



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Cunninghame House,
Irvine.

10 September 2015

Cabinet

You are requested to attend a Meeting of the Cabinet of North Ayrshire Council to be held in the Council Chambers, Ground Floor, Cunninghame House, Irvine on **TUESDAY 15 SEPTEMBER 2015** 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 declaration of interest in respect of items of business on the agenda.

2. Minutes (Page 5)

The accuracy of the Minutes of the meeting held on 1 September 2015 will be confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973 (copy enclosed).

PRESENTATION

3. Chief Social Work Officer Annual Report 2014/15 (Page 9)

Submit report and receive presentation by the Chief Social Work Officer on the Annual Report 2014/15 as required by the Scottish Government's Guidance (copy enclosed).

GENERAL BUSINESS FOR DECISION

Reports by the Executive Director (Economy & Communities)

4. Largs Masterplan (Page 51)

Submit report by the Executive Director (Economy & Communities) on proposals contained within a Largs Masterplan (copy enclosed).

Reports by the Executive Director (Finance & Corporate Support)

5. Procurement EU Tender Plan - 2015/16 and 2016/17 (Page 97)

Submit report by Executive Director (Finance & Corporate) on the EU procurement tender plan for the remainder of Financial Year 2015/16 and requirements identified for 2016/17 (copy enclosed).

Reports by the Director (Health & Social Care Partnership)

6. North Ayrshire Integration Joint Board (Page 103)

Submit report by the Director (Health & Social Care Partnership) on the business dealt with by the North Ayrshire Integration Board during the period 1st April 2015 to August 2015 and to advise members of developments within the North Ayrshire Health and Social Care Partnership (NAHSCP) (copy enclosed).

7. 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
John Bruce
Anthea Dickson
Tony Gurney
Ruth Maguire

Chair:

Attending:

Apologies:

Meeting Ended:

Cabinet
1 September 2015

IRVINE, 1 September 2015 - At a Meeting of the Cabinet of North Ayrshire Council at 2.30 p.m.

Present

Willie Gibson, Alan Hill, Marie Burns, John Bruce, Anthea Dickson, Tony Gurney and Ruth Maguire; Very Reverend Matthew Canon McManus and Elizabeth Highton (Church Representatives) (Agenda Items 3 and 4), G. Smith (Teaching representative) (Agenda Items 3 and 4) and Erin McAuley, Courtney Gemmell, Emily Aitken and Megan Reid (Youth Representatives) (Agenda Items 3 and 4).

Also Present

John Ferguson, Grace McLean, Catherine McMillan and Grace McLean (all item 3 only), and Donald Reid.

In Attendance

E. Murray, Chief Executive; J. Butcher, Executive Director and M. Shedden, Head Teacher (Springside Primary School) (Education and Youth Employment); L. Friel, Executive Director (Finance and Corporate Support); K. Yeomans, Executive Director and J. McKnight, Senior Manager (Community Development) (Economy and Communities); A. Fraser, Head of Democratic Services, R. Moore, Communications Officer and D. McCaw, Committee Services Officer (Chief Executive's).

Chair

Councillor Gibson in the Chair.

Apologies for Absence

Mark Fraser (Church Representative).

1. Declarations of Interest

In terms of Standing Order 10 and Section 5 of the Code of Conduct for Councillors, Councillor Burns, as a North Ayrshire Leisure Limited Board Member declared a non-pecuniary interest in Agenda Item 7 (North Ayrshire Council, sportscotland and KA Leisure Partnership Agreement: 1 April 2015 until 31 March 2019).

2. Minutes

The accuracy of the Minutes of the meeting held on 18 August 2015 was confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3. National Attainment Challenge: North Ayrshire Strategy

The Cabinet received a presentation by the Executive Director (Education & Youth Employment) on North Ayrshire's response to the National Attainment Challenge and on providing transformational change within North Ayrshire schools through the introduction of a professional learning academy rationale.

Members asked questions and were provided with further information in relation to:-

- whether there is enough capacity within schools to continue current teaching practices whilst trying to make improvements to systems currently in place; and
- the support required to ensure the removal of barriers to learning for young people; and
- the focus on nurturing to ensure young people get support where it is needed.

Noted.

4. Education and Youth Employment Accessibility Strategy 2015 - 2018

Submitted report by Executive Director (Education & Youth Employment) on (a) progress with the Education and Youth Employment's Accessibility Strategy 2015-18 and Action Plan Framework (Appendix 1); and (b) the approaches by the Accessibility Strategy Steering Group to ensure the Council meet legislative requirements.

Members were provided with clarification on:-

- whether there are children in schools who suffer from undefined additional support needs in terms of their health and wellbeing;
- that there are generic and specialist support staff in place within schools to support a wide range of social, emotional and behavioural difficulties; and
- accessibility issues in relation to buildings and property which can create difficulties for children with complex needs.

The Cabinet agreed (a) to note and approve the content of the final version of the Accessibility Strategy and Action Plan framework; and (b) to approve the approaches outlined by the Accessibility Strategy Steering Group in order to meet legislative requirements.

5. Raising the Quality of Committee Reports

Submitted report by the Chief Executive setting out proposals for a comprehensive phased programme and timetable to improve the quality of reports being presented at Council Committees and Corporate Management Team meetings.

Members were provided with clarification that acronyms within reports should be detailed in full in the first instance.

There was discussion on the content of Advisory Panel Minutes. Members were of the view that advice and guidance could be provided by Committee Services to staff who provide support to Advisory Panel meetings to ensure clarity of style in relation to the minuting of discussion points.

The Cabinet agreed to approve the phased programme and timetable to improve the quality of reports, as detailed in section 3 of the report.

6. Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013

Submitted report by Executive Director (Finance and Corporate Support) on methods to encourage owners of long terms empty dwellings to bring properties back into use by increasing council tax.

Members were provided with clarification on:-

- that buildings purchased for development, the condition of which subsequently deteriorates, would fall within the categories mentioned within the report; and
- that repossessed properties would not be included.

The Cabinet agreed to (a) apply a council tax levy on empty property which has been unoccupied for 12 months or more; or for property marketed for sale or let and which is unoccupied for a minimum of 2 years, of 150% from 1 April 2016 and 200% from 1 April 2017; and (b) apply a civil penalty of up to £500 where an owner of a long term empty property fails to engage with the Council.

7. North Ayrshire Council, sportscotland and KA Leisure Partnership Agreement: 1 April 2015 until 31 March 2019

Submitted report by Executive Director (Economy and Communities) outlining the scope, priorities and principles of the 2015/19 Partnership Agreement (Appendix 1) between sportscotland, KA Leisure and North Ayrshire Council.

The Cabinet agreed to (a) note the opportunities offered by the Partnership Agreement which will invest a total of £1,459,800 by sportscotland over four years for Active Schools and Community Sports Hubs; (b) an annual in principle contribution of £140,000 per annum for the duration of the agreement, totalling £560,000; and (c) receive to receive annual reports on the progress of the Partnership Agreement during 2015/19.

8. Ayrshire Growth Deal

Submitted report by Executive Director (Economy and Communities) on the preparation of a bid for a Regional Growth Deal in collaboration with South and East Ayrshire Councils.

The Cabinet agreed to approve (a) joint working with South and East Ayrshire Councils on the development of a regional growth bid; (b) the procurement of technical support in developing a business case to support the bid; and (c) the commitment of up to £50,000 from existing budgets to secure any internal or external support required.

9. Exclusion of the Public

The Cabinet resolved in terms of Section 50(A)4 of the Local Government (Scotland) Act 1973, to exclude from the Meeting the press and the public for the following items of business on the grounds indicated in terms of Paragraph 9 of Part 1 of Schedule 7A of the Act.

9.1 Social Work Complaint Review Committee: Complaint by Mr C

Submitted report by the Chief Executive on the findings and recommendations arising from the Social Work Complaints Review Committee meeting held on 11 August 2015.

The Cabinet agreed to accept the Committee's recommendation not to uphold any part of the complaint.

The meeting ended at 3.50 p.m.

NORTH AYRSHIRE COUNCIL

Agenda Item 3

15 September 2015

Cabinet

Subject: **Chief Social Work Officer Annual Report 2014/15**

Purpose: To provide the report of the Chief Social Work Officer to the Cabinet, as required by the Scottish Government's Guidance.

Recommendation: That the Cabinet note and endorse the report set out at Appendix 1.

1. Introduction

- 1.1 There is a requirement for every Local Authority to appoint a professionally qualified Chief Social Work Officer (CSWO) and this is contained within Section 3 of the Social Work (Scotland) Act 1968 as amended by section 45 of the Local Government etc (Scotland) Act 1994.
- 1.2 In line with the legislation and guidance, the CSWO is required to prepare an annual report for the Council, on all statutory, governance and leadership functions of their CSWO role.
- 1.3 This is the sixth annual report covering the period of April 2014 to March 2015. It is attached as Appendix 1.

2. Current Position

- 2.1 In 2014 the Office of the Chief Social Work Adviser, following consultation with CSWO's across Scotland, SOLACE, the then ADSW and others, identified a more standardised approach to prepare the annual reports.
- 2.2 This report provides an overview by the CSWO of the partnership structures, robust governance arrangements and the performance of social services in the context of the demographic landscape of North Ayrshire and the delivery market of social services. It looks more closely at the statutory functions of the service and the quality and workforce development within our services.

- 2.3 The report is also forward looking, reviewing the preparation for key legislative changes that will impact on our delivery and reviewing the key challenges the service will be facing in the forthcoming year.
- 2.4 The report highlights the range of social work activity throughout the year and places that in the context of the socioeconomic challenges faced locally. Of particular note, the following three areas should be highlighted:
- The most recent SIMD figures (2012) shows a worsening position in North Ayrshire in the domains of Income, Employment, Health and Crime. All of these domains are likely to impact on the demands for social work interventions and this appears to be borne out particularly in relation to increased Adult Protection activity, Mental Health, Disabilities and Destitution presentations.
 - There has been increased social work focus on prevention and early intervention, funded and supported by Council over the last few years. Many of these programmes (detailed in section 4) involve significant partnership working and appear to be delivering successful outcomes.
 - The landscape has changed dramatically over 2014/15, with social work services integrating with community health services through a Shadow Year in preparation for full implementation of the Public Bodies (Joint Working) (Scotland) Act 2014. The new Health and Social Care Partnership structures create possibilities to take a whole system approach to delivery of services and the Social Work role and function within this environment will remain a vital one if these possibilities are to be realised.

3. Proposals

- 3.1 It is proposed that the Cabinet note and endorse the report set out at Appendix 1.

4. Implications

Financial Implications

- 4.1 There are none.

Human Resource Implications

- 4.2 There are none.

Legal Implications

- 4.3 There are none.

Equality Implications

- 4.4 There are none.

Environmental and Sustainability Implications

- 4.5 There are none.

Implications for Key Priorities

- 4.6 This report covers matters which contribute to the key priorities of the Single Outcome Agreement, A Working North Ayrshire, A Safer North Ayrshire and A Healthier North Ayrshire.

5. Consultations

- 5.1 No consultations were required for in preparation of this report.

6. Conclusion

- 6.1 The CSWO Annual Report sets out for elected members the extent of the delivery of social services in North Ayrshire and summarises significant aspects of performance in relation to the statutory interventions carried out by the registered social worker and care services delivered on behalf of the local authority.

Stephen Brown
Chief Social Work Officer

Reference :

For further information please contact Stephen Brown, Head of Service on 01294 317727

Background Papers

None

Chief Social Work Officer Annual Report 14/15

North Ayrshire Council

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1.

Executive Summary

The Chief Social Work Officer is required to produce an annual report outlining activity, pressures, governance issues, challenges and statutory functions. The following report addresses all of these issues for the period 2014/15.

Key headlines

- North Ayrshire's socio-economic challenges, and the consequent impact of these on individuals, families and communities, continue to place demand pressures across many of our services.
- The increased focus on prevention and early intervention, delivered alongside partners, appears to be delivering successful outcomes.
- The demands on our Older People services continue to grow steadily with 23% of all over 65s in North Ayrshire currently being supported.
- The number of children on our Child Protection Register has reduced over the year.
- There has been a significant rise in internet-related sex-offences that presents new challenges relating to risk assessment and management.
- There has been an increase in statutory activity relating to Mental Health and Adults with Incapacity.
- Our registered services, subject to external inspection, all continue to improve, and some, particularly in Children and Families, have performed exceptionally.
- Our quality assurance mechanisms around externally purchased services are considered sector-leading and have identified quality issues at an early stage. Unfortunately, however, these mechanisms have exposed fragility in the independent sector locally.
- The Recovery agenda has become increasingly well-embedded in our approach to addictions.
- We continue to perform well in ensuring that our social services workforce is appropriately trained and meeting registration requirements.
- The establishment of the Health and Social Care Partnership has changed the landscape of social services delivery and presents real opportunities over the coming years to transform health and social care to further improve outcomes for people in North Ayrshire.

2. Introduction

Section 3 of the Social Work Scotland Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994 requires every Chief Executive of a local authority to appoint a professionally qualified Chief Social Work Officer (CSWO).

The CSWO provides professional advice to the Chief Executive and elected members on the discharge of statutory duties including corporate parenting; child protection; adult protection; managing high risk offenders. The CSWOs are responsible for ensuring only registered social workers undertake functions that are reserved in legislation for these grades (for example, the duties of Mental Health Officers) and for setting standards on the allocation of complex cases (for example) within child protection; vulnerable adults assessments; the assessment and management of offenders (including sex/ violent offenders). The CSWO has the responsibility to make a final decision on behalf of the local authority on a range of statutory social work matters including adoption, secure accommodation and Guardianship.

The CSWO ensures strong links exist between social care services and the corporate business of the organisation - clarifying responsibilities, formalising reporting lines, accountability arrangements and performance management processes including internal audit programmes.

The CSWO ensures there are effective governance arrangements for the management of complex issues involving the balance of need, risk and civil liberties and works with the Chief Executive to ensure corporate policy on risk reflects this balance.

The period of 2014/15 saw the development of significant change in the organisation of social services in line with the legislative and policy intent of the Scottish Government's agenda to integrate health and social care. In September 2014, the Chief Executive appointed Stephen Brown, Head of Service, Children & Families and Criminal Justice as North Ayrshire's Chief Social Work Officer. Elected members will note that this year's annual report contains information on the delivery of social services in the context of the particular demographic and social needs of North Ayrshire. The report reflects on action being undertaken to plan for change amidst what has been not only a challenging time as we moved to the establishment of the North Ayrshire Health & Social Care Partnership, but also one that has stimulated further opportunities for partnership working with the Third and Independent Sectors, local communities, service users and carers.

Stephen Brown

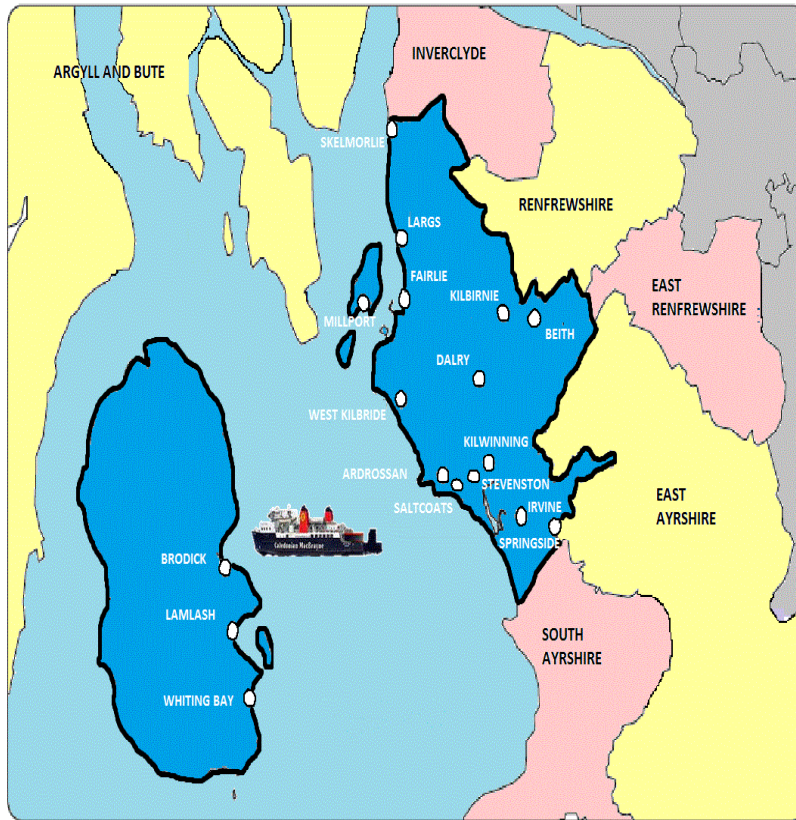
Head of Children and Families and Criminal Justice services

North Ayrshire Health and Social Care Partnership

Chief Social Work Officer – North Ayrshire Council

3. Description of Local Authority

North Ayrshire covers an area of 340 square miles on the West Coast of Scotland, including the Islands of Arran, Little Cumbrae and Greater Cumbrae. The area is a mixture of rural, town and island communities, each having particular needs and opportunities. The



population of North Ayrshire is 138,146 (48% men and 52% women). There is a small ethnic minority of 2.1% (2901).

North Ayrshire's economy has traditionally depended on manufacturing jobs. From 1980, the reduction in manufacturing across much of the UK significantly affected the local economy and employment patterns. The 2011 census shows that whilst 63.5% of North Ayrshire residents are of working age (15-64), 9.6% are unemployed, a figure which is 2% higher than the Scottish average.

18 % of the population are of pensionable age and estimates to 2033 show that this is projected to

increase to over 26%, while the population of working age is projected to decline. This demographic shift brings significant challenges for the area, particularly in care for the elderly and sustaining communities¹.

Since 2004, The Scottish Index of Multiple Deprivation (SIMD)² has been the Scottish Government's official tool for identifying small areas (data zones with an average population of 800 people) of multiple deprivation across Scotland. North Ayrshire is broken down into 179 data zones, a quarter of which are amongst the 15% most deprived in Scotland. The table below gives an indication of the North Ayrshire situation across the seven factors or domains that are included in the overall data zone analysis: significantly impacting on the delivery of social services in that poor health and low income affects nearly a third of the local population.

¹ [Population predictions National Records Scotland](#)

² <http://www.gov.scot/Topics/Statistics/SIMD/Publications/LASummariesSIMD12/LASummaryNorthAyrshire12>

%NA Data zones	Income	Employment	Health	Education	Housing	Access	Crime
in 15% most deprived	29.1%	26.3%	29.6%	14.0%	1.7%	11.2%	21.2%
Change from 2009 to 2012	+ 4.5%	+ 2.3%	+ 8.4%	- 7.2%	0.0%	- 11.7%	+ 3.9%
in 5% most deprived	7.30%	10.60%	8.40%	2.80%	0%	1.70%	7.30%
Change from 2009 to 2012	+ 2.8%	+ 3.3%	+ 3.4%	- 2.2%	0.0%	- 1.1%	+ 2.3%
Worst Area (National Rank out of 6505)	Ardrossan Central (Rank 24)	Ardrossan Central (Rank 14)	Irvine Castlepark South (Rank 25)	Irvine Castlepark South (Rank 132)	Largs Central (Rank 469)	Arran (Rank 93)	Saltcoats Central (Rank 28)

Red denotes a worsening situation; green denotes improving situation

The SNP minority administration (working with all elected members, the council and partner agencies) is clear in its intent to address the impact of deprivation in North Ayrshire. This is apparent in the recently updated Council Plan and the articulation of five strategic priorities:

- Growing our economy, increasing employment and regenerating towns
- Working together to develop stronger communities
- Ensuring people have the right skills for learning, life and work
- Supporting all of our people to stay safe, healthy and active
- Protecting and enhancing the environment for future generations

4. Partnership Structures/Governance Arrangements

The CSWO has a direct line of accountability to the Chief Executive and provides professional and specialist advice to the Council on the provision of social work services. Senior officers are updated on any issues, risk and developments within the service through the Corporate Management Team, and the elected members are similarly appraised through meetings with the social services portfolio holder and attendance and provision of reports to Council. This regular communication and information flow supports close working links with other local authority services and a consistent approach adopted by the Council to address cross-cutting issues.

The CSWO is a member of, and adviser to, North Ayrshire's Chief Officers Group for Public Protection, bringing to it perspectives from a position as vice chair of the Child Protection Committee, member of the Alcohol and Drug Partnership and the Multi Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group. In that way, a comprehensive overview is maintained of all issues relating to public protection and a continual evaluation of risk management arrangements that impact at service interfaces.

Alongside this, the CSWO is involved with Community Planning Partnerships e.g. sitting on the board of the Children's Services Strategic Partnership that has overseen the Improving Children's Outcomes agenda and is responsible for the strategic direction of children's services across North Ayrshire. Over the course of the past year, this group has been working with the Dartington Research Unit and Scottish Government undertaking a comprehensive review of the children's service delivery landscape alongside a large scale survey of children's emotional, behavioural and educational experience in North Ayrshire. The outcome of these surveys and corresponding mapping exercises will form the basis of a

programme for engagement and consultation with children and their families to inform and co-produce a Children's Services Strategy.

The year has seen the establishment of the Shadow Integration Board in the development of the North Ayrshire Health & Social Care Partnership (NAHSCP). The NAHSCP includes all social work services, Community Care, Children & Families and Criminal Justice and the CSWO is a member of the Shadow Integration Board. The preparatory work that has been undertaken prior to the submission of the Integration Scheme and Strategic Plan has been significant over this reporting year and is reflected in this report in the section identified as Planning for Change.

5. The Social Services Landscape, Market & Performance

The role of social services within the council is that of ensuring protection and providing support to those in need, invariably the most vulnerable members of its communities. Over the course of 2014/15, the delivery of services was aligned to three divisions of responsibility, Community Care; Children & Families and Criminal Justice; and Service Development. However, during the course of the year and with the establishment of the Shadow Integration Board, the Director of the Health & Social Care Partnership began the process of re-aligning areas of responsibility and establishing a senior management team that reflected the bringing together of the two public services.

For the purpose of this report, I will set out the situation in relation to the operational delivery of social services during 2014/15.

Service Access

Our Service Access teams are largely the first port of call for new referrals into service. Their role is to deal with enquiries efficiently and effectively, resolving at first point of call wherever possible, deciding if further intervention is required and/or linking the inquirer to appropriate community resources as appropriate. In total, Service Access dealt with 6502 referrals throughout the year. The nature of referrals varies, from simple one off enquiries to complex assessments in relation to adults and children referred as at risk who are not currently known to service. The table below provides a snapshot of the volume of referrals in age groups, identifying the most prolific referrers, and the outcome of the referrals.

Service Access overview

	Under 18's	18-64	65+
Total referred	1759	3589	2484
Top 2 referrers	Police/Out of Hours	Housing/Self	Family/NHS
Universal Services	72%	58%	58%
Social Services	19%	13%	35%
Community Resource	2.5%	7%	1.3%

The Impact of Welfare Reform and the introduction of the bedroom 'tax' is evident when we look more closely at the nature of referrals in the 18-64 age group; 24% were referred on the basis of having received a notice of threatened court action in relation to eviction and 13% approached social services on the grounds of destitution. Our Money Matters service plays a significant role in the NAC Welfare Reform Strategy Group and operates across all care groups, maximising income and working with service users to establish a budgetary

plan. In 2014/15 further major changes to the current welfare provision were introduced in North Ayrshire, including the roll out of Personal Independence Payment to existing DLA recipients, the extension of claimant commitment and sanctions and Universal Credit. Social Services and Health service users are being supported through these changes.

Community Care

Learning Disability

The population of adults who have some form of learning disability is difficult to quantify and figures used are based on those known to services as collected through an annual return, the eSay³ to the Scottish Consortium on Learning Disability. In the last published data, 2013, there were 24,461 adults known to have a learning disability across Scotland, 27.3% of whom lived in the most deprived areas. In North Ayrshire, 551 adults were returned in the eSay, 45% of whom lived in the most deprived areas. The national policy documents⁴ for learning disability highlight the health inequalities pertaining to these adults and our strategies of support are fully cognisant of this and focus on the need to maximise opportunity.

During 2014/15, the Learning Disability Team supported 544 adults, 16% of whom were diagnosed as having an autistic spectrum disorder. In North Ayrshire, 6% (33) require the protection and support of a residential care solution. The majority (60%) live in mainstream accommodation, with support from a family carer (compared to 35% nationally). Consequently, an important focus is carer support, often through respite breaks. We provided 4783 overnight respite hours, largely through our own facility, Taigh Mor, but also the Hansel resource in Symington and the care centre on Millport.

We provided additional housing support to 43% of the client group, with a significant number (72) requiring a 24/7 package of care. With impending emphasis in legislation to ensure that the minimum wage hourly rate applies to all overnight sleepover care, there will be further costs associated with this. Our response will be to scope the innovative use of assistive technology and corresponding hub models of support to evaluate the cost effectiveness and safety of this approach.⁵

A further 9 individuals were supported in a partnership development with our housing colleagues, Castlecraigs in Ardrossan. Here, the adult has their own tenancy but on site availability of support from an independent provider. In recognition that the projected profile of Learning Disability is one of living longer, but with complex health care needs, we are taking these demographic factors into account to scope future needs and consider a range of alternative housing options and developing these in partnership with our Housing colleagues.

We have also reconfigured the support available in our day services. An outcome focussed modular programme of delivery has been introduced at Fergushill, where experience can be

³ [electronic Same as You - Learning Disability Statistics Scotland](#) -

⁴ <http://www.gov.scot/Resource/0042/00424389.pdf> - Keys to Life 2013

⁵ http://www.edinburgh.gov.uk/download/meetings/id/46982/item_73_-_impact_of_providers_of_recent_employment_appeal_tribunal_judgments

gained in a range of activities such as photography, arts and crafts. The Hazledene site has been developed as an employment skills model; established as a grounds maintenance horticultural project it is now developing a network of customers, including North Ayrshire Council, as seen in the hanging baskets in our main streets. To support these initiatives, we have enhanced the work of 2 Job support coaches and ensure that service users have individual training plans covering a range of modules, such as, life skills, health & well-being, self-care, presentation all in keeping with preparation for employment. An example of this output includes Lunch to Go where food can be ordered and delivered and we are looking to develop further placement opportunities. We are establishing these as models of excellence prior to the opening of a new facility in 2017. What has been developed as a Public Social Partnership with Enable now aims to become a sustainable social enterprise.

Mental Health

One in four people in Scotland will experience a diagnosable mental health problem each year. Anxiety and depression are the most common, but others include schizophrenia, personality disorders, eating disorders and dementia⁶. Our Mental Health Team supports some 180 adults between the ages of 18 to 65 who experience a range of mental health problems. Alzheimer Scotland provides an estimate of the number of people suffering from dementia and quantify 84 under 65's in North Ayrshire⁷. It is not unremarkable that this is reflected in the increase of those known to our service, from a handful a few years ago to now 18. The Mental Health Team also co-ordinate the delivery of Mental Health Officer Services (see Statutory Functions).

There are a wide range of needs of people suffering mental ill-health. Some individuals require very little support, or support only at times of crisis, whilst others with severe and enduring problems demand more, often to ensure protection of themselves or others. It has been apparent from the significant rise in adult concern and protection referrals from Police Scotland over the year that there are many times when adults suffer a period of heightened despair and present as in need of protection. Responding to Distress is a partnership working group with colleagues from Health, Fire, Police and ASP leads to develop initiatives intended to avert the inappropriate use of police custody or hospital admission as a response to providing a place of safety at those times. The shared responsibility partnership (ShaRP) is a pan Ayrshire group aiming to achieve a multi-agency model that will equip our staff to deal confidently with the situation and with a planned approach agreed by all agencies. The development work undertaken is being supported by the Forensic Network

Overall, 90% of our clients are supported in the community, with only a handful requiring 24 hour support within their own tenancy. Locally, we are developing social inclusion models in line with the Mental Health Strategy for Scotland. Examples of this include the redevelopment of the Buccleuch clubhouse into an employability initiative, involving peer support in gaining or regaining employment skills. A partnership development with AIMS advocacy service, the Write to Recovery group, is involved in the Scottish Recovery Network web site, and is co-facilitated by peers. Skills are learnt in the use of software and members gain therapeutic benefit from writing and sharing their recovery stories. Peer support is recognised as beneficial in recovery and can take place in many ways. Currently our own support workers have established a weekly Walking group that has about 15 members.

⁶ http://www.scottish.parliament.uk/ResearchBriefingsAndFactsheets/S4/SB_14-36.pdf MH Spice document

⁷ <http://www.alzscot.org/campaigning/statistics>

We have further developed a range of interventions and support. In April 2014, alongside the Learning Disability Team, we established the Flexible Intervention Scheme (FIS) delivered by an independent provider, Richmond Fellowship. FIS provides early intervention and crisis support at periods of greatest need. It has supported 98 people in its first year and is evaluating well with many individuals successfully exiting that support after twelve weeks input.

For clients with more complex needs we have an 8 bedded residential unit, Harbourside, 4 tenancies in the Castlecraigs supported accommodation unit (described above) and have required to commission some 10 Nursing home placements over 2014/15. It is clear that further models of supported living need to be established, particularly as people with significant problems who have had periods of hospital treatment need opportunities to further recovery and rehabilitation in their own communities. We are working with our housing colleagues to identify local solutions for this and other care groups.

Physical Disabilities & Sensory Impairment

The World Health Organization has recognised that children and adults with disabilities, including those with a sensory impairment, have poorer health outcomes, lower educational achievements, less economic participation and higher rates of poverty than people without a disability. It confirms that the prevalence of disability will rise due to ageing populations and the higher risk of disability in older people and other vulnerable populations. For example, children from poorer households and those in ethnic minority groups are at significantly higher risk of disability than other children. It highlights the different barriers that people with a disability face and acknowledges that they do not have equal access to a range of services, to the extent that disability is now increasingly understood as a human rights issue.⁸

In the 2011 census, some 9% of the 16-64 year old population in North Ayrshire described themselves as having a long term health condition that 'limited their daily activity a lot'.

The Physical Disabilities team supports adults with a range of genetic conditions as well as acquired conditions following strokes, road traffic injuries, acts of violence, brain injury and alcohol related brain injury. The care management and review team support around 200 clients at any one time and work closely with the Dirrans rehabilitation unit to provide an assessment and reablement service.

The council has funded a new bespoke rehabilitation centre for the Dirrans, which opened in December 2014. The service was awarded the Gold Investors in People award in June 2014, having created a 'high performing team who achieve exceptional performance for the benefit of North Ayrshire'⁹.

The Sensory Impairment service has two workers qualified in rehabilitation. The service maintains the blind and partially sighted register, currently listing some 12,000 adults and children across North Ayrshire and 90 people who list their first language as British Sign Language (BSL). There are clear referral pathways into the service from health partners in audiology and optometry, ophthalmology, private and third sector organisations. The team deals with some 20 referrals per week, tackling inequalities and improving outcomes through

⁸ <http://www.gov.scot/Resource/0044/00448444.pdf> See Hear - A Strategic Framework for meeting the needs of people with a sensory impairment in Scotland 2014.

⁹ Investors in People Assessor quoted in Irvine Times 13.08.14

the innovative use of digital technology solutions which enables independence and reduces the demand on resources.

Older Peoples Services

In North Ayrshire, the population projection until 2037 shows an overall decline in numbers, but this is within the younger age groups. Over that timeframe, the 65-74 year old population will increase by 21 % and the 75 and over age group by 92% (from 11,600 to 22,300) - higher than the Scottish average projection. Alzheimer's Scotland estimates that in North Ayrshire, 2380 people over 65 suffer some form of dementia. Whilst there has been significant improvement in health care, inequality of outcome is marked, and in some areas within one mile, life expectancy differs by 20 years.¹⁰ The 2011 census identifies 22,898 people aged 65+ and in reviewing the numbers requiring support from social services over the year, we can establish that we are providing services to approximately 23% of all over-65s.

As the integration of health and social care gathered momentum through the year, we undertook a Joint Strategic Needs Analysis which qualified that overall, people are living longer, but in poorer health. The rate of emergency hospital admissions increased significantly with age, and within that, the incidence of emergency admission was greatest for those living in deprived data zones. Our interface with Acute services is of major importance both for achieving positive outcomes for the service user and for ensuring our health and social care resources are not only effective, but efficient and sustainable.

We are committed to facilitating timeous discharge from hospital and supporting people to live safely at home by providing multi-disciplinary rehabilitation and reablement services, incorporating a range of health, allied health and home care professionals. Over a 12 month period, some 777 people were referred from hospital to our reablement services. Services were provided up to a maximum of 12 weeks following discharge. 47% of people were successfully re-abled, 'leaving service' by not requiring ongoing care at home support. To date, we have achieved zero delayed discharge under the current target of within 2 weeks.

The care at home service delivers around 16,360 hours a week with 90.7% of these being provided to people aged over 65 yrs. This service was delivered to 1640 older people, with 38% requiring a level of support of 10 hours plus a week. There is a steadily increasing demand on this service year on year (2% increase from 2013 to 2014). Many older people are supported by technological solutions. 3109 users of telecare (Community alarms) are over 65 years, of whom 600 have enhanced telecare. 1640 (52%) of community alarms are termed 'stand-alone service', that is, there is no other ongoing care at home service provided. However, the Care At Home service provides a dedicated response team to Community alarm alerts and in one month alone responded to 2,928 call outs.¹¹

Our Care at Home services are delivered through a mix of in-house provision and via the independent sector. Indeed, slightly over 50% of all provision was delivered by the independent sector through 2014/15. Unfortunately, there have been some issues relating to some providers in relation to standards of care and operational failures. This led to some of that provision being brought back in-house through the year.

¹⁰ [www.north-ayrshire.gov.uk/.../Areas-of-Family-Resilience-2013-14-Main- Report-\(August-2014\).pdf](http://www.north-ayrshire.gov.uk/.../Areas-of-Family-Resilience-2013-14-Main-Report-(August-2014).pdf)

¹¹ figures returned from Cordia monitoring station March 2015 mobile attendant call outs.

We have a comprehensive Dementia Support service, designed to be wrapped around the service user. The service provides respite and personal care enhancing the existing care at home and day services. It has tremendous capacity to respond to emergencies and has prevented hospital admissions specifically as the service is accessible on a 24/7 basis and can provide overnight support in a person's own home when required. Alternatively, respite provision is arranged in our Dementia unit, Anam Cara. The latter is also used as part of our planned response service to dementia sufferers and their carers, with other supports being available through Memory Cafes, one to one support, and day service provision.

Despite services successfully maintaining older people at home and providing support to carers, there is still a significant number who require the additional support of residential or nursing care. Data collected from health and social care returns since 2002 has recently been analysed for the purpose of the Joint Improvement Team to review the impact of the Reshaping Care for Older People agenda against projected figures estimated in accordance with demographic changes.¹² The number of long stay residents in care homes is 915, less than the previous year, and less than a projected figure for 2014 of 1388 based on population increases. The analysis also reflects that emergency admissions to hospital of those aged 65+ continues to rise greater than projected (7725 in 13/14, 7457 in 12/13) whilst the length of time people spend in hospital (bed days occupied) following admission is slightly less than projections. The success of our support services in maintaining people with health problems in the community is offset by increasing demand. Unless we are able to reduce emergency admissions we will not be able to shift resources from reactive to anticipatory care.

Services to Older people on the island of Arran have been enhanced. A new build care home and day centre, Montrose House and Stronach Day Service have been opened and will provide a significant asset to the island community.

Occupational Therapy Services (OT)

We provide an OT service for Children with Disabilities, Adults with Physical Disabilities and Older people social work and reablement service. Occupational Therapists and occupational Therapy assistants are distributed through the service from being within service access, Older Peoples services, the Dirrans (Physical Disabilities) and a senior OT who provides a service for children. Over the course of 2014/15 there were 1326 new referrals made to OT. OT's can establish if particular aids and adaptations are required to support independent living and in complex cases work alongside people to establish or re-establish skills lost through injury, disability or impairment to enable independence.

The demands for OT assessment and for equipment, as well as aids and adaptations, has continued to prove challenging to the service. The opportunities arising from the Health and Social Care transformation will allow for a thorough review of processes and delivery and the Lead Allied Health Professional for the Partnership will play a crucial part in the improvement agenda.

Addiction services

The estimated prevalence of individuals aged 15-64 with problem drug use in North Ayrshire is 2.04% (1,760) (ISD 2014), amongst the eight worse council areas against a Scottish average of 1.68%.

¹² [Jit rear-view analysis North Ayrshire](#)

North Ayrshire Council Addiction Services (NACAS) provided a service to 558 individuals during 2014/15. 48% of referrals concerned drug use as the main factor with the remainder of referrals being for alcohol misuse. Alcohol is the dominant use across all referrals throughout 2014/15, being a change from previous years.

Opiates, benzodiazepines, cannabis and amphetamine substance use are the dominant substances across referrals, however there are increasing numbers of referrals for New Psychoactive Substances (NPS), commonly known as legal highs.

Poly drug and alcohol use continues to be a characteristic profile of many individuals presenting for support. This baseline profile for North Ayrshire is generally typical and representative of the national Scottish profile.

The Scottish Government 2008, in their strategy *The Road to Recovery: A New Approach to Tackling Scotland's Drug Problem*, identifies a range of person centred, psychological and social interventions, to individuals and families. These offer harm reduction support, to reduce, abstain, and maintain long term behavioural change for and with those affected by alcohol/substance use and addiction. All staff have been trained in the use of Naloxone and have been supplied with Naloxone kits.

There has been the successful role out of the SMART recovery programme, with seven currently running throughout North Ayrshire. Our staff have been involved in supporting and facilitating these groups on an initial basis. There are also nine activity/group work programmes offered by the service, some ongoing throughout the year whilst others are offered as 8-12 week programmes.

The Recovery Agenda provides operational frameworks for child and adult focused services working with all children, individuals and families. These focus on securing overall recovery for families and improving their life chances and outcomes. Integral to this close working with Children & families has been the standardised use of parenting impact assessments, shared with the service user to clarify the impact of their substance misuse on their parenting and informing risk assessment and care planning for the child.

To understand and inform practice with women substance users, NAC Addiction Services collaborated with the Scottish Drugs Forum to undertake a peer research project. Being able to invest in the skill development of former female service users whilst investigating why women tend to experience more and different barriers to accessing addiction services than men resulted in a host of positive outcomes, intended and otherwise. The research report can be accessed in the document downloads section [here](#).

Children & Families

27% (total 6000 children aged 0-15) of North Ayrshire children live in child poverty as identified through unemployment and working tax credit data published by the End Child Poverty Campaign 2014. Only Glasgow and Dundee see greater percentages in Scotland. In reviewing this age range against our case load figures, it would be a realistic estimate that social services provide support, whether statutory or informal to over 20% of the young people who are already deprived. The section on Statutory Functions describes this in greater detail. For the purpose of this section I will present an overview of the work we have been doing in relation to early intervention and prevention, an agenda that has secured wide political support locally.

Early Years

Social worker support and a money advice service have now been established in the five Early Years Centres. Parents have seamless access to support and advice on a range of issues that can impact upon their ability to manage a situation. Group work programmes are delivered by the social work staff that focus on improving parenting skills and confidence. Money Matters, has provided an income maximisation service to vulnerable families, dealing with 129 referrals and generating additional annual benefit income of £331,328. Early intervention for practical support and advice in home management and childcare is delivered by the Family Support Service (commissioned from Quarriers) and Family Care workers are now attached to fieldwork teams.

Young Persons Support Team (YPST)

The YPST provide Early Intervention Prevention Services to young people (8 to 12 yrs) and families across North Ayrshire through a range of individual and group work. Deprivation brings added pressures and increased risks to families and this is keenly felt during school holiday periods. During the Summer Holidays YPST provided a very diverse and active Summer Programme to over 350 young people. The outcome was a reduction in young people of that age group coming into care.

Alongside our colleagues in the Place and Education Directorates, we have instigated a School Meals Initiative which provides School Meals for young people of Primary School age at schools across North Ayrshire at the Holiday periods when schools are closed. Given the financial hardship experienced by many parents, there is a concern that the school holiday periods could mean that some young people may not be getting nutritious and healthy food. As well as opening schools across North Ayrshire and running activities as an incentive to attract young people, a further 450 school packed lunches were delivered per week to particularly vulnerable families who would have struggled without their free school meal provided during term time.

Stop Now and Plan (SNAP)

In August 2014 we introduced an accredited delivery programme (SNAP) that aims to support Children 8 – 11 year olds where anger and aggression is problematic. SNAP engages children and their families in a therapeutic accredited CBT programme. The implementation of SNAP was to support early intervention and prevention, maintaining at risk children within mainstream school, through increasing their resilience and their ability to manage their own emotions whilst working with parents to further develop and improve parenting skills. To date we are already noting positive outcomes.

There is a 75% completion rate. For those children and families who completed the programme, there was a marked improvement in their ability to regulate their emotions, with positive behavioural change, and positive improvements on the mental health. 100% of Children reported a better relationship with parents, which was confirmed by 100% of parents.

All this has impacted upon a reduction in the number of children being placed on supervision orders and none of the children who have undertaken the programme to date have required an alternative education placement.

SNAP has shown early indications of very successful implementation and has provided a focus for much closer alignment of social work, Child and Adolescent Mental Health Service and Educational Psychology resource to provide improved outcomes. This has resulted in

staff from North Ayrshire being invited to deliver a presentation at an International conference in Vienna to showcase the work being done. Furthermore, initial discussions have begun to explore North Ayrshire staff, along with colleagues from Holland, delivering SNAP training through a Western European hub.

Rosemount – Crisis Intervention, Parenting Programme, Activity Agreements

There were a total of 279 Young People and Families involved with the Rosemount team. The vast majority of young people and families were referred due to family crisis, which increased the likelihood of the child/young person becoming looked after away from home. The Rosemount team through their crisis intervention or intensive support packages in partnership with parents and carers and other agencies managed to maintain 90% of these young people at home on a long term basis. The figure of 90% is up from last year and the percentage of young people safely maintained at home has increased every year for the last five.

During the same period, staff facilitated three structured 12 week parenting programmes and an average of 7 parents attended each group. For those parents/families whose needs would not be met within a group setting, individual structured parenting sessions were facilitated by staff which were attended by parents/carers and their children.

Over this past year, Rosemount workers have delivered a diverse range of parenting interventions which are underpinned by the Solihull approach and delivered to meet the needs of individual families/carers of young people and families in crisis. These programmes aim to provide parents/carers with a framework/toolkit for problem solving that can be used to develop more positive and co-operative relationships with their children. Through the staff's approach, parents reported an increase in confidence, self-esteem and resilience as well as an increase in parenting capacity.

The Rosemount Parenting interventions are constantly being developed and revised to meet the needs of the parents who attend. They have just completed a programme which included the use of the Rickter Scale, measuring wellbeing outcomes for those who participated. The TOPSE (Tool to Measuring Parenting Self Efficacy) being an NHS tool, provides another level of evidence to the impact of parenting intervention.

Mentoring

Mentoring continues to deliver supports and services as part of the early intervention strategy. Through Mentoring, young people who are isolated and in need of support are given proportionate and time limited input to help develop self-esteem, pro-social interests and involvement in local community activities.

Through 2014/15, 61 young people received a service from the mentoring project this is a 20% increase in the numbers worked with through Mentoring last year. The young people engaged with Mentoring were those who were presently not receiving Social Services interventions in keeping with the Early Intervention/ prevention approach.

Over the year there was a total of 88% of those who worked with Mentoring who were successfully exited from the service and did not require additional supports from social services.

Outcomes continue to be very positive with a high level of positive feedback from parents about their child's experience of the mentoring relationship as well as a positive experience in longer term benefits for their child when asked in a follow up call.

Whole Systems Approach (WSA)

WSA is fully embedded within North Ayrshire, supporting young people aged 12 – 20 years old within the Children's Hearing and/or Criminal Justice system. The WSA understands that young people who offend are also young people with unmet welfare needs. Therefore to escalate the vast majority of young people who offend into the Criminal Justice system fails to address the underlying reasons and contributory risk factors.

Through our multi-agency approach including, NAC Social Services, Education and Skills, NHS Ayrshire and Arran, Police Scotland, Procurator Fiscal, Sheriffs, Children's Reporter, and SACRO we have been able to impact significantly upon the way that young people are processed when they offend.

There have been some significant outcomes from the embedding of this approach. We have consistently seen the use of Secure Remand reduce over the past six years with the past two years recording two young people each year. 2013/14 saw two young people remanded through the courts for 22 weeks in total, at a cost of £110,000. In year 2014/15 we had one young person remanded through the courts for a period of one week at a cost of £5,000, this is a 95% saving on the previous year £105,000 on the previous year.

The use of our processes in the courts has contributed to this with 69 court notes being completed on 33 young people. Of the 33 young people 6 were remanded thus, of those appearing from custody whom we could have expected to have been remanded, 82% were bailed. These court notes reflect to the sheriff the current care plan for the young person as well as a bail support plan which would support that young person should they be released back into the community. These supports can include instant access to drugs and alcohol support, employability support, access to a positive mentor, support with housing and budgeting etc., all of which contribute to moving young people towards a positive future away from offending.

We have developed a robust Risk Management process for those young people who display high risk behaviours, either sexually harmful or significant violence behaviours. Last year we saw six young people go through the risk management process with an average age of 14 years old. Whereas the year previous 2013/14 we saw 10 young people with an average age of 16 years old through risk management. We remain committed to training multi-agency services in our Risk Management processes and a foundational understanding of sexually harmful behaviour.

There were four young people under 18 years old who had Criminal Justice reports written and who were sentenced to custody 2014/15. This is comparable with last year where five under 18 year olds were given custody. There continues to be a significant amount of support given to young people who attend court, with 32 young people supported in attending court. There were also 38 young people who were given the Youth Structured Deferred Sentence option from the courts which is a direct alternative to other higher tariff orders.

Early and Effective Intervention (EEI) (Young People involved in the criminal justice system)

There were 139 offence referrals dealt with through EEI in 2014/15. 73% of those referred were not currently subject to supervision. Of those referred, 90% have not re-offended since. There were 26 children referred from EEI to SCRA in 2014/15 due to a number of welfare concerns as well as the original offences committed, reflecting that those with low level

offences being presented to EEI, are also exposed to high levels of neglect and/or abuse requiring the Children's Reporter to consider compulsory measures of supervision.

In total, there were 98 Children referred to the reporter on offence grounds through 2014/15, only 8 of these children, required a report from the local authority. Social Services completed only 8 reports for Children with offence grounds. This accounts for 0.5% of the total reports written to the reporter for this year 2014/15. This compares favourably to last year where there were 29 children who had reports written on offence grounds. Although the number of Children referred to the reporter on offence grounds has increased slightly this year compared to last year the figures still reflect an 84% reduction on offence referrals sent to the reporter compared to 2007/8 when 603 children were referred on offence grounds. North Ayrshire have gone from one of the highest levels of Youth Offending in Scotland, to now being in line with the Scottish average despite being a community with one of the highest levels of deprivation and youth unemployment in Scotland.

This year, North Ayrshire's EEI was selected as only one of two Local Authorities in Scotland was to be evaluated by a PhD Student seconded from the Scottish Government. Data shows that between 2009/2010 and 2013/2014, North Ayrshire saw an 80% decrease in children referred to the Children's Reporter on offence grounds. The average decrease across Scotland is 72%, showing that North Ayrshire has experienced more of a decrease in comparison to other areas in Scotland. The research concluded that there is 'considerable evidence to say that EEI has brought improvements in multi-agency working in North Ayrshire. In particular, interview participants have highlighted the benefits in meeting and discussing cases, and have noted an improvement in the way information is being shared. The EEI members work across boundaries and work collaboratively with other professionals across different sectors, in order to meet the needs of the young people they are dealing with'.

Through Care

As part of our corporate parenting approach, our Throughcare team commence working with young people before they leave care and continue to provide support afterwards. We work closely with Housing to ensure appropriate provision and support in accommodation, work with colleges to ensure support through training and education. We have approved two supported carers who are able to continue to support young people after they leave care.

Domestic Abuse

Police are inevitably the first port of call in relation to all incidents of domestic abuse. In North Ayrshire, the figure has dropped slightly between 2013/14 and 2014/15 from 1837 to 1825¹³.

Our partnership concern about the harm these incidents cause to families and children resulted in the establishment of a Multi Agency Domestic Abuse Response Team (MADART) in 2012. By basing social workers in Kilmarnock police station, we have secured transparent links between the Police, Housing, Social Work & Health and third sector partners, Women's Aid and ASSIST. MADART allows for the highest priority given to families in North Ayrshire affected by Domestic Violence. This is evidenced by the remarkable timescale between referral and action taken reduced from 10, 7 days to 1 day since MADART was established.

¹³<http://www.scotland.police.uk/assets/pdf/138327/232757/management-information-council-area-report-quarter4-2014-15>

Police Management Information Q4, 2014/15.

MADART referral info	Numbers referred
Young people	738
Adult Victims	474
Repeat Victims	95
Male Victims	74 (16% of victims)

Clearly, a significant concern is of the impact domestic abuse has on children but with our prompt intervention approach this is reflected in a drop in the number of reports requested on the grounds of children subject to domestic abuse and the establishment of only 18 supervision requirement orders in response.

The issue of domestic abuse was identified in the case work of 152 young people already known to the service and reflects the complex nature of dysfunctional adult relationships.

The MADART model of working continues to bring accolade, winning Team of the Year in North Ayrshire Achieves awards, and gaining a Police Scotland award for effective interventions.

Also, since December 2014, alongside Aberdeen, North Ayrshire has been piloting the Domestic Abuse Disclosure Scheme, Claire's Law and have had 31 requests to date that have enabled women to take an informed choice as to whether to continue relationships with known perpetrators.

Children with Disabilities

Our Children with Disabilities team have provided an assessment and support service to some 180 young people (0-18years) and their families over the course of the year. It is apparent that the improvement in health technology and care has enabled babies and young people born with significant disabilities and complex needs to have positive survival rates. Of concern over recent years and reflecting the incidence of substance misuse problems in the area, is the children born with disabilities caused by substance misuse e.g., foetal alcohol syndrome and disabilities the levels of which cannot be specified at birth. As such, the team is increasingly required to work with children who have become Looked After and are within Foster care and the permanency planning process. Also noted to have increased, as skills of diagnosis have improved, are young people who are on the autistic spectrum, bringing with them challenges that impact differently according to maturation. For instance, adolescence is a particularly difficult period as social anxiety can become pronounced.

Partnership working is very much in evidence, with Child and Adolescent Mental Health Service and Education (particularly the four Local Authority additional support needs schools) and the Independent sector. However, also very much in evidence is partnership with parents and this is seen through the initiatives developed through Lifelinks funding. Having supported the development of groups to look at supporting each other in terms of sharing care, setting up social clubs and events, the families are now empowered to run and develop these groups themselves.

We also have developed the IMPACT scheme (involving more parents and children together) which is a family based shared care scheme for children with complex disabilities and or life limiting conditions providing essential breaks to parents. We have recruited four carers who are assessed to Fostering Standards and have ongoing training and support. Each carer has a maximum of four link children and work closely with families in providing an exceptional service.

Criminal Justice

The crime rate in North Ayrshire is decreasing, however, it remains a significant problem affecting many, and we have the ninth highest rate of Local Authorities in Scotland ¹⁴

Criminal Justice Social Work (CJSW) intervention following sentencing is aimed at preventing reoffending. It does so by not only supervising community based orders but also by providing a range of accredited group work programmes to support people who offend to examine the reasons for that offending and develop strategies and skills to desist from offending in the future. A 'Mutual Aid Support Group' has been established to allow service users to examine issues that they consider led to continued offending and to facilitate opportunity through peer challenge to consider alternative responses that they can use in future.

Through Community Payback Orders with an unpaid work requirement Criminal Justice Service has provided a wide range of placements and opportunities that have benefitted the local community. Service users on these orders are also provided with the opportunity to receive employability support and further qualifications.

6. Statutory Functions

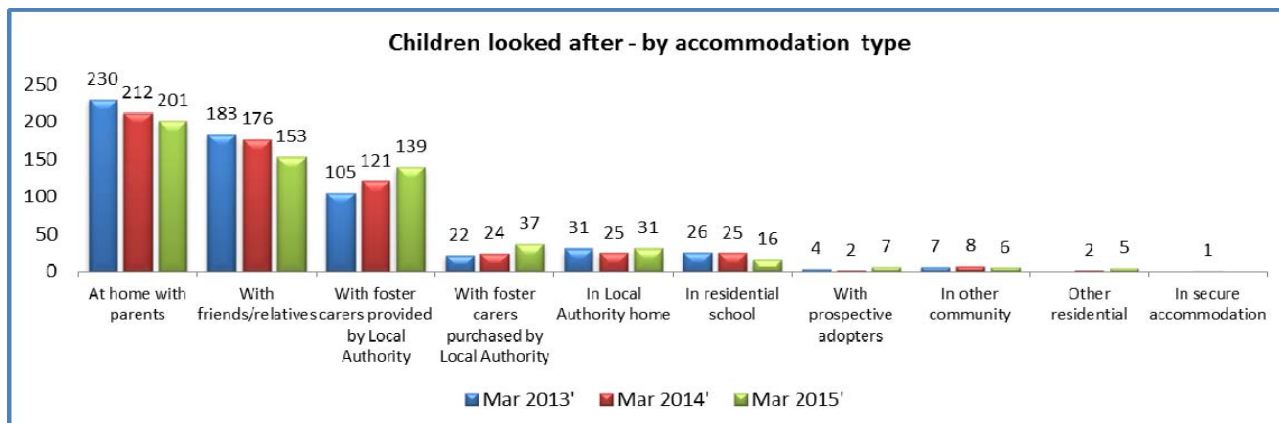
Registered social workers often work at the critical interface between the state and individual liberty, making recommendations to legal forums that require a careful balance between rights, needs and risks both of and to the individual and wider community. These recommendations can relate to the removal of children from their families, restricting the liberty of offenders, to the compulsory detention of people with mental health problems. In discharging these functions, the most important aspect of attaining a balance of care and control is in robust risk assessment and care planning and the most significant aspect of the CSWO role relates to the promotion of professional standards in their delivery.

Children

A principal aim is to support vulnerable families to remain together where it is safe and appropriate to do so. Provision of support, be it practical, or through agencies to support the parent to change to improve the quality of care provided to their children is arranged. However, at times this is not a safe option for the child and alternative care arrangements are sought. For some children, alternative care may only be required for a short time, for others it will be much longer.

All children who become Looked After do so after deliberation by the Children's Hearing. The Reporter to the hearing will require reports for Social Services to inform decision making. Over 2014/15, 1439 reports were requested, 22% of these were Initial Enquiry or Initial Assessment reports to allow the Reporter to make a preliminary decision as to whether to pursue compulsory measures of supervision. 21% were full Social Background Reports and the rest were in relation to reviews or requiring supplementary information. When a child becomes subject to a Supervision Requirement Order, they become 'Looked After'. They can remain with their parents, however, at times they require to be looked after away from home and are then considered 'Looked After and Accommodated' children. Our Corporate parenting responsibility is to both. The table below identifies the current Looked After living situation.

¹⁴ Recorded Crime rates : <http://www.gov.scot/Publications/2014/11/6350/3>



Child Protection

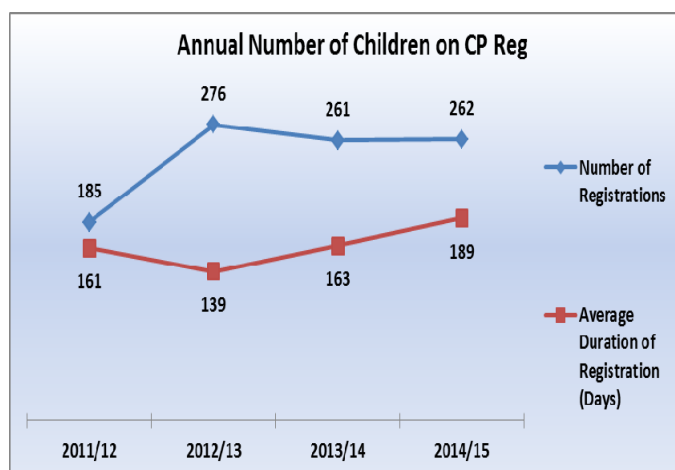
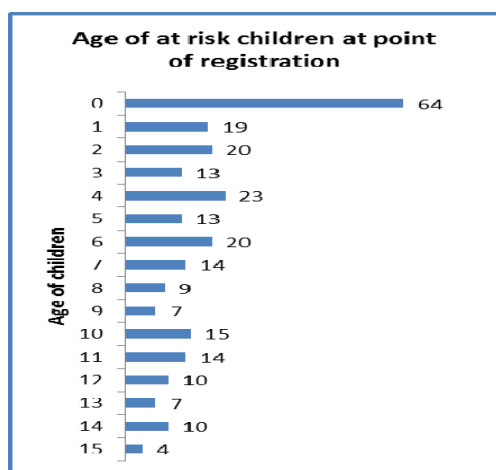
As the lead agency for child protection, social services continue to work with partners to raise awareness and understanding of child protection through multi-agency training and joint working. Whilst the level of substance misuse and domestic violence in North Ayrshire continues to present a threat to the safety and wellbeing of children and remain an area of challenge for services, there has been an increasing trend of Parental Mental Health being identified as a risk factor in Child Protection work. Indeed, Parental Mental Health was more commonly identified as a Child Protection Risk Factor throughout the year than either substance misuse or domestic violence. This does not mean that there has been a significant rise in parents with diagnosed severe and enduring mental health issues but rather that many parents are increasingly presenting with depression, anxiety and generally being in 'distress'.

The welfare reform agenda and the financial impact of the reforms on many parents who are dependent solely on state benefits appear, in part, to be responsible for this as many parents who were previously just coping have reached crisis, often as a result of increasing financial pressures.

	2012/13	2013/14	2014/15
Child Protection Concerns:	971	885	858
Child Protection Referrals (CPIs):	504	578	526
Child Protection Initial Conferences:	193	151	176
Pre Birth Conferences	39	26	32
Children on Child Protection Register*	92	89	83

*as at 31st March each year

During 2014/15, 262 individual children had been on the Child Protection Register; 173 children were newly registered during the year and 179 children were removed from the register. The tables below identify the age distribution and average length of time children are on the register.



Destination	Number of children
Not Looked After	60
At home with parents	48
With foster carers provided by Local Authority	28
With friends/relatives	17
With foster carers purchased by Local Authority	14
In Local Authority home	9
In residential school	2
Other residential	1
Grand Total	179

The table to the left identifies the outcome following de-registration. It is positive that 60% of children remain with their parents, indicating risk concerns have been addressed or minimised to the extent that the child is no longer at significant risk of harm. The 60 children classified as 'Not Looked After' are still receiving social work support and often submission has been made to

the Reporter for formal measures of supervision. However, there still remain some 40% of children who require the protection of an alternative placement

Emergency Placements

At times, there requires emergency action to be taken to safeguard a child. Last year 15 Child Protection Orders were granted by the Court and a further 8 young people had to be removed by the powers invested in the CSWO in terms of s143 of the Children's Hearings (Scotland) Act 2011.

Permanency Planning

	2012/13	2013/14	2014/15
Number of Permanency Plans Approved:	15	25	38
Adoption – Approved and Placed:	11	3	15
Adoptions Granted:	10	9	3
Permanence Orders Approved	11	27	7
Permanence Orders Granted	12	12	14
Permanence Order with Authority to Adopt Approved	0	1	0
Permanence Order with Authority to Adopt Granted	2	1	0

Timeously securing permanent alternative family-based care for children unable to remain with their birth family is one of the most important factors in their healthy emotional development.

Permanency planning continues to be an area of priority and developments are on-going to support best practice in this area (see planning for change section).

Adult Protection

In line with East and South Ayrshire, North Ayrshire has seen a continuing significant increase in Adult Support and Protection Concerns (ASP) referrals during 2014 – 2015. The majority of these relate to an increase in referrals from Police Scotland as a result of their new Vulnerable Person Database (VPD) and associated processes. In addition, 2014 – 2015 has continued to see a wider range of referrer agency/individuals making ASP referrals – as a result of a comprehensive programme of ASP awareness-raising across North Ayrshire.

In 2013/14 4% of all ASP referrals progressed to an ASP Case Conference and this increased to 5% in 2014/15. There was an 83% increase in case conferences held from the previous year from 24 to 44.

	2012/13	2013/14	2014/15
ASP Referrals/Inquiries	282	631	812
ASP Case Conferences	19	24	44
Protection Orders	3	9	7
Adult Concern Reports	0	0	1,039

At the end of March 2014, the introduction of the new Police Scotland VPD system provided Police with an alternative to ASP Referrals – the Adult Concern Report, for adults who are not thought to meet the

ASP criteria for what usually amounts to 'lower level' concerns. The increase in Police Scotland ASP referrals along with the new Police Concern Reports has resulted in an increase of 208% in information from Police Scotland being submitted for processing to Social Services staff.

Several pieces of work in relation to Police Scotland have been on-going. This includes reviewing a model for a more integrated multi-agency Concerns Hub and its decision making processes and planning for training (currently scheduled for January 2016) of frontline Police Officers in relation to ASP and Police Concern Report thresholds.

The Adult Protection Committee (APC) – ASP Improvement Subgroup convened in August 2014 and has been working to implement the APC - ASP Continuous Improvement Framework. The Improvement Subgroup has also been overseeing the planning of a multi-agency ASP Case File Audit, due to take place in autumn 2015.

Criminal Justice

In 2014/15, the Criminal Justice team submitted 872 reports to Court and 218 reports to Scottish Ministers in consideration of home leave and early discharge supervisory requirements for sentenced prisoners. A total of 430 people commenced unpaid work as part of their orders through the year. These are either at level 1 where the condition on the order should be completed within 3 months, or level 2 with completion within 6 months. The service meets this demand by ensuring 5 squads of 5 offenders are employed 7 days a week.

Statutory Supervision as at March 2015:

	Male	Female	Total
Community Payback Orders	449	95	544
Drug Treatment and Testing Orders	3	2	5
Bail Supervision	26	11	37
Statutory supervision of released prisoners	89	2	92

Multi- Agency Public Protection Arrangements (MAPPA)

The Management of Offenders etc. (Scotland) Act 2005 introduced a statutory duty on responsible authorities (Local Authorities, Scottish prison Service (SPS), Police and health to establish joint arrangements for the assessment and management of the risk posed by certain categories of offenders (currently registered sex offenders and restricted patients) who present a risk of harm to the public. MAPPA was introduced in 2007

Level 1: normally low to moderate risk of serious harm offenders described as “ordinary risk management”, requiring only one agency to manage the risk; -

Level 2: normally moderate to high risk of serious harm offenders, requiring Multi Agency Public Protection Arrangements, MAPPA Level 2 meetings are chaired by a Team Manager or Police Inspector;

Level 3: described as the “critical few”, normally high to very high risk of serious harm offenders, requiring Multi Agency Public Protection Panels (MAPPPs), meetings are normally chaired by a Head of Service or Police Superintendent

Level 1	Level 2	Level 3
130	10	1

MAPPA is well-embedded across Ayrshire with a South West Scotland governance arrangement in place via a Strategic Oversight Group. A Care Inspectorate Review was undertaken near the end of 2014/15 and initial verbal feedback has been positive, albeit we will await the written report of that Review.

There has been a significant rise in internet-related offences, something which is being replicated nationally. Many of the offenders involved in such offences have not been found guilty of any ‘contact’ offences with children and the emerging prevalence of this type of offence has proved challenging in relation to risk assessment and management. Research and literature is beginning to emerge and we will be keen to learn from this to ensure that staff are appropriately supported to assess and safely manage risk related to this area of work.

Mental Health Officer Services

The Mental Health (Care and Treatment) (Scotland) Act 2003 (the 2003 Act), placed a duty to provide care and support services for people with a mental disorder who are not in hospital and to provide services to promote their well-being and social development. Section 32(2) of the 2003 Act requires local authorities to appoint a sufficient number of mental health officers (MHOs). MHO's are required to fulfil certain functions in relation to three key pieces of legislation; the aforementioned 2003 Act, The Criminal Procedure (Scotland) Act 1995 (CPSA'95) and The Adults with Incapacity (Scotland) Act 2000 (AWIA).

Mental Health Care and Treatment (Scotland) Act 2003 (Civil Procedures)

MHO Activities (MH(C&T)(S)2003	2012/13	2013/14	2014/15
Emergency detentions	11	30	29
Short Term detentions	59	71	72*
Compulsory Treatment Orders		48	40
Warrants undertaken		2	1

* 2 detentions related to children under 16 years old

The specific duties of MHOs in Civil procedures include:

- Provision of independent assessment and decision about consenting to Emergency Detentions (72 hours) or Short term Detentions (up to 28 days)
- Preparing and leading applications to Mental Health Tribunals for Compulsory Treatment Orders (CTO's)
- Application for warrants for entry and /or to take people to a place of safety

Criminal Procedures (Scotland) Act 1995 (Mentally Disordered offenders)

If an individual is involved in the criminal justice system and is considered to be suffering a mental illness, learning disability or personality disorder, the Court has available to them various options for disposal. Some are available prior to sentencing and include Assessment orders and treatment orders. They allow for the offender to be placed in a hospital environment prior to sentencing. The MHO works as part of a multi-disciplinary team to consider further recommendations to Court as to the appropriateness of making Compulsion Orders, Compulsion Orders with Restriction Order (CORO's) Hospital Directions as part of a custodial sentencing period, Supervision & Treatment Orders and Guardianship orders under criminal proceedings.

MHO Activities (CPSA 95)	2012/13	2013/14	2014/15
CORO	4	4	4
Compulsion orders	2	4	4
Hospital Directions	n/a	1	1
Assessment Orders	n/a	4	1
Treatment Orders	n/a	2	1
Transfer for Treatment	n/a	1	0

Orders in relation to mentally disordered offenders have the additional scrutiny of the Scottish Ministers, reflecting a high focus on public protection. This is most clearly seen in relation to CORO's, made without limit of time and often as a consequence of a serious offence, initially they are concerned with levels of security within the hospital and latterly in

matters related to any suspension of the hospital element as recovery is progressed in the community and then with consideration of lifting the restriction element.

The MHO has particular responsibilities working both as part of a multi-disciplinary team and also in providing independent assessments as required by both legislation and Scottish Government directive.

The making of Short Term Detentions and Compulsory Detentions in civil proceedings and all orders in relation to criminal procedures require the MHO to prepare Social Circumstance Reports and care plans within tight timescales to inform the Responsible Medical Officer and the Mental Welfare Commission in accordance with statute.

The Mental Welfare Commission (MWC) maintain an overview of all compulsory measures and publish annual monitoring reports. It noted in the 2013/14 report that across Scotland there was a concerning drop in the number of SCR's provided at relevant times. However, North Ayrshire have ranked 2nd best (behind the 100% compliance of Orkney that had just 5 statutory orders made in the year) achieving over 80% compliance.

Adults with Incapacity

If someone is over the age of 16 and is deemed unable to safeguard his/her welfare and/or property or finances through incapacity, any person with an interest in the individual, often family members, may make application to court to be appointed welfare or financial guardian. A MHO must prepare a report on the appropriateness of the proposed order and the suitability of the guardian to be submitted to court in the case of every private application for Welfare Guardianship or Welfare and Financial Guardianship.

Should the local authority be made aware that an adult is 'incapable' and there is a need for Guardianship for which no-one else is willing to apply, then the local authority has a duty to make an application for the CSWO to be appointed welfare guardian. The local authority cannot be financial guardian but can apply for Financial Intervention Orders (FIO). As reflected in the table below, FIOs are growing in number, placing a burden on resources of finance officers. We are seeking to secure the services of local solicitors who will be able to take on the role of Financial Guardian where this is required.

The making of orders requires supervision of the welfare guardian, with levels set in regulations and an implication on the social worker work force. The Scottish Government has been reviewing these regulations and is now relaxing their time scales, affording more

AWIA orders and Activity	2012/13	2013/14	2014/15
Private Welfare Guardians (PWG)	205	204	291
CSWO Guardianships	35	44	47
Financial Intervention orders (LA)	n/a	42	58
MHO report PWG application	53	79	86

discretion to the local authority on deciding on level according to assessment of need. This is a welcomed move.

The 2003 Act has been undergoing review and the outcome has been the passing of amendments in terms of the proposed Mental Health (Scotland) Bill, which is progressing to Act during 2015/16. Whilst the bill will make largely modest changes to the 2003 Act, it will nevertheless have implications for further training for the MHO workforce to become familiar with the revised statutory duties.

MHO's are qualified social workers who have completed further mandatory training which is now afforded Masters status. Given the scope of age range, types of mental disorders and protection issues, they require to have a thorough knowledge of issues, legislation and

resources that are available to children, adults and older people in order to properly assess, recommend and make decisions that impact on an individual's liberty. It is a recognised national, as well as local issue that the MHO workforce is aging and we have been working hard to recruit more. The intensity of the training, whilst required to ensure a competent workforce, can act as a barrier to encouraging social workers to look at the MHO role. This again appears to be reflected nationally and is not just a local issue. Nevertheless, this year we have three candidates about to undertake the training from across social work. This will add to, and strengthen our current pool of MHOs who are represented within Children and Families, Learning Disability, Mental Health and Older Peoples Teams.

7. Finance

The financial environment for local government, and the public sector generally, continues to be extremely challenging. Within Social Services the pressures of increase in demands from demographic changes, welfare reform, the rise in care costs and the requirement to make efficiency savings impact on service provision strategies. Over the last three years the Social Services budget has increased by 8% to meet these additional pressures.

For financial year 2014/15 Scotland's local authorities provisional outturn total net revenue expenditure is £11.899 billion of which £3.117billion or 26.2% is spent on Social Services. Within North Ayrshire the provisional outturn for social services spend in 2014/15 was £87.009m, 3% of the Scottish Governments total outturn on Social Services Expenditure of £3,117m.

Within the budget setting for 2014/15, North Ayrshire Cabinet awarded pressure funds of £3.178m to meet the increasing demand relating to older people demographics, children and families placements in fostering, adoption and kinship, Learning Disabilities care packages due to ageing carers and for telecare equipment and telecare response staff.

The table below shows the change in provisional outturn between 2013/14 and 2014/15.

Social Work Net Expenditure - Provisional Outturn				
	13/14	14/15	Change	
Service	£'000	£'000	£'000	%
Service Strategy	1,544	1,474	(70)	-5%
Children and Families	25,860	27,672	1,812	7%
Older People	39,397	40,150	753	2%
Physical Disabilities	5,486	4,914	(572)	-10%
Learning Disabilities	10,302	10,389	87	1%
Mental Health Needs	1,969	1,455	(514)	-26%
Other Adults	1,093	955	(138)	-13%
TOTAL SOCIAL WORK	85,651	87,009	1,358	2%

As identified in previous sections, Older People care at home hours continue to increase. Hours received per service user increased by 30mins a week on average, due to more service users in the older age groups with increasing complex needs. There remains a demand for residential care home placements and securing a zero delayed discharge rate from hospital.

Within Children and families there has been a significant increase in demand to meet the needs to support children with disabilities. At the end of the year there were 101 children receiving a community package or a direct payment or a combination of both and 4 children within residential placements. The number of children in foster placements increased by 27 and the number placed in Kinship placements increased by the same number.

Within the 2015/16 budget pressures funds of £3.6m were awarded for the increase in older people care at home and care home placements. Budget efficiencies of £2m for 2015/16 have to be achieved through further review of care packages, redesign of service delivery, increase in charging to service users and efficiencies through ongoing implementation of our electronic care monitoring system within care at home. Transformational change is underway with the integration of Health and Social Care providing opportunities to develop new ways of working in relation to reablement of older adults to reduce the need for care home placements and provide efficiencies in 16/17 and 17/18.

The integrated care fund has provided funds that have allowed the Integrated Joint Board to develop various workstreams to create new efficient ways of working to ensure financial stability whilst improving outcomes for the people of North Ayrshire.

The challenge over the next few years, where the funding deficit is likely to worsen, is to move away from the expensive interventions required for people in crisis and build upon the success we have seen in some of our prevention and earlier intervention initiatives. The most significant risk to being able to successfully deliver this strategy relates to the issue of increasing demand detailed elsewhere in this report.

8. Continuous Improvement

Social work services are subject to a range of external scrutiny and inspection processes. The tables below demonstrate the findings of the latest inspection reports¹⁵.

Community care services

Service Name	Care and Support	Environment	Staffing	Management Leadership	Last inspection
Gowanlea Day Service	5	5	5	5	12/06/2014
Burns Day Service	4	4	4	4	15/07/2014
Stronach Day Service	4	4	4	4	23/07/2014
Castlevie Day Care	4	3	4	4	31/07/2014
Strand Day Services	4	5	4	4	06/09/2013
Thistle Day Service	4	4	4	3	23/10/2014
Irvine, Garnock Valley and Community Alarm (CAH)	3		3	3	27/02/2014
Three Towns, North Coast and Arran(CAH)	3		3	3	27/02/2014
Dementia Support Service	5		5	5	29/05/2014
Anam Cara	4	2	4	4	13/10/2014
Dirrans Head Injury Day Service	5	5	6	5	12/11/2014
Montrose House Residential Home	4	4	4	3	13/02/2015
CBS	3	3	4	3	01/10/14
Interlink (Hazledene)	4	4	4	4	16/12/14

The services respond to these inspections by identifying action plans to improve on the grading and working closely with the Care Inspectorate to identify progress. The services report on the progress of the Action plans during regular performance reviews.

¹⁵ www.careinspectorate.com

Children & Young people

Service Name	Care and Support	Environment	Staffing	Management	Last inspection
Supported Carers	4	NA	4	4	28/04/2014
Adoption Service	5	NA	5	5	13/03/2015
Mount View	5	5	5	5	25/06/2014
Canmore	5	5	5	4	02/05/2014
Abbey Croft	4	4	4	4	16/04/2014
Achnamara	4	5	5	5	30/04/2014
The Meadows	5	6	5	5	17/04/2014
Fostering Service	5	NA	5	5	13/03/2015

Quality Assurance of Purchased Services

We purchase additional Care at Home Services from 5 providers and Older Persons residential care from 20. We recognise the importance of all partners having the same focus on standards of service as we hold as a public body. Our Care and Contract Management Framework is recognised as sector leading and is benchmarked by other Local Authorities. It has gone a large way to establishing standards that clearly outline service responsibilities for both NAHSCP and providers. Its focus is on delivering intended and improved outcomes and supports continuous improvement through provider self-assessment and peer benchmarking.

Low risk rating - bi-annual contract management and annual contract management audit

Medium risk rating - bi-annual contract management and face to face meetings at least quarterly

High risk rating - bi-annual contract management and face to face meetings at least monthly

Risk ratings for purchased services can be influenced via a number of sources including outcomes from service user reviews, bi-annual contract management activity or annual service monitoring reviews. Risk ratings can also be affected should key partners such as the Care Inspectorate, Health and Police Scotland contact the team with any concerns relating to quality of care, staffing, management, and environment. At times risk ratings are also affected should the Partnership receive an alert from Equifax that a service (or its parent company) has entered financial difficulty. The latest risk ratings from various sources identified 1 Care At home service on High risk, and 5 of the Care homes we purchase from. The ratings system allows planning to take place to ensure continuity and quality of service delivery is maintained for the user.

Complaints

The number of formal written complaints received by Social Services throughout 2014/15, and our response times around these is detailed below.

Period 2014 – 2015:	Number:	acknowledged within 5 days:	% acknowledged within 5 days:	responded to within 28 days:	% responded to within 28 days:
Apr – Jun 14	21	21	100%	17	81%
Jul – Sep 14	28	28	100%	18	64%
Oct – Dec 14	32	29	91%	27	84%
Jan – Mar 15	22	22	100%	11	50%
Total	103	100	97%	73	

Nearly 50% of complaints related to Children & Families, 17% in Community Care and 30% in Care at Home services (which include all complaints received about externally purchased services). Of the total complaints - 20% were upheld, 26% were partially upheld and 54 % were not upheld.

The level of complaints received must be seen in the perspective of our dealing with over 8000 people through the year, often in very difficult circumstances. This said, the manner in which we deal with complaints is currently being reviewed to ensure that we build the outcomes of complaints more effectively into our performance and continuous improvement cycle.

9. Planning For Change

The past period has seen the enactment or proposed enactment of a number of legislations that impact on the delivery of services in all areas. We have taken an approach of making preparations to accommodate these changes prior to the commencement of the legislation.

Public Bodies (Joint Working) (Scotland) Act 2014¹⁶

The most significant change in the organisation of social services and community health services is with the introduction of the Public Bodies(Joint Working) (Scotland) Act 2014 and the establishment of the North Ayrshire Health & Social Care Partnership.

In 2013, a programme board chaired by the Chief Executive was established to oversee the council's plans for integration. A sub-group of the Strategic Alliance, reporting to the Chief Executives of the three Ayrshire councils and the NHS board was also established to take forward work which was best managed on a pan-Ayrshire basis.

During the course of 2014/15, termed the shadow year, a Shadow Integration Board (SIB) was established. The Board comprises of voting members (4 NAC elected members and 4 members of NHS Ayrshire & Arran Board) and a number of non-voting stakeholder members, representing staff, service users, carers, the third sector and independent sector together with professional representatives including the Partnership Director and the Chief Social Work Officer.

A priority of the SIB was the development of a 3 year strategic plan in conjunction with our partners from the Third and Independent sectors. Between December 2014 and February 2015 we undertook a programme of consultation with service users, carers, communities, community planning partners and the health and social care workers who deliver services across North Ayrshire. We listened to what they said and we amended the plan on the basis of the key themes that arising from these consultations. The final plan outlines five strategic priorities -

¹⁶ <http://www.legislation.gov.uk/asp/2014/9/contents/enacted>

- Tackling Inequalities
- Engaging Communities
- Bringing Services Together
- Prevention & Early Intervention
- Improved Mental Health & Well-being.

All social work services, including children and families and criminal justice, have been placed within the newly formed health and social care partnership. This reflects the substantial level of joint working that is required between the various care group teams in social services and with community health services to enable a holistic approach necessary to develop support plans around the person. Our Integration Scheme has been approved by Scottish Government and on the 2nd April 2015, the Integrated Joint Board (IJB) was the first in Scotland to be formally established.

To support the changes required to meet the National Outcomes and support the integration of health and social work services, the Government awarded each partnership monies (Integrated Care Fund). NAHSCP have taken an innovative approach to the use of these monies, identifying three streams for funding. One stream will be used to continue projects established through the Reshaping Care for Older People programme, another to fund a change programme fundamental to bringing services together and the last stream is afforded to projects that reflect innovation and creativity and which aim to contribute to the priorities identified in the Strategic plan. Our approach to delivering on all aspects of this exciting opportunity to deliver sustainable and effective health and social care services has been commended by the Scottish Government.

Children & Young People (Scotland) Act 2014 ¹⁷ (C&YP(S) A 2014)

The C&YP(S)A 2014, amongst other things, places the principles of Getting it Right for Every Child (GIRFEC) into statute. The provisions of the Act are staged to come into force over the forthcoming two years and we have made good progress to date in preparing for these.

We have developed a Permanency Planning strategy to ensure that children and young people are afforded a stable home environment sooner rather than later. Making decisions as to permanency is fundamentally important in securing stability for children. The council agreed funding of 300K to refurbish a social work office in Dreghorn to convert to a contact centre where parenting assessments are undertaken. Pathways to a Positive Future will be open in May 2015 and we have provided enhanced training to the team who will work undertake assessments over a 12 week period to inform rehabilitation plans wherever possible whilst building evidence for permanency where rehabilitation may not be possible.

The C & YP(S) a 2014 also extends corporate responsibility for children born after 1st April 1999 who are looked after in foster, kinship care or residential care which allows for them to remain in placements until they are 21 and extends aftercare responsibilities up to their 26th birthday. Aftercare responsibility can include financial assistance as well as arranging support for kinship carers in their parenting role.

The Scottish Government's vision for children who are unable to reside with their parents and need to be placed in alternative care states that Kinship Care should be the first choice.

¹⁷ <http://www.gov.scot/Resource/0045/00452065.pdf>

North Ayrshire has invested in this area with the establishment of a dedicated kinship care team to support kinship carers and provide them with a forum to link in with others. In addition, we have introduced a comprehensive kinship care assessment and approval panel. The assessment is seen as a critical area which determines the sustainability of the placement. North Ayrshire continues to have one of the highest rates of young people looked after in kinship placements in Scotland. Current legal challenge nationally about the different financial rates paid to kinship carers as opposed to foster carers could significantly impact on budgets in future years and we will continue to closely monitor developments.

There is an ongoing training programme and support system for foster carers and North Ayrshire continues to be pro-active in recruiting new carers, with numbers increasing from 70 to 83 to date in 14/15. Increasing the pool of committed and supported foster carers is necessary to meet the rise in demand and the availability of continuity in a child's placement.

Working towards a single plan for children, we have already established Ayrshare, a single reference point all key professionals working in teams around children to ensure exchange of significant information and establish a chronology that will inform risk assessment. Over the course of 2014/15 we have worked with our Information Support team in designing a single Child's plan that will enable SHANARRI outcomes to be reported. Work is already under way to prepare for the statutory responsibilities relating to the Named Person role and how that fits with the continuum of support designed to ensure children's well-being. Strong local leadership through the Children's Services Strategic Partnership has ensured a joined up approach to this preparation and opportunities for improvement are enhanced with health visitors now sitting within the Health and Social Care Partnership.

Pertinent to all these ongoing changes within the service is the work we have been doing with our Community Planning Partners, the Scottish Government and the Dartington Research Unit in relation to Improving Children's Outcomes. The Children and Young People (Scotland) Act 2014, s8, requires the Local Authority to prepare a children's services plan by April 2017. We are committed to ensuring that the development of any such plan is evidence based. A large scale survey was undertaken during October 2014, with 7951 (a 90% response rate) young people between the ages of 9 and 16 submitting their own views what life is like for them in North Ayrshire. 634 parents of children between 0 and 8 years engaged with door to door interviewers in a complementary survey. The survey results are currently a focus of a number of development sessions being held with our partners to further analyse and make local sense of the information. Alongside this, we are undertaking a review of the existing resources and initiatives across the partnership. Starting in the autumn of 2015, we will undertake a programme of consultation with our parents, young people and communities to validate and feedback on the findings. In this collaborative way, we will develop our strategic plan and engage with our communities in the design of future services. We want to submit this plan to Government in April 2016, a year ahead of the date dictated by the new Act so that we can ensure an early start in developing the programme of change to ensure sustainable and effective delivery of services.

Social Care (Self-directed Support) (Scotland) 2013¹⁸

For the past few years we have been preparing for the implementation of the legislation and the central concept that people exercise choice and control over their services. In November 2013, we introduced new supported self-assessment paperwork and by this date had fully trained our adult social work staff in the personalisation agenda and prepared a Resource

¹⁸ <http://www.legislation.gov.uk/asp/2013/1/contents/enacted>

Allocation System. However, the personalisation agenda also demanded a stimulation of the market and close partnership work with the third and independent sectors to develop sustainable options. We have facilitated these activities and created a solid base through our provider forums. We have also created opportunity for service user and carer empowerment to be involved in the creation of services they need in the establishment of Carena, a web based information service launched in July 2013. It is an independent model to help people find the best health and social care services and community activities to meet their needs. It represents a first in Scotland, a user friendly site which showcases services and allows users to access information easily, in a single place. It represents true partnership between service users, carers, providers and the public sector. In March 2014, Carena received national recognition, securing a Gold Award for Service Innovation and Improvement at the COSLA Excellence Awards.

In two years since the launch of Carena there have had over 2 million hits on the site and more than 400 providers are now involved with service profiles available to the North Ayrshire public. The associated Care & Support North Ayrshire Facebook page has over 1,000 followers and during a recent marketing campaign was getting messages to over 30,000 people a week. Providers have reported an increase in referral as a result of both Carena and Facebook activity. Two-way communication through Carena and Facebook is increasing with engagement levels higher than comparable organisations.

New developments have included making Care Opinion, a project in its pilot phase funded by the Scottish government to enable people to give feedback about their health and social care experiences, accessible from the home page and the introduction of an employability channel that enables local organisations to advertise job vacancies. The health channel will be developed further to reflect the new environment of integration and a community zone will enable local organisations and groups to post information and attract greater membership and involvement.

The Community Connector role is one that is now evolving with the implementation of the strategic direction of the NAHSCP to being inherently community based, providing a coherent service across North Ayrshire. A focus on GP Surgeries and Self-Directed Support is a fundamental responsibility. The key functions of the Community Connectors are building the knowledge base and the provision of information and support to patients, service users, carers, practitioners and the community.

We have found that personalisation and SDS has been used effectively and creatively for outcome focussed planning, enabling choice and control in supports. However, the use of it has presented challenges, not least of which has been managing expectations within limited resources. The Resource Allocation System used in Adults and Children with Disabilities is currently under review and further work is required to ensure that where Direct Payments are utilised, spend relating to this is firmly associated with evidenced eligible needs.

Proposals for a Carers Bill¹⁹

We have prepared a Carer's Strategy that takes into account the policy direction captured in the proposed statute that ensures that carers rights for assessment are upheld proactively and that young carers have support as required by assessment that leads to a child's plan. We have identified a provider organisation (Unity Enterprise) to deliver a Young Carers' Support Service, recognising the particular needs of this population and we continue to work with the Carers Forum.

¹⁹

[http://www.scottish.parliament.uk/S4_Bills/Carers%20\(Scotland\)%20Bill/b61s4-introd-pm.pdf](http://www.scottish.parliament.uk/S4_Bills/Carers%20(Scotland)%20Bill/b61s4-introd-pm.pdf)

Carer (Waiving of Charges for Support) (Scotland) Regulations Act 2014 ²⁰

The full extent of the impact of this regulation is still being deliberated by COSLA but could have significant implications. We continue to monitor the situation and engage in discussions locally and nationally.

10. Workforce Development

Learning and Development

Seventy six different course titles are available to staff through the Health and Social Care Partnership Learning and Development calendar. Based on demand and identified learning needs, 60 of these titles were delivered between April 2014 and March 2015 to 1937 staff.

Staff have accessed other social services training such as Moving and Handling, CALM, Adult Support and Protection and the North Ayrshire Council corporate calendar for Policies and Procedures, Management and Leadership training, the Child Protection Committee, GIRFEC, Women's Aid and NHS training for other specialist learning and development input.

Twenty Social Services staff were supported to undertake a range of further professional studies. In addition, 211 staff attended 177 external learning and development events and conferences.

The Learning and Development section is continuously striving to work with managers at all levels to determine learning and development needs of staff throughout the HSCP in line with new legislation, statutory and regulatory requirements, new and existing policies and procedures by developing courses, briefings and learning events to establish, maintain and promote good practice throughout the organisation. The outcome of staff's individual development plans through the personal development process will further contribute to determining what learning and developments needs staff require, aspire to or need to undertake.

Qualifying the Workforce

The North Ayrshire Social Services SVQ Assessment Centre (NASSAC) delivers awards ranging from 6 months to three years duration. Fifty seven staff and seven Modern Apprentices completed their award within this period and a further twenty five are currently working towards completion. Future candidates will be prioritised to meet SSSC registration requirements.

Good progress is continuing in relation to qualifying the residential workforce in line with the Scottish Social Service Council registration requirements. Targets set for both adults and children and young people care groups have been reached during 2014/2015. Progress or otherwise is monitored on a continuous basis and corrective action established and implemented when appropriate.

At April 2014 87% of staff in residential care homes for adults had achieved the qualifications required for registration. At 31 March 2015 this figure had decreased to 81%. A number of

²⁰ http://www.carersuk.org/scotland/policy/policy-library?task=download&file=policy_file&id=4726

factors such as staff redeployment, promotion to new roles requiring additional or different qualifications and staff turnover have been key influences.

At April 2014, 89% of staff in residential care homes for children and young people achieved the qualifications required in order to register with the Scottish Social Services Council. At 31 March 2015 this figure had decreased slightly to 88.3%. The same factors influencing figures for care homes for adults are also present within residential child care.

We have worked with our in-house Care at Home service to map out the route and timescales for staff groups to attain their qualifications in line with regulatory requirements. During 2014/2015 two Team Managers and thirty eight Care at Home Assistants commenced their awards.

In the annual inspection undertaken by SQA the NASSAC received a glowing report with particular reference made to the high standard of assessment and the quality of evidence provided by candidates.

During 2014/2015 the centre was given approval from SQA to deliver the Professional Development Award for Health and Social Care Supervision and eight members of staff successfully completed the award as part of a pilot scheme.

Priority will be given to those groups of staff who require a supervisory qualification to meet SSSC registration requirements – primarily Care at Home and residential services for adults. However there will be an opportunity for any staff member who has supervisory responsibilities to develop their knowledge and skills by completing the qualification in the future.

Centre staff are now delivering the new SVQ's in Health and Social Care which were launched in January 2014. The first candidates were inducted in May 2014. These awards incorporate extended use of common terminology and offer more opportunities for holistic assessments.

Practice Teaching

Practice Learning is an essential component of social work training and the HSCP is committed to providing Practice Learning Opportunities (PLO) for social work students via the Learning Network West (LNW). North Ayrshire Council Health and Social Care Partnership is well regarded as a source of good quality learning opportunities and we value the partnership working and knowledge exchange activities with our colleagues from the relevant universities, the LNW, IRISS, the Social Work Scotland Learning and Development subgroup and the SSSC.

During the academic year 2014/2015 we provided 13 Practice Learning Opportunities for student social workers. We have also assessed, supported and provided Practice Assessor and Mentor for 2 candidates undertaking the Post Qualifying Awards. One practitioner is undertaking the Professional Development Award in Practice Learning (PDAPL) and the other the Postgraduate Certificate Mental Health Social Work (Mental Health Officer) Award. Both are on track to achieving their awards this autumn.

We have continued to promote and facilitate the Practitioners Forums to encourage a learning exchange culture and a forum for Newly Qualified Social Workers in order to develop and promote good practice and to meet their SSSC Post Registration Training and Learning requirements.

11. User & Carer Empowerment

Health and social care outcomes are inevitably set within the wider context of the Community Planning Partnerships and the commencement of the Community Empowerment (Scotland) Bill will establish this on a statutory footing. Service users and carers are firmly represented on the SIB (now IJB) and actively involved in developing and reviewing the strategic plan. A Public Partnership Forum, consisting of service users, patients and carers will be established as a formal sub-group of the IJB and work has already been commissioned to begin scoping how this will work to enable meaningful involvement and provide the strongest voice possible to those in receipt of services.

At service level, there has been significant progress made in areas such as addictions and mental health with peer mentoring, service user committees and a variety of recovery focused initiatives designed and led by service users and carers. In addition older people and residential children's services regularly involve service users as members of interview panels when recruiting for staff.

Alongside the council, we have adopted a neighbourhood approach to further develop local solutions to local problems. It is apparent from the analysis of the demography and landscape of delivery of services that significant inequalities persist throughout Scotland. However, these cannot be addressed by simply targeting resources on the basis of level of deprivation. We know that within any area, and data zone, there are individuals who suffer disadvantage through stigma and lack of social inclusion. We learnt from the outcome of the work undertaken with the Scottish Drugs Forum in relation to engaging with women substance users and used this to support the development of not only skills but also confidence in establishing a group of peer researchers. It was this group who took the proposals developed in the strategic plan out into communities for consultation.

11. Key Challenges for Year Ahead

Some key challenges have already been identified through the body of this report and in addition to those there are a few others worth highlighting.

The government policy of integrating health and social care services so that there is seamless delivery from the point of view of the service user, has brought with it the challenge of bringing together of social services and health professionals in a way in which services are not duplicated but compatible and complementary. It will be vital that we are able to maximise the contribution of all professions (including social work) to ensure that we can deliver the right support, at the right time, provided by the right professional.

Whilst challenging, there are real opportunities to improve service user experience by providing seamlessly joined up services and we will focus on a number of key areas over the next year including Mental Health, Addictions and Learning Disability services to do this. If we are able to join up community health and social care teams in these fields well, then we will improve efficiency and effectiveness. The theme of bringing services together will be further developed in terms of the processes in place for different agencies responding to child and adult protection issues. We will be establishing a Police Concerns Hub model that will look to affirm thresholds for the reporting of concerns and an agreed response across agencies.

The service faces further significant challenges as we move forward in a partnership body in a climate of real financial constraint and the necessity of evermore challenging prioritisation of allocation of scarce public resources. The challenge is one of not only meeting demand, but doing so in a way that does not compromise quality of care and delivery of safe practice and is sustainable over the longer term. As noted earlier in this report, increasing demand through the demographic changes in the older age group is resulting in increasing levels of emergency admissions to hospital. Whilst this high cost and resource intensive situation remains, it does not allow us to fully explore transferring funds to further develop preventative and early intervention approaches for this age group. In turn this detracts from being able to properly redress the inequalities in health, life expectancy and healthy life expectancy experienced in our community.

Against the backdrop of financial constraints, challenges will be faced in realising the principles underpinning self-directed support. Managing public as well as service user expectations will be crucial to this, for whilst the legislation fully acknowledges choice and control for those suffering health problems it does not recognise the lack of choice and control for families who are on low incomes. The further welfare cuts planned during the next period of welfare reform will impact directly on working age people and their families. Balancing the needs and risks to both groups will be crucial in ensuring a fair and equitable delivery of public services.

NORTH AYRSHIRE COUNCIL

Agenda Item 4

15 September 2015

Cabinet

Subject: **Largs Masterplan**

Purpose: To present proposals contained within the Largs Masterplan.

Recommendation: That Cabinet:-

- (i) endorse the Masterplan for Largs, subject to future funding options being identified; and
 - (ii) approve the progression of work to advance the redevelopment of Gallowgate Square during 2015/16.
-

1. Introduction

- 1.1 North Ayrshire Council is committed to supporting the development of our towns and in particular town centres. Support for town centres forms a key part of the regeneration outcomes contained within the Economic Development and Regeneration Strategy and the 2015 Economy and Communities Service Plan.
- 1.2 On 26 June 2014 the North Coast Area Committee agreed to the scope of work in preparing proposals for the improvement of the physical environment within Largs town centre between Aubrey Park to the north and Charles Street to the south.
- 1.3 This paper seeks approval for the content of the completed Masterplan.

2. Current Position

- 2.1 Largs is considered to be one of North Ayrshires main tourism assets, being a popular seaside town with a pier and attractive promenade. On 8 May 2014, following a meeting between the Largs BID Executive group, North Ayrshire Council officers and North Coast Area members, it was proposed that a masterplan be commissioned and this was subsequently approved by the North Coast Area Committee on 26 June 2014.

- 2.2 The intention was to identify opportunities for improvements that could create positive impressions of the town through public realm and landscape interventions. Key elements that were considered included:
- enhancing the arrival in Largs and movement through the town;
 - reinforcing the connection between the waterfront, Promenade and Vikingar with the main street and railway station;
 - considering options for Aubery Park that would create a significant destination draw for Largs;
 - considering the relationship between the Promenade and the parkland adjacent to Charles Street;
 - enriching the public realm;
 - strengthening relationships between pavements, roads and open space;
 - creating/renewing landmarks for identity and navigation; and
 - re-enforcing the individual character of the study area.
- 2.3 The Tenant Garmory Partnership (TGP) were subsequently appointed to advance the Masterplan and in doing so, consider indicative costs and ensure stakeholder involvement and buy in. TGP concluded the work on the Largs Masterplan during March 2015 and a copy of the final report is appended to this report. The four key areas for consideration include:
- Aubery Park;
 - The Seafront/Promenade;
 - Main Street and the Ferry Terminal; and
 - Gallowgate Square.
- 2.4 Subject to approval of the content of the Masterplan, officers would further consider its financial implications and a programme for delivery in line with available finance.
- 2.5 Improvement works to Gallowgate Square are identified as a priority within the Masterplan and could commence within existing budgets as an initial phase. Funding would also be sought from the Scottish Government Town Centre Communities Capital Fund which was launched on 25 August and offers funding of up to £150,000 to community organisations towards capital investment in town centres. The Largs Business Improvement District has expressed an interest in working alongside the Council in the development of a funding application.

3. Proposals

3.1 It is proposed that Cabinet:-

- (i) endorse the Masterplan for Largs, subject to future funding options being identified; and
- (ii) approve the progression of work to advance the redevelopment of Gallowgate Square during 2015/16.

4. Implications

Financial Implications

- 4.1 The implementation of the Masterplan will require to be considered in phases, and in the context of the review of the Council's capital programme. The use of funds from the Largs Car Park Fund, the Largs Common Good Fund, and sources of external funding including the Town Centre Communities Capital Fund will also be considered in developing an implementation plan. Improvement works to Gallowgate Square can be funded from the existing town centre regeneration capital budget.

Human Resource Implications

- 4.2 There are no Human Resource Implications arising from this report.

Legal Implications

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

Equality Implications

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

Environmental Implications

- 4.4 All design work, will be advanced in line with best practice environmental sustainability guidelines.

Implications for Key Priorities

- 4.6 The implementation of the Masterplan will contribute to the key priority contained within the Council Plan of regenerating our towns and increasing employment.

Community Benefit Implications

- 4.7 There are no community benefit implications arising from this report. Any projects which are implemented would require to consider the Council's policy on community benefit from procurement.

5. Consultations

- 5.1 Significant consultation work has been undertaken in the preparation of the Largs Masterplan including consultation with North Coast Members, North Ayrshire Council officers, staff from Largs BID, and members of the Largs Community via drop in sessions.

6. Conclusion

- 6.1 Largs is an important tourism destination that acts as a significant draw to North Ayrshire. Key areas within the town have however become dated and tired and are in danger of detracting from the high quality environment expected by visitors and residents.
- 6.2 It is recommended that Cabinet (i) endorses the Masterplan for Largs, subject to future funding options being identified; and (ii) approves the progression of work to advance the redevelopment of Gallowgate Square during 2015/16.



KAREN YEOMANS
Executive Director (Economy and Communities)

Reference : AL/GH

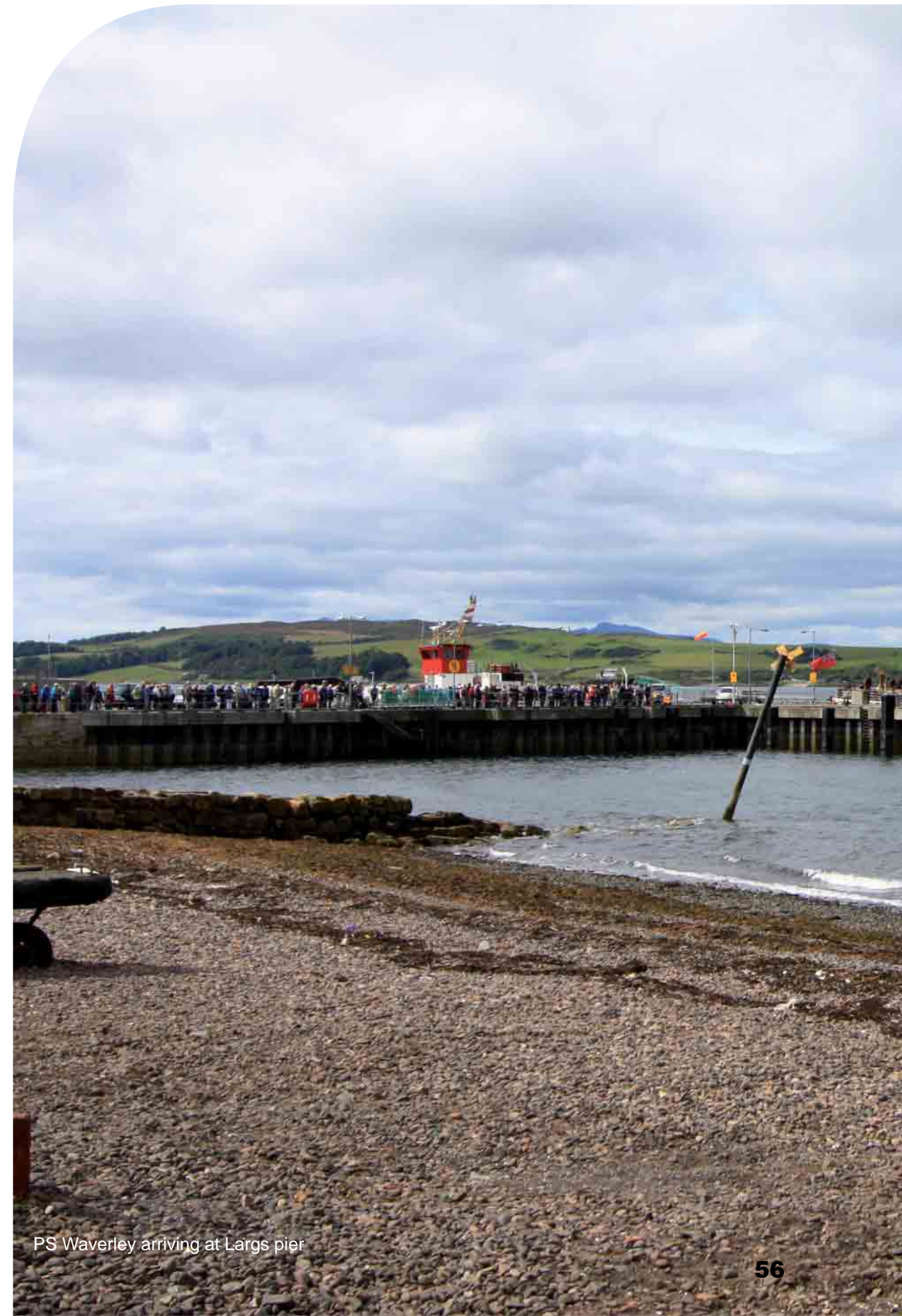
For further information please contact George Hunter, Town Centre Manager on 01294 324918

Background Papers

None

Largs Seafront Improvement Programme





PS Waverley arriving at Largs pier



Contents

- 1** Introduction
- 2** Site survey and appraisal
- 3** Strategic plans and priorities
- 4** Masterplan and costs
- 5** Recommendations

Appendix 1 Stakeholder consultations

Appendix 2 Consultation themes

References

1 Introduction

TGP were employed in August 2014 by North Ayrshire Council to prepare a masterplan with recommendations and costs for priority projects for the town centre and seafront of Largs. The following report covers an outline of the consultation process and the reasoning for the design decisions made, priority projects and phased masterplan.

The clients brief stated that 'Well defined areas within Largs Town Centre are essential to creating positive impressions of this bustling seaside town. Landscape interventions should seek to reinforce the quality and stature of the intended study area, encouraging movement, access and a sense of place, whilst building upon the success of Largs as an attractive location and environment and ensure the on-going perception of Largs as an important destination within the portfolio of North Ayrshire towns'.

The brief included a study area which covers Main Street. Aubery Park, the Promenade and Charles Street, this was extended as part of the study process to include the Promenade and grass area to the south of the play park adjacent to Broomfield Place and Crescent.

The brief also included the following requirements :-

- enhancing the arrival in Largs and movement through the town;
- reinforcing the connection between the waterfront, Promenade and Vikingar with the main street and railway station;
- considering options for Aubery Park, that would create a significant destination draw for Largs;
- considering the relationship between the Promenade and the parkland adjacent to Charles Street;
- enriching the public realm and defining a clear hierarchy and linkages. Particular consideration should be given to the relationships between pavements, roads and open space;
- creating/renewing landmarks for identity and navigation; and
- re-enforcing the individual character of the area as a distinct and important part of the overall town.

One element of the study was to ensure stakeholder involvement and buy in. TGP worked closely with Council Officers, Councillors and the Largs Bid Team to ensure all issues regarding the town and seafront were considered for proposed physical improvements and the essential aspects of the brief were adhered to in our design considerations. There was also a public exhibition where locals and residents were consulted on their ideas and preferences. Once information had been gathered through the survey and consultation process, a masterplan was produced and costs were prepared. The Coastal Design Guidance and the Town Centre Design Guidance publications by Anderson Bell Christie for Irvine Bay Regeneration and North Ayrshire council were useful reference during the masterplanning process.

The masterplan and costs estimates will be used to apply for funding and inform future design development.



Site location plan



PS Duchess of Fife arriving in Largs, 1927.
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Promenade South as seen in 1938
© RCAHMS. Licensor www.rcahms.gov.uk



Largs Promenade on busy day, 1951.
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Ferry terminal as seen in 1956.
© RCAHMS. Licensor www.rcahms.gov.uk



Largs Railway Station entrance



Main Street



Promenade at Ferry Terminal



Promenade - North section



Aubrey Park



Promenade - South section

2 Site survey and appraisal

Initial thoughts and response to the brief and site survey included:-

- The history of the town and its use as a major seaside / holiday destination is important. Consider ways of creating an 'atmosphere' and 'character' to the landscape design. This can be done through careful use and design including artworks, surfacing, street furniture and boundary treatment.
- The ferry terminal and transport links to Great Cumbrae from Glasgow and elsewhere. These require a cohesive and attractive arrival and departure point and obvious 'leads' into the town are required. This includes the train station, the main A78 through the town from both north and south and the area around the ferry and the pier.
- Buildings and places of significance. Highlight and reflect on these in the masterplan. Consider matching materials, interpretation etc.
- State of deterioration. The existing promenade pavement and furniture is in dire need of replacing. There is a great opportunity to provide design solutions which use contemporary materials and furniture.
- Bedding displays. There are a number of displays along the seafront which are well kept and maintained. It is a tradition of seaside towns to have these displays and there should be a place for them, perhaps a more contemporary approach is required.
- Aubery Park and boating pond. Formally Noddsdale Green, developed in the late 50's or 60's, it is the 'full stop' at the northern end of the promenade. The park is in a state of disrepair with the pond leaking and the facilities lacking. To attract visitors to walk the length of the promenade and visit this park, a completely new approach to the park design and an attraction or 'draw' is required.
- Vikingar. The Leisure Centre and the area to the front of the building is well kept and used as a pitch and putt course.
- Charles St Park, play park and memorial. The memorial park hasn't changed greatly over many years, there are areas of bedding around the monument. The paving and certain landscape features are in a state of disrepair. The coloured seating is fun and memorial seats have a place, but is it sustainable and how can it be improved? The play park is a 'full stop' at the southern end of the promenade, there is a big change in level between the road and the play area which in the past was connected by terraces. The study area should be extended to include Broomfield Place and Crescent as there is potential for to use the grass area and extend the improvements along the seafront.
- The commercial aspects of the water front – 'Nardinis', restaurants, games zones, road front, shops, car parking. These all need to be considered in relation to the physical aspects of the proposed improvements and include access and servicing.
- Bringing into the 21st Century. We reviewed some historic photos of Largs and realised that little had changed over the past 100 years. The new proposals need to provide unique ideas which allow for sympathetic contemporary design which will be practical

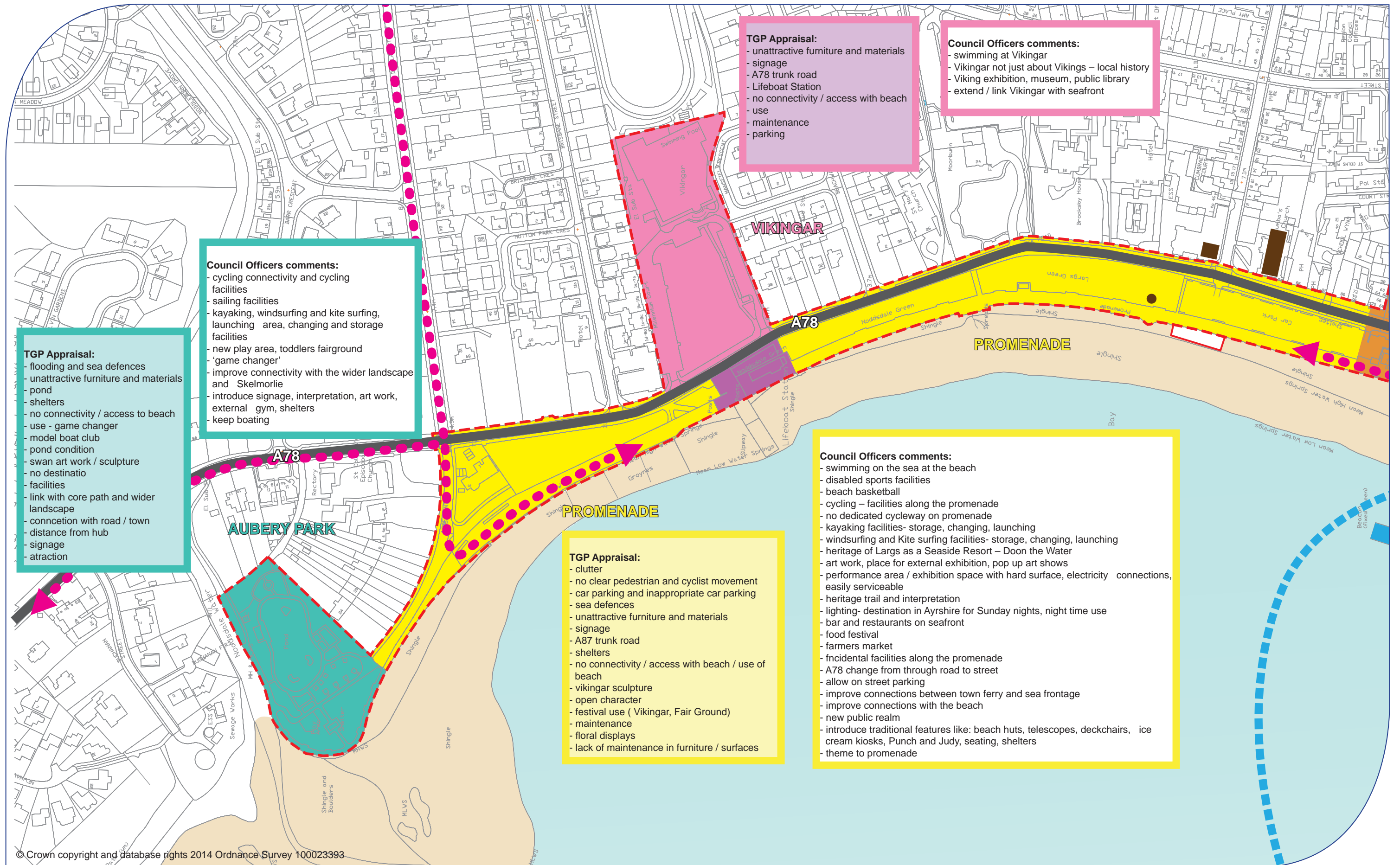
but fun and will also be suitable for the council's maintenance regimes. This would include Gallowgate Square which is well used but out dated and spoilt by the location of refuse bins.

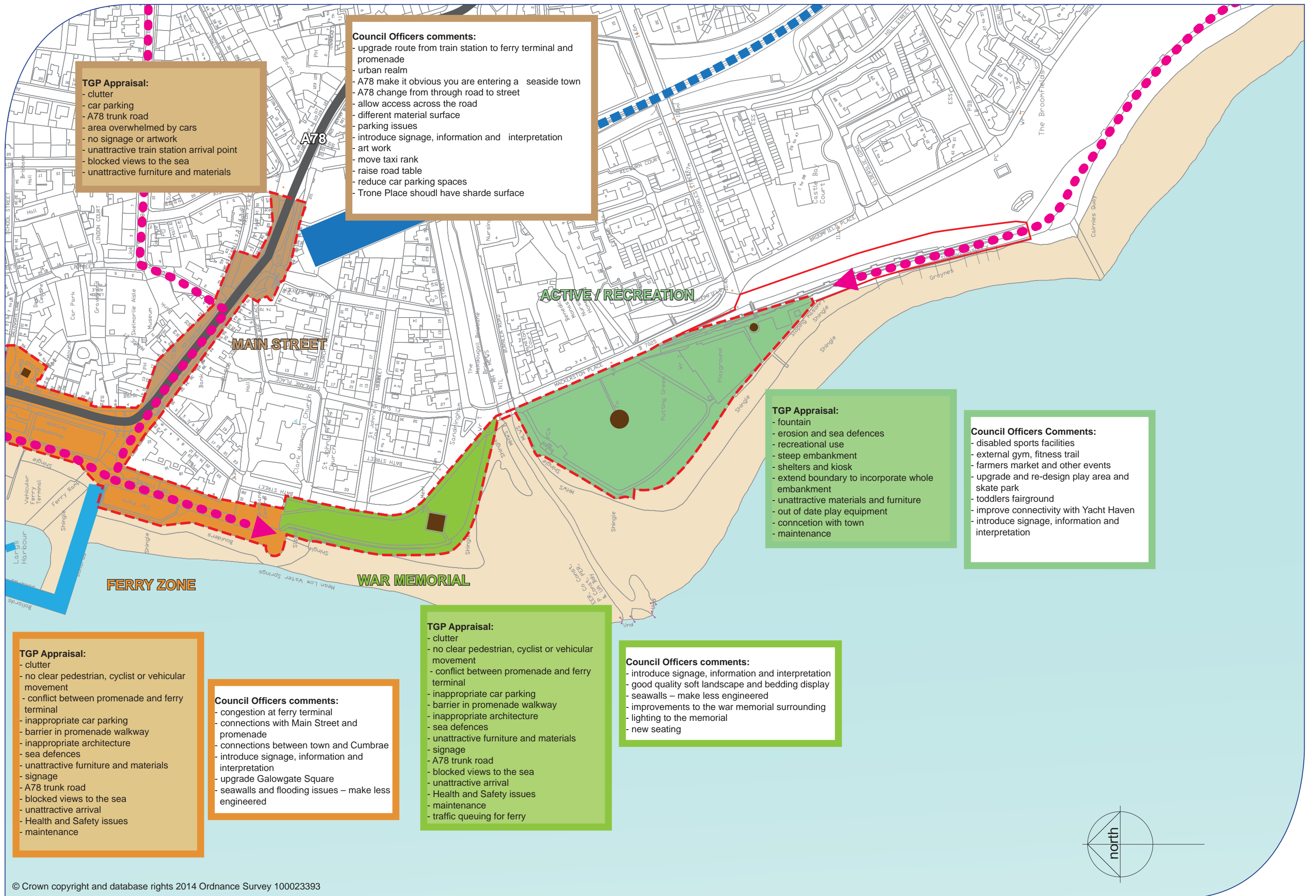
- Weather and coastal conditions. The extreme coastal conditions can cause damage to surfaces, features and furniture. Materials and design will need to ensure suitability to the situation.
- Disconnection with the sea. How can the design proposals make use of and celebrate the sea front?
- The need to provide suitable areas for temporary festivals and events. There are a number of annual events and festivals occurring in Largs which would benefit from better facilities such as hook ups, hard standing etc.
- Car parking. During the Summer months car parking seems to be an issue and in the winter the main car park on the sea front is relatively empty. There is a suggestion that car parking spaces on the Main Street are misused.

These comments are reflected on the Appraisal Plan provided overleaf.



Pebble beach at Largs





TGP Appraisal:

- clutter
- car parking
- A78 trunk road
- area overwhelmed by cars
- no signage or artwork
- unattractive train station arrival point
- blocked views to the sea
- unattractive furniture and materials

Council Officers comments:

- upgrade route from train station to ferry terminal and promenade
- urban realm
- A78 make it obvious you are entering a seaside town
- A78 change from through road to street
- allow access across the road
- different material surface
- parking issues
- introduce signage, information and interpretation
- art work
- move taxi rank
- raise road table
- reduce car parking spaces
- Trone Place should have shared surface

ACTIVE / RECREATION

TGP Appraisal:

- fountain
- erosion and sea defences
- recreational use
- steep embankment
- shelters and kiosk
- extend boundary to incorporate whole embankment
- unattractive materials and furniture
- out of date play equipment
- connection with town
- maintenance

Council Officers Comments:

- disabled sports facilities
- external gym, fitness trail
- farmers market and other events
- upgrade and re-design play area and skate park
- toddlers fairground
- improve connectivity with Yacht Haven
- introduce signage, information and interpretation

TGP Appraisal:

- clutter
- no clear pedestrian, cyclist or vehicular movement
- conflict between promenade and ferry terminal
- inappropriate car parking
- barrier in promenade walkway
- inappropriate architecture
- sea defences
- unattractive furniture and materials
- signage
- A78 trunk road
- blocked views to the sea
- unattractive arrival
- Health and Safety issues
- maintenance

Council Officers comments:

- congestion at ferry terminal
- connections with Main Street and promenade
- connections between town and Cumbrae
- introduce signage, information and interpretation
- upgrade Galowgate Square
- seawalls and flooding issues – make less engineered

TGP Appraisal:

- clutter
- no clear pedestrian, cyclist or vehicular movement
- conflict between promenade and ferry terminal
- inappropriate car parking
- barrier in promenade walkway
- inappropriate architecture
- sea defences
- unattractive furniture and materials
- signage
- A78 trunk road
- blocked views to the sea
- unattractive arrival
- Health and Safety issues
- maintenance
- traffic queuing for ferry

Council Officers comments:

- introduce signage, information and interpretation
- good quality soft landscape and bedding display
- seawalls – make less engineered
- improvements to the war memorial surrounding
- lighting to the memorial
- new seating



Congestion at the Ferry Terminal



Unattractive arrival experience at the railway station



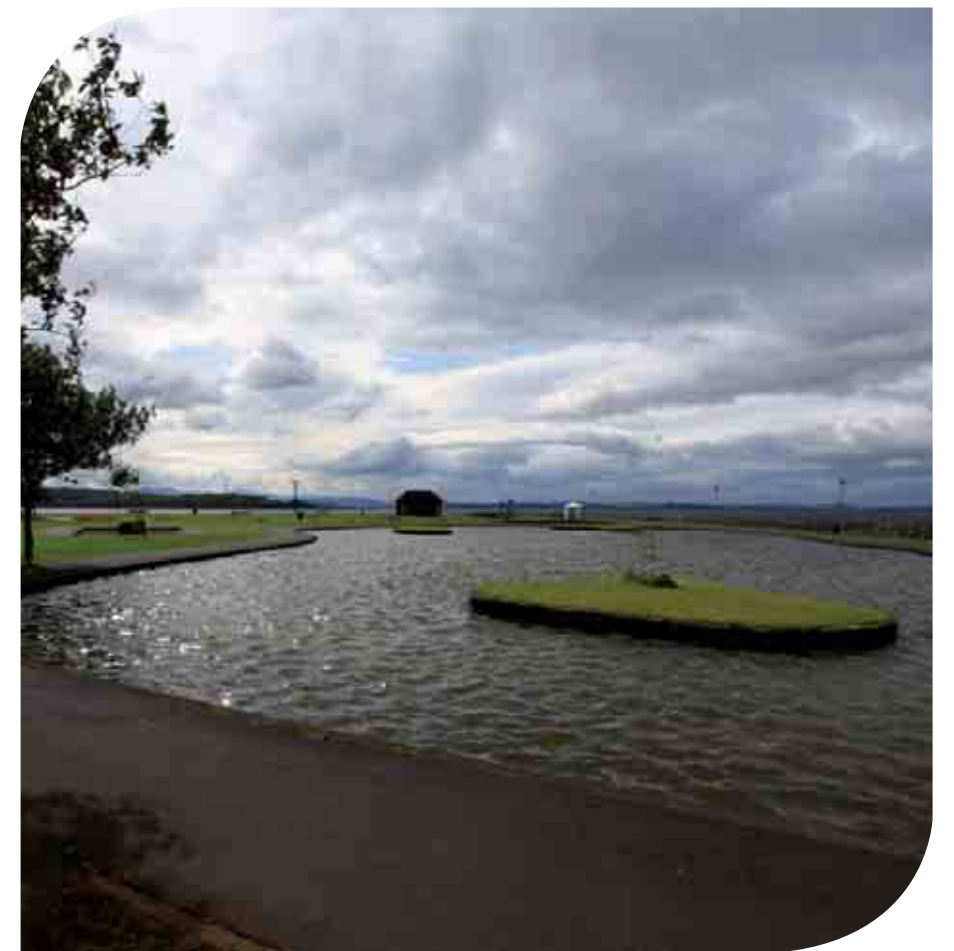
Main Street overwhelmed by car parking and cars



Deteriorating promenade



Bedding displays at Bath Street



Aubery Park pond



Unattractive and deteriorating furniture along Promenade



War Memorial at Bath Street



Play area at the promenade - South section



Grass areas at the Broomfield Crescent



Catering facilities and boat hirers stand at the promenade



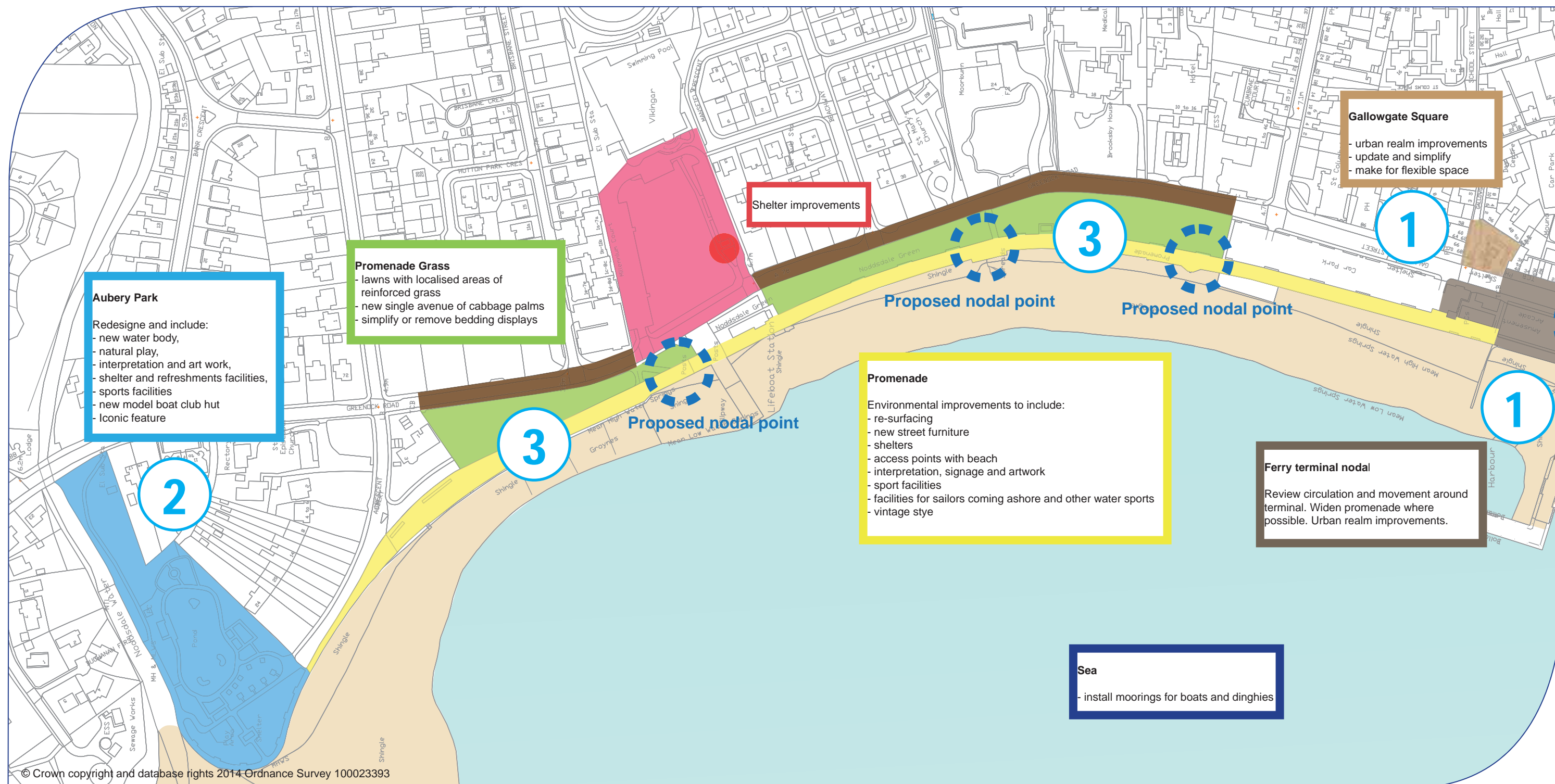
Litter bins at the Gallowgate Square

3 Strategic plans and priorities

As a result of site appraisal and with consideration to stakeholder consultations, themes and ideas were distilled to form 'Initial Ideas and Priorities'.

Criteria set for prioritising the most desirable projects :-

- Improvements most in demand by stakeholders
- Easy projects to implement
- Cheaper projects to implement
- Projects which will attract dual funding
- Long term, less necessary projects



1 Town Centre public realm improvements

It became clear as a result of the consultations that the Town Centre was the area highest priority for improvements as it would have the biggest impact.

This was due to a number of reasons including:-

- The first impressions of the town, either by arriving on public transport (ferry, rail) or in a vehicle
- The need to reinforce links and connections with the rest of the town
- Enriching the public realm and improving the user experience
- Creating more room and less confusion for the walking public by removing parked traffic and providing wider pavements thus reducing the risk of traffic accidents and undo congestion at the ferry terminal

However, complications relating to the ownership and management agreements with Transport Scotland who manage the Trunk Road network could limit what is achievable in relation to materials and road alterations in the town. Also discussions with Caledonian Macbrayne on the possible increased queuing requirements in Fort St. could make it a longer term project.

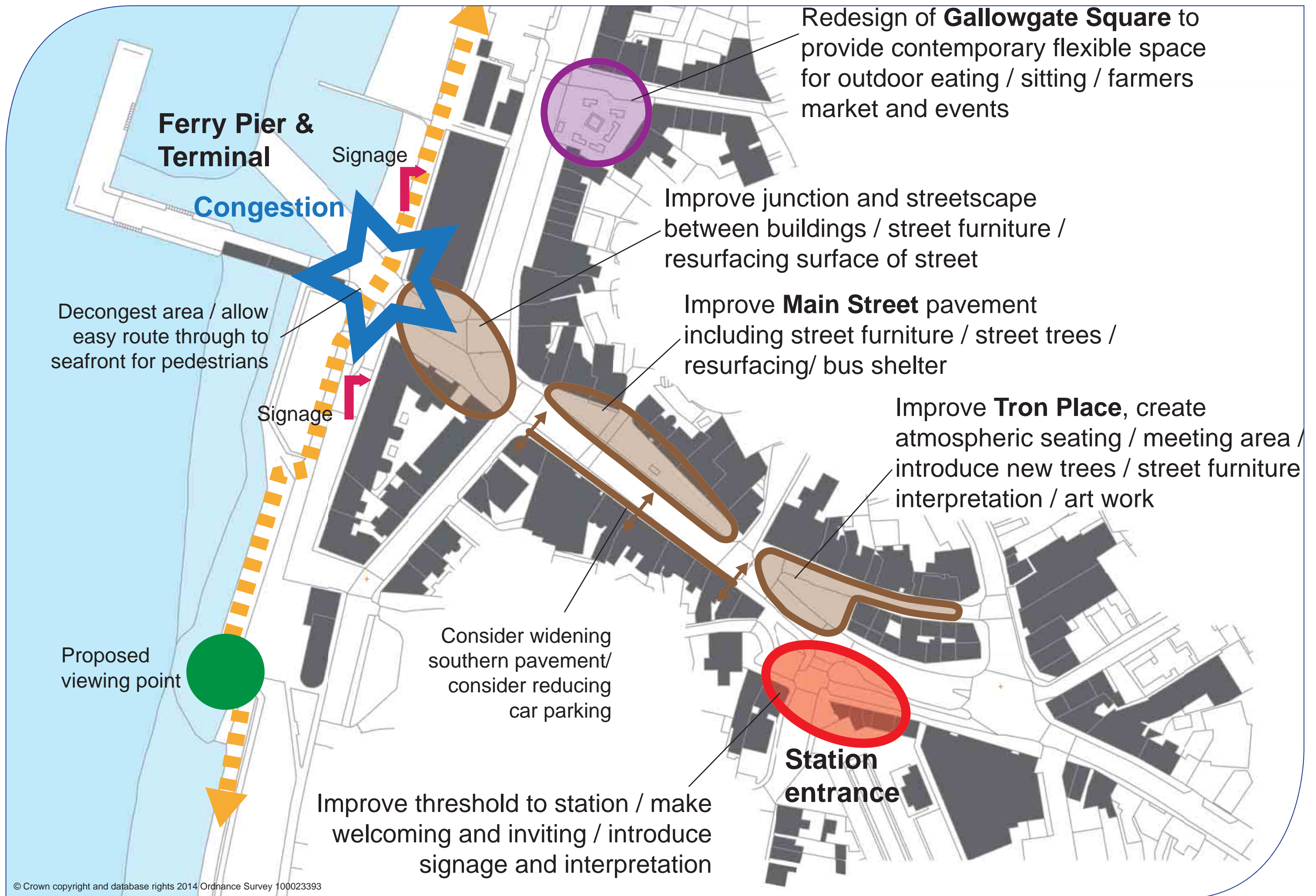
The Gallowgate Square which is centrally located in the town and owned by North Ayrshire Council has been included as a high priority project as this would be relatively cost effective and simple to implement, it can be used by town's people and visitors alike for seating but also for temporary events and farmers markets etc. Simple redesign to allow more flexibility should be considered.



Quality surfacing materials



Example of streetscape
Courtesy of RTM Images



Ferry Pier & Terminal

Congestion

Decongest area / allow easy route through to seafront for pedestrians

Signage

Proposed viewing point

Signage

Redesign of **Gallowgate Square** to provide contemporary flexible space for outdoor eating / sitting / farmers market and events

Improve junction and streetscape between buildings / street furniture / resurfacing surface of street

Improve **Main Street** pavement including street furniture / street trees / resurfacing/ bus shelter

Improve **Tron Place**, create atmospheric seating / meeting area / introduce new trees / street furniture interpretation / art work

Consider widening southern pavement/ consider reducing car parking

Improve threshold to station / make welcoming and inviting / introduce signage and interpretation

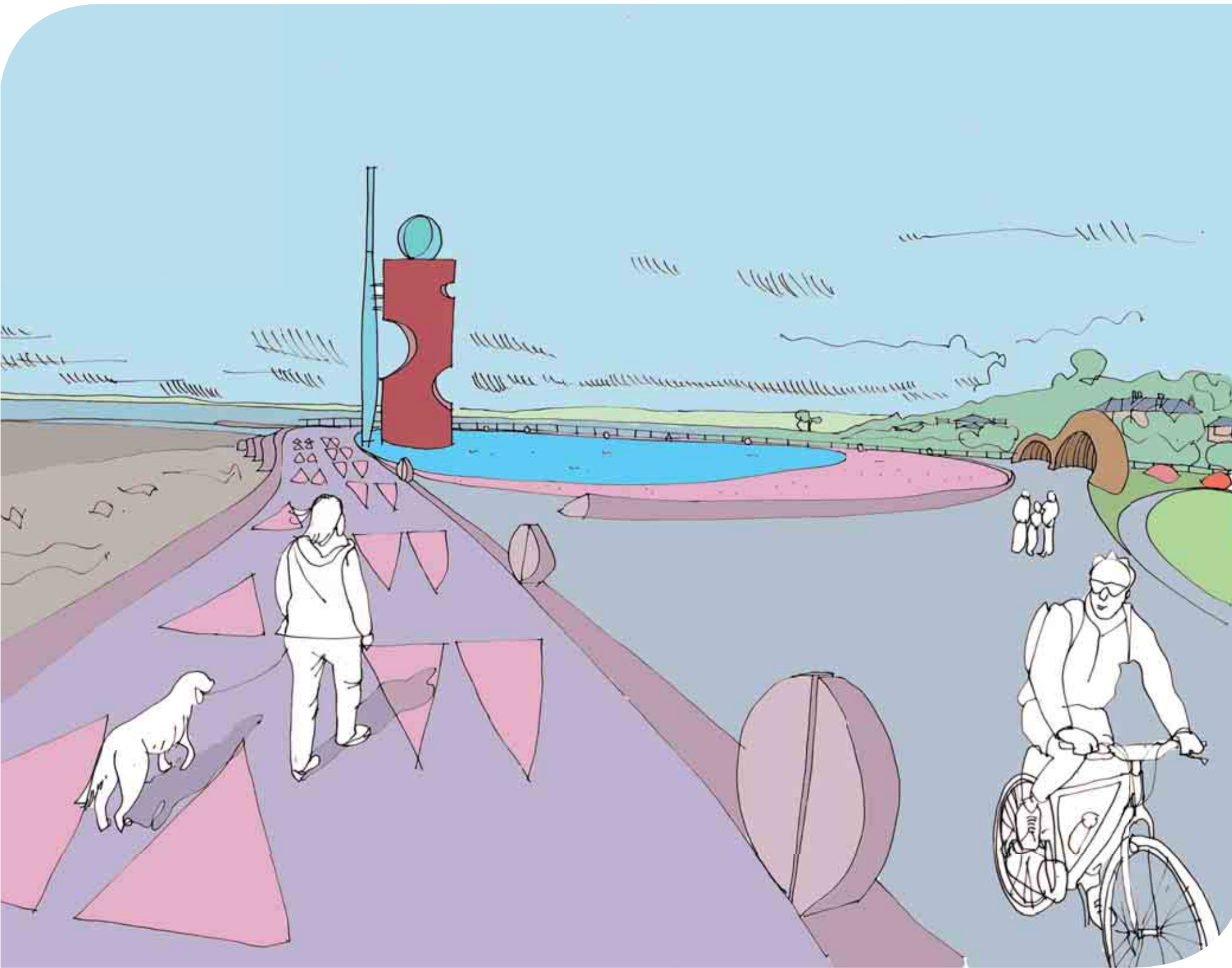
Station entrance

2 Aubery Park redesign

'The Game Changer' and the 'draw' to the town. The concept being the total redesign of the park, creating an innovative new recreation space and iconic feature but including some of the traditional uses of the park. The idea being that visitors would be attracted to Largs by an iconic visitor attraction which could be marketed and promoted as such, but also upon arriving at Largs the improvements to the park and the iconic feature could be seen from a distance, encouraging visitors to walk along the promenade and spend more time in the town. This would be expected to be a longer term and relatively high cost capital project.

Precedents along a similar theme would include:-

- 'The Helix' in Falkirk where a new park has been created and the Kelpies
- The Comedy Carpet in Blackpool
- Redcar's Viewing Beacon, built as part of the seafront improvement scheme.



Kelpies at 'The Helix' in Falkirk

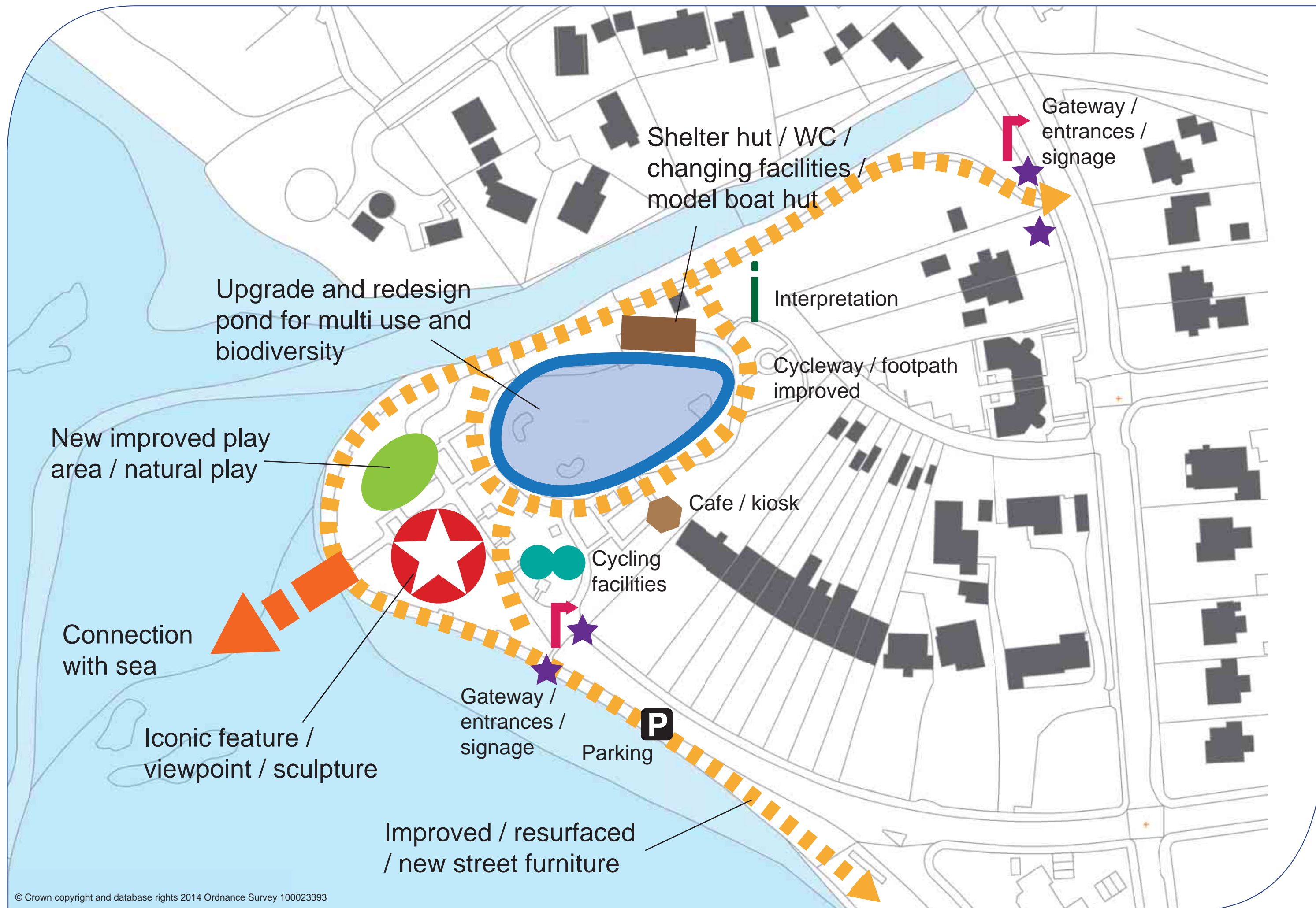


The Comedy Carpet in Blackpool



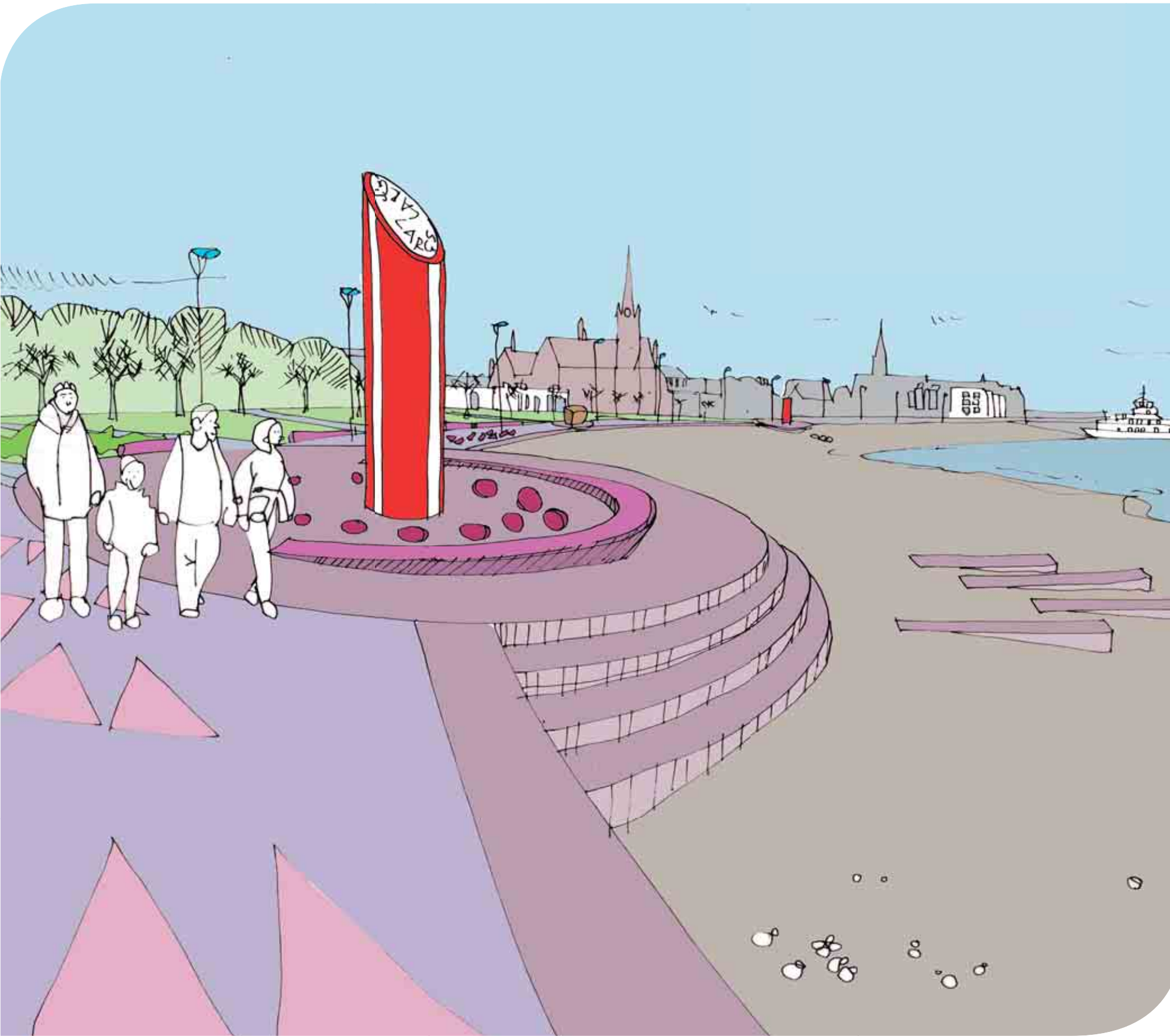
Redcar's Viewing Beacon

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3 Seafront / Promenade redesign

The Promenade is a relatively easy fix as the majority of it is owned by North Ayrshire Council, improvements are simple and relatively easy to implement, although it is not top priority amongst stakeholders due to the fact that it exists and that it is usable / functional at present. It would however be a big attraction and would encourage visitors to stay in Largs and walk along the length of the seafront and connect with the improved Aubery Park, town and the sea.



Promenade in Cleveleys

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Contemporary shelter on Bexhill seafront

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Promenade in Cleveleys

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4 Promenade south of Ferry terminal, Charles St Recreation Ground

This area has attractive facilities that are well used. Any improvements would be minor and not have the same impact as those to the north of the ferry terminal. This part of the Promenade should be designed using consistent materials and design features as the area to the north.

5 Broomfield Place / Crescent, grassed area to south

This area does not seem to be a high priority to the people of Largs. However it has potential to become an attraction in its own right. Given that this is where the only sandy beach is located in the town and where sea and climatic conditions are more favourable for water sports, it would benefit from improved facilities and access to the shore. The Clyde Coastal Rowing Club are proposing to locate and build a boat storage facility in this area.

Ongoing Local initiatives include :

Clyde Coastal Rowing Club – Proposed workshop and boat storage facility

Largs Community Council – Proposed Heritage Trail and Interpretation

Largs Community Council – Proposed external gym equipment along promenade



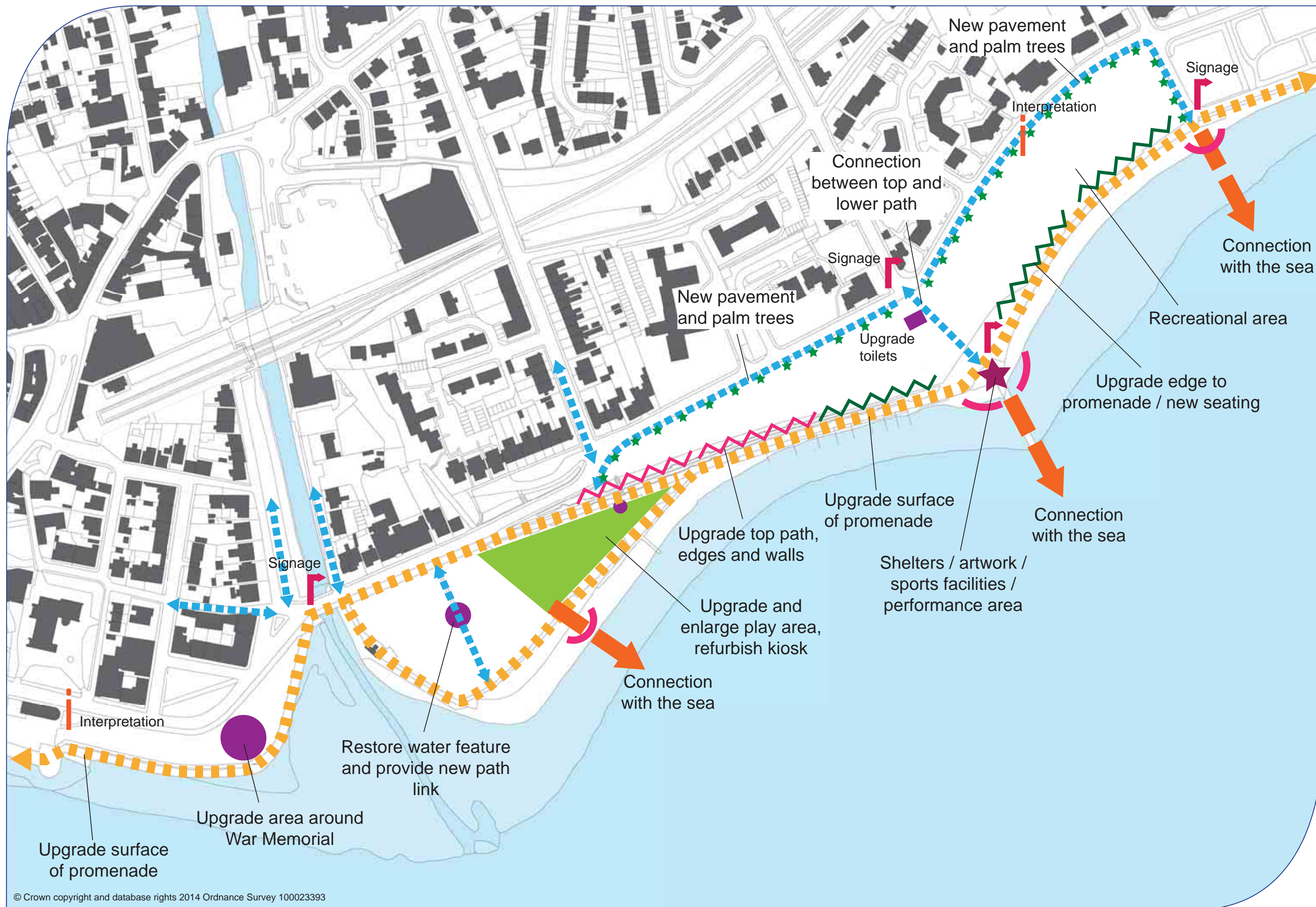
Example of seaside artwork
Courtesy of RTM Images



Example of access to the beach
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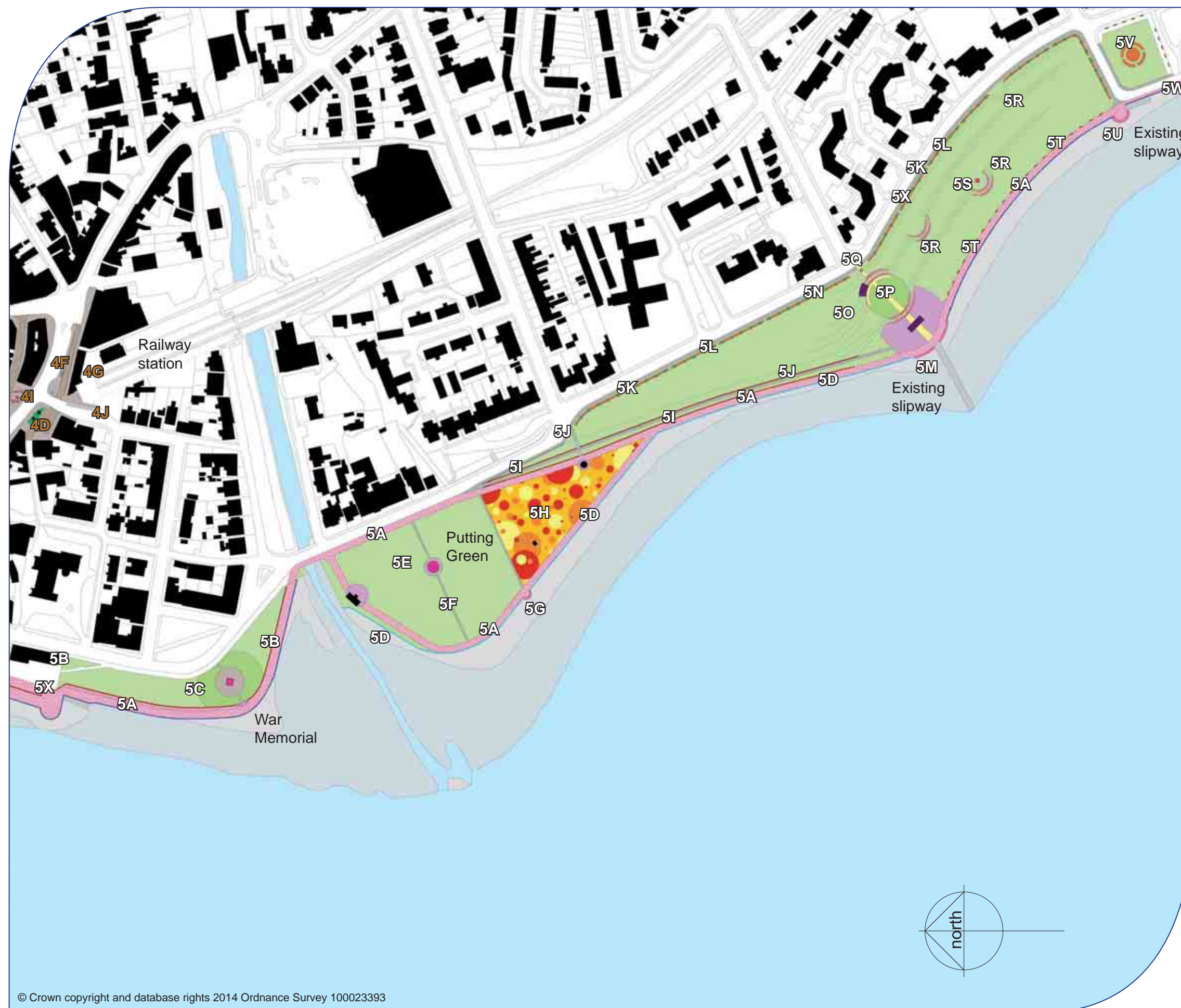
Sculptural landforms and terraces in recreational area



4 Masterplan and costs

The overall masterplan pulls all the elements of the town and seafront improvements together to form an overarching enhancement plan which provides a comprehensive list of opportunities for future action. It provides outline proposals for the enhancement and improvements to the town centre and promenade, reinforces connection within the town, the sea and to other facilities and initiatives, provides and defines hierarchy, linkages and attractions and reinforces the character of the town. Further design development would be required to realise full improvement proposals and cost estimates. The masterplan has been separated into priority areas and cost estimates provided.





Note: For description of Proposal Codes (5D) see over page.

Masterplan Codes

Numbering codes do not reflect priorities but relates to geographical location (from North to South).

Aubery Park – new contemporary park and iconic feature

- 1A** Proposed pond for boating and paddling
- 1B** Focal point – viewing tower or sculptural feature with interpretation
- 1C** Proposed pavilion for model boat club, cafe, toilets and storage facilities
- 1D** Play area with water park and skatepark
- 1E** Entrance gateways with artwork and signage
- 1F** Stepped access to the sea including new sea defence walls
- 1G** Proposed contemporary seating, cycling racks and lighting
- 1H** Screen planting to park boundary
- 1I** Widen the Promenade to achieve minimum 5m width

Promenade North improvements

- 2A** Proposed Promenade surfacing with new sea defence edge where required
- 2B** Proposed car parking
- 2C** Proposed screen boundary to car park and to include: seating, screen panels / railings and lighting
- 2D** Heritage interpretation sign
- 2E** Screen planting to soften boundary wall of Vandura House
- 2F** Proposed seating and lighting to Promenades edge
- 2G** Existing palm trees and bedding displays retained and re-planted if required
- 2H** Simplify and improve pedestrian crossing and access point
- 2I** Heritage interpretation sign
- 2J** Ornamental planting
- 2K** Reinforced grass for festivals and events
- 2L** Terraces to improve access to the sea and minimise impact of jetty and sea defence walls
- 2M** Proposed pedestrian crossing and access points
- 2N** Plaza to include: terracing for access to the sea, seating, external gym, cycle racks, signage, art work and shelter with drinking fountain and seating
- 2O** Plaza with shelter and toilets
- 2P** Plaza to include: terracing for access to the sea, art work, seating, cycle racks and signage
- 2Q** Proposed palm trees to car parks edge
- 2R** Proposed plinth for children's play fair with sea access
- 2S** Proposed stand for boat hirers to include base, terraces and storage facilities
- 2T** Magnus sculpture relocated to South section

Gallowgate Square and Ferry Terminal to include:

- 3A** Re-design of square to include: new natural stone streetscape paving, underground bins, contemporary seating, open space for events, lighting and relocated well
- 3B** Existing retail facilities and ferry terminal to be upgraded. Area to be redesigned and include for new buildings complying with Coastal Design Guidance Report commissioned by North Ayrshire Council and Partners.
- 3C** Proposed pedestrian crossing
- 3D** Proposed natural stone streetscape paving, cycle racks, signage and information
- 3E** Promenade to be widened to achieve surface continuity between North and South section and introduce signage
- 3F** Simplify parking and waiting arrangements for ferry. Open up views to allow visitors to orientate. On street parking to be removed to allow for promenade to be widened (minimum 5m) and ferry queue lane with passable street retained.
- 3G** Proposed natural stone surfacing to Fort Street

Main Street and Tron Place to include:

- 4A** Proposed natural stone streetscape paving, street tree planting and seating. Sandstone sculpture representing Viking boat to be relocated from Bath Street to this area.
- 4B** Car parking to be reduced and street tree planting, seating and natural stone streetscape paving introduced
- 4C** Proposed natural stone streetscape paving, street tree planting, bus shelter and street lighting
- 4D** Proposed natural stone streetscape paving, ornamental planting and trees
- 4F** Proposed natural stone streetscape paving and pedestrianised drop off area, relocate bus shelter to open views from station gateway entrance, introduce signage and information
- 4G** Opportunity for new railway station gateway building with retail premises.
- 4H** Tron Place shared natural stone streetscape surfacing
- 4I** Proposed plaza with seating, lighting, interpretation and art work being the focal point for railway station gateway
- 4J** Taxi rank re-located

Promenade South, Charles Street, Broomfield Place and Crescent open space improvements:

- 5A** Proposed Promenade surfacing and lighting
- 5B** Seating designed into sea defence walls
- 5C** Re-design and simplify area around War Memorial and include reinforced grass, natural stone surfacing and lighting
- 5D** Proposed sea defence walls
- 5E** Refurbish existing fountain and bring to working order
- 5F** Proposed footpath
- 5G** Proposed stepped access to the sea
- 5H** Enlarge play area and skatepark, upgrade equipment and introduce external gym equipment, refurbish kiosk
- 5I** Proposed seat walls and lighting for top and bottom path
- 5J** Upgrade existing top path and steps
- 5K** Proposed pavement to Broomfield Crescent
- 5L** Proposed palm trees and bedding displays to Broomfield Crescent
- 5M** Proposed access to the sea
- 5N** Proposed plaza with pavilion combining boat storage / workshop and shelter with water and power supply
- 5O** Proposed toilets incorporated into grass terraces
- 5P** Events/ performance area with reinforced grass and water and power supply
- 5Q** Proposed access with seating terraces and steps
- 5R** Grassed terraces with seat walls
- 5S** Relocated Magnus sculpture
- 5T** Proposed seating along promenades edge
- 5U** Proposed stepped and terraced access to the sea
- 5V** Pocket park
- 5W** Promenade surfacing and lighting to terminate at the Pencil
- 5X** Heritage interpretation sign



Gallowgate Square - well used but inflexible and outdated

Main Street and Tron Place - Ranking Priority 1

The Main St., Tron Place and Largs Railway Station Entrance will be upgraded to provide a welcoming arrival to the town not only for pedestrians but for vehicular and train passengers. By upgrading the public realm, widening pavements and providing new seating, planting and signage the town centre will become a pleasant environment to walk, shop and relax and the A78 will be less of a barrier and more of a 'high street'.

Main Street and Tron Place improvements to include:

- Proposed natural stone paving, street tree planting and seating.
- Sandstone sculpture representing Viking boat to be relocated from Bath Street to this area.
- Car parking to be reduced and street tree planting, seating and natural stone streetscape paving introduced
- Proposed natural stone paving and pedestrianised drop off area, relocate bus shelter to open views from station gateway entrance, introduce signage and information
- Opportunity for new railway station gateway building with retail premises.
- Tron Place - shared natural stone surfacing
- Proposed plaza with seating, lighting, interpretation and art work being the focal point for railway station gateway
- Re-located taxi rank

Approximate Costs : **£1,828,500.00**

The Ferry Terminal - Ranking Priority 1

Widening of the street, removal of car parking, signage and resurfacing will aid in the removal of the confusion and congestion of this area and continuation of the promenade from north to south. It will also provide a welcome entrance to the town from the islands and west of Scotland and cohesion with the town centre.

- Existing retail facilities and ferry terminal to be upgraded. Area to be redesigned and include for new buildings complying with Coastal Design Guidance Report commissioned by North Ayrshire Council and Partners.
- Proposed pedestrian crossing
- Proposed natural stone streetscape paving, cycle racks, signage and information
- Promenade to be widened to achieve surface continuity between North and South section and introduce signage
- Simplify parking and waiting arrangements for ferry. Open up views to allow visitors to orientate themselves. On street parking to be removed to allow for promenade to be widened (minimum 5m) and ferry queue lane with passable street retained.
- Proposed natural stone surfacing to Fort Street
- Introduction of signage

Approximate costs : **£592,500.00**

Existing retail facilities and ferry terminal to be upgraded. Area to be redesigned and include for new buildings complying with Coastal Design Guidance Report commissioned by North Ayrshire Council and Partners.

Promenade to be widened to achieve surface continuity between North and South section and introduce signage

Simplify parking and waiting arrangements for ferry. Open up views to allow visitors to orientate. On street parking to be removed to allow for promenade to be widened (minimum 5m) and ferry queue lane with passable street retained. Re-surface Fort Street with natural stone surfacing.

Car parking to be reduced and street tree planting, seating and natural stone streetscape paving introduced

Proposed natural stone streetscape paving, ornamental planting and trees

Re-located taxi rank and new cycle racks

Proposed pedestrian crossing

Proposed natural stone streetscape paving, cycle racks, signage and information

Proposed natural stone streetscape paving, street tree planting and seating. Sandstone sculpture representing Viking boat to be relocated from Bath Street to this area.

Proposed natural stone streetscape paving, street tree planting, bus shelter and street lighting

Proposed plaza with seating, lighting, interpretation and art work being the focal point for railway station gateway

Tron Place shared natural stone streetscape surfacing

Relocate bus shelter to open views from station gateway entrance, introduce signage and information

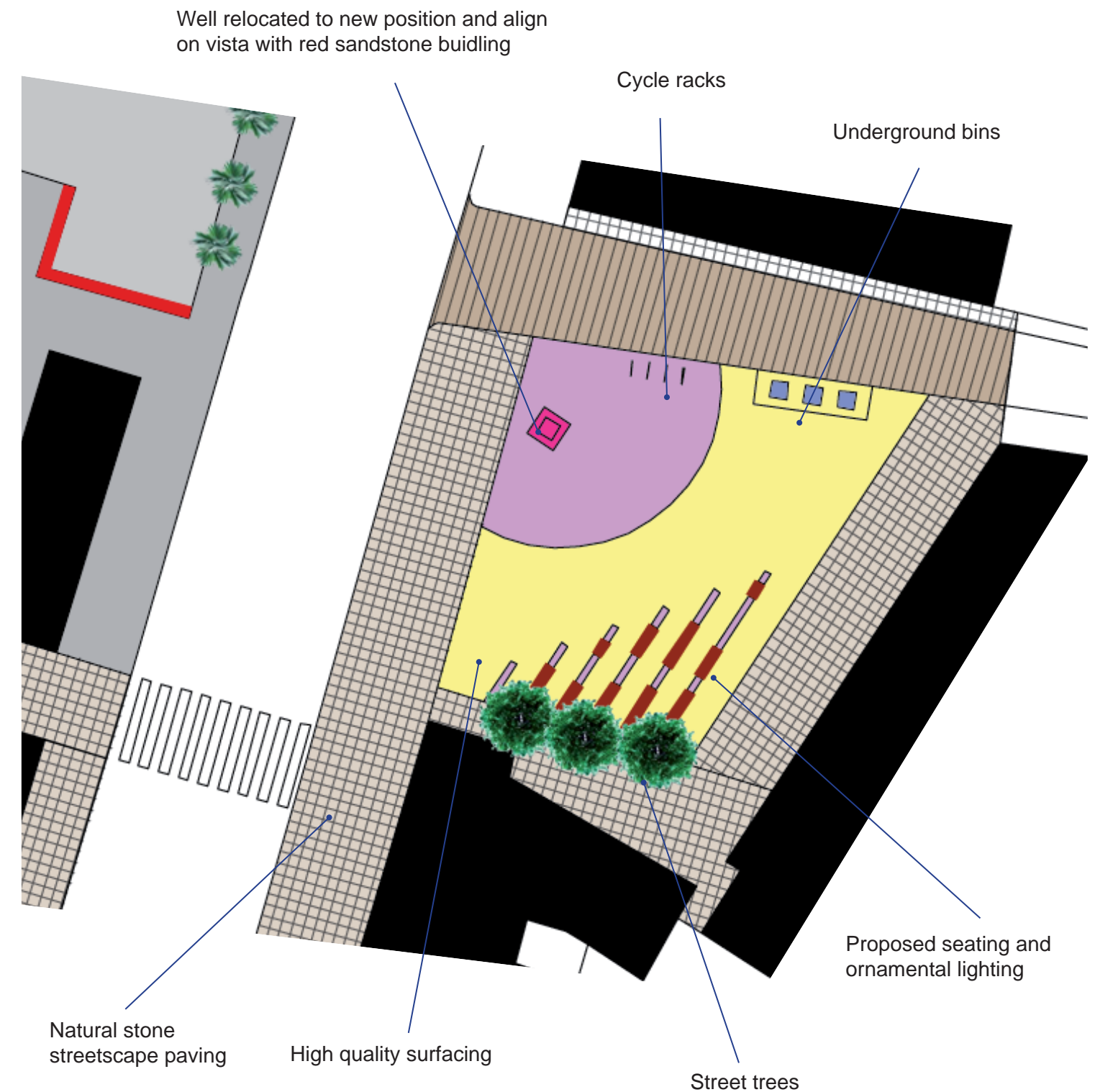
Proposed natural stone streetscape paving and pedestrianised drop off area

Gallowgate Square - Ranking Priority 1

A re-designed square to provide functional, usable, flexible and attractive contemporary space suitable for events, seating and gathering for tourists and locals.

- Re-design of square to include: new natural stone paving, underground bin storage, contemporary seating, open space for events, lighting and relocated well

Approximate Costs : **£435,250.00**



Aubery Park - Ranking Priority 2

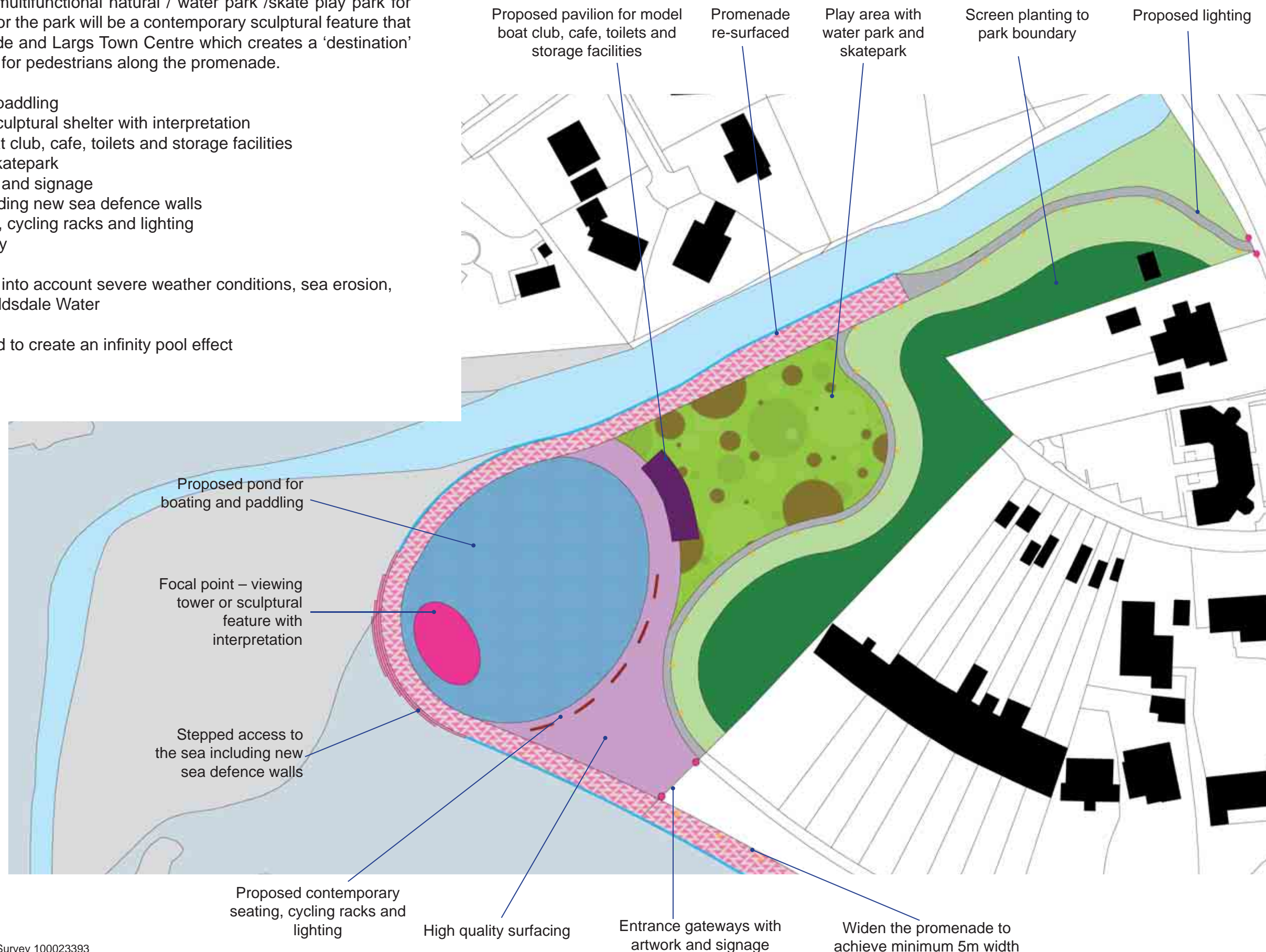
The concept is to create a new contemporary recreational space including pond, multi-functional contemporary pavilion, and attractive multifunctional natural / water park /skate play park for children of any age. The centre piece for the park will be a contemporary sculptural feature that can be viewed from the sea, promenade and Largs Town Centre which creates a 'destination' for tourists and visitors to the town and for pedestrians along the promenade.

- Proposed pond for boating and paddling
- Focal point – viewing tower or sculptural shelter with interpretation
- Proposed pavilion for model boat club, cafe, toilets and storage facilities
- Play area with water park and skatepark
- Entrance gateways with artwork and signage
- Stepped access to the sea including new sea defence walls
- Proposed contemporary seating, cycling racks and lighting
- Screen planting to park boundary

Note:

- The detailed design should take into account severe weather conditions, sea erosion, flooding from high tides and Noddsdale Water
- Contemporary approach
- Pond to be located and designed to create an infinity pool effect

Approximate Costs : **£2,583,000.00**



Promenade North - Ranking Priority 3

The design concept is to create a smart new promenade with updated and functional street furniture, a newly surfaced path and protection from the sea. The incidental plazas and shelters/ kiosks along the way are situated at intersections suitable for crossing to the town and providing functional spaces for activity and shelter but also allow access to the beach and sea. These attractions located along the promenade will encourage people to venture further and stay longer.

- Proposed promenade surfacing with new sea defence edge where required
- Proposed car parking
- Proposed screen boundary to car park and to include: seating, screen panels / railings and lighting
- Screen planting to soften boundary wall of Vandura House
- Proposed seating and lighting to promenades edge
- Existing palm trees and bedding displays retained and re-planted if required
- Simplify and improve pedestrian crossing and access point
- Modern Ornamental planting displays
- Reinforced grass for festivals and events
- Terraces to improve access to the sea and minimise impact of jetty and sea defence walls
- New pedestrian crossing and access points
- Plaza to include: terracing for access to the sea, seating, external gym, cycle racks, signage and interpretation, art work and shelter with drinking fountain and seating
- Plaza with shelter and toilets
- Plaza to include: terraces for access to the sea, art work, seating, cycle racks and signage
- Proposed planting of palm trees to car parks edge
- Proposed improvements to children's fairground rides
- Proposed stand for boat hirers to include base, terraces and storage facilities
- Proposes moorings for sailing and motor boats

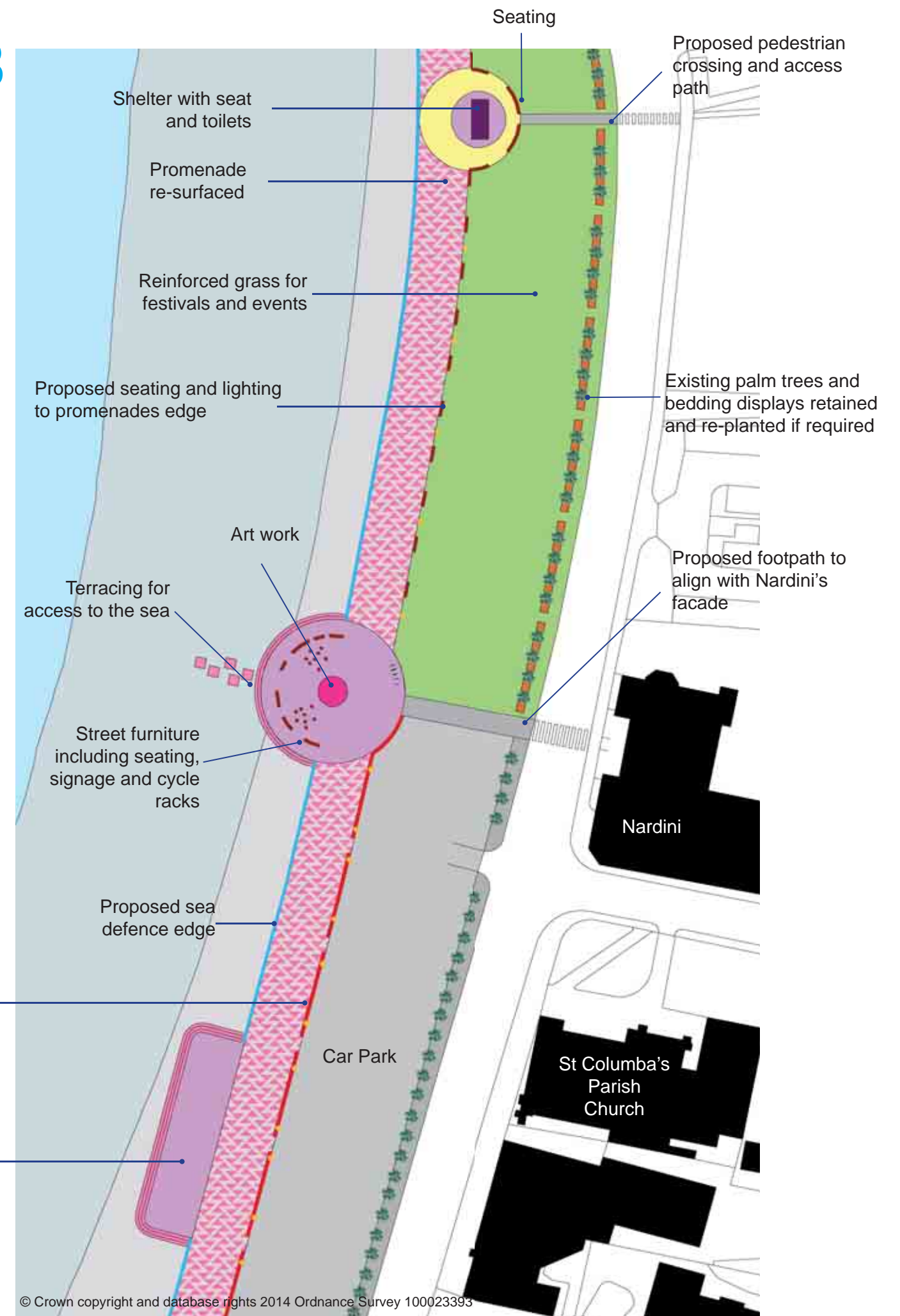
Notes:

- Promenade surfacing with new sea defence walls and sub base make up to withstand sea flooding and erosion. Preferable material to be coloured concrete or asphalt.
- Any structures and furniture to withstand severe wheatear conditions.

Approximate Costs : £2,619,100.00

Proposed screen boundary to car park and to include: seating, screen panels / railings and lighting

Proposed plinth for children's play fair with sea access

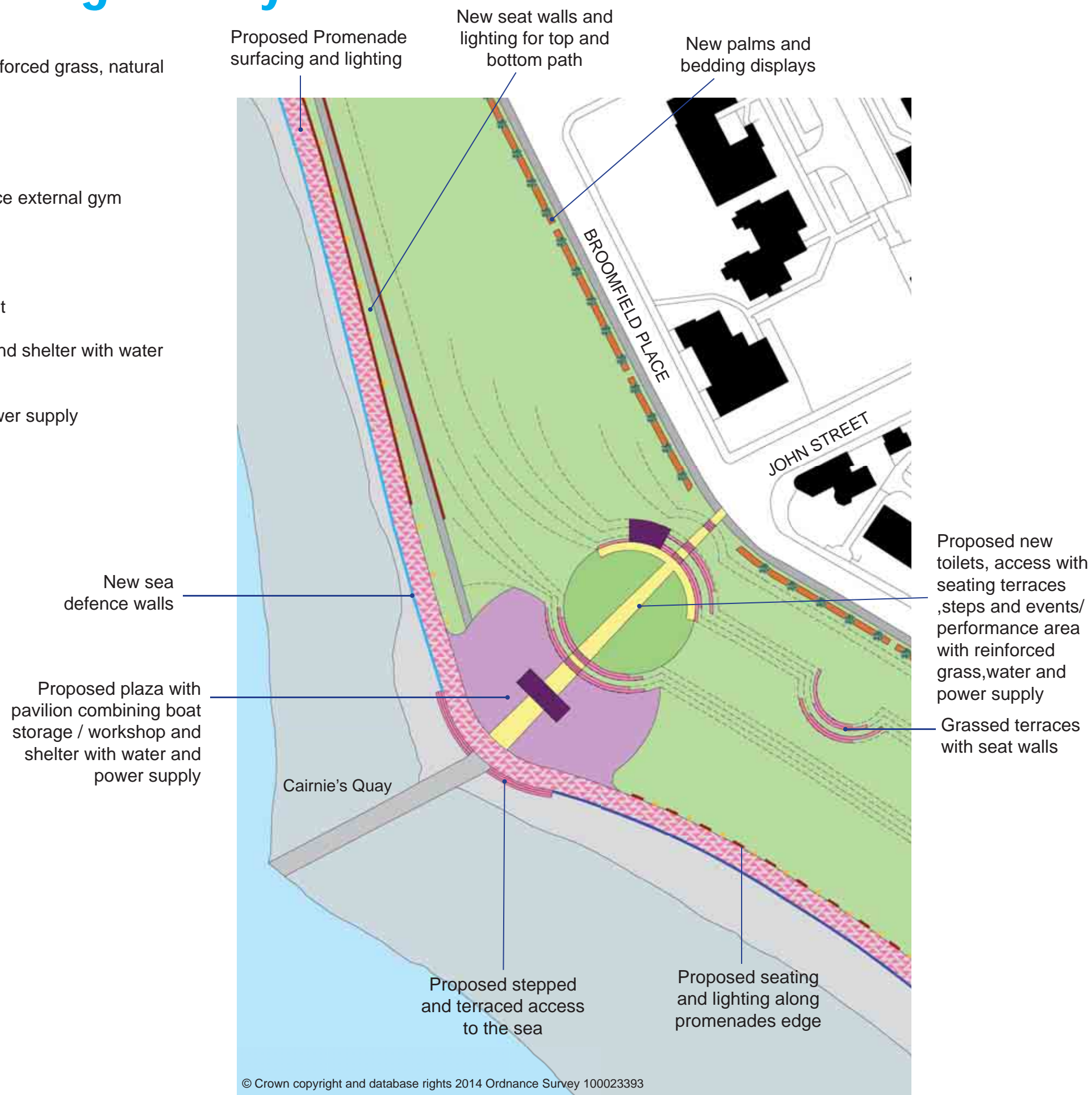


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Promenade South - Ranking Priority 4 & 5

- Proposed Promenade surfacing and lighting
- Seating designed into sea defence walls
- Re-design and simplify area around War Memorial and include reinforced grass, natural stone surfacing and lighting
- New sea defence walls
- Refurbish existing fountain and bring to working order
- Proposed footpath
- Proposed stepped access to the sea
- Enlarge play area and skate park, upgrade equipment and introduce external gym equipment, refurbish kiosk
- New seat walls and lighting for top and bottom path
- Upgrade existing top path and steps
- New pavement to Broomfield Crescent
- New palms and bedding displays to Broomfield Place and Crescent
- Proposed access to the sea
- Proposed plaza with pavilion combining boat storage / workshop and shelter with water and power supply
- Proposed improvements to existing and new toilets
- Events/ performance area with reinforced grass and water and power supply
- Proposed access with seating terraces and steps
- Grassed terraces with seat walls
- Relocated Magnus (Viking) sculpture
- Proposed seating along promenades edge
- Proposed stepped and terraced access to the sea
- Pocket park
- Promenade surfacing and lighting to terminate at the Pencil
- Heritage interpretation sign

Approximate costs : **£3,307,000.00**



5 Recommendations

Aubery Park – To create a high profile and national awareness the design proposals could be formulated through design competition. This would provide a platform for the best design ideas and interest from Design Professionals but also stimulate an interest in improving the whole of Largs Town Centre and its Seafront.

The Seafront / Promenade – The hard surfaced area of the Promenade is ripe for improvement and updating. The 'Car Park' fund could help to generate funds for this relatively simple design and implementation. A multidisciplinary design team lead by a landscape architect could develop the design for the Promenade. Whilst it would be best to implement this in one, the works could be divided into sections and certain aspects work could be carried out incrementally if total funds were not available. It is likely that trials and boreholes would be required to check the make up of the existing promenade and any problems with erosion. The flood defence walls should also be checked for structural stability.

Main St. and The Ferry Terminal – Discussions between Transport Scotland and NAC Roads Department would be required in the first instance. A landscape lead design team could develop the urban realm proposals. Further discussions will be required with the owner of the Amusement arcade as this section of the Promenade is in their ownership. Caledonian Macbrayne will also require to be consulted. Information on underground services and public utilities should be forthcoming before further design development takes place.

Gallowgate Square – is a simple one off design for a refurbished amenity space and its design development could be taken forward by a landscape lead team. This could be a stand alone project.



Views towards Great Cumbrae from Promenade



Appendix 1: Stakeholder consultations during September and October 2014

Prior to any proposal plans being prepared, TGP met with stakeholders including Council Officers to discuss issues and gather information views and issues relating to Largs Town Centre and the Seafront. The emphasis was on the stakeholders identifying priorities which were then ranked. Strategy plans were then prepared and presented to the Largs Bid Team Officers and the councillors.

A meeting was also held with Transport Scotland at this stage.

See below for notes of consultations and points raised:-

Patricia Rowley – Structural Engineer (Flood Prevention Officer), **North Ayrshire Council**.

- Flooding associated with surface water. Main area of concern is Gogo Burn and areas around Stanlane Place and Crawford Street.
- Permeable surfacing and rain gardens to be incorporated if feasible.
- Sea defence walls assessment carried out with no structural issues found. Minor repairs recognised to sea defences along putting green.
- New and proposed sea defences to be constructed to NAC specification. Alteration of sea defence walls possible if the wall heights preserved. No issues with moving walls or turning them into seating terraces.

David Lodge – Team Manager, Transportation, **North Ayrshire Council**.

- David's responsibilities include public transport and car parking.
- New parking strategy available on NAC web page (David Hilditch).
- Possible future Park and Ride facility on the south outskirts of Largs.
- David has suggested that may be possible to split the Cumbrae ferry into pedestrian and car ferry. The pedestrian ferry would sail from Largs existing terminal whilst car ferry from Largs Marina. This would take away congestion and some traffic from terminal area and A78. TGP to investigate and consult with Caledonian MacBrayne Ferries.
- There will likely be a need for further management of queuing cars for the ferry at Fort Street come the introduction of RET
- Network rail own train station however this is currently leased to Scots Rail (may change soon).

Gordon Craig – Planning officer, Development Planning, **North Ayrshire Council & Lesley Wells** – Planning officer, Strategic Planning, **North Ayrshire Council**.

- Planning applications submitted for Co-Op store and Weatherspoon pub. These to be located within Amusement Arcade. (store to take central part, pub northern part). Post meeting note : Co-op application approved. Weatherspoons application turned down.
- Both planners stressed theirs concerns on the ferry terminal area circulation and functionality.
- If splitting the ferry will be feasible this could be backed by planning policy.

John McGuire – Business Groth Team Manager, Business Development, **North Ayrshire Council**.

- No big businesses in Largs.
- Ferry to Millport as a possibility ('business' ferry).
- Co-op and Wetherspoons of planning applications are in process.
- Post meeting note : Co-op application approved. Weatherspoons application turned down.

Alistair Ross – Team manager, Asset Management and Estates, **North Ayrshire Council**.

- Brisbane Centre as a revenue opportunity for the council (apartments for rent).
- Feasibility study on Vikingar is currently being prepared.

Scott McKenzie – Senior Manager, Protective Services (Environmental Health, Building and Trading Standards), **North Ayrshire Council**.

- Buildings adjacent to ferry terminal in poor condition.

George Hunter – Town Centre Manager, Regeneration and Town Centre Team, **North Ayrshire Council**.

- Beach huts, telescope view points, mobile event space (with shelters) and features for water sports were suggested.
- 'Game changer' - what would bring visitors to Largs out with the summer months? (Kelpies, cable car?).
- BID – Business Improvement District, one of the main organisations behind the project.
- Issues with bikes like parking and circulation, requirement for safe lockers.
- Central play area?

Ann Rae – Regeneration Officer, Regeneration and Town Centre Team, **North Ayrshire Council**.

- Louise Kirk (Access Officer) has access to the counters installed at the play area.

Crawford Forsyth – Assistant Transportation Manager, Physical Environment, **North Ayrshire Council**.

- Transerv Scotland maintains A78.
- Roads Department maintains roads, pavement, street lighting, car parking and promenade.
- Due to poor base make up and thin layer of asphalt the promenade is being damaged during storms.
- There is a proposal to impose 20 miles/h speed limit on A78 from Nardini Café to Morrison Supermarket.
- We should obtain utilities and service information for promenade.
- Garry Wilson – lighting manager.
- Possibly lighting columns will be replaced along the road from Nardini's Cafe to train station.
- Whole area of the pavement along A78 is maintained by Transport Scotland.
- Robust surface materials should be used for promenade (asphalt not required, blocks not suitable). Natural stone can be used for Main Street (however its dependant on Transport Scotland) and to highlight nodes along promenade.
- Road tables and shared surface areas can be used within Main Street.
- Two types of bus shelters: advertising and standard. These are maintained by the council.
- Tron Place pedestrians only as possibility or shared surface area.

Louise Kirk – Access Officer, Strategic Planning, **North Ayrshire Council**.

- Recent 'Sustrans' funded cycle way from the Pencil to the south end of the promenade
- Local want – Cycle Friendly Largs
- Recommended destination and facilities – Aubery Park
- Locals interested in improvements to the park
- Temporary facilities planned for front of TSB, Tron Place and Gallowgate.
- Prefers non segregation of cycle way on promenade – existing is in wrong place and causes confusion
- Possible Sustrans funding
- Local want a separate cycle path
- Planning link form Skelmorlie at present – commuters not keen to be on the A78
- 'Park and stride' from the park and ride at the Yacht Haven
- Cycleway

- Possible CSGN application as part of the Ayrshire coastal Path.
- Promotion of Travel by train ad circular routes or walking routes from the Ayrshire Stations
- Kayaking Trail – could connect to Inverclyde and Argyl and Bute trails
- Gallowgate Square in poor state – needs upgrading
- Signage – NLC is preparing a signage strategy, signage needs improvement, cycling distance/ time/ information and mapping of routes.

David Hilditch - Transportation Engineer, Planning, **North Ayrshire Council**.

- Parking is not a problem in Largs – only where in the Summer months and weekends.
- Parking abused along Main St.
- Promoting Park and Ride at the Yacht Haven.
- NLC at early stages of parking strategy. Looking particularly at Scott St and the site adjacent to the railway station.
- Also getting rid of yellow lines and possible parking on street along the A78.
- Could have a cycle route along the A78.
- Need a link between the shops and the promenade.
- Street Scene maintain the promenade.

Kathleen Don – Economic Development Officer, (Tourism), **North Ayrshire Council**.

- North coast of Ayrshire is doing well in terms of tourism.
- Day trippers and visitors to the islands.
- Largs is a typical seaside resort ‘Doon the Water’ and ‘Promenading’
- Proposes a pontoon to allow sailors to access Largs from the sea
- Yacht Haven largest in Scotland
- Strong requirement for exhibition and events/performance space along possibly changing grass to hard surface. Flexible space, easy to service.
- Strong requirement for modernised seating and street furniture.
- Seaside ‘Retro’ ‘Modstalgia’ – telescopes, beach huts, amusements and fair ground
- Civic Art – strong focus on Arts.
- Vikingar – seaside Heritage Museum Lead rethink- leisure, museum, Vikingar sculpture, Library, pool , craft pop up shops , gym – with great view.
- Connection with the sea – kayaks, windsurfers, Lido, yacht pontoon
- Facilities along the routes to attract people to use the route form the Yacht haven
- Disabled sports – Sports Centre of Excellence
- Night time use – possible upgraded lighting, seashore restaurants or bars – food/ drink etc
- Expecting more visitors if ‘RET’ is applied.

David Hilditch – Roads Department, **North Ayrshire Council**.

- Transport Scotland should follow principles set in Designing Streets Policy
- There is possibility to raise Main Street road surface.
- A78 along promenade can take parking.
- Design for Main Street and area around ferry terminal should include / consider number of passing cars and speeds.
- Taxi rank can be relocated to Crawford Street.
- Tron Place should have shared surfacing.
- Number of car parking spaces should be reduced on Main Street.
- Ferry traffic and residents access only for Fort and Bath Street.
- SPT can fund works to ferry terminal.
- Removal of Amusement Arcade as an option for future.

As a result of discussions about the limitations imposed by Transport Scotland on improvements to the Main St, a meeting was set up.

Phil Hinchcliff – Transport Scotland

Michael Robin and Even Ferguson – Transerv

- TS owns paving on Main Street from kerb line to the building lines (the exception are pavements along Amusement Arcade and Moorings Building).
- No raised road tables on A78 or side junctions.
- Historic artefacts underneath the road and contaminated tar which requires specialised removal.
- Consider timing of construction works, what effect it will have on the region? If A78 closed the diversion is around 40 miles.
- Side road parking and cycling along A78 not an issue if required.
- Any works associated with A78 needs to be coordinated in advance with Transport Scotland.
- No change to the road surfacing, asphalt preferable.
- Natural stone for paving acceptable however issues with maintenance and utilities work.
- There is an opportunity for arranging a legal agreement between NAC and TS for handing over pavements along Main Street back to the council.

Post meeting note : **NAC Roads Department** and **Transport Scotland** to arrange further discussions on most appropriate way to take this discussion forward.

2 meetings were held with NC Councillors.

The first meeting included Councillors **Alex Gallagher** and **Tom Marshall** , the second included Councillor **Allan Hill**, **Grace McLean** and **Tom Marshall**

- Aubrey Park – art work, Scottish Warrior sculpture. (Largs not only about Vikings), promote sport, issues with car parking, pond leaks,
- Gallowgate Square requires re-design, shelters introduced, uniform level surfacing, exhibition performance area.
- History Trail
- St Columba’s Heritage Trail – Neolithic thumb, observatory.
- Sewer outfall in the area of Aubrey Park and burn estuary
- Play area is very successful,
- Grass is sacrosanct along the road. No changes!
- Promenade is getting undermined by erosion.
- If storage huts are proposed on the promenade these will have to be removed during winter months.
- No segregation pedestrian / cyclists.
- Co-op with 24h loading bay is proposed in Amusement Arcade.
- Wetherspools and possible betting shop to be located in Amusement Arcade.
- New lamp posts with banners will be replacing old lamp post along A78.
- Priorities:

1. Main Street – unify the street, new trees and street furniture, high quality.
2. Gallowgate Square – remove bins and well? Area to be flat, introduce shelter, create space for festival entertainment.
3. Promenade – re-surfacing
4. Motorboats on the beach – platforms for mooring (use of the sea).
5. Sign posting
6. Kiosk at Aubrey Park

- No permanent structures along promenade
- No ships

- Re-paint Gogo Burn bridge including detail and tidy up adjacent areas.
- Lighting – no Blackpool illumination type lighting along promenade.
- No reduction in grass along promenade.

The Largs BID Team

Dave Hewitt – Largs Yacht Haven

- Windsurfing and Kite surfing not ideal around the Aubrey Park due to prevailing winds.
- Pontoon in Largs bay would be blown away by severe weather conditions.
- Water sports like windsurfing, kayaking, dingy boats and kite surfing along southern beech and Carnies Quay (there is existing jetty).
- Requirement for water sports facilities like storage huts, changing huts.
- Requirement for open air gym and improvement to the coastal path linking town with marina (lighting).
- Buoys in the sea for yacht boats anchorage.
- Coastal Rowing – requirement for storage huts. Firth of Clyde Coastal Rowing Club have proposals for Carnies Quay.
- Life Boat Station slipway upgraded recently.
- Dog washing facilities.

Toni Dawson – Vice Chair of BID team

- Gallowgate Square requires re-design, new seating, and litter bin provisions (it is priority). Possible closing off Gallowgate Lane.
- Light up trees throughout the town.
- Toni rents the putting greens (both).
- Putting green at the Vikingar could be reduced in lieu of car parking if required.
- Council maintains greens.
- Toni maintains putting green shelters / kiosks.
- 5 year lease for putting greens
- Priority – Promenade
- Adult gym and other sports facilities with additional car parking, food kiosk at Aubrey Park.
- No traffic warden in Largs.

Eric McMillan – Architect

- Transport Scotland – issues relating to doing anything on the pavement along Main Street.
- Opportunities for ‘water taxi’ from marina to Largs town centre.
- Use the sea and link the town again to sea.
- Opportunity for sculptural bridge over burn at the Aubrey Park.
- Promote walking and cycling. Bike hire facilities at marina, town centre and Aubrey Park.
- Largs famous for being visited by Scottish Football Team.
- Largs Thistle Football Club and Scottish Gymnastic Centre.
- Priority – town centre.
- Poor planning decisions by ferry terminal.
- Features in Largs Bay like recent lit ‘Yes’ voting sign on the buoy.
- Festivals and Fayres at green area to the south of play park.
- Change location of Magnus (Viking sculpture?).
- Viking Garden with chairs and tables.

Ron Muir

- Gallowgate Square re-designed in 1994 however it requires further redevelopment to suit current requirements like performance space, market etc.
- Requirement for bandstand (performance area) with brass band!
- Fresh Fair Fitness – permission for fitness machines (13 pieces of equipment for £14K).
- Aubrey Park game changer like ‘Ferris Wheel’.

- Trees and palm trees requires to be replaced.
- Roller skating club Largs.

John Campbell, Willie Wood, John Corrigan and John Hamilton

- Flexible space at the Gallowgate Square.
- Get rid of bricks (planters) from Largs promenade.
- Delineation of cyclists and pedestrians by change of surface colour.
- Features in water.
- Location for public notices, banners.
- Introduce art features.

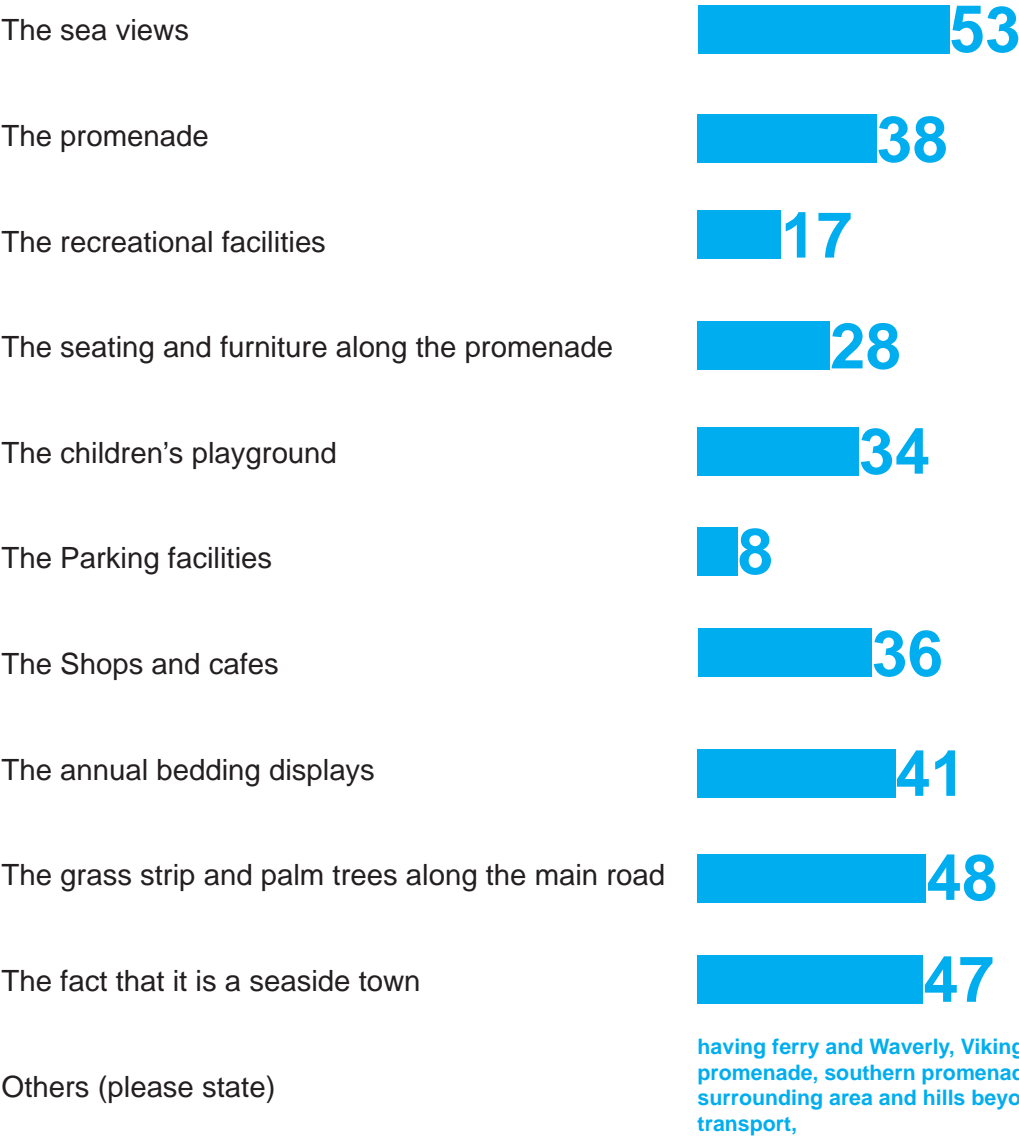
Community consultation

General public – 2 day consultation
54 questionnaires received and 2 emailed responses.

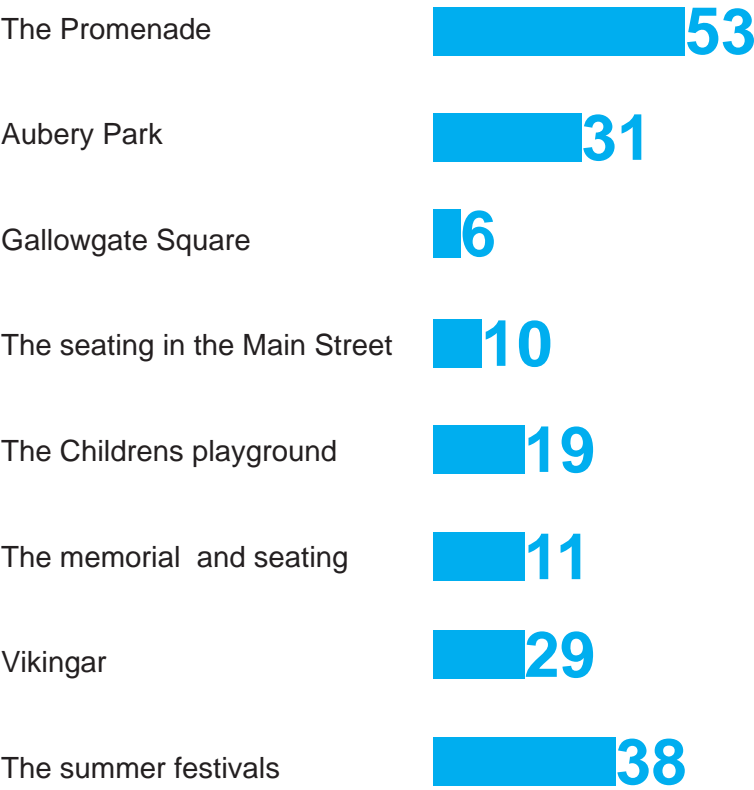
What don’t you like about your town?



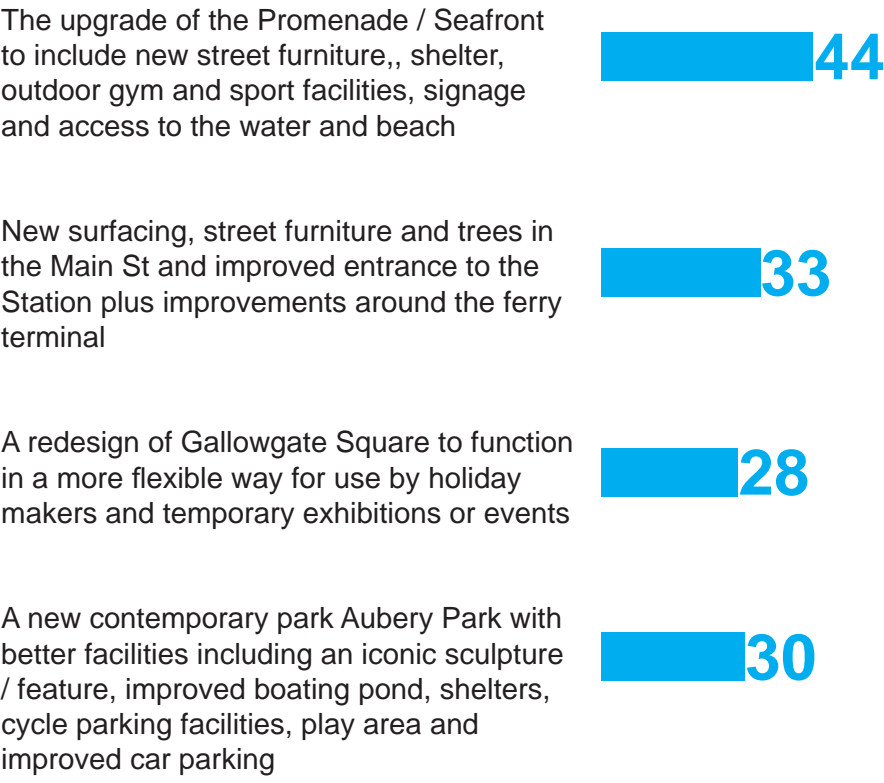
What do you like about Largs?



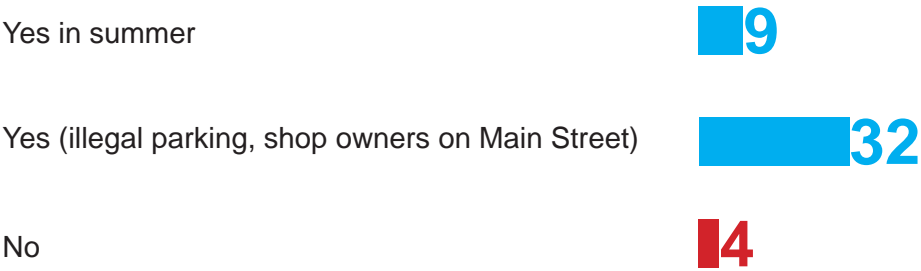
What do you use / go to most ?



If you had a choice about what you would like to see improved what would it be ?



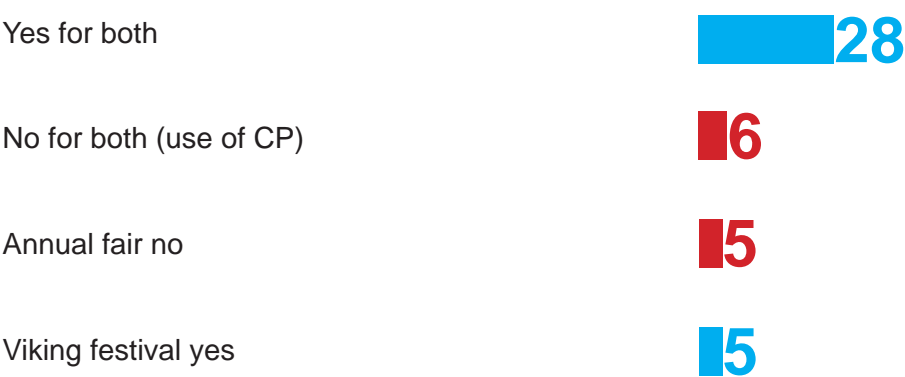
Do you think car parking is a problem all year round in Largs?



Do you use a bicycle?



Do you think the annual fair and Viking festival are situated in a good location?



What do you think of the level of street / urban realm maintenance in the town?



Do you use the beach or need access to the sea?



Appendix 2: Consultation themes

As a result of the consultations, lists of improvements were prepared for further discussion. The following is a list of all ideas and suggestions for the improvements to the town.

Improvement themes:

Sport

- Swimming – Lido, swimming on the sea at the beach, swimming pool at Vikingar
- Disabled sports facilities – associated Largs Centre for Excellence for sport
- Outdoor gym/fitness trail – associated with Vikingar
- Skateboarding
- Cycling – connection with Sustrans routes. Parking and storage facilities along the seafront particularly at Aubery Park. Sailing – proposed pontoon, connection with Sailing school at Millport and the Yacht Haven
- Kayaking – connection to Inverclyde and Argyll and Bute Kayak Trails. Launching, changing and storage facilities.
- Windsurfing and Kite surfing – launching area and changing facilities.
- Water sports like windsurfing, kayaking, dingy boats and kite surfing along southern beech and Carnie's Quay (where there is existing jetty)
- Coastal Rowing – requirement for storage huts
- Buoys in the sea for yacht boats anchorage.

Culture and heritage

- Not just about Vikings! Vikingar festival - September
- Heritage of Largs as a Seaside Resort – 'Doon the Water'
- Arts Sector - place for external exhibition, performance.
- Pop up art or shows.
- Vikingar – extend to the seafront
- Allow for exhibition space which is functional – hard surface , electricity connections, easily serviceable,
- Public art
- St Columbas – tourist trails
- Vikingar – Viking exhibition, museum, library, theatre
- Heritage trail – along the promenade (Community council proposal)
- Interpretation
- Lighting – Destination in Ayrshire for Saturday nights. Night time use 'lighting
- Bar/ restaurant on seafront
- Viking Garden
- Scottish warrior sculpture
- Features in the Largs Bay
- Nardinis
- Food festival
- Farmers market – in town
- Churches / memorial / fountain

Play

- Playground at southern end
- Improve skating facility
- Need more play along promenade

- Upgrade and retro fit the toddlers fairground
- 'Incidents' along the promenade
- Boating pond at Aubery Park
- Play area at Aubery Park

Entrance to the town

- Make more welcoming
- Upgrade route from station to Ferry terminal
- A78 make it obvious you are entering a seaside town

Transport, traffic and vehicles

- A78 – change from through road to 'street'
- Allow access across the road
- Allow on street parking
- Different material surface
- Deal with Congestion at ferry terminal
- Deal with Parking issues
- Opportunities for 'water taxi' from marina to Largs town centre.
- Bike hire facilities at marina, town centre and Aubrey Park.
- Delineation of cyclists and pedestrians by change of surface colour or not?

Physical improvements :

- Connections – from town to ferry and sea frontage
- From north to south and beyond
- From town to the Cumbraes
- From town to Yacht Haven
- From town to Skelmorlie
- To the beach
- Signage - Directional, interpretation, information
- Make people aware of what is beyond their noses
- Get people to walk along the whole promenade
- Light up trees throughout the street.
- Location for public notices, banners.
- New public realm – Main St
- New public realm – promenade
- Seating, shelters, beach huts, bins, seaside retro theme
- Good quality soft landscape and bedding displays - but in the right place
- Traditional approach to sea sides – beach huts, telescopes, Punch and Judy, deckchairs, ice cream kiosks
- Incidental facilities
- Zones for different functions
- Themes – to make promenade more attractive
- Upgrade Gallowgate Square
- Seawalls and flooding issues – make less engineered
- Refurbish memorial, bridge and fountain – new seating and soft landscape
- Redesign parts of play park
- Connection with road above and town

References

NAC Coastal Tourism Assessment
NA Area Profile
Ayrshire and Arran Tourism Strategy 2012 – 2017
Ayrshire Marine and Coastal Strategic Regeneration Action Plan 2013 -Optimal Economics
Ayrshire Visitor Survey Report 2013 - TNS
Coastal Design Guidance – Anderson Bell Christie
Town Centre Guidance – Anderson Bell Christie
NAC Core Paths plan
Town Centre reviews for Dalkeith, Kilbirnie, Beith and Largs - Douglas Wheeler 2013
Largs Seafront - ARPL



Trone Place on sunny day - well used but outdated



Prepared by
TGP Landscape Architects Limited
for
North Ayrshire Council
April 2015



NORTH AYRSHIRE COUNCIL

Agenda Item 5

15 September 2015

Cabinet

Subject: **Procurement EU Tender Plan - 2015/16 and 2016/17**

Purpose: To advise Cabinet of the EU procurement tender plan for the remainder of Financial Year 2015/16 and requirements identified for 2016/17.

Recommendation: That the Cabinet agrees to invite tenders for the supplies, services and works listed in the plan at Appendix 1.

1. Introduction

- 1.1 It is a requirement of the Standing Orders Relating to Contracts that all tender requirements over the EU procurement threshold receive approval from Cabinet prior to being advertised.

2. Current Position

- 2.1 This report covers the known tenders required for the remainder of financial year 2015/16 and for financial year 2016/17.
- 2.2 Approval is required for the tenders listed in the Appendix to the report. Of the 8 requirements, 3 are for works, 3 for supplies and 2 for services. The total value of these contracts is estimated at £37.4M.

3. Proposals

- 3.1 The Cabinet is asked to invite tenders for the supplies, services and works listed at Appendix 1 to the report.

4. Implications

Financial Implications

- 4.1 All future requirements have been budgeted for through General Services Revenue, General Services Capital and the Housing Revenue Account. This is annotated on the appendix.

Human Resource Implications

- 4.2 None

Legal Implications

- 4.3 The Council is bound by the Public Contracts (Scotland) Regulations 2012.

Equality Implications

- 4.4 None

Environmental Implications

- 4.5 None

Implications for Key Priorities

- 4.6 Improvement in the Council's procurement practices will help support the Council Plan.

Community Benefit Implications

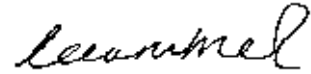
- 4.7 Community Benefits will be sought during the tender process in accordance with the Council's Community Benefits in Procurement Policy.

5. Consultations

- 5.1 All Services have been consulted on their future requirements.

6. Conclusion

- 6.1 Cabinet is requested to approve inviting tenders for the requirements listed in the attached tender plan.



LAURA FRIEL
Executive Director (Finance and Corporate Support)

Reference : TR/MMCT

For further information please contact Thomas Reaney, Procurement
Manager on 01294 324097

Background Papers

None.

CORPORATE PROCUREMENT EU TENDER PROGRAMME TO MARCH 2016 and 2016-17

Contract	Service	Type of Contract	Type of Expenditure	Estimated Value	Current Contract Expiry Date	New Contract Start Date	Contract Expiry Date (incl extensions)	Comments
Sheltered Housing Unit, Canal Court, Saltcoats.	Physical Environment	Works	Capital	£4,300,000	n/a	tba	tba	
Framework Agreement for Central Heating & Electrical Re-wiring	Physical Environment	Works	Capital	£13,470,000	31/03/2016	01/04/2016	31/03/2020	
Supply of a Managed Fleet Store Vehicle Spare Parts	Transport	Supply	Revenue	£3,500,000	30/06/2016	01/07/2016	30/06/2021	
Framework Agreement for Professional Services - Regeneration Projects	Planning	Services	Capital & Revenue	£200,000	n/a	01/04/2016	31/03/2020	New requirement, spend dependent of future developments.
Supply of a Spray Injection Patching Vehicle	Roads	Supply	Lease (Revenue), Purchase (Capital)	£200,000	n/a	04/12/2015		A decision will be made prior to going to the market over purchase or lease. If the item is purchased it will be funded from capital, if the item is leased it will be funded from revenue.
Supply of metal fencing: Bowtop metal fencing - galvanised and black powder coated	Building Services	Supply	Revenue	£1,000,000	19/09/2016	20/09/2016	19/09/2021	
Arc Welding Services	Building Services	Services	Revenue	£160,000	30/09/2015	01/10/2015	30/09/2019	
Upper Garnock Flood Protection Scheme	Roads	Works	Capital	£14,550,000	n/a	tba	tba	New requirement, spend dependent on Scottish Government funding.
TOTAL				£37,380,000.00				

NORTH AYRSHIRE COUNCIL

Agenda Item 6

15 September 2015

Cabinet

Subject: **North Ayrshire Integration Joint Board**

Purpose: To advise the Cabinet of the business dealt with by the North Ayrshire Integration Board during the period 1 April 2015 to August 2015 and to advise members of developments within the North Ayrshire Health and Social Care Partnership (NAHSCP).

Recommendation: The Cabinet is asked to note and endorse the contents of this report.

1. Introduction

- 1.1 The North Ayrshire Integration Scheme was approved by the Cabinet Secretary in March 2015, allowing the North Ayrshire Health and Social Care Partnership to form. The North Ayrshire Integration Joint Board (IJB) held its inaugural meeting on 2 April 2015. This formed the first Health and Social Care Partnership (HSCP) in Scotland to be established, followed closely by East and South Ayrshire. The IJB membership comprises; 8 voting members (4 each from NHS Ayrshire & Arran and North Ayrshire Council); 9 professional advisors (HSCP Director, non-GP Medical Director, HSCP Clinical Director, NAC Chief Social Work Officer, NHS Lead Nurse, AHP lead, GP, mental health and finance) and 8 stakeholder representatives (service users, carers, staff, third sector and independent sector).
- 1.2 The Inaugural meeting of the Integration Joint Board on 2 April 2015 formalised the establishment of the North Ayrshire Health and Social Care Partnership. The following business was agreed at that meeting:-
- Membership of the IJB (including deputies)
 - Appointment(s) of:
 - Councillor Anthea Dickson (Chair) / Stephen McKenzie (Vice Chair)**
 - Chief Officer - Iona Colvin**
 - Chief Finance Officer - Lesley Aird**
 - Chief Internal Auditor - Paul Doak (agreed on 16 April 2015)**

- The Integration Scheme/Scheme of Establishment
- Standing Orders
- Scheme of Delegation/Scheme of Administration
- Financial Regulations
- Code of Conduct
- Membership of the Strategic Planning Group
- Ratification of the Strategic Plan

Copies of all of these documents are available from Committee Services, North Ayrshire Council.

- 1.3 The IJB approved the Strategic Plan and the supporting Integrated Care Fund (ICF). These have created the context for the partnership's redesign priorities for 2015/16. The HSCP has taken an innovative approach to the use of the Integrated Care Fund by splitting the fund into three distinct parts. These are Reshaping Care for Older People - the continuation of 10 projects (£941,888); Partnership Service Redesign - 26 projects within the HSCP Change Programme and Ideas and Innovation Scheme - 29 innovative projects created by staff from health, social care, third and independent sector, managed by a multi-agency Change Programme Steering Group (£1,145,624). Progress against each of these areas is monitored through the Strategic Planning Group.

2. Current Position

Governance Arrangements

- 2.1 The governance arrangements for the IJB were approved on 4 June 2015. They agreed that the undernoted groups/committees be constituted. A copy of the approved Governance Map is attached at Appendix 1.
- Performance and Audit Committee
 - Health and Care Governance Group
 - Strategic Planning Group
 - Public Engagement Group
 - Staff/Trade Union Partnership Group
 - Change Steering Group
 - Providers Group
- 2.2 The membership of the Performance and Audit Committee (PAC) was agreed at the IJB on 13 August 2015. The membership comprises Councillor Robert Steel, Councillor Peter McNamara, Robert Martin, Stephen McKenzie, Louise McDaid and Marie McWaters. Robert Martin has been appointed as Chair and Councillor Robert Steel appointed as Vice Chair. The Terms of Reference for the Committee require that it should meet at least three times a year.

- 2.3 The Health and Care Governance Group is chaired by Paul Kerr, Clinical Director, NAHSCP. The membership comprises Dr Paul Kerr, Derek Barron, Kerry Gilligan, Catherine Kyle, Elaine Young, Thelma Bowers, David Rowland and Stephen Brown, CSWO. The group met for the first time on 31 July 2015 to look at the Terms of Reference, Clinical Risk Management and Quality Management Principles.
- 2.4 The Strategic Planning Group (SPG) is chaired by Stephen McKenzie. The group is currently reviewing the Terms of Reference to allow the group to undertake a more professional advisory role. The format of each meeting has been changed to focus on one of the Partnership's five strategic priorities. The SPG held on 25 June 2015 focussed on Mental Health and Wellbeing and the meeting on 6 August focussed on Tackling Inequalities.
- 2.5 Iona Colvin, Director, NAHSCP is leading on the staff partnership arrangements on behalf of the NHS and the other two Ayrshire HSCPs. A workshop was held on 21 April 2015 to consider the development of a consistent approach and process for staff engagement and what a pan-Ayrshire Staff Partnership Agreement might look like. A short life writing group, led by David Donaghey, Staff Side representative, has been established to draft the remit and proposed membership and will report back to the IJB in October.
- 2.6 The Change Programme Steering Group (CPSG) is chaired by Iona Colvin, Director, NAHSCP and monitors, on behalf of the IJB, the programme progress required to achieve the priorities of the Strategic Plan. The CPSG will report quarterly to the IJB. All Phase 1 projects are underway and Phase 2 projects were approved at the meeting on 16 July 2015.
- 2.7 The IJB continues to meet on a monthly basis with private briefing sessions scheduled throughout 2015/16. These sessions were requested by IJB members to focus on particular topics of interest. To date, the topics for these sessions have been agreed as Children Services (2 July 2015); Addictions/Mental Health (8 October), IJB Development Session (14 January 2016) and Budget (11 February 2016). Future topics will be focussed around the five priorities within the Strategic Plan as well as key service developments. Members of the IJB will have the opportunity to suggest topics of interest throughout the year.
- 2.8 A formal induction workshop for IJB members and their deputies was held in May 2015. This workshop provided the building blocks for looking at the key information needs for IJB members to assist them in their role to deliver strategic oversight of the HSCP; accountability as an IJB member; supporting the Executive and ensuring scrutiny of how the HSCP performs.

- 2.9 Arrangements have been put in place for the NAHSCP/NHS entering into contracts in respect of integrated functions. These arrangements comply with the procurement arrangements for both the NHS and North Ayrshire Council. The arrangements give delegated authority to the Director of the Health and Social Care Partnerships to enter into contracts on behalf of NAC or the NHS for the supply of goods and materials, execution of works and provision of services where the expenditure is less than £100,000. The Director can however, enter into contracts higher than this in the case of emergency involving danger to life or property. In terms of NHS functions delegated to the IJB the Director can procure services up to the value of £4m.

Where the contract is in excess of £100,000 for local authority delegated functions, approval must be sought by the Council's Cabinet. Similarly, within the NHS if the contract is in excess of £4m, NHS Board approval must be sought. In these circumstances the Director would also seek IJB approval for the required budget commitment.

In the case of pan-Ayrshire contracts, approval from each IJB should be sought prior to the tender process and authority sought from each IJB to authorise a specific Council or NHS to tender for the contract. Reports on procurement could be considered by the IJB Audit Committee.

Key Activity within the North Ayrshire Health and Social Care Partnership

The key areas of activity within the partnership include:-

2.10 Management Structure

The third tier of management appointments have now been concluded. A copy of the North Ayrshire HSCP structure is attached at Appendix 2.

2.11 Care at Home Review

At the IJB on 4 June 2015, members approved investment of £2m in the care at home service to ensure our staff are supported fully in delivering high quality care. This investment will enable the partnership to secure jobs within vital caring roles, develop a career pathway in care and grow the capacity of our service to ensure we are much more responsive to the current level of demand, positioning us to better support individuals at home for longer and reduce avoidable emergency admissions.

Recruitment is underway, however, it vital to ensure services are sustainable into the future as demand grows. Mainstreet Consulting have engaged with staff, service users and trade union colleagues to understand the current and likely future pressures. This will allow us to explore potential models that will ensure local people are fully supported in the future.

A working group, including representation from the service, will review Mainstreet Consulting's work in August and propose some recommendations for further exploration to the IJB in September.

2.12 Future Leadership and Management Arrangements for Allied Health Professionals

An option appraisal process was undertaken to identify potential alternative organisational and leadership structures for AHP services. The aim was to develop proposals for the management arrangements for the service which responded to the emerging partnership arrangements.

At the end of the option appraisal process it became apparent that there was a divergence of views across stakeholders about the preferred future model. Given this divergence of view further consultation was undertaken in an effort to arrive at a consensus model. Option 2 was agreed which is AHPs managed through the South Ayrshire HSCP as lead partnership, with a lead AHP aligned to each partnership. The Lead AHP for North Ayrshire HSCP is Kerry Gilligan.

2.13 Development and implementation of a North Ayrshire Social Enterprise Strategy

A report was submitted to the IJB on 4th June 2015 seeking IJB support for the NAHSCP to contribute to the development of a partnership based strategy to maximise the social and economic impact of social enterprises in North Ayrshire. A steering group will be established to provide strategic direction, specialist input and test developments and ideas throughout the process. It is anticipated that there will be three meetings of the Steering Group throughout this process.

The draft strategy will be submitted to the Steering Group on 31 August 2015 with the final strategy presented to the IJB, North Ayrshire Corporate Management Team and NAC Cabinet for approval in November 2015.

2.14 Primary Care Strategy

Dr Paul Kerr, Clinical Director Health and Social Care Partnership presented a report on the document General Practice in Ayrshire and Arran: A Vision for Change. The IJB also received a presentation from Dr. McAlpine on the current GP system pressures and suggested solutions for moving forward. The IJB agreed that a Development Day take place at the end of August for all interested parties to examine the issues outlined and assist in developing an Action Plan. Third Sector, patient groups and PPFs will all be consulted on the document and information from these will be fed back to the Change Steering Group and Strategic Planning Group.

2.15 Equipment and Adaptations Project

David Rowland, Head of Service Health & Community Care, reported on the Equipment and Adaptations Project. A review of the integrated community equipment project has been agreed by the IJB. This project will be undertaken by the Equipment and Adaptations Project Team and governed through the Change Programme Steering Group. A phased approach will be undertaken across the following workstreams:-

- Minor adaptations and equipment;
- Children's equipment;
- Complex equipment and major adaption;
- Equipment store;
- Finance; and
- Workforce

2.16 Inequalities Strategy

The Community Planning Partnership are in the process of developing an Inequalities Strategy to support our collective work on alleviating the differential economic and subsequent health outcomes experienced by people in North Ayrshire.

A working group has been established to produce the strategy. This is made up of representatives of health and social care, third sector, public health, economy and communities, education and others.

This strategy is currently in its second draft, and the working group intend to agree a final draft by end of September, for consideration by the CPP in the Autumn. The strategy will be accompanied by a framework for action which will detail the commitments of each of the partner organisations.

Budget 2015/16

- 2.17 The financial position for the IJB continues to be a challenge with an overspend forecast for 2015/16. This overspend relates primarily to unfunded budget pressures which have continued from 2014/15 eg Mental Health nursing costs and increasing demand for services eg Children with Disabilities Residential placements. The overall position and the individual budgets are being closely monitored by Finance, budget holders and the Partnership Senior Management Team. Corrective action is being identified and implemented as required. The partnership has ongoing dialogue with Health and Council Finance colleagues around the overall financial position.

3. Proposals

- 3.1 The Integration Joint Board will continue to work towards the full integration of health and social care and to fulfil its responsibilities for services delegated to it by North Ayrshire Council and NHS Ayrshire and Arran.
- 3.2 It is proposed that the Cabinet note and endorse the contents of this report.

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 directly from this report.

Legal Implications

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

Equality Implications

- 4.4 There are no equality implications

Environmental and Sustainability Implications

- 4.5 There are no environmental implications

Implications for Key Priorities

- 4.6 The Health and Social Care Partnership will continue to work to the delivery of the five objectives within the Strategic Plan and the integration of health and social care will contribute to the Healthy & Active priority within the Council Plan.

5. Consultations

- 5.1 No specific consultation was required for this report. User and public involvement is a key workstream for the development of the partnership and all significant proposals will be subject to an appropriate level of consultation.

6. Conclusion

- 6.1 Members are asked to note the ongoing developments within the partnership and the business of the Integration Joint Board.

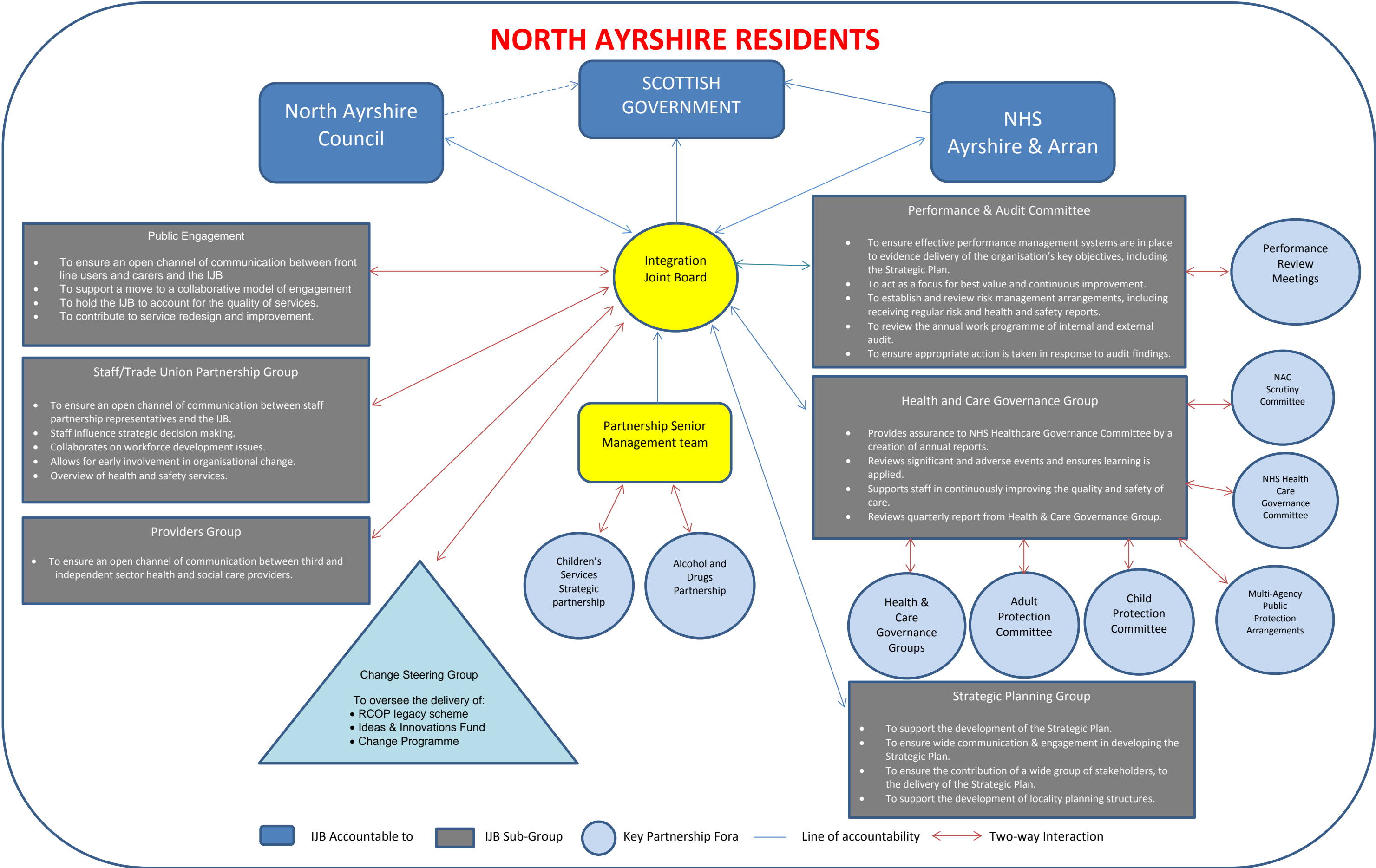
IONA COLVIN
Director (North Ayrshire Health and Social Care Partnership)

Reference : IC/KA

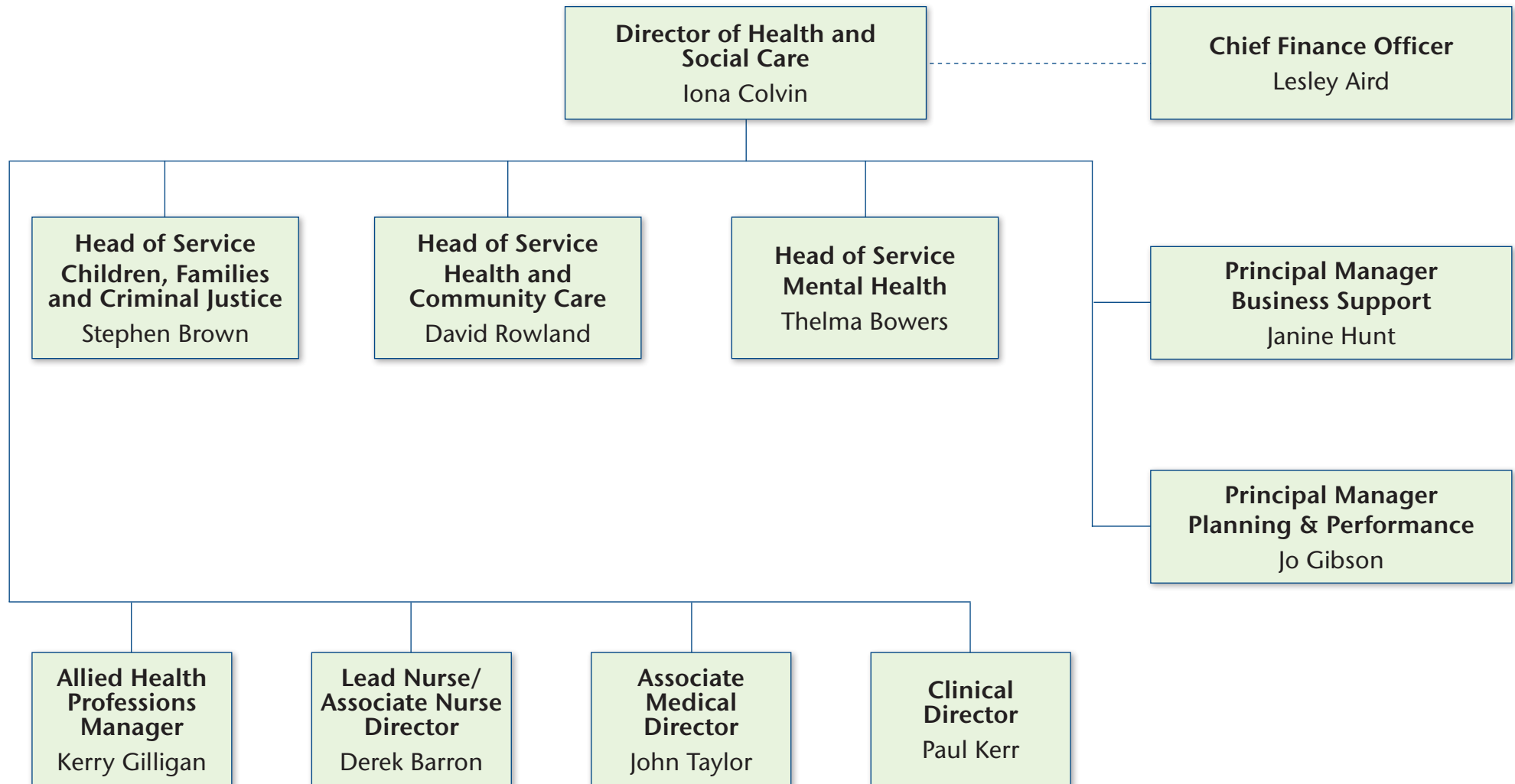
For further information please contact Iona Colvin, Director NAHSCP on
01294 317723

Background Papers

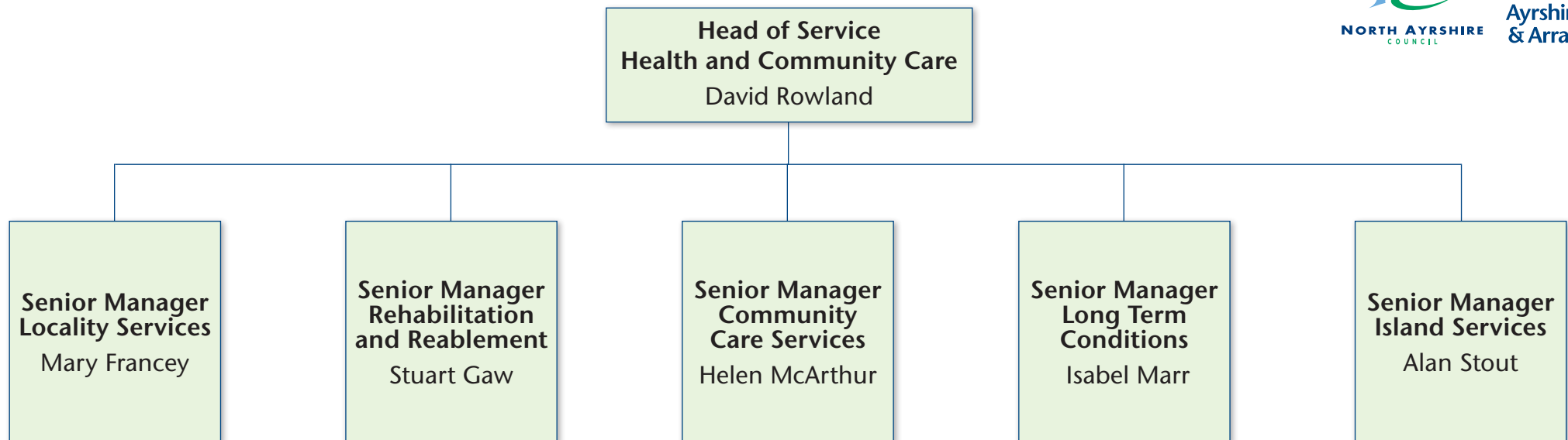
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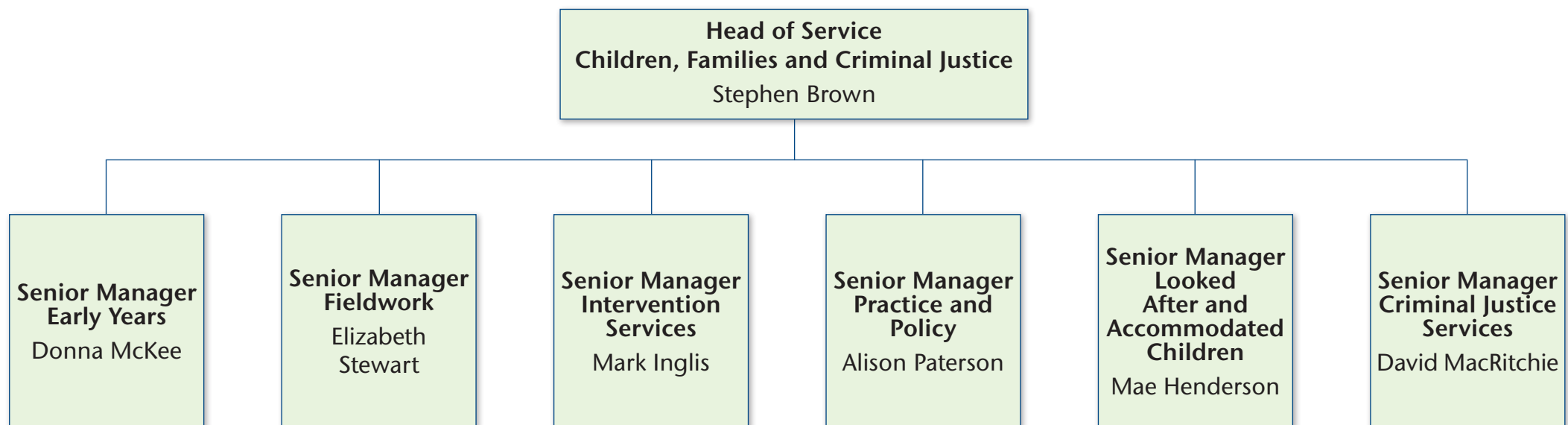
IJB GOVERNANCE MAP (Final)



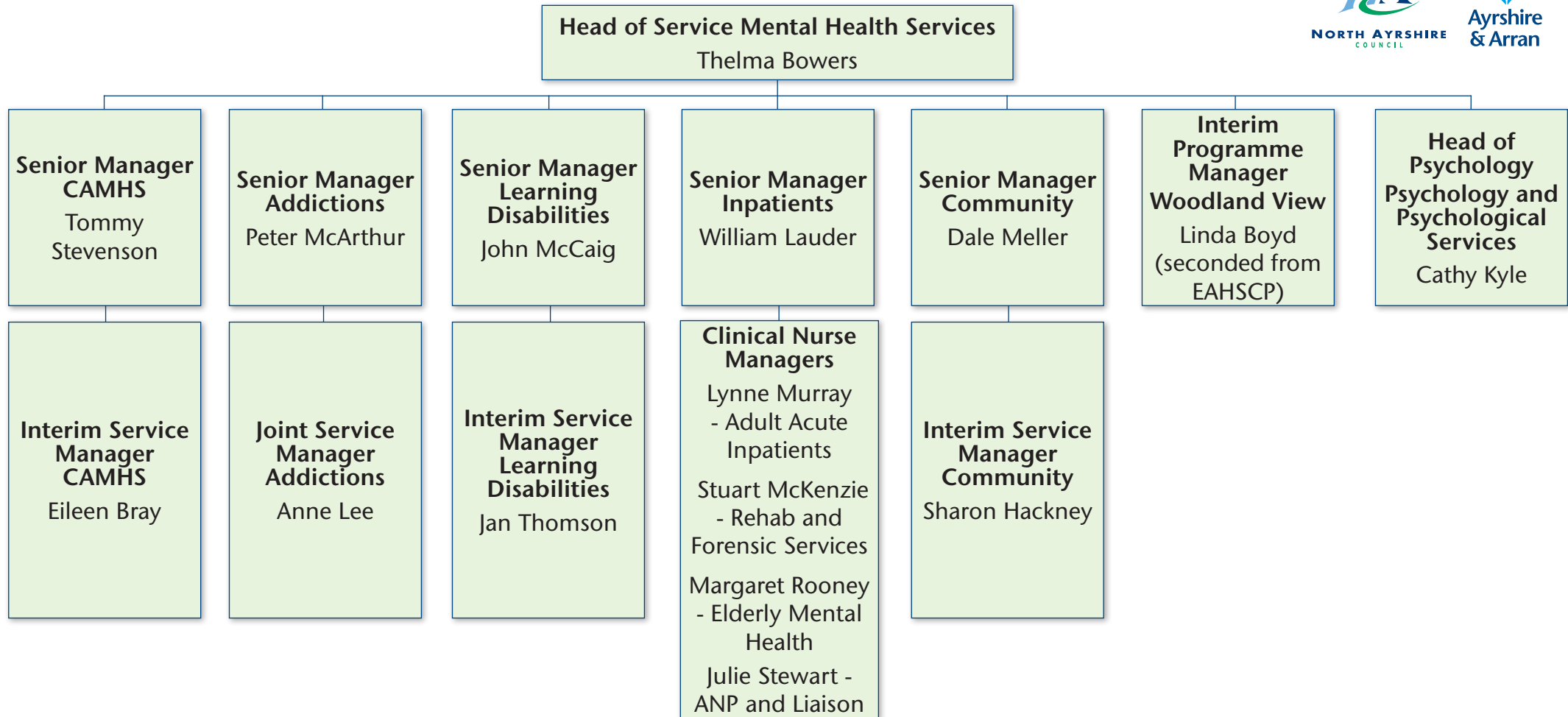
North Ayrshire Health and Community Care



North Ayrshire Children, Families and Criminal Justice



North Ayrshire Mental Health Services



North Ayrshire Professional Leadership Nursing

