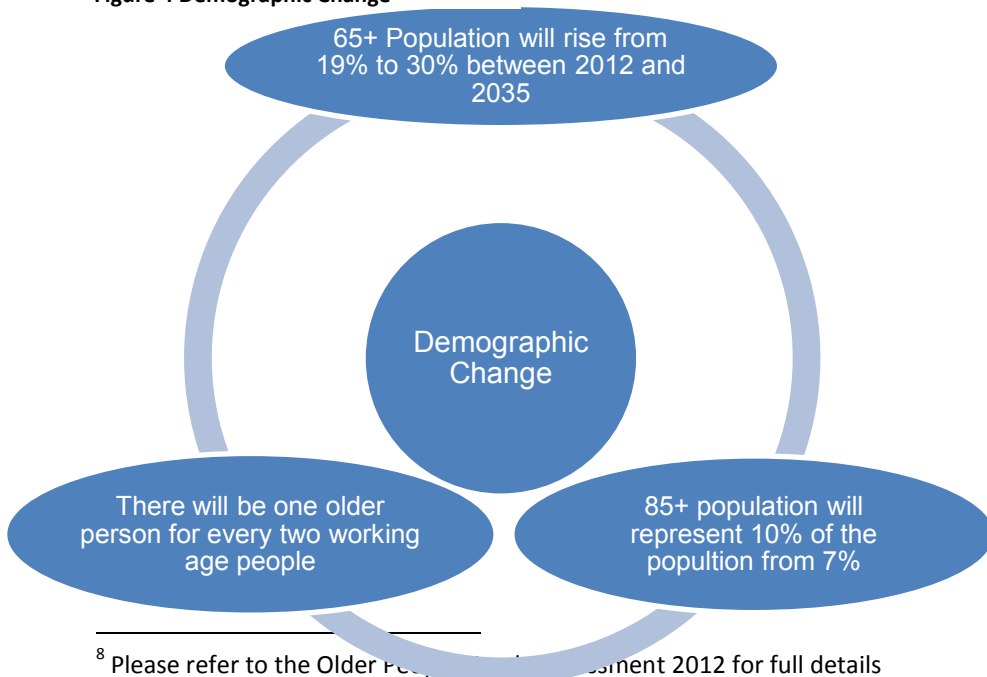
8.1 Ayrshire Older People Needs Assessment

A key component in developing this Ten Year Vision for Joint Services – Reshaping Care for Older People has been the Ayrshire Older People Needs Assessment (OPNA), which was undertaken between March and September 2012. The OPNA reported on the important trends in relation to population change, lifestyle and health factors. The results of this study support the issues raised at the national level and reaffirms the need to Reshape Care for Older People and Shift the Balance of Care.

Two important findings to come out of the needs assessment in relation to Reshaping Care for Older People and a move towards Joint Services for older people include:

- The vast majority of older people live full lives in their own homes and are able to self-manage their conditions with limited or no support from statutory agencies.
- The lifestyle choices and health-related behaviours adopted by people currently of working age will have an impact on their lifestyles and health status as older people in the future – meaning prevention work could make a real difference to the health of the future cohort of older people

Figure 4 Demographic Change



The key points from each of the Needs Assessment sections for this Ten Year Vision for Joint Services – Reshaping Care for Older People are outlined below.

8.1.1 Demographic Change

For the purposes of this document, there are two groups of older people: those aged between 65 and 84; those aged 85+ (very old).

Those aged between 65 and 84 often require little care or

⁸ Please refer to the Older People's Needs Assessment 2012 for full details

support from statutory agencies. On the contrary, people in this age group quite often provide care for others.

The 85+ age group tends to require the highest level of support and care. As there is a growing number of people aged 85+, future services must focus on this age group.

Life expectancy of people in the over 85 age group is estimated to be six years with a further estimate of four of these years being non-healthy. This indicates that the potential input of health and social care services is highly likely to increase for people aged over 85.

8.1.2 Life Circumstances

Services and activities focusing on overcoming social isolation and developing personal support mechanisms will become increasingly important for older people, especially given the increase in „solo living“.

Maximising income and support for energy efficiency and home improvements will also be fundamental to make sure that older people can afford to stay in a warm, dry, energy efficient home.

As there is a growing proportion of people aged over 85+, there will be a growing number of people eligible to receive free personal nursing care.

Figure 5 Life Circumstances

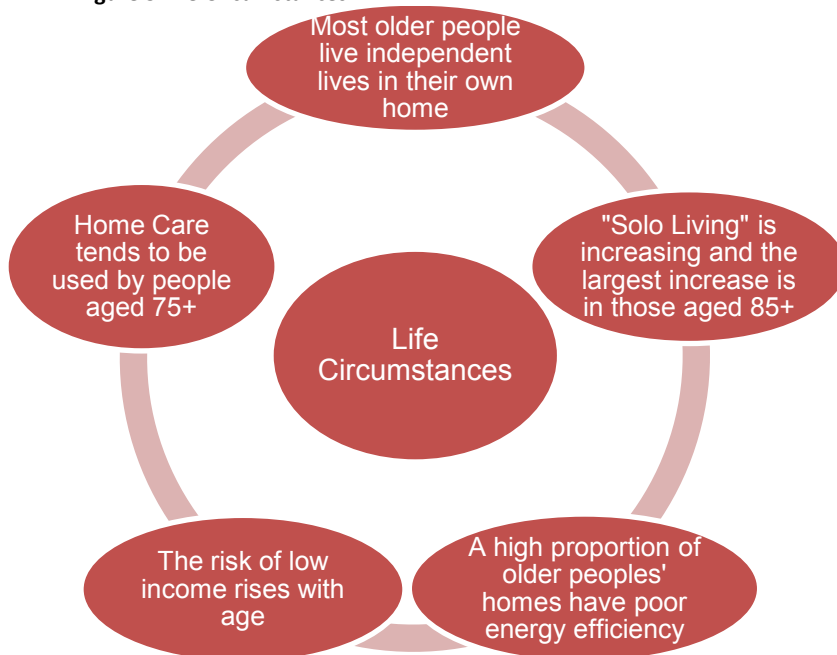
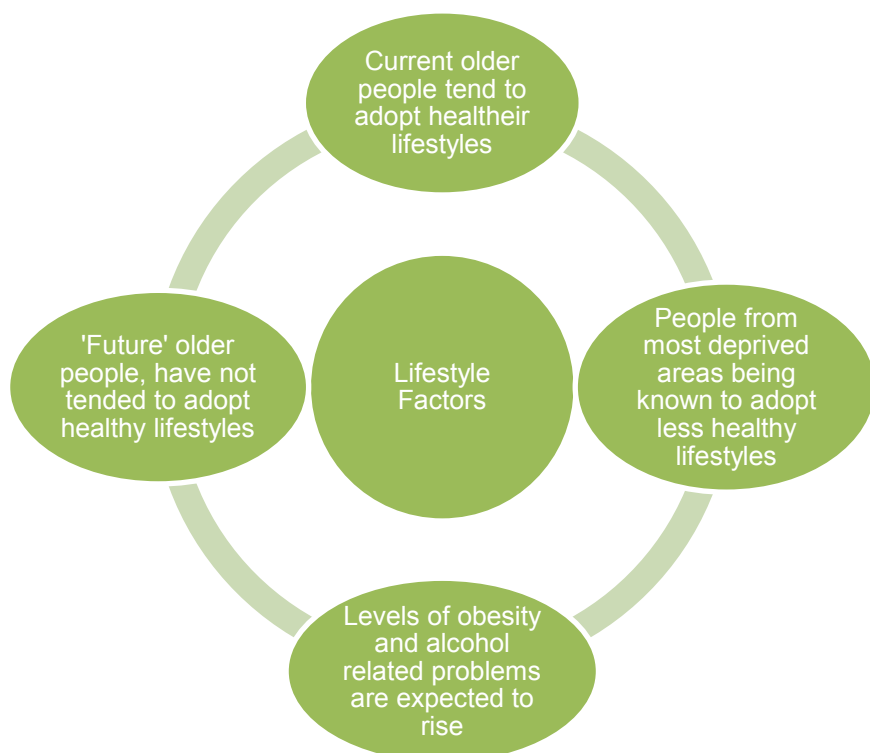


Figure 6 Lifestyle Factors



8.1.3 Lifestyle Factors

Health-related lifestyle factors - such as tobacco and alcohol consumption, and physical activity and obesity - are known to be worse in the West of Scotland than the rest of the country.

The health behaviours of the current working population - such as alcohol use and sedentary lifestyles - will have a bearing on service demands in the future when they become older.

Lifestyle factors are a major contributing factor to health inequalities in Scotland, with people from most deprived areas being known to adopt less healthy lifestyles.

The implications of poorer lifestyle choices in younger generations are that in future, people may experience poorer health compared to the current older generation, as they age.

8.1.4 Health Status

Mortality, life expectancy and healthy life expectancy are all improving but there are significant variations in health status across Ayrshire & Arran as there are in Scotland, and the key determining factor is deprivation.

People living in more deprived areas live proportionately more years in “poor” health than people in less deprived areas.

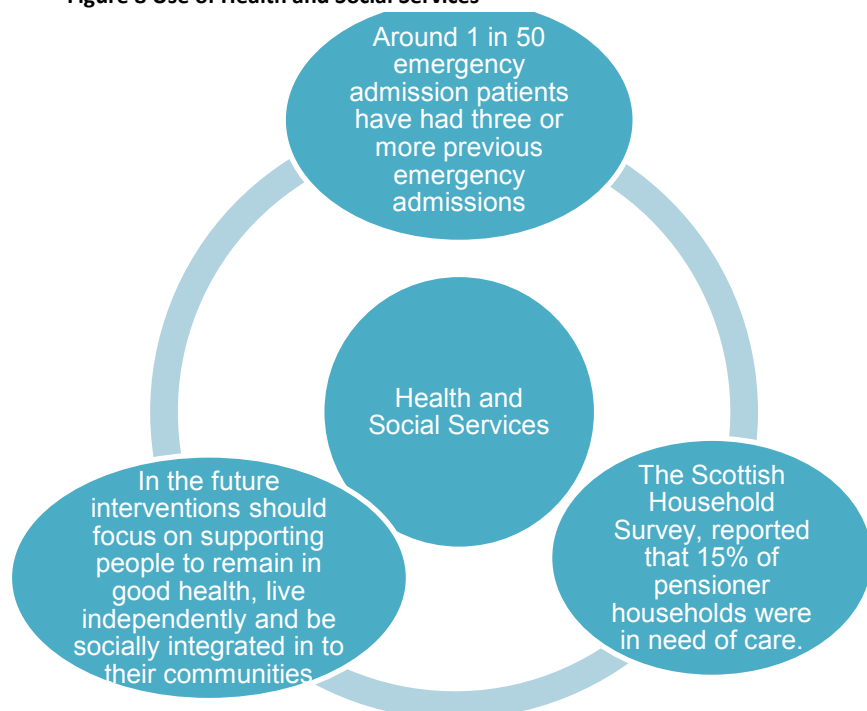
Men and those from more deprived areas are consistently observed to have higher rates of both Coronary Heart Disease (CHD) and Cardiovascular Disease (CVD).

As in the general population, mortality rates for both CHD and CVD have reduced in Ayrshire & Arran over the last decade for older people but remain higher than the Scottish average.

As the diagnosis of dementia has improved, it is estimated that 9% of the current 65+ population have dementia. Although the proportion of people with dementia is not expected to rise, the expected increase in the 65+ population will mean a greater number of people will have dementia and may require some form of care and/or support to live at home as long as possible.

8.1.5 Use of Health and Social Services

Figure 8 Use of Health and Social Services

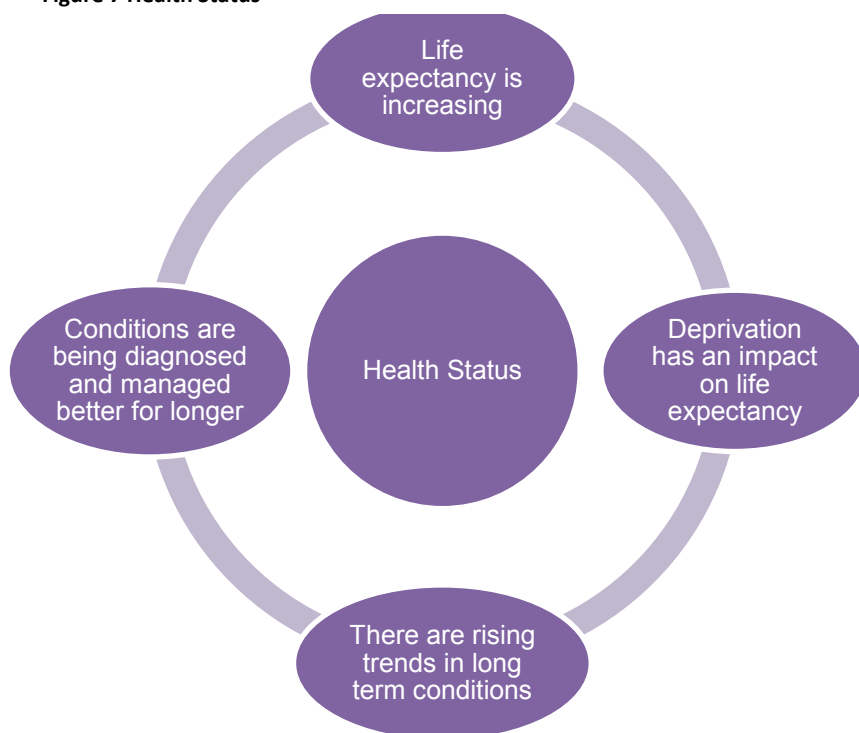


Ayrshire & Arran faces similar issues to those being addressed nationally through the Shifting the Balance of care agenda.

Based on trends from the last 10 years, demography alone could increase demand for 65+ people receiving 10+ hours of home care by 27% between 2011 and 2020 and 44% between 2011 and 2030.

Furthermore, the number of Care Home Long Stay Residents could increase by around 24% between 2011 and 2020 and 47% between 2011 and 2030.

Figure 7 Health Status



Tackling health inequalities in early life may reduce some of the disparities in later life and go some way towards relieving future pressure on the system

In order to address the impact of the increased population on service uptake, services will have to be reconfigured to address the changing health and social needs of the older population

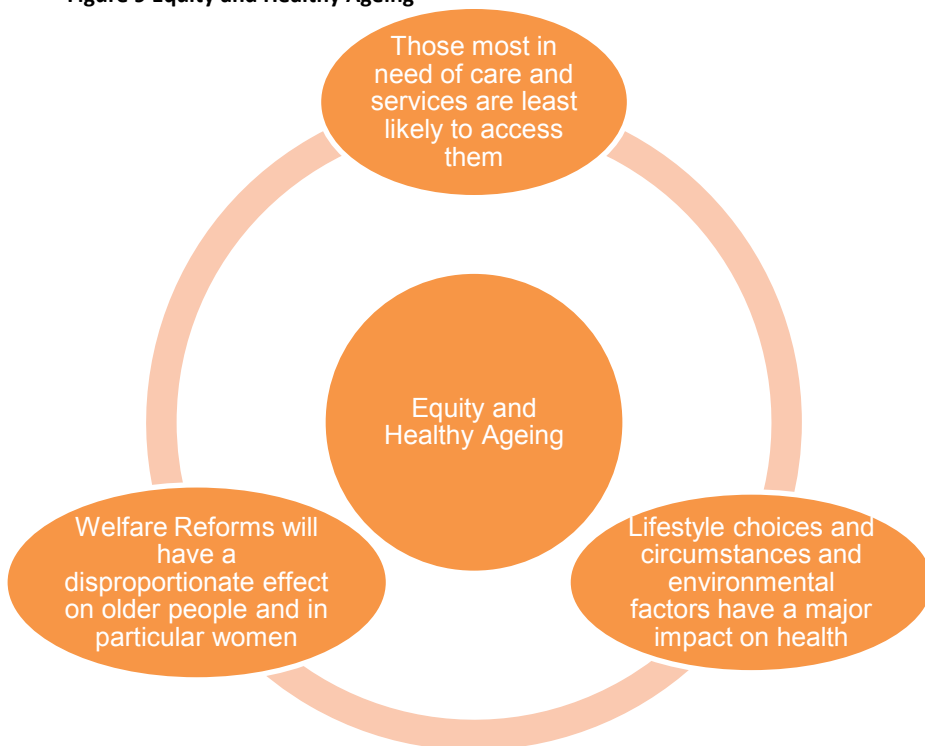
8.1.6 Equity and Healthy Ageing

To make the most of the resources available and tackle inequalities, policies need to target those with most need.

It is never too early and never too late to improve lifestyle behaviours as this can make a real difference to health. Keeping people well across the life course will therefore be imperative.

Interventions appropriate to the older population need to be researched and developed to ensure this is achieved to a greater rather than lesser degree.

Figure 9 Equity and Healthy Ageing



8.2 What does this mean for the Partnership?

8.2.1 Demographic Change

- Based on the findings of the OPNA outlined above, the biggest challenge facing the partnership will be the provision of care for people aged over 85. This can be planned for to some extent, given that those aged 75 today will be 85 in 2022 and mortality rates are known;
- The predicted increase in numbers of those aged 85+ between 2012 and 2022 is:
 - East Ayrshire – 2,483 to 3,593 (31% increase);
 - North Ayrshire – 2,873 to 4,255 (32% increase);
 - South Ayrshire – 3,317 to 4,495 (26% increase); and
 - Ayrshire & Arran – 8,637 – 12,343 (30% increase);
- Although South Ayrshire has the highest estimated proportion of those aged over 85 years the increase in rate is lowest and is highest in North Ayrshire followed by East Ayrshire;
- There will be fewer people of working age and an increased older population so services will need to be reconfigured to maximise use of technology and new ways of working in light of the diminishing working age population;

- Volunteers of all ages, but particularly recently retired, will be able to contribute to their own wellbeing and the care of older people.

8.2.2 Life Circumstances

- Given the growing number of people living on their own, it will be essential that community capacity and resilience are strengthened to support older people and their unpaid carers in the community.
- To support the aspiration that people prefer to stay at home, all care plans and assessments must consider how best to meet housing needs including:
 - housing choice;
 - housing support ;
 - equipment and adaptations; and
 - new build standards
- As the risk of low income rises with age, and deprivation has a particularly negative impact on health status, it will continue to be important for all partners to look for ways to maximise income for older households in order to help tackle health inequalities associated with deprivation and social and financial exclusion and fuel poverty

8.2.3 Lifestyle Factors

- Rising alcohol consumption will have social and health implications for people and the kind of care they may need. Programmes tackling the impact and prevention of alcohol misuse will be required to support the ageing population across Ayrshire & Arran.
- Rising levels of obesity will have health implications as well as challenges that are often associated with caring for obese people. Programmes tackling the impact and prevention of obesity will be required to support the ageing population across Ayrshire & Arran.

8.2.4 Health Status

- As the number of people living longer with long term conditions is expected to grow, helping people to self-manage the challenges associated with long term conditions and multiple medications (polypharmacy) will be increasingly important.
- Recognition of and support to overcome loneliness and isolation and promote well being will help contribute to better health outcomes for older people who will be increasingly likely to live alone.
- As the number of older people is expected to grow, so will the number of people with dementia – even if the proportion of people with dementia remains the same. Cultivating dementia friendly communities which are well-informed and well-designed will be increasingly important to help keep people with dementia in their own homes and independent for as long as possible.

8.2.5 Use of Health and Social Services

- In view of the demographic changes and financial challenges, services will need to be reconfigured to meet need.

8.2.6 Equity and Ageing

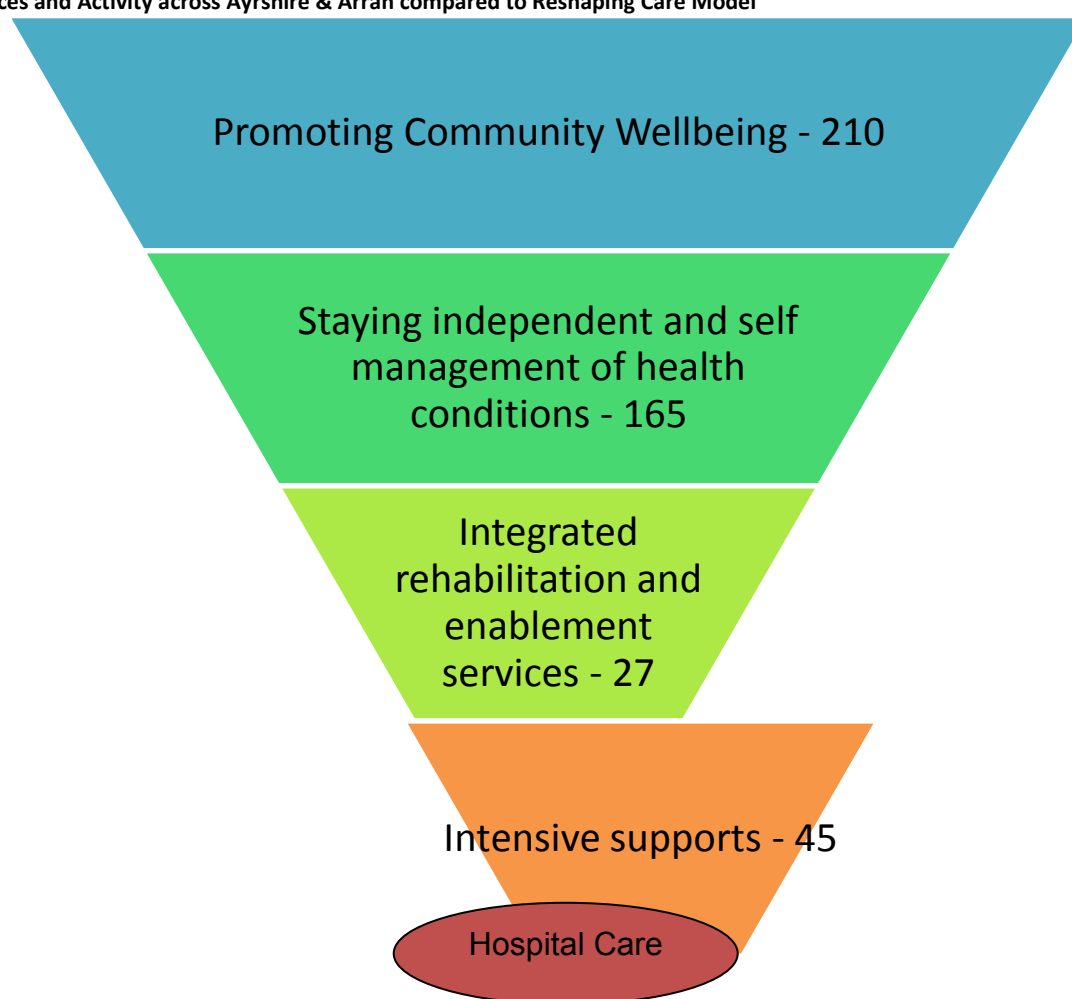
- Adopting an Asset Based approach which draws on resources from across the community will be important in overcoming health and social inequalities and support people as they get older.

9 Current Services in Ayrshire & Arran⁹

In order to review the current provision of services and activity available for older people across Ayrshire & Arran, a service mapping exercise was undertaken between May and July 2012.

The Reshaping Care Model shown in Figure 2 above was used to categorise the services and activity captured by the service mapping exercise, which provides a snapshot of what is currently available, shown in Figure 10 below.

Figure 10 Services and Activity across Ayrshire & Arran compared to Reshaping Care Model



Based on the above set of examples, it is clear that there is range of services available to older people. Furthermore, in terms of the „number“ of services and activity, the profile fits the Reshaping Care model reasonably well.

However the majority of financial and staff resources are focused on clinical interventions in institutional settings

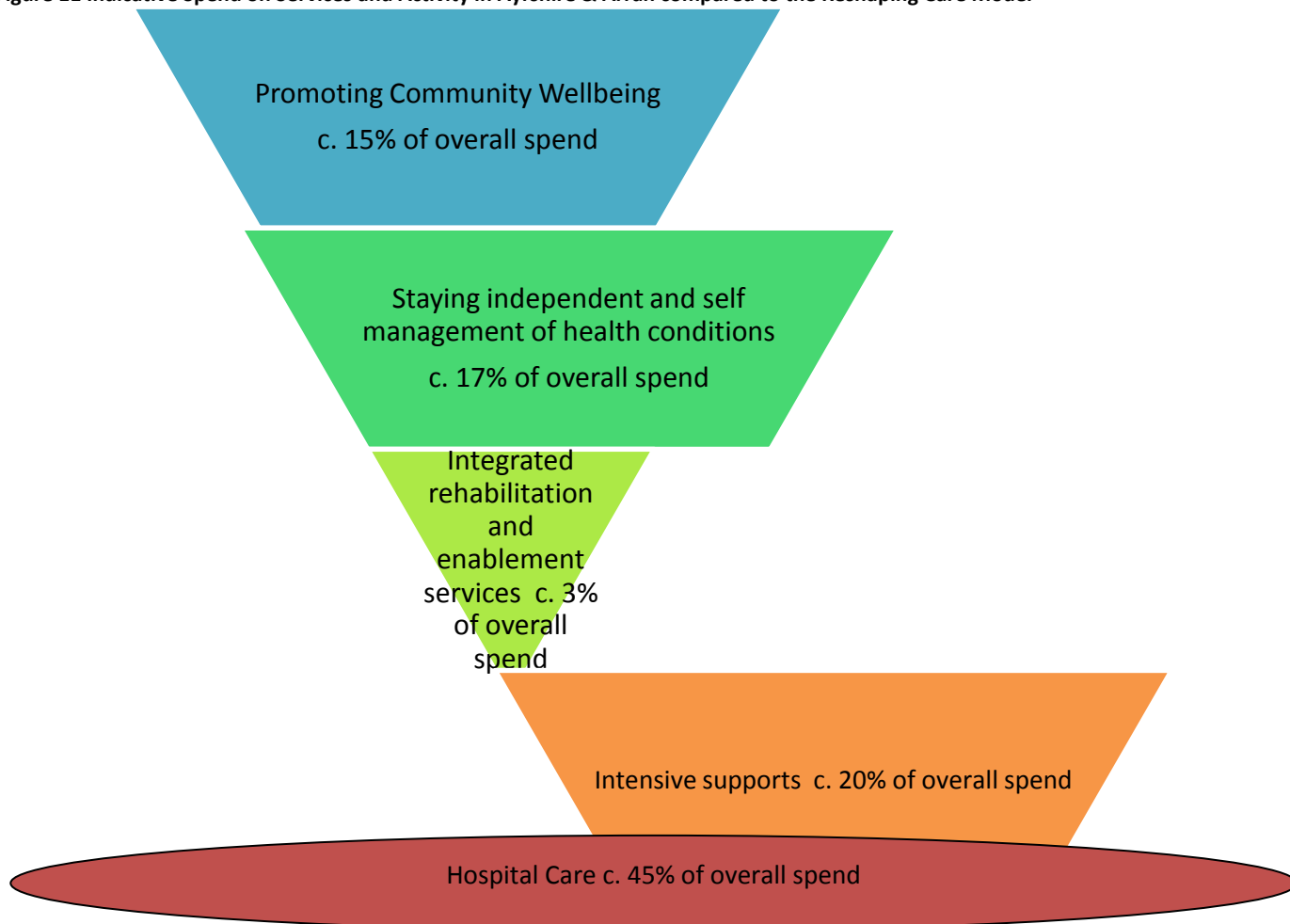
Success of Reshaping Care for Older people will be dependent upon shifting resources from acute and institutional settings to community based services

⁹ Please refer to the Service Mapping 2012 for full details

illustrated by Figure 11 below which highlights the indicative spend in each of the care categories.

It is recognised that there will always be people who require hospital based care when they are ill. However, given the challenges outlined in the OPNA above and the aspiration to keep people at home so that they can enjoy full and positive lives in their own community, there is a real need for change in the services provided and the way we provide them in accordance with the Reshaping Care agenda.

Figure 11 Indicative Spend on Services and Activity in Ayrshire & Arran compared to the Reshaping Care Model



10 Moving Towards Joint Services for older people across Ayrshire & Arran

10.1 Change Fund

As highlighted throughout this document the move towards Joint Services for older people is a continuation of the process started by the Reshaping Care for Older People – a Programme for Change agenda which has been supported through the Change Fund. The Change Fund was established in response to concerns raised about the difficulty of investing in new community care and support services before being able to de-commission existing institutional care. The need for „bridging finance“ was identified as a priority which resulted in the creation of a £300 million Change Fund, of which Ayrshire & Arran is allocated over £20 million over the term of the fund.

The four years of the Change Fund has allowed partners from NHS, Council, Third and Independent Sectors to work together with this additional investment to allow new approaches and services to be established and to support longer change processes to take place.

To support and structure the work undertaken in relation to the Change Fund and the wider Reshaping Care programme, the National Joint Improvement Team developed a set of „pathways“ shown in Figure 12 below. A number of services and organisations span these five pathways and workstreams and guide the work required to develop Joint Services for older people in relation to the Three Year Implementation and One Year Investment Plans.

Figure 12 Reshaping Care Pathway

Preventative and Anticipatory Care	Sustaining Independence	Effective Care at Times of Transition	Hospital and Care Home(s)
Build social networks and opportunities for participation	Responsive flexible self directed home care	Reablement and rehabilitation	Urgent triage to identify frail older people
Early diagnosis of dementia	Integrated case / care management	Specialist clinical advice for community teams	Early assessment and rehab in the appropriate specialist unit
Prevention of falls and fractures	Carer support	NHS24, Scottish Ambulance Service and Out of Hour access to Anticipatory Care Plans	Prevention and treatment of delirium
Information and support for self management and self directed support	Rapid access to equipment	Range of intermediate care alternatives to emergency admission	Effective and timely discharge home or transfer to intermediate care
Prediction of risk of recurrent admissions	Timely adaptations, including housing adaptations	Responsive and flexible palliative care	Medicine reconciliation and reviews
Anticipatory care planning	Telehealthcare	Medicines management	Specialist clinical support for care homes
Suitable and varied housing and housing support		Access to range of housing options	Carers as equal partners
Support for carers		Support for carers	

Enablers

Outcomes focussed assessment

Co-production

Technology / eHealth / Data Sharing

10.2 Potential Changes to Services

Building on the work already started as part of the Change Fund, further changes will be required as part of the Reshaping Care programme. Some services will have to be reconfigured or stopped and replaced by new services. It is expected that further suggestions will be brought forward as a result of engagement, and these will be incorporated into the Ten Year Vision for Joint Services – Reshaping Care for Older People as it progresses. Several proposals for change are outlined below.

10.2.1 Preventative and Anticipatory Care

- aligning resources to community wellbeing and prevention services to improve health and wellbeing;
- developing anticipatory care planning approaches;
- supporting projects that build Community Capacity through the Third Sector Interfaces;
- developing older people networks;
- improving access to transport for older people;
- offering training to a wide range of multi-disciplinary teams, carers and service users in relation to dementia and falls; and
- improving awareness, diagnosis and treatment of older people mental health problems, including dementia.

What this might look like:

- *Third Sector organisations play a significant role in building and supporting community capacity;*
- *an increasing proportion of older people with high level needs cared for at home in relation to the proportion in long stay hospitals or care homes;*
- *wide awareness of the main causes of falls as well as training a wide range of people to carry out screening and how to access services when they are needed;*
- *community groups are recognised and supported as an important part of staying active and healthy and as a place to share positive health advice and information through funding and training;*
- *co-located services which are accessible and well-publicised;*
- *a programme of Community Capacity building rolled out across Ayrshire & Arran; and*
- *Dementia Action Plans in place across Ayrshire & Arran based on the Scottish Government Dementia Strategy and Dementia 2 Strategy.*

10.2.2 Sustaining Independence

- closer partnership working between health, community care and housing in relation to housing options and housing support;
- increasing support for unpaid carers;
- improving options for out of hours mobile teams;
- increasing provision of flexible respite options;
- support for acute teams, such as Allied Health Professionals and Community Pharmacy to work in partnership with communities, in co-located, integrated teams to deliver quality interventions in order to maximise the health and wellbeing of the people of Ayrshire & Arran;

- exploring the best way to make use of Telecare and Telehealth equipment.

What this might look like:

- *increased numbers of older people receiving support from community based services, re-enablement, intermediate care, community nursing and community based therapy teams;*
- *full recognition and support is afforded to family and friends who care for a loved one through Carers groups, training and access to good quality respite; and*
- *best use is made of Telehealth and Telecare to support people within their homes.*

10.2.3 Effective Care at Times of Transition

- progressing towards continuity of service and care over 24 hours a day, seven days a week;
- rolling out re-enablement training to all Care Home providers; and
- widening community geriatrician capacity to support community based work.

What this might look like:

- *home care services have a 're-enablement' focus which means encouraging confidence and independence for people who have been ill or injured; and*
- *organisations work together so that care is coordinated.*

10.2.4 Care Homes

- scoping „Step Up Step Down“ models of care in Care Homes as alternatives to admission; and
- developing role of specialists such as clinical pharmacists and Allied Health Professionals within Care Homes

What this might look like:

- *a change in the way that care home places are used, with a reduction in long stay care home places and an increase in the number of beds used for respite and step up/step down care; and*
- *clinicians are available to offer support to staff and residents in Care Homes.*

10.2.5 Hospitals

- refocusing hospital rehabilitation services into the community;
- reviewing the current Day Hospital service model;
- reviewing the need for care of the elderly long stay beds; and
- developing Community Hospitals and Care Services in line with national strategies to have key roles in care, treatment and wellbeing of elderly population.

What this might look like:

- *reduced 'automatic admission' to hospital for older people who attend A&E as there are safe alternatives at home; and*
- *reduced length of stay and reduced delays in discharge for people in hospital due to increased capacity within community based services.*

10.3 Ayrshire & Arran Principles for Joint Services

Taking into account the Strategic Context outlined in Section 1 and the OPNA and Service Mapping outlined in Section 2 above, and the proposed change outlined above, the Partnership have developed a set of principles to guide the development of Joint Services, illustrated in Figure 13 below.

Figure 13 Ayrshire & Arran Principles for Joint Services



11 What will be done in the Next Three Years

The work progressed over the next three years will be critical to moving services towards the Ten Year Vision for Joint Services – Reshaping Care for Older People. There will be some new areas of work. However, most of the changes and improvements have already started and will involve working closely with local groups and communities to build on the good progress to date.

In three years, health and social care services will be more integrated for people in need and at risk. The effective improvements to community based care funded by the Change Fund will have been embedded into normal practice and the positive impact of these changes on reduced emergency admissions and time spent in hospital should be apparent. There will be an extended range of services provided outside acute hospitals, and hospital consultants and specialist staff will be working more closely with local GP practices to care for people in their homes wherever possible. There will be greatly expanded the use of Telehealth and Telecare to support flexible and responsive care at home, with more support for carers.

Health and social care services will have improved the joint use of resources for the benefit of local people. In three years for example, the way information is shared electronically between services to support integrated care will have been improved.

More staff and voluntary services will be located together in local community settings to support these changes. Local community planning arrangements will have been reviewed and arrangements agreed to encourage a local focus on the natural communities and islands in which people live. Care homes will be more integrated and co-ordinated with other health and social care services within communities.

GPs will be routinely analysing their lists to identify patients most at risk of hospital admission and, increasingly, GPs and community teams will be working with elderly people and their families to discuss future care needs and to plan ahead including improved palliative and end of life care. Community staff will have developed additional skills to support a wider range of care and treatment at home and in the community. More individuals will be actively managing and monitoring their own condition using self management skills and reablement approaches, with a focus on maintaining health and wellbeing.

Increasingly, services will be provided seven days a week rather than five, and out of hours services – including A&E, NHS24, Ayrshire Doctors On Call (ADOC) service, Scottish Ambulance Service, community nursing, mental health, social care and home care services – will be working more closely in teams to provide urgent and emergency care out of hours to individuals to avoid emergency hospital admission where possible.

Community hospitals will have reviewed their services and will have agreed plans for local services to meet changing community needs and outpatient services will have been reviewed with the help of local people in order to improve services and reduce treatment delays.

In three to five years, older people will also be benefitting from a number of building projects currently underway including the new Montrose House on Arran, the new North Ayrshire Community Hospital the „new front“ door projects at Ayr and Crosshouse to support rapid assessment and treatment.

Alongside specific actions addressing individuals' needs, ranging from anticipatory care to hospital care, actions to work with communities to raise and maintain health will contribute to reducing the burden of ill-health amongst the older population. Such actions will address the wider determinants of health such as income maximisation including benefits advice, cooking skills especially for those newly on their own, social activities to reduce isolation and walking groups to promote physical activity.

Figure 1 on page 1 above, illustrates that this Ten Year Vision for Joint Services – Reshaping Care of Older People will be supported by a Three Year Implementation Plan and One Year Change Fund plans within each partnership.

As progress is made towards the development of integrated services and improving outcomes for older people across all five Reshaping Care pathways, the Partnership will adopt an Ayrshire & Arran approach to the delivery of services where it makes sense.

There are examples of services which are currently delivered on an Ayrshire & Arran basis, which include models where services are hosted within one local authority area. Examples include:

- The development of a Joint Equipment Service, which will include a central distribution centre for Ayrshire
- Out of Hours (OOHs) social work service, which is a Pan Ayrshire service, but is hosted by East Ayrshire

Examples of the workstreams being taken forward as part of the three year locality operational plans will be similar in each of the partnership areas, such as:

- **Unpaid Carers**
Increasing the support provided to carers, through both direct and indirect support plans. Increasing support planning for carers to ensure that services continue to be responsive to local need.
- **Diagnosis, care and treatment of dementia**
Building on the positive work delivered by the Elderly Mental Health Service by the addition of:
 - 2 Care Home Liaison nurses to provide information, support, advice and training within the care home sector;
 - 1 Training Officer designs and delivers training across Health, Local Authority, Third and Private Sectors in line with the Promoting Excellence Framework.
 - An Alzheimer Scotland Nurse Consultant has been appointed to work within Ayrshire & Arran. The post-holder will work with NHS and the University of the West of Scotland.
- **Community based Allied Health Professional (AHP) services**
Enhancing capacity, changing the primary locus of work, ensuring full AHP support for the services focused around Community Hubs
- **Medicine Management Review**
Providing specialist clinical pharmacist resources within the community setting to enhance pharmaceutical care and reduce avoidable hospital admissions due to medicines.

- **Falls Prevention and Management**

Providing rapid early intervention and training to older people, carers and partnership practitioners to reduce falls and ensure that community alert and Telecare solutions are available to increase confidence.

- **Support Community Capacity Building**

Working with communities to build capacity and resilience to support older people in their own homes and communities.

Three Year Implementation Plans¹⁰ which outline the direction of travel and key actions have been developed by each of the Adult and Older People Sub Groups within the Adult Officer Locality Group (OLG). All the actions within the three year plans reflect the reshaping care pathways.

11.1 East Ayrshire CHP

PLEASE NOTE, THIS MAY BE SUBJECT TO CHANGE FOLLOWING OLG COMMENTS.

In East Ayrshire, some of the actions identified to support the Ayrshire Ten Year Vision for Joint Services for older people include:

- **Embed intermediate care and enablement services**

Support older people by preventing admission and supporting early discharge from hospital through expansion of Intermediate Care and Enablement Services to ensure they continue to provide flexible and responsive rehabilitation and re-enablement services.

- **Improve access to equipment and adaptations**

Build on the positive work that has taken place to date to improve and expand the delivery of minor aids and adaptations to older people's homes.

- **Increase availability of Telecare / Telehealth Care**

Continue to work in partnership with colleagues in Health and Fire and Rescue services to ensure the effective roll out of Telehealth support and the installation of linked smoke alarms.

- **Progress Anticipatory Care**

Support anticipatory care planning for older people most at risk of admission to hospital by increasing the opportunity for multidisciplinary working between health and social care staff and GP practices.

- **Widen Volunteering Opportunities**

Develop, provide and support volunteering opportunities and social networks for older people, which will allow them to become more active in their community.

11.2 North Ayrshire CHP

PLEASE NOTE, THIS MAY BE SUBJECT TO CHANGE FOLLOWING OLG COMMENTS.

In North Ayrshire, some of the actions identified to support the Ayrshire Ten Year Vision for Joint Services for older people include:

¹⁰ The Three Year Implementation Plans are available upon request from reshapingcare@aapct.scot.nhs.uk

- **Reduce Hospital and Care Home Unplanned Admissions**
Explore system wide integrated solutions to support older people to remain at home with anticipatory care plans and effective early intervention to prevent unplanned admissions.
- **Maximise recovery in the community**
Support older people and their carers to feel confident about receiving care which meets their needs, is timely, integrated and coordinated, personalised and flexible delivered in their homes rather than a hospital or care home setting.
- **Neighbourhood Planning Approach to utilise community assets**
Work with local communities to respect and include older people, take responsibility for their welfare and well-being, welcome the time, skills and experiences that older people contribute and that contain strong support networks offering a variety of activities and opportunities.
- **Develop care home resource as part of a neighbourhood planning approach**
Recognise and use care homes as community based assets focussing their work on supporting Reablement and supporting recovery.

11.3 South Ayrshire CHP

PLEASE NOTE, THIS MAY BE SUBJECT TO CHANGE FOLLOWING OLG COMMENTS.

In South Ayrshire, some of the actions identified to support the Ten Year Vision for Joint Services for older people include:

- **Social Interaction and Networking**
Expand older people's informal opportunities for activity, advice, information and volunteering in order to enhance community capacity
- **Community Hubs**
Improve access to services for older people by further developing the two service hubs based in Biggart and Girvan Community Hospital, through:
 - extending the hours and days that services operate;
 - co-locate services where practical ;
 - establish better co-ordinated systems and processes (including shared assessment and better shared use of IT systems),
 - better utilise predictive data;
 - better utilise telehealth;
 - develop better anticipatory care planning;
 - establish easier and more accessible points of contact and referral;
 - ensure the availability of wide ranging clinical expertise, with strong links to key vulnerable groups and institutions (such as care homes), with strong independent health service involvement, and set within the context of existing voluntary and community based activities
- **Telehealth / Telecare**
Support older people to feel safe and well at home by establishing comprehensive and strategic approach to Telehealth and Telecare provision.
- **Support older people within Care Homes**
Recognise and support care homes as important contributors to the Reshaping Care and alternatives to hospital admission and/or discharge option.

- **Pilot Programme Post-Diagnostic – Dementia**

Pilot a programme in which people who are diagnosed with dementia are guaranteed post-diagnostic support. Findings from the pilot will be rolled out across Ayrshire to improve the care and support offered to older people who have been diagnosed with dementia.

12 Performance and Monitoring

12.1 The Performance Context

There has been a great deal of investment and attention placed on shifting the balance of care over recent years, recognising that this „shift“ in service delivery will have a positive impact on outcomes for older people in our communities. There are some key delivery areas where significant improvement in performance has to be made in order to continue delivering on the outcomes, such as emergency admissions and subsequent lengths of stay.

A key national target relating to the Reshaping Care for Older People Programme is to reduce rates of emergency bed days used by those aged 75+ by a minimum of 20% by 2021 and at least 10% by 2014/15. Achieving this will go some way toward achieving the increases in the proportion of spend on care at home. It should also allow the impact of demographic growth to be absorbed, though may not support reduction in bed numbers within the acute sector. This target will need to be reviewed in the light of early experience to assess the scope for increasing the Partnership's ambitions in bed day reductions.

The ability to de-commission capacity from institutional settings will be as crucial as investment in community capacity. To achieve this shift in activity and resources the local Change Plans will promote the development of a strong and responsive range of community based support and care services building on many of the current initiatives being developed. These will promote the Reshaping Care philosophy and approach to caring for older people as an integrated and comprehensive whole system framework¹¹.

12.2 Key Performance Indicators (KPIs)

In order to develop relevant Key Performance Indicators (KPIs) to monitor progress towards Joint Services for older people it is crucial that the Partnership knows what outcomes are to be achieved. This then allows an „Outcomes Focused Planning Approach“ to be used, which gives a clear framework of outcomes and the related performance indicators that will evidence progress towards these.

This approach allows clear and robust links to be shown between actions and overall outcomes and provides a performance framework which is consistent with the process used to develop local Reshaping Care for Older People Change Fund plans.

In line with this approach, an Outcomes Triangle for Joint Services for Older People has been developed and is detailed in Appendix 2.

Potential KPIs – outlined in Appendix 4 - have been identified for this Ten Year Vision for Joint Services – Reshaping Care for Older People and will include the Reshaping Care National

¹¹ Reshaping Care for Older People A Programme for change 2011-2021 – COSLA, The Scottish Government and NHS Scotland

Improvement Measures. These will be reported through the local Covalent performance management system.

As detailed in sections above, the Partnership already understands a great deal about both the demographic and societal context in which services are to be delivered in future. It is important that as progress is made toward Joint Services the totality of the outcomes that are to be delivered are kept in view. The suite of KPIs developed as part of this work and through the Change Fund plans will give an indication that outcomes are changing for the better through the interventions detailed in Section 10.

13 Engagement

This Ten Year Vision for Joint Services – Reshaping Care for Older People has been developed through initial engagement across key partners. All feedback received through the current engagement period will be used to further inform the Ten Year, as well as the three year implementation and one year investment plans, highlighted in Figure 1 on page 1.

A wide and far reaching continuous engagement plan is in place for the further development of the draft plans and will run until February 2013. It is important that everyone in Ayrshire & Arran is offered a range of opportunities to express their views using a variety of methods and approaches.

At the forefront of this process are the Community Health Partnerships. The Engagement and Communications Plans set out a variety of traditional and other methods to fully support engagement and a toolkit of engagement materials has been designed to take this forward. Methods include: social media, DVD, presentations to groups and organisations, Focus Groups, engagement materials (including booklets) to be widely disseminated by all partners, partnership pan-Ayrshire events to promote the Ten Year Vision for Joint Services –Reshaping Care for Older People.

A report will be produced at the end of the continuous engagement period reflecting all views and comments received during this period. These comments and views will then be used to inform the Ten Year Vision for Joint Services – Reshaping Care for Older People and associated implementation and investment plans.

In addition to involvement in the engagement process there is the opportunity to comment on this document.

Please forward any comments you may have to reshapingcare@aapct.scot.nhs.uk which is the email address hosted by NHS Ayrshire & Arran on behalf of the Partnership. In order for comments to be included in the final version, please return any remarks as soon as possible, but no later than Friday 15th February 2013.

Glossary of Terms

Advocacy *The process of supporting someone to express their views and say how they feel about a specific issue that affects them or that they are concerned about. It may be about supporting someone in a meeting, helping someone express their rights, helping someone to access service and information or to explore different options*

Care Package *A term used to describe all the different types of care that make up to total care received by an individual. For example, they may receive support from Community Alarms or a Mobile Warden, and have home care. All these services together make up the 'Care Package'.*

Care Pathway *The route followed by the service user into, through and out of NHS and social care services.*

Care Plan *A single, overarching plan that records the outcome of discussion between the individual and the professional. It could be electronically stored or written on paper. It should be accessible the individual in whatever form is suitable to them.*

Carer *Someone who spends a significant proportion of their time providing unpaid support to family or friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.*

Change Fund *A Scottish Government initiative that is aiming to improve services for older people by shifting care towards anticipatory care and preventative spend.*

Community Health Partnership (CHP) *CHPs are the key mechanism for providing integrated health and social care in primary and community settings.*

Community Planning Partnership (CPP) *Community Planning is a process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.*

Contribution Analysis (CA) *is a structured way of understanding all component parts required to reach a particular outcome.*

Department for Work and Pensions (DWP) is responsible for welfare and pension policy and is a key player in tackling child poverty. It's the biggest public service department in the UK and serves over 20 million customers.

Equality and Diversity Impact Assessment (EQIA) *EQIA is a strategic process to be considered when planning a new, or redesigning an existing, policy, function or service.*

Holistic *An approach to care that takes into account the whole persons needs, not just the presenting illness, injury or social circumstances.*

Home Care Help *provided directly to you in your own home.*

Indicator of Relative Need (IoRN) – *is a questionnaire containing carefully selected questions that are designed to inform an algorithm for determining the relative independence/dependence of individuals.*

Integrated Resource Framework (IRF) *Mechanism used to share data between organisations about the cost of care.*

Key Performance Indicators (KPIs) help an organisation define and reach its goals.

Long Term Conditions (LTC) *Conditions that cannot be cured at present, but can be controlled by medication and other therapies.*

Multi-disciplinary Team (MDT)- *A team made up of professionals across health, social care and third sector who work together to address the holistic needs of their patient service users/clients in order to improve delivery of care and reduce fragmentation.*

Personalisation *Care and support services received by a person that are individual and tailored to them*

Preventative Services *These services help people to do things for themselves as much as possible.*

Primary Care Services *provided by GP practices, dental practices, community pharmacies and high street optometrists.*

Programme Budgeting Marginal Analysis (PBMA) *a structured way of looking at how money is spent on services.*

Quality and Outcomes Framework (QOF) *A system to remunerate general practices for providing good quality care to their patients, and to help fund work to further improve the quality of health care delivered.*

Re-enablement *A method of providing care that is focused on helping individual to develop or regain their ability to do things for themselves, thereby increasing their independence and reducing their reliance on statutory health and social care services.*

Shifting the Balance of Care (SBC) *Changes at different levels across health and care systems intended to bring about better health outcomes for people.*

Secondary Care *a service provided by medical specialists who generally do not have first contact with patients.*

Service Model *Term used to describe the key service elements and how they work together*

Service Providers *An organisation that provides health, social care or housing services*

Service Users *Anyone who uses, requests, applies for or benefits from a service*

Scottish Patients at Risk of Readmission and Admission (SPARRA) *data is a way of identifying those people at greatest risk of emergency admission to hospital over the next year.*

Single Outcome Agreement *Agreements between the Scottish Government and Community Planning Partnerships (CPPs) which set out how each will work towards improving outcomes for the local people in a way that reflects local circumstances and priorities, within the context of the Government's National Outcomes and Purpose. There is an SOA for each of the three CPP partnerships.*

Social Return on Investment (SROI) – *an analytic tool for measuring and accounting for a much broader concept of value. It incorporates social, environmental and economic costs into decision making, providing a fuller picture of how value is created or destroyed.*

Stakeholder *An individual or group of people who have an interest in service organisation or development*

List of Acronyms

Arran CVS *Arran Community and Voluntary Service*

CVD *Cardiovascular Disease*

COPD *Chronic Obstructive Pulmonary Disease*

CHP *Community Health Partnership*

CHD *Coronary Heart Disease*

CVOEA *Council for Voluntary Organisations East Ayrshire*

EAC *East Ayrshire Council*

JIT *Joint Improvement Team*

NAC *North Ayrshire Council*

OLG *Officer Locality Group*

OPNA *Older People's Needs Assessment*

SAC *South Ayrshire Council*

SHRUG *Scottish Health Resource Utilisation Group*

SOA *Single Outcome Agreement*

VASA *Voluntary Action South Ayrshire*

Appendix 1 The Partnership

The Partnership comprises the following members:

- Senior Responsible Officers (SROs). One representing the NHS and one the three Ayrshire Local Authorities (Joint Chair)
- Joint Chair of North, South and East Ayrshire Officer Locality groups (OLGs) or nominated deputy.
- A representative from the North, South and East Ayrshire Third Sector Interface
- A representative from the North, South and East Ayrshire Independent sector to include both Care Homes and Care at Home
- Health Care Manager for Care of the Elderly
- Consultant in Public Health
- Assistant Director of Finance NHS Ayrshire & Arran, as point of contact for NHS/LA Finance group
- Chair of the Collaborative Commissioning Group
- CHP facilitators for North South and East Ayrshire
- Housing Managers for North, South and East Ayrshire
- Head of Primary Care Development
- Two staff side representatives. One representing health care staff and one Local Authority staff
- A carer representative in respect of North, South and East Ayrshire
- Programme Manager
- Planning Lead
- Performance Lead

Carers and service-user involvement has been through existing CHP arrangements and will be augmented through continuous engagement, the process for which is outlined in Section 12.

The governance structure for The Partnership makes use of existing CHP structures, which also link into the local Community Planning Partnerships.

Appendix 2 Policy Framework

Legislative Framework

Strategy / Policy Document	Summary
<u>Community Care: A Joint Future (2000) Scottish Government</u>	This report outlined recommendations to secure better outcomes for people through improved joint working between health and social care, including developing arrangements for managing and financing joint services.
<u>Joint Statement on the Relationship at Local Level between Government and the Third Sector (2009) Scottish Government; Solace Scotland; COSLA; SCVO</u>	This document sets out the commitment from the Scottish Government and Local Authorities to the third sector and the expectations of each of the partners in terms of operating, governance and commissioning processes and procedures.
<u>Caring Together: The Carers Strategy for Scotland (2010) Scottish Government</u>	The Carers strategy acknowledges the vital contribution carers make to the health and social care system.
<u>Scotland's National Dementia (2010) Scottish Government</u>	<p>Scotland's National Dementia Strategy was published in June 2010 and sets out actions to improve services and support for people with dementia and their carers. The strategy focuses on two main areas of change:</p> <ul style="list-style-type: none"> • Following diagnosis, by providing excellent support and information to people with dementia and their carers; and • In general hospital settings, by improving the response to dementia, including through alternatives to admission and better planning for discharge.
<u>Self Directed Support A National Strategy for Scotland (2010) Scottish Government</u>	<p>Self-Directed Support aims to empower people to direct their own care and support and to make informed choices about how their support is provided. There are a range of mechanisms available to people to direct their support, including the use of direct payments and individual budgets.</p> <p>In late 2010, the Scottish Government published a 10-year strategy to grow self-directed support and a Self-Directed Support Bill is progressing through Parliament. If enacted, this will place legislative duties on local authorities from late 2012. The Bill would require local authorities to offer four options when people are assessed as being eligible for support with their social care needs:</p> <ol style="list-style-type: none"> 1. Direct payment – the local authority makes a direct payment to the supported person in order that the person can then use that payment to arrange their support; 2. Direct available resource – the supported person chooses their support and the local authority, or another organisation makes arrangements for the support on behalf of the supported person; 3. Local authority arranged support – the local authority selects the appropriate support and makes arrangements for its provision by the local authority; or 4. A mix of options 1,2 and 3 – recognising that some individuals may wish to take one of the options for particular aspects of their support needs, but to receive their remaining support under one of the other options.

Strategy / Policy Document	Summary
Commission on the Future of Delivery of Public Services (2011) Christie	<p>This report highlighted the role of voluntary organisations in service delivery. It also emphasised the role of prevention and personalisation for achieving better outcomes for service-users.</p>
Reshaping Care for Older People: A Programme for Change (2011) JIT	<p>The Scottish Government's vision that „Older people are valued as an asset, their voices are heard and they are supported to enjoy full and positive lives in their own home or in a homely setting“ was a key driver of the re-shaping care agenda.</p> <p>The „Programme for Change“, published in 2011 set out the reasons for change in the approach to care for older people and what has been seen as the key actions required to achieve this change.</p> <p>The Programme for Change outlined the main messages from stakeholders about the preferences of older people:</p> <ul style="list-style-type: none"> • People want to stay in their own homes for as long as possible • People want a greater degree of personalisation and choice • People want more joined up working – less needless bureaucracy • People want to avoid prolonged hospital stays • People want greater support for unpaid carers • People want funding and support for pensioner networks of community groups • People want a consistency of paid workers • People want regular health and well being check ups • People want more specialist services for people with dementia • People want appropriate housing and timely installation of equipment and adaptations • People want information <p>The Scottish Government's Change Fund has acted as a catalyst for changing the way services for older people are delivered in line with the aims of “Reshaping Care for Older People”. Guidance from the Scottish Government has required local partnerships involving the local authority, NHS, Third and Independent Sectors representatives to work together to drive change.</p>
NHS Scotland Quality Strategy (2010) Scottish Government	<p>The ultimate aim of the Quality Strategy is to deliver the highest quality healthcare services to people in Scotland and through this to ensure that NHS Scotland is recognised by the people of Scotland as amongst the best in the world.</p> <p>The strategy was built around these priorities:</p> <ul style="list-style-type: none"> • Caring and compassionate staff and services; • Clear communication and explanation about conditions and treatment; • Effective collaboration between clinicians, patients and others; • A clean and safe care environment;

<u>Strategy / Policy Document</u>	<u>Summary</u>
	<ul style="list-style-type: none"> • Continuity of care; and • Clinical excellence.
Age, Home and Community: A Strategy for Housing (2011) Scottish Government	<p>The Age, Home and Community document published by the Scottish Government sets out the vision for housing services for older people in terms of the shifting the balance of care agenda.</p> <p>The strategy highlights the importance of and support for:</p> <ul style="list-style-type: none"> • Advice and information for older people about the housing options and support available to them; • Piloting a housing options approach for older people; • Encouraging accreditation under the Scottish National Standards for Information and Advice Providers; • Delivering adaptations in a efficient and effective way; • Developing a national register of accessible housing; • Establishing and promoting „Trusted Trader“ schemes; • Encouraging „downsizing schemes“; • New guidance for the redevelopment of sheltered and very sheltered housing • Making it easier for older people to access equity in their home • Mainstreaming telecare; • Reviewing building and design standards to meet the needs of older people.
Commissioning Social Care (2012) Audit Scotland	<p>After a substantial review of how effectively the public sector commissions social care services,</p> <p>Audit Scotland made several recommendations for Councils along with NHS boards and other relevant commissioning partners:</p> <ul style="list-style-type: none"> • The need to develop commissioning strategies; • The need to manage the risks of contracting services from voluntary and private providers; • Implement self-directed support in a way that service-users will get information, advice and support and processes are in place to monitor the outcomes of the support; • The need to work very closely together.
Intermediate Care Framework (2012) Scottish Government	<p>This document provides a framework for local health and social care partnerships to review and further develop Intermediate Care within their area.</p> <p>Intermediate Care services provide a set of „bridges“ at key points of transition in a person’s life, in particular from hospital to home and from illness or injury to recovery and independence.</p> <p>Intermediate Care services can play a vital role at a point of crisis, such as in the event of serious fall, providing timely care and support, and beginning the process of optimising a person’s recovery and restoring independence post fall.</p>
Review of Community Planning and Single Outcome	<p>Background information and the Statement of Ambition can be found at http://www.scotland.gov.uk/Topics/Government/local-</p>

<u>Strategy / Policy Document</u>	<u>Summary</u>
Agreements – Statement of Ambition (2012) Scottish Government	government/CP/soa

NHS Documents

<u>Strategy / Policy Document</u>	<u>Summary</u>
Partnership for Care (2003) NHS Scotland	This white paper included proposals to increase patient-centred care and established the mandate to create the Community Health Partnerships to bridge the gap between primary and secondary healthcare and between health and social care.
NHS Scotland Partnership Agreement (2006) Scotland	<p>The National Human Resources Strategy „Towards a New Way of Working“ had at its heart the concept of partnership and collaboration in providing a meaningful and practical framework which will support change and achieve the strategic agenda for NHS Scotland. The publication of the National Plan „Our National Health- A Plan for Action, A Plan for Change“ in December 2000 re-emphasised the need to work in partnership with staff to improve the services that the people of Scotland deserve.</p> <p>The SEHD (Scottish Government Health Department) indicated that each NHS Board area would have an Area Partnership Forum, which would involve all key partners involved in delivery of Health Care and Health Improvement in the design and operation of these services through the development of the Local Delivery Plan.</p> <p>The Partnership Agreement puts in place the mechanisms to allow this to take place.</p>
Carer Information Strategy (2008) NHS Ayrshire & Arran	<p>A Carer Information Strategy was prepared by NHS Ayrshire and Arran in order to comply with legislative requirements set out in the Community Care and Health (Scotland) Act 2002.</p> <p>The purpose of the Carer Information Strategy was to ensure that:</p> <ul style="list-style-type: none"> • Carers are given the support and information they require to carry out their caring role • Carers are given the opportunity to be actively involved in the development, implementation and evaluation of the Strategy and related services
Up and About Pathways for the prevention and management of falls and fragility fractures (2010) NHS Scotland	This programme supports partnerships to implement the co-ordinated, evidence-based and person-centred approach to falls and fracture prevention.
NHS Local Delivery Plan (2012) NHS Ayrshire & Arran	The performance of NHS Ayrshire & Arran is recorded annually within its local delivery plan. This plan focuses on the outcomes to be achieved for patients and clients through the services that NHS Ayrshire & Arran provides. The plan provides evidence to NHS Scotland on the

	levels of performance being achieved by NHS Ayrshire & Arran and therefore provides key evidence for the accountability of health services.
Getting Better...Together - Care Counts (2012) NHS Ayrshire & Arran	<p>The Care Counts document explains NHS Ayrshire and Arran's vision for the future of the local health service over a ten year period from 2012.</p> <p>It sets down the notion that a „hospital“ based model of care is no longer sustainable or appropriate to meet the health needs of the population, and advocates the adoption of a community-focused health and social care service.</p> <p>This document explains that the public health priorities across Ayrshire and Arran are:</p> <ul style="list-style-type: none"> Alcohol Tobacco Obesity Mental Health
Staff Governance Standards 4th Edition (2012) NHS Scotland	<p>The revised Staff Governance Standard provides sets out what employers are expected to do to develop and manage their staff to ensure that all staff have a positive employ experience.</p> <p>In addition it outlines the staff responsibilities in relation to their colleagues, managers staff for whom they have responsibility the organisation, patients, their carers and the public</p>

Local Authority Frameworks and Policies

East Ayrshire

Strategy / Policy Document	Summary
East Ayrshire Single Outcome Agreement (2011) East Ayrshire Community Planning Partnership	<p>The Single Outcome Agreement (SOA) 2011 - 2014 in East Ayrshire is recognised by the local Community Planning Partnership (CPP) as a management tool to:</p> <ul style="list-style-type: none"> • Further improve the quality of life across our communities; • Deliver better outcomes for local people; • Secure opportunities for reducing bureaucracy; • Make more efficient use of resources; • Make a difference by removing barriers to improved service deliver • Identify areas for improvement. <p>Included in East Ayrshire's Single Outcome Agreement is a commitment to shifting the balance of care, illustrated by the Local Outcome: <i>„Older people, vulnerable adults and their carers support, included and empowered to live the healthiest life</i></p>

	<i>possible'</i>
East Ayrshire Change Fund Plan (2012) East Ayrshire CHP	<p>The indicative Change Fund allocation for East Ayrshire in 2012/13 is £1.887M.</p> <p>East Ayrshire's Change Plan for 2012/13 focused on the following areas:</p> <ul style="list-style-type: none"> Falls prevention and management; Community based clinical pharmacy Voluntary sector Primary care Dementia Out of Hours Services
Supported Accommodation Strategy for Older People in East Ayrshire (2006) East Ayrshire Council	The Supported Accommodation East Ayrshire Council (2006) set out the way in which „supported accommodation“ is operated. Access to supported accommodation is based on an assessment of the level of dependency (low, medium and high) of the individual as well as how urgently they need the support (urgent, significant, moderate or aspirational).
East Ayrshire CHP Response to Integration of Adult Health and Social Care Consultation (2012) East Ayrshire CHP	Response to the consultation on the integration of Adult Health and Social Care

North Ayrshire

<u>Strategy / Policy Document</u>	<u>Summary</u>
North Ayrshire - A Better Life A Single Outcome Agreement for North Ayrshire (2009) North Ayrshire CPP	<p>The Single Outcome Agreement 2009 – 2012 replaced the Community Plan 2006 – 2016 and the North Ayrshire Community Plan 2008 – 11. Although the agreement slightly pre-dates the mainstreaming of the language of „shifting the balance of care“, there was a clear commitment to helping people to be supported in their own home:</p> <p><i>'North Ayrshire Outcome 6d – more vulnerable people are supported within their own community'</i></p> <p>North Ayrshire's SOA will be reviewed and updated this year and will include direct references to the rebalancing care agenda.</p>
North Ayrshire Change Fund Plan (2012) North Ayrshire CHP	<p>The indicative Change Fund allocation for North Ayrshire in 2012/13 is £2.24M</p> <p>North Ayrshire's Change Plan for 2012/13 focused on the following areas:</p> <ul style="list-style-type: none"> Supporting people with dementia Care Homes Anticipatory Care and End of Life Training Care at Home – including out of hours

<u>Strategy / Policy Document</u>	<u>Summary</u>
	<ul style="list-style-type: none"> • Intermediate Care and Enablement • Community Ward • Older People Review Team • Local Operational Teams (LOTs) • Older People's Housing Strategy
North Ayrshire Joint Commissioning Strategy for Older People 2009 - 2012	<p>The Joint Commissioning Strategy for Older People 2009 – 2012 was developed by the North Ayrshire Community Health Partnership. The main vision outlined in the strategy was to:</p> <p><i>„Enable older people to remain at home for as long as it is practical and safe, give person centred care and provide a range of services and support appropriate to meeting their needs and achieving good outcomes’.</i></p> <p>Key proposals within the strategy included:</p> <ul style="list-style-type: none"> • Need for joint needs assessment, and partnership working; • Refocus care in the community rather than relying on hospital beds or care home placements; • Agree level of in-patient care to be retained; • Consider number and use of assessment and rehabilitation beds; • Agree amount of resource release for investing in community health and care infrastructure; • Consider short to medium term purchase of care home places to reduce number of delayed discharges; • Agree joint investment strategies; • Link more closely with Rapid Response Team; • Develop respite facility for people with dementia; • Increase use of assistive technology; • Introduce closer liaison between community based social care and health and hospital to reduce numbers inappropriately admitted to hospital by accessing joint provision and out of hours services; • Increase range and type of community rehabilitation, anticipatory and preventative care.
<u>North Ayrshire Local Housing Strategy 2011 - 2016</u>	<p>The North Ayrshire Local Housing Strategy 2011 – 2016 provides a strategic vision for housing. In relation to meeting the needs of older people the strategy provides a commitment to:</p> <ul style="list-style-type: none"> • Ensuring all new homes are built to a standard that allows households to remain living in them throughout their lives; • Working with local RSLs to ensure equality of opportunity in terms of accessing this equipment and adaptations as well as matching adapted empty rental properties to people with similar needs; • Ensuring there is housing support measures available that promote independent living through development of a Housing Support Strategy.

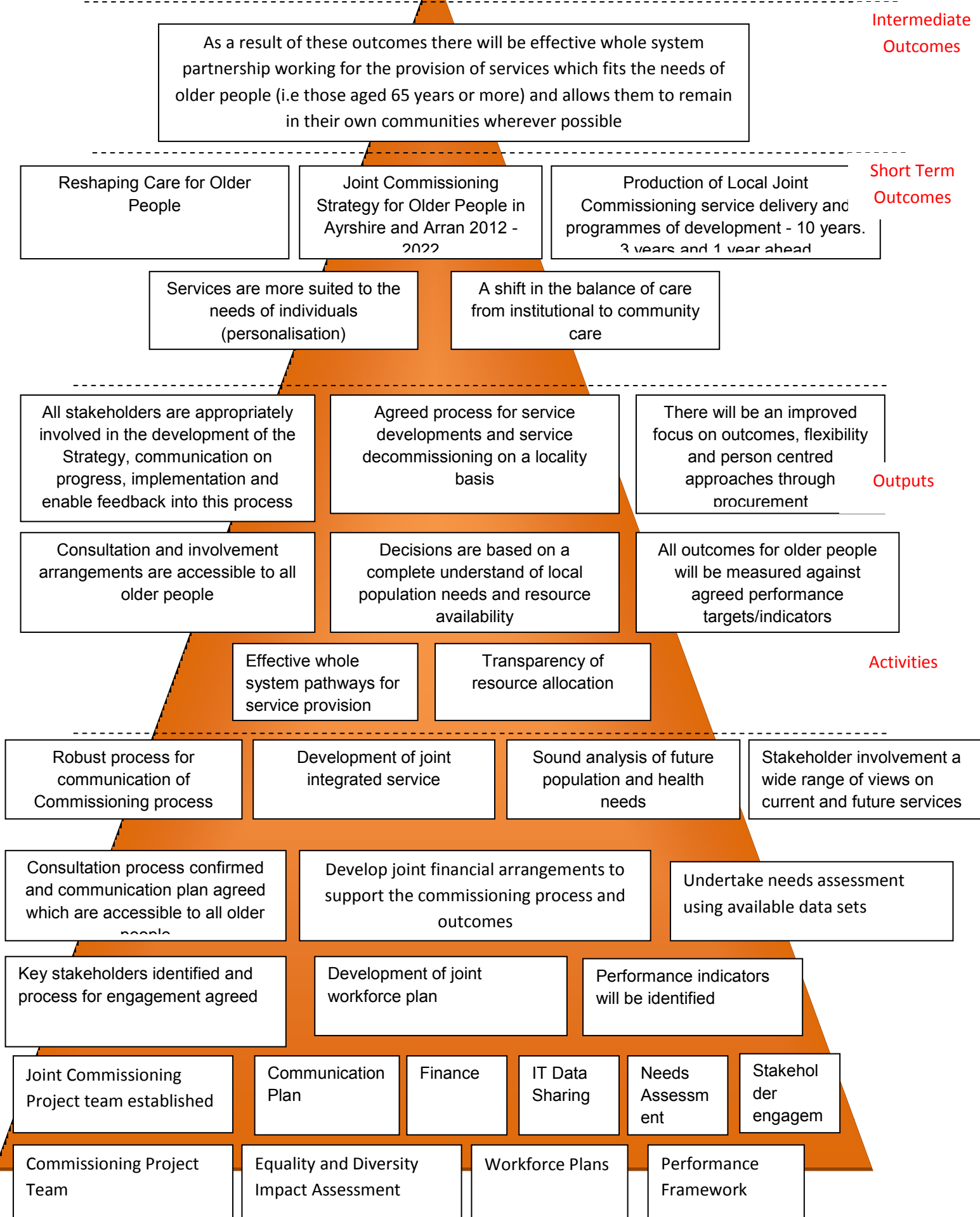
<u>Strategy / Policy Document</u>	<u>Summary</u>
	The North Ayrshire Local Housing Strategy 2011 – 2016 was approved through the Scottish Government Peer Review process in Winter 2011
North Ayrshire CHP Response to Integration of Adult Health and Social Care Consultation (2012) North Ayrshire CHP	Response to the consultation on the integration of Adult Health and Social Care

South Ayrshire

<u>Policy Document</u>	<u>Summary</u>
South Ayrshire Single Outcome Agreement (2009) South Ayrshire CHP	<p>The Single Outcome Agreement 2009 – 2012 replaced the Community Plan „A Better Future Together 2006 – 2010“. As with North Ayrshire, although the SOA document predates the „re-balancing care“ rhetoric, there is a clear commitment to helping older people remain as independent as possible within their own homes:</p> <p><i>‘South Ayrshire Strategic Objective 9c’ – increase and maintain the independence of older people and people with long-term conditions and disabilities</i></p> <p>South Ayrshire’s SOA will be reviewed and updated this year and will include direct references to the rebalancing care agenda.</p>
South Ayrshire Council Change Fund Plan (2012) South Ayrshire CHP	<p>The indicative Change Fund allocation for South Ayrshire in 2012/13 is £2.21M.</p> <p>South Ayrshire’s Change Plan focused on the following areas:</p> <ul style="list-style-type: none"> • Community Capacity Building • Targeted Housing Adaptations • Dementia related activity • Telehealth and Telecare development and capital • Mobile attendants • Enablement • Community Ward
South Ayrshire Local Housing Strategy (2011) South Ayrshire Council	<p>The South Ayrshire Local Housing Strategy 2011 – 2016 provides a strategic vision for housing. In relation to meeting the needs of older people the strategy provides a clear commitment to:</p> <p>A Strategy for Housing Options for Older People; Improved access to advice and information for older people;</p> <p>Agreeing a South Ayrshire amenity standard.</p> <p>The South Ayrshire Local Housing Strategy was approved through the Scottish Government Peer Review Process on the 1st September 2011.</p>
South Ayrshire Housing	The report outlined potential actions for the Council to widen the

<u>Policy Document</u>	<u>Summary</u>
Options for Older People (2011) South Ayrshire Council	<p>housing options for older people including:</p> <ul style="list-style-type: none"> • The development of a more integrated housing and support model for older people would help to reduce duplication of accommodation and support costs. • Using communal areas at sheltered housing complexes more flexibly for all people to attend day activities. • Increase support in sheltered housing and link allocation of sheltered housing with IORN scores • Install wet floor showers as standard to save on costs to install at a later point. • The allocations process should be developed further to reflect the differences between individual complexes and the extent to which they each meet applicant need. • Develop a process for assessing need and prioritising applications in the private sector for grant funding. • ensure that new private houses are built to meet the needs of an ageing population • Owner occupiers should be encouraged to consider all their housing options. • To make best use of previous investment in aids and adaptations the Council should look at defining an amenity standard and designating individual properties as amenity.
South Ayrshire CHP Response to Integration of Adult Health and Social Care Consultation (2012) South Ayrshire CHP	Response to the consultation on the integration of Adult Health and Social Care

Appendix 3 JSOP Outcomes Triangle



Appendix 4 Changes Related to Welfare Reform and Older People

Change	When	Impact on Older People
Introduction of Universal Credit	October 2013	<ul style="list-style-type: none"> Older people of Pension Credit age will no longer be able to claim Pension Credit if their partner is under Pension Credit age – rather their partner will need to claim Universal Credit instead Older People who have dependent children living with them will no longer be able to claim Child Tax Credit – so financial help for children will be provided on Universal Credit or Pension Credit Older People who are working in a low-paid job and over Pension Credit age will no longer be able to claim Working Tax Credit
Abolition of Housing Benefit	New claimants October 2014 Existing claimants between 2014 and 2017	<ul style="list-style-type: none"> Pension credit will include a new housing credit to help towards rent
Abolition of Child Tax Credit	October 2013	<ul style="list-style-type: none"> Pension credit will include additional amounts if you have dependent children
Abolition of Council Tax Benefit to be replaced by local schemes	2013-2014	<ul style="list-style-type: none"> This is still to be determined, although in England pensioners are expected to receive the same level of support under the new scheme as at present.
Possible limit for Pension Credit	October 2013	<ul style="list-style-type: none"> Older People will not be able to claim Pension Credit if they have over £16,000 in savings
Introduction of Personal Independence Payment to replace Disability Living Allowance	Autumn 2013	<ul style="list-style-type: none"> Older people receiving PIP when they reach Pension Age will be able to keep claiming it as long as they still meet the criteria for it

Appendix 5 – Draft potential KPIs/evidence

The potential Key Performance Indicators (KPIs) include two HEAT targets and one HEAT Standard and the latest available data for these measures demonstrates that good progress is being made.

Work is currently in progress to set targets and trajectories for the other potential indicators and, in some cases, to develop indicators.

<u>Overarching strategic outcome</u>	<u>PIs/evidence</u>
Commissioning and delivery of improved integrated services to older people including supporting older people in their communities and shifting the balance of care	See below

<u>Long term outcomes</u>	<u>PIs/evidence</u>
As a result of these outcomes there will be effective whole system partnership working for the provision of services which fits the needs of older people (i.e those aged 65 years or more) and allows them to remain in their own communities wherever possible	<ul style="list-style-type: none"> • Whole system partnership working processes and arrangements are operating effectively – confirmed by external assessment /evaluation • <i>The recommendations from Commissioning Social Care</i> (Audit Scotland, 2012) http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf <i>“Councils along with NHS Boards and other relevant commissioning partners, should develop commissioning strategies for social care services which set out;-</i> <ul style="list-style-type: none"> ➤ <i>An analysis of needs and potential gaps in services</i> ➤ <i>How users, carers and providers will be involved throughout the commissioning process</i> ➤ <i>Consideration of quality and what impact services will make to the quality of peoples lives and how these will be measured</i> ➤ <i>Consideration of who might be able to provide the services needed (capacity)</i> ➤ <i>An analysis of costs and budgets for services (both in house and externally provided)</i> ➤ <i>A summary of any planned improvements or different ways of working</i> ➤ <i>Timescales for implementing and reviewing the strategy</i> • Service users views on new system/impact on lives – use of <i>Talking Points</i> • People aged 65+ years remaining in their own home – advice to be sought on a suitable measure(s)

Medium term outcomes	<u>PIs/evidence</u>		
Reshaping Care for Older People	Reshaping Care Improvement Measures (JIT Scotland)		
	Code	Name	Comments
	A1	Emergency inpatient bed day rates for people aged 75+. (HEAT Target)	<p>The Reshaping Care initiative from 2011/12 to 2014/15 and associated £300M Health and Social Care Change Fund are closely associated with this very significant area of partnership working. One of the primary purposes of the Reshaping Care programme is to release resources from acute hospitals and move them upstream to fund preventative and community based services and support. The Scottish Government asked NHS Boards to provide trajectories from the baseline year 2009/10 up to the end of the Change Fund in 2014/15 to demonstrate how NHS Boards and partners will reduce 75+ emergency bed day rates enough to release resources for investment inline with their Reshaping Care Change Plans. (LDP 2012/13 Methods & Sources)</p> <p>NHS Ayrshire & Arran is to achieve a 20% reduction in the rate of emergency inpatient bed days for people aged 75 and over by 2014/15. This equates to a target of 4,073 emergency bed days per 1,000 population by March 2015.</p> <p>As at April 2012, the performance was 4,637 against a target trajectory of 4,667 and the service predicts that the end of year target will be achieved.</p> <p>NHS Ayrshire & Arran were ranked 8th out of the 11 NHS Scotland Mainland Health Boards. The overall NHS Scotland performance was 4885.</p>
	A2a	Patients whose discharge is from hospital is delayed more than 28 days (HEAT Target)	<p>Patients should not have to wait unnecessarily for more appropriate care to be provided after treatment in hospital. Waiting unnecessarily in hospital is a poor outcome for the individual, is an ineffective use of scarce resource and potentially denies an NHS bed for someone who might need it.</p>

			As at September 2012, 3 patients were waiting more than 4 weeks in to be discharged from an NHS Ayrshire & Arran hospital against a target trajectory of 12 patients. It is predicted that the end of year target of 4 patients waiting will be achieved
	A2b	Accumulated bed-days for people delayed	Measure under development
	A3	Prevalence rates for diagnosis of Dementia	Measure under development
		Maintain the proportion of people with a diagnosis of dementia on the Quality and Outcomes Framework (QOF) dementia register and other equivalent sources. (HEAT Standard)	<p>The standard is to maintain the 2010/11 proportion of people with a diagnosis of dementia on the Quality and Outcomes Framework (QOF) dementia register and other equivalent sources</p> <p>Diagnosis of dementia is important as the diagnosis is the gateway to information, support, care and treatment for the person with dementia, their family and carers.</p> <p>The performance measure used for this standard is the number of people with a diagnosis of dementia on the Quality and Outcomes Framework (QOF) dementia register and other equivalent sources.</p> <p>The NHS Ayrshire & Arran target for 2011/12 was 3,091 registrations and 3,222 registrations were achieved.</p> <p>As at March 2012, NHS Ayrshire & Arran were ranked 6th out of 11 NHS Scotland Mainland Health Boards.</p>
	A4	Percentage of people aged 65+ who live in housing, rather than a care home or a hospital setting	Measure under development
	A5	Percentage of time in the last 6 months of life spent at home or in a community setting.	Measure under development
	A6a	% of community care users feeling safe	Measure under development
	A6b1	% of users satisfied with their involvement in the design of care package	Measure under development

	A6b2	% of carers satisfied with their involvement in the design of care package	Measure under development
	A6bc	% users satisfied with opportunities for social interaction	Measure under development
	A6d	% of carers who feel supported and able to continue in their role as a carer	Measure under development
	B1	Proportion of people aged 75 and over living at home who have an Anticipatory Care Plan shared with Out-of-Hours staff	Measure under development
	B2	Waiting times between request for a housing adaptation, assessment of need, and delivery of any required adaptation	Measure under development
	B3	Proportion of people aged 75+ with a telecare package	Measure under development
	B4	Measure of dependency: before and after re-ablement	Measure under development
	B5	Respite care for older people per 1000 population	Measure under development
	B6	Rates of 65+ conveyed to Accident & Emergency with principal diagnosis of a fall	Measure under development
	B7	Proportion of frail emergency admissions who access comprehensive geriatric assessment with 24 hours	Measure under development
	B8	Use of long term care homes and continuing care	Measure under development
	C1	Per capita weighted cost of accumulated bed days lost to delayed discharge	Measure under development
	C2	Cost of emergency inpatient bed days for people over 75 per 1000 population over 75	Measure under development

	C3	A measure of the balance of care (e.g. split between spend on institutional and community-based care).	Measure under development
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Medium term outcomes	PIs/evidence
Joint Commissioning Plans for Older People in Ayrshire and Arran 2012 - 2022	<ul style="list-style-type: none"> Joint commissioning plans developed and agreed by all partners
Production of Local Joint Commissioning service delivery and programmes of development - 10 years. 3 years and 1 year ahead	<ul style="list-style-type: none"> Local Joint Commissioning service delivery and programmes of development – developed and agreed by all partners
Services are more suited to the needs of individuals (personalisation)	<ul style="list-style-type: none"> % traditional service provision compared to % Self directed support (SDS) Number of Direct Payment recipients Number of people that received SDS packages Service users and carers views on the service provided– obtained through <i>Talking Points</i> <p>Discussion is required on suitable KPIs</p>
A shift in the balance of care from institutional to community care	<ul style="list-style-type: none"> Change Fund PI C003 – A measure of the balance of care (split between spend on institutional and community based care)

Short term outcomes	PIs/evidence
All stakeholders are appropriately involved in the development of the plans, communication on progress, implementation and enable feedback into this process	<ul style="list-style-type: none"> • Communications strategy/action plan developed in partnership and implemented • Stakeholders involved • Meeting/events held • Information issued • Feedback arrangements in place/used • The performance indicators in the <i>National Standards for Community Engagement</i>, (Communities Scotland, 2005) http://www.scdc.org.uk/what/national-standards/
Agreed process for service developments and service decommissioning on a locality basis	<ul style="list-style-type: none"> • Evidence that the process was developed and agreed by all partners
There will be an improved focus on outcomes, flexibility and person centred approaches through procurement	<ul style="list-style-type: none"> • <i>The recommendations from Commissioning Social Care</i> (Audit Scotland, 2012) http://www.audit-scotland.gov.uk/docs/health/2012/nr_120301_social_care.pdf
Consultation and involvement arrangements are accessible to all older people	<ul style="list-style-type: none"> • The performance indicators in the <i>National Standards for Community Engagement</i>, (Communities Scotland, 2005) http://www.scdc.org.uk/what/national-standards/
Decisions are based on a complete understanding of local population needs and resource availability	<ul style="list-style-type: none"> • Joint Needs Assessment document in place • Total Resource dedicated to care of elderly identified • Pooled budgets identified and management mechanisms in place • Costs of future services identified and are sustainable
All outcomes for older people will be measured against agreed performance targets/indicators	<ul style="list-style-type: none"> • Joint PIs identified and targets set • Joint performance management system in place, including reporting
Effective whole system pathways for service provision	<ul style="list-style-type: none"> • Points of contact in place, supported by whole system pathways for service provision
Transparency of resource allocation	<ul style="list-style-type: none"> • Appropriate financial mechanisms are in place to show how funding is being spent – to be discussed • Information/FAQs/Awareness raising

Outputs	PIs/evidence
Robust process for communication of Commissioning process	Joint Communication Plan in place
Development of joint integrated services	Joint integrated services established
Sound analysis of future population and health needs	Joint Needs Assessment document
Stakeholder involvement, to obtain a wide range of views on current and future services, commissioned	<ul style="list-style-type: none"> The performance indicators in the <i>National Standards for Community Engagement</i>, (Communities Scotland, 2005) http://www.scdc.org.uk/what/national-standards/
Joint Workforce plans help to set out partners responsibilities and contributions'	Joint workforce plans in place – there has been an adjustment to the original scope of the programme. This is now included within integration
Performance monitoring/scrutiny to inform future delivery of services identified in the Commissioning Strategy	<ul style="list-style-type: none"> Joint PIs identified and targets set Joint performance management system in place, including reporting
Project management provides direction and leadership to the process and final Strategy	Programme/project management documentation/processes/arrangements in place

Actions	PIs/evidence
Consultation process confirmed and communication plan agreed which are accessible to all older people	<ul style="list-style-type: none"> The performance indicators in the <i>National Standards for Community Engagement</i>, (Communities Scotland, 2005) http://www.scdc.org.uk/what/national-standards/
Develop joint financial arrangements to support the commissioning process and outcomes	<ul style="list-style-type: none"> Total Resource dedicated to care of elderly identified Pooled budgets identified and management mechanisms in place Costs of future services identified and are sustainable
Undertake needs assessment using available data sets	<ul style="list-style-type: none"> Joint Needs Assessment document
Key stakeholders identified and process for engagement agreed	<ul style="list-style-type: none"> Agreed process for engagement The performance indicators in the <i>National Standards for Community Engagement</i>, (Communities Scotland, 2005) http://www.scdc.org.uk/what/national-standards/
Development of joint workforce plan	<ul style="list-style-type: none"> Joint working plan
Performance indicators will be identified	<ul style="list-style-type: none"> Joint review of available measures/indicators;- <ul style="list-style-type: none"> ➤ JSOP specific PIs relating to the strategy and process ➤ Reshaping Care/Change Fund PIs ➤ Future suite of indicators and measures for integration of adult health and social care) Joint PIs identified, agreed and targets set
Joint Commissioning Project team established	<ul style="list-style-type: none"> Notes of meetings, ToR, governance arrangements

NORTH AYRSHIRE COUNCIL

Agenda Item 18

26 February 2013

Cabinet

Subject: **Responding to Demographic Change in North Ayrshire**

Purpose: To advise the Cabinet of demographic trends affecting North Ayrshire

Recommendation: That the Cabinet agrees (a) to consider and discuss the contents of the Responding to Demographic Change report and (b) through the work of the Policy Board to take pro-active steps to increase the population of North Ayrshire.

1. Introduction

A report "Responding to Demographic Change" was considered by the Economy & Employment Policy Board on 1 October 2012. The Board agreed (a) that further research should be carried out in terms of the key drivers for population decline and migration to and from North Ayrshire and presented to a future meeting (of the Board); (b) that the paper on Responding to Demographic Change should be submitted to a future meeting of the Cabinet with a recommendation that the Council should seek to increase the population of North Ayrshire.

2. Current Position

- 2.1 A copy of the report is attached as Appendix 1. It should be noted that since the report was compiled the first results from the 2011 Census have been published. This shows that the total population of North Ayrshire was 138,000, a slight improvement on previously published Scottish Government Mid Year Population Estimates. However the analysis contained within the report remains accurate in as much as population is still forecast to decline significantly in the medium/long term and the structure of the population will change with increases in older age groups offset by falls in the number of young people.

3. Proposals

- 3.1 The Cabinet is asked to consider and discuss the contents of the Responding to Demographic Change report and that through the work of the Policy Board take pro-active steps to increase the population of North Ayrshire.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 Population growth is explicitly recognised as a target within the Scottish Government Economic Strategy. This aims to match average European population growth levels, acknowledging the role of population in achieving economic growth. Population growth has a direct impact on the Council's SOA Priority "A Working North Ayrshire". SOA Indicators 2a3 Total Population of North Ayrshire and 2a4 Dependency Ratio (i.e. percentage of children and elderly as proportion of total population) are directly linked to changes in population.

5. Consultations

- 5.1 The Responding to Demographic Change report was subject to consultation with Planning and Regeneration as well as discussion with the Council's Extended Corporate Management Team (ECMT).

6. Conclusion

- 6.1 Population change is one of the most important issues facing the Council. A declining and ageing population may have implications for service provision such as declining tax base, falling schools rolls and increases in care/health provision. It is therefore critical for the economic and social well-being of the area that efforts are made to increase the population of North Ayrshire.



ELMA MURRAY
Chief Executive

Reference :

For further information please contact Steve Morley, Research Analyst on telephone number 01294 324126

Background Papers

Responding to Demographic Change report to the Economy & Employment Policy Board of 1 October 2012

Subject: Responding to Demographic Change in North Ayrshire

1. Introduction

- 1.1 A discussion paper prepared for the Council's Corporate Management Team (CMT) in November 2010 highlighted the issue of population decline in North Ayrshire as well as a changing profile towards an ageing population. This report has been prepared to provide an update on these trends and to inform any requirement for a policy response.
- 1.2 Population growth is explicitly recognised as a target within the Scottish Government Economic Strategy. This aims to match average European population growth levels, acknowledging the role of population in achieving economic growth. Population growth impacts on economic performance by increasing the demand for goods and services, creating business and employment opportunities. Analysis of annual Scottish GDP growth performance against that of the UK over the period 1998 to 2008 suggests that nearly half the growth differential between Scotland and the UK as a whole was due to higher levels of population growth in the UK.
- 1.3 In addition to economic growth, population change impacts on the funding of and demand for public services. The SOLACE-led Local Outcome Indicators Project (October 2010) revised the indicators menu for use in Single Outcome Agreements (SOA) to include 'total population' in order to measure local progress. The 'dependency ratio' indicator was also added to help measure progress towards local outcomes.

2. Demographic Trends and Projections

- 2.1 The Appendix illustrates statistical information on population, households and dwellings in North Ayrshire. Detailed information has in the past been presented to the CMT, and further analysis can be provided if required. In terms of population, North Ayrshire has exhibited the following trends in recent years:
- A decline in population from 138,820 to 135,180 in the period 2001-2010;
 - An increase in the population in Kilwinning, Dalry & West Kilbride, Ardrossan & Arran, and North Coast and Cumbrae Wards in the period 2001-2010;
 - A declining population in the Irvine East, Irvine West, Kilbirnie & Beith, and Saltcoats & Stevenston Wards in the period 2001-2010;
 - Net out-migration, particularly due to out-migration of the young.
- 2.2 2010-based population projections predict a **further decline in North Ayrshire's total population** of -6,419 (-4.7%) from 135,180 in 2010 to 128,761 by 2035. In contrast, the Scottish population is expected to increase by +10.2% over the same period. There are 22 local authorities in Scotland expected to exhibit population growth and ten authorities (mainly within the West of Scotland) expected to experience population decline.
- 2.3 This projected decrease means that North Ayrshire would require 257 more births/more in-migrants/less out-migrants each year, or a combination of all three to prevent a declining population.
- 2.4 Should the projected decline occur, then, in addition to the above 257 more births/more in-migrants/less out-migrants, North Ayrshire would require another 552 more births/more in-migrants/less out-migrants each year (809 more), to grow the population to the same level projected for Scotland by 2035 (+10.2%).
- 2.5 North Ayrshire does attract a significant number of in-migrants each year (3,579 in 2011). However, it also loses a similar amount (3,577 in 2011). It is the 16-29 year olds that are the largest group of both in and out-migrants.
- 2.6 In terms of the number of households, projections illustrate an increase from 62,010 in 2010 to 65,630 in 2025. This is despite projected population decline and due to a projected decline in the average household size, primarily due to the ageing population, increasing number of single person households, higher divorce rate, etc.
- 2.7 Increased life expectancy coupled with a declining birth rate is also leading to an increase in the 'dependency ratio'. That is, the ratio of economically active members of society to economically inactive members of society is declining. The main changes predicted in the age *structure* of North Ayrshire's population from 2010 to 2035 are:
- 0-15 (children) age group projected to decrease by -10.6% from 24,201 to 21,626;
 - 16-64 (working age) projected to fall by -19.9% from 85,665 to 68,657;
 - 65-74 projected to rise by +27.2% from 14,213 to 18,080;
 - 75+ age group projected to rise by +83.7% from 11,101 to 20,398.
- 2.8 The current population structure is the main determinant of the future structure of the population, and it will require a considerable

period of time before sustained changes in the drivers of population change could influence the overall structure of the population. Therefore we can be certain that North Ayrshire's population will age over the coming decades, however changes in levels of migration and the drivers of population growth can influence the rate at which it ages.

3. Implications for North Ayrshire Council

3.1 The projected continuing trend of a declining and ageing population has implications for economic growth, as well as levels of service provision required within North Ayrshire. It could also affect grant aided expenditure, as well as impact on the case for investment from Scottish Government, in, for example, strategic transport infrastructure or education estate.

3.2 A declining and ageing population may have the following implications for service provision:

- Declining tax base and grant entitlement;
- Declining school rolls and education estate;
- Funding of age related public services, i.e. paid carers, healthcare professionals, supporting independent living;
- Commercial implications, i.e. the need for and type of retail, leisure, housing provision which the private sector may seek to provide;
- Need for affordable housing for assisted living;
- Increased use of public transport;
- Implications for economic development policies, including consideration of how the labour market participation rate can be increased for older age groups.

3.3 A significant increase in North Ayrshire's population would also present challenges in reversing the above implications. It would put a strain on public services, including health, social care, housing, transport, cleansing, leisure and other services. An increasing population would put pressure on the infrastructure and natural environment.

4 Approaches Elsewhere

4.1 Population trends can be influenced. The following authorities are explicitly tackling the issue of population decline:

Glasgow historically aspired to reduce its population in the 1950-70s due to overcrowding and housing conditions. This trend was then seen as a negative during the 1980s due to falling demand for services, a reducing tax base and the need for regeneration or development of large areas. During the 1980s, people tended to leave the City mainly for employment or housing reasons. Over the period 1981 to 1991, total employment fell by -11% and manufacturing employment by -44%. More recently, Glasgow's employment performance has improved (a rise of +22% between 1996 and 2005). Between 2001-2006, the population level rose by +400 per year. Whilst loss through natural change averaged about -800 per year, migration more than compensated for this by a net inflow of +1,200 per year. An asylum seeker contract was an important factor as well as in-migration from EU Accession Countries.

The improved employment situation is a key factor in the turnaround of Glasgow's migration position. Action has also been taken to increase housing choice in the City. This includes the development of new neighbourhoods and the release of nine greenfield release sites with a capacity of almost 2,000 houses. The purpose is to retain and to attract back families to the City that have chosen in the past to live in surrounding local authority areas.

Dundee National Records of Scotland estimate that the number of people living in Dundee City in mid-2010 was 144,290. This was 900 more than the previous year suggesting that a long-term outflow of residents may be reversing. However, the population of the city remains below the level recorded at the start of the century and well down from its historic highs of over 180,000.

Most of the recent change was accounted for by net in-migration and the number of births was a little higher than the number of deaths. Output and unemployment in Dundee are both worse than the national average, although the economy has been performing better since the mid 1990's. The city has lost its historic base of 'jute, jam and journalism', whaling, trading, and shipbuilding. It is now developing a presence in digital media, culture, biotechnology, medicine, retail and call centres.

A clear vision for Dundee city centre began in the late 1990s with a £500m city centre regeneration programme. Empty jute mills and space above shops were converted into flats, and new blocks were built at City Quay. In the past few years, a new phase of development has begun: the city's Waterfront is being regenerated in a major 30-year reconstruction programme which will accommodate the V&A Museum, and Dundee has zoned a Cultural Quarter to the west of the city core.

The importance of education to the economy is demonstrated by the number of residents in their twenties. Dundee city centre has been transformed by students moving in but the city has struggled to create the jobs to keep them. Dundee's city centre population grew by nearly 100% during the 1990s to around 3,000, two thirds of which are students. Focus groups show that shops, bars, cafes, being able to walk to work and the city centre 'buzz' are the main attractions, but most residents expect to move away from Dundee to find work. A third of residents move in or out each year, around three times higher than the national average.

Addressing depopulation is the most important aim of the **Inverclyde** Single Outcome Agreement. By 2035, Inverclyde's population is projected to have fallen to 66,488 (- 16.7%). Of particular concern is the decline in the number of young and working age people which is contrasted by a growing elderly population, a similar demographic pattern to that of North Ayrshire.

Inverclyde Council commissioned SLIMS Consulting to carry out a Depopulation Research Study and a report was produced in July 2011. The study reviewed the scale and nature of depopulation in Inverclyde, consulted with Council departments and other stakeholders to examine the extent to which population decline has implications for service delivery, and engaged with focus groups with the local community to understand the factors that were driving decisions to move to and from Inverclyde.

The recommendations included a set of practical measures that should be considered by Inverclyde Community Planning Partnership to stem outward migration:

- Developing a net-migration target and strategy for Inverclyde;
- Improving existing information on migration;
- Examining the role of natural change;
- Identifying new economic roles;
- Local employability;
- Identifying housing growth areas;
- Retail and commercial offer; and,
- Marketing and communications strategy.

5 Key Drivers for Migration to/from North Ayrshire

- 5.1 North Ayrshire currently has unfavourable demographics in terms of its working age population, compounded by the fact that skilled workers often migrate to areas with a greater proportion of high value added jobs. Given that we cannot encourage more births, migration is the key demographic factor that NAC may be able to influence. We therefore need to understand: why we have a net out-migration trend; what our offer is; how we are perceived; and how trends may be reversed.
- 5.2 Future levels of migration are difficult to predict as these are influenced by a number of factors – principally under the headings of the labour market and quality of life/perception of the area. A CMT discussion paper of November 2010 contained a comprehensive list of the attractors and enablers that motivate individuals to move into, or remain in an area, or alternatively to move out of an area. While they will vary by age group, what are considered to be key drivers that motivate individuals to remain or move in or out of North Ayrshire are set out in the table below.

Key Driver	Drivers
Employment	<ul style="list-style-type: none"> • Lack of employment opportunities and skilled employment in particular • Access to Glasgow labour market • Opportunity through Enterprise Area, Key Sectors
Educational attainment	<ul style="list-style-type: none"> • Impact on life chances - Higher pass rates below national averages • Largs Academy seen as attractor • Significant investment made in school estate • Consideration of how expenditure may improve attainment
Further/higher education	<ul style="list-style-type: none"> • Opportunity to develop skills offer at Kilwinning College • Review of College provision – a risk or opportunity for North Ayrshire? • Tendency for students of universities to reside outwith the area
Housing Market including a range of housing stock	<ul style="list-style-type: none"> • Relatively affordable area • Lack of range of housing stock, in particular executive stock or modern/ aspirational accommodation for first time buyers • Limited residential development market, significant decline in completions • Limited land supply where most demand (i.e. North Coast) • High proportion of ex local authority stock
Town centres and the evening economy	<ul style="list-style-type: none"> • Town centres an increasing focus of the Council and Scottish Government Regeneration Strategy • Changing retail expenditure and role of centres – what is the vision for centres? • Irvine offer limited, seen as unsafe and dated, lacks evening offer, such as cinema, restaurants • West Kilbride, Largs different but level of success
Sports & leisure provision	<ul style="list-style-type: none"> • Strengths in golf, sailing, outdoor – generally attractors for older age ranges? • Less provision in indoor, variety of sports, i.e. football, athletics

- 5.3 While some of the above is anecdotal, it is also the case that decisions on whether to move from, or into an area (be it as a resident or employer) are similarly anecdotal or based on perception. There is a need to confirm why young people and families, in particular, are being lost from the area, and how we may retain and attract more. Further primary research through focus groups, as well as the straight talking sessions and the community survey may start to confirm some of these drivers.

6. Conclusions

- 6.1 Demographic trends in North Ayrshire in terms of population and its structure continue to deviate from the National picture in illustrating a declining population. The statistics tell us that there are a large number of people coming into North Ayrshire but also slightly more leaving. However, we do not have a clear picture of why people are coming in or leaving, only via anecdotal evidence.
- 6.2 Essentially, the Economic Development and Regeneration Strategy focuses on job creation and supporting people into work. It recognises the trend of a falling population and calls for a clear statement of the North Ayrshire offer within promotional literature in

order to attract and retain people and employers. However, there is a lack of consistency or an explicit message across the Council and Community Planning Partnership in terms of whether we should address the demographic trends. Other main North Ayrshire Council strategies that will have an impact on population levels include the Council Plan and Local Development Plan. Although these may produce outcomes that will, perhaps, provide enablers to motivate individuals to move, they assume the status quo.

7. Recommendations

It is clear that there are a number of information gaps that will require to be closed to allow a more targeted approach to tackling depopulation. In the first instance:

- 7.1 **Confirm why trends are emerging.** If we are to devise a strategy to tackle the issue of a declining and ageing population, we need robust information. We need to go beyond the anecdotal and current statistical evidence and carry out primary research. We need to identify what type of people are leaving and why this is the case, and also why people choose to live in the area. This is likely to present challenges in terms of identifying relevant groups and the basis of their decisions; and
- 7.2 **Confirm service implications** identifying how changing demographics should affect policy and planning, for example the school estate, consideration of how to fund Free Personal Care and other services, economic development, etc. Identify opportunities presented by an ageing population. On receipt of this information:
- 7.3 **Establish an overarching vision** that North Ayrshire Council and its Community Planning Partners will aspire to:
- Increase North Ayrshire's population?;
 - Maintain North Ayrshire's population?; or,
 - Manage a reduction of North Ayrshire's population?
- 7.4 **Establish how this may be delivered and how NAC may influence demographic trends** (e.g. through migration). Adopting a population stabilisation or growth target indicates that activity would be likely to concentrate on migration/retention. Key issues might include:
- Consider how to attract and retain migrants to maintain and grow the working age population, and how to attract and retain young people/families (in addition to the migration of older people);
 - Consider messages from Christie Report on outcomes and a shift towards preventative or positive spend, in particular targeted at some of the key drivers identified; and,
 - Develop the economic and employment conditions that ensure the availability of the type of jobs which would attract and retain people.

8. Questions

Prior to devising a strategy to tackle the issue of a declining and ageing population, several questions are worth considering:

- 8.1 Section 5 identifies some possible key drivers that motivate individuals to remain or move in or out of North Ayrshire. Why do you think people either choose to live in or move away from North Ayrshire?
- 8.2 Section 3 identifies potential implications of a decreasing/increasing population. Are you aware of any additional implications for North Ayrshire?
- 8.3 What do you think the vision should be for North Ayrshire Council and its Community Planning Partners:
- increase North Ayrshire's population?
 - maintain North Ayrshire's population?
 - manage a reduction of North Ayrshire's population?
- 8.4 Do you agree with the above recommendations?

Karen Yeomans
Economic Development & Regeneration Project Director

Report prepared by :
Allison Craig
Research Analyst

Alastair Laurensen
Team Leader - Regeneration

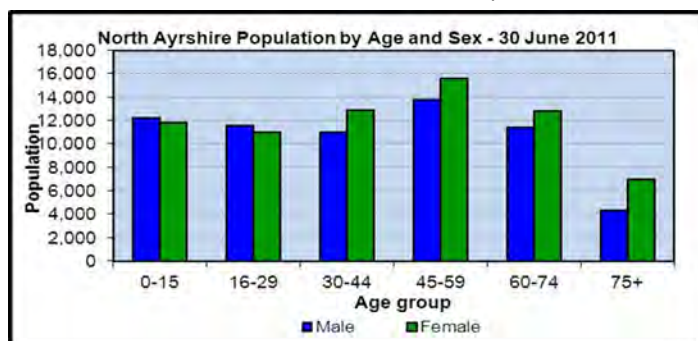
APPENDIX - NORTH AYRSHIRE DEMOGRAPHIC FACT SHEET

POPULATION

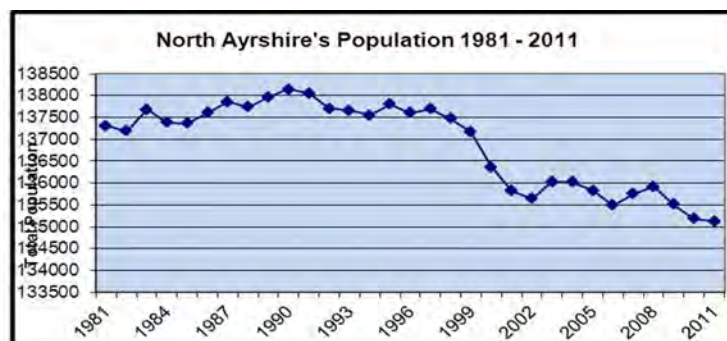
Estimated population of North Ayrshire and Scotland, by age group, 2011

Age group	Male pop. North Ayrshire	Female pop. North Ayrshire	Total pop. of North Ayrshire	% of total pop. of North Ayrshire	Age group	Male pop. Scotland	Female pop. Scotland	Total pop. of Scotland	% of total pop. of Scotland
0-15	12,190	11,772	23,962	17.7%	0-15	467,326	445,991	913,317	17.4%
16-29	11,517	10,974	22,491	16.6%	16-29	500,756	483,269	984,025	18.7%
30-44	10,956	12,864	23,820	17.6%	30-44	502,566	525,888	1,028,454	19.6%
45-59	13,737	15,579	29,316	21.7%	45-59	533,083	571,547	1,104,630	21.0%
60-74	11,385	12,815	24,200	17.9%	60-74	385,125	426,175	811,300	15.4%
75+	4,363	6,978	11,341	8.4%	75+	159,344	253,730	413,074	7.9%
All ages	64,148	70,982	135,130	100.0%	All ages	2,548,200	2,706,600	5,254,800	100.0%

Source: National Records of Scotland, Mid 2011 Population Estimates



Source: National Records of Scotland, Mid 2011 Population Estimates

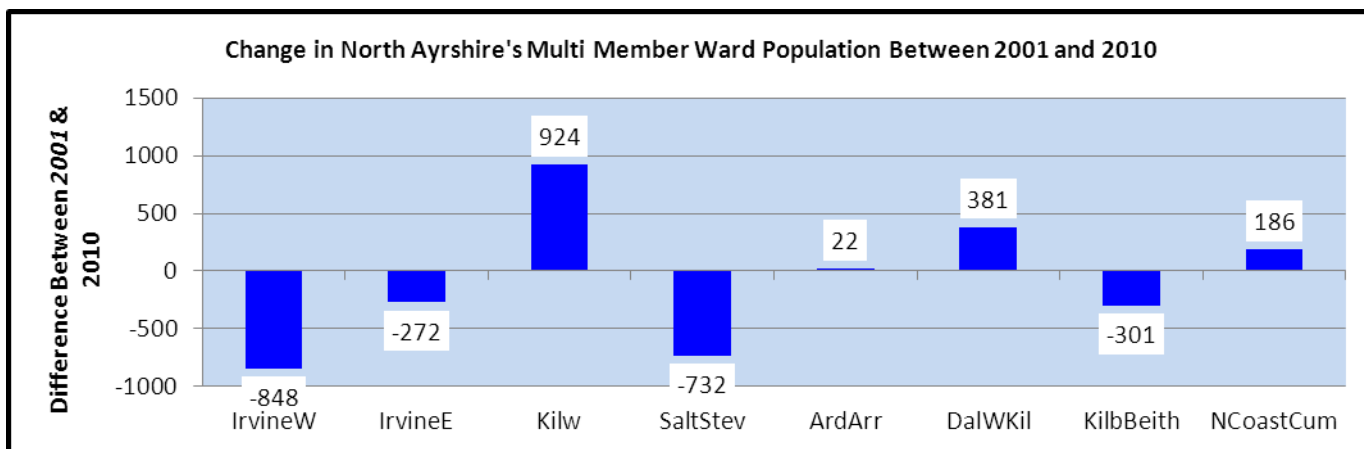


Source: National Records of Scotland, Mid 2011 Population Estimates

Estimated population of North Ayrshire's Multi Member Wards by broad age group, 2010

Multi Member Wards	All Persons	Children (0-15)	Working Age (16-64)	Pensionable Age (65+)
Irvine West	18,791	3,408	11,208	4,175
Irvine East	19,765	3,908	12,537	3,320
Kilwinning	18,293	3,600	11,289	3,404
Saltcoats and Stevenston	18,963	3,569	11,299	4,095
Ardrossan and Arran	16,709	2,709	9,920	4,080
Dalry and West Kilbride	12,191	2,162	7,175	2,854
Kilbirnie and Beith	14,098	2,597	8,484	3,017
North Coast and Cumbraes	16,370	2,248	8,841	5,281

Source: National Records of Scotland, Mid-2010 Multi Member Ward Population Estimates



Source: National Records of Scotland, Multi Member Ward Population Estimates 2001 – 2010

MIGRATION

Components of Migration – North Ayrshire mid-2010 to mid-2011

Area	In	Out	Net
Other areas within Scotland	2,499	2,449	50
England, Wales & N.Ireland	873	849	24
Overseas	207	279	-72
Total	3,579	3,577	2

Source: National Records of Scotland, Mid 2010 and Mid 2011 Population Estimates

POPULATION PROJECTIONS

Projected population, by age group, in North Ayrshire, 2010-2035

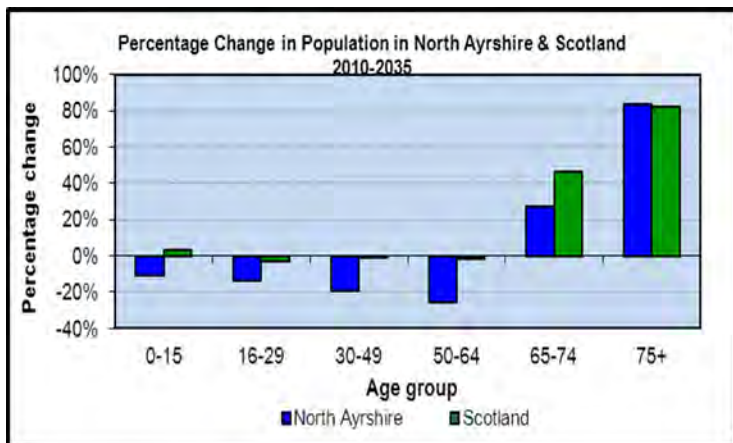
Age group	Base year	Projected years				
	2010	2015	2020	2025	2030	2035
0-15	24,201	23,739	23,842	23,363	22,555	21,626
16-29	22,425	22,317	20,622	19,311	19,252	19,346
30-49	34,948	31,507	29,340	29,159	29,062	28,208
50-64	28,292	28,433	29,131	27,343	23,729	21,103
65-74	14,213	16,216	16,739	16,563	17,808	18,080
75+	11,101	12,525	14,349	17,142	18,720	20,398
All ages	135,180	134,737	134,023	132,881	131,126	128,761

Source: National Records of Scotland, 2010-Based Population Projections

Average migration in and out of North Ayrshire 2009-11

Age Group	In	Out	Net
0-15	710	681	29
16-29	971	1,312	-341
30-44	859	885	-26
45-64	723	605	118
65+	312	251	61
All ages	3,575	3,734	-159

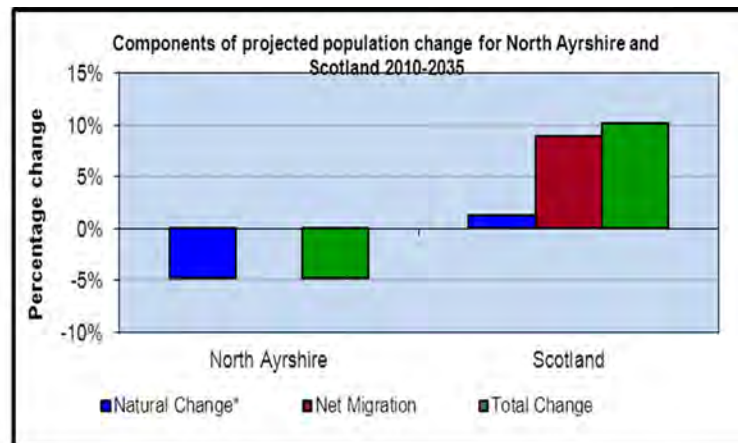
Source: National Records of Scotland, Mid 2009, Mid 2010 and Mid 2011 Population Estimates



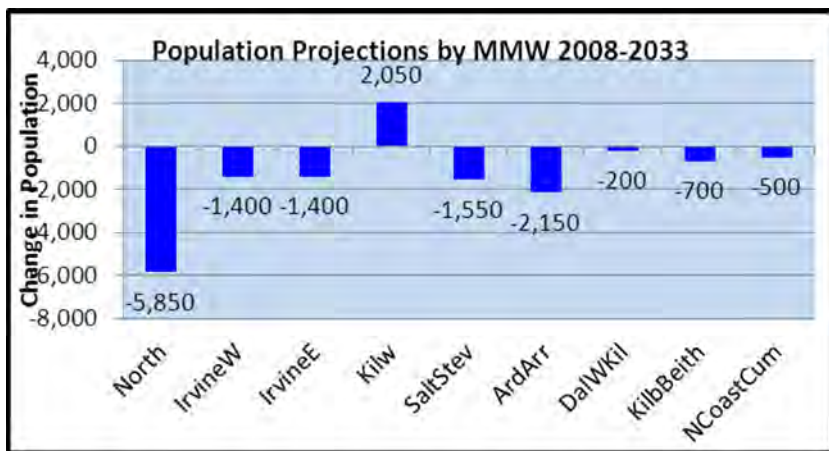
Source: National Records of Scotland, 2010-Based Population Projections
Population Projections by North Ayrshire Multi Member Ward 2008-2033

YEAR	North	Irvine West	Irvine East	Kilwinning	Saltcoats Stevenston	& Ardrossan Arran	& Dalry West Kilbride	& Kilbirnie Beith	& North Coast Cumbrae
2008	135,900	19,000	19,850	18,000	19,200	16,900	12,350	14,150	16,400
2033	130,050	17,600	18,450	20,050	17,650	14,750	12,150	13,450	15,900
Difference	-5,850	-1,400	-1,400	2,050	-1,550	-2,150	-200	-700	-500
% Difference	-4.30%	-7.40%	-7.10%	11.40%	-8.10%	-12.70%	-1.60%	-4.90%	-3.00%

Source: Economic Development Service, North Ayrshire Council



Source: National Records of Scotland, 2010-Based Population Projections



Source: Economic Development Service, North Ayrshire Council

Multi Member Ward	Age 0-15	Age 16-64	Age 65+	All Person
North Ayrshire	-15.30%	-19.10%	59.40%	-4.30%
Irvine West	-10.50%	-17.30%	29.40%	-7.40%
Irvine East	-19.60%	-27.20%	123.30%	-7.00%
Kilwinning	8.50%	-3.90%	82.80%	11.20%
Saltcoats & Stevenston	-13.00%	-20.40%	40.10%	-8.10%
Ardrossan & Arran	-39.50%	-30.80%	72.80%	-12.60%
Dalry & West Kilbride	-13.90%	-13.90%	52.00%	-1.70%
Kilbirnie & Beith	-16.00%	-17.20%	51.60%	-4.90%
North Coast & Cumbrae	-25.20%	-19.90%	47.20%	-3.00%

Projected Change in Population by Multi Member Ward

Source: Economic Development Service, North Ayrshire Council

HOUSEHOLDS & DWELLINGS

Household estimates for North Ayrshire and Scotland, 2003-2011

	Year									% change 2010-2011	% change 2006-2011
	2003	2004	2005	2006	2007	2008	2009	2010	2011		
North Ayrshire	59,692	59,833	60,321	60,840	61,044	61,504	61,814	62,006	62,097	0.1%	2.1%
Scotland	2,229,535	2,249,160	2,271,353	2,291,415	2,314,359	2,332,457	2,345,304	2,357,424	2,368,034	0.5%	3.5%

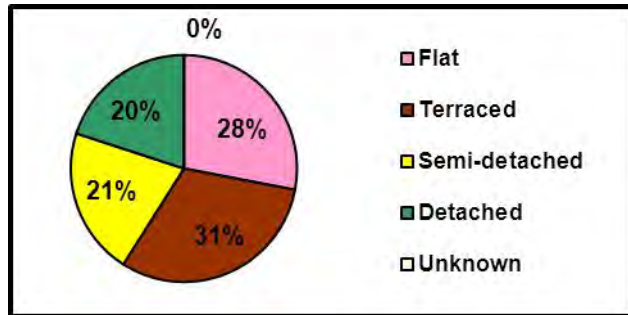
Source: National Records of Scotland, Mid 2003 - Mid-2011 Household Estimates

Number of Dwellings in North Ayrshire Split By Multi Member Ward 2003-11

Multi Member Wards	Total no. dwellings 2003	Total no. dwellings 2004	Total no. dwellings 2005	Total no. dwellings 2006	Total no. dwellings 2007	Total no. dwellings 2008	Total no. dwellings 2009	Total no. dwellings 2010	Total no. dwellings 2011	Change Between 2003 and 2011	% Change Between 2003 and 2011	Approximate Annual Dwelling Increase
Irvine West	9,023	9,207	9,265	9,309	9,391	9,384	9,411	9,527	9,487	464	5.1%	52
Irvine East	8,184	8,339	8,398	8,498	8,645	8,666	8,640	8,650	8,660	476	5.8%	53
Kilwinning	7,549	7,641	7,714	7,731	7,825	7,925	8,054	8,114	8,157	608	8.1%	68
Saltcoats and Stevenston	9,241	9,322	93,33	9,403	9,438	9,505	9,502	9,528	9,590	349	3.8%	39
Ardrossan and Arran	8,044	8,337	8,396	8,438	8,586	8,666	8,725	8,747	8,763	719	8.9%	80
Dalry and West Kilbride	5,442	5,545	5,602	5,714	5,785	5,800	5,824	5,834	5,850	408	7.5%	45
Kilbirnie and Beith	6,534	6,581	6,608	6,669	6,717	6,772	6,822	6,874	6,887	353	5.4%	39
North Coast and Cumbraes	8,789	8,920	8,991	9,082	9,163	9,232	9,256	9,289	9,301	512	5.8%	57
North Ayrshire	62,806	63,892	64,307	64,844	65,550	65,950	66,234	66,563	66,695	3,889	6.2%	432

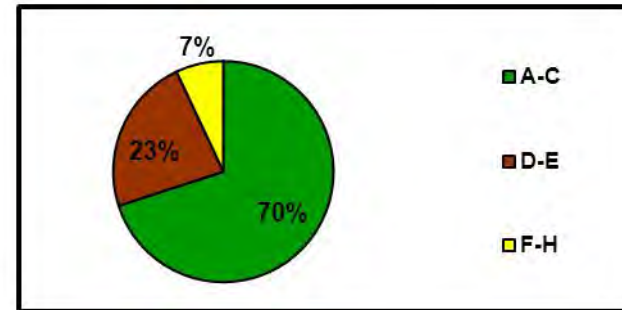
Source: National Records of Scotland

Types of dwelling in North Ayrshire, 2011



Source: National Records of Scotland

Proportions of dwellings by Council Tax band in North Ayrshire, 2011



Source: National Records of Scotland

Dwelling Types in North Ayrshire Split By Multi Member Ward 2011

Type of Dwelling	Irvine West	Irvine East	Kilwinning	Saltcoats & Stevenston	ArdArr	Dalry & West Kilbride	Kilbirnie & Beith	North Coast & Cumbræ	North Ayrshire	Scotland
Flatted	34%	9%	20%	35%	23%	22%	21%	51%	28%	38%
Terraced	40%	56%	31%	33%	19%	22%	35%	12%	31%	21%
Semi-detached	16%	16%	25%	25%	26%	24%	26%	12%	21%	21%
Detached	9%	19%	23%	7%	32%	31%	17%	24%	20%	20%

Source: National Records of Scotland

HOUSEHOLD PROJECTIONS

Household Projections Split By Household Type 2010-2035

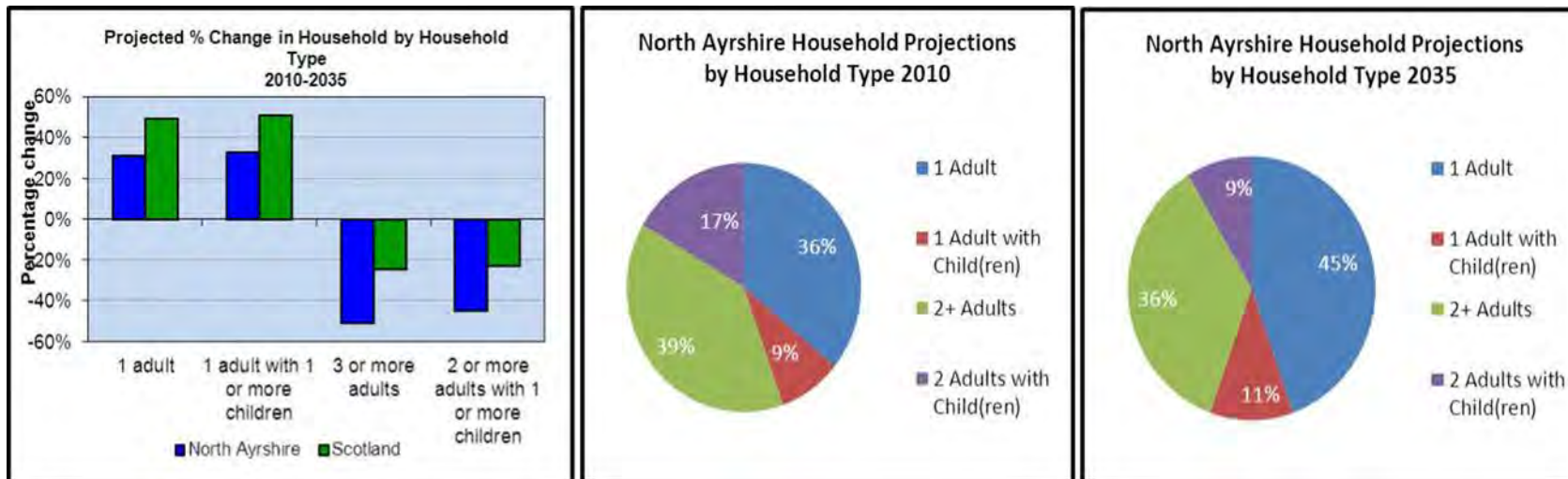
Household type	Base-year	Projected number of households					% change in North Ayrshire 2010-2035	% change in Scotland 2010-2035
	2010	2015	2020	2025	2030	2035		
1 adult	22,290	24,160	25,850	27,170	28,230	29,270	31%	49%
1 adult with 1 or more children	5,350	5,740	6,130	6,520	6,850	7,130	33%	51%
3 or more adults	4,760	4,280	3,730	3,130	2,630	2,310	-51%	-25%
2 or more adults with 1 or more children	10,270	8,840	7,620	6,740	6,140	5,630	-45%	-23%
Total households - North Ayrshire	62,010	63,240	64,350	65,090	65,470	65,630	6%	
Total households - Scotland	2,357,420	2,473,460	2,588,600	2,691,410	2,790,490	2,888,230		23%

Source: National Records of Scotland, 2010-Based Household Projections

Household Projections Split By Age of Head of Household 2010-2035

Household by age of head of household	Base-year	Projected number of households					% change in North Ayrshire 2010-2035	% change in Scotland 2010-2035
	2010	2015	2020	2025	2030	2035		
16-29 years	6,240	6,800	6,660	6,160	6,270	6,630	6%	19%
30-44 years	14,750	13,310	13,570	14,760	14,920	14,260	-3%	15%
45-59 years	17,310	17,820	16,810	14,630	13,160	13,370	-23%	6%
60-74 years	15,500	16,070	16,720	16,900	17,360	16,360	6%	21%
75+ years	8,210	9,240	10,590	12,630	13,760	15,010	83%	80%
Total households - North Ayrshire	62,010	63,240	64,350	65,090	65,470	65,630	6%	
Total households - Scotland	2,357,420	2,473,460	2,588,600	2,691,410	2,790,490	2,888,230		23%

Source: National Records of Scotland, 2010-Based Household Projections



Source: National Records of Scotland, 2010-Based Household Projections

NORTH AYRSHIRE COUNCIL

Agenda Item 19

26 February 2013

Cabinet

Subject: **Redstone Avenue, Kilwinning: Appointment of Contractor**

Purpose: To seek the Cabinet's approval for the award of a construction contract for the development of 46 new general and particular needs housing at Redstone Avenue, Kilwinning.

Recommendation: That the Cabinet agrees (a) to approve the award of the construction contract, at a value of £4,816,600 to McTaggart Construction Ltd, for the construction of 46 new general and particular needs housing at Redstone Avenue, Kilwinning; and (b) that any savings realised through the tendering process be reallocated to the Council house building fund, to be used as funding for future building projects.

1. Introduction

- 1.1 The Mainland Housing Needs and Demand Assessment, carried out as part of the Local Housing Strategy development process, identifies an affordable housing shortfall of 2,700 homes over the lifetime of the strategy, and in the current economic climate it is not unreasonable to expect this figure to increase.
- 1.2 On 24 May 2011, the former Executive of North Ayrshire Council approved the submission of a bid to the Scottish Government, seeking £29,000 per unit of subsidy (ie. £1,276,000) to part fund a new 44 unit development project at Redstone Avenue, Kilwinning. The Executive were further notified that the bid had been partially successful on 25 October 2011 (subsidy of £725,000, for 25 units, was granted).
- 1.3 On 1 February 2012, North Ayrshire Council approved the Housing Revenue Account Capital Programme for 2012/13, including a total budget of £5,384,000 to meet the total estimated cost of the Redstone Avenue project. This included the element funded from Scottish Government grant, noted in paragraph 1.2 above.

- 1.4 On the 23 October 2012, the Cabinet approved both an increase to the number of units being developed (from 44 to 46), and the corresponding increase in the budget, by £234,000, to allow for this. On this date, the Cabinet also approved the commencement of the procurement exercise to appoint the project Contractor.
- 1.5 This report details the outcome of the procurement process in relation to appointing a Contractor, and seeks approval for the same.

2. Current Position

- 2.1 During Spring/Summer 2010, Housing Services, in partnership with the Council's Corporate Procurement Unit, developed a contractor framework agreement. The framework identified nine organisations (selected on a 30%/70% cost/quality criteria for a hypothetical project) who would be invited to tender for future Council house building construction contracts.
- 2.2 The framework agreement means that mini-competitions can now be undertaken, between the framework organisations, for any prospective Council house-building contract. The mini-competitions are based solely on the cost of the works as the quality element has already been assessed during the establishment of the Contractor Framework Agreement. This has resulted in a more streamlined and efficient tendering process.
- 2.3 The total budget estimate for the Redstone Avenue project was £5,618,000. This estimate allows for design team fee (approximately 7% of the budget) and construction costs. It also includes an allowance for site preparation, grouting costs, expenses arising from building warrants, road construction consent and site investigations, etc.
- 2.4 Eight Contractor tenders were submitted and opened on 25 January 2013. The three lowest tenders were then evaluated in accordance with Alternative 2 contained in JCT Practice Note 6 (Series 2) "Main Contract Tendering" by the project's Quantity Surveyor (Appendix 1).
- 2.5 Following all revisions, McTaggart Construction Ltd has been identified as the organisation who submitted the lowest tender, citing construction contract costs of £4,816,600. This indicates an overall saving of £55,000 on the forecast budget requirement for this project. Approval is sought from the Cabinet to retain this saving in the Council house building fund, to be used as funding for future projects.

3. Proposals

- 3.1 It is proposed that the Cabinet agrees to approve the award of the construction contract, at a value of £4,816,600 to McTaggart Construction Ltd, for the construction of 46 new general and particular needs housing at Redstone Avenue, Kilwinning.
- 3.2 It is proposed that any savings realised through the tendering process be retained within the Council house building fund, to be used as funding for future building projects.

4. Implications

Financial Implications

- 4.1 In its bid to the Scottish Government, and in a further committee report dated 23 October 2012, the Council budgeted for a total project cost of £5,618,000.
- 4.2 To date, the Redstone Avenue project has incurred £567,036 of costs (for grouting works, site investigation and design and management fees). This leaves a remaining approved budget of £5,050,964 to meet all remaining construction, contract management fees, planning and development costs.
- 4.3 It is estimated that the remaining contract management fees, planning and development costs will be around £180,000 leaving a balance of £4,871,000 to meet the costs of the construction tender as outlined earlier in the report.
- 4.4 The lowest construction tender is £4,816,000, which can be met from the balance of the approved budget, as illustrated above.

Human Resource Implications

- 4.5 There are no Human Resource implications.

Legal Implications

- 4.6 Housing services guided by the Council's Corporate Procurement Unit has adhered to European Regulations with regard to the establishment of a framework agreement and the subsequent tendering process.

Equality Implications

- 4.7 There will be a positive impact on those in need of suitable social housing as a result of this project.
- 4.8 There will be a further positive impact on those in need of amenity or wheelchair housing, as an element of the homes being developed as specifically to meet these housing needs.

Environmental Implications

- 4.9 The appointed organisation will be bound by the terms and conditions of the contract to minimise the impact on the environment and to maximise sustainability during the construction phase of the project.

Implications for Key Priorities

- 4.10 The Council house building programme supports the Single Outcome Agreement between North Ayrshire Council and the Scottish Government. Specifically, the National Outcome "we live in well designed, sustainable places where we are able to access the amenities and services we need" and the North Ayrshire Outcomes 10(a) The quality of social housing has improved and 10(b) Availability of affordable housing has increased.

Community Benefit Implications

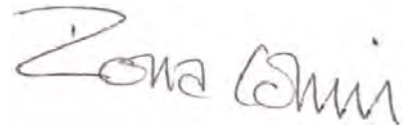
- 4.11 A minimum of 52 weeks targeted recruitment per £1,000,000 construction contract value will be delivered as a result of this project. This will be targeted at young people seeking apprenticeships.

5. Consultations

- 5.1 Consultation events have been held in the community, with local residents, and interested housing register applicants. Feedback from the consultation events has been taken account of, as part of the design process.
- 5.2 Consultation has also been carried out between Housing Services, the design team, and other departments including Development and Environment (Planning and Roads), Finance and Property (Procurement and Financial Management). Corporate Services (Planning) and Finance and Corporate Support (Financial Management, Procurement and Roads).

6. Conclusion

- 6.1 Cabinet approval is sought for the appointment of a Construction Contractor (McTaggart Construction Ltd), who has tendered £4,816,600 for construction of the 46 new general and particular needs Council houses at Redstone Avenue, Kilwinning.

A handwritten signature in blue ink, appearing to read 'Iona Colvin', is positioned above the printed name.

IONA COLVIN

Corporate Director (Social Services and Health)

Reference :

For further information please contact Iona Colvin, Corporate Director (Social Services and Health) on telephone number 01294 317723.

Background Papers

None



North Ayrshire Council

Redstone Avenue,
Kilwinning
Report on Tenders

01st February 2013

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1.0 TENDER SUMMARY

1.1 OVERVIEW

Nine contractors from NAC framework were invited to Tender for the project. Eight contractors confirmed their willingness to tender with Dawn Group withdrawing their interest.

Tender documents were issued to the short-listed contractors on 12th December and, due to intervening Christmas shutdown, were returned on 25th January 2013.

1.2 PROCUREMENT ROUTE AND TENDERS RECEIVED

The method of procurement was Selective Tendering by NAC Framework Contractors based on a Traditional form of Contract with full drawings, specification and BQ's issued. Quality Scores had already been assessed under the framework pre-selection process.

Contractor	Amount of Tender as Received	Corrected Tender Figure	% Variance from 1st
McTaggart Construction Ltd.	£4,656,552.29	£4,816,600.43	0%
Cruden Building & Renewals Ltd.	£4,824,775.57	£4,824,775.57	+0.20%
CCG Ltd.	£4,849,838.67	£4,849,943.77	+0.70%
Lovell Ltd.	£4,941,571.11	Not Checked	+2.60%
Wates Ltd.	£4,969,467.44	Not Checked	+3.20%
McLaughlin Construction	£5,186,673.60	Not Checked	+7.70%
Ashleigh Building	£5,266,168.75	Not Checked	+9.30%
Morris & Spottiswood	£5,669,878.29	Not Checked	17.70%
Dawn Group	Withdrew	N/A	N/A

Table 1 - Tenders Received

1.3 CONTRACT DATA

The Proposed Contract data is:

Scottish Building Contract	SBC With Quantities for use in Scotland (SBC/Q/SCOT): 2011
Liquidate Damages	£950.00 per day
Retention	3%
Penultimate Retention	1½%
Insurance of the Works	Option A applies

1.4 PROGRAMME

The proposed programme for the works is as follows:

Tender Return	25 th January 2013
Tender Expiry (120 days)	25 th May 2013
Cabinet Approval	26 th February 2013
Tender Acceptance	27 th February 2013
Site Possession	08 th April 2013
Contract Duration	Within 60 calendar weeks after Date of Possession
Contract Completion Date	08 th June 2014

2.0 COMMENTARY

2.1 TENDERS RECEIVED

The Tenders received are listed in Table 1.

All tenders were returned in accordance with the tendering instructions.

2.2 PRICE COMPETITION

The tender price spread ranges are as noted on Table 1 with prices ranging from 0.20 – 17.70% above lowest tender received. The 1st, 2nd & 3rd placed tenders had a margin of 0.70% (or £34K) between them. The lowest tender received from McTaggart Construction Ltd. was circa £8K below the second placed tender received from Messrs. Cruden Buildings & Renewals Ltd.

This demonstrates the current competitive construction market within West of Scotland and is reflective of the slow UK economy and spending cuts being experienced in all areas of the construction sector.

The lowest tender from McTaggart Construction Ltd. has demonstrated their keenness in being involved in the Redstone Avenue project.

2.3 TENDER EXAMINATION

Tenders were examined generally in accordance with the principles set out in JCT Practice Note 6 – Main Contract Tendering (Alternative 2).

The three lowest tenders were arithmetically checked and corrected accordingly, as set out in Table 1 above.

All three tenders were found to include genuine errors in calculation together with some qualifications. Errors were corrected and contractors were asked to remove their qualifications where appropriate. This did not ultimately affect tender placing.

2.3.1 First Placed Tender From McTaggart Construction Ltd

McTaggart Construction Ltd submitted a qualified tender and were asked to withdraw their qualifications.

Thereafter a price/rate divergence report was undertaken between all three lowest tenders and McTaggart Construction Ltd. was asked to confirm and/or amend certain rates and prices. This contractor chose to amend some of his rates having the effect of increasing his tender by some £160K. This did not affect his final tender placing.

2.4 MARKET CONDITIONS

This selective tendering exercise has demonstrated the current housebuilding market within the West of Scotland as being extremely competitive reflecting the current economic climate.

Workloads for contractors in and around the area have been cut with many private sector developments suffering considerably. This has increased competition with many contractors substantially cutting margins across the board.

3.0 COST COMPARISON

The analysis of the lowest tender shows approximately a -5% decrease when compared with the Stage C Cost Plan Report, Rev. E issued on 10th October 2012 in the amount of £5,072,037. The Stage C Cost Plan included a 3% contingency allowance in the amount of £148,852.

The lowest tender received compares extremely well with the detailed Cost Plan undertaken by Langmuir & Hay.

The final construction budget has yet to be advised by NAC and we believe is subject to costs incurred within the overall development costs. However should savings be required we are confident that the project team can identify these quickly with a view to maintain the current target programme set by NAC.

4.0 RECOMMENDATION

Messrs. McTaggart Construction Ltd. has won pricing tendering exercise by a small margin demonstrating their keen interest in securing this contract against the competition.

It is our opinion that the current tender received from Messrs. McTaggart Construction Ltd. is a reflection of the current market and will not be significantly bettered.

Their tender is considered bona-fide and we know of no reason why it should not be recommended for acceptance.

APPENDIX 1 - TENDER RECEIVED ANALYSIS

MB Langmuir & Hay

M.B. Langmuir & Hay LLP
Chartered Quantity Surveyors
60 Kelvingrove Street
Glasgow
G3 7SA

01 February 2013

NORTH AYRSHIRE COUNCIL

Agenda Item 20

26 February 2013

Cabinet

Subject:	Modern Apprenticeship Training Providers
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Purpose:	To request approval from Cabinet to invite tenders from training providers to support the expansion of the Modern Apprenticeship programme.
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Recommendation:	That the Cabinet agrees to approve the issuing of a formal tender to support the expansion of the Modern Apprenticeship programme.
------------------------	--

1. Introduction

- 1.1 On 23 October 2012, the Cabinet approved the expansion of the Modern Apprenticeship (MA) programme.
- 1.2 Due to the expansion of the programme, the Council requires to procure external support for the provision of training to modern apprentices.
- 1.3 In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended), a formal tendering exercise must be undertaken.
- 1.4 The contract will operate for 3 years, with the option to extend for up to 2 years.

2. Current Position

- 2.1 This is a service requirement to enable the delivery of the expanded Modern Apprenticeship programme.
- 2.2 To enable the delivery of the expanded MA programme, the Council requires to procure some external training.
- 2.3 Given the diverse range of MA programmes which the Council is looking to provide for young people, each Service does not have SQA approved status to deliver the programme in-house. This would require qualified Verifiers and Assessors who assess to the standards set by the SQA or the Industry Lead Body.

- 2.4 In some cases, where there are only a small number of MAs (e.g 1 or 2), it would not be cost efficient to have an in-house person trained as a Verifier or Assessor.
- 2.5 For the larger or established programmes within the Council (e.g. Business Administration, Health and Social Care, Youthwork and Playwork), we currently deliver these MAs in house, but we will require external training provision for the new or smaller MA programmes.
- 2.6 It is intended that this external training support would be sourced where possible from local businesses and colleges, thus also benefitting the local North Ayrshire economy.
- 2.7 In this case, knowledge transfer would be minimal/non-existent as the requirement the external provider is undertaking is essentially the verification and assessing role.
- 2.8 This combined approach (i.e. some delivery in house and some externally) is the approach usually adopted by Councils, particularly where a diverse range of MA programmes are offered.

3. Proposals

- 3.1 That the Cabinet agrees to approve the issuing of a formal tender to support the expansion of the Modern Apprenticeship programme.

4. Implications

Financial Implications

- 4.1 The maximum annual budget for this external training provision is £60,000 (£180,000 over initial period of contract) which is above EU Public Procurement Thresholds for services. This cost will be part subsidised by Skills Development Scotland.

Human Resource Implications

- 4.2 The resulting contract will have a positive impact in providing modern apprentices with a broader range of skills and abilities which will help enhance their employment prospects.

Legal Implications

- 4.3 This requirement is being undertaken in accordance with EU procurement regulations.

Equality Implications

- 4.4 The Council will be taking positive action to support the young unemployed, in gaining skills and experience and have them better prepared to enter employment.

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 This procurement will help the Council improve North Ayrshire's young peoples skill levels and employment prospects, which are key objectives within its Economic Development and Regeneration Strategy.

Community Benefit Implications

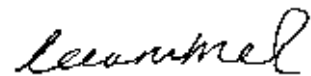
- 4.7 This procurement will help stimulate demand for, and access to, skills and training amongst the residents of our local communities.

5. Consultations

- 5.1 Prior consultation has taken place with Skills Development Scotland, the Chief Executive and Corporate Directors, external companies and the Head of Development and Planning.

6. Conclusion

- 6.1. It is recommended that Cabinet approves the issuing of a formal tender for this service.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Maurice McTeague, Category Manager / Team Leader on telephone number 01294 324015.

Background Papers

None.

NORTH AYRSHIRE COUNCIL

Agenda Item 21

26 February 2013

Cabinet

Subject: **Home Care Management System - Tender Outcome**

Purpose: To advise Cabinet of the results of the tender for a Home Care Management System and present a recommendation for award of contract.

Recommendation: That the Cabinet approves the contract award to Care Monitoring 2000.

1. Introduction

- 1.1. The former Executive of North Ayrshire Council approved the issuing of tenders for the procurement of a Home Care Management System (HCMS) on 12 October 2010.
- 1.2. In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a detailed specification of requirements was developed and a formal tendering exercise was undertaken. A formal contract notice was advertised under the OPEN process in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 27 June 2012 with a return date and time of 10:00 on 8 August 2012.
- 1.3. The proposed contract term is for 3 years commencing 1 March 2013 plus the option to extend for a further 5 years.

2. Current Position

- 2.1 Three bids were received in response to the requirement. These were analysed, further clarification obtained where required and scores determined against previously published evaluation criteria and weightings.
- 2.2 A tender outcome report and award recommendation is provided in Appendix 1.

3. Proposals

- 3.1 It is proposed that Care Monitoring 2000 is awarded the contract to provide the system as it has achieved the best overall score based on the criteria and weightings.

4. Implications

Financial Implications

- 4.1 The estimated total value of the overall contract (including any potential extensions) is £631,040. One off capital costs account for £53,600 of this with annual revenue costs of £72,180 thereafter. Funds have been set aside in the Change Fund to meet the capital cost, recurring costs will be met from efficiency savings.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 The implementation of new ICT Infrastructure will contribute to the Council's Single Outcome Agreement and, in particular, will assist in achieving SOA outcome 15b - Public Services are more effective and efficient.

Community Benefit Implications

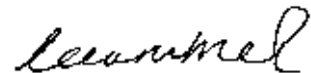
- 4.7. Not applicable. The procurement exercise relates to the purchase of a software system.

5. Consultations

- 5.1 Extensive consultation has been carried out involving Corporate Procurement, Social Services and Health, Democratic and Administration Services and IT Services.

6. Conclusion

- 6.1 It is recommended that the contract should be awarded to Care Monitoring 2000 for the total sum of £631,040.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Maurice McTeague, Category Manager / Team Leader on telephone number 01294 324015

Background Papers

Tender documentation.



Tender Outcome Report

Tender No NAC\HSC\2012-06-01
For the procurement of
Supply, implementation, integration and
maintenance of a Home Care Management
System (HCMS)

Contents

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For the procurement of

Supply, implementation, integration and maintenance of a Home Care Management System (HCMS)

1 Purpose

- 1.1. The purpose of this document is to summarise the invitation to tender process and present a recommendation for Contract award. The recommendation is based on the results of the tender evaluation carried out on the responses to the supply, implementation, integration and maintenance of a Home Care Management System (HCMS) Invitation to Tender. The report will provide assurance that the tender evaluation has been undertaken in accordance with EU Procurement Directives, Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) and the Councils Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council.

2 Introduction

- 2.1. This report has been compiled on behalf of the Tender Evaluation Team following the completion of the evaluation of responses to the Invitation to Tender for the Supply, implementation, integration and maintenance of a Home Care Management System (HCMS).

3 Background

- 3.1. North Ayrshire Council required to establish a Contract for supply, implementation, integration and maintenance of a Home Care Management System (HCMS).
- 3.2. In order to comply with the Council's Standing Orders and Public Contracts (Scotland) Regulations 2012 (SSI 2012/88) (as amended) a formal tendering exercise was undertaken.
- 3.3. The Contract term is for 3 years commencing 1 March 2013 plus the option to extend for a further 5 years.
- 3.4. The estimated total value of the overall Contract (including any possible extensions) is £631,040.00. One off capital costs account for £53,600 of this with annual revenue costs of £72,180 thereafter.

4 Tender Notice, Interest and Returns

- 4.1. A formal contract notice was advertised under the OPEN process in the Official Journal of the European Union and Public Contracts Scotland Procurement Portal on 27 June 2012 with a return date and time of 10:00 on 8 August 2012.
- 4.2. The contract notice attracted 20 (twenty) expressions of interest from a wide range of potential providers of which 3 (three) submitted offers.

5 Evaluation Process

- 5.1. The evaluation of Tenders was in two stages. Stage one assessed the responses to the Minimum Criteria. If, during stage one, it was apparent that a Tenderer has submitted a fundamentally non-compliant Tender in respect of any of the Invitation To Tenders requirements, that Tender would be eliminated and would not proceed to the next stage of the evaluation process. Clarification could be sought from Tenderers at this stage, in order to determine whether their Tender is complete and compliant.
- 5.2. Following completion of stage one, Tenderers meeting the minimum criteria progressed to stage two of the evaluation. Stage two of the evaluation was carried out by a Tender Evaluation Panel consisting of appropriately experienced Council Officers and each Tenderers response was assessed against the following published criteria:

Cost	50%
Quality	50%

Quality was evaluated using the following sub-criteria/sub-weightings:

Implementation Plans	5%
Product Functionality	30%
Training & Support Offered	5%
Interfacing with current systems	5%
Reference Site Visits	5%

- 5.3. Initial assessment of the criteria took place on 9 August 2012. The Tender Evaluation Panel consisted of representatives from Social Services and Health and IT Services:

A Category Manager from North Ayrshire Council's Corporate Procurement Team was also in attendance to facilitate the assessment but did not score the submissions.

One bid was eliminated at this stage as a number of mandatory requirements had not been met.

The panel concluded that the response from Panztel (UK) Ltd clearly failed to meet a number of mandatory requirements within the response to the specification of requirements and was therefore non-compliant. The proposed technology could not be guaranteed to provide the required level of functionality.

Further clarification was requested from companies who were not eliminated at the initial stage and further assessment of responses took place on 24 August.

As the bids contained a range of options a basket of products and services was established and final costs determined. During the period September to December all remaining clarifications were addressed, reference sites were approached and site visits undertaken to assess the experience of local authorities who had procured the systems and had similar usage requirements. Final scores were determined once this process had concluded.

6 Evaluation Results

Price 50%

Contractors were asked to submit System Supply Costs, Hardware Supply Costs, Peripheral Supply Costs, Systems Integration including training and Annual Maintenance Costs for up to 8 years which gave the following results and scores:

Company	Price Tendered	Ranking	Score as % of overall marks
Care Monitoring 2000	£ 631,040	2	45.7%
Advanced Health & Care Ltd	£ 576,789	1	50%

Quality 50%

The Evaluation of the Technical Aspects of the tender responses was carried out by the Tender Evaluation Panel, a summary of which is as follows:

Care Monitoring 2000

The evaluation panel felt the response was very well written. The tender response was clear that the supplier would be able to offer full functionality requested in the specification. The clarification issues were addressed by the supplier without significant changes to total costs.

The panel was confident based on the positive experience of other local authorities with the system that the Tenderer would be able to fully meet North Ayrshire Council's requirements and expectations. Feedback from reference sites was very positive in relation to full product functionality, support provided and engagement with the supplier. There was clear evidence at all sites of the positive impact of this system; internal and external monitoring worked seamlessly providing real time reporting on all service provision. Reference sites had no negative comments in relation to any aspect of this system.

Advanced Health & Care Ltd

The evaluation panel felt the initial response was well written but that there were a number of concerns raised via site visits and feedback that questioned the written submission and the ability to translate this into practice. This contractor required a number of further requests for clarification and responses received to these impacted on the final costs. The panel had less confidence that the Tenderer would be able to deliver all of North Ayrshire Council's requirements and expectations. Generally the system was well regarded as a staff scheduling and roster solution but site visits failed to provide any evidence of use to monitor external contractors. The monitoring of external Care at Home provision is a vital part of the implementation of this system. An increased volume of service (50%) is being provided by external suppliers, therefore it is imperative that this is monitored accordingly. The monitoring of external providers is expected to deliver efficiencies in relation to Care at Home expenditure, and is therefore seen as a vital component of the system.

Company	Technical Score	Ranking	Score as % of overall marks
Care Monitoring 2000	50	1	50%
Advanced Health & Care Ltd	44.05	2	44.05%

7 Overall Score

- 7.1. Following agreement of an overall score for each Tenderer and taking into consideration all qualitative and commercial elements of the responses, a high level summary sheet was completed as shown below:

Company	Actual Price	Pricing Score	Quality Score	Total Score	Total Ranking
---------	--------------	---------------	---------------	-------------	---------------

Care Monitoring 2000	£ 631,040	45.7%	50%	95.7%	1
Advanced Health & Care Ltd	£ 576,789	50%	44.05%	94.05%	2

8 Recommendation

- 8.1. It is the recommendation of the members of the evaluation panel that the contract should be awarded to Care Monitoring 2000 for the sum of £631,040.
- 8.2. Subject to approval, Letters of Intent will be issued to all successful and unsuccessful Tenderers acknowledging the rules governing the official Standstill Period.
- 8.3. Both successful and unsuccessful Tenderers will be provided with the opportunity to receive a full debrief in accordance with EU Legislation, the Public Contracts (Scotland) Regulations and Scottish Procurement Directorate guidance.
- 8.4. Upon the conclusion of the Standstill Period, and where no formal Legal challenge has been raised, a Letter of Acceptance will be issued to the successful company.

9 Authority to Approve

- 9.1. In line with Standing Orders Relating to Contracts and Contract Procedure Rules for North Ayrshire Council, the Tender Evaluation Panel seeks to obtain authority from Cabinet to accept the Tender and award the contract to Care Monitoring 2000.
- 9.2. If authority to accept is given by committee, please attach a copy of the minutes giving approval.

Representative of Committee:

Print Name: _____

Signed: _____

Date: _____

NORTH AYRSHIRE COUNCIL

Agenda Item 22

26 February 2013

Cabinet

Subject: **Framework Agreements for External Wall Insulation (EWI)**

Purpose: To seek approval from the Cabinet to undertake a tender exercise to put in place framework agreements for the supply and installation of external wall insulation systems (EWI).

Recommendation: That Cabinet approves the commencement of a tender exercise to put in place framework agreements for EWI.

1. Introduction

- 1.1 EWI has been identified as an extremely effective method of insulating hard-to-treat properties and is being promoted by the Scottish Government as one of the main insulation measures they would be keen to progress via the National Retrofit Programme.
- 1.2 North Ayrshire Council has a requirement to put in place a contractual arrangement for supply and installation of EWI. The annual value will be in the range of £2m-£3m (inclusive of external grant funding) for a period of four years.

2. Current Position

- 2.1 Over the next four years, the Council is anticipating being in a position to access National Retrofit Programme funding and Energy Company Obligation (ECO) monies. The intention is that these funding streams will be partly utilised to undertake EWI works to both the Council's housing stock and other privately owned properties in the most fuel poor areas of North Ayrshire Council.
- 2.2 The Council currently has a framework agreement in place to undertake EWI works up to an annual value of £1 million. In order to be able to undertake works of a larger scale, framework agreements will require to be procured in accordance with EU procurement directives.

3. Proposals

- 3.1 It is proposed that the contract requirements are advertised in the Official Journal of the European Union (OJEU) as a restricted tender on the basis of a three year framework agreement with the option to extend for a further one year thereafter.
- 3.2 The work to be undertaken in year one of the contract would be awarded to the most economically advantageous tender. Future years would be awarded on the basis of annual mini competitions and awarded to the lowest priced submission.
- 3.3 The Cabinet is invited to approve the commencement of a tender exercise to put in place framework agreements for EWI.

4. Implications

Financial Implications

- 4.1 Requirements will be financed from Housing Revenue Account capital budget and external grant funding.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 None

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 2 We realise our full economic potential with more and better employment opportunities for our people

2a More people are in work and training

10 We live in well-designed, sustainable places where we are able to access the amenities and services we need

10a The quality of social housing has improved

Community Benefit Implications

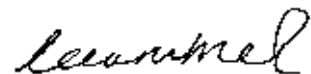
- 4.7 Targeted recruitment and training requirements will be included in the Invitation to Tender document.

5. Consultations

- 5.1 Consultation has taken place between Housing Assets and Investment and the Corporate Procurement Unit.

6. Conclusion

- 6.1 Cabinet is requested to authorise the commencement of a tendering exercise to put in place framework agreements for external wall insulation.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference : n/a

For further information please contact Alistair Munn, Category Manager/Team leader (Construction & FM) on telephone number 01294 324592

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 23

26 February 2013

Cabinet

Subject: **Contract for Gas Maintenance**

Purpose: To seek approval from the Cabinet to undertake a tender exercise to put in place a contract for gas maintenance (including emergency breakdown installations).

Recommendation: That Cabinet approves the commencement of a tender exercise to put in place a contract for gas maintenance (including emergency breakdown installations).

1. Introduction

- 1.1 The Council has an ongoing requirement to have in place a contractual arrangement for gas maintenance (including emergency breakdown installation) within Council housing stock. The annual value of the contract is estimated to be £1.5m.

2. Current Position

- 2.1 There is an existing contract with Saltire which is now in its final extension period. New contract arrangements require to be in place by November 2013.

3. Proposals

- 3.1 It is proposed that the requirements are advertised in the Official Journal of the European Union (OJEU) as a two-stage open tender on the basis of a three year term contract with the option of two additional 12 month extensions. The first stage of the tender will be a robust pre-qualification questionnaire, which will assess the capability and suitability of each contractor to successfully deliver and fulfil the requirements of the contract. Only those contractors who clearly demonstrate and evidence sufficient capability will progress to stage two. The second stage of the contract will assess which contractor is most economically advantageous.
- 3.2 The Cabinet is invited to approve the commencement of a tender exercise to put in place a contract for gas maintenance (including emergency breakdown installations).

4. Implications

Financial Implications

- 4.1 The estimated contract cost of £1.5m per annum will be financed from the Housing Revenue Account revenue budget.

Human Resource Implications

- 4.2 None.

Legal Implications

- 4.3 TUPE may apply if there is a change to the Service Provider.

Equality Implications

- 4.4 None.

Environmental Implications

- 4.5 None.

Implications for Key Priorities

- 4.6 2 We realise our full economic potential with more and better employment opportunities for our people
2a More people are in work and training
10 We live in well-designed, sustainable places where we are able to access the amenities and services we need
10a The quality of social housing has improved

Community Benefit Implications

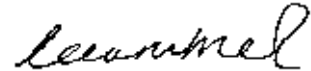
- 4.7 Targeted recruitment and training requirements will be included in the Invitation to Tender document.

5. Consultations

- 5.1 Consultation has taken place between Housing Assets & Investment and the Corporate Procurement Unit.

6. Conclusion

- 6.1 The Cabinet is requested to authorise the commencement of a tendering exercise to put in place a contract for gas maintenance (including emergency breakdown installations) on the basis of a three year term contract with the option of two additional 12 month extensions.



LAURA FRIEL

Corporate Director (Finance and Corporate Support)

Reference : n/a

For further information please contact Alistair Munn, Category Manager/Team leader (Construction & FM) on telephone number 01294 324592

Background Papers

None

NORTH AYRSHIRE COUNCIL

Agenda Item 24

26 February 2013

Cabinet

Subject: **South West Hub Territory Partnering Board**

Purpose: To submit the Minute of the Meeting of the South West Hub Territory Partnering Board held on 20 December 2012.

Recommendation: That the Cabinet agrees to note the Minute attached at Appendix 1.

1. Introduction

- 1.1 Cabinet approved North Ayrshire participating in South West Hub. All partners have now signed the legal agreement, as such the Partnership has now been established formally. South West Hub is a vehicle through which the Council can procure its capital projects. Current Council commitments include; Montrose House and the Garnock Campus. Proposals are being developed for the Three Towns School project.
- 1.2 Cabinet has requested submission of the minute of the South West Hub Territory Partnering Board (TPB). The first meeting of the South West Hub Territory Partnering Board was held on 20 December 2012, with the Board planning to meet every four to six weeks.

2. Current Position

- 2.1 The main business of the first meeting of the TPB comprised:
- appointment of the chair and vice chair;
 - agreement on the Constitution and Rules of Procedures;
 - discussion on the key performance indicators and how these will be reported to the TPB and also individual partners; and
 - review of the 100 day delivery plan.
- 2.3 The minute of the meeting is attached at Appendix 1.

3. Proposals

- 3.1 That the Cabinet agrees to note the Minute attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications

Human Resource Implications

- 4.2 There are no Human Resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

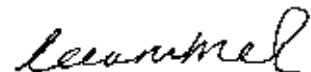
- 4.6 There are no implications.

5. Consultations

- 5.1 No consultations were required in the formation of this report.

6. Conclusion

- 6.1 The attached Minute is submitted for information.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Laura Friel, Corporate Director (Finance and Corporate Support) on telephone number 01294 324554.

Background Papers

None.

Minutes of Meeting of the Territory Partnering Board
Held on 20th December 2012 at 10am in Board Room, Perceton House, Irvine,
KA11 2AL (North Ayrshire Council)

Attendees

Name	Organisation	Initials
David Alexander	South Ayrshire Council	DA
David Browning	NHS Lanarkshire	DB
Ian Bryden	NHS Dumfries & Galloway	IB
Audrey Christie	South West hub	AC
Derek Craig	South Lanarkshire Council	DC
Laura Friel	North Ayrshire Council	LF
Gillian Jewell	Scottish Court Service	GJ
James King	Scottish Futures Trust	JK
Bill Martin	South West hub	BM
John Quinn	South West hub	JQ
Mary Anne Robb	North Lanarkshire Council	MAR
Arthur Watson	Irvine Bay Regeneration Company	AW
Rhona Wells	Dumfries & Galloway Council	RW
John Wright	NHS Ayrshire & Arran	JW

In Attendance

Name	Organisation	
Alistair Kidd	East Ayrshire Council	AK
Lorraine McAffer	Scottish Ambulance Service	LMcA
David Orr	Scottish Ambulance Service	DO

Apologies Received

Name	Organisation	
Alex Lane	Strathclyde Fire & Rescue	AL
Pamela McLauchlan	Scottish Ambulance Service	PMcL
Robin McNaught	State Hospital for Scotland	RMcN
Malcolm Roulston	East Ayrshire Council	MR

1. Welcome & Introductions

James King welcomed everyone to the first meeting of the SWhub Territory Partnering Board (TPB). He advised that he would chair the meeting until item 3 when a chair would be nominated.

Apologies were noted.

2. Declaration of Conflicts of Interest

There was nothing to declare.

3. Nominations and Appointments

Bill Martin advised that he had received a single nomination for Rhona Wells, Dumfries & Galloway Council, for Chair and a single nomination for Vice Chair for David Browning, NHS Lanarkshire.

The Board approved their appointment to chair and vice chair respectively.

Alternate to Public Sector Director

Craig Marriott is the Public Sector Director on the hubco Board and requires to have an alternate. SWhub Shareholders have been asked to nominate someone from their organisation who would have an interest in SWhub but would not be a member of the Territory Partnering Board. Any nominations should be sent to Bill Martin by 31st December 2012.

Shareholders

4. Confirmation of Partnering Board Members

David Alexander advised that someone else will be attending on behalf of South Ayrshire Council at the next meeting. South Ayrshire Council will advise who this will be as soon as possible.

DA

James King will be the Scottish Futures Trust representative.

Andy Barrett (AB) General Manager SWhub, will attend each meeting to give an update report on SWhub. It was agreed that guidance would be given to AB after the meeting on specific items that the Board would like included in the report for future meetings. Bill Martin to circulate initial suggestions for Board members to consider and provide feedback

BM

5. Adoption of the Territory Partnering Board, Constitution and Rules of Procedure

The paper outlining the Territory Partnering Board, Constitution and the Rules of Procedures had been circulated to members prior to the meeting.

Following discussion it was agreed that the constitution and rules of procedure would be adopted by the Board

Following discussion about 10.2 conflict of interest rules, it was agreed that guidance would be sent to members.

JK/AC

It was agreed that the quorum for the meeting would be five members. This can be reviewed and changed if required at a future date.

6. Hubco Key Performance Indicators

The KPI Method Statement (KPIMS) describes the methods hubco implements to monitor and achieve the KPI's set out in the Territory Partnering Agreement (TPA). SWhubco has 72 comprehensive and robust KPI's specifically designed for the partnership. During the project development process participants may request that further project/participant specific targets, over and above what is

identified in the TPA may be incorporated.

Hubco is required to monitor, manage and communicate with participants and suppliers. Hubco manages a large number of KPI's, however it is not expected that everybody wants to see performance on all KPI's therefore hubco tailors its reporting as follows:

- Hubco Board Report – exception reporting showing critical areas of performance failure.
- TPB Report – KPI's related to time, cost and quality of hubco performance as required and following the nearest hubco board.
- Programme Management Team Report KPI's particularly relating to programme will be reviewed by the Territory Programme Director.
- Participant/New Project Specific Report – relevant measures plus additional measures agreed with each participant for their new project and internal reporting needs.

Hubco will produce an annual report for the TPB. One month prior to the annual performance report date, hubco prepares a draft report highlighting performance for the year against the KPI schedule. This identifies those targets that have been met and those that have not. Against each are descriptive reasons for performance and a simple RAG rating so that TPB members can quickly assess hubco's performance. Two weeks prior to the TPB meeting to review the annual performance report the General Manager will organise and lead a full day workshop. This workshop will review the performance over the year to identify the key factors that have contributed to the success or otherwise of hubco to ensure that lessons are learnt and built on for the next year. It will also identify new areas to be measured and KPI target enhancements. New ideas and initiatives will be shared and challenged to ensure that they are robust for taking forward. The draft report will be amended and submitted to the TPB for approval for the next hubco year.

The schedule of all KPI's will be sent out to TPB members and a further discussion will take place at the next meeting.

BM

7. Territory Programme Team Budget and Enabling Funds

The revenue budget profile was tabled for information.

From the £1.4m of funding, £350k has been spent so far. Currently it is anticipated that funding will last until March 2018. It has been agreed with hubco that they reimburse the Territory Programme Budget to the Territory budget to cover the shared project support position (£20k/annum). It has been also been agreed with North

Ayrshire Council that the Territory and SWhub may remain in Perceton House. All accommodation costs will be met by hubco.

James King advised that compared to the SE hub, SWhub spent 72% less on advisory fees.

Enabling Funds

Participants were reminded to submit invoices as soon as possible. The only draw down this year has been from North Ayrshire Council for £90k.

All

8. Programme Directors Report

For future meetings Bill Martin and Andy Barrett will work closer together and will possibly only table one report.

The final signing of the contract documents took place on 15th November 2012. Interviews for the Chair of the hubco Board have taken place and a decision will be made later today. Once this has been agreed Bill Martin will advise all participants. Interviews for the General Manager position will take place in January.

BM

3 New Project Requests (NPRs) for NHS Lanarkshire DBFM projects and 2 NPRs for NHS Dumfries & Galloway D&B projects have been submitted to hubco. It is anticipated that the NPR for NAC Montrose House will also be submitted to hub prior to the xmas break.

Hubco have arranged a “Meet the Buyer” event on 10th January 2013 at Ayr Racecourse. A flyer has been prepared and includes participant logos. Board members asked that participant logos are removed from the flyer. In future it will be a general requirement that if logos are to be used then permission must be sought in the first instance. It was felt that not enough notice was given for this event.

AC

9. SWhub Scotland Ltd

It was agreed that for future meetings the first hour will be for other business and then AB will be asked to attend and deliver his report.

Papers had been circulated prior to the meeting.

100 Day Plan

- Integrated Management Systems (IMS) is being developed.
- An office has been established at Perceton House, Irvine.
- There are four Development Managers in post.
- An Independent Chair of the hubco Board has been shortlisted and will be agreed later today at the hubco Board meeting.

- Interviews for the General Manager will take place in January.
- An interim Supply Chain Manager has been appointed until a permanent Supply Chain Manager has been recruited.
- Admin support is being shared with the Territory Team.
- The Communication Strategy is being developed.
- The SWhub website is up and running.
- A “Meet the Buyer” event has been arranged for 10th January 2013 at Ayr Racecourse. Andy was advised that this had been discussed and the Board would like participant logos to be removed from the flyer. Derek Craig asked if the Supplier Development Programme was involved with this event. Andy will speak to Lorraine Shaw about this to ensure that they are included. In future there will be an annual Meet the Buyer event and local events that are project/participant specific.
- AB will arrange to meet everyone individually in the first quarter of 2013 to discuss strategies and how hub can assist.

AB

AB

AB

KPI Report

The KPI board paper is being presented at the hubco Board meeting today. A dashboard will be used to report by exception. The data used at the moment is not real information and was only used to give a format.

Each Development Manager will input data for every project and a report will be available on a monthly basis for each participant. An annual report will be produced a month after the financial year has ended.

Board members asked how this would be audited. AB advised that it could be audited but it will be very open and transparent process on how data will be collected.

Gillian Jewell asked how this was updated and when. AB stated that it is under constant review and will be available at every meeting. An annual report will also be produced.

AB

At the next meeting a presentation will be given which will include a run through of the full KPI process, how data will be collected and how this will be audited etc.

NPR's

- NHS Dumfries & Galloway have submitted 2 NPR's.
- NHS Lanarkshire have submitted an NPR.
- North Ayrshire Council will submit an NPR for the Arran nursing home by the end of the week.
- Discussions are taking place with Irvine Bay Regeneration Company.

- It is anticipated that North Lanarkshire Council will submit their NPR's in February.

AB

Supply Chain

For the next meeting a report is to be tabled showing a breakdown of what companies are on the supply chain and who they are.

10. Proposed Schedule of TPB Meetings 2012/2013

The schedule of meetings was tabled for information.

11. Scottish Futures Trust Update

James King advised that Viv Cockburn can attend the February meeting to give an update on street lighting.

JK/AC

The draft diagnostic report on asset management was circulated on 19th December to all participants for information.

The Kilmarnock College project is at competitive dialogue stage with three bidders.

12. AOCB

There was no other business.

13. Date and Time of Next Meeting

The next meeting of the Territory Partnering Board will take place on 31st January 2013 at 10am in the Cumbrae Meeting Room, Perceton House, Irvine, KA11 2AL (North Ayrshire Council).

NORTH AYRSHIRE COUNCIL

Agenda Item 25

26 February 2013

Cabinet

Subject: **Health and Social Care Policy Board : Minutes of Meeting held on 21st January 2013.**

Purpose: To submit the Minutes of the Health and Social Care Policy Board held on 21 January 2013.

Recommendation: That the Cabinet agrees to note the Minutes set out at Appendix 1.

1. Introduction

- 1.1 The Health and Social Care Policy Board met on Monday 21 January 2013.

2. Current Position

- 2.1 The Minutes of the Health and Social Care Policy Board held on 21 January 2013 are attached as Appendix 1.

- 2.2 The key issues discussed were :-

- Joint Commissioning Strategy for Older People;
- Contract Management Framework; and
- Consultation on Redesigning the Community Justice system.

3. Proposals

- 3.1 It is proposed that the Cabinet notes the Minutes set out at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

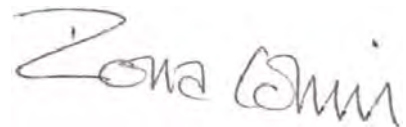
- 4.6 There are no key priorities arising from this report.

5. Consultations

- 5.1 None required.

6. Conclusion

- 6.1 That the Cabinet notes the Minutes.



IONA COLVIN

Corporate Director (Social Services and Health)

Reference : IC/KA

For further information please contact Iona Colvin, Corporate Director (Social Services & Health) on telephone number 01294 317723.

Background Papers

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Health and Social Care Policy Board
Monday 21st January 2013

At a meeting of the **Health and Social Care Policy Board** of North Ayrshire Council held on Monday 21st January 2013 at 2.00 p.m., in Council Chambers, Cunninghame House, Irvine.

Members Present:

Anthea Dickson, Catherine McMillan, Alan Munro, Donald Reid, Ruth Maguire

In Attendance:

Iona Colvin, Corporate Director (Social Services & Health), Olga Clayton, Head of Community Care & Housing, Sheena Gault, Head of Children, Families & CJS, Lisbeth Raeside, Head of Service Development, Jim McCrae, Locality Manager (Criminal Justice), Karen Andrews, Business Support Officer

Chair

Councillor Dickson in the Chair.

Apologies for Absence:

Councillor Tom Marshall, Councillor Irene Oldfather

1. Minute of Meeting held on 26th November 2012

The Minutes of the Meeting of the Health and Social Care Policy Board held on 26th November 2012 were confirmed.

2. Joint Commissioning Strategy for Older People

Submitted report by Senior Manager Community Care (Strategy) on the Joint Commissioning Strategy for Older People. The report provided information on the Joint Commissioning Strategy and the Pan Ayrshire 10 year Joint Commissioning Vision.

Elected Members asked questions and received clarification in relation to :-

- The current aims of the reshaping care agenda and progress on the key priorities identified for 2008 – 2011.
- The priorities identified for the next 18 months. This includes the work ongoing to reduce hospital and care home unplanned admissions.
- Information on the work of Integrated Care and Enablement Services (ICES).

- The commitment of all partners to the Joint Commissioning Strategy and ongoing work with GPs through the Local Operational Teams.

The Policy Board noted the proposals contained within the report.

3. Contract Management Framework

Submitted report by Head of Service (Service Development) on the progress of the Contract Management Framework introduced within Social Services in March 2012. Data is currently being collated for the third quarter and it was agreed that a report on the outcomes of the framework be submitted to the next Policy Board meeting.

4. Consultation on Redesigning the Community Justice System

Submitted report by Manager (Criminal Justice) on the Scottish Government consultation on redesigning the criminal justice system published on December 2012.

Elected Members received clarification in relation to :-

- The background to the creation of the existing Community Justice Authority.
- The outcome of the Women Offenders Commission on how women are dealt with within the criminal justice system and in particular the growing trend in the use of custody for women offenders. Two recommendations from the report produced by the Commission related to the establishment of a National Community Justice Service and the establishment of a National Community Justice and Prison Delivery Board.
- Details of the three options contained within the consultation, namely
 - Enhanced Community Justice Authority.
 - Local Authority Model.
 - Single Service Model.
- Details of the arrangements for consultation workshops being organised by the Scottish Government.
- Details of the consultation events being organised by Social Services involving Criminal Justice Social Work staff, social services staff, council staff and Elected Members.

5. Date of Next Meeting

The next meeting will be held on **Monday 25th March 2013 at 2.00 p.m., Council Chambers, Cunninghame House, Irvine.**

The meeting ended at 2.55 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 26

26 February 2013

Cabinet

Subject: **Finance and Corporate Support Policy Board**

Purpose: To submit the Minute of the Meeting of the Finance and Corporate Support Policy Board held on 21 January 2013.

Recommendation: That the Cabinet agrees to note the Minute attached at Appendix 1.

1. Introduction

- 1.1 The Finance and Corporate Support Policy Board is one of six Policy Boards formed by the new Council following its election in May 2012.

2. Current Position

- 2.1 The third meeting of the Finance and Corporate Support Policy Board was held on 21st January 2013. At that time, the board received a presentation in respect of Demand Management.
- 2.2 A presentation and briefing note was available to policy board members. Key discussion points related to:-
- clarification of the concept of demand management;
 - why demand management is important to North Ayrshire;
 - initiatives which have been taken forward already within North Ayrshire; and
 - recognition that there are likely to be opportunities for demand management to contribute to the future shape of services in North Ayrshire.

- 2.3 The Minute of the meeting is attached at Appendix 1.

3. Proposals

- 3.1 That the Cabinet agrees to note the Minute attached at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are no financial implications

Human Resource Implications

- 4.2 There are no Human Resource implications.

Legal Implications

- 4.3 There are no legal implications.

Equality Implications

- 4.4 There are no equality implications.

Environmental Implications

- 4.5 There are no environmental implications.

Implications for Key Priorities

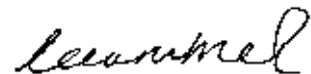
- 4.6 There are no implications.

5. Consultations

- 5.1 No consultations were required in the formation of this report.

6. Conclusion

- 6.1 The attached Minute is submitted for information.



LAURA FRIEL
Corporate Director (Finance and Corporate Support)

Reference :

For further information please contact Laura Friel, Corporate Director (Finance and Corporate Support) on telephone number 01294 324554.

Background Papers

Demand Management Presentation and Discussion Paper.

At a meeting of the Finance & Corporate Support Policy Board of North Ayrshire Council held on **Monday 21st January 2013 at 2pm in Committee Room 3, Cunninghame House, Irvine.**

Members Present:

Councillor Alex McLean
Councillor Marie Burns

In Attendance:

Laura Friel, Corporate Director (Finance & Corporate Support)
Colin O'Kane, Change Programme Manager
David Welsh, Director (Impower)
Debbie Anderson, PA to Corporate Director (Finance & Infrastructure)

Chair

Councillor Alex McLean

1. Welcome and Apologies

Councillor McLean welcomed members to the third meeting of the Finance and Corporate Support Policy Board.

Apologies were noted from Councillor Alex Gallagher, Councillor Tony Gurney and Councillor Tom Marshall.

2. Minute of Previous Meeting – 29th October 2012

The minute of the previous meeting was approved as an accurate record.

3. Altering Service Demand

Presentation given by Colin O'Kane, Change Programme Manager in relation to Altering Service Demand (known more widely as Demand Management). Colin provided members with a discussion paper to support the presentation.

The briefing noted Demand Management as one component of an economic concept where three different sources of savings and efficiencies are available to the Council, the others being Supply Management and Operational Efficiency, a brief overview of each was provided.

In relation to North Ayrshire Council's experience of Demand Management, Colin confirmed that there are four specific examples of Demand Management initiatives; two smaller scale initiatives carried out, with the Council's strategic partner "Impower", around specific service areas and two root and branch service reviews carried out as independent programmes but incorporating many of the principles of Demand Management: ASN Transport; Street Scene; Environmental Crime and the Social Services Programme.

Colin noted that accessing good quality management information has been a challenge in these projects and is one of the areas identified as an opportunity for improvement.

Colin noted that there are more opportunities for North Ayrshire Council around Demand Management with a number of requirements around; culture, specifically encouraging an outcome focus (not output focus); risk awareness rather than risk aversion; entrepreneurialism and openness. The presentation noted that this is consistent with the Council's strategy but delivering further transformation would benefit from embedding these values more quickly.

Members raised the following questions:

- Councillor Burns raised an issue in relation to the language being used; "Altering Service Demand" and Colin confirmed that the main/most common term used is "Demand Management".
- Councillor Burns highlighted a point at a recent Straight Talking event in relation to managing community expectations and utilising the community resources where possible.
- Councillor Burns sought clarification on whether Health and Social Care colleagues have had discussions in relation to "outcomes" from the integration of health and social care.
- Councillor Burns felt that it would be beneficial to have a strategic discussion at a later date in relation to the community role in helping to deliver outcomes e.g. litter picking.
- Councillor McLean sought clarification on "risk averse" versus "risk aware". Colin confirmed that "risk averse" is when avoidance of a circumstance is put in place even if it is highly unlikely to happen and "risk aware" is being informed of the risks before making a decision to proceed or not.
- Councillor Burns highlighted her interest in Demand Management being discussed at the member/officer workshops.

Laura Friel confirmed that Debbie Anderson will circulate Colin's presentation and discussion paper to all Finance and Corporate Support policy board members for information. She stated that Colin will be happy to answer any further queries on the paper/presentation that members may have.

4. Any Other Competent Business

There was no other business.

5. Future Agenda Items

Digital Engagement Strategy
Outcome Budgeting

6. Date of Next Meeting

Thursday 21st March 2013 at 10am within the Council Chambers, Cunninghame House, Irvine.

The meeting ended at 3.20pm.

NORTH AYRSHIRE COUNCIL

Agenda Item 27

26 February 2013

Cabinet

Subject: **Education Attainment and Achievement Policy
Board: Minutes of Meeting held on 28 January
2013**

Purpose: To submit the minutes of the meeting of the Education Attainment and Achievement Policy Board held on 28 January 2013.

Recommendation: That the Cabinet agrees to note the Minutes.

1. Introduction

- 1.1 The meeting of the Education Attainment and Achievement Policy Board took place on Monday 28 January 2013.

2. Current Position

- 2.1 The Minutes of the Education Attainment and Achievement Policy Board held on 28 January 2013 are attached as Appendix 1.

- 2.2 The key issues were:

- Improving Attainment in Secondary Schools
- Overview of Senior Phase Proposals
- Flexibility in Early Years; Class Sizes
- Vision for Education Statement

3. Proposals

- 3.1 It is proposed that Cabinet notes the Minutes.

4. Implications

Financial Implications

- 4.1 There are no financial implications arising from this report.

Human Resource Implications

- 4.2 There are no human resource implications arising from this report.

Legal Implications

- 4.3 There are no legal implications arising from this report.

Equality Implications

- 4.4 There are no equality implications arising from this report.

Environmental Implications

- 4.5 There are no environmental implications arising from this report.

Implications for Key Priorities

- 4.6 There are no key priorities arising from this report.

5. Consultations

- 5.1 None required.

6. Conclusion

- 6.1 None required.



CAROL KIRK
Corporate Director (Education and Skills)

Reference : CK/MD

For further information please contact Mary Docherty, Head of Service (Education 3-18), on 01294 324416.

Background Papers

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Education Attainment & Achievement Policy Board**28 January 2013 at 2.00 pm**

At a meeting of the Education Attainment & Achievement Policy Board of North Ayrshire Council held on 28 January 2013 at 2.00 pm in the Council chambers, Cunninghame House, Irvine.

Members Present:

Councillor John Bruce
Councillor Anthony Gurney
Councillor Catherine McMillan
Councillor Tom Marshall

In Attendance:

Carol Kirk, Corporate Director (Education and Skills)
Mary Docherty, Head of Service (Education 3-18)
Elizabeth Higton
Very Reverend Matthew Canon McManus

Chair:

Councillor Anthony Gurney

**1. Previous minutes
Matters arising**

Councillor Gurney welcomed all present to the meeting. No apologies had been received. The minute of the previous meeting held on 17 December 2012 was agreed. There were no matters arising from the previous meeting. Tim Swan was welcomed to meeting.

**2. Improving Attainment in Secondary Schools, Tim Swan – headteacher
Kilwinning Academy**

Tim Swan, headteacher of Kilwinning Academy, delivered a presentation on “Improving Attainment in Secondary Schools.”

Tim provided a very full presentation and started by providing a definition of attainment. Key to raising attainment was the importance of strong progress at each stage of learning including primary schools. Effective transition arrangements are vital and so is the quality of relationships. Currently Kilwinning Academy’s science teachers are going into primaries to work along with primary staff and vice versa.

In S1-S3 within the Broad General Education, it is essential to ensure the principles of Curriculum for Excellence underpin all courses which need to be relevant to life after school. In S4, most pupils will take seven subjects. In S5 pupils will further specialise and take five subjects recommend all take English and mathematics.

Raising attainment includes having high expectations, tracking and monitoring progress, providing support through mentoring to identify individuals and groups who can do better. Currently there are 16 volunteer staff who have regular contact with young people. Target setting, supported study, the development of a strong work ethic, effective communication and following everything through are just as important as delivering high quality learning and teaching.

Tim was thanked for his presentation and his support and commitment to young people's education.

Elected members requested a glossary for acronyms.

Action: Arrange for the next meeting

A member of College staff is to be invited to next meeting

Action: Arrange for the next meeting

Parent Council have been offered a place on the Policy Boards

Action: Follow this up.

3. Overview of Senior Phase. Proposals

Curriculum for Excellence –Senior Phase Strategy paper was discussed. The paper was developed in partnership with school staff working with Ann MacMahon and subsequently has been discussed with secondary headteachers.

The life chances of a young person are improved the longer young people spend in education/school. Schools should operate on the basis of pupil entitlement to six years secondary education. Legally pupils cannot be forced to stay at school beyond S4 however staff should be vigilant about ensuring that pupils leave school, to move into a positive or a sustainable destination.

Within opportunities for increasing specialisation pupils will be able to take between five and seven subjects in S4. Consultation with parents has been good especially with the parent council chairs.

The question was asked if there is the danger of pupils "marking time" but it was advised that through a broad general education pupils are able to progress within a level. Staff have the responsibility of ensuring that learning has breadth and depth and that pupils are able to apply their learning in new and unfamiliar contexts.

Vocational education aims to prepare young people for a life of work. There are a variety of work experience models. A week's work experience is not necessarily the best way of providing vocational education. Use is made of voluntary organisations eg. TACT (Ayrshire volunteering –and young people can be accredited). Outside of school pupils have wide ranging opportunities to develop their skills through Columba 1400, Duke of Edinburgh, Caledonia Awards and Youth Sports Coaching.

Video conferencing is especially important from an island point of view. The question was asked if VLE has the capacity to record – Mary Docherty/Carol Kirk will investigate this.

The question was asked whether schools still take in adult returners. It was advised that a small number of adults attend secondary schools. Traditionally Further Education Colleges had been delivering courses for adult learners. . Schools have been advised to encourage returners if approached.

Community Development and libraries can signpost adult learners to schools for a variety of SQA courses.

Work experience must meet the needs of the learner. The Ayr Chamber of Commerce coordinates this for the Authority. The question was asked as to how easy it is for ASN pupils to get work experience. It was advised that the pupils have the opportunities to build their skills eg café at Stanecastle, shopping and pupils at James Reid School experience offsite activities. It was advised that a joint campus of Haysholm School with Irvine Royal Academy would provide more such opportunities.

Action: Confirm that lessons delivered through VLE can be recorded

Action: Community Development to signpost appropriate SQA adult learning opportunities in schools.

4. Flexibility in Early Years; class sizes

A paper on Flexibility in the Early Years; class sizes was discussed. The legislation provides for statutory class maxima as follows:

Primary 1: 25 pupils maximum
Primary 2: 30 pupils maximum
Primary 3: 30 pupils maximum

Composite class size is 25 pupils maximum

Several years ago the Council agreed to move to a 25 pupil maximum class size from P1 – P3. As a result of implementing this policy some children in a small number of schools have to be transported to another school when a Primary 2 or Primary 3 class already has 25 pupils as a result of a pupil moving into the school's catchment during the course of the school session. This would be a temporary measure for one year only.

Action: Bring a paper on Flexibility in Early Years; class sizes to North Ayrshire Council cabinet (Education)

5. Vision for Education Statement

Carol Kirk circulated the revised Vision for Education which had taken account of comments at a previous meeting.

Action: Bring a paper on Vision for the Future of Education in North Ayrshire to North Ayrshire Council Cabinet (Education)

Items for the agenda for the next meeting to be advised beforehand.

Protocols for school on circulating information to parents about charities, commercial organisations and elections will be tabled at the next meeting.

There was no other business and the meeting finished at 3.40 pm.

NORTH AYRSHIRE COUNCIL

Agenda Item 28

26 February 2013

Cabinet

Subject: **Economy & Employment Policy Board and
Environment & Infrastructure and Economy &
Employment Joint Policy Board**

Purpose: To submit the Minutes of the Meeting of the (a) Economy and Employment Policy Board and (b) Environment & Infrastructure and Economy & Employment Joint Policy Board held on 4 February 2013.

Recommendation: That the Cabinet notes the Minutes attached at Appendix 1 and 2.

1. Introduction

- 1.1 At its meeting of 4 December Cabinet agreed that the Environment & Infrastructure and Economy & Employment Policy Boards jointly develop a parking strategy for the Council.

2. Current Position

- 2.1 The first meeting of the joint boards was held on 4 February 2013. At that time, the joint Board considered a report setting out the proposed approach and considerations in the development of a parking strategy. The Minutes of the meeting are attached at Appendix 1.
- 2.2 The Minutes of the Economy and Employment Board which met on the same day are attached at Appendix 2.

3. Proposals

- 3.1 The Cabinet is invited to note the Minutes attached at Appendix 1 and 2.

4. Implications

Financial Implications

- 4.1 There are no implications arising at this time.

Human Resource Implications

- 4.2 There are no implications arising at this time.

Legal Implications

- 4.3 There are no implications arising at this time.

Equality Implications

- 4.4 There are no implications arising at this time.

Environmental Implications

- 4.5 There are no implications arising at this time.

Implications for Key Priorities

- 4.6 There are no implications arising at this time.

5. Consultations

- 5.1 There have been no consultations in the formation of this report.

6. Conclusion

- 6.1 The attached Minutes are submitted for information.



CRAIG HATTON
Corporate Director (Development and Environment)

Reference :

For further information please contact Alasdair Laurenson, Team Manager (Regeneration) on telephone number 01294 324758.

Background Papers

Nil

IRVINE, 4 February 2013 – At a Meeting of the Economy & Employment Policy and Environment & Infrastructure Policy Boards Joint Meeting at 1.00 p.m.

Present

John Bell, Marie Burns, Alex McLean. Anthea Dickson, John Ferguson and Ian Clarkson.

In Attendance

Karen Yeomans, Head of Development Planning; Craig Hatton, Corporate Director, Development & Environment, Alasdair Laurenson, Team Manager (Regeneration), Joe Smith, Manger (Roads) and Fiona Millar Administrative Assistant (Economic Development).

Chair

Councillor Marie Burns in the Chair.

Apologies for Absence

William Gibson, Elizabeth McLardy, David O'Neill, Joe Cullinane, John Easdale and John Hunter

1. Car Parking Strategy for North Ayrshire Council

Alasdair Laurenson, Team Manager (Regeneration) submitted a reported in respect of a Car Parking Strategy for North Ayrshire.

The Cabinet of 4th December 2012 agreed to the development of a strategic car parking policy for North Ayrshire and this should be jointly led by the Environment & Infrastructure and Economy & Employment Policy Boards.

The initial phase of the parking strategy will relate to on street parking and off street public car parking and their surrounds. It will assess the supply and demand for on and off street parking; understand the potential impact of future development and public transport provision, and determine any interventions required to manage parking more effectively. A second phase will include residents parking zones, park and ride facilities associated with the rail travel and car parking to support tourism.

Scottish Planning Policy (SPP) states that the planning system should support a pattern of development which reduces the need to travel and facilitates travel by public transport. "The availability of parking can have an important influence in reducing reliance on the car. Parking restraint policies should by measures to promote the availability of high quality public transport services."

North Ayrshire Council is responsible for the provision and monitoring of on and off street parking. North Ayrshire is currently one of only a small number of local authority areas where there is no management of public car parking (other than Largs seafront). Controls are in place in private car parks and, while NAC has no control over privately owned car parks such as those at the Riverway and

East Road Retail Parks, Irvine and Vernon Street, Saltcoats, these should be recognised as being major providers of town parking.

Irvine will experience additional demand for parking as a result of the proposed leisure centre and the intensification of use of Bridgegate House within the east side of the town centre where several car parks already have high average occupancy figures. The car parks in Council control have no measure in place to limit length of stay and a number of car parks closest to the High Street are therefore occupied throughout the day by town centre employees with little turnover. This is also an issue at on street parking locations such as West Road and Seagate. Together this leaves a perception that the east side of town is inaccessible with little available car parking space for customers which is detrimental to business.

It was highlighted that Common Strategic Objectives is the starting point for the strategy and would be underpinned by an evidence based approach. East Road would be the first phase approach with the second phase being determined by the strategy.

Largs has particular issues in relation to accommodating spikes in parking demand associated with day trip visitors. It is known that peak demand results in parking across extended area well beyond the town centre into residential areas and illegal parking on for example at Main Street. The Three town's area contains examples where parking turnover and availability is limited by all day parking occupation of carriageway parking such as Hamilton Street, Saltcoats and Princess Street, Ardrossan. Kilwinning has limited options for parking through the 5 main car parks, three of which have been identified through survey work as having parking above the preferred occupancy figure 85%. This is largely due to demand arising from Kilwinning college and town centre employees/shoppers; West Kilbride and Beith experience issues with double parking on principle retail streets and parking on double yellow lines due to lack of available parking and there is anecdotal evidence of parking being occupied throughout the day by commuters in several town centre locations.

The aim of the strategy is to introduce car parking to support economic development rather than generate income.

Discussion was had on the Car Parking Strategy in terms of North Ayrshire Council, Members highlighted concerns over the DPE process being a disincentive in NA and there was need to move cautiously; however it was identified that incentives used by EAC who recently agreed to implement free parking on Saturdays due to pressure from traders and the public, demonstrating that charging need not apply 24 hours a day 7 days a week.

The Economy & Employment and Environment & Infrastructure Joint Policy Board agreed a public consultation, through road shows, talking to businesses and undertaking surveys on public transport, cycling, walking with the need to

understand and manage journey's into towns. This will be presented to the Policy Board on this.

The Chair thanked everyone for attending the Economy & Employment and Environment & Infrastructure Joint Policy Board meeting.

The meeting ended at 12.45 p.m.

IRVINE, 4 February 2013 – At a Meeting of the Economy & Employment Policy Board at 2.00 p.m.

Present

John Bell, Marie Burns and Alex McLean.

In Attendance

Karen Yeomans, Head of Development Planning; Craig Hatton, Corporate Director, Development & Environment, George Hunter Town Centre Manager, Alasdair Laurenson, Team Manager Regeneration (Planning), and Fiona Millar Administrative Assistant (Economic Development).

Chair

Councillor Marie Burns in the Chair.

Apologies for Absence

William Gibson, Elizabeth McLardy and David O'Neill.

1. Minutes of Previous Meeting

The Minutes of the Meeting of the Economy and Employment Policy Board held on 26th November 2012 were confirmed.

2. Marketing North Ayrshire

Lynne McEwan Corporate Communications Manager reported on the work of the Marketing North Ayrshire workshop held on Monday 17th December 2012, the purpose of the workshop was to develop a suite of key messages which will support the delivery of the Economic Development & Regeneration Strategy.

The Liddell Thomson detailed report identified six key messages for consideration in Marketing North Ayrshire these are as follows:

1. Scotland's smartest place to invest
2. Home to world-class life sciences, manufacturing and engineering companies.
3. Competitive – a great place for new and growing businesses.
4. Easy access to key UK and International Markets.
5. Attractive – with some of Scotland's best beaches, golf courses and sailing.
6. Welcoming- thriving and, historic towns and villages.

It was highlighted that the Economy and Employment Policy Board has a diverse range of stakeholders along with a need to maintain and build relationships in order to support the successful delivery of its economic development ambitions.

Each element of the North Ayrshire Stakeholder Messaging Guide has significant challenges, barriers and opportunities, through North Ayrshire's creation of an Enterprise Area along with well know established brand names, i.e. GSK, UPM, EDF and the Arran products, the excellent air, rail, road, sea and just 30 minutes from Glasgow.

Marketing North Ayrshire in a positive way was discussed, and it was reported to the Board that North Ayrshire Council had a good review in the Scottish Business Insider. This will be passed on to the Members: Action LM.

Discussion took place on the need to improve the negative perception of the area, through the continued use of positive messages by the Members in North Ayrshire area.

The Economy and Employment Policy Board agreed that an updated report on Marketing North Ayrshire be submitted at the next policy board meeting.

Action: KY/LM

3. Skills Asset Brief

The Team Leader (Economic Development) Angus O'Henley submitted a report on Skills Asset Brief.

North Ayrshire Council wishes to engage with a consultant to develop a Skills Asset Plan which will determine future skill priorities for North Ayrshire and detail how these priorities can be achieved. The following points were discussed:

- The Brief
- The Asset Plan
- Key Stakeholders
- Methodology
- Reporting
- Timeline/Costs

Discussion was had on the broader spectrum of skills in North Ayrshire, what skills are in abundance in the area, what are needed to fulfil the supply and demand, is there a need for a survey on the labour force, ensuring that both sides of the equation were analysed.

Karen Yeomans advised the Board of another piece of work on employability in North Ayrshire being carried out that may sit alongside this work

The Economy & Employment Policy Board agreed that more work was required on the Skills Asset Brief, and that this would be presented to the Board at the next meeting of the Policy Board. Action AO'H

4. Place Making

George Hunter, Town Centre Manager, gave a presentation on Place Making in North Ayrshire.

The presentation looked at what the Place Making themes are, these are as follows:

- Mixed Use/ Public Realm
- Designing Streets
- Open Space
- Sense of Place
- Events

“Place Making is multi-faceted approach to the planning, design and management of public spaces. It involves the people who live and work and play on particular space, to discover their needs and aspirations. This information is then used to create a common vision for that place”.

Source: (Metropolitan Planning Council of Chicago)

Each element of the Place Making in North Ayrshire has significant opportunities, challenges and barriers. It was highlighted however that there was a need for an in-depth analysis on community development, and in the longer term an analysis on past events will be undertaken to confirm the role and function of the historical events on each of North Ayrshire Towns.

Discussion took place on the need for an analysis on each of the communities, and consideration is given when formulating Place Making in North Ayrshire.

The Economy and Employment Policy Board agreed that a Place Making in North Ayrshire should be progressed and further updates be provided when available.

Action GH/AL

5. Any Other Business

The Chair thanked everyone for attending the fourth meeting of the Policy Board.

6. Date of Next Meeting

The next meeting of the Economy & Employment Policy Board will be held in on Monday 18th March 2013 in the Council Chambers, Cunninghame House, Irvine.

The meeting ended at 3.40 p.m.