

Integration Joint Board Meeting



Thursday, 22 October 2020 at 10:00

**Virtual Meeting
Venue Address**

Arrangements in Terms of COVID-19

In light of the current COVID-19 pandemic, this meeting will be held remotely in accordance with the provisions of the Local Government (Scotland) Act 2003. A recording of the meeting will be available to view at <https://north-ayrshire.public-i.tv/core/portal/home>

1 Apologies

2 Declarations of Interest

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

3 Minutes/Action Note

The accuracy of the Minutes of the meeting held on 24 September 2020 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).

3.1 Matters Arising

Consider any matters arising from the minutes of the previous meeting.

4 Director's Report

Submit report on developments within the Health and Social Care Partnership (copy enclosed).

5 Financial Performance: Period 5

Submit report by Caroline Cameron, Chief Finance & Transformation Officer on the financial position of the North Ayrshire Health and Social Care Partnership (copy enclosed).

6 North Ayrshire Children's Services Plan

Submit report by Lauren Cameron, Policy Officer on the development of the North Ayrshire Children's Services Plan (copy enclosed).

7 North Ayrshire Local Child Poverty Action Plan and Report 2019/20

Submit report by Lauren Cameron, Policy Officer on the draft North Ayrshire Local Child Poverty Action Plan and Report 2019/20 (copy enclosed).

8 Caring for Ayrshire - Programme Initial agreement

Submit report by Kirstin Dickson, Director of Transformation and Sustainability on the Programme Initial Agreement for Caring for Ayrshire (copy enclosed).

9 IJB Performance and Audit Committee Appointment

Submit report by Karen Andrews, Team Manager (Governance) on the recent resignation of the Chair of the IJB PAC and the proposed appointment to this role (copy enclosed).

10 Urgent Items

Any other items which the Chair considers to be urgent.

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Integration Joint Board

Sederunt

Voting Members

Councillor Robert Foster (Chair)
Bob Martin (Vice-Chair)

North Ayrshire Council
NHS Ayrshire & Arran

Councillor Timothy Billings
Jean Ford
Councillor Anthea Dickson
John Rainey
Adrian Carragher
Councillor John Sweeney

North Ayrshire Council
NHS Ayrshire and Arran
North Ayrshire Council
NHS Ayrshire and Arran
NHS Ayrshire and Arran
North Ayrshire Council

Professional Advisors

Caroline Cameron
Dr. Paul Kerr
David MacRitchie
Dr. Calum Morrison
Alistair Reid
David Thomson
Dr Louise Wilson

Director North Ayrshire Health and Social Care
Chief Finance and Transformation Officer
Clinical Director
Chief Social Work Officer – North Ayrshire
Acute Services Representative
Lead Allied Health Professional Adviser
Associate Nurse Director/IJB Lead Nurse
GP Representative

Stakeholder Representatives

David Donaghey
Louise McDaid
Marie McWaters
Graham Searle
Sam Falconer
Clive Shephard
Jackie Weston
Val Allen
Vicki Yuill
Vacancy
Janet McKay

Staff Representative – NHS Ayrshire and Arran
Staff Representative – North Ayrshire
Carers Representative
Carers Representative (Depute for Marie McWaters)
(Chair) IJB Kilwinning Locality Forum
Service User Representative
Independent Sector Representative
Independent Sector Rep (Depute for Jackie Weston)
Third Sector Representative
(Chair) IJB Irvine Locality Forum
(Chair) Garnock Valley Locality Forum



**North Ayrshire Health and Social Care Partnership
Minute of Integration Joint Board Virtual meeting held on
Thursday 29 September 2020 at 10.00 a.m.**

Present

Councillor Robert Foster, North Ayrshire Council (Chair)
Bob Martin, NHS Ayrshire and Arran (Vice-Chair)
Councillor Timothy Billings, North Ayrshire Council
Adrian Carragher, NHS Ayrshire and Arran
Councillor Anthea Dickson, North Ayrshire Council
Jean Ford, NHS Ayrshire and Arran
Councillor John Sweeney, North Ayrshire Council

Caroline Cameron, Chief Finance and Transformation Officer
Dr Paul Kerr, Clinical Director
Alistair Reid, Lead Allied Health Professional Adviser
Dr Calum Morrison, Acute Services Representative
David Thomson, Associate Nurse Director/IJB Lead Nurse
Dr. Louise Wilson, GP Representative
David Donaghey, Staff Representative (NHS Ayrshire and Arran)
Louise McDaid, Staff Representative (North Ayrshire Council)
Graham Searle, Carers Representative (Depute for Marie McWaters)
Clive Shepherd, Service User Representative
Vicki Yuill, Third Sector Representative
Janet McKay, Chair (Garnock Valley Locality Forum)

In Attendance

Thelma Bowers, Head of Service (Mental Health)
Alison Sutherland, Head of Service (Children, Families and Criminal Justice)
Michelle Sutherland, Partnership Facilitator
Neil McLaughlin, Manager (Performance and Information Systems)
Eleanor Currie, Manager (HSC Finance and Transformation)
Betty Saunders, Contract and Commissioning Manager
Karen Andrews, Team Manager Governance
Angela Little, Committee Services Officer
Diane McCaw, Committee Services Officer

Apologies for Absence

John Rainey, NHS Ayrshire and Arran
Stephen Brown, Director of Health and Social Care Partnership
David MacRitchie, Chief Social Work Officer
Marie McWaters, Carers Representative

1. Apologies

Apologies were noted.

1.1 Chair's Remarks

On behalf of the IJB, the Chair welcomed David Thomson to the meeting in his new role as Interim Head of Service, Health and Community Care.

2. Declarations of Interest

There were no declarations of interest in terms of Standing Order 7.2 and Section 5.14 of the Code of Conduct for Members of Devolved Public Bodies.

3. Minutes/Action Note

The accuracy of the Minutes of the meeting held on 27 August 2020 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

4. Director's Report

Submitted report by Stephen Brown, Director (NAHSCP) on developments within the North Ayrshire Health and Social Care Partnership.

The report provided an update on the following areas:-

- The launch of the Scottish Government's Programme for Government on 1 September;
- Ayrshire wide developments that included the launch of the Learning Disability Information App and Suicide Prevention Week from 7 – 14 September 2020; and
- A Covid update, which provided information on support for Commissioned Care Providers via Social Care Staff Support Fund and Social Care Sustainability Payments and Care Homes.

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

- Testing for care at home staff, including prioritisation of those who are showing symptoms and stringent PPE that is in place;
- The Chief Officers' Integration Group that will feed into the Independent Review of Adult Social Care and an update that will be provided to a future meeting;
- Equality assessments that are undertaken to ascertain individual's circumstances, including how to support them in accessing digital care and the provision of a further update to a future meeting on the National Digital Strategy to a future meeting; and
- The welcomed addition of the Covid update as part of the Director's report and that this includes any specific areas that require further assistance from the UK or Scottish Governments.

The Board agreed (a) an update be provided to a future meeting on the National Digital Strategy; and (b) to otherwise note the report.

5. Financial Performance: Period 4

Submit report by Caroline Cameron, Chief Finance & Transformation Officer on the financial position of the North Ayrshire Health and Social Care Partnership.

Appendix A to the report provided the financial overview of the partnership position, with detailed analysis provided in Appendix B. Details of the savings plan were provided at Appendix C. Appendix D outlined the movement in the overall budget position for the partnership following the initial approved budget and the mobilisation plan submission was provided at Appendix E to the report.

The Board was advised of typographical error at 2.4 of the report, first paragraph, relating to Mental Health Services - Against the full-year budget of £77.324m there is a projected ~~underspend~~ **overspend** of £0.202m (0.3%) which is an adverse movement of £0.558m.

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

- The underspend in Care Homes as a result of a reduction in occupancy;
- Advice and support that is provided by the Commissioning Team to Care Homes, including payments for under-occupancy, staffing and PPE;
- The delay in achieving some savings and transformation targets as a result of Covid and a Budget Update report in October/November that will identify these and recurring Covid costs;
- The transfer of the Douglas Grant and Redburn rehab wards to the HSCP, work done to reduce the historical overspends and agreement with the NHS that the HSCP are not liable for these overspends; and
- Guidance relating to home working that is updated to reflect any changes from the Scottish Government and protocols and risk assessments that are in place for staff working from the office and undertaking home visits.

The Board agreed to (a) note the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end overspend of £0.066m at period 4; (b) notes the estimated costs of the Covid mobilisation plan of £7.2m, including savings delays, and the associated funding received to date; (c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB; (d) approve the budget changes outlined at section 2.8; and (e) receive a Budget Update report to the October/November meeting that will include (i) details of any delays in achieving savings and transformation targets as a result of Covid; and (ii) identify recurring Covid costs.

6. Annual Performance Report 2019-20

Submit report by Neil McLaughlin, Performance and Information Systems Manager on the North Ayrshire Health and Social Care Partnership Annual Performance Report 2019-20.

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

- The Community Link Worker Service that is a successful example of partnership working between the third and public sector and that the report highlight the partnership makeup of this service; and
- The benefits of a communications strategy to highlight and publicise the wide range of work being undertaken.

The Board agreed to approve the publication of the Partnership's 2019-20 Annual Performance Report, with the addition of information on the partnership makeup of the Community Link Worker Service.

Clive Shepherd left the meeting at this point.

7. IJB PAC - Quarter 1 Performance Monitoring

Submitted report by Neil McLaughlin, Performance and Information Systems Manager on the progress being made by the Health and Social Care Partnership in delivering the strategic priorities set out in the 3-year strategic plan, attached at Appendix 1 to the report.

It was noted that the report would have been reported to the IJB PAC meeting, but that the schedule meeting would have been inquorate and had not therefore taken place.

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

- A change in data recording guidance for CAMHS;
- Work that is ongoing on KPIs for learning disabilities and social care;
- Significant absence levels within a HSCP small team that were attributable to one individual and a proactive programme to support those absent from work and help them return to work;
- Work that continues around the development of the Drug Brief Interventions programme; and
- The Pan Ayrshire Hospitals Transition Group and Delayed Discharge Working Group put in place to manage delayed discharges and the removal of financial restraints for those referred to a care home.

The Board agreed to note the content of the report.

8. Meetings for 2021

Submitted report by Karen Andrews, Team Manager (Governance) on proposed dates for meetings of the IJB and IJB PAC for 2021 that had accounted for budgeting reporting and performance schedules and, where possible, avoided clashes with other NHS and Council meetings and recess periods. Appendix 1 to the report detailed the proposed dates for the IJB meeting, its Pre Agenda meetings and dates for the Performance and Audit Committee in 2021.

The Board agreed to approve the dates relating to the IJB and IJB PAC meetings for 2021, as outlined in Appendix 1 to the report.

The meeting ended at 11.30 a.m.

North Ayrshire Integration Joint Board – Action Note

Updated following the meeting on 24 September 2020

No.	Agenda Item	Date of Meeting	Action	Status	Officer
1.	Community Alarm/Telecare Services Transition from Analogue to Digital	26/9/19	That an update report on progress be submitted to a future meeting.	Submit to meeting in 2021	Helen McArthur
2.	UK Care Home Industry	19/12/19 13/2/20	Receive a further report examining the issues raised in the Plugging the Leaks in the UK Care Home Industry report from a North Ayrshire context, including the lessons learned from care home closures and in consultation with both staff, independent and third sectors. Agreed that the Care Home Providers be consulted at an early stage in the work to examine the issues raised in the Plugging the Leaks in the UK Care Home Industry report from a North Ayrshire context.	Submit to meeting in April/May 2020	Stephen Brown
3.	Director's Report	24/9/20	The Board agreed (a) an update be provided to a future meeting on the National Digital Strategy; and (b) to otherwise note the report.		David Thomson

5.	Financial Performance: Period 4	24/9/20	<p>The Board agreed to (a) note the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end overspend of £0.066m at period 4; (b) notes the estimated costs of the Covid mobilisation plan of £7.2m, including savings delays, and the associated funding received to date; (c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB; (d) approve the budget changes outlined at section 2.8; and (e) receive a Budget Update report to the October/November meeting that will include (i) details of any delays in achieving savings and transformation targets as a result of Covid; and (ii) identify recurring Covid costs.</p>		Caroline Cameron
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Integration Joint Board 22nd October 2020

Subject: Director's Report

Purpose: To advise members of the North Ayrshire Integration Joint Board (IJB) of developments within the North Ayrshire Health and Social Care Partnership (NAHSCP).


Recommendation: That members of IJB note progress made to date.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership

1.	EXECUTIVE SUMMARY
1.1	This report informs members of the Integration Joint Board (IJB) of the work undertaken within the North Ayrshire Health and Social Care Partnership (NAHSCP) nationally, locally and Ayrshire wide.
2.	CURRENT POSITION
	<u>Ayrshire Wide Developments</u>
2.1	<u>Dementia Carers Academy</u>
	Our Pan Ayrshire Dementia Carers Academy in conjunction with UWS was shortlisted as finalists for the RCN UK Carer Awards. Whilst we were not overall winners it acknowledges our commitment to continuing to provide high quality care for carers and involving them in developing ongoing support services.
	<u>National Developments</u>
2.2	<u>International AHP Day – 14th October 2020</u>
	<p>International AHP Day was held on 14th October 2020. This is held to celebrate, appreciate and recognise the AHP workforce. This year the key focus for the event was</p> <ul style="list-style-type: none"> • Celebrate, who we are; • Appreciate the skills and impact on care and support in local communities; , • Inspire future workforce, and; • Connect with others.



	<p>As part of the event, the North Ayrshire HSCP Extended Senior Management team, held conversations with frontline AHPs via Teams to find out about what that AHP does, what they are proud of, how their work contributes to the lives of the people of North Ayrshire and what working through COVID was like for them. Due to the current COVID restrictions and taking social distancing into account, the event was prominent on social media.</p>
	<p><u>North Ayrshire Developments</u></p>
2.3	<p>COVID Update</p>
	<p>This update offers assurance to IJB on the HSCP's continued response to the COVID-19 pandemic. The partnership's response to the pandemic has been documented through its "mobilisation plan" which was submitted to the Scottish Government in July. The Scottish Government has provided feedback to the NHS Board on the plans and funding has been allocated based on submissions. The Scottish Government key priorities for the next phase are:</p> <ol style="list-style-type: none"> 1. Securing exit from the acute pandemic phase through an effective mass population vaccination programme; 2. Suppressing the virus through sustainable precision public health measures such as Test and Protect, Surveillance and Response; 3. Keeping people alive and well through provision of essential health and social care services including those that promote wellbeing; and 4. Supporting people through incentives and clear communication to comply with public health guidance. <p>A further update on the mobilisation plans will be provided to the IJB following formal approval by the NHS Board.</p>
	<p>The partnership, along with NHS and NAC continue to operate on an "emergency" footing with all public facing offices remaining closed. Where staff are required to attend offices, these have been fully risk assessed and appropriate measures put in place such as face coverings, social distancing etc.</p>
	<p>The Care Home Oversight Group continues to meet daily to provide oversight of the quality and safe provision of care in each care home in North Ayrshire. The group has supported all care homes in North Ayrshire to complete the daily Scottish Government Safety Huddle template which provides an overview of testing, staffing requirements and business continuity. Public Health report on the current outbreak status within care homes and ongoing and regular engagement is in place to provide care homes with any advice and support required. The oversight group reviews risk assessments for visiting and for the re-start of other social care services such as respite and day services. Informed by risk assessments, our respite services are currently operating on a reduced basis for all services and whilst day services for older people remain closed our Adult day services are operating at reduced capacity.</p>
	<p>The Partnership Leadership Team meet weekly and the wider PSMT meeting on a fortnightly basis. The Council and NHS have also reintroduced their senior management and governance meetings on a virtual basis.</p>
	<p>Services within the partnership continue to operate well and with appropriate staffing levels. The PSMT will ensure contingency arrangements are in place and can be mobilised in the event of :-</p>

	<ul style="list-style-type: none"> Any further outbreaks or potential national or local lockdowns; Winter planning, including flu pandemic response; Re-introduction of community based services, in line with Scottish Government guidance.
2.4	<p><u>Strategic Plan Update</u></p> <p>After the IJB's approval to create a bridging plan with a longer vision to 2030; the Strategic Planning Group (SPG) has now begun its work. The SPG reviewed the existing five strategic priorities and agreed to continue to use these until 31 March 2022, after which the priorities and their enablers will be reviewed. Other work has also been taking place in the SPG subgroup:</p> <ul style="list-style-type: none"> Mapping of outcomes, actions and performance to the 5 Strategic priorities including the new Scottish Government Recovery and Renewal outcomes for the pandemic, Mapping of service and partner achievements 2018-2021, Mapping being completed for workforce achievements 2018-2021, Pandemic reflections and learning being captured from HSCP Services, Third and Independent sectors and linked to wider CPP reflections, Local needs assessment profiles to be shared with LPFs over next 2-3 weeks for their thoughts on their local priorities, Engagement plan complete and being discussed at PSMT on 8th October and next SPG. Discussions regarding models of support from third, independent, LPFs, CPP LPs, caring for Ayrshire are also under discussion, Mental Health and Primary care lead partnership statements being prepared for end October 2020 and Transformation and financial priorities being discussed with partner bodies and due for approval end January 2021 <p>The timeline for creation of the plan is as follows:</p>  <pre> graph LR A[August: Gather SPG reflections on Pandemic, Consider engagement methods] --> B[Sep.-Oct.: Produce needs assessment and locality profiles, Review impact of mobilisation plans, Produce draft 'one year bridging plan'] B --> C[Nov. 2020 – Mar. 2021: Engagement and consultation, Revision of Strategy, SPG approval, IJB approval] C --> D[Apr. 2021: Publish bridging plan] D --> E[Mar. 2022: Publish full long-term 2022 to 2030 plan] </pre> <p>The Strategic Planning and Transformation Team lead has also presented the approach to the CPP Senior officer Group and the CPP Board and the HSCP Engagement Officer has presented to the six September CPP Locality Partnerships. There is partner support for our approach and a willingness to be involved in community engagement work.</p> <p><u>Children, Families & Justice Update</u></p>
2.5	<p>Children's Hearing Recovery Plan</p> <p>COVID-19 has had a significant impact on the Children's Hearing system within Scotland, resulting in a backlog of cases which require to be addressed.</p>

Local Authorities are partners in the Children's Hearing system, whereby they resource Area Support Teams, which support Panel Members, they provide Social Work and Social Care support for those most vulnerable. Social Workers provide written assessments and participate in Children's Hearings. Other Local Authority staff, such as Teachers can also be involved in this. Local Authorities also fund services which are identified as an appropriate intervention by Children's Hearings, such as Foster and Kinship care and the more serious secure care settings.

Since the beginning of COVID-19, COSLA have met on a weekly basis with Children's Hearing Scotland, Scottish Children's Reporters Administration (SCRA), Social Work Scotland, Scottish Government and the Centre for Excellence for Children's Care and Protection. This allowed for the sharing of updates regarding the impact of COVID-19 on the system and how the system ultimately continues to respond in an adapted manner.

The group helped to produce documentation to support the new Coronavirus (Scotland) Act 2020. This legislation introduced changes in duties and practice within the Children's Hearing System. These changes cover the following:

- Requirements as to members of Children's Hearings
- Flexibility around attendance at Hearing
- Child assessment and Child Protection Orders
- Maximum period for which a compulsory supervision order (CSO) has effect
- Maximum period for which interim CSO or interim variation of CSO has effect
- Period within which children's hearing must be heard in certain cases

Changes to timescales provided relief to the system during the height of the pandemic. This assisted Social Work services to identify innovative approaches to supporting those most in need, as there were fewer statutory requirements impacting on the available time that Social Workers had to exercise their duties.

The changes in duties and practice in the Children's Hearing System also raised important considerations about protecting and promoting the rights of children and their families whereby emergency powers were only used when necessary and for the shortest time necessary.


Due to the reduced numbers of hearings, there is now an extensive backlog of cases which require to be dealt with as timely as possible. The backlog mainly relates to cases close to expiry where emergency measures were used to extend legal orders for up to 6 months. However, now that schools have returned, it is noted that there is also an increase in new referrals being made. Understandably, increasing the numbers of hearings will undoubtedly increase demands on all those who support the system.

A draft recovery plan is now being consulted on to address the backlog. Pre-COVID-19, the average weekly number of hearings was around 600, now there are approximately 300 hearings taking place each week. SCRA estimate that to address the backlog, capacity needs to be at around 750 hearing per week.

The draft recovery plan outlines approaches which can perhaps be used to reach this number. We await the outcome of the consultation paper and update thereafter.

2.6

Unaccompanied Asylum Seeking Children

	North Ayrshire Council is looking at ways to support and assist the humanitarian crisis in Kent at this time. The media has reported hundreds of young people and families arriving in the UK seeking asylum and refuge each month.
	A taskforce has been established, several meetings have taken place to date and we are working closely with COSLA. Careful consideration has been given to how we can support this crisis by exploring the numbers of young people involved, age range, capacity, facilities and budget. In addition, an options appraisal in terms of accommodation has been worked through and we have a preferred model for welcoming and housing the young people.
	We await the outcome of the national consultation from the Home Office and an update will follow thereafter.
2.7	Care Experienced Week 23-31 October
	 <p>Plans are currently being developed to promote the National Care Experienced Week across the partnership. There will be numerous activities and opportunities to raise awareness via social media/stalls/leaflets. Andrew Keir is co-ordinating and preparing a timetable of events for this week. Details of activities taking place across Scotland can be accessed via https://www.whocaresscotland.org/get-involved/care-experienced-week-2020/</p>
2.8	Standards Commission Newsletter
	<p>The latest newsletter from the Standards Commission has been issued. This issue covers Councillors' Code of Conduct, Online hearings and the Standards Commission Annual Report. A copy of the newsletter is available via https://www.standardscommissionscotland.org.uk/uploads/files/1601457459200930SeptemberStandardsUpdate.pdf</p>

2.9	NAHSCP Partnership Awards
	The NAHSCP Partnership Awards event celebrates the contribution to the wellbeing of the people of North Ayrshire by the public, volunteers and the staff (Independent Sector, Third Sector, NAC and NHS).
	The partnership would normally seek award nominations in October with the awards event, Breakfast for Champions, in February of the following year. The PSMT have considered the Partnership Awards event in light of COVID pressures.
	The PSMT have confirmed that partnership should continue to celebrate the positive contributions of everyone. However, given COVID pressures and other variables, the PSMT decided to postpone the process to next year. This gives the possibility of a socially distanced outdoor event in June – or a virtual event if restrictions are in place next year.
2.10	Distress Brief Intervention
	Ayrshire and Arran have recently become associates of the National Distress Brief intervention Programme. This will allow us to gain the benefit of experience from other Board Areas to allow implementation of a local DBI service. In addition to providing a service to Ayrshire residents through the NHS 24 Mental Health Hub, Penumbra will also be providing support through the new pathways. The priority for Ayrshire will be to Implement pathways through Primary Care and Emergency Departments in the first instance and in the future to look at routes through Police and Ambulance Services.
2.11	Perinatal Mental Health
	Confirmation was received from the Government of funding for a Specialist Perinatal and Neonatal Mental Health Service. Plans are underway to agree job descriptions and recruit to new posts as well as to develop pathways. This will allow quicker access for those suffering from Mental Health difficulties in the perinatal period. The team will also be able to facilitate training for those staff members most likely to be working with individuals looking for support.
2.12	Staff Wellbeing
	Staff wellbeing provision continues through a multi-professional team delivering from Community and Acute Hubs, as well as through the Staff Care and Listening Service. The demand for staff support has not diminished during the pandemic but is changing in nature from an individual staff focus in the earlier phase of the pandemic to the more recent surge in requests for reflective practice sessions to multi-disciplinary wards and teams. The current staffing provision have committed input until end March 2021. A Staff Wellbeing Operational Management Group, led by the Director of HR, has been established with the aim of developing a strategic plan and model for future staff wellbeing provision. This strategic plan will be reviewed by the Board in January 2021.

3.	PROPOSALS
3.1	<u>Anticipated Outcomes</u>
	Not applicable.
3.2	<u>Measuring Impact</u>
	Not applicable
4.	IMPLICATIONS

Financial:	None
Human Resources:	None
Legal:	None
Equality:	None
Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	N/A
Risk Implications:	N/A
Community Benefits:	N/A

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	√
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

4.	CONSULTATION
4.1	No specific consultation was required for this report. User and public involvement is key for the partnership and all significant proposals will be subject to an appropriate level of consultation.
5.	CONCLUSION
5.1	Members of IJB are asked to note the ongoing developments within the North Ayrshire Health and Social Care Partnership.

For more information please contact Karen Andrews, Team Manager [Governance] on 01294 317725 or cohscp@north-ayrshire.gov.uk

Integration Joint Board
22 October 2020

Subject: **2020-21 – Month 5 Financial Performance**

Purpose: To provide an overview of the IJB's financial performance as at Period 5 including an update on the estimated financial impact of the Covid-19 response.

Recommendation: It is recommended that the IJB:

- (a) notes the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end overspend of £0.009m at period 5;
- (b) notes the estimated costs of the Covid mobilisation plan of £7.2m, including savings delays, and the associated funding received to date;
- (c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB;
- (d) approve the budget changes outlined at section 2.8.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
MH	Mental Health
CAMHS	Child & Adolescent Mental Health Services
RAG	Red, Amber, Green
UNPACS	UNPACS, (UNPlanned Activities) – Extra Contractual Referrals
NRAC	NHS Resource Allocation Committee
GAE	Grant Aided Expenditure
PAC	Performance and Audit Committee

1.	EXECUTIVE SUMMARY
1.1	The report provides an overview of the financial position for the partnership and outlines the projected year-end outturn position informed by the projected expenditure and income commitments, these have been prepared in conjunction with relevant budget holders and services. It should be noted that although this report refers to the position at the August period end that further work is undertaken following the month end to finalise projections, therefore the projected outturn position is as current and up to date as can practicably be reported.
1.2	The projected outturn, before the impact of Covid-19, is a year-end overspend of £0.009m for 2020-21 which is a favourable movement of £0.057m. There is scope for this position to fluctuate due to in-year cost and demand pressures and assumptions in

	<p>relation to funding and the achievement of savings. The position has been adjusted to reflect the potential impact of Lead Partnership services. In the absence of any alternative risk sharing agreement for lead partnership services an NRAC share of the projected position has been assumed as this would be in line with the allocation in previous years.</p>
1.3	<p>From the core projections, overall the main areas of pressure are learning disability care packages, looked after children and adult in-patients within the lead partnership. However, there has been significant progress to reduce the pressures in these areas. The financial projection of effectively a break-even position demonstrates the progress made towards financial balance as part of the 2019-20 recovery plan and other service transformation plans contributing to reduced costs. The position also demonstrates that the work started before the pandemic to ensure the IJB moved into the new financial year in a financially sustainable position has not been delayed or impacted by the Covid-19 response. If this position can be sustained as we move through the year, and assuming all Covid-19 costs are fully funded, the IJB will secure financial balance and repay £1.5m of the debt to North Ayrshire Council as planned.</p>
1.4	<p>The most up to date position in terms of the mobilisation plan for Covid-19 based on the return to the Scottish Government on 14 August projects £7.2m of a financial impact, which is split between additional costs of £6.1m and anticipated savings delays of £1.1m. The impact of savings delays has been built into the core financial projection above on the basis that there is less confidence that funding will be provided to compensate for this. There are financial risks associated with Covid-19 as the IJB has yet to receive confirmation of the full funding allocation, our previous allocation was a share of £83m nationally (£3.5m for North Ayrshire) to assist with pressures for social care services, we have subsequently received a further allocation for health and social care costs to March 2021 taking our total funding allocation to £ 5.183m. This allocation is based on full reimbursement of costs for Q1 and between a 50% (social care) to 70% (health) allocation for estimated costs for Q2 – Q4. The Scottish Government anticipate re-visiting funding allocations for social care in November and for health in January 2021 when a further funding allocation is expected.</p>
1.5	<p>Until the full funding for Covid-19 is confirmed there is a risk that there may be a shortfall in funding to fully compensate the North Ayrshire IJB for the additional costs. However, there is no recommendation at this time to implement a Financial Recovery Plan on the basis that:</p> <ul style="list-style-type: none"> • There is increasing confidence that additional costs will be funded based on the recently received and future expected funding allocations; • Offsetting reductions of £0.530m have not been included in the overall funding allocation and also have not been factored into the HSCP financial projections, therefore at this stage these would potentially remain available for North to re-direct to any funding shortfall; • The current estimated scale of the shortfall, potentially less than £1m, is at a level that can potentially be recovered through management actions later in the financial year; • The most significant area of additional Covid cost is the purchase of PPE for social care, the extension of the current MOU for the PPE Hubs includes an assurance that PPE costs will be reimbursed in full, this is also in line with the recent allocation for PPE being on an actuals basis; • The period 5 position projects a balanced financial position (excluding Covid) and this does not include any assumption re the £1.5m held by the Council towards the IJB debt, this position assumes the debt repayment is made as planned, this position also incorporates estimated delays with savings delivery.

	<p>The financial position will continue to be reported to the IJB at each meeting, these reports will outline the monthly financial projections and the updated position in relation to estimates for Covid costs. This will include the ongoing consideration of whether a Financial Recovery Plan may be required in the future.</p>
2.	CURRENT POSITION
2.1	<p>The report includes an overview of the financial position including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and plans to work towards financial balance.</p> <p>The report also includes detail of the estimated costs and potential financial impact of the Covid-19 response.</p>
	FINANCIAL PERFORMANCE – AT PERIOD 5
2.2	<p>The projected outturn position at period 5 reflects the cost of core service delivery and does not include the costs of the Covid 19 response as these costs are considered separately alongside the funding implications.</p> <p>Against the full-year budget of £254.415m there is a projected year-end overspend of £0.009m (0%). The Integration Scheme outlines that there is an expectation that the IJB takes account of the totality of resources available to balance the budget in year. Following this approach, an integrated view of the financial position should be taken, however it is useful to note that this overall position consists of a projected overspend of £0.755m in social care services offset by a projected underspend of £0.746m in health services.</p> <p>As highlighted at the end of last year the payroll turnover target was to be centralised for future years as the approach in previous years left some service areas with unachievable targets whilst other areas were able to overachieve, it was agreed that a more transparent approach would be to manage the payroll turnover and vacancy savings centrally. This approach has been adopted for 2020-21, this has helped to de-clutter the financial report and to make it more transparent re the overall turnover target and the progress towards achieving this across the partnership. Section 2.6 highlights progress with the partnership vacancy target.</p> <p>Appendix A provides the financial overview of the partnership position. The sections that follow outline the significant variances in service expenditure compared to the approved budgets with detailed analysis provided in Appendix B.</p>
2.3	Health and Community Care Services
	<p>Against the full-year budget of £69.438m there is an underspend of £1.097m (1.6%) which is an adverse movement of £0.087m. The main variances are:</p> <p>a) Care home placements including respite placements (net position after service user contributions) – underspent by £0.887m (adverse movement of £0.137m). The care home budget moved into a sustainable position towards the end of 2019-20 and the</p>

	<p>opening position for the budget for 2020-21 was expected to be an underspend position as at that time we set the budget at a level to fund 810 places and we were funding 782. The occupancy in care homes has fallen further in the first quarter of 2020-21 and there are significant vacancies in care homes, the projected underspend includes a steady net increase of 10 placements per month until the year-end. The main reason for the adverse movement is a reduction in the respite underspend and an increase in permanent placements following a catch up on the funding approval for placements.</p> <p>b) Independent Living Services are overspent by £0.231m (favourable movement £0.090m) which is due to an overspend on physical disability care packages within the community and direct payments. There is an expectation that there will be some recovery of funds from Direct Payments where services have ceased, this may improve the projected position. There will be further work undertaken with the implementation of the Adult Community Support framework which will present additional opportunities for reviews and will ensure payment only for the actual hours of care delivered. The roll out of the CM2000 system for Adult services was postponed towards the year-end due to the Covid response and will be implemented later in the year.</p> <p>c) Care at home is projected to overspend by £0.097m (adverse movement £0.047m). The financial projections reflect recent recruitment and assumes maintaining the service at the current level until the end of 2020-21. The projection now includes the financial impact of transferring work from two of the commissioned framework providers to the in-house service at a part year cost of £0.198m and the additional costs of work being transferred in house outwith TUPE £0.204m. The costs are partially offset by a reduction in the assumption for hours delivered via the commissioned framework providers until the year end.</p> <p>d) Aids and adaptations projected underspend of £0.300m (no movement). There have been significant delays with carrying out assessments and providing equipment and adaptations during lock down. The year to date spend at period 5 is less than £0.100m, but there are some larger orders recently placed. It is expected that during the year there will be considerable delays with this spend, the level projected currently is in line with the underspend in 2019-20 and it is likely this underspend will be greater, however this cannot be determined at this stage in the year.</p> <p>e) Carers Act Funding is projected to underspend by £0.443m (no movement) based on the currently committed spend and delays with taking forward developments to support carers. The total uncommitted budget is £0.560m so this projected position assumes there will be carers' support plans undertaken and a level of demand/services identified from these plans to be delivered later in the year.</p>
2.4	<p>Mental Health Services</p>
	<p>Against the full-year budget of £77.062m there is a projected overspend of £0.513m (0.7%) which is an adverse movement of £0.311m. The main variances are:</p> <p>a) Learning Disabilities are projected to overspend by £2.192m (adverse movement £0.365m), included within this is £1.586m (£0.083m adverse movement) in relation to community care packages and £0.573m (£0.206m adverse movement) for residential placements. The adverse movement in residential placements relates to one package transferring from children's services partially offset by reductions to</p>

three other packages. The 2020-21 budget for all adult care packages (LD, PD and MH) were realigned with any projected underspends in other areas being used to reduce the LD projected overspend. 2020-21 savings relating to the implementation of the Adult Community Support Contract are delayed as the full implementation of the CM2000 system has been postponed as the focus for providers has been on the response to COVID-19. This will commence with a phased roll out from October 2020, the financial benefits of the system are included in the projection later in the year but at a reduced level (causing an adverse movement of £0.147m) due to the delay. Community Learning Disability Care packages are proving to be one of the most challenging areas to address overspends. The current projection assumes the current level of commissioned support will continue for the year, there are opportunities to reduce this commitment as a significant number of these care packages were reduced or suspended during lock down, these will be reviewed when services are re-started to ensure support is re-started at the appropriate level, this may potentially reduce the year-end projected position and the opening projections for 2021-22.

- b) Community Mental Health services are projected to underspend by £0.234m (£0.020m adverse movement) mainly due to a reduction in care packages. There has been a reduction in the number of care packages since the start of the year and there have been some temporary reductions to care packages during lock-down, currently these are assumed to be temporary reductions, these will also be reviewed when brought back online.
- c) The Lead Partnership for Mental Health has an overall projected underspend of £1.445m (favourable movement of £0.084m) which consists of:
- A projected overspend in Adult Inpatients of £0.540m (favourable movement of £0.060m due to staff moving out of redeployment). The overspend is mainly due to the delay in closing the Lochranza ward on the Ailsa site. The ward closed during August 2020 but there remain staff to be re-deployed, the overspend may reduce if alternatives can be identified for displaced staff sooner.
 - UNPACS is projected to underspend by £0.153m (£0.034m adverse movement) based on current placements. The adverse movement is due to continued enhanced observation costs.
 - A projected underspend of £0.300m (£0.050m adverse movement) in Elderly Inpatients due to the completion of the work to reconfigure the Elderly Mental wards, this represents the part-year saving with the full financial benefit being available in 2021-22 (est £0.934m). Staff re-deployment costs have been included in the projection and the underspend may increase if alternatives can be identified for displaced staff sooner.
 - A projected underspend in MH Pharmacy of £0.190m (no movement) due to continued lower substitute prescribing costs.
 - The target for turnover or vacancy savings for the Lead Partnership is held within the Lead Partnership as this is a Pan-Ayrshire target. There is a projected over-recovery of the vacancy savings target of £1.255m in 2020-21, further information on this is included in the table below:

Vacancy Savings Target	(£0.400m)
Projected to March 2021	£1.655m
Over/(Under) Achievement	£1.255m

There were significant vacancy savings delivered during 2019-20 from lead partnership services and these were brought into the financial position during the year as it became clear that services were not going to be able to recruit to all vacancies. The current

	<p>projection to the year-end is informed by the recruitment plans and the confidence in recruitment success and realistic timescales for filling individual vacancies.</p> <p>The main areas contributing to this position are noted below:</p> <ul style="list-style-type: none"> • Adult Community Health services £0.133m • Learning Disability £0.068m • Addictions £0.036m • CAMHS £0.230m • Mental Health Admin £0.280m • Psychiatry £0.488m • Psychology £0.387m • Associate Nurse Director £0.033m
2.5	<p>Children Services & Criminal Justice</p>
	<p>Against the full-year budget of £35.998m there is a projected overspend of £0.042m (0.1%) which is a favourable movement of £0.294m. The main variances are:</p> <p>a) Looked After and Accommodated Children are projected to overspend by £0.443m (adverse movement of £0.045m). The main areas within this are noted below:</p> <ul style="list-style-type: none"> • Children's residential placements are projected to overspend by £0.543m (no movement), as at period 5 there are 17 placements with plans to reduce this by 4 by the end of October and an assumption that there will be no further placements during the year, therefore ending the year with 13 placements. Budget plans for 2020-21 were based on starting the year with 18, reducing to 14 by the end of Q1 and to 10 places by the end of Q2 and for the remainder of the year. Progress with plans to move children from residential placements have been impacted by Covid-19 as there has been an impact on Children's Hearings and this has limited the availability of tenancies. However, despite these delays it is positive that there were no children placed into external residential placement during lock down and the numbers did not increase. Children's services are working towards further improving the position as we move through the year as starting the 2021-22 financial year with 13 placements will impact on the savings planned for next year. • Fostering placements are projected to overspend by £0.127m (£0.034m adverse movement) based on the budget for 129 places and 132 actual placements since the start of the year. The fostering service is an area we are trying to grow, and a recruitment campaign was undertaken early in the new year to attract more in-house foster carers to limit the ongoing requirement for external foster placements. There are a number of additional fostering placements attributed to Covid-19 which are out with these numbers as the costs have been included on the Covid-19 mobilisation plan. Respite foster placements is projected to underspend by £0.073m as placements have not taken place due to Covid-19 restrictions. • Kinship placements are projected to underspend by £0.137m (adverse movement of £0.036m) based on the budget for 370 places and 345 actual placements since the start of the year. The adverse movement is due to a delay in kinship assessments which have now taken place.

- b) Children with disabilities – residential placements are projected to underspend by £0.196m (favourable movement of £0.272m). This favourable movement relates to one placement which has transferred to adult learning disability residential placements.

2.6 Turnover/Vacancy Savings

The payroll turnover target has been centralised for 2020-21 as it was noted last year that some service areas have historic targets which cannot be achieved whilst others overachieve, the financial monitoring report was cluttered with over and underspends as a result and a more transparent way to report on progress with the overall achievement of payroll turnover is to manage it centrally. The turnover target for the North Lead Partnership for Mental Health services is detailed within the Lead Partnership information at section 2.4.

The turnover targets and projected achievement for the financial year for Health and Social Care services out with the Lead Partnership is noted below:

	Social Care	Health Services
Vacancy Savings Target	*(£1.957m)	(0.645m)
Projected to March 2021	£1.957m	0.914m
Over/(Under) Achievement	0	0.269m

(*the target for social care services has been increased on a non-recurring basis for 2020-21 only by £0.110m to offset the saving for the roll out of Multi-Disciplinary Teams, as no permanent reductions to the structure can be identified at this time but will be by the service from 2021-22 onwards)

The position in the table above reflects the assumption in the current financial projections. For social care there have been significant vacancy savings to period 5 due to delays with recruitment and a total of £1.067m has been achieved to date. It is not anticipated that the level of vacancies will continue at this rate to the financial year-end, the full annual target is expected to be achieved on the basis that there will vacancies sustained at around 61% of that level. We may potentially exceed the target, as was the case in previous years, but the likelihood of this will not be known with confidence until services and recruitment re-starts fully over the coming months.

The Health vacancy projection to the year-end is informed by the recruitment plans and confidence in recruitment to posts for the remainder of the year.

The main areas contributing to the health and social care vacancy savings are spread across a wide range of services with vacancy savings being achieved in most areas, the most notable in terms of value being social worker posts (across all services), the Community Mental Health Teams and Allied Health Professionals.

2.7 Savings Progress

- a) The approved 2020-21 budget included £3.861m of savings.

RAG Status	Position at Budget Approval £m	Position at Period 5 £m

Red	-	0.274
Amber	2.801	1.837
Green	1.060	1.750
TOTAL	3.861	3.861

b) The main areas to note are:

- i) Red savings of £0.274m relating to reducing LD sleepovers and the review of Adoption Allowances, both of which have been impacted by Covid-19, the delays in these savings have been included in the overall projected outturn position;
- ii) Whilst all savings remain on the plan to be delivered there are delays with some savings with delays in implementation due to Covid-19, for example the implementation of the Adult Community Support Framework as the introduction of the CM2000 system is on hold as providers are focussing on COVID related service and staffing issues;
- iii) The confidence with some savings has increased since the budget was set due to the progress made towards the end of 2019-20, for example with freeing up additional capacity for Care at Home services by reducing care home placements.

Appendix C provides an overview of the savings plan, this highlights that during 2020-21 it is anticipated that a total of £2.729m of savings will be delivered in-year, with £1.132m of savings potentially delayed or reduced. The delays are due to Covid-19 and have been included in the mobilisation plan return to the Scottish Government, but at this stage they have also been reflected in the overall projected outturn position as there is less confidence that the impact of savings delays will be compensated with additional funding.

The Transformation Board is in place to provide oversight and governance to the programme of service change. A focus of the Board is to ensure plans are in place to deliver savings and service change, with a solution focussed approach to bringing programmes back on track. Whilst some of our plans were put on hold due to Covid, the transformation plans will be re-mobilised at pace to ensure we taken any opportunities to join up the re-design services as they come back online. The Transformation Board re-started in July and there will be a concerted effort to ensure the maximum savings delivery can be achieved in-year, to assist with the current year position and to ensure there is no recurring impact moving into 2021-22.

2.8 Budget Changes

The Integration Scheme states that *“either party may increase it’s in year payment to the Integration Joint Board. Neither party may reduce the payment in-year to the Integration Joint Board nor Services managed on a Lead Partnership basis....without the express consent of the Integration Joint Board”*.

Appendix D highlights the movement in the overall budget position for the partnership following the initial approved budget.

Reductions Requiring Approval:

The specific reductions the IJB are required to approve are:

- Resource transfer to East and South HSCP re the closure of the Lochranza ward - £0.231m
- Resource transfer to South HSCP re Arrol Park discharges – £0.107m

	<ul style="list-style-type: none"> • Resource transfer reduction re Trindlemoss - £0.248m <p>It is recommended that the IJB approve the budget reductions outlined above.</p> <p>Future Planned Changes:</p> <p>An area due to be transferred in the future are the Douglas Grant and Redburn rehab wards from acute services to the North HSCP. The operational management of these wards has already transferred to the partnership, but the due diligence undertaken on the budget has highlighted a funding shortfall. It has been agreed with NHS Ayrshire and Arran that the financial responsibility will not transfer until balance is found. In the meantime, we are managing services and plans are well progressed to reduce the projected overspend prior to any transfer.</p>
2.9	<p>NHS – Further Developments/Pan Ayrshire Services</p> <p><u>Lead Partnerships:</u></p> <p>The IJB outturn position is adjusted to reflect the impact of Lead Partnership services. During 2019-20 agreement was reached with the other two Ayrshire partnerships that in the absence of any service activity information and alternative agreed risk sharing arrangements that the outturn for all Lead Partnership services would be shared across the 3 partnerships on an NRAC basis. This position will be the default position at the start of 2020-21 as the further work taken forward to develop a framework to report the financial position and risk sharing across the 3 partnerships in relation to hosted or lead service arrangements has been delayed by the requirement to focus efforts on the Covid response.</p> <p>The underspend in relation to North Lead Partnership services is not fully attributed to the North IJB as a share has been allocated to East and South partnerships, similarly the impact of the outturn on East and South led services will require to be shared with North. At month 5 the impact on NAHSCP is a £0.028m overspend (£0.053m underspend for East and £0.081m overspend for South). There is no movement from month 4 as neither East nor South HSCP report at month 5. The information below relates to month 4.</p> <p>East HSCP – projected underspend of £0.146m (£0.053m NRAC share for NAHSCP). The main areas of variance are:</p> <ol style="list-style-type: none"> Primary Care and Out of Hours Services (Lead Partnership) - there is a projected underspend of £0.085m on the Primary Care Lead Partnership budget. This relates to savings in Primary Care Transformation / Integration offset by a small overspend on Ayrshire Urgent Care Services and Contracting and Support Services. In previous financial years, GP practices in difficulty have required additional funding to ensure sustainability and continuity of patient care. There are presently no practices in difficulty however this remains an extremely fluid area of the budget and continues to be closely monitored. Prison and Police Healthcare (Lead Partnership) - £0.054m projected underspend relates to anticipated part-year savings from vacant posts within the Service, partially offset by recharged costs in respect of temporary management arrangements.

	<p>South HSCP – projected overspend of £0.221m (£0.081m NRAC share for NAHSCP). The overspend is mainly due to an overspend in the community store. South HSCP did not report at month 5 so there is no movement from month 4.</p> <p><u>Set Aside:</u></p> <p>The budget for set aside resources for 2020-21 is assumed to be in line with the amount for 2019-20 (£30.094m) inflated by the 3% baseline uplift, this value was used in the absence of any updated information on the share of resources and is £30.997m.</p> <p>At the time of setting the IJB budget it was noted that this may require to be updated following the further work being undertaken by the Ayrshire Finance Leads to establish the baseline resources for each partnership and how this compares to the Fair Share of resources. It was anticipated that 2020-21 would be used as a shadow year for these arrangements, however this work has been delayed due to the Covid-19 response. A further update will be provided to IJBs as this work progresses.</p> <p>The acute directorate, which includes the areas covered by the set aside budget, is overspent by £3.1m after 5 months. This is attributable to Covid-19 and will be reimbursed by Scottish Government subject to due process.</p> <p>The IJBs and the Health Board have submitted a remobilisation plan outlining how activity will return to normal as far as is possible and are working together to ensure patients are looked after in the most suitable environment.</p>
	<p>COVID-19 – FINANCE MOBILISATION PLAN IMPACT</p>
2.10	<p>Summary of position</p>
	<p>From the outset of the pandemic the HSCP acted very swiftly to respond and developed a mobilisation plan detailing the additional activities to support our response, alongside the estimated financial impact. Financial returns have been submitted to the Scottish Government on a regular basis, on the premise that any additional costs aligned to mobilisation plans would be fully funded. There is a risk that if the full cost of the Covid-19 response is not funded that the IJB may require to recover any overspend in-year.</p> <p>The IJB were updated in September outlining the up to date cost estimates, the financial year-end projections and any potential funding gap based on scenarios re Covid-19 funding. The IJB also need to consider any action required to recover the financial position in-year.</p>
2.11	<p>Mobilisation Plan Costs</p>
	<p>The most recent mobilisation plan cost submission submitted on 14 August 2020 estimates the costs to be £7.211m to March 2021. The next return is due to be submitted on 23 October. Thereafter the financial returns will move to a quarterly submission alongside the Health Board financial returns to the Scottish Government. The costs remain estimates as the situation continually evolves and there have been several iterations of the financial plan.</p> <p>The majority of the additional costs for the HSCP relate to the provision of social care services and the most significant areas are PPE, additional staff costs for staff absence and student nurses, loss of income due to closed services, additional care home</p>

placements, payments to commissioned care providers to ensure future sustainability and the impact on our approved savings programme.

The mobilisation plan submission is included as Appendix E. The main areas of cost together are summarised below:

Service Area	Latest (14 Aug 2020) £m
Payments to Providers	1.655
Personal Protective Equipment (PPE)	2.052
Savings Delays	1.115
Nursing – Students and Bank Staff	0.733
Care at Home Capacity	0.416
Loss of Income	0.442
Staff Cover	0.425
Care Home Beds – Delayed Discharges	0.396
Fostering Placements	0.196
Other costs	0.311
Offsetting cost reductions	(0.530)
TOTAL	7.211

Further information on the elements of the plan are included in previous IJB reports. The updated mobilisation plan financial return due to be submitted by 23rd October will be included in the report to the IJB in November.

2.12 Covid-19 Funding Position

At the outset of the pandemic there was an assurance that subject to any additional expenditure being fully aligned to local mobilisation plans, including the IJB responses, reasonable funding requirements will be supported. This was on the basis that a process would be developed for these to be accurately and immediately recorded and shared with the Scottish Government. The basis of this reporting was drawn up and agreed with COSLA and Health and Social Care Partnerships.

On 12 May 2020 we received confirmation of initial funding of £50 million, particularly to support immediate challenges in the social care sector. This interim funding was released to support sustainability across the sector and the ongoing provision of social care, while further work is undertaken to provide the necessary assurance for further allocations of funding to support additional costs. The share of this allocation was £1.339m for North Ayrshire.

Following on from this on 3 August it was confirmed that in recognition of challenges for Local Authorities, IJBs and social care providers, and commensurate with data submitted through the local mobilisation plan financial returns, the Scottish Government would provide an additional tranche of funding up to £50 million to meet costs. The full funding will be provided on the basis of appropriate evidence and assurance in respect of actual expenditure and will continue to be considered within the context of the overall package of financial support. On 10 August it was advised

that £25m of this funding would be released immediately, the North Ayrshire share is £0.669m and has been allocated on an NRAC/GAE basis in line with the original £50m. Following submission of cash flow information £8m of the remaining up to £25million was allocated on 26th August of which £1.5m was allocated to North IJB. Therefore, as previously advised the previous funding allocated to North Ayrshire totals £3.509m, all of this funding being allocated specifically for social care pressures.

Since the last IJB the Scottish Government have announced a funding allocation for Health and Social Care totalling £1.089bn (including the £83m announced to date), the allocation is made in line with the following approach:

- allocation based on actual costs incurred in Quarter 1 and funding agreed for Q2-Q4 in line with agreed parameters (70% of funding for Q2-Q4, exception of 50% of funding for social care payments to providers, DD reduction);
- action is taken to mitigate additional financial pressure as far as possible and to make best use of resources across the system. HBs and IJBs are asked to reassess options for savings that can be delivered, therefore no provision at this time for savings delays, similarly the offsets identified by some areas have not been included at this stage;
- funding allocated in line with actual expenditure where spend disproportionately impacts on specific IJBs and where there is a significant uneven distribution, includes PPE and social care;
- funding allocated up to an NRAC share to cover spend that is incurred across all HB/IJBs where there is a higher level of consistency between Board areas, this includes staffing costs and overtime, equipment, investment in digital, additional beds, and community hubs;
- expectation in principle that funding is split between HBs and IJBs in line with SG funding letter/allocation, however HBs and IJBs may agree to allocate funding flexibly between categories to better recognise local pressures and priorities;
- further funding may be required to meet costs that have been in excess of formula shares, and SG will review reasonable requests for further financial support to meet pressures.

Given the level of uncertainty currently reflected in financial assumptions full funding is not being allocated at this stage, the Scottish Government will work with Health Boards and IJBs over the coming months to review and further revise financial assessments and intend to make a further substantive funding allocation in January. This will allow identification of the necessary additional support required, and realignment of funding in line with actual spend incurred. For social care further work is progressing with COSLA to identify financial implications, including sustainability payments to providers. Given uncertainty reflected in estimates across Scotland the funding allocation for social care is based on actuals for Q1 and 50% of forecast spend for Q2-Q4. The Scottish Government will revisit social care allocations in November.

NHS Ayrshire and Arran Funding Allocation:

	Health Board £m	HSCPs £m	Total £m
Q1 Allocation	6.896	7.429	14.325
Q2-Q4 Allocation	15.539	8.997	24.535
Total Allocation	22.435	16.425	38.860

Less Previous SC allocation	-	(7.808)	(7.808)
Total Allocation Q1-Q4	22.435	8.617	31.052

The total allocation of £8.617m for HSCPs is not split down to individual allocations for the 3 IJBs, there are only summary allocations for each of the cost headings and the whether the allocation basis is actuals or an NRAC basis.

The Health Board Director of Finance has confirmed that the £8.617m in full will be passed through to the Ayrshire IJBs. Agreement has been reached through Ayrshire Finance Leads that we should determine the most appropriate share of funding across 3 Ayrshires based on the mobilisation plan submissions, as we need to have a shared agreement around the impact on lead partnership services.

The below shows the share of the funding across the three HSCPs, as agreed by the Ayrshire Finance Leads:

	North	East	South	TOTAL
Q1 Allocation	3,010	2,400	2,018	7,429
Proposed Q2-Q4 Allocation	2,173	4,338	2,486	8,997
Funding Already Received (£83m)	- 3,509	- 2,464	- 1,835	- 7,808
NET NEW FUNDING ALLOCATION	1,673	4,274	2,669	8,617

This allocation reflects the costs for each of the 3 areas on the mobilisation plan returns with the overall 'shortfall' of £97k shared on an NRAC basis. This has been agreed as the fairest approach as it ensures each area has funding which follows the submissions to the Scottish Government and also ensures that the lead partnership services are funded appropriately.

The additional funding allocation does appear lower for North compared to the other two HSCPs, for North we already received an additional £1.5m in August for social care based on cash flow returns, also the East allocation appears higher as this includes the costs for primary care including the community hubs.

2.13 Covid – Financial Risk

Overall at this time the financial risk to the IJB has been reduced significantly by the recent funding announcement and subsequent allocation.

The table below summarises the overall estimated Covid-19 costs for the North HSCP alongside the funding received to highlight the potential gap:

	Latest (14 Aug 2020) £m
Mobilisation Plan Costs	7.211
FUNDING TOTAL	(5.183)
Shortfall	2.028
Shortfall (excluding savings)	0.913

The estimated additional costs to March 2021 compared to the funding received to date leaves an estimated balance of £0.913m for which funding has not yet been received

or allocated. A further mobilisation plan submission is due at the end of October with an update to cost estimates – the main areas likely to change are Social Care Sustainability Payments, PPE and capacity for winter to sustain reduced delays. There is a risk that the estimated costs may increase based on updated projections, this Q2 submission will be used to inform further funding allocations from the Scottish Government.

In terms of the current estimated shortfall:

- we have assumed through our core budget monitoring projections that the delays in savings will not be funded and these are included in financial projections, as noted in this report we are projecting almost break-even on that basis;
- the offsets of £0.530m have not been included in the overall funding allocation and also have not been factored into the HSCP financial projections, therefore at this stage these would potentially remain available for North to re-direct to any funding shortfall;
- there will be a potential further funding allocation for Social Care (November) and Health (January) when the costs will be revisited, we would expect on that basis that a further funding allocation would be released to compensate for actual costs.

There are a number of financial risks related to the Covid-19 response for North Ayrshire IJB, risks include:

- Scottish Government funding is not sufficient to fully fund the response and there is a shortfall in funding when allocated;
- Risk that financial position cannot be recovered in-year and the IJB overspend and add to the debt owed to North Ayrshire Council;
- If insufficient funding is provided an exercise will be required at a later stage to re-allocate costs and funding to the 3 IJB areas for Lead Partnership services, this could lead to greater costs being aligned to the North IJB particularly for any shortfall in funding for Primary Care including Covid Assessment Hubs;
- Further uncertainty of funding for pressures which may continue beyond 2020-21, including for example PPE;
- Currently provider Sustainability Payment Principles have been agreed to remain in place for the year with tapering down of support for some elements over the next few months, there is an ongoing responsibility for HSCPs to ensure the sustainability of the social care sector and the sustainability principles will remain under review by the Scottish Government and COSLA;
- Financial position from 2021-22 onwards and the impact on public sector funding and the future funding of Health and Social Care services.

The below illustrates the ways in which this financial risk can be mitigated:



Given the scale of the financial risk at this stage in the year it is not recommended that the IJB consider a formal financial recovery plan at this time.

This recommendation is on the basis that:

- There is increasing confidence that additional costs will be funded based on the recently received and future expected funding allocations;
- The current estimated scale of the shortfall, potentially less than £1m, is at a level that can potentially be recovered through management actions later in the financial year;
- The most significant area of additional Covid cost is the purchase of PPE for social care, the extension of the current MOU for the PPE Hubs includes an assurance that PPE costs will be reimbursed in full, this is also in line with the recent allocation for PPE being on an actuals basis;
- The period 5 position projects an almost online financial position (excluding Covid) and this does not include any assumption re the £1.5m held by the Council towards the IJB debt, this position assumes the debt repayment is made as planned, this position also incorporates estimated delays with savings delivery.

The financial position will continue to be reported to the IJB at each meeting, these reports will outline the monthly financial projections and the updated position in relation to estimates for Covid costs. This will include the ongoing consideration of whether a Financial Recovery Plan may be required in the future.

2.14 **Provider Sustainability Payments and Care Home Occupancy Payments**

COSLA Leaders and Scottish Government have agreed an approach to supporting the social care sector to ensure that reasonable additional costs will be met.

We have been making payments to commissioned social care providers in line with the agreed National principles for sustainability and remobilisation payments to social care providers during COVID 19. The September IJB requested an update on support to providers during Covid-19.

Care Home Occupancy Payments - we have engaged with older people's care homes in relation to care home occupancy payments and make regular monthly payments to care home providers with emergency faster payments being made if required. Meetings are being held with each care home to discuss ongoing sustainability and to provide support.

Sustainability payments - providers are responsible for submitting a claim for additional support to the Partnership for sustainability payments and this is assessed as to what support is required on a case by case basis based on the supporting evidence provided. Each case is assessed by the same group to ensure equity and consistency across providers.

In general, all payment terms have been reduced and once any payment is agreed it is being paid quicker to assist the cash flow position of providers. The assessment of some claims has been difficult due to delays with additional information and supporting evidence being submitted to support claims, hence there are a number of claims that are in process.

The sustainability payments are estimated to be a significant cost in our mobilisation plan and the timely submission and assessment of claims is key to ensuring we can accurately estimate the financial cost and ensure the costs are reclaimed from the Scottish Government.

Where no deadline has been applied locally providers should ensure they;

- Submit all claims covering costs between April – June before the end of September 2020;
- Submit all claims covering costs between July to August before the end of October 2020;
- Thereafter claims should be made on a monthly basis.

Providers in North Ayrshire are not all strictly adhering to these timescales and we are still receiving claims dating back to the start of the pandemic, the commissioning team are working with providers to support them to submit claims.

The tables below show the support provided to date and the outstanding claims as at the end of September.

PROVIDER SUMMARY	NCHC Care Homes	Other	Total
Total Number of Providers	17	48	65
Number in contact for support	16	26	42
Providers Supported to date	16	12	28

SUPPORT PROVIDED	NCHC Care Homes £	Other Services £	TOTAL £
Occupancy Payments *	935,398	0	935,398
Staffing	16,848	32,635	49,483
PPE, Infection Control	25,504	12,962	38,466
Other	72,593	17,958	90,552
TOTAL	1,050,343	63,555	1,113,899

*includes payments to end of August

OUTSTANDING CLAIMS	NCHC Care Homes	Other	Total
Total Number of Claims	7	6	13
Value of Claims	347,074	79,167	426,241

The sustainability payments for some elements of support are tapering down between September and November (occupancy payments) or are ceasing at the end of October (planned care), other elements will continue to be in place beyond September and this includes the Social Care Staff Support Fund and support with PPE, infection prevention control and some additional staffing costs.

COSLA and the Scottish Government continue to keep the sustainability principles under review in line with requirements to support the commissioned social care sector.

3. PROPOSALS

3.1 Anticipated Outcomes

Continuing to closely monitor the financial position will allow the IJB to take corrective action where required to ensure the partnership can deliver services in 2020-21 from within the available resource, thereby limiting the financial risk the funding partners, i.e. NAC and NHS AA.

The estimated costs and funding in relation to the Covid-19 response also require to be closely monitored to ensure that the IJB can plan for the impact of this and to ensure that the IJB is in the position to re-claim funding to compensate for the additional costs.

3.2 Measuring Impact

Ongoing updates to the financial position will be reported to the IJB throughout 2020-21.

4. IMPLICATIONS

Financial:	The financial implications are as outlined in the report.
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	<p>Against the full-year budget of £254.415m there is a projected overspend of £0.009m (0%). The report outlines the main variances for individual services.</p> <p>There are a number of assumptions underpinning the projections which could change as we progress through the year. We will continue to work with services to ensure the most accurate and reliable position is reported.</p> <p>One of the main areas of risk is the additional costs related to the Covid-19 response and these are detailed in the report together with an updated position in relation to funding.</p>
Human Resources:	None
Legal:	None
Equality:	None
Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	None
Risk Implications:	Within the projected outturn there are various over and underspends including the non-achievement of savings. The greatest financial risk for 2020-21 is the additional costs in relation to Covid-19.
Community Benefits:	None

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	√

4.	CONSULTATION
4.1	<p>This report has been produced in consultation with relevant budget holders and the Partnership Senior Management Team.</p> <p>The IJB financial monitoring report is shared with the NHS Ayrshire and Arran and North Ayrshire Council Head of Finance after the report has been finalised for the IJB.</p>
5.	CONCLUSION
5.1	<p>It is recommended that the IJB:</p> <p>(a) notes the overall integrated financial performance report for the financial year 2020-21 and the overall projected year-end overspend of £0.009m at period 5;</p> <p>(b) notes the estimated costs of the Covid mobilisation plan of £7.2m, including savings delays, and the associated funding received to date;</p> <p>(c) note the financial risks for 2020-21, including the impact of Covid 19, and that there is no recommendation at this time to implement a formal Financial Recovery Plan for the IJB;</p> <p>(d) approve the budget changes outlined at section 2.8.</p>

For more information please contact:

Caroline Cameron, Chief Finance & Transformation Officer on 01294 324954 or carolinecameron@north-ayrshire.gov.uk

Eleanor Currie, Principal Manager – Finance on 01294 317814 or eleanorcurrie@north-ayrshire.gov.uk

2020-21 Budget Monitoring Report–Objective Summary as at 31st August 2020

Appendix A

Partnership Budget - Objective Summary	2020/21 Budget									Over/ (Under) Spend Variance at Period 4
	Council			Health			TOTAL			
	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	Budget	Outturn	Over/ (Under) Spend Variance	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
COMMUNITY CARE AND HEALTH	55,991	54,777	(1,214)	13,447	13,564	117	69,438	68,341	(1,097)	(1,184)
: Locality Services	23,301	22,744	(557)	4,725	4,775	50	28,026	27,519	(507)	(604)
: Community Care Service Delivery	28,583	28,630	47	0	0	0	28,583	28,630	47	(8)
: Rehabilitation and Reablement	1,977	1,684	(293)	1,679	1,667	(12)	3,656	3,351	(305)	(300)
: Long Term Conditions	1,771	1,349	(422)	4,949	5,028	79	6,720	6,377	(343)	(280)
: Integrated Island Services	359	370	11	2,094	2,094	0	2,453	2,464	11	8
MENTAL HEALTH SERVICES	24,805	26,812	2,007	52,257	50,763	(1,494)	77,062	77,575	513	202
: Learning Disabilities	18,628	20,820	2,192	448	448	0	19,076	21,268	2,192	1,827
: Community Mental Health	4,712	4,527	(185)	1,685	1,636	(49)	6,397	6,163	(234)	(254)
: Addictions	1,465	1,465	0	1,351	1,351	0	2,816	2,816	0	(10)
: Lead Partnership Mental Health NHS Area Wide	0	0	0	48,773	47,328	(1,445)	48,773	47,328	(1,445)	(1,361)
CHILDREN & JUSTICE SERVICES	32,153	32,194	41	3,845	3,845	0	35,998	36,039	41	336
: Irvine, Kilwinning and Three Towns	3,192	3,105	(86)	0	0	0	3,192	3,105	(86)	(61)
: Garnock Valley, North Coast and Arran	1,269	1,168	(101)	0	0	0	1,269	1,168	(101)	(80)
: Intervention Services	2,092	2,080	(12)	315	315	0	2,407	2,395	(12)	(10)
: Looked After and Accommodated Children	17,713	18,155	442	0	0	0	17,713	18,155	442	398
: Quality Improvement	4,296	4,093	(203)	0	0	0	4,296	4,093	(203)	83
: Public Protection	628	629	1	0	0	0	628	629	1	5
: Justice Services	2,506	2,506	0	0	0	0	2,506	2,506	0	0
: Universal Early Years	457	458	0	3,120	3,120	0	3,577	3,578	0	1
: Lead Partnership NHS Children's Services	0	0	0	410	410	0	410	410	0	0
PRIMARY CARE	0	0	0	51,024	51,024	0	51,024	51,024	0	0
ALLIED HEALTH PROFESSIONALS				5,685	5,685	0	5,685	5,685	0	0
MANAGEMENT AND SUPPORT COSTS	8,137	8,058	(79)	6,059	5,749	(310)	14,196	13,807	(389)	(176)
CHANGE PROGRAMME	1	1	0	1,011	1,011	0	1,012	1,012	0	0
OUTTURN ON A MANAGED BASIS	121,087	121,842	755	133,328	131,641	(1,687)	254,415	253,483	(932)	(822)
Return Hosted Over/Underspends East	0	0	0	0	468	468	0	468	468	441
Return Hosted Over/Underspends South	0	0	0	0	445	445	0	445	445	419
Receive Hosted Over/Underspends South	0	0	0	0	81	81	0	81	81	81
Receive Hosted Over/Underspends East	0	0	0	0	(53)	(53)	0	(53)	(53)	(53)
OUTTURN ON AN IJB BASIS	121,087	121,842	755	133,328	132,582	(746)	254,415	254,424	9	66

2020-21 Budget Monitoring Report – Detailed Variance Analysis

Appendix B

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
COMMUNITY CARE AND HEALTH	69,438	68,341	(1,097)	
Locality Services	28,026	27,519	(507)	Older People care homes inc respite - underspend of £0.887m based on 721 placements and including Income from Charging Orders - under recovery of £0.133m Independent Living Services : * Direct Payment packages- overspend of £0.068m on 62 packages * Residential Packages - overspend of £0.016m based on 34 packages * Community Packages (physical disability) - overspend of £0.146m based on 49 packages .
Community Care Service Delivery	28,583	28,630	47	Outwith the threshold for reporting
Rehabilitation and Reablement	3,656	3,351	(305)	Aids and Adaptations - underspend of £0.300m related to the reduced number of OT assessments taking place during COVID 19.
Long Term Conditions	6,720	6,377	(343)	Carers Centre - projected underspend of £0.441m Anam Cara - projected overspend in Employee costs of £0.027m due to pilot of temporary post with a view to longer term savings in bank & casual hours
Integrated Island Services	2,453	2,464	11	Outwith the threshold for reporting

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
MENTAL HEALTH SERVICES	77,062	77,575	513	
Learning Disabilities	19,076	21,268	2,192	Residential Packages- overspend of £0.573m based on 42 current packages, including C&F transition transfer £272k . Community Packages (inc direct payments) - overspend of £1.586m based on 338 current packages. Covid service reductions were approx. £191k for first qtr and a further £145k reduction for Day services not delivered
Community Mental Health	6,397	6,163	(234)	Community Packages (inc direct payments) and Residential Packages - underspend of £0.16m based on 93 community packages, 12 Direct Payments and 29 residential placements.
Addictions	2,816	2,816	0	Outwith the threshold for reporting
Lead Partnership (MHS)	48,773	47,328	(1,445)	Adult Community - underspend of £0.143m due to vacancies. Adult Inpatients- overspend of £0.540m due to a delay in closing the Lochranza wards and revised assumptions on redeployed staff. UNPACs - underspend of £0.153m based on current placements and assumed service level agreement costs. Elderly Inpatients - underspend of £0.300m which includes the £0.934m of unallocated funding following the elderly MH review. Learning Disability - underspend of £0.068m due to vacancies. CAMHS - underspend of £0.250m due to vacancies. MH Admin - underspend of £0.300m due to vacancies. Psychiatry - underspend of £0.508m due to vacancies. MH Pharmacy - underspend of £0.190m mainly within substitute prescribing. Psychology- underspend of £0.447m due to vacancies.

	Budget £000's	Outturn £000's	Over/ (Under) Spend Variance £000's	
CHILDREN'S AND JUSTICE SERVICES	35,998	36,039	41	
Irvine, Kilwinning and Three Towns	3,192	3,105	(86)	Transports costs - Projected underspend of £0.033m due a reduction in spend in Staff Mileage costs, assumes 50% spend on budget Cornerstone Respite - Projected underspend of £0.050m due to respite services not taking place due to COVID, assumes 50% spend on budget
Garnock Valley, North Coast and Arran	1,269	1,168	(101)	Employee Costs - Projecting £0.059m underspend due to a substantive post being vacant . This will be offsetting an overspend in employee Costs within Quality Improvement. Transports costs - Projected underspend of 0.016m due a reduction in spend in Staff Mileage costs, assumes a 50% spend of all mileage budgets across the service. Cornerstone Respite - Projected underspend of £0.025m due to respite services not taking place due to COVID.
Intervention Services	2,407	2,395	(12)	Outwith the threshold for reporting
Looked After and Accommodated Children	17,713	18,155	442	Looked After Children placements - Projected underspend of £0.050m, adverse movement of £0.024m which is made up of the following:- Kinship - projected underspend of £0.137m. Budget for 370 placements, currently 345 placement but projecting 352 placements by the year end. Adoption - projected overspend of £0.033m. Budget for 69 placements, currently 71 placements. Fostering - projected overspend of £0.127m. Budget for 129 placements, currently 133 placements and projecting 136 placements by the year end. Fostering Xtra - projected overspend of £0.005m. Budget for 32 placements, currently 32 placements but projecting 32 placements by the year end. Fostering Respite - Projected underspend of £0.073m which is due to respite services not taking place due to COVID Private fostering - projected underspend of £0.018m. Budget for 10 placements, currently 10 placements. IMPACCT carers - projected online Budget for 2 placements, currently 2 placements. Residential School placements - Projected overspend £0.543m, current number of placements is 17, assumption that 3 will end in September and 1 ending in October and no further new admissions resulting in 13 placements at the year end. No secure placements.
Quality Improvement	4,296	4,093	(203)	Employee Costs - Projected Overspend £114k, Note £70k overspend relates to employee acting up to Senior Manager which will being offset with her vacant post within the Irvine Locality. Additional costs CSW payments, £30k also being paid to employee for ASN School, these additional costs are being offset with vacant posts in other teams. - No Movement Transports costs - Projected underspend of £0.007m due a reduction in spend in Staff Mileage costs, assumes a 50% spend of all mileage budgets across the service. Community Packages - Projected underspend of £0.074m, favourable movement £0.051m due to delay in packages starting due to COVID 110 Community Packages on establishment list. Direct Payments - Projected Underspend £0.049m, favourable movement of £0.009m which is due to increase % clawback from 8% to 10%. Current number of packages in place is 42 and projecting an increase of further 5 packages until end of FY, savings of around £0.054m made due to temporary decreases in packages due to PA being furloughed. Children's Residential Placements - Projected underspend of £0.0196m -favourable movement of £0.272m which is due to a placement being transferred to Adult Services, Currently 10 Residential Placements, projecting one of these placements to end in August
Public Protection	628	629	1	Outwith the threshold for reporting
Justice Services	2,506	2,506	0	Outwith the threshold for reporting
Universal Early Years	3,577	3,578	0	Outwith the threshold for reporting
: Lead Partnership NHS Children's Services	410	410	0	Outwith the threshold for reporting
PRIMARY CARE	51,024	51,024	0	Outwith the threshold for reporting
ALLIED HEALTH PROFESSIONALS	5,685	5,685	0	Outwith the threshold for reporting
MANAGEMENT AND SUPPORT	14,196	13,807	(389)	Over recovery of payroll turnover on health services.
CHANGE PROGRAMME & CHALLENGE FUND	1,012	1,012	0	Outwith the threshold for reporting
TOTAL	254,415	253,483	(932)	

Threshold for reporting is + or - £50,000

Savings reference number	Description	Deliverability Status at budget setting	Approved Saving 2020/21 £m	Deliverability Status Month 5	Saving Delivered @ Month 5 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
Children, Families & Criminal Justice								
1	Children and Young People - External Residential Placements	Amber	0.583	Amber	-	0.410	0.173	Currently projecting an overspend. Some plans to move children have been impacted by COVID. Expect to have 13 places at the year-end when the original plan was to have 10 places, will impact on savings for 2021-22.
2	Adoption Allowances	Amber	0.074	Red	-	-	0.074	Current projected overspend but outcome of the adoption review still to be implemented
3	Children's Services - Early Intervention and Prevention	Amber	0.050	Green	0.050	-	-	Fully achieved, met through efficiencies across Children's services
4	Fostering - Reduce external placements	Green	0.036	Amber	-	-	0.036	Not been able to reduce placements, may progress later in the year.
5	Community Support - Children's Care Packages	Amber	0.008	Green	0.008	-	-	Tender delayed, saving can be met through budget underspend for 2020-21. Tender due to be implemented February 2022.
Mental Health and LD Services								
6	LD - Reduction to Sleepover Provision	Amber	0.200	Red	-	-	0.200	Cluster sleepover models centred around core supported accommodation are being considered but will be delayed. The supported accommodation build timescales have slipped due to COVID.
7	Learning Disability Day Services	Amber	0.279	Amber	-	0.050	0.229	The provision of day care is being reviewed to ensure it can be delivered safely. This will include a review of the staffing, a new staffing structure has been planned which will deliver the full year saving in future years but will be delayed until January 2021.
8	Trindlemoss	Green	0.150	Amber	0.150	-	-	Fully achieved but final tenancies to be decided.
9	Mental Health - Flexible Intervention Service	Green	0.008	Green	0.008	-	-	Fully achieved, slightly over-delivered (£10k)
Health and Community Care								
10	Roll out of multidisciplinary teams - Community Care and Health	Amber	0.110	Green	-	0.110	-	For 2020-21 only this saving has been added to the vacancy savings target to be met non-recurringly. There are a number of vacancies across Community Care and Health but at this stage the service can not identify posts to be removed on a permanent basis, will be formalised and removed from establishment from 2021-22.
11	Carers Act Funding - Respite in Care Homes	Green	0.273	Green	0.273	-	-	Fully achieved
12	Care at Home - Reablement Investment	Amber	0.300	Green	-	0.300	-	Expect to fully achieve, level of service activity within budget.
13	Care at Home - Efficiency and Capacity Improvement	Amber	0.135	Green	-	0.135	-	Expect to fully achieve, level of service activity within budget.
14	Day Centres - Older People	Amber	0.038	Amber	-	-	0.038	Day centres are currently closed and staff have been re-deployed, will look for opportunities to release savings when the services re-open.
15	Charging Policy - Montrose House	Amber	0.050	Green	0.025	0.025	-	New charging policy in place and additional income projected to be achieved.
Whole System								
16	Adults - New Supported Accommodation Models	Amber	0.063	Amber	-	0.025	0.038	Project has slipped. Expected completion date is early 2021. Saving was based on 5mths, Assume only 2mths are achieved
17	Adult Community Support - Commissioning of Services	Amber	0.638	Amber	-	0.319	0.319	Implementation of CM2000 was delayed due to Covid, expect to bring system on line for Adult providers from the start of January 2021
18	Charging Policy - Inflationary Increase	Green	0.050	Amber	-	0.025	0.025	Charging has been suspended during COVID 19, with the exception of care homes and community alarms, expect to bring back on line in September.
TOTAL SOCIAL CARE SAVINGS			3.045		0.514	1.399	1.132	

Health:

Savings reference number	Description	Deliverability Status at budget setting	Approved Saving 2020/21 £m	Deliverability Status Month 5	Saving Delivered @ Month 5 £m	Projected to Deliver during Year £m	Projected Shortfall £m	Comment
19	Trindlemoss	Green	0.120	Green	0.120	-	-	Fully achieved
20	Packages of care	Green	0.100	Green	0.100	-	-	Fully achieved
21	Elderly Mental Health inpatients (lead partnership)	Green	0.216	Green	0.216	-	-	Fully achieved
22	MH Payroll Turnover (lead partnership)	Green	0.100	Green	0.100	-	-	Fully achieved
23	North Payroll Turnover	Green	0.280	Green	0.280	-	-	Fully achieved

TOTAL HEALTH SAVINGS	0.816	0.816	0.000	0
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TOTAL NORTH HSCP SAVINGS	3.861	1.330	1.399	1.132
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2020-21 Budget Reconciliation

Appendix D

COUNCIL	Period	Permanent or Temporary	£
Initial Approved Budget			96,963
Rounding error			4
Error in budget			1,299
Resource Transfer			22,769
WAN Circuits Budget Transfer - Kyle Road - New data Connection (Store Costs)	1	P	(1)
British Sign Language funding transferred to Democratic Services	3	P	(5)
Child Abuse Enquiry costs - Budget from Corporate	5	T	58
Budget Reported at Month 4			121,087
HEALTH	Period	Permanent or Temporary	£
Initial Approved Budget			149,830
Resource Transfer			(22,769)
Adjustment to base budget	1	P	(90)
2019/20 Month 10-12 budget adjustments	1	P	3,999
Non recurring Funding 19/20	3	T	(298)
Full Year effect of Part Year Reductions	3	P	(54)
Additional COVID funding	3	T	1,339
Additional living wage funding	3	P	186
V1P Funding 20/21	3	T	105
Primary Care Prescribing - Uplift	3	P	2,060
Primary Care Prescribing - CRES	3	P	(756)
Outcomes Framework - Breast Feeding	3	T	33
South HSCP V1P contribution	3	T	20
ANP Allocation - MIN	3	T	20
Training Grade Funding	3	P	49
Funding transfer to Acute (Medical Records)	3	T	(33)
Public Health Outcomes Bundle	3	T	235
Specialist Pharmacist in Substance Misuse	3	T	12
Prescribing Reduction - COVID	3	T	(540)
Lochranza Discharges to South HSCP	3	P	(170)
Prescribing Reduction	4	P	(1,497)
Training Grade Funding	4	T	36
TEC Contribution	4	T	(53)
Admin posts from South HSCP	4	P	54
Uplift Adjustment	4	P	21
Additional COVID funding	5	T	2,170
Training Grade Funding	5	P	6
Lochranza Discharges to South/East HSCP	5	P	(232)
Arrol Park Discharges to South HSCP	5	P	(107)
Trindlemoss resource transfer adjustment			(248)
Budget Reported at Month 5			133,328
COMBINED BUDGET			254,415

COVID-19 Local Mobilisation Plan- Financial Plan- H&SCP

Name of Body	North Ayrshire HSCP
Finance Contact:	Caroline Cameron, Chief
Date of last update	11/08/2020

Delayed Discharge Reduction- Assumptions	Supporting Narrative
	32 placements from March to date where funding accelerated or agreed to reduce DD in hospital and expediate discharge, further DD in hospital but not all will require care home placement
Delayed Discharge Reduction- Additional Care Home Beds	
Delayed Discharge Reduction- other measures	Anam Cara Respite in-house respite facility being used temporarily for step down

H&SCP Costs	Revenue												Revenue	Capital	Body incurring cost (NHS or LA)	Supporting Narrative
	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	2020/21	2020/21		
Delayed Discharge Reduction- Additional Care Home Beds	82,102	78,564	78,564	78,564	78,564								396,358		LA	Only requested funding to August on the basis that interim funding is to facilitate discharge and HSCP would have to fund placements in the longer term. This is to fund 32 specific placements, not assuming there will be additional funding for any new discharges to maintain DD performance.
Delayed Discharge Reduction- other measures	5,453	4,362	4,362	4,362	4,362	4,362							27,263		LA	Anam Cara Respite facility being used temporarily for step down - cost is only in relation to lost income from respite charging, existing staff group delivering care
Delayed Discharge Reduction- other measures	60,151												60,151		LA	Adaptations and equipment purchased to get social care surge sites ready for use, would likely to be further costs if sites are required to be brought into use in the future.
Personal protection equipment	259,469	263,477	249,157	142,248	142,248	142,248	142,248	142,248	142,248	142,248	142,248	142,248	2,052,335		NHS/LA	Sourcing majority of PPE for social care locally. Currently sourcing about 85%-95% (range depending on items) of social care PPE supply by HSCP with the rest coming from NSS top up supply. Orders placed totalling £912k as at 18th June. Assumption that from October onwards (linked to MoU for PPE Hub) NSS supply will potentially increase to provide 50% of requirement, however there remains a risk that costs will continue to rise and this depends on arrangement for national distribution.
Deep cleans		224	971										1,195		NHS	
Estates & Facilities cost		4,790	3,549										8,339		NHS	
Additional staff Overtime and Enhancements	70,596	43,682	47,882	50,000	50,000	50,000	25,000	25,000	25,000	12,500	12,500	12,500	424,660		LA	Cost of additional staff hours to cover absence, mainly in Care at Home Services and residential Children's Houses
Additional temporary staff spend - Student Nurses & AHP		227,159	142,067	142,067	142,067	79,704							733,063		NHS	Actual spend to June for student nurses and other nursing and AHP additional hours, from July onwards based on student costs plus £50k estimate of ongoing additional bank hours.
Additional temporary staff spend - Health and Support Care Workers			40,958										40,958		NHS	
Additional costs for externally provided services	220,798	278,694	314,548	264,036	264,036	188,268	25,000	25,000	25,000	25,000	25,000	-	1,655,380			Provision per month for additional payments to providers primarily for PPE and sickness absence, position statement shared with providers in line with COSLA commissioning guidance. Additional provision for occupancy payments to care homes from April to September and assuming tapered reduction in Sept. Included provision for 5% increase in costs for community support services (care at home and adults) from April to September, not included at 25% as not seen requests at that level, this may increase as sickness policy is implemented. Included small provision for support after Sept with PPE and infection control costs.
Additional FHS Payments- GP Practices	13,527	6,203	7,000	7,000	7,000								40,730		NHS	Additional GP sessions for Arran for the hospital and to support local team in co-ordinating planning and response
Loss of income	88,500	88,500	88,500	88,500	88,500								442,500		LA	Ceased provision of day services and respite, also suspended charges for community supports on basis of rapid changes to care, capacity to ensure accurate financially assessed charges and also financial hardship.
Additional Travel Costs		1,304	4,553										5,857			
IT & Telephony Costs		937											937			
Equipment & Sundries		75,584											75,584		NHS/LA	Thermometers moved here from PPE
Children and Family Services	6,952	12,166	20,856	34,760	34,760	34,760	17,380	17,380	17,380				196,394			Additional Fostering Placements, 20 increased placements from April to now which are Covid related temporary placements, delay in children's hearings and housing has led to a delay in moving children on from foster care. Cost of 20 placements as they came on line from April, assume 10 will leave care by Sept and a further 10 between October and December.
Other- Security Costs PPE Store	8,000	8,000	8,000	8,000	8,000	8,000							48,000		LA	
Other- Additional Care at Home Capacity	38,845	38,845	38,845	38,845	38,845	31,649	31,649	31,649	31,649	31,649	31,649	31,649	415,768		LA	Additional costs for in-house service to ensure service can facilitate hospital discharge and put in place care packages despite operating at high absence levels. Demands for this service have increased with more individuals and families choosing to be cared for at home.
Offsetting cost reductions - HSCP	(108,007)	(108,007)	(108,007)	(68,583)	(68,583)	(68,583)							(529,770)		NHS/LA	
Total	746,386	1,024,484	941,805	789,799	789,799	470,408	241,277	241,277	241,277	211,397	211,397	186,397	6,095,703	-		
												Subtotal	6,095,703			
Expected underachievement of savings (HSCP)	139,375	139,375	139,375	139,375	139,375	139,375	46,458	46,458	46,458	46,458	46,458	46,458	1,115,000		NHS/LA	
Total	885,761	1,163,859	1,081,180	929,174	929,174	609,783	287,735	287,735	287,735	257,855	257,855	232,855	7,210,703	-		
												Total	7,210,703			

Cash Flow Analysis	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Local Authority- Actual Spend	535,748	831,861	1,050,255	858,028	358,372							
Local Authority- Accrual	904,830	970,158	928,998	787,599	787,599	537,571	287,735	287,735	287,735	257,855	257,855	232,855

Integration Joint Board
22 October 2020

Subject:	North Ayrshire Children's Services Plan 2020-23
Purpose:	To advise on the development of the North Ayrshire Children's Services Plan 2020-23
Recommendation:	That the Board notes the North Ayrshire Children's Services Plan 2020-23 and the Children's Rights Report 2020-23.

Glossary of Terms	
UNCRC	United Nations Convention on the Rights of the Child
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership

1.	EXECUTIVE SUMMARY
1.1	This report presents the North Ayrshire Children's Services Plan 2020-23 (Appendix 1) and the Children's Rights Report 2020-23 (Appendix 2).
1.2	The Children's Services Plan 2020-23 and the Children's Rights Report were approved by the Children's Services Strategic Partnership in August 2020. The Children's Services Plan 2020-23 and Children's Rights Report were approved by the Community Planning Partnership by email on 11 September 2020.
1.3	The Children's Services Plan 2020-23 builds on the progress made since the previous Children's Services Plan 2016-20. The final Performance Report relating to the 2016-20 Plan has been attached as Appendix 3. This is the first Children's Rights Report.
1.4	The approach has been taken to link the Children's Services Plan and Children's Rights Report which form part of our suite of children's services planning documents.
2.	BACKGROUND
2.1	Part 3 of the Children and Young People (Scotland) Act 2014 seeks to improve outcomes for all children and young people in Scotland by ensuring that local planning and delivery of services is integrated, focused on securing quality and value through preventative approaches, and dedicated to safeguarding, supporting and promoting child wellbeing. It aims to ensure that any action to meet need is taken at the earliest appropriate time and that, where appropriate, this is taken to prevent need arising.
2.2	Section 8(1) of the Act requires every local authority and its relevant health board to jointly prepare a Children's Services Plan for the area of the local authority, in respect of each three-year period.
2.3	Children's rights and wellbeing are both central to the Act, and implementation of the United Nations Convention on the Rights of the Child (UNCRC) is central to making Scotland the best place to grow up.

2.4	Duties set out in Part 1, Section 2 of the Children and Young People (Scotland) Act 2014 (Duties of public authorities in relation to the UNCRC) requires public authorities (including all local authorities and health boards) to report on the steps they have taken to secure better or further effect of the requirements of the United Nations Convention on the Rights of the Child (UNCRC). This section of the Act came into force on 1 April 2017.
2.5	The 2016-20 Children's Services Plan has come to a close. The new Plan has been developed using a new format. The final Performance Report linked to the 2016-20 Plan has been attached as Appendix 3.
2.6	The North Ayrshire Children's Services Plan 2020-23 has been developed based on the priorities identified in the 2016-20 Plan, as well as a range of other information available.
2.7	The Plan sets out the vision for Children's Services – <i>for all our children and young people to have the best start in life and for North Ayrshire to be the best place in Scotland to grow up.</i>
2.8	<p>The Children's Services Plan priorities are:</p> <ol style="list-style-type: none"> 1. Children and young people's rights and views are respected and listened to 2. Act early to improve what happens next 3. Make things fairer and better 4. Support mental health 5. Help children and young people to be active and healthy
2.9	A repeat of the ChildrenCount Wellbeing Survey had been planned for April/ May 2020 but has been postponed due to the Covid-19 pandemic.
2.10	The Plan contains an easy to read section which describes the Plan to children and young people. There has been consultation with focus groups of young people.
2.11	The timescales for Children's Services Plans to be in place would, in normal circumstances, be 1 April 2020. The Scottish Government allowed flexibility in timescales in the Coronavirus (Scotland) Act 2020, due to the impact of the Covid-19 pandemic. The options available were to publish a statement advising that the previous plan would be extended for one year, or to review and revise the draft plan and finalise it as soon as reasonably practicable. The Plan has been revised to reflect the initial analysis of the impact on the Covid-19 pandemic.
3.	PROPOSALS
3.1	That the Board note the contents of the Children's Services Plan 2020-23 and the Children's Rights Report as attached at Appendix 1 and Appendix 2.
3.2	That the Board notes that the Children's Services Plan 2020-23 and the Children's Rights reports will be submitted to the Scottish Government and published on the Community Planning Partnership website.
3.3	<u>Anticipated Outcomes</u>
	The purpose of the Children's Services Plan 2020-23 is to improve outcomes for all children and young people in North Ayrshire. The Children's Rights Report ensures that we are making progress to further effect the requirements of the United Nations Convention on the Rights of the Child (UNCRC).
3.3	<u>Measuring Impact</u>
	High level actions have been provided within the Plan. A working group is being formed to establish more detailed actions and relevant Performance Framework in the coming weeks.

4.	IMPLICATIONS
Financial:	None. All commitments are aligned to agreed budgets.
Human Resources:	None. All commitments are aligned to agreed resources.
Legal:	None. The plan meets legal requirements.
Equality:	The Children's Services Plan and Children's Rights Report assists us to meet our Socio-Economic Duty set out in the Fairer Scotland Duty and the Children and Young People (Scotland) Act 2014. The Plan and Report aim to reduce inequalities and make things fairer and better.
Children and Young People	The Children's Services Plan and Children's Rights Report assists us to ensure that we are making progress to further effect the requirements of the United Nations Convention on the Rights of the Child (UNCRC).
Environmental & Sustainability:	None.
Key Priorities:	The Children's Services Plan and Children's Rights Report links directly to the key priorities contained in the Local Outcomes Improvement Plan, the Council Plan 2019-2024 and the HSCP Strategic Plan 2018-21.
Risk Implications:	None.
Community Benefits:	N/A.

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	The Children's Services Plan and the Children's Rights Report were approved by the Children's Services Strategic Partnership in August 2020. The Community Planning Partnership has been consulted and approved the Plan and Report by email on 11 September 2020. The reports have been presented to North Ayrshire Council Cabinet on 6 October 2020.
6.	CONCLUSION
6.1	The Children's Services Plan 2020-23 builds on the progress made since the previous Children's Services Plan 2016-20 and sets out our priorities for Children's Services for the next three years.

For more information please contact Lauren Cameron on 01294 324160 or laurencameron@north-ayrshire.gov.uk

North Ayrshire
**Children
Services Plan**
2020/2023





Contents

Children's Services Plan 2020-23

- 02 Foreword
- 04 Introduction: Local context and key facts
- 07 Strategic Needs Assessment
- 08 Our Priorities for 2020 to 2023
- 10 What our plan means for you – our children and young people
- 14 Partnership Approach to Children's Services Planning
- 17 Our Children's Services Plan Development
- 18 Progress since previous plan
- 20 Resources
- 21 Strategic Themes
- 24 Evaluation and reporting on our plan
- 25 Who we are and how we work together
- 27 North Ayrshire Context



It is inescapable that the Covid-19 pandemic will have a lasting impact on our children and families, in terms of their financial situations as well as the impact on mental health and other aspects of everyday life.



One of our main concerns is tackling Child Poverty and this can be seen in our ambitious Child Poverty Action Plan. We are determined to tackle inequalities and create a society where no one lives in poverty,

Foreword

Welcome to our North Ayrshire Children's Services Plan 2020-23.

This is our second Children's Services Plan and we are aiming to build on the progress that has been made to date. We have set out our key priorities for the next three years to achieve our vision in *North Ayrshire – for all our children and young people to have the best start in life and for North Ayrshire to be the best place in Scotland to grow up.*



It is inescapable that the Covid-19 pandemic will have a lasting impact on our children and families, in terms of their financial situations as well as the impact on mental health and other aspects of everyday life. The impact of Covid-19 will be vast and is already being evidenced for children and young people. We want to make sure that we are able to support all of our Children and Young People as we move into a possible recovery phase.

Our planning, partnerships and service delivery require to adapt as we learn more about the longer-term impact of the pandemic. We will continue to listen to

children, young people and families and use the best data available to inform the strong local partnership working which underpins our new Children's Services Plan. We are confident that we will continue to give children and young people the best possible start in life in North Ayrshire.

We want to build on our previous plan and make sure our rights-based and assets-based approaches continue to be further strengthened in our communities. We aim to build resilience in our communities and want to empower our families to ensure they can thrive.

One of our main concerns is tackling Child Poverty and this can be seen in our ambitious Child Poverty Action Plan. We are determined to tackle inequalities and create a society where no one lives in poverty, where the economy is inclusive and where everyone has the same life chances to live fulfilling and healthy lives. Our Community Wealth Building Strategy will support inclusive growth so that everyone benefits from a stronger local economy, enhanced community empowerment and an increase

in fair employment. This is key to our partnership approach to tackling poverty and deprivation in North Ayrshire and, in particular, Child Poverty.



Stephen Brown
Chair of the
Children's Services
Strategic Partnership



**Councillor
Joe Cullinane**
Leader of North
Ayrshire Council

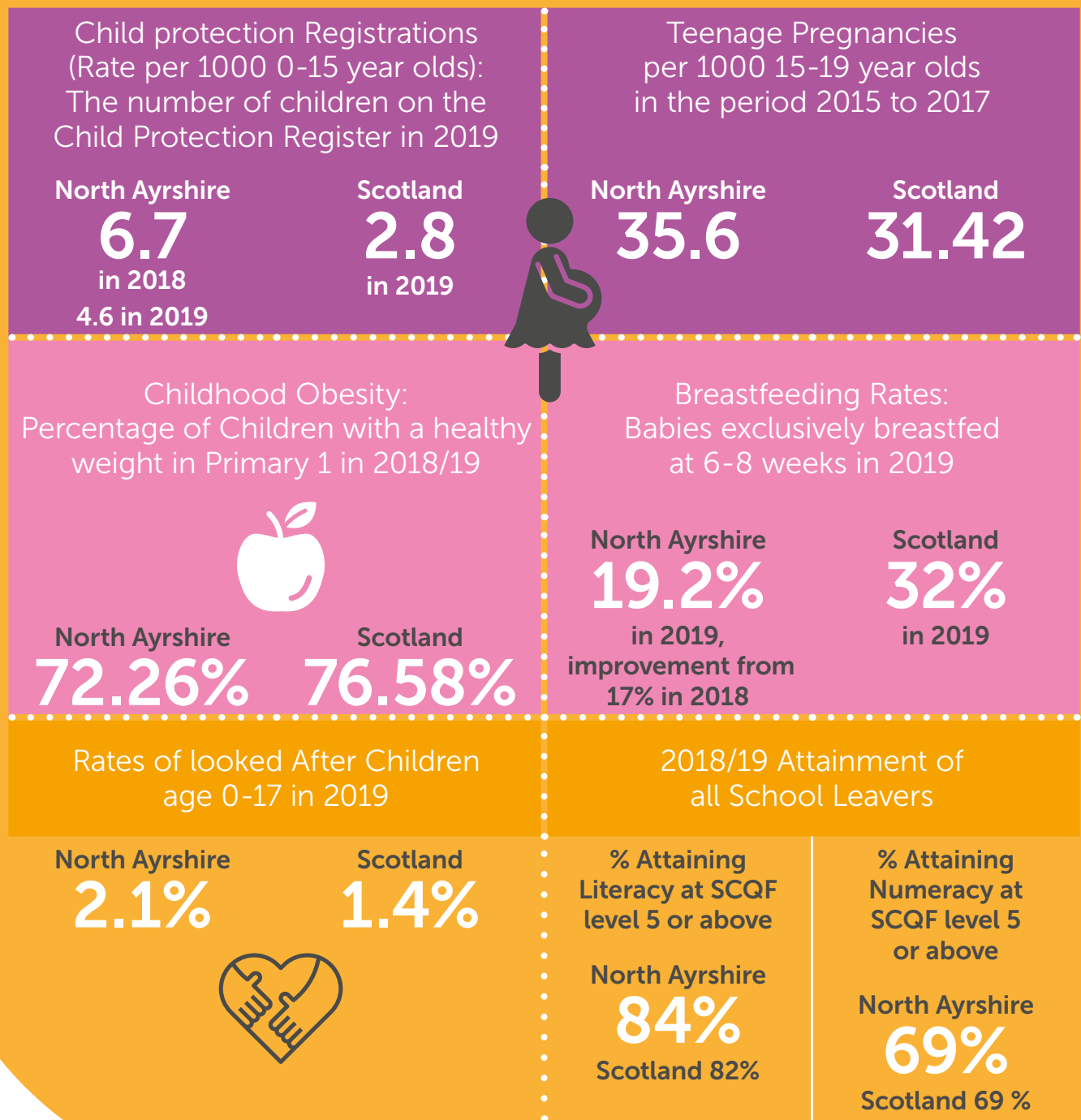


Audrey Sutton
Interim Executive
Director
(Communities)

Introduction:

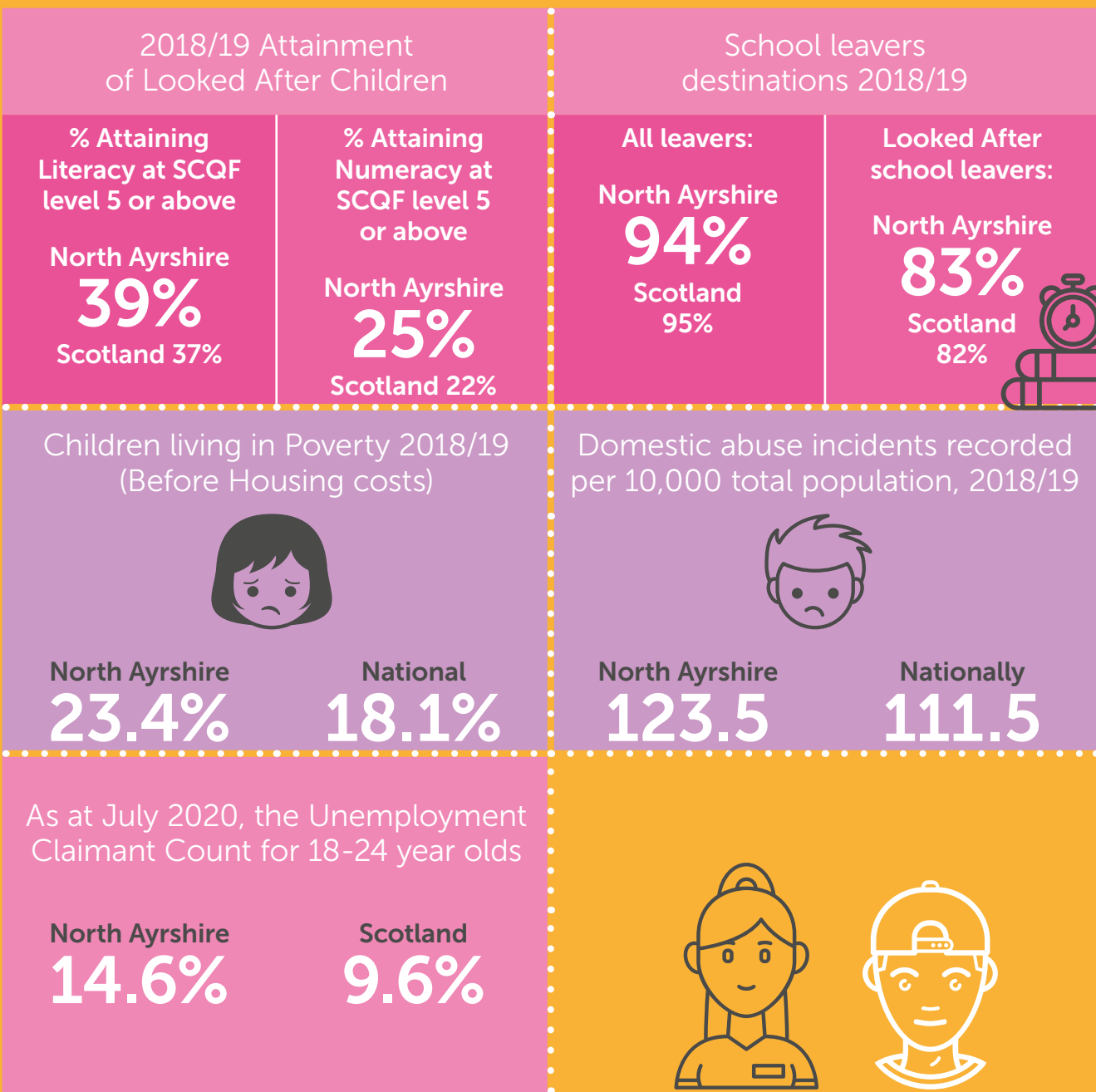
Local Context and key facts

In North Ayrshire we understand that all of our children and young people are unique individuals and should be able to feel confident and happy with themselves and the place where they live.



Currently, we have 135,000 people living in North Ayrshire. 16.7% of our population are children and young people under 16 (17% national average).

The infographic below provides a snapshot of some of the key statistics about children and young people across North Ayrshire. Throughout this document we outline how we plan to tackle these issues and improve outcomes for our children, young people and families.





We have created a profile of our area based on the latest information and data available. You can view our full data profile dashboard at Appendix 1.



We use a range of information from consulting and speaking to our children and young people such as the Youth Forum, Joint Cabinet and via our Youth Participation and Citizenship Strategy.

We have created a profile of our area based on the latest information and data available. You can view our full data profile dashboard at Appendix 1.

In 2014/15, in partnership with the Dartington Service Design Lab, we carried out a ChildrenCount Wellbeing Survey of almost 8000 young people aged between nine and 16 years old and more than 600 families of younger children. This rich range of information was used to inform our priorities for the 2016-20 Children's Services Plan. Prior to the Covid-19 pandemic we had planned to carry out a repeat of the ChildrenCount Survey during 2020. These plans are currently on hold and will be reassessed later in the year.



In 2014/15, in partnership with the Dartington Service Design Lab, we carried out a ChildrenCount Wellbeing Survey of almost 8000 young people aged between nine and 16 years old and more than 600 families of younger children.



Strategic Needs Assessment

We continue to use a range of sources of information to inform our Strategic Needs Assessment in partnership with our Community Planning Partners. Our data sources include:

School Census data

This includes information collected in schools such as the numbers of pupils by age, additional support needs and other information.

Child Protection data

This includes the number of children who are looked after by the Council and the reasons for this.

Health data

This includes information on birth weight and breast-feeding rates, dental health information, immunisation rates and levels of smoking, alcohol and drug use in young people as well as the population as a whole.

Children and young people's views and experiences

We use a range of information from consulting and speaking to our children and young people such as the Youth Forum, Joint Cabinet and via our Youth Participation and Citizenship Strategy. We ask for the views of children and young people in schools using the How Good is Our School pupil questionnaires.

Our Priorities for 2020 to 2023

A key focus for all Children's Services partnerships will now be recovery from the Covid-19 pandemic and all of the associated challenges this brings. Our key priorities will be even more important in this new context.

We have a good understanding of the needs of our children and young people and their families and we are determined to ensure that a whole systems approach delivers the best results.

Our Plan is a living document that will be updated and adapted based on the changing needs of our area, especially as the effects of Covid-19 become more apparent. We will be developing detailed action plan and performance framework which will show the actions we will take and how we will measure our progress.

We have ensured that as many children and young people as possible in North Ayrshire are involved in making decisions about what is important to them. We have identified our key priorities by listening to what our children and young people have told us.



Priority 1: Young people's rights and views are respected and listened to.

Ensuring the rights, views and aspirations of children and young people are at the centre of everything we do

We will:

- Implement the North Ayrshire UNCRC plan actions
- Ensure the rights of all children and young people are protected
- Ensure the voices of children and young people are heard and influence the work of the Community Planning Partnership
- Ensure children and young people have the opportunity to develop their citizenship skills, including active democratic participation opportunities



Priority 2: Acting early to improve what happens next
Focussing on early intervention and prevention

We will:

- Work with our partners to keep all children and young people safe
- Continue to provide support through our integrated universal early years' service for families with children age 0-5
- Increase access to early learning and childcare
- Help parents or carers to provide support to their children
- Improve outcomes for care-experienced young people



Priority 3: Making things fairer and better
Reducing inequalities and improving outcomes

We will:

- Implement the North Ayrshire Child Poverty Action Plan
- Improve attainment and achievement for all
- Close the poverty related attainment gap
- Implement the recommendations from the Independent Care Review (Scotland).
- Implement the recommendations from the Additional Support for Learning Review (Scotland)
- Build strong collaborative partnerships in local areas to ensure we deliver high-quality services for all of our children, young people and families



Priority 4: Supporting mental health
Supporting social, emotional and mental wellbeing

We will:

- Develop our nurturing approach across all Children's Services
- Improve mental health and wellbeing through physical activity and social participation
- Continue to have appropriate pathways in place for supporting mental wellbeing
- Support children, young people and their families to help build resilience



Priority 5: Helping children and young people to be active and healthy
Helping children and young people to be physically active and maintain a healthy lifestyle

We will:

- Provide innovative physical activity and sports opportunities
- Adopt a whole systems approach to diet and healthy weight
- Ensuring all of our early years indoor and outdoor learning environments and activities enable children to be physically active
- Help children, young people and their families to have a healthy lifestyle



There are a range of ways that you can get involved and make your voices heard.

What our Plan means for you: Our Children and Young People

We want you to know what this plan means for you and your family



At the heart of our all of our work with you, your families and our partners, are the principles and values called 'Getting It Right For Every Child' (GIRFEC). This way of working is designed to support you and your family by making sure you can receive the right help, at the right time, from the right people. The aim is to help you to grow up feeling loved, safe and respected so that you can realise your full potential.



If you feel like you need help or advice, then you should speak to your class teacher in primary schools. In secondary schools you can speak to your pastoral care teachers or any other adult in your school that you feel comfortable with. They will be able to help or direct you to the right place or person. There are a range of ways that you can get involved and make your voices heard. This could be through your pupil council, or taking part in focus groups, questionnaires, class surveys and discussions. Or you might want to get involved with clubs, organisations or youth groups. Lots of information is available online in our **Youth Participation Strategy**.

Some of you have helped us to develop this Plan and choose the most important areas for us to work on – and we want to say thank you for this.



What our Plan means for you: Our Children and Young People

1. Your Rights and Views

- We are working with you to develop a new **Citizenship and Participation Strategy** that will focus on your rights
- If you have been or are being cared for, you can take part in or be represented by our **Champions Board**
- Our **Rights Respecting Schools** and rights awareness in schools make sure that your rights are at the heart of everything we do
- Your views are gathered regularly in your schools. What you tell us is used to make improvements



2. Act early to improve what happens next

- **Healthy food** options are available and promoted in our schools
- Our **Active Schools** programmes provide activities in school, after school or in local clubs through KA Leisure
- Our schools and early years centres are working to develop outdoor areas for learning and activity



3. Make things fairer and better

- We help families when they have a new baby. This includes **helping** with feeding babies, family money advice, and supporting healthy choices
- We encourage you and your family to get **immunisations** to help protect against diseases
- Our **Family Learning Team** supports you and your family to learn and play together
- We work together to make sure that we give help and support as early as possible if you have challenges or something goes wrong
- We help you to enjoy and benefit from using the internet and social media safely



4. Support mental health

- We help you achieve your full potential as **successful learners**, confident individuals, responsible citizens, effective contributors
- We make sure that there are lots of options in our **schools** for your learning.
- When you leave school, we help you to take the **next steps** into college, university, training or work
- We provide healthy lunches and activities during the school holidays



5. Help you be active and have healthy lives

- To support your mental health, key people and a range of programmes can help you. We have **Counsellors** in each of our secondary schools and all of our schools and early years centres work to remove stigma about mental health
- We use **nurture approaches** throughout all of our Children's Services to make sure that you are supported with your social, emotional and behavioural needs
- For more serious and complex issues, you may be referred to the **Child and Adolescent Mental Health Service** (CAMHS). If this happens we work with you to assess your needs and wishes to best support you and help you recover



Partnership Approach to Children's Services Planning

North Ayrshire Community Planning Partnership is a strong and effective partnership of a wide range of organisations. We value the benefits of sharing our resources, knowledge and skills to improve the lives of our children and young people. All partners have a shared commitment and partnership vision – **North Ayrshire – A Better Life**.

The North Ayrshire Community Planning Partnership is made up of the following organisations:



Our work fully supports the purpose, values and national outcomes as set out by the Scottish Government. Our vision demonstrates our link to the National Performance Framework.

The public sector duty regarding socio-economic inequalities, known as the Fairer Scotland Duty, requires that when taking strategic decisions, particular public bodies, including local authorities and health boards, must have due regard to how they can reduce inequalities of outcome caused by socio-economic disadvantage in the exercise of their functions.

We have a clear focus on inequalities. In our Local Outcomes Improvement Plan (LOIP) 2017-2022, we have increased our focus on children and child poverty.

Underpinning this we have four priority areas:

- A Working North Ayrshire
- A Healthier North Ayrshire
- A Safer North Ayrshire
- A Thriving North Ayrshire – Children and Young People

Our cross-cutting themes are building stronger communities and prevention, and these underpin our approach to these priorities.

Our work to improve Children's Services also directly links to the mission, vision and priorities set out in the North Ayrshire Council Plan 2019-24. This is the key strategic plan for the Council, which is focused on making North Ayrshire a fairer and more equal society.



We have assessed the impact of the Scottish Attainment Challenge, Pupil Equity Funding and Care Experienced Funding. We have also reviewed our school counselling service.

The Children's Services Plan directly links to the North Ayrshire Health and Social Care Partnership Strategic Plan 2018-21 – Lets Deliver Care Together.

Our Children's Services Planning includes our Children's Rights Report and our [Child Poverty Action Plan](#). They form our approach to giving children and young people in North Ayrshire the best start in life.

Our Children's Services Planning approach links all relevant plans and strategies together as described above. These can be seen in the diagram below.

The Children's Services Plan links with, and feeds into, a range of other strategic plans including:

- [North Ayrshire Child Protection Committee Business Plan](#)
- [Corporate Parenting Plan](#)
- Early Learning and Childcare Strategy
- Out of School Care Plan
- [Community Learning and Development Plan](#)
- [North Ayrshire Carers Strategy](#)

- Ayrshire and Arran Child Transformation Plan
- Ayrshire and Arran Oral Health Strategy

A number of major national reviews have taken place since our Children's Services Plan 2016-20, including the Care Review, the review of Additional Support Needs and the Scottish Attainment Challenge evaluation.



A number of major national reviews have taken place since our Children's Services Plan 2016-20, including the Care Review, the review of Additional Support Needs and the Scottish Attainment Challenge evaluation.

At a local level, Audit Scotland visited us at the beginning of February 2020 to carry out a Best Value Audit. In terms of schools, we have had many of our schools inspected by Education Scotland over the last three years. Many Early Years Centres and Children’s Houses were inspected by the Care Inspectorate. We have assessed the impact of the Scottish Attainment Challenge, Pupil Equity Funding and Care Experienced Funding. We have also reviewed our school counselling service. All of these reviews and assessment at national and local level are considered in this Plan and inform our improvement planning activities.

The Covid-19 pandemic of 2020 has created an unprecedented situation for our children, young people and their families. The economic impact will be

considerable for many of our families and the associated potential impacts such as mental and physical health, well-being and educational outcomes will be vitally important in shaping our work over the next three years of this plan.

The Scottish Public Health Observatory (ScotPHO) have developed a community vulnerability measure to help guide the social mitigation response to the effects of Covid-19. North Ayrshire is identified as being at high risk to Covid-19. This is in common with Inverclyde, Dundee City, West Dunbartonshire, Na h-Eileanan Siar, Dumfries and Galloway and Glasgow City. We are committed to using all of the intelligence available to ensure the impact of Covid-19 is addressed in a manner that supports the health and wellbeing of our children and young people.



The GIRFEC approach supports children and young people so that they can grow up feeling loved, safe and respected and can realise their full potential.

Our Children’s Services Plan Development

Figure 1: Children’s Services Planning Dashboard



Our Plan takes a rights-based approach. We are committed to promoting and protecting children and young people’s rights. The Children and Young People (Scotland) Act 2014 strengthens children’s rights and places duties on local authorities, health boards and partner agencies. Our first North Ayrshire Children’s Rights Report 2020-23 is a core aspect of our approach to Children’s Services Planning.

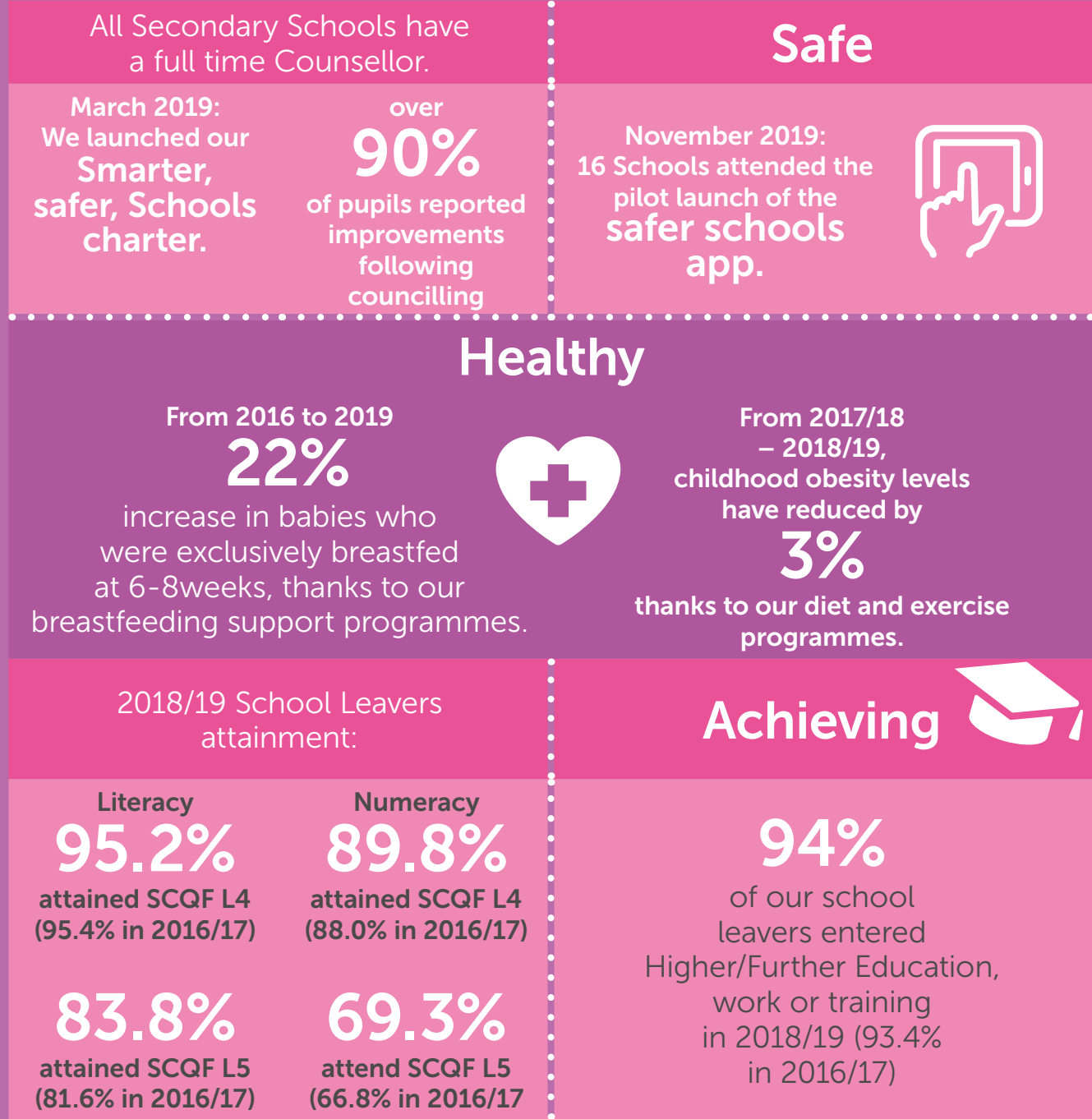
Our plan has been written based on the Getting it Right for Every Child (GIRFEC) principles and values. GIRFEC is based on children’s rights and its principles reflect the United Nations Convention on the Rights of the Child (UNCRC). GIRFEC also respects parents’ rights.

The GIRFEC approach supports children and young people so that they can grow up feeling loved, safe and respected and can realise their full potential. At home, in school or the wider community, every child and young person should be:

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

Progress since previous plan

Since the introduction of the 2016-20 North Ayrshire Children’s Services Plan we have made significant progress in a number of key areas. These can be viewed in detail in our Children’s Services Plan Performance Reports [here](#).



Resources

In 2019/20 we spent more than £180 million in Education and Health and Social Care, on services to improve the lives and outcomes of children and young people living in North Ayrshire. A breakdown can be seen below, in Figures 2 and 3.

Figure 2: Spend breakdown in Children's Services (NHS and HSCP)

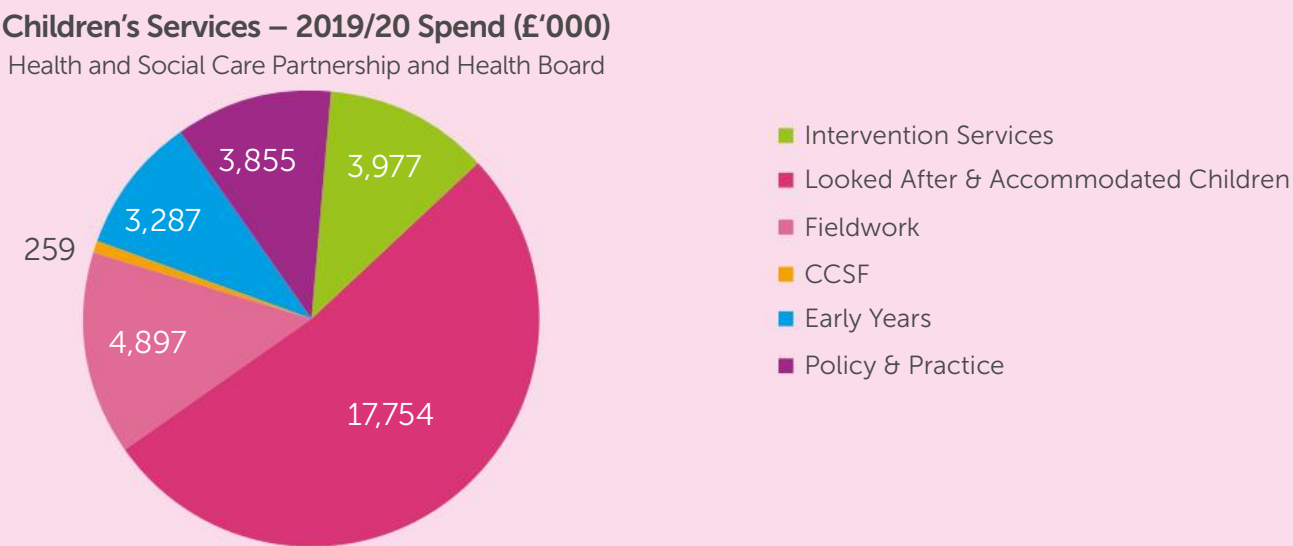
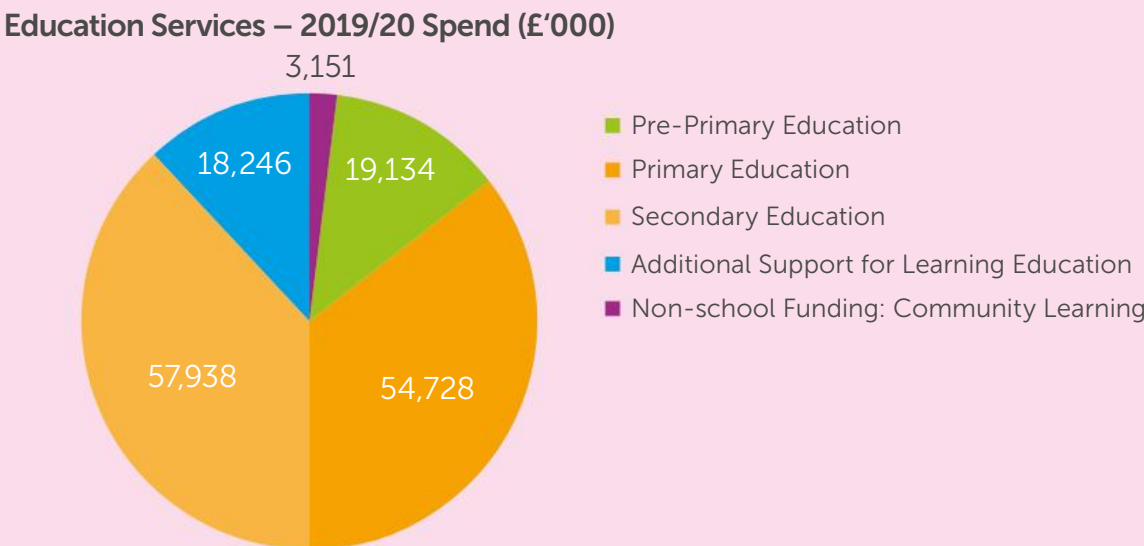


Figure 3: Spend breakdown in Education Services



If you wish, you can purchase additional unfunded sessions from your private or voluntary provider, and charges and payments for this would be arranged directly with the provider.

Strategic Themes

The following key themes are strategically important in our work.

Child Poverty

In North Ayrshire we are committed to reducing and mitigating the effects of child poverty. We know that 27% of children in North Ayrshire are living in poverty and this can affect children's health and wellbeing, as well as school attainment and achievement. Covid-19 has exacerbated this situation and the evidence of this and the related actions are detailed in our Child Poverty Action Plan 2019/20. Covid-19 has exacerbated this situation and the evidence of this and the related actions are detailed in our Child Poverty Action Plan 2019/20.

Prior to the Covid-19 pandemic, almost one in four children in Scotland (24%, 240,000) were living in relative poverty in Scotland in 2017/18¹.

New data on child poverty was released in May 2020. This new estimate is based

on Department for Work and Pensions (DWP) and Her Majesty's Revenue and Customs (HMRC) data, but is based on family income levels, before housing costs. The new data shows that over 5,500 children (23.4%) age 0-16 could be living in poverty in North Ayrshire. This is higher than the national estimate of 18.1% for the same measure. There are methodological differences in the calculation of the estimates but both sets support our experience and knowledge of our local areas.

There is increasing evidence that households with children, which were already at greater risk of poverty, have been disproportionately affected by the financial impact of the Covid-19 pandemic.

It is too early to know the impact that Covid-19 will have on levels of child

¹ source: <http://www.healthscotland.scot/media/2607/child-poverty-scales-and-trends.pdf>



We are clear about the value of employment for our residents and want to attract the best jobs and employers possible.



We protect, support and provide a loving and nurturing environment for those who have either been in care or have experienced it.

poverty in Scotland but an analysis by the Institute for Public Policy Research (IPPR) Scotland finds that since lockdown almost half (49 per cent) of households with dependent children in Scotland find themselves in the two most serious categories of financial stress – ‘in serious financial difficulty’ or ‘struggling to make ends meet’. This is compared to 30 per cent of all households in Scotland reporting the same levels of financial stress.

Our Child Poverty Action Plan and Report sets out our commitment to Economic Growth in our area through the Ayrshire Growth Deal and Community Wealth Building. We are clear about the value of employment for our residents and want to attract the best jobs and employers possible. We also work to reduce the cost of living for our residents and are committed to develop 1,575 new build Council homes by March 2025.

Wellbeing

In January 2018, the Ayrshire and Arran Wellness Model looked to test a whole system model of mental health support by developing a fully integrated approach, aligning specialist child and adolescent mental health teams with developing initiatives in partnership with North Ayrshire schools and other parts of the community. The aim of the model is

by the end of 2020, there will be clear evidence of a shift in the emotional wellbeing of children and young people within one locality (Kilwinning) evidenced by more appropriate requests for assistance being made to CAMHS.

The Kilwinning Wellness model has reduced the routine referrals from 68 days in August 2018 to less than 2 weeks consistently from September 2019.

The Wellness Model has significantly influenced, managed and changed the demand pressures placed on specialist mental health services for children and young people in a locality, ensuring those individuals with serious mental health concerns are seen timeously and appropriately. This model fits around children and young people's needs using a broader lens for mental health services, and one that incorporates the wider system, supporting young people wherever they are.

The Wellness Model has also been rolled out in Largs and the scoping work has already started for the Garnock Valley and will spread to the rest of North Ayrshire.

Love and Support for Care-experienced Young People

The national Independent Care Review was published in February 2020. The review of Scotland's Care system

has far reaching recommendations. We will continue to reflect on how best we can 'Keep the Promise', take the recommendations of the review forward in North Ayrshire and embed in our local plans.

We protect, support and provide a loving and nurturing environment for those who have either been in care or have experienced it.

We have a Champions Board constituted from a range of young people who are all care experienced aged between 15 and 22 who come together weekly and look for ways to change the care system as well as producing tools and advice for their care experienced community. The Board is supported by the North Ayrshire Corporate Parenting Team.

Throughcare and Aftercare Services

The Throughcare and Aftercare teams support young people moving on from being accommodated away from home to the next stage of their lives. They are there to listen and respond to young people's emerging needs in any way they can.

Support is offered in a variety of ways, for example, the team has a dedicated Employability Advisor who supports young people to explore pathways into employment, training or education. Advice offered is adaptable to suit

individual needs as their employment, education or training journey progresses. In addition, staff can assist young people in finding their own accommodation and provide bespoke emotional and practical support through what can be, for some, challenging and uncertain times, as well as exciting.

Furthermore, the team offers guidance to those who need advice and guidance in applying for DWP benefits, as well as those who are applying for educational bursaries, care leaver's bursaries and financial support. Assistance can also be provided on legal matters, emotional health and wellbeing and life skills.

The teams are dynamic, creative and flexible to meet the emerging and individual needs of care experienced young people.





Our performance will be driven and monitored by the Children's Services Strategic Partnership.

Evaluation and reporting on our plan

This Plan provides details of our activities and how this will contribute to the achievement of our priorities and better outcomes for children. Our framework will include a range of performance measures to help us track our progress. All of our Children's Services Strategic Partners are committed to contributing to our success.

Our performance will be driven and monitored by the Children's Services Strategic Partnership. An annual performance report on our progress of this Plan will be published by the Partnership and reported through the Community Planning Partnership governance structures, as well as being submitted to the Scottish Government to meet our legal requirements.



Who we are and how we work together

This Plan has been written by the North Ayrshire Children's Services Strategic Partnership (CSSP). The structure chart for the CSSP has been included below at Figure 4. Our membership is made up of the following organisations:

- North Ayrshire Council
- NHS Ayrshire and Arran
- North Ayrshire Health and Social Care Partnership
- Police Scotland
- Scottish Fire and Rescue Service
- North Ayrshire Child Protection Committee
- Scottish Children's Reporters Administration
- Children's Panel Area Support Team
- Ayrshire College
- Care Inspectorate
- Voluntary Sector

Figure 4: Children's Services Strategic Partnership Structure Chart



The CSSP is part of the North Ayrshire Community Planning Partnership (CPP) and reports regularly on our progress. The CPP have overall responsibility for this plan and works together to improve outcomes for all of our children and young people. The CPP structure diagram has been included below at Figure 5.

The Children's Services Strategic Partnership is supported by a number of multi-agency subgroups that contribute to and enhance our arrangements for planning Children's Services in North Ayrshire.

As part of the development of this Plan our subgroups and workstreams will be reviewed by the CSSP and identify the best ways to support our aims and priorities.



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Barnardo's run specialist advocacy services across the UK and are there for young people who need someone to support them, protect their rights and help them speak out.

North Ayrshire Context

Figure 5: Community Planning Partnership Structure



Child Protection

The North Ayrshire Child Protection Committee (NACPC) is a locally based inter-agency strategic partnership which leads on child protection policy and practice. The Committee has an Independent Chair and is comprised of senior staff from across key services in North Ayrshire, including both statutory services and the third sector. North Ayrshire Child Protection Committee adheres to National Guidance for Child Protection in Scotland (2014) and Protecting Children & Young People: Child Protection Committees and Chief Officer's responsibilities. As such the NACPC has a range of day to day business activities to ensure we fulfil our responsibilities.

Advocacy

The advocacy support that is provided in North Ayrshire is by Barnardo's Hear 4u Advocacy Service. Hear 4u provides

advocacy for children and young people aged 5-26 who are looked after and accommodated in residential, foster care, kinship and at home, on the child protection register and those with Additional Support Needs.

Barnardo's run specialist advocacy services across the UK and are there for young people who need someone to support them, protect their rights and help them speak out. Their advocates are independent, and they don't work for local councils, social services or the NHS. They strive to explain the wishes of the young person, represent their case and do not give their personal opinions.

- Barnardo's advocates role includes:
- Attending meetings with or on behalf of children/young people where decisions are made – for example, children's hearings, looked after reviews, child protection processes.



It is important that all children and young people get the support they need to enable them to reach their full learning potential.



Once additional support needs are identified, a plan is created – sometimes called the child's plan – to help overcome barriers to learning.

- Writing letters on behalf of young persons and assisting them with complaints or appeals.
- Helping children and young people to access information so that they can make informed decisions.
- Helping children and young people understand decision making processes and what their rights are within these.
- Giving children and young people a voice to help them achieve their full potential.
- Empowering children and young people to develop their confidence/skills in self-advocacy
- Listening to young people is at centre to all the work they carry out as advocates.

Children's Hearings

The Children's Hearings System is the care and justice system for children and young people. At the heart of the system are Children's Reporters. Children and young people are referred to the Reporter from a number of sources, including police, social work, education and health.

Children and young people may be referred because some aspect of life is giving cause for concern. For example, there may be needs for protection, care or guidance due to parent or carer issues. Other causes may be not going to school regularly or being in trouble with the police.

The Reporter can:

- Arrange a Children's Hearing
- Decide that help is needed from somebody from the local authority
- Decide that there is no need for a Children's Hearing

Meeting pupil needs

It is important that all children and young people get the support they need to enable them to reach their full learning potential. Children and young people can require additional support for a short time or for a longer period as a result of challenges presented by their learning environment, family circumstances, health, wellbeing needs or disability.

In North Ayrshire there are well-established processes in place to identify, assess and determine needs which involve the children or young people; their parents/carers and associated professionals (a group known as the Team Around the Child). The voice of the child and parent is recorded, and their views considered when assessing, planning and reviewing support.

Once additional support needs are identified, a plan is created – sometimes called the child's plan – to help overcome barriers to learning. This plan is regularly reviewed, evaluated and updated ensuring progress, attainments and achievements are recorded.

These processes are in line with and informed by *"Supporting Children's Learning: Statutory Guidance on the Education (Additional Support for Learning) Scotland Act 2004 (as amended) Code of Practice (Third Edition) 2017"*.

Recently, the Scottish Government undertook a review of the implementation of Additional Support for Learning (ASL) in schools. At present, the report's recommendations are being carefully considered by the Scottish Government in partnership with Convention of Scottish Local Authorities (COSLA) and Association of Directors of Education in Scotland (ADES) and a joint response is expected to be published in the Autumn of 2020.

Adverse Childhood Experiences

We are committed to supporting the Pan-Ayrshire work on Adverse Childhood Experiences (ACEs) in conjunction with Community Justice Ayrshire. ACEs are stressful events that occur in childhood and can have a lifelong adverse impact on sustained health and behaviour. We have held screenings in all our localities of "Resilience – The Biology of Stress and Science of Hope" documentary. Over 65 multi-agency screenings of the documentary took place in 2018, led by colleagues from Public Health and Police Scotland (Ayrshire Division). It is estimated that over 4,500 people across Ayrshire have attended a screening and panel discussion. A follow up to the first

Pan-Ayrshire Conference on ACEs and trauma took place on 25 March 2019. The event was entitled "ACEs: Adversity is Not Destiny".

Following a motion to Council for North Ayrshire Council to become 'trauma informed', officers in collaboration with partners across the wider Community Planning Partnership have been working to broaden and embed trauma informed practice in all services. A targeted approach was taken with Community Development, Housing and Libraries employees to raise awareness. NHS and Health and Social Care have installed a module on their e-learning platform that aims to support employees to know how to adapt the way they work to make a positive difference to children and young people affected by trauma and adversity.



**North Ayrshire Community
Planning Partnership**

Cunninghame House
Friars Croft
Irvine KA12 8EE

Tel. 01294 324114

email. info@northayrshire.community



North Ayrshire Children's Rights Report 2020/2023



Contents

Children's Rights Report 2020-23

05	Cluster 1: General measures of implementation
11	Cluster 2: General principles of the UNCRC
15	Cluster 3: Civil rights and freedoms
17	Cluster 4: Violence against children
19	Cluster 5: Family environment and alternative care
24	Cluster 6: Basic Health and welfare
26	Cluster 7: Education, leisure and culture
29	Cluster 8: Special protection measures
32	Areas for Improvement
36	Appendices

North Ayrshire Children's Rights Report 2020-23

Our first priority in our new Children's Services Plan 2020-23, directly links to our commitment to promoting and protecting children and young people's rights. The Children and Young People (Scotland) Act 2014 strengthens children's rights and places duties on local authorities, health boards and partner agencies.

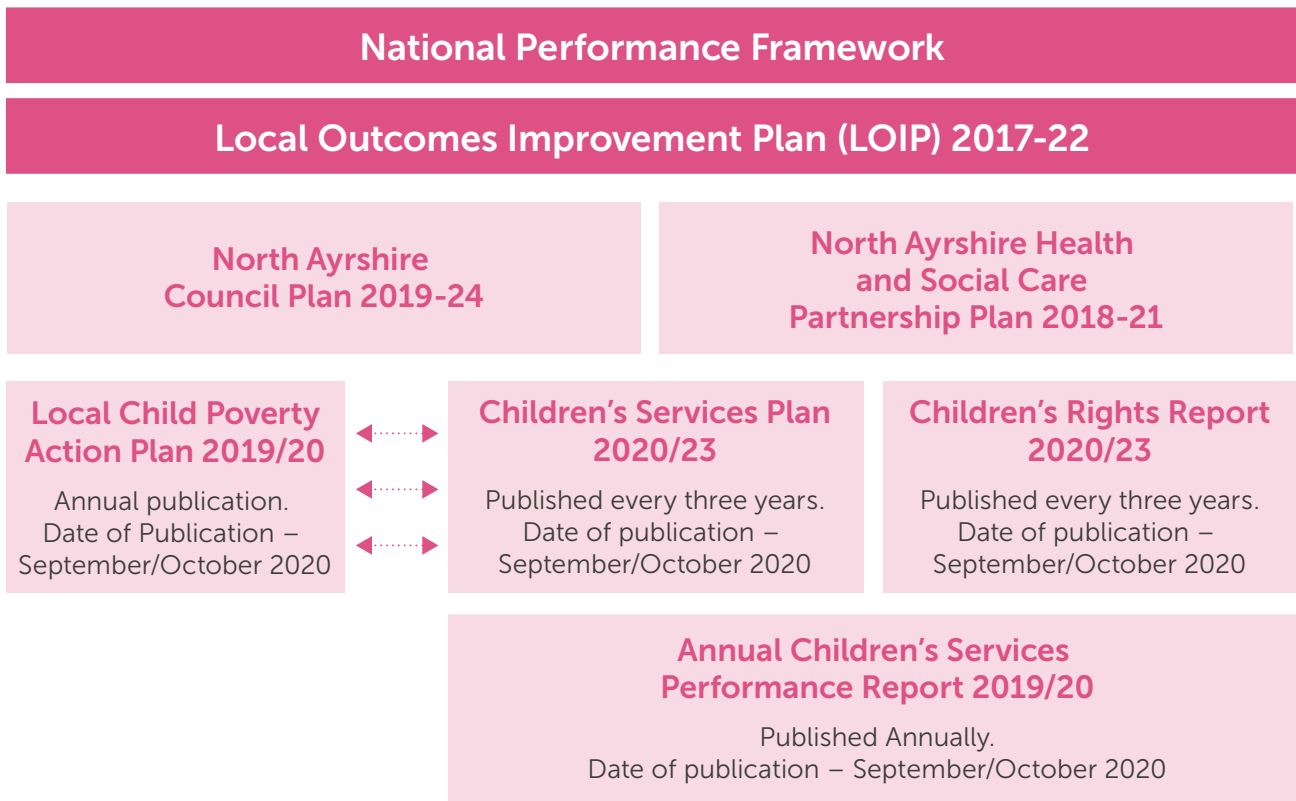
Our Children's Services Planning includes our Children's Rights Report and our Child Poverty Action Plan. They form our approach to giving Children and Young People in North Ayrshire the best start in life. - A representation of this can be seen in Figure 1 below.

The UN Convention on the Rights of the Child (UNCRC) is a core international human rights instrument which was ratified by the UK Government in 1991.

The UNCRC articulates these fundamental rights within the framework of children's lives and experiences.

Children and young people have long been considered to require special attention in respect of their rights because of their particular vulnerabilities and their reliance on adults. Even though they are autonomous rights holders, children and young people are often dependent on others to give effect to their rights.

Children's Services Planning 2020



Ensuring the rights, views and aspirations of children and young people are at the centre of everything we do



Children and young people have long been considered to require special attention in respect of their rights because of their particular vulnerabilities and their reliance on adults.

Children and young people:

- Have limited political and social power
- Are dependent on adults for food, shelter, clothing, care and protection
- Are subject to rules that do not apply to other population groups
- Are vulnerable to ill treatment, coercion and control by adults
- Are key users of public services, though not often asked to contribute to the planning, design, development, delivery and evaluation of those services
- Are often excluded from or unable to access effective complaints mechanisms when things go wrong

Children's rights cover every aspect of a child's or young person's life from birth up to the age of 18, and exist wherever the child is: at home, at school, in any institution, and in the community.

They recognise that children are key actors in their own development. They make it clear that children are *rights holders* whose ability to enjoy their rights can be impeded by attitudinal and structural barriers that need to be identified and changed.

The UN Convention on the Rights of the Child

The UN Convention on the Rights of the Child (UNCRC) is one of the core international human rights treaties – a universally agreed set of minimum standards setting out the range of rights children should enjoy.

The UNCRC sets out a holistic framework for the rights of all children. The different articles are interdependent – civil, political, economic, social and cultural rights all have equal status and are indivisible. Governments are expected to do all they can to implement the UNCRC – to make sure all law, policy and decisions which impact on children from birth to 18 comply with their human rights.

The general **measures** of the Convention include measures which give legal effect to the UNCRC, as well as 'non-legal measures' – for example, awareness raising, training, budgeting – or other processes that can be used to progress implementation of the Convention.

The Rights of the Child in North Ayrshire

Article 1 of the UNCRC defines a child as anyone under the age of 18.



Our Vision is to create a North Ayrshire that is 'Fair for All' and we will do this through our mission of working together to improve well-being,

What are the Rights of the Child?

Every child and young person under the age of 18 has rights, no matter who they are, where they live or what they believe in. Fundamental to those rights is the notion that children are entitled to expect appropriate care, protection and consideration from adults.

The UNCRC is based on four key principles –

- The best interests of the child should be the first consideration for actions that affect him or her
- All children have the right to life, survival and development
- All children have the right to participate
- All rights belong to all children without discrimination or exception

As a child-centred organisation, the UNCRC provides the Council with a platform to help us determine if we are improving and promoting the wellbeing of children.

The Convention Rights can also compliment the Getting It Right For Every Child (GIRFEC) wellbeing indicators, which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANNARI).

The UNCRC has 54 Articles setting out the range of rights that children should enjoy. Following the Scottish Government model, 40 of these rights have been matched against the SHANNARI wellbeing indicators and these are outlined in Appendix 1.



The Rights of the Child in North Ayrshire

Definition of the child:
Article 1 of the UNCRC defines a child as anyone under the age of 18.

Cluster 1: General measures of implementation

We are a Child Centred Council – children and young people are at the heart of everything we do. Work is ongoing across the Council to improve educational attainment and achievement, improve health and wellbeing outcomes, support parents and carers, reduce youth unemployment and ensure the participation of young people.

Our visions and aims reflect and promote the rights of the child. Through our Council Plan 2019-24, we are absolutely committed to supporting our young people and will do all we can to make sure the voices of children and young people are heard loud and clear. Everything we do is firmly centred on the well-being, hopes, dreams and ambitions of our children and young people.

Our Vision is to create a North Ayrshire that is 'Fair for All' and we will do this through our mission of working together

to improve well-being, prosperity and equity in North Ayrshire. Our priority is that our children and young people experience the best start in life.

The UNCRC Articles are used by all schools to underpin and build their Vision Values and Aims which in turn drives the curriculum.

Child Centred Council

North Ayrshire Cabinet approved that North Ayrshire Council become a Child Centred Council in 2017. Resolutions include the importance of young people's voices, support for care-experienced young people and food security and work with the Children's Commissioner on equalities.

Additional commitments to supporting young people in North Ayrshire include our Children's Services Plan; our Fair for All equalities strategy pledges on child poverty, employment for care leavers, developmental milestones, raising attainment, fewer looked after young people and mental health; and our Joint Cabinet and extended youth participation structure, which is recognised as sector-leading.

Throughout 2018 young people used their participation and citizenship structures to feed into the Council's ambition to make North Ayrshire the best place for children to grow up and underline the Council's commitment to being a Child Centred Council.



The Year of Young People Ambassadors sat on the Council's Child Centred Council Working Group with elected members from all parties as equal contributors, seeking and representing young people's views and opinions.

The Year of Young People Ambassadors sat on the Council's Child Centred Council Working Group with elected members from all parties as equal contributors, seeking and representing young people's views and opinions.

Equality and Children's Rights Impact Assessment (ECRIA)

Following a decision by the North Ayrshire Council Cabinet, we have now adopted a Children's Rights Impact Assessment process. This has been integrated into the Equality Impact Assessment process. New or adapted policies and procedures should be impact assessed using these tools. Details of our completed assessments are available online.

The Children's rights element of the assessment is a tool for translating the UNCRC and specifically Article 3 (giving priority to children's best interests) into practice in a concrete and structured manner. To ensure all decisions made and affecting children must have the "best interests of the child" as the starting point.

The purpose of carrying out an ECRIA is to ensure that when developing policies, planning services or taking financial decisions we are not adversely affecting or discriminating against any of the different groups within the community and we are promoting equality and considering the needs in detail of our younger people. It is a tool to help us make sure our policies, and the way we carry out our functions, do what they are intended to do for everyone. This also ensures that the services provided fulfil the requirements of anti-discrimination equalities legislation and the United Nations Convention on the Rights of the Child.

The Council has a **statutory duty** to promote equality, and to assess the likely equalities impact of Council functions and policies on a range of stakeholders such as ethnic minority communities, disabled people, men and women, the gay, lesbian and transgender community, and religious communities.

All new policies and significant decisions of the Council, including those undergoing review, are subject to an ECRIA.

The ECRIA uses the UNCRC as its basis for the assessment process. In addition, the ECRIA process also considers the Getting it Right for Every Child (GIRFEC) approach in Scotland to improving outcomes and wellbeing for all children.

An initial screening should be carried out when considering a new or revised policy or another significant proposal to determine if a full ECRIA assessment is required. To make this easier this has been integrated into the wider Equality Impact Assessment tool.

The screening process asks you to consider the following points –

- What aspects will affect children and young people up to 18;
- What will the impact be – positive, negative, neutral. (If negative a full assessment should be carried out);
- Will some groups of children and young people be more affected than others (consider cross-cutting protected characteristics such as gender, ethnicity (race), disability, age (further breakdown by age), deprivation levels.

ECRIAs are carried out on a range of policies, procedures and strategies throughout the year. There is a particular focus on carrying out assessments

leading up to the Council's annual budget setting process.

Further details and completed assessments can be viewed on our website [here](#).

Training

Children's rights training is arranged for Rights Respecting Schools (RRS) leads via a pan Ayrshire agreement with UNCRC RRS team. These leads then organise inhouse training in schools in line with the RRS guidance and assessment process.

As children's rights are at the heart of wellbeing and subsumed into the GIRFEC approach that underpins all our practice in terms of Child Protection, Additional Support Needs and Health and Wellbeing work. Schools and pupils are involved in the pupil participation in Scottish schools approach where pupil voice is a main theme (Article 12).

Our recovery strategy for Covid-19 will also be based on children's voice (Article 12), see section below for further details. This links into Nurturing North Ayrshire's Recovery (NNAR) where a series of 7 Professional learning packages have been prepared supporting returning to schools.





The Covid-19 pandemic has created a complex blend of changes and disruptions for children and young people to adjust to.



Ensure increased needs for support as a consequence of disrupted learning, for example behavioural support as a result of increased distress

We also provide a comprehensive child protection training calendar which equips professionals to ensure that children are protected from violence and can recover from traumatic experiences. This includes training on children's rights, domestic abuse, trauma informed practice.

We held a Master Class training event with the Children's Commissioner Bruce Adams in September 2018. Delegates were a combination of Elected Members, Heads of Service, Youth Executive and practitioners that had Children's Rights in their remits. There was a focus on the key areas of Youth Advocacy, Leadership, Engagement, Policy Development and Culture Change. There was a presentation on our Child Centred Council approach and Quality Assurance. We were commended on our progress and the development of the integration of Children's Rights Impact Assessment with our Equality Impact Assessments.

Recognising and Realising Children's Rights Train the Trainer is a national training programme supported and endorsed by Education Scotland and Youth Link Scotland to ensure that practitioners are equipped to deliver Children's Rights training and to ensure that their practice is embedded in a rights-based approach. The training took place in October 2018 and we now have 12 staff working across all localities with this certification.

The Youth Work Lead Officer and young people from our Year of Young People Ambassadors delivered training to the Extended Leadership Team (ELT) in May 2018 on Recognising and Realising Children's Rights Training. This was part of the culture change approach to the Child Centred Council work and there were 18 participants. The result was an agreement of further regular updates to the ELT and Chief Officers Leadership Team, which resulted in several actions to ensure a Children's Rights approach is featured across council services. This training was continued to be delivered throughout 2018 and 2019 to Community Planning Partners and the Health and Social Care Partnership, a further 12 participants.

Equality and Equity in Recovery

The Covid-19 pandemic has created a complex blend of changes and disruptions for children and young people to adjust to. We recognise that this could have a significant impact on children and young people, potentially affecting their wellbeing and ability to learn. Schools and Early Years Centres will consider how these changes may affect children and young people and what we can do to mitigate any negative impact.

In our recovery planning we will

- Ensure every child has the same opportunity to succeed through

their blend of in-school and in-home learning,

- Ensure recovery planning mitigates against the potential for discriminatory practice either directly or indirectly against those with a protected characteristic.
- Be mindful of closing the poverty related attainment gap which will have been exacerbated by the current crisis.
- Prioritise learners at key points and/or with specific needs.
- Consider the changing needs of children and young people after the prolonged period of remote learning and absence from school.
- Promote reconnection and recovery within the curriculum through our nurturing North
- Ayrshire's recovery programme (return recover respond refocus restart)
- Implement an approach to digital learning that will mitigate negative impacts on equity. There will include a specific focus on providing digital access for pupils who do not have this at present.
- Ensure special schools make the same considerations as primary and secondary schools in terms of the equipment and spaces to be used, for learning and teaching, and other support activities, including therapy

provision, lunch provision, physical activity and break times.

- Ensure increased needs for support as a consequence of disrupted learning, for example behavioural support as a result of increased distress
- Consider the needs of teaching and support staff in settings providing this support (including but not limited to Personal Protective Equipment).
- Consider the need for increased numbers of appropriately trained staff and the identification of spaces in schools which can be used to support distressed children.
- Consider the emotional, physical and mental health and wellbeing of learners.
- Ensure support for leaders to work with the school community to explain local approaches and provide reassurance and support to learners and families.
- Provide critical childcare for designated groups
- Provide support in transition, for example from early learning into p1, or p7 to s1.
- Provide commonality in education provision for whole families, where practicable, aligned across early years, primary and secondary.

Children's Rights in Recovery Response

Given the impact of the Covid-19 pandemic on children and young people, our schools will place children's rights at the heart of their response. The six articles relating to safeguarding, pupil voice, health, wellbeing, safety, play, learning and education will guide their thinking and shape their priorities during the recovery phase and beyond.

All schools will require to:

- Be explicit about rights. This approach will reassure children, their families and carers and staff to know that an establishment's response is founded on the Convention.
- Be clear how coronavirus has impacted upon children's rights and that it is each school's duty (as a team) to address this.
- Be reassuring and optimistic. Keeping everything in perspective and draw out and share positives wherever possible.
- Be bold in quoting the UNCRC and asserting children's rights when advocating for children with local and national authorities

And above all:

- Be child-centred in their thinking, planning and communication. Schools should seek out and listen to children and young people's voices. We use the guidance on participation found [here](#).

Impact assessment

The impact of school and early years closures has had a disproportionate impact on particular groups of children and young people and adults. We will ensure that the impacts experienced on different groups are considered as plans to re-open schools and early years settings progress.

Schools and early years centres will continue to work in partnership with their stakeholders, ensuring that they represent the interests of their communities and recognise and involve groups or individuals who may be disproportionately impacted.

Impact assessment being undertaken will consider children and young people and; support for adults (both workforce and parents, including any adult with primary care for a child).

Each group of people will be considered, where relevant, in the context of the following:

- The impact on persons with 'protected characteristics' (defined under the Equality Act 2010 as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- How to reduce inequalities of outcome as a result of socio-economic disadvantage.
- The rights children have under the UN Convention on the Rights of the Child (UNCRC) see above
- The impact on island communities of Arran and Cumbrae as applicable.

It is critical that education provision meets the specific needs of pupils with additional support needs and those with particular protected characteristics, including disabled pupils and pupils from minority ethnic communities who need support to overcome barriers to learning. A greater focus on online or digital learning has the potential to more greatly affect those who do not have the necessary technology available at home and these factors are also being mitigated for in our recovery planning.

Cluster 2: General principles of the UNCRC

There are four guiding principles of the UNCRC: for rights to be applied without discrimination (Article 2); for the best interests of the child to be a primary consideration (Article 3); the right to life, survival and development (Article 6), and the right to express a view and have that view taken into account (Article 12).

This cluster deals with structures and resources to implement the UNCRC including legal and non-legal measures.

There is effective Curricular coverage of rights' education in PSE lessons and through Curriculum for Excellence Educational pathways from Early to 3rd and 4th level.

All schools use GIRFEC approaches to plan for wellbeing and additional support needs and the GIRFEC approaches draw on links with the UNCRC Articles.

Articles are flagged and celebrated in schools and annual UNCRC events are celebrated by schools e.g. The 30th anniversary of the UNCRC. Almost all schools are on their journey to Silver RRS Awards (becoming Rights Aware) and a few have achieved Gold status (Fully Rights Respecting) and have become Rights Ambassadors for others.

All policies and practices regarding children and young people, including those deemed vulnerable, take cognisance of Equalities legislation and the protected characteristics.

Rights awareness in North Ayrshire Schools – Rights Respecting

The Gold: Rights Respecting Schools Award is the highest level of the award and is granted to schools that have fully embedded the principles of the

UNCRC into their ethos and curriculum. The accreditation is valid for a period of three years.

The following schools have achieved **GOLD** status:

- Beith Primary School, Primary
- Dalry Primary School, Primary
- Dykesmains Primary School, Primary
- Whitehirst Park Primary, Primary

The Silver: Rights Aware level is granted to schools that make good progress towards embedding the principles of the UNCRC into their ethos and curriculum.





A focus on inclusion and equality by our schools and centres ensures increasing opportunities are provided for those with protected characteristics.



We proposed to establish a workstream to engage with a wide range of young people from across North Ayrshire to ensure that we have the right approaches and mechanisms in place to ensure their voices are heard.

The following schools have **SILVER** status:

- Ardrossan Academy, Secondary
- Brodick Primary School, Primary
- Corrie Primary School, Primary
- Dregghorn Primary School, Primary
- Elderbank Primary School, Primary
- Gateside Primary School, Primary
- Glebe Primary School, Primary
- Hayocks Primary School, Primary
- Kilmory Primary School, Primary
- Lawthorn Primary School, Primary
- Pirnmill Primary School, Primary
- Mayfield Primary School, Primary
- Shiskine Primary School, Primary
- St Anthony's Primary School, Primary
- St Bridget's Primary School, Primary
- St Luke's Primary School, Primary
- St Mary's Primary School, Primary
- St Winning's Primary School, Primary
- Whiting Bay Primary School, Primary

Rights education and the Rights Respecting Schools approach remain areas of success and strength. There is scope for more schools to move from silver to gold. Local annual pan-Ayrshire training is in place to encourage this to develop.

Our local authority Quality Assurance visits look at the journey each school has made in terms of strengthening the teaching of children's rights.

Overwhelmingly this approach is evident in all schools with success being shared through their social media platforms and via attractive school and classroom displays. Focus groups of children reveal that they are knowledgeable about their and others' rights. Increasingly children and young people are taking on elements of responsibility ensuring that all schools listen and involve pupils fully in decisions that affect them and their school community

A focus on inclusion and equality by our schools and centres ensures increasing opportunities are provided for those with protected characteristics.

Year of Young People and Legacy Themes

In 2015 the Scottish Government announced the plans for 2018 to become Year of Young People. The aim was to give young people aged 8 to 26 new opportunities to influence decision making on issues affecting their lives and be involved in cultural and sporting opportunities across the country. Scottish Government then commissioned three youth organisations (Children in Scotland, Scottish Youth Parliament and Young Scot) to directly engage young people to co-design the shape the Year of Young People 2018 should take. Young Scot were also given the lead to recruit, support and

provide training for YOYP Ambassadors. In North Ayrshire 17 young people applied and completed the training.

Final agreement was reached on the priority themes (based on wide ranging engagement).

One of the three main themes being **Young People's Voice and Rights**.

The key proposal was to refresh the "Step Up and Speak Out Youth Citizenship and Participation Strategy 2015 – 2019."

We proposed to establish a workstream to engage with a wide range of young people from across North Ayrshire to ensure that we have the right approaches and mechanisms in place to ensure their voices are heard.

The current Joint Cabinet approach was reviewed, and the contribution it makes to improving the overall agenda for young people. A paper was produced and passed by Cabinet to ensure the structures can be strengthened and conversations related to direct actions from the Council and its partner organisations.

Citizenship and Participation Structure and Strategy

Our award-winning strategy (COSLA Gold award) created a road map to meaningful engagements and conversations with young people for all services across North

Ayrshire with a rights-based approach at the heart of it.

The refresh of the Youth Participation and Citizenship Strategy is currently underway and has direct links to how young people can be included in decision making council wide with a co-production and co delivery approach.

The consultation for the strategy has a key group of young people who have consulted with their peers widely on what they feel is important to them in having their voices heard. During the Covid-19 pandemic, this has been strengthened further with concentrated consultation on digital tools, accessibility and links to mental health wellbeing.

Right Here Right Now (MSYPs) Campaign 2017

Our MSYPs carried out a year long campaign with Scottish Youth Parliament that ensured the rights of young people living in Scotland would be upheld, respected, and taken into account by our nation's decision-makers, and the Scottish Youth Parliament's campaign, *Right Here, Right Now*, fought to do just that.

This campaign was successful and the Scottish Government has since confirmed its intention to fully incorporate the UNCRC into Scots law by 2021.

local authorities have certain duties to provide additional support for children who without such support would be unable to benefit effectively from school education.

LOVE TO
LEARN

All of our activities and events are free and all create a safe environment for young people to engage with each other and their communities

SYP's 2016-21 youth manifesto, Lead the Way, which received more than 70,000 consultation responses, found that 76 percent agreed that:

'The United National Convention on the Rights of the Child (UNCRC) should be fully incorporated into Scots law, and the rights of children and young people should be protected and promoted'.

Furthermore, *Right Here, Right Now* called for Scotland's decision-makers to take a human rights-based approach to all policy-making, service provision, and planning, ensuring young people's voices are at the heart of decisions affecting them.

All reports and more information can be found [here](#).

Additional Support for Learning

Some children need extra support to help them overcome barriers to learning. Under the Education (Additional Support for Learning) (Scotland) Act 2004, local authorities have certain duties to provide additional support for children who without such support would be unable to benefit effectively from school education.

The nature of that additional support should be tailored to the needs of the specific child.

The local authority has a key role in this provision, including to:

- identify additional support needs and respond to requests for assessment from parents
- provide relevant additional support
- monitor the needs and support provided.

Information on how to make a complaint is provided to parents, carers and pupils in their school handbooks and on our website.

We are aware of the national review of the implementation of additional support for learning (ASL) in schools. We will keep under review progress made nationally in response to the review and if appropriate, any changes that should be made to practice locally.

Cluster 3: Civil rights and freedoms

This cluster focuses on children's civil rights and freedoms including children's right to move freely in public space, to access information and to privacy.

As part of the Year of Young People legacy and the Health Foundation Inquiry work in 2018, one of our actions was to identify safe places for young people to engage with each other in communities, especially for those who cannot afford to pay for activities and this information should be promoted.

All of our activities and events are free and all create a safe environment for young people to engage with each other and their communities. The information on the groups are widely promoted through social media, schools, partner organisations and through our locality work. Through all of our localities there

are groups based on young people's needs and preferences and young people are consulted throughout the process on what safe spaces and groups that they want in their local area.

During the Covid-19 pandemic we have had to adapt the way that we deliver these activities and have moved to an online model with safe spaces for young people to meet in groups alongside our staff and sessional workers.

We have recently completed a survey of young people to ask about their mental health and wellbeing during and post the Covid-19 lockdown period. The findings from this report will shape our future

services and group work delivery post lockdown. The survey was co-created with young people and the findings will be available to widely share with our partners.

Since the Health Foundation report in 2018, the majority of our Youth Services team have been on mental health training and in particular suicide prevention training. All of our sessional staff and core staff have access to an in-depth training calendar that includes this training, and it is expected that all staff should complete this training.

We also create spaces for young people to lead on projects and activities that create safe environments for young people to enable them to open up and feel safe in doing so in addition to our core group work.

This includes:

- Joint Cabinet
- Youth Councils
- Youth Forums and Executive Youth Council
- Expect Respect Sessions (cohesion and suicide prevention group work sessions)
- Creation of 13 Ways Suicide Prevention Campaign.

Data Protection

All personal information is held and processed by North Ayrshire Council in accordance with Data Protection legislation.

Under Data Protection legislation, individuals have the right to request access to information about them that the Council holds. Further details can be found [here](#).

Individuals also have the right to:

- object to processing of personal data that is likely to cause, or is causing, damage or distress
- prevent processing for the purpose of direct marketing
- object to decisions being taken by automated means
- in certain circumstances, have inaccurate personal data rectified, blocked, erased or destroyed
- in certain circumstances, transfer their data to another organisation (data portability)

Our data sharing and handling and privacy statements are published in all school handbooks and on our website.

We publish a range of information, reports and documents in various formats and produce child friendly versions and summaries where appropriate. Some of our Services use social media to actively engage with our children and young people.



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We promote a child centred approach as much as possible to ensure children and young people's views are taken into account.

Cluster 4: Violence against children

This cluster focuses on violence against children including abuse and neglect and the right not to be subjected to inhuman or degrading treatment or punishment.

Our processes support and promote children and young people to recover from violence including abuse, neglect, maltreatment and exploitation.

Our Child Protection Committee works to reduce vulnerability and promote, support and safeguard well-being by nurturing children at all stages of their lifespan, from pre-birth to adulthood, providing additional support where required in specific circumstances when in need of protection and within the changing legislative and policy landscape.

We promote a child centred approach as much as possible to ensure children and young people's views are taken into

account. We offer advocacy support from Children 1st when children are placed on the Child Protection register.

To support children and young people in recovering from their experiences there are a range of services offered from agencies such as Break the Silence (although this is limited to young people aged 13 and over who have experienced sexual abuse), North Ayrshire Women's Aid, Barnardos and Children 1st. Within the partnership there is also support available from the Charlie Project, The Young Person's Support Team and the Rosemount Project. There is also the school counselling service offered in secondary schools.

During 2018/19, North Ayrshire Child Protection Committee initiated a Short Life Working group to take forward a qualitative piece of work on children's experiences of child protection processes. Eight young people were asked in some detail about their experiences, with the support of the Rosemount Project and the Children 1st child protection advocacy support service. A report was completed which analysed and made recommendations from the feedback collated from the young people.

Positive Relationships

All of our schools are committed to developing a nurturing approach and promoting positive relationships. Like all communities, schools are built on the relationships within it, across it and its connections with others. Every member of staff is responsible for establishing and maintaining positive relationships with each other, with parents and with partners and most importantly with the young people in our care.

Our expectations of behaviour for children and young people are high. Some children may require additional support in relation to their behaviour, and schools will work positively with the young person and the parents, and other partners, as appropriate, to ensure positive outcomes are achieved.

We are committed to the principles of restorative practices. This is a solution-focused approach to managing behaviour and resolving difficulties and promotes healthy relationships that enable better behaviour and better learning.

All schools have a carefully devised and constructed policy for maintaining good discipline in schools.

We encourage children and young people to show positive attitudes to staff, parents and each other while improving their own self esteem. All staff and pupils are committed to promoting positive behaviour and relationships and we have systems of Rewards and Incentives in operation. Pupils are motivated and stimulated by these and every opportunity is taken to celebrate success and offer encouragement to all pupils to be the best they can be.



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The Champions Board is the way that we bring young people together and reflect their views back to the Corporate Parenting Steering Group via the teams update report. We also hold consultation events.



Cluster 5: Family environment and alternative care

This cluster focuses on the family environment, the right of children to be well cared for if they live apart from their parents, and the right to be protected from all forms of violence and abuse.

We are aware of the publication of the Independent Care Review Report in February 2020. We will keep under review progress made nationally in response to those findings and if appropriate, any changes that should be made to practice locally.

Champions Board

In North Ayrshire we have a **Champions Board** made up of young people who are all care experienced aged between 15 and 22 who come together weekly and look for ways to change the care system as well as producing tools and advice for their care experienced community.

The Board is supported by the North Ayrshire Corporate Parenting Team. The Champions Board is the way that we bring young people together and reflect their views back to the Corporate Parenting Steering Group via the teams update report. We also hold consultation events.

We held a peer research event called **Who am I?** that was organised by the Champions Board and North Ayrshire Youth Work modern apprentices, where the voices of Care Experienced young people and professionals came together to discuss the language, stigma and behaviours this community experience and to make recommendations for change.

This resulted in 7 recommendations that the Champions Board supported by the Corporate Parenting Team are taking forward.

Monthly Children's House meetings are attended by members of the Corporate Parenting Team, acting to empower the voice of the young people if needed. Issues and changes are fed back to House Managers and Senior Management if needed.

Get Connected, KA Leisure and Sportswear Grants are administered by the Champions Board with the support of the Corporate Parenting Team that assists in this community to have the right to access sports and leisure and to have the technology to connect to peers, family and friends.

Corporate Parenting

As Corporate Parents we are responsible for looking out for our children in the same way as other parents do, helping our children and young people to grow up to be happy, healthy and achieving in life.

Corporate parenting involves us making sure children's rights are protected. This includes caring about how children and young people grow up physically, spiritually and socially, and about education attainment.

We listen to what children and young people say about their lives and the support given. We spend time getting to know our children and young people to better understand their needs. Children and young people have regular time with members of the care team to talk about things.

We provide information which will explain why children and young people are in care. Lead Professionals make sure that the views of children and young people are listened to, taken seriously and recorded. As such, ensuring that children and young people are appropriately included in all the decisions that affect them.

Our care teams ensure that there are plans in place when children and young people move on into independent living when the time is right. Our care teams work with children and young people to make the best use of their skills, and help to take on new challenges and opportunities of work and further study. If children and young people are still looked after at 16, there is access to Throughcare support which can support young people up to the age of 26. We provide allocated support to help young people go on to higher or further education, training or work.

We work to help build strong circles of support around children and families, including developing mechanisms to identify and support young carers at the earliest stage



Children and young people who are looked after in Children's Houses have complaints procedures explained to them, are made aware that they can make a verbal or written complaint and are told how it will be dealt with. Paperwork is in place to capture complaints and any suggestions. Advocacy is provided if the young person wants this.

Our Children's Houses have admission guidance booklets for children and young people and this explains that we are committed to children's rights.

Every child and young person has an individual care plan. All of our behaviour support procedures are positive and emphasise the need for understanding behaviours. We are committed to nurture principles and all our staff members are trained in nurturing approaches. We hold regular training sessions for staff.

All children and young people who are admitted to Children's Houses have a say in the review of their placements. Advocacy workers can speak on behalf of children and young people during review meetings if they do not want to speak themselves. Children and young people are involved in all decisions that affect them including choosing their own clothing, food, activities and how their bedrooms are decorated.

As part of Corporate Parenting, the Champions Board has worked with KA Leisure to implement free entry for looked after children and young people. There are regular meetings with other corporate parents.

Our Senior Management Teams are aware of their responsibilities as corporate parents. This is carried out through the Corporate Parenting Steering Group where part of the remit

of the group is for individual Corporate Parents to report on their activities and responsibilities. Updates are also provided to the Children's Services Strategic Partnership by the Corporate Parenting Manager. We also produce an annual report for elected members and elected members were recently briefed at the Health and Social Care Partnership Elected Members briefing. The Corporate Parenting Plan was presented at the Integration Joint Board (IJB), full Council and the Health Board.

Prior to the Covid-19 pandemic we had arranged further briefings to Senior Managers at the IJB, Extended Partnership Senior Management Team and the North Ayrshire Leadership Conference.

How children and young people are involved in the decisions making processes – The Champions Board is the way that we bring young people together and reflect their views back to the Corporate Parenting Steering Group via the teams update report. We also hold consultation events.



All children and young people who are admitted to Children's Houses have a say in the review of their placements. Advocacy workers can speak on behalf of children and young people during review meetings

Young Carers

North Ayrshire Health and Social Care Partnership Carers Team are responsible for ensuring young carers rights are promoted, young carers voices are heard and that we meet our duties under the Carer (Scotland) Act 2016.

In North Ayrshire young carers are supported by Unity who provide information/advice, emotional support via either one-one or group support, outreach within local communities and schools, social and seasonal activities as well as family breaks from caring.

Our young carers are identified across all Council, Health and third sector services and offered a Young Carer Statement. It is completed by having a conversation with their Head Teacher (Primary) or Guidance staff (Secondary) if they are still in school and 18 years or under. For young carers not in school (16-18 years) the Health and Social Care Partnership (HSCP) will support the young carer to identify individual needs and what matters to them as a young carer.

All young carers are asked for a carer card to help identify them as young carers in school, with health professionals and in their local community. The Carer Team designed and produced this with our young carers and extended the card to offer discounts and concessions from a number of local businesses including KA Leisure, Premier Leisure (Cinema), Rainbow Arts & Crafts, Shells & Scoops Ice Cream Parlour, Irvine Cycles and many more. We also promote the Young Scot Card which has a special range of opportunities for young carers.

We help young carers to access the right local and national information/ advice/ support and learning at the right time on our 24/7 Digital Resource, purchased from Carers UK. This online resource is customised to bring together all young carer digital products and resources to help find specific information, build support networks and help them manage their care more effectively through the free Jointly app which is part of the resource.

Prior to the Covid-19 pandemic, the Carers Team began working with Education, Unity and the Family Learning Team to extend the range and reach of initiatives, interventions and programmes to include young carers and their families. The idea is to enhance family engagement in learning, increase confidence, find alternative peer support networks, have their voices heard and provide a space to socialise together.

Another focus for the Carers Team is working with the Additional Support Needs schools and a member of the Family Learning Team to look at further involvement in family events and engagement with young people, staff and families.



Housing

The Housing Advice Team carry out office based interviews within Galt House, Irvine with families who have a need for Housing Options or Homelessness Assistance.

Staff are trained to identify concerns regarding the welfare of children during the interviews. Staff may visually be concerned by the child's appearance or by the way they are treated. Parents who do not bring their children to the interview may say something that raises concerns for their welfare. If staff are concerned regarding a child or children they will complete a Child Protection Referral and make telephone contact with Reception Services or existing Social Workers. Staff have read only access to Care First which allows them to check involvement and any concerns or risks that are known to Social Services.

All staff take part in child protection training including e-learning and receive CP bulletins/ updates.

Staff attend multi-agency meetings and provide a chronology of contacts with the family. They will liaise with other services and also refer to other supports where required.

Families who are homeless or threatened with homelessness are referred to relevant professionals.

Staff provide advice/assistance to parents regarding Housing Options including prevention of homelessness and strive to attain the best outcome to meet the needs of the household. This includes providing assistance to prevent homelessness occurring therefore avoiding the child(ren) being uprooted from their home with the potential of being accommodation in temporary accommodation.

Positive about parenting

We want everyone in a parenting role in North Ayrshire to feel supported. Caring for a child can be rewarding but sometimes it may be challenging. We help to identify the right parenting support for those who need it.

Our [Positive Family Partnership Strategy \(PDF, 556kb\)](#) contains information on how we to help all families in becoming confident and supportive.



We want everyone in a parenting role in North Ayrshire to feel supported. Caring for a child can be rewarding but sometimes it may be challenging.





We provide high quality early learning and childcare that benefits all children and their parents and carers.



Our school meals are nutritious and of a high standard. Menus are free from GM ingredients and undesirable additives, with at least 15% organic ingredients, including vegetables, dry goods and milk.

Cluster 6: Basic Health and welfare

This cluster focuses on the health and welfare of all children and the consideration of disabled children's rights.

We provide high quality early learning and childcare that benefits all children and their parents and carers. We are creating indoor and outdoor learning environments that are fit for purpose and are equipped to deliver the expansion of Early Learning and Childcare to 1140 hours.

Our early learning and childcare settings offer stimulating and innovative environments to ensure children receive the best start in their learning and development. Environments also support emotional wellbeing. Early learning centres are at the heart of communities and engage parents in their children's learning and development.

We offer a range of family learning opportunities available our Programmes of Intervention menus and our Family Learning Team has strong links and relationships with schools, families, communities, parent/family volunteers

and relevant partners to enhance the provision of family learning.

We are continuing to strengthen staff capacity, wellbeing and confidence through a comprehensive programme of professional learning (including Safe Talk, Applied Suicide Intervention Skills Training, Mental Health First Aid). We are working to improve approaches to tracking and monitoring children and young people's health and wellbeing.

We have a range of approaches and structures that support children's resilience, wellbeing, and reduce stigma associated with mental health.

The impact of Covid-19 on children and young people's mental and wellbeing will be key focus in terms of our recovery planning.

We provide free school meals and £100 (per child) worth of school footwear and clothing to children whose parents are on certain benefits. Our school meals are nutritious and of a high standard. Menus are free from GM ingredients and undesirable additives, with at least 15% organic ingredients, including vegetables, dry goods and milk.


We are proud to have achieved the Gold Standard award from the [Scottish Soil Association Food for Life Scotland programme](#).

As part of the response to the Covid-19 pandemic, we set up multiple catering hubs to support the free school meals and community food provision, run by our Facilities Management team with deliveries undertaken by staff redeployed from other services. Contact details for registration for free school meals were widely promoted on local and social media, in schools, by teaching and support staff and by Community Hubs. Education staff made personal contact with families who did not sign up to encourage registration. Food packs contained fresh ingredients to encourage food preparation and healthy eating and were intended to supplement the food requirements of the whole family rather than only meeting the needs of eligible children.

Free school meals vouchers are being provided over holiday periods. Elected Members approved the voucher scheme at a meeting of Cabinet on Tuesday 30 June. The food vouchers will be worth £20 per week – £4 per day – and can be used in a variety of stores.

All Children are universally offered assessments as per the National Health Visiting Pathway. Any additional health care needs are identified with referral made to most relevant services to meet the needs of the child and their family. Team around the Child processes are in place to ensure effective care planning and communication for all involved with the child/ family, including Speech and Language, Early Years Establishments.

The Health Visitors initiate transition plans when the child is due to attend primary school and involve School Nurses to ensure smooth transition of care, this includes the identification of training required for education staff. This also includes the delivery of training for services to meet the needs of children and young people who have long term conditions



Our teaching in schools takes account of individual pupils' pace of learning.

Cluster 7: Education, leisure and culture

This cluster focuses on the right of all children to have a right to an education that will help them achieve their potential without discrimination.

Education

In North Ayrshire educational provision is open to all pupils, regardless of sex, age, religion, race, disability or any other potential barrier and all reasonable measures will be taken to ensure that the curriculum is available to every child.

Schools also have a duty to promote equality and to eliminate racist and other discriminatory behaviours. The Equality Act 2010 aims to tackle inequality and prevent discrimination against people on the basis of 'protected characteristics'. That Act also introduced a new single public sector equality duty, which requires

public bodies to actively advance equality (how the Council assesses equality impact is addressed earlier in this report). The duties set out in Part 6 Chapter 1 of the Equality Act 2010 apply to all schools. These provisions protect pupils at the school and in the case of admissions, those applying or wishing to apply for admission.

Our teaching in schools takes account of individual pupils' pace of learning with core, revision and progression material available to ensure learners can progress at a pace and to a level suited to his or her ability. Pupils experiencing barriers to learning receive the support

and assistance of specialist Support for Learning staff.

We have a clear and visible anti-bullying policy in our schools called 'It's Never Acceptable'.

Progress towards 'challenging gender stereotyping in career choices and promotion of 'non-traditional career roles, e.g. through STEM and Early Years career pathways.

We ensure that our young disabled people have access to work experience placements and vocational educational experiences.

There are numerous examples of children and young people becoming involved in the decision making process through Pupil Councils, Pupils on Curricular Boards of Studies and in a few cases on Community Planning Groups.

Our counselling, educational support services and Pastoral Care arrangements are all predicated on the need to involve children and young people in the decision making process to plan with them to sustain positive destinations and support them to thrive and meet their fullest potential.

Active Schools

The Active Schools programme aims to provide more and higher quality opportunities to take part in sport and physical activity:

- before school
- during lunchtime
- after school

The team consult with young people to identify needs and wants on types of sports and physical activity opportunities on offer. They then work with schools staff, volunteers and students to provide

these opportunities.

Active Schools also looks to develop effective pathways between schools and sports clubs in the local community. Active Schools has worked with schools for over 15 years providing opportunities for children and young people to become involved and stay involved in sport. It will continue to make a significant contribution to a world class sporting system in Scotland.

North Ayrshire Sports Academy and Leadership Forum

North Ayrshire Sports Academy (NASA) is a sports coach education and training programme in sport and physical activity. It provides an opportunity for over 50 young people to become qualified leaders in Sport. The course provides training and mentoring opportunities with qualifications and awards delivered by sport's governing body approved tutors as well as the Active School Team.

NASA enables participants to boost their CV and gain valuable experience as well as developing life skills such as confidence, communication, leadership, time management and organisation skills. The programme is a year long course and runs throughout the Academic year. By the end of the course the young people's portfolio is populated with up to 22 leadership awards, coaching and generic qualifications.

The young people involved in this programme volunteer in a variety of capacities. Some of these include

- Delivering sessions to younger pupils at breakfast, lunch and after school clubs in your own school or local community,
- Helping to deliver Active Schools events,

- Officiating at festivals and tournament,
- Supporting local clubs in their delivery
- Promoting sport across their school cluster and the wider community.

Active Schools has a Leadership Pathway from P6- S6. Young people not only have the opportunity to be part of our pathway as a participant but also to help shape each of the different stages. The Leadership Forum was established last year and is made up of North Ayrshire Sports Academy pupils, S3/S4 leaders and Young Ambassadors. The group has representatives from all 9 Secondary schools. The Forum also work with the Scottish Institute of Sport to evaluate our leadership work and make sure the programme content is correct and shapes our young people and prepares them for the world of work.

Events programme

Active Schools produce two events calendars per year – Primary and Secondary. This is a joint venture with KA Leisure. The events we run across the year are both competitive and non-competitive which allows our children and young people to take part and enjoy sport at the level that's suitable for their development. The range of sports we offer links with local, regional and even national competitions which makes sure our young people can progress in any given sporting field.

DrEAM

DrEAM (Drop Everything and Move) is a North Ayrshire campaign to encourage people to have fun, whilst living a healthier and more active life. Active Schools work directly with young people and schools to either introduce new activities or enhance current provision. We work in collaboration with various partners to support this work and allow more opportunities to be created and tailored for the young people of North Ayrshire.

Equipped Playparks

The vision for equipped playparks is: 'To improve the quality of life for all children and young people in North Ayrshire through high quality playpark provision.'

Children's play is recognised as being essential to healthy, happy lives and is fundamental to learning and development. More play, more fun, more often. There are currently 104 playparks provided, inspected and maintained by the Council. There has been significant investment in playpark equipment in recent years which has resulted in high quality playpark provision.

However, there are a minority of playparks which are rarely used, have a small number of pieces of equipment and suffer from location, in some cases by being closely located to larger, more popular, high quality playparks. It is therefore planned to reduce the number of playparks to ensure all provided playparks are high quality and in appropriate locations.



Functional Family Therapy (FFT) is an evidence-based programme aimed at improving the outcomes for young people aged 11- 18.

Cluster 8: Special protection measures

This cluster focuses on groups of vulnerable and marginalised children who require special protection.

Functional Family Therapy

Functional Family Therapy (FFT) is an evidence-based programme aimed at improving the outcomes for young people aged 11- 18. It is a family based intensive intervention programme that builds on the existing strengths within family relationships. The programme works with some of the most vulnerable young people including those who are demonstrating significant behavioural difficulties, involvement in offending, violent behaviour and substance misuse.

FFT has been available to North Ayrshire since January 2019 with around 30 referrals per year. The current agreement is that FFT will continue to be available

until at least March 31st, 2022. This will give a good opportunity to understand the positive impact of the Service at a local level.

FFT interventions range from 12 to 30 sessions over a three to five-month period. The intensity and duration are dependent on the levels of risk that the young person is deemed to be exposed to. There are 5 key phases of intervention: engagement, motivation, relational assessment, behaviour change and generalisation.

The FFT Ayrshire Lead provides quarterly evaluation and progress reports detailing the impact of the service.

Programmes Approach Team

Programmes Approach Team (PAT) is a youth justice service adopting a whole systems approach to reduce the number of under 18s referred to courts, reduce the number of under 21s in custody, reduce offending and prevent reoffending. The team works with young people aged 12 to 21 years old who display problematic behaviour, including offending or sexually harmful behaviours. The team aims to promote social inclusion where young people learn how to reflect on how their actions affect others, take responsibility for their actions and make positive choices for the future.

Rosemount

The Rosemount Project is a crisis intervention and intensive support service designed to prevent children and young people from being accommodated. The service provides immediate support to vulnerable children, young people, families and carers who are assessed as high level of need and risk. The team deliver a high quality, responsive and personalised service to maintain children and young people at home with their families/ carers and within their communities. A solution focused and whole family approach is implemented to avert family breakdown with the delivery of intensive support packages to meet the unique needs of children, young people and their parents or carers. Support is also provided to children and young people who have been accommodated to assist their return to the family home. The age range for the service is 8 to 16 years of age and the team can provide daily contact and support out with regular working hours including evenings and weekends.

Staff work in partnership with the Lead Professional and other agencies and services such as Education to support and empower children young people and their parents/ carers. The young people/ families referred to the service have a combination of issues including, mental health, alcohol/substance use, relationship difficulties, sexual exploitation, offending behaviour, etc.

To assess the impact of the service the team use a tool called the Rickter Scale in their work which is a person centered assessment solution for working with service users. The Rickter Scale helps staff and young people to measure soft outcomes, progress made and impact, whilst giving individuals a meaningful experience that provides ownership and choice.

Using the Rickter Scale helps demonstrate accountability and transparency whilst giving young people the confidence to take steps towards positive life changes.

Young people and families are encouraged to have their say throughout their involvement with Rosemount to enable ongoing service improvement and development. There is an identified staff member within the team who has responsibility for following up on all cases that are closed to obtain feedback on the impact of the service.

Children Harmed by Alcohol Toolkit (CHAT) Training

The Alcohol and Drug Partnership invested in staff training and development by funding CHAT training sessions which took place through several cohorts during 2019. These sessions were attended by 44 Health and Social Care staff members with representation from Universal Early Years, Fieldwork Locality Teams, Children's Houses, Kinship Team, Rosemount Crisis Intervention Team.

A follow up evaluation of the training will be undertaken to establish how the training has been embedded in practice and the subsequent impact on children, young people and families. Alcohol Focus Scotland will support this evaluation.

Syrian Refugee Co-ordinator

Initially, North Ayrshire agreed to support and provide safety to 100 Syrian Refugees (roughly 20 families) under the Vulnerable Persons Resettlement Programme within a 5-year period. That aim was achieved within a two-year period allowing us to increase the support to a further 100 people over the next 5 years. Families are met as they arrive at the airport in Scotland and the team are aware of their medical needs prior to arrival. A multi-disciplinary team offers access to housing, education, health services, benefits and recreational activities in the community. The Police meet with each family and explain the differences in legislation. Finances available to Refugee families decrease over the 5-year period so the team support the family to build their independence over this time. If it is unsafe for families to return after the 5-year period they must apply for 'Leave to Stay' 4 weeks prior to the expiry of their Refugee status. The team will signpost

families to legal services to allow them to progress this of their own accord. The team link with Universal Services to support families as appropriate and may choose to refer to the family for Children and Families support.

The numbers of migrant children are not set but the number of families and those involved is agreed by the Council. So far, 201 people on the Syrian VPR programme have been settled within the North Ayrshire area with a further 30 due to do so in 2020/21 – however this is all on hold at this time. We carry out pre and post arrival assessments of all individuals including children and young people to ensure any required service is identified and appropriate referrals made, for example, NHS referrals or to services such as counselling, With Kids, or to other third sector organisations such as Barnardo's.

Each child will be assessed, and services offered as and when required and depending on the needs of individual children. The Refugee Support Team works with families for a period of five years therefore this is an ongoing approach throughout that time. We also work in a multi-disciplinary manner to offer any support required.

Should a child or young person enter the criminal justice system, the support would be tailored to the needs of that individual although the team would also liaise with judicial services, Police Scotland and anyone else working with the young person such as Locality Children and Families Team/ Programmes Approach Team.

Our Child Poverty Action Plan contains a variety of actions to improve the lives of children, young people and their families.



We will ensure that all Education Policies and Practices reflect Equalities legislation through the regular use Equalities and Human Rights Impact Assessments.



Areas for Improvement

What next steps or actions do we need to take.

We will continue to implement UNCRC training for our staff in schools and other relevant teams.

We are developing a new online module for ECRIA training for relevant staff. This will be launched later in 2020.

We will continue to work across the Community Planning Partnership to ensure Children's Rights are given due regard in partner organisations.

A programme of Children's Rights Training will be established across all localities, as part of the Leadership Collective Training. This is currently being scoped out in terms of e-learning modules with Youthlink.

The refresh of the Citizenship and participation strategy which has been developed from a rights perspective, will contain statements of actions including how we continue to ensure Children

and Young People Rights are realised and promoted.

Our Child Poverty Action Plan contains a variety of actions to improve the lives of children, young people and their families. We will continue to ensure that children and young people are at the heart of everything we do.

We will work to further develop and sustain the empowerment of children and young people in order they:

- learn about their right to participate voluntarily in decision making
- be enabled to participate through a variety of ways of expressing their views
- have a say in shaping educational provisions in their setting and beyond
- learn through participating in decisions within a wide variety of educational

activities and processes leading to meaningful impacts and outcomes

- be involved and become effective contributors.

We will ensure that all Education Policies and Practices reflect Equalities legislation through the regular use Equalities and Human Rights Impact Assessments.

Our schools and early years settings will use the Learner Participation Strategy and will use the following challenge questions when planning their strategy:

- To what extent do we have a shared understanding of what learner participation involves?
- Do the values and practices within our setting, respectfully include children and young people in active participation?
- How well do we embed participation in each of the 4 arenas of learning including: learning, teaching and assessment; personal achievement; decision making groups and wider community?
- Do we recognise the impact and benefits that embedding learner participation in our setting can bring – in areas such as learning and teaching,

attainment, relationships and culture and ethos?

- How ready are we to fully develop and embed learner participation in our setting?

Ensure that schools use [7 Golden Rules](#) (on CYPCS website) helping schools to develop authentic participation.



Do we recognise the impact and benefits that embedding learner participation in our setting can bring – in areas such as learning and teaching, attainment, relationships and culture and ethos?



We will work to increase the proportion of children's views recorded in social work documents and ensure that workers are considering the child's experiences



In the event of family breakdown, it may help identify extended family who are able to support and look after a child or young person to prevent them being accommodated.

Children's Rights and Recovery from Covid-19

The UNCRC is a powerful tool to support school improvement. Given the impact of the Covid-19 pandemic on children and young people, we will place children's rights at the heart of our response.

The six articles relate to safeguarding, pupil voice, health, wellbeing, safety, play, learning and education will be essential to our recovery planning. (Articles 12, 24, 19, 28, 29, 31)

Schools and establishments will require to be

- **explicit about rights.** This will reassure children, their families and carers and colleagues to know that the authority response is founded on the Convention.
- **clear how coronavirus has impacted upon children's rights** and recognise that it is our duty (as an educational team) to address these impacts.
- **reassuring and optimistic.** NAC staff will keep everything in perspective and draw out and share positives wherever possible.
- **bold in quoting the UNCRC and asserting children's rights** when advocating for our children.
- **child-centred in our thinking, planning and communication.** Seek out, listen and respond to children and young people's voices.

Other Areas for Improvement

A recent piece of qualitative evaluation work highlighted gaps in relation to our approach to Advocacy Services from Children 1st, when children are placed on the Child Protection register. A workstream is taking this work forward.

Due to the numbers of children on the CP register, there was also a long waiting list for the advocacy support service and children and young people were not receiving the support quickly enough.

- We will work to increase the proportion **of children's views recorded in social work** documents and ensure that workers are considering the child's experiences – regardless of their age and needs, so that this isn't always just interpreted verbally.
- Our **Child Protection Committee** will continue to focus on working in partnership with young people in taking forward child protection improvements as a priority. We remain committed to the focused drive to protect children and young people from harm, and a newly developed emphasis on outcomes will ensure that there is meaningful monitoring and scrutiny of the ways in which we are addressing the protection of children in North Ayrshire and making a meaningful impact.

- We have plans in place to restructure our **Joint Cabinet** and improve the ways that these are carried out. This includes consulting with young people.
- Our **Participation Strategy** is currently being refreshed and will strengthen links to UNCRC and concentrate on the Year of Young People legacy, mental health and wellbeing and connecting digitally as part of this.
- We will continue to support schools to move from Silver to **Gold level** in the **Rights Respecting Schools** approach.

We will review our complaints procedures and develop information to ensure children and young person are aware of how to make a complaint.

- The **Rosemount** Team Manager/ staff will be focusing on
- better use of the information including the feedback from young people/ families to inform service development.
- Training and information events with Children's Panel Members to increase their knowledge of the service.
- Team members will be expected to compile a genogram detailing a pictorial display of a young person's family relationships, history and psychological factors that have impacted on family relationships. The process will focus on family strengths and resilience

- and will help staff understand the key people and relationships in a child/ young person's life. In the event of family breakdown, it may help identify extended family who are able to support and look after a child or young person to prevent them being accommodated.
- A referral pathway will be drawn up between Rosemount and Functional Family Therapy to prevent duplication and that Functional Family Therapy is considered as an exit route for children, young people and their families.



As part of the development of this Plan our subgroups and workstreams will be reviewed by the CSSP and identify the best ways to support our aims and priorities.

Appendix 2

We want our children and young people to know their rights. In the summary below Governments also refer to North Ayrshire Council.

1. Definition of a child

A child is any person under the age of 18.

2. No discrimination

All children have all these rights, no matter who they are, where they live, what language they speak, what their religion is, what they think, what they look like, if they are a boy or girl, if they have a disability, if they are rich or poor, and no matter who their parents or families are or what their parents or families believe or do. No child should be treated unfairly for any reason.

3. Best interests of the child

When adults make decisions, they should think about how their decisions will affect children. All adults should do what is best for children. Governments should make sure children are protected and looked after by their parents, or by other people when this is needed. Governments should make sure that people and places responsible for looking after children are doing a good job.

4. Making rights real

Governments must do all they can to make sure that every child in their countries can enjoy all the rights in this Convention.

5. Family guidance as children develop

Governments should let families and communities guide their children so that, as they grow up, they learn to use their rights in the best way. The more children grow, the less guidance they will need.

6. Life survival and development

Every child has the right to be alive. Governments must make sure that children survive and develop in the best possible way.

7. Name and nationality

Children must be registered when they are born and given a name which is officially recognized by the government. Children must have a nationality (belong to a country). Whenever possible, children should know their parents and be looked after by them.

8. Identity

Children have the right to their own identity – an official record of who they are which includes their name, nationality and family relations. No one should take this away from them, but if this happens, governments must help children to quickly get their identity back.

9. Keeping families together

Children should not be separated from their parents unless they are not being properly looked after – for example, if a parent hurts or does not take care of a child. Children whose parents don't live together should stay in contact with both parents unless this might harm the child.

10. Contact with parents across countries

If a child lives in a different country than their parents, governments must let the child and parents travel so that they can stay in contact and be together.

11. Protection from kidnapping

Governments must stop children being taken out of the country when this is against the law – for example, being kidnapped by someone or held abroad by a parent when the other parent does not agree.

12. Respect for children's views

Children have the right to give their opinions freely on issues that affect them. Adults should listen and take children seriously.

13. Sharing thoughts freely

Children have the right to share freely with others what they learn, think and feel, by talking, drawing, writing or in any other way unless it harms other people.

14. Freedom of thought and religion

Children can choose their own thoughts, opinions and religion, but this should not stop other people from enjoying their rights. Parents can guide children so that as they grow up, they learn to properly use this right.

15. Setting up or joining groups

Children can join or set up groups or organisations, and they can meet with others, as long as this does not harm other people.

16. Protection of privacy

Every child has the right to privacy. The law must protect children's privacy, family, home, communications and reputation (or good name) from any attack.

17. Access to information

Children have the right to get information from the Internet, radio, television, newspapers, books and other sources. Adults should make sure the information they are getting is not harmful. Governments should encourage the media to share information from lots of different sources, in languages that all children can understand.

18. Responsibility of parents

Parents are the main people responsible for bringing up a child. When the child does not have any parents, another adult will have this responsibility and they are called a "guardian". Parents and guardians should always consider what is best for that child. Governments should help them. Where a child has both parents, both of them should be responsible for bringing up the child.

19. Protection from violence

Governments must protect children from violence, abuse and being neglected by anyone who looks after them.

20. Children without families

Every child who cannot be looked after by their own family has the right to be looked after properly by people who respect the child's religion, culture, language and other aspects of their life.

21. Children who are adopted

When children are adopted, the most important thing is to do what is best for them. If a child cannot be properly looked after in their own country – for example by living with another family – then they might be adopted in another country.

22. Refugee children

Children who move from their home country to another country as refugees (because it was not safe for them to stay there) should get help and protection and have the same rights as children born in that country.

23. Children with disabilities

Every child with a disability should enjoy the best possible life in society. Governments should remove all obstacles for children with disabilities to become independent and to participate actively in the community.

24. Health, water, food, environment

Children have the right to the best health care possible, clean water to drink, healthy food and a clean and safe environment to live in. All adults and children should have information about how to stay safe and healthy.

25. Review of a child's placement

Every child who has been placed somewhere away from home – for their care, protection or health – should have their situation checked regularly to see if everything is going well and if this is still the best place for the child to be.

26. Social and economic help

Governments should provide money or other support to help children from poor families.

27. Food, clothing, a safe home

Children have the right to food, clothing and a safe place to live so they can develop in the best possible way. The government should help families and children who cannot afford this.

28. Access to education

Every child has the right to an education. Primary education should be free. Secondary and higher education should be available to every child. Children should be encouraged to go to school to the highest level possible. Discipline in schools should respect children's rights and never use violence.

29. Aims of education

Children's education should help them fully develop their personalities, talents and abilities. It should teach them to understand their own rights, and to respect other people's rights, cultures and differences. It should help them to live peacefully and protect the environment.

30. Minority culture, language and religion

Children have the right to use their own language, culture and religion – even if these are not shared by most people in the country where they live.

31. Rest, play, culture, arts

Every child has the right to rest, relax, play and to take part in cultural and creative activities.

32. Protection from harmful work

Children have the right to be protected from doing work that is dangerous or bad for their education, health or development. If children work, they have the right to be safe and paid fairly.

33. Protection from harmful drugs

Governments must protect children from taking, making, carrying or selling harmful drugs.

34. Protection from sexual abuse

The government should protect children from sexual exploitation (being taken advantage of) and sexual abuse, including by people forcing children to have sex for money, or making sexual pictures or films of them.

35. Prevention of sale and trafficking

Governments must make sure that children are not kidnapped or sold, or taken to other countries or places to be exploited (taken advantage of).

36. Protection from exploitation

Children have the right to be protected from all other kinds of exploitation (being taken advantage of), even if these are not specifically mentioned in this Convention.

37. Children in detention

Children who are accused of breaking the law should not be killed, tortured, treated cruelly, put in prison forever, or put in prison with adults. Prison should always be the last choice and only for the shortest possible time. Children in prison should have legal help and be able to stay in contact with their family.

38. Protection in war

Children have the right to be protected during war. No child under 15 can join the army or take part in war.

39. Recovery and reintegration

Children have the right to get help if they have been hurt, neglected, treated badly or affected by war, so they can get back their health and dignity.

40. Children who break the law

Children accused of breaking the law have the right to legal help and fair treatment. There should be lots of solutions to help these children become good members of their communities. Prison should only be the last choice.

41. Best law for children applies

If the laws of a country protect children's rights better than this Convention, then those laws should be used.

42. Everyone must know children's rights

Governments should actively tell children and adults about this Convention so that everyone knows about children's rights.

43 to 54. How the Convention works

These articles explain how governments, the United Nations – including the Committee on the Rights of the Child and UNICEF – and other organisations work to make sure all children enjoy all their rights.

Source – www.unicef.org

**North Ayrshire Community
Planning Partnership**

Cunninghame House
Friars Croft
Irvine KA12 8EE

Tel. 01294 324114

email. info@northayrshire.community

NORTH AYRSHIRE Children's Services Plan
Annual Performance Report
2019-20

How are we doing?



**GETTING IT
RIGHT
FOR YOU**



NORTH AYRSHIRE
CHILDREN'S SERVICES
STRATEGIC PARTNERSHIP

Welcome to our 2019/20 progress report

We aim to ensure that you, our children and young people of North Ayrshire, experience the best start in life. We want you to think that North Ayrshire is the best place to grow up in Scotland. This vision is at the heart of everything we do for you.

In 2015, to help us achieve this vision, we asked for your views. Then, using what you told us, we wrote the Children's Services Plan: Getting it right for you (2016-2020). We were also guided by a new law that has strengthened your rights, called The Children and Young People (Scotland) Act 2014. With all that in mind, we made you some Promises, more information on these will follow in the report.

In 2016 we began to make some changes to our services to help us keep our Promises and deliver better outcomes for you. We have worked together with our colleagues in the Children's Services Strategic Partnership (CSSP) to focus on the top 4 issues that were important to you. These 4 priorities you asked us to consider were to:

- Improve how you engage with school
- Help you to be physically active and be at a healthy weight
- Prevent smoking, drinking and taking substances at an early age
- Support your social and emotional development.

The 2016-20 Children's Services Plan is now coming to an end. We have a new and updated Plan for 2020-23 which builds on the progress we have made and focusses our future work on the areas where we most need to concentrate.

This report will give you an overview of the progress we have made during 2019-20 and will link to our future ambitions, as set out in our new plan.

What we set out to do

We want this report to be easy to read and understand. It matches the work we did in [Getting it right for you: North Ayrshire Children's Services Plan 2016–2020](#).

Our plan was written as a series of promises to you. In the sections below we will tell you some of our achievements, backed up by the results from our Performance Framework (important points to focus on).

When we made our promises, we set high standards because we want the best outcomes for all our children, young people and families. We know that this report affects real lives, so where possible, we use case studies and include quotes from people like you and your families, who have experienced the services we have provided.

We have tried to keep this report as clear as possible. The online version has many embedded hyperlinks (underlined) that relate to our work. These will give you more online information that might be of interest to you.

This is our final report relating to our 2016-2020 plan and after this we will continue our work through our new plan.

Key Highlights and Achievements

Some of the key achievements from the past year are shown below.

Our Response to the Covid-19 Pandemic

We know that Covid-19 has had an impact on your life. You might have had to stay at home from school and things will have been very different for you. We want to make sure that we help to make things as positive as we can for you.

During the Covid-19 pandemic, you were supported at home and sometimes in the school hubs and summer hubs, either because your parent is a keyworker, or you and your family needed this additional support. We worked together to identify vulnerable children who might have needed more support.

If you did not have access to digital learning, we made sure we were able to have paper-based learning packs and a supply of stationery and notebooks which could be topped up at any time in local shops. We have also recently purchased 1200 iPads and 750 Chromebooks as well as connectivity in the form of individual pupil SIMs or MiFi Units for families to share. This amounts to connectivity for 512 pupils. We have already allocated approximately 700 iPads and 550 Chromebooks, and the number of requests is likely to increase as well as the need for connectivity. This is all aimed to help you learn in the best way possible. Health and Social Care Partnership teams gave tablets, mobile phoned and SIM cards to families where needed.

Our Family Learning Team gave families extra support if learning at home was difficult for you. Boxes were given out which contained materials and an easy-to-follow instruction booklet with ideas for fun yet educational activities. Connected Communities teams ran the childcare hubs during the summer and the Rosemount Team also purchased a range of art materials specifically for the summer hubs.

Many staff teams worked creatively to provide additional resources to children, young people and their families at this time. Pathways to a Positive Future designed an activity book that had a large range of inexpensive or free activities for families to do. Early Years Social Workers delivered over 100 packs to families with arts and crafts resources. Children and Families team provided activity packs as well as delivering ceramic painting kits to many of families. This only offers a small sample of the creative ways staff worked to provide opportunities to children throughout lockdown by supporting the families.

The Executive Youth Council developed the following activities to support you and all young people during the Covid-19 restrictions:

- Monday Mind – a mental health awareness and promotion programme, including challenges help awareness and promote positive mental health.
- Tuesday TikTok – weekly dance challenges.
- DigiAye Quiz – online interactive quiz and Facebook live event brining families together for an evening quiz and allowing interaction with other participants and the team.
- Arts Therapy Thursday – using arts as a medium to complete challenges using a variety of arts.
- Friday Fitness – partnership with Active Schools and KA Leisure brining fitness into homes through a variety of challenges.
- Saturday Fakeaway – the team are creating a variety of cooking challenges using basic ingredients and minimal quantities to create baking and basic cooking lessons.
- Sunday Selfie Check in – using Facebook every week to provide a check in service to see how you are feeling, what you have been doing during lockdown and an opportunity to engage.

There were also various other projects being delivered by the Youth Work Team to support mental health and wellbeing. For example, we have had group discussions to help understand behaviours and perceptions and we have also been looking at risk taking behaviours and the possible consequences.

Small gifts and letters were sent to all care experienced young people and their families.

We promise to consult with you and your family about your needs to inform the services we deliver

A Youth Participatory Budgeting (PB) event took place in November, with £60k available. If you were aged between 8 to 25 years, you had the opportunity to have a say on where the funding would be spent. You were able to vote for the top three projects in your Locality area. Projects could bid for up to £1000, from a total pot of £60k for projects/ ideas. 5,583 Young People voted, with 16,749 choices made (three votes per person) – there were no spoiled ballot papers. 67 projects/ ideas were funded. This was an extremely successful Youth PB event – with the highest voting for any such event in Scotland.

A selection of the projects that received funding are summarised below-

- **Academy Prints (Irvine Royal Academy Pupils) – awarded £800**

Academy Prints is a small business which develops the youth workforce as it leads to the enhancement of pupil's employability skills. It will provide learners with a variety of experiences that enrich their career management skills and links their learning directly to the world of work. Furthermore, in the past many pupils taking the subject have advanced on to further education to develop their skills as practicing photographers and budding film makers. By providing 'Academy Prints' with quality mounting and ink for printing it allows pupils to be a professional business enterprise group.

- **The Scottish Centre for Personal Safety – awarded £1,000**

This project will provide Personal Safety workshops in every secondary school in the Three Towns Locality. The workshops will teach pupils about date rape drugs and bogus taxi drivers; show pupils de-escalation and voice control techniques to prevent an attack happening; demonstrate how to identify early signs of an imminent attack; and practice self-defence skills to ensure they can escape should an attack occur. Previous courses run in the Three Towns Locality schools have shown a marked increase in pupils' self-confidence and a decrease in the fear of a violent attack following these workshops. Some evidence also shows that school bullying may also have been reduced.

- **Garnock Valley Girls Group – awarded £990**

This grant will give young people the opportunity to participate in a weekend of team building and outdoor activities at Arran Outdoor Education Centre. This has been highlighted by young people across the Garnock Valley as being a valuable resource giving social, emotional and physical benefits.

- **Kilwinning Community Events – awarded £1,000**

Kilwinning Fireworks in the Park displays are the biggest in the area and is attended by thousands of people. Police have advised from previous events there is a reduction in local fire raising and anti-social behaviour affecting the area. Young people are encouraged to attend an organised display. The event also lets families attend an organised display which is free to attend, allowing people from all economic backgrounds to enjoy fireworks safely. The community can get involved in various areas of organising, making the event inclusive.

All funds come from fundraising and donations. All money would be used for fireworks and the event.

- **Arran Youth Foundation – awarded £1,000**

This money would be used to turn the popular music room in the youth cabins into a recording studio. Free guitar lessons are currently provided to a dozen or so pupils. Some of the old guitars would be donated to pupils, with Participatory Budgeting funds used to buy new guitars, headphones, monitors and software to set up a recording studio.

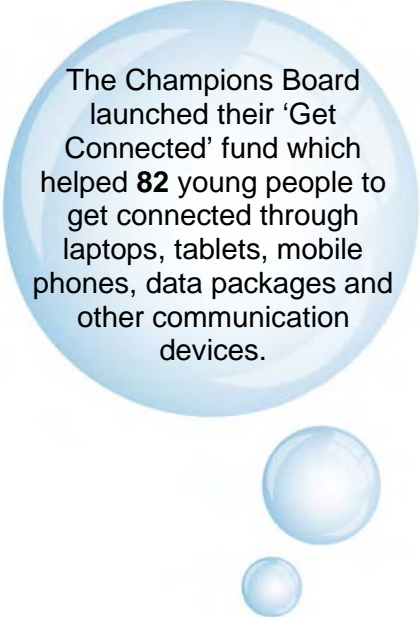
- **North Coast Youth Forum – awarded £1,000**

The funding will be used to run the Gala Day in Skelmorlie next year. The Youth Forum organised the event this year themselves, now there is interest from the previous Gala Committee to work with the young people. Involving young people in the planning process ensures equality for all.

Our Executive Youth Council worked in partnership with the Carers Trust to consult with you if you are a young carer on the barriers that you face. Their report will be taken to Scottish Youth Parliament.

We launched our online [Community Book](#), which shares local information and helps families to find out where they can get help.

We have made sure that our Head Teachers have more say in how to spend their budgets, which also allowed you to have more say by using Participatory Budgeting in schools.



The Champions Board launched their 'Get Connected' fund which helped **82** young people to get connected through laptops, tablets, mobile phones, data packages and other communication devices.

If you are care experienced, you can become involved in our Champion's Board. The Champion's Board is formed of young people who are care experienced aged between 15 and 23. The Champion's Board come together weekly and look for ways to change the care system as well as producing tools and advice for their care experienced community.

Some of the developments driven by the Champion's Board include access to free sports and leisure facilities. The Champions Board have provided KA Leisure cards to over 200 care experienced children and young people. They have also launched a new fund to provide sports equipment and clothing, have provided 20 laptops, 4 iPads, developed and created games and books to our Children's Houses for educational purposes and developed a Mental Health Toolkit which will be launched online in August 2020.

We promise that where we can, we will put all our children's services into local areas so that all of our staff can work more closely together for you

The first locality-based team was brought together in Kilwinning Academy. This was a new model of mental health support that meant specialist child and adolescent mental health services (CAMHS) teams were working together with schools and other parts of the community and developing initiatives together. Working together, discussions take place to ensure young people see the right person, in the right place at the right time.

We will be using the ideas that worked well there to bring teams together in other areas.

We have new structures in our Health and Social Care Partnership Teams. This means that our teams are working together to focus on locality areas to provide the best services to you. This structure provides both leadership and direction to focus on the needs of individual localities but promotes relationships between professionals within your local area. With more effective local relationships, we believe we are better placed to see and hear from you, the issues affecting you in your local area. We want to work alongside you to develop supports and resources that you can access locally.

The Kilwinning Wellness model has reduced the routine referrals from **68 days** in August 2018 to **less than 2 weeks** consistently from September 2019

Referrals to CAMHS (North) are at the lowest levels since 2016/17 (a reduction of over **50%**)

Our Health & Social Care Partnership (HSCP) Universal Early Years teams "Teams Around the Family" are now based within localities and aligned to GP practices to make sure that you and your family can easily access the services you need. This team incorporates an Early Years Social worker who Health visitors can request support for you and your family. This support can be provided quickly at a point you most need it.

We promise to make sure that your rights are protected



We have developed our Children's Rights Reports 2020-23 which sets out what we have done to promote and improve children's right and also what we will do to improve. More information can be found in a dedicated section of our [Children's Services Plan 2020-23](#).

Your rights, as children and young people are at the heart of everything we do.

The Gold Rights Respecting award is the highest level of the Rights Respecting Schools Awards and is granted to schools that have fully embedded the principles of the UN Convention on the Rights of the Child into their ethos and curriculum. The accreditation is valid for a period of three years.

In North Ayrshire the following schools have achieved **GOLD** status:

- Beith Primary School, Primary
- Dalry Primary School, Primary
- Dykesmains Primary School, Primary
- Whitehirst Park Primary, Primary

The Silver Rights Aware Awards are granted to schools that make good progress towards embedding the principles of the UN Convention on the Rights of the Child into their ethos and curriculum.

In North Ayrshire the following schools have **SILVER** status:

- Ardrossan Academy, Secondary
- Brodick Primary School, Primary
- Corrie Primary School, Primary
- Dreghorn Primary School, Primary
- Elderbank Primary School, Primary
- Gateside Primary School, Primary
- Glebe Primary School, Primary
- Hayocks Primary School, Primary
- Kilmory Primary School, Primary
- Lawthorn Primary School, Primary
- Pirmill Primary School, Primary
- Mayfield Primary School, Primary
- Shiskine Primary School, Primary
- St Anthony's Primary School, Primary
- St Bridget's Primary School, Primary
- St Luke's Primary School, Primary
- St Mary's Primary School, Primary
- St Winning's Primary School, Primary
- Whiting Bay Primary School, Primary



We make sure that you are taught about your rights in schools and we use the Rights Respecting Schools approach to make sure this is successful. We want more of our schools to move from silver to gold. There is annual training available to make sure this remains one of our priorities for you.

We teach children's rights in all our schools and this success is shared through school social media and via attractive school and classroom displays. From speaking to you in focus groups, we can see that you are knowledgeable about your own and others' rights. We know that you are taking on elements of responsibility to make sure that all schools listen and involve their pupils fully in decisions that affect them and their school community.

We regularly ask you for your views within our schools. This makes sure that your rights are at the heart of what we do and what we plan to do. We welcome you to express your opinions on what is working well and what could be better. You can be confident that your views are respected and acted upon by staff and partners.

In 2015 the Scottish Government announced the plans for 2018 to become Year of Young People. The aim was to give you (if you are aged between 8 to 26) more opportunities to influence decisions that impact on young people and to take part in events. In North Ayrshire 17 young people applied and completed training to become Year of Young People Ambassadors.

Final agreement was reached on the priority themes (based on wide ranging engagement). One of the three main themes was **Young People's Voice and Rights**.

The key proposal was to refresh the “Step Up and Speak Out Youth Citizenship and Participation Strategy 2015 – 2019.”

We want to make sure that we have the right things in place to have your voices heard.

We promise to work closely with our partners, you and your family to make sure that North Ayrshire is a more secure place to live so that you are safe, protected and not at risk of intentional or unintentional harm

Our Child Protection Committee (CPC) is a multi-agency group and works to make sure that you are safe at all stages of your life, from before you are born to adulthood. The Child Protection Committee and Child Protection Teams across all localities in North Ayrshire can provide support when it is needed, and if you and your family need protection.

The CPC is closely linked to the Children and Families Affected by Substances (CAFAS) Subgroup. The newly named CAFAS group work to improve the quality and accessibility to services for Children and Young People who are at risk due to the harmful effects of parental/ care giver alcohol or drug use.

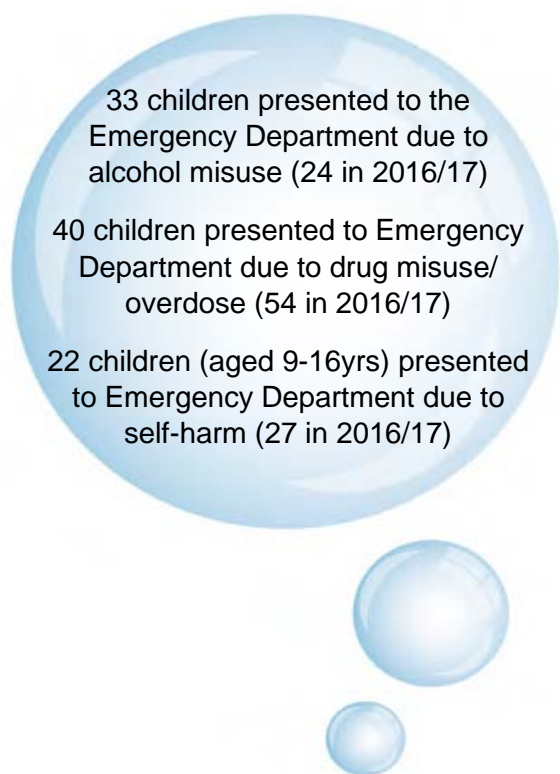
We have a child protection training calendar for professionals to ensure that children are protected from violence, substance use, poor mental health, emotional and physical abuse and neglect and can recover from traumatic experiences. This includes training on children's rights, domestic abuse and trauma informed practice. Our Child Protection Committee is supporting the Everyone Has a Story training it has been agreed that this training will be delivered towards the end of 2020 early 2021.

There will be scope for 15 staff to attend this training and the course will support practitioners in adult and children's services to respond to children affected by parental substance use.

We have a child protection training calendar for professionals to ensure that children are protected from violence and can recover from traumatic experiences. This includes training on children's rights, domestic abuse, trauma informed practice.

During 2018/19, North Ayrshire Child Protection Committee initiated a Short Life Working group to take forward some work on children's experiences of child protection processes. Eight young people were asked in some detail about their experiences, with the support of the Rosemount Project and the Children 1st child protection advocacy support service. A report was completed which analysed and made recommendations from the feedback collated from the young people.

Young people told us that having advocacy support was helpful but they would have liked this help at an earlier stage without having to repeat their story. Barnardos is now being commissioned for this service and feedback from social workers about this service has been really positive so far. They are also utilising technology through the use avatars that children have created to express their views.



The work also highlighted a need for a more individualised approach to recording children's views and ensuring that it takes account children's experiences and not just what they say (as sometimes due to age, stage and need, this isn't possible). Paperwork including the child's plan and child protection investigation reports are being updated to ensure that the child's experience is considered by workers to make sure that our processes are as child focussed as possible.

During the Covid-19 pandemic, the Child Protection Committee updated their website, launched a social media campaign around child protection and distributed child protection materials, in partnership with the community hubs distributing food during the pandemic, to families who received food deliveries. This helped to keep children safe during this time.

We promise to support you to build and maintain healthy sexual relationships free from coercion and harm

If you are in secondary school, you have access to a Personal and Social Education programme which includes a focus on four key themes – the use of substances, informed choices, risk taking behaviour and action in unsafe situations. This is often delivered in partnership with the police and other agencies.

The PASS (Prevention of Alcohol and Substance Misuse Sessions) resource is widely used in our schools. You will learn information on current laws and how media and peer pressure affect your attitudes and behaviours. We help you to learn how to identify and select the skills and qualities required to make positive choices in challenging situations, for example, confidence, resilience and assertiveness.

We anticipate this will help you to develop positive coping strategies when dealing with stressful and challenging situations. We will help you understand how substance use can affect judgement and impair ability to make responsible decisions and what actions to take in an emergency relating to substance misuse.

In conjunction with the North Ayrshire Alcohol and Drug Partnership (ADP) and the Children Affected by Alcohol subgroup the North Ayrshire Health and Social Care Partnership have created a specialist Children and Young Persons Drug and Alcohol Team. The formation of this new team will provide an exciting opportunity to enable the achievement of better outcomes for our children, young people and families harmed by alcohol and drugs.

A pathway for referrals to this new team will be devised with the team delivering a preventative approach via brief interventions, to a more targeted input using motivational interviewing techniques to support for those referred from A&E.

This new team will be subject to yearly monitoring and evaluation through the Alcohol and Drug Partnership.

To enhance the skills of our work force and improve outcomes for young people and families the North Ayrshire ADP has invested in the C.H.A.T. training (Children Harmed by Alcohol Tool kit). During 2019 there were 44 staff from across Children and Families Service trained to deliver this intervention.

C.H.A.T. can be used with children, young people and families harmed by problematic alcohol use. The aim of the resource is to build resilience and protective factors in children and families. The C.H.A.T. training has recently been evaluated by Alcohol Focus Scotland and key findings have highlighted that following training 100% of participants were more aware of the impact of harmful parental drinking on children and families and felt more confident in raising the issue of alcohol with families. A further evaluation will take place in 2020 to explore the impact of C.H.A.T. in our work with young people and families.

Our Active Schools Team are continuing to work working closely with the North Ayrshire Drugs and Alcohol Partnership and KA Leisure to deliver "Champions for Change", a community-based programme which uses the power of Sport to effect positive change.

Work continues in Greenwood Academy and Irvine Royal Academy to develop leadership skills and includes interactive discussions and activities on the key messages around drugs and alcohol awareness. Our coaches are also working closely with Primary Fives of the feeder Primary schools to deliver fun and engaging sessions which include drug and alcohol content.

The Executive Youth Council are continuing their work on the drug and alcohol blog project which will be created and turned into an animated mini-series to give you advice and information on dealing with alcohol and drugs misuse.



We promise to make sure that you move from stage to stage as smoothly as possible

78% of children achieving their developmental milestones at the time the child starts primary school (2018/19) an increase from 77% in 2016/17

The Early Years Expansion has enabled us to deliver 1,140 hours of free care to over 1,200 children. As a result, parents and carers have been able to take up training and employment, we have contracted 16 nurseries and 79 childminders and enabled 14 Modern Apprentices to secure employment. We have had to postpone the full 1,140 hours of Early Learning and Childcare Expansion roll out until August 2021. This will let us make sure that can focus on how to mitigate the impact of Covid-19 on the poverty related attainment gap between pupils living in or most deprived areas.

Transitions are planned for you when you are moving between sectors. We organise practice and orientation visits to P1 and S1 and this can also involve films posted by schools to let you see the layouts and what happens in your new school. P1 and Secondary staff also visit you in nursery and primary schools to meet you and help you find out about school routines and key relationships.

When children or young people have Additional Support Needs, a transition plan involving a team around the child is devised at least a year in advance of any planned move. This ensures that an enhanced period of transition can take place, and this involves the child, their family and an associated team of professionals.

To help this transition we can use Early Years, Nurture, Pastoral, Classroom Assistant and Area Inclusion Worker staff to create and deliver an enhanced programme of visits in advance of any move.

When you are planning to leave school, guidance staff and project officers can be used to help plan a pathway into further education, training or employment making sure that you can all move onto positive destinations. Though all of these transitions staff are guided by Additional Support Needs legislation and our North Ayrshire Nurture strategy.

If you are currently or have been previously looked after, the Throughcare and Aftercare teams will support you to move on from being accommodated away from home to the next stage of your life. We are there to listen and respond to your emerging needs in any way we can.

Our team have a dedicated Employability Advisor who can support you to explore pathways into employment, training or education. Advice offered is adaptable to suit individual needs. Staff can assist you in finding your own accommodation and provide bespoke emotional and practical support through what can be, a challenging and uncertain time, as well being as exciting.

We offer guidance to those who need advice and guidance in applying for DWP benefits, as well as those who are applying for educational bursaries, care leaver's bursaries and financial support. Assistance can also be provided on legal matters, emotional health and wellbeing and life skills.

We promise to care for your needs if you have any health needs or disability

It is important that all of you get the support you need to reach your full learning potential. You can sometimes need additional support for a short time or for a longer period as a result of challenges in school, family circumstances, health, wellbeing needs or disability.

We have processes in place to identify, assess and determine needs which involve children and young people, parents or carers and associated professionals (a group known as the Team Around the Child). If you are involved in this, your views and those of your parents or carers is recorded, and this is considered when assessing, planning and reviewing support.

Once additional support needs are identified, a plan is created – sometimes called the child's plan – to help overcome barriers to learning. This plan is regularly reviewed, evaluated and updated ensuring progress, attainments and achievements are recorded.

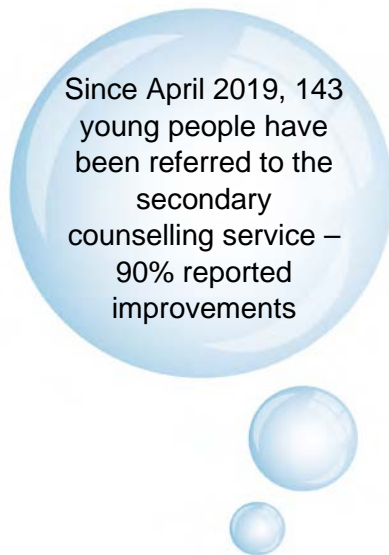
The National Health Visiting Pathway has been fully implemented with systems in place to support requests for assistance to ensure the needs of the child and family are met.

Our integrated Universal Early Years Service provides individualised, early intervention care and supports to the child and their family. This is a team with expertise from a health, nurture and social work skill base with an integrated approach to support you and your family working with you to identify when you need support most and ensuring that we deliver on this.

Our new sector-leading Additional Support Needs (ASN) Campus is being built and will provide a high-quality learning environment for over 200 ASN pupils who currently attend our four ASN schools.

On the same site as the ASN Campus, the construction of an 8 bedded residential facility and an eight-bed respite facility will increase the availability of access to local residential services which previously were delivered out with North Ayrshire. Close working with The Mungo Foundation will allow an increase from four to eight beds and each facility is purpose built and fully accessible and is due to be operational in summer 2021.

We promise to ensure that your mental health and wellbeing are a priority



We are developing our Mental Health Strategy. We have specifically worked to develop support materials for families to make sure that you get support for your wellbeing and mental health.

We have had a specific focus on developing positive mental health resources to support you, our staff and your families during this period of lockdown and school closures and this is accessed through a specially developed blog. We are now working on how our overall strategy can continue to support you when lockdown ends.

Since April 2019, there have been 143 referrals to the secondary counselling service. Of these, 36 young people have finished their counselling sessions with over 90% of pupils reporting improvement following this support. Counselling is one of a range of mental health supports available if you need it. Kilwinning Academy established a

wellbeing hub which provides supports and resources. This includes peer to peer support from pupils trained in Scottish Mental Health First Aid as well as targeted programmes to combat low self-esteem and other aspects of mental health.

We are working to restructure our counselling service to ensure that it can support children and young people aged 10 and over, as per the Scottish Government's guidance on use of counselling funding.

In response to the Covid-19 pandemic, we have also ensured that our secondary school counselling services continued during lockdown through telephone counselling. This made sure that you could still access support if you needed it.

A new national facility for young people being built at Ayrshire Central Hospital in Irvine. Work is expected to start on the 12-bedded unit for children aged 12 to 17 years with complex difficulties later in 2020. It will be the first secure adolescent inpatient service for young people in Scotland and means that children will be cared for nearer to home, with the appropriate care, treatment, therapies, security and on-going education.

We are starting a pilot project to develop a better understanding of the needs of young people in the immediate aftermath of significant self-harm, self-poisoning or behaviour which is suicidal in its nature.

During 2020 the pathway for referrals to the Service Access team for young people who are admitted to hospital following significant self-harm, self-poisoning, or behaviour which is suicidal in its nature has been revised. This new pathway will be launched to coincide with National Suicide week in September 2020 and will reflect a robust, meaningful and young person-centred response to supporting our young people's mental health and emotional wellbeing.

The Young People's (YP) Suicide Taskforce (formerly the Young People's Operational Suicide Prevention Group) has continued to meet regularly, with governance from the Young People's Strategic Suicide Prevention Group (YPSSPG).

A key element of the community action plan has been the 13 Ways Campaign. A series of 13 animations with key messages focusing on young people supporting each other, were developed and released via social media in the weeks leading up to Christmas 2018 – starting in September coinciding with Suicide Prevention Week (10th September 2018). The animations illustrated one of each of 13 messages, with a narration by a young person and an animation to illustrate the message. There was also an introductory message and a final adult message which was added in towards the end from the parents of one of the young people who had died within North Ayrshire. The key message is that suicide is not the solution – there are many people and ways to support and help. Young people were central to developing the language, visuals and stories, and were supported to contribute meaningfully specifically (but not exclusively) through the Year of the Young People (YOYP) Ambassadors. The campaign has been very well received and has been given a positive response perhaps because of the ownership by all groups and the young people of the messages and the rationale. Young people have been the best ambassadors – the YOYP ambassadors winning the category prize for Mental Health and Wellbeing in the Youth Link awards for this work. The campaign has continued to be further developed in 2019 and 2020, with celebrity endorsement from 'Grado' to widen the reach of the messages.

Our Health and Social Care Partnership has ensured that anyone who needs urgent support during the Covid-19 pandemic has received it. During the pandemic our Service Access Team quickly realigned their service linking staff to all community hubs to work in partnership to support the most vulnerable and at risk of isolation in our communities.

With one family saying, "thanks for your commitment and perseverance" and another commenting that the support from Service Access has made them feel safe during a very difficult time. Service Access staff continue to support the work of the Hubs by delivering joined up services in order to improve local health and wellbeing and to ensure that the services provided in each locality are meeting the specific needs of the local community.

Referrals to the Scottish Children's Reporter Administration are at the lowest levels since 2014/15 for the categories of alcohol/ drug misuse, failure to attend school and offence grounds



Similarly, those individuals already known to our local services have continued to be supported, particularly those who may be a risk to themselves or others due to isolation.

We have used our website and social media channels to share information on the importance of being active and looking after your mental health and wellbeing, including regular messages to our people across the organisation.

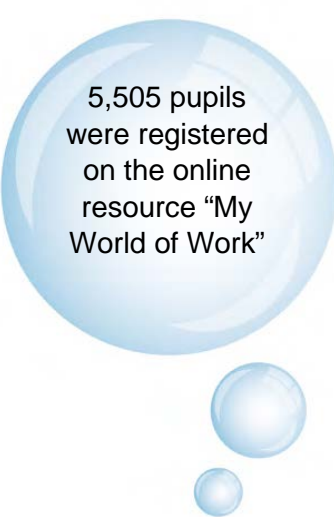
We promise to provide you with the best education possible through high quality teaching and to encourage and celebrate your achievements

The Literacy Strategy is now complete following consultation with you, staff and senior leaders. Work to support establishments in the full implementation of this strategy continues. The Learning and

Teaching Strategy is in its final stages, however due to the temporary suspension of the service, further consultation work has not taken place.

Completion of courses has been impacted by Covid-19 and the nature of some of the vocational courses is that digital completion is not possible. We are however, working with schools and partners to mitigate any negative impact and in almost all cases, the pupils will be awarded their qualification.

We are assessing the scale of the challenge school leavers will face this summer and working with internal and external partners to ensure that appropriate support and provision are in place. School staff are working with careers officers, maintaining contact with leavers and monitoring impact & changes in plans.



5,505 pupils
were registered
on the online
resource "My
World of Work"

During school session 2018-19, schools continued to develop programmes of career advice, work experience and employer engagement. All pupils have an entitlement to a work experience placement in their Senior Phase of education. Schools run themed careers events and organise seminars for those wishing to progress to further or higher education. Increasing numbers of young people study Foundation Apprenticeships delivered by Ayrshire College and by the Health and Social Care Partnership and these provide a sound progression for those wishing to progress to a Modern Apprenticeship.

Schools work with a variety of partners to ensure that those most at risk of not making a positive progression have transition and ongoing support. In 2018/19, we had 1,373 young people leaving school. **94% of school leavers progressed to a positive destination, 34.7% to higher education, 35.7% to further education and 19.3% progressed directly into employment.**

During session 2019-20, schooling and the support for leavers was interrupted by the Covid-19 pandemic. On an ongoing basis, schools have identified pupils' leaving intentions, but they carried out a further exercise of more forensic examination to inform what was going to be needed to mitigate the negative impact of the Covid-19 pandemic. The majority of those whose intention was to progress to further and higher education will, with support where required, move onto those positive destinations. Those seeking employment are likely to face a very challenging labour market and through the local employability partnership, existing programmes will provide some of the solution together with anticipated national programmes. All leavers details are on shared Data Hub, and all leavers who are not in a positive destination will be case managed by Skills Development Scotland with the support of the Local Employability Partnership.

We promise through our nurturing schools approach to build your confidence and to help you attain the highest standards you can

Nurture continues to develop and grow with primary nurture group provision has expanded to 25 nurture groups. Secondary nurture group provision has also expanded so that now every secondary school has targeted nurture provision bringing the total to 9 groups. Our early years nurture groups continue to support young people in 9 establishments and practice is evolving to meet the changing demands of early years expansion.

We have launched a Promoting Positive Relationships (PPR) policy underpinned by our Nurturing North Ayrshire approach to further empower staff confidence in the use of nurture and restorative approaches. The PPR policy is the foundation for the continued development of universal nurture approaches.

Educational psychologists have worked with Health and Social Care Partnership to deliver nurture training to managers of Children's Houses. Plans are in place for the nurture team to deliver training to all staff within the Houses and to foster carers (rolling programme of training).

Our focus has been to help schools to have nurture embedded and an inclusive culture with positive relationships. To help you after the Covid-19 lockdown period, our teams are working together to deliver our Nurturing North Ayrshire's Recovery (NNAR) units to support you in schools as well as school staff and families on the return to school buildings.

We will be building a new state of the art campus in Ardrossan, costing £60 million. The campus will bring together a secondary school, primary school and early years class as well as community library and leisure facilities.

We promise that if your parents (or carers) have problems we will be there to support you all through it

As part of the Covid-19 response, our Community Hubs provided lots of support and help for families who needed it. This included delivering food and prescriptions and other help to people who had to isolate.

Our Children and Families Team continued to meet face to face to give support to families where it was needed during the Covid-19 pandemic. The team also phoned families to offer support and guidance.

Early Years Social Workers who work with your Health Visitor can provide support if your family is experiencing difficulties with relationships. We now have four Early Years Social Workers who are there to support you.

Children and Families locality teams within the Health and Social Care Partnership offer support to children young people and their families for a whole range of reasons. There may have been an event meaning we need to provide short term additional support, or we may be involved with you or your family for a longer period of time. Our aim is to support you and your family whilst things are more challenging for you. We want to hear both what is working well for you and offer support where things are difficult. You may get individual support, group support with other young people and or your mum dad or carer may get support also. You may have someone who comes to your home to offer practical support to you or your parents to get to school or get in better routines. There are lots of different ways we can assist but we will agree with you what is the best way for you and your family. These teams will link with other important people in your life to make sure you are best supported.

The Family Learning Team works closely with schools and are available to support and signpost families where needed. The Family Learning Team have a range of programmes available that target aspects of health and wellbeing for example, Families Connect, KitBag, and Parents in Partnership.

We promise to help your parents (or carers) get the best information on money, benefits and employment to help make sure that you have food to eat and a safe, dry and warm house to live in

We have a [Child Poverty Action Plan](#) and it contains lots of information about what we do help families who may be having financial problems. The work we do helps to get people into jobs and earn more money and to help reduce costs for families.

We help to get families registered to get free school meals and clothing grants where they are entitled.

We work together with our Money Matters Team to help refer parents to the service, to make sure they can get all of the benefits they are entitled to.

Our Skills For Life programme is supporting lone parents into work and has been completed by 15 residents. Eleven parents have secured permanent employment with us and two within the private sector. On average, parents are **£90 per week better off** as a result.

In the last six months, as part of our resettlement programme, we have supported seven Syrian families to resettle into our local communities. So far, we are proud to have welcomed 41 Syrian families to North Ayrshire.

We were the first Council to introduce Real Nappy Incentive Scheme which could save families up to £1,300 per child on the cost of disposable nappies, whilst reducing the environmental impact of nappies by 40 per cent.

Our teams promote evidence based infant and family feeding practices, including breastfeeding, across all areas of North Ayrshire. This helps babies to have the best start in life and will later positively influence attainment. Mums are supported by a range of Health, Social, Community, Peer and Third Sector services to breastfeed their babies for as long as possible to support attachment and wellbeing.

During the Covid-19 pandemic our Refugee Support Team delivered food boxes in lieu of school meals to the majority of families with school aged children. Contained within the food packs there were also educational packs for the children to complete and on several occasions, there was an age appropriate book for each child within the household. Whilst being dropped off there was a quick welfare check carried out at on the doorstep at a 2 metres distance and whilst wearing PPE. Families without school aged children were also visited for a welfare check as well.

In addition, the Service Access team have continued to assess risk and unmet need with families and signpost to services as appropriate. The Service Access teams now have Money Matters advisers and a Housing Support Officer integrated into the team to offer housing and benefit support at the earliest opportunity

We promise to help your parents (or carers) to support you in your learning and We promise to work with you and your family to encourage and support positive family relationships

We want everyone in a parenting role in North Ayrshire to feel supported. Caring for a child can be rewarding but sometimes it may be challenging. We help to identify the right parenting support for those who need it.

Our [Positive Family Partnership Strategy \(PDF, 556kb\)](#) contains information on how we to help all families in becoming confident and supportive.

A new Parental Involvement and Engagement Framework has been created and is currently at the final stages of consultation.

The Rosemount crisis intervention and intensive support service continues to provide immediate support to vulnerable children, young people, families and carers who are assessed as high level of need and risk. The team deliver a high quality, responsive and personalised service to maintain children and young people at home with their families/carers and within their communities.

A solution focused and whole family approach is implemented to avert family breakdown and support positive family relationships with the delivery of intensive support packages to meet the unique needs of children, young people and their parents or carers.

With the use of an evidenced based tool called The Rickter Scale our young people and their families demonstrated significant improvements in relationships, health and happiness.

Many families have provided feedback on the service they have received with one stating “I don’t know how we would have got through all this without Rosemount and another commenting that “the support from Rosemount has been invaluable, I have come so far and finally built confidence and I was able to do this because of the support system that has been built around me.”

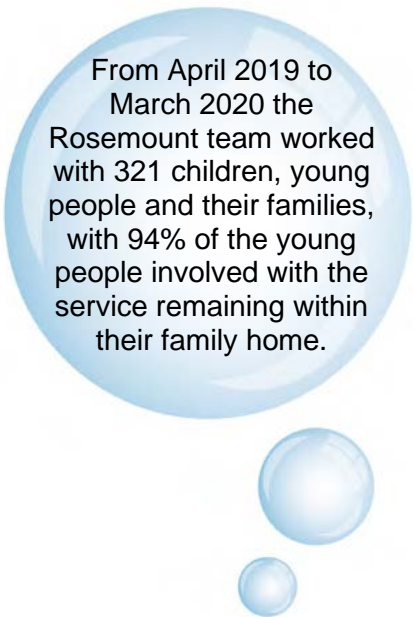
Functional Family Therapy (FFT) is an evidence-based programme aimed at improving the outcomes for young people aged 11- 18. It is a family based intensive intervention programme that builds on the existing strengths within family relationships. The programme works with some of the most vulnerable young people including those who are demonstrating significant behavioural difficulties, involvement in offending, violent behaviour and substance misuse.

FFT has been available to North Ayrshire since January 2019 with around 30 referrals per year. The current agreement is that FFT will continue to be available until at least the end of March 2022. This will give a good opportunity to understand the positive impact of the Service at a local level.



FFT interventions range from 12 to 30 sessions over a three to five-month period. The intensity and duration are dependent on the levels of risk that the young person is deemed to be exposed to. There are 5 key phases of intervention: engagement, motivation, relational assessment, behaviour change and generalisation.

The FFT Ayrshire Lead provides quarterly evaluation and progress reports detailing the impact of the service.



From April 2019 to March 2020 the Rosemount team worked with 321 children, young people and their families, with 94% of the young people involved with the service remaining within their family home.

We promise to help your parents (or carer) learn what is important to be a supportive and confident parent and engage your wider family members as they will be a great support to you

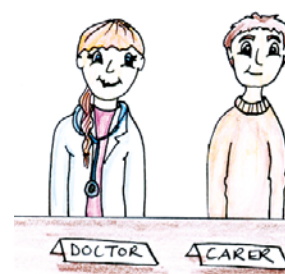
2,752 families have taken part in Family Learning interventions this session. An additional 32 families from Additional Support Need (ASN) schools have also engaged with the Family Learning Team (FLT) through the launch of the parent hub and family cooking sessions delivered in four ASN schools.

Over 97% of parents and carers who took part have gained more knowledge on how you learn in school and how to support your learning at home. 100% of parents and carers responded that they were able to prepare you for transition onto Primary or Secondary school and 97% feel more included in their school community.

Consultation for the Additional Support Needs (ASN) parent hub ensured that monthly themed topics are relevant to family needs. Further consultation will identify the need to move to a virtual online hub in response to the current pandemic.

The Promoting Positive Relationships Policy was launched at the Additional Support Needs (ASN) coordinators meeting in the first term of the current academic year and is now complete.

We promote the uptake of immunisations to make sure you are protected against diseases. In 2018/19, we had an over 90% uptake rate of Rotavirus and MMR1 vaccinations.



We promise to offer you lots of sport and physical activity opportunities to keep you fit and healthy and We promise to give you and your family help if you are above a healthy weight

The promotion of the best possible nutritional intake from birth onwards is delivered by a wide range of professionals with aims of reducing obesity and dental caries (tooth decay).

Childhood and School age Immunisations are offered to you as per National Immunisation Schedules to prevent serious illnesses.



A Whole Systems Approach Workshop to Diet and Healthy Weight was led by Leeds Beckett University on 14th January. This was followed by staff training sessions in January and February.

Active Travel, Active Schools and KA Leisure delivered physical activities until the Covid-19 crisis in March. After this, the Active Schools team continued to provide leadership for sports and physical activity through digital services and volunteering to support the childcare hubs for children of key workers and vulnerable children. KA Leisure staff are delivering online services while buildings are closed.

Our national early adopter whole system approach to diet and healthy weight was launched in October 2019 with strong support from over 100 representatives of key partners including Leeds Beckett University and the NHS. A whole system approach means that we are working with communities and stakeholders to understand problems such as obesity, and to help identify and test

solutions. Our aim is to improve food and physical activity from your perspective and focus on reducing health inequalities.

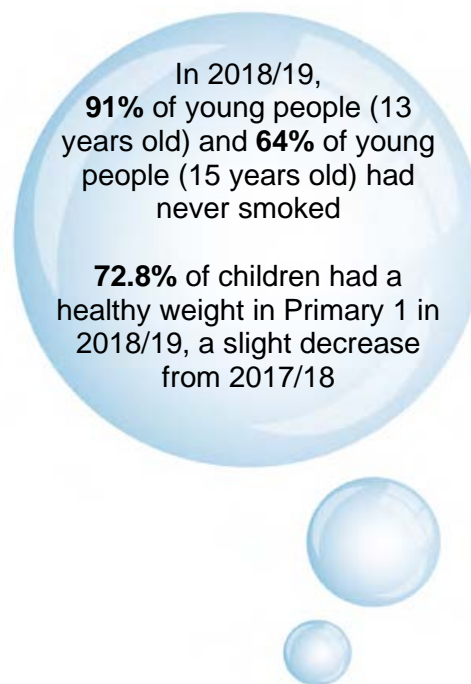
Our DrEAM (Drop Everything and Move) campaign was designed to encourage people to have fun while living healthier and more active lives. Our Youth Work Team have now developed 'DigiDrEAM'. This is a digital platform and is packed full of fun activities for you and your families. The platform includes daily challenges set by our Active Schools and Ranger Service Teams as well as our partners at KA Leisure.

During 2019/20 our Active Schools team delivered 7748 activity sessions. The North Ayrshire Sports Academy was attended by 51 pupils. 22 qualifications and 36 SQA Leadership Qualifications were awarded. Over the course of the DrEAM week campaign, 30 targeted programmes were offered to schools and communities.

North Ayrshire Girls starred in the sportscotland Fit for Girls Campaign video which launched nationally in February 2020.

Almost all of our schools are providing quality Physical Education for two hours or more in a week. All schools have healthy active activities supplemented through active play and lunchtime/after school sports and activity clubs.

We continue to provide practical support and family based healthy lifestyles group programmes for families with a child above a healthy weight



We promise that when it is not possible to stay with your family, we will make sure that you are looked after as quickly as possible in a new caring home, to keep your moves to a minimum and to tell you about the reasons for these decisions

Prior to the Covid-19 pandemic, a Challenge Team was created in two schools, Greenwood Academy and Elderbank Primary. The team includes four Social Workers, three Family Care Workers, three Mentors and a Registered Nurse. The Challenge Teams work in partnership with a range of other services. This new model of a schools-based team approach will enhance and develop our current ways of working to support children to remain living at home with their families. The team will also identify concerns within families at an earlier stage and, through working together with families and the wider school community, increase the likelihood of remaining with family and therefore ultimately improving children's outcomes.

Highlights from the project have included:

- Children feeling supported and listened to: getting the right help, from the right people at the right time. This has been raised at various junctures, meetings, feedback from children / young people
- Families feeling supported and empowered to make changes for the better.
- Families feeling supported
- Better signposting to services – an increased awareness from all staff on what services are available to support families in the local area.

- No wait times – children and young people being seen immediately to avoid events escalating.
- No child or young person accommodated.
- No child or young person put on statutory or compulsory measures.
- Increased attendance, attainment and positive destinations for young people.
- Reduction in the number of exclusions.
- Using Challenge Attainment Funding to combat poverty at a front-line level. Working with families that are living in some of the most deprived quintiles of Multiple Deprivation in Scotland to achieve better social inclusion, greater autonomy and community integration.
- Giving families support to financial maximisation (advice on budgeting and benefit maximisation, referrals to Money Matters).
- Being an important part of a bigger framework supporting families and potentially aiding children/young people children to better attendance, increased engagement and better attainment at school since working with the Challenge Team.

We want to reassure you that where social workers, youth support staff, residential workers and other social work staff are not based within your school we will continue to work hard alongside you and your families to ensure you have the support you need the most. This may include support to ensure you get to school and whilst you are there, you are able to focus on your school day. You may have counselling or other emotional support provided by a trusted adult. This is because we recognise being separated from your family will raise a variety of feelings and questions for you that you may wish and need support with. We hope by providing support at a time that is right for you we help you to make the most of other opportunities in your life.

When it's not possible to say with your family we will make sure you are looked after as quickly as possible. A Senior Officer will convene and chair a meeting and ensure that your views and wishes have been established and considered during the review process. The Senior Officer will positively engage with you and your family and ensure that the care provided is of a high standard and meets your needs. The Senior Officers have devised a new information leaflet for our young people to support their understanding of the process and they have continued with virtual meetings during the pandemic.

Tablets have been purchased to support young people and their families attend and participate in meetings.

The recently refurbished Meadowcroft building is a bespoke facility which is home to several specialist teams who provide a range of intensive and creative interventions to support our children, young people and families. The teams based at Meadowcroft include the Rosemount Crisis Intervention Team, The Programmes Approach Team, The Corporate Parenting Team, Throughcare Team, Residential Social Workers.

The teams relocated to the Meadowcroft building just before the pandemic and have continued to provide a robust service to our vulnerable young people and families.

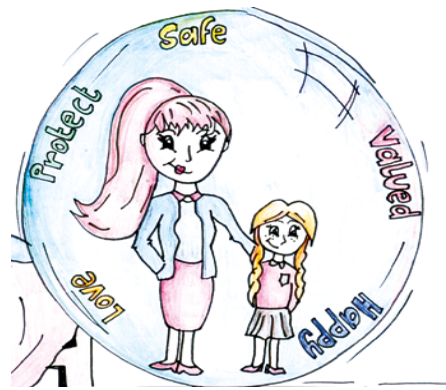
The average number of moves before a permanent placement was 6.5 in 2019/20. Unfortunately this has increased from 3.6 in 2016/17, but this continues to be a priority for us.

We promise to provide you with access to opportunities that value you as an individual and your aspirations

We are continuing to work with a range of partners to support young people undertaking Foundation Apprenticeships with a key focus on securing further employment.

Activity Agreements help more vulnerable young people who may need extra support to develop confidence, self-esteem and skills to be able to go into employment or undertake a further or higher education course. There are a variety of resources to maintain and support each participant's mental health and well-being.

Our Coding the Future Project was successful in applying for an Education Scotland Science Technology Engineering and Maths (STEM) Grant of £5,000 to support the project, including the set-up of a virtual STEM Hub and a STEM website.



In March 2020, we approved a Capital Budget that will deliver a **£269 million** programme of works of investment in education by 2027/28. Investment in the school estate will continue to be a key focus for us over the coming years to make sure that you have the best possible environments for learning.

We continue to develop our longstanding partnership with the Scottish National Portrait Gallery to provide opportunities for our young people to realise their aspirations. In 2019 our young people from the Rosemount Project participated in an innovative and adventurous exhibition called Beings. This exhibition explored young people's wellbeing, through their emotional and creative response to powerful works of art from the National Galleries of Scotland's collection.

The Beings exhibition which was supported by the North Ayrshire Alcohol and Drug Partnership, promoted resilience by demonstrating how young people can become more self-aware and confident through being creative.

Beings explored the many ways in which creativity can help young people to understand and express their emotions, sparking conversations about identity, emotional health, happiness, resilience and self-worth. Beings was exhibited in The Scottish National Portrait Galleries from February to April 2019 and at the Racquet Hall in Eglinton Park in July and August 2019. The Beings exhibition has been shortlisted for the Museum and Heritage awards 2020 under the category of Partnership Project.

Our partnership with the Scottish National Portrait Galleries continues to evolve with our young people currently participating their new exhibition, 2020: Stories, Portraits, Visions. This initiative involves young people sending their stories and images inspired by the events of this year, from the joyful to the tragic and everything in between; lockdown hair and extra time with immediate family, social distancing to social isolation, PPE-clad shopping trips to food bank home deliveries.

From August 2019 dedicated Learning and Development was provided to support the joint working with Education in delivering Foundation Apprenticeships. This focused work will continue in this academic year.

We promise to provide you with skills for life, learning and work, including financial education

During 2019/20 school session, schools continued to offer a wide range of vocational and wider achievement options. In secondary schools, Employability and Leadership awards are supporting you to develop skills for life and work. Prior to Covid-19, the Council's partnership with Ayrshire College was providing opportunities for you to experience everything from short taster sessions to industry recognised qualifications.

There are a range of programmes that are delivered by our Connected Communities Team in community settings and across all schools. The programmes are framed against the national

outcomes for youth work. Our Active Schools Team work in partnership with all schools and the highly successful North Ayrshire Sports Academy provides a route to a range of SQA qualifications with a focus on confidence and resilience building in communication, relationships and organisational skills. A key element of this work is the leadership development which contributes to an academic achievement.

Our Youth Workers support your learning in community settings and in schools. Dynamic Youth Awards are used in primary and early secondary school and Youth Achievement Awards are on offer for you if you are 14 or over. You are at the centre of the learning and the awards are project and portfolio based.

We are able to offer the Participative Democracy Certificate, which provides accreditation pathway to SQA (SCQF) Level 5, if you are involved in democracy and participation work, through the Participation and Citizenship framework, for example Youth Forums. This is offered to senior pupils who wish to pursue a career in working in community-based settings as part of the senior phase. Outdoor education is delivered to both primary and secondary schools.

Our Primary School programme at the Arran Outdoor Education Centre is designed for P7 children who are about to make the transition to Secondary School. The focus of the programme is developing your personal and social development through Outdoor Learning. Courses are of a multi activity format that allows you to experience a range of outdoor activities. This range of activities enable you to make considered choices to further progress these activities or not. They also encourage teamwork, communication skills, in a safe environment. This provision is accredited through the John Muir Award. We actively participate in the Duke of Edinburgh Award and this is delivered in community and school settings, with a high level of progression through the skills of the award. In 2019/20, young people completed:



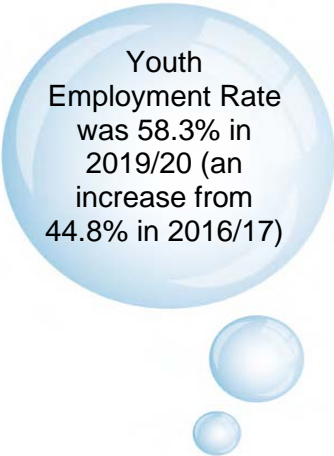
To make sure that you are all able to progress into a positive post-school destination, we work with a range of partners to promote training, further education and employment opportunities available within a challenging economic climate.

Our Professional Learning Academy delivered training to 325 members of our education team with over 900 pupils benefiting across our schools.

Our schools will help you to learn financial skills as part of the curriculum.

In Kilwinning Academy, a 1st Alliance Credit Union branch was opened in the school after the loss of the town's high street banks. This serves pupils, their families and local residents.

Pupils at the school have been working alongside 1st Alliance to develop their financial knowledge and employability skills, as well as developing community links and working towards qualifications in customer service, literacy and numeracy, volunteering and development.



Youth
Employment Rate
was 58.3% in
2019/20 (an
increase from
44.8% in 2016/17)

We promise to address differences in educational attainment so that you can achieve your full potential

Scottish Attainment Challenge funding was confirmed prior to the Covid-19 pandemic and has since been confirmed up until March 2022. Prior to Covid-19 school closures, we were continuing to work to reduce the poverty related attainment gaps between learners living in our most and least deprived areas through targeted work on: Family Learning; Nurture; Leadership; Data Analysis; Professional Learning and Mental Health & Wellbeing.

Our Scottish Attainment Challenge work continues to make good progress in raising attainment and closing the poverty related attainment gap.

Some of our key highlights in literacy attainment are:

- Overall literacy attainment levels for all learners have increased year on year since 2015.
- Since the attainment challenge commenced the local authority has seen a significant reduction in the secondary literacy attainment gap of 16 percentage points.
- National comparator statistics are available for 2017-18. In literacy, **66%** of North Ayrshire's primary school learners living in the most deprived areas (SIMD 1&2 – as determined by the Scottish Index of Multiple Deprivation (SIMD)) achieved the expected levels of literacy. This compares favourably with the national figure of 62% for the same measure. Furthermore, the gap in primary literacy attainment between the most and least deprived was 3 percentage points lower in North Ayrshire than it was across Scotland as a whole.
- In secondary schools, **91% of S3 learners** living in the most deprived areas (SIMD 1&2) achieved the expected level or better in literacy. Again, this is above the national figure of 81% for the same measure.

Some of our key highlights in numeracy attainment are:

- There has been a positive trend in improved attainment levels for all in numeracy since 2015.
- Good progress is being made to reduce the gap in numeracy attainment before Primary 1.
- In comparison to the national performance (2017-18), a greater proportion of North Ayrshire's most deprived primary school learners (**75%**) achieved the expected levels of numeracy than nationally (71%). Again, the gap in primary numeracy attainment between the most and least deprived was 3 percentage points lower in North Ayrshire than it was across Scotland as a whole.

- In secondary schools, **92% of S3 learners** living in the most deprived areas (SIMD 1&2) achieved the expected level or better in numeracy. Again, this is above the national figure of 82% for the same measure.

Family Learning Team

In the 2018/19 academic year there were **606 family learning programmes** with 532 in primary schools and 74 in secondary schools. This resulted in over **3000 families** participating in family learning programmes. The impact of these was an improvement in families having increased knowledge, confidence and understanding in how to support children's learning at home and in school.

We have provided free period products to almost 4,000 pupils in all North Ayrshire secondary schools in addition to community provision. Over 21,000 products have been used in 2019/20 which is an increase from 2018/19.



Integration Joint Board
22 October 2020

Subject:	North Ayrshire Local Child Poverty Action Plan and Report 2019/20
Purpose:	To agree the North Ayrshire Local Child Poverty Action Plan and Report 2019/20
Recommendation:	That the Board: (i) approves the Local Child Poverty Action Plan and Report 2019/20; (ii) agrees that the report can be submitted to the Scottish Government and published on the North Ayrshire Community Planning Partnership website; and (iii) notes the establishment of a short life cross party member/officer/CPP partner working group to continue to reduce the cost of the school day.

Glossary of Terms	
UNCRC	United Nations Convention on the Rights of the Child
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership

1.	EXECUTIVE SUMMARY
1.1	This report presents the draft North Ayrshire Local Child Poverty Action Plan and Report 2019/20 which has been attached as Appendix 1.
1.2	This is the second annual Local Child Poverty Action Plan and builds on the actions agreed in the 2018/19 Plan. The 2018/19 Plan was approved by Cabinet on 11 June 2019 and by the Integration Joint Board on 20 June 2019.
1.3	The report and action plan were developed using a collaborative approach with internal and external partners and summarises the existing and planned activity intended to reduce child poverty in North Ayrshire. The report and plan have been developed to reflect the initial analysis of the economic impact of the Covid-19 pandemic and the timescale for presenting the plan reflects this.
1.4	The report has been circulated for approval by the Community Planning Partnership by email on 11 September 2020.
2.	BACKGROUND
2.1	The Child Poverty (Scotland) Act 2017 sets out four measures of relative poverty and statutory targets for Scotland to reach by 2030, with interim targets set for 2023. These are detailed in the table below. The statutory targets help focus our efforts to tackle and ultimately eradicate child poverty, assist in monitoring progress and are in line with the UN Convention on the Rights of the Child (UNCRC).
2.2	<u>Statutory Targets</u> The targets state that by 2030, of children living in Scottish households:

	<ul style="list-style-type: none"> • Less than 10% should be living in relative poverty (how many families are on low incomes compared with middle income households) • Less than 5% should be living in absolute poverty (how many low-income families are not seeing their living standards improving over time) • Less than 5% should be living with combined low income and material deprivation (how many lower income families cannot afford basic necessities) • Less than 5% should be living in persistent poverty (how many families live on low incomes three years out of four).
2.3	<p><u>Local Child Poverty Reporting</u></p> <p>The Act also introduced the requirement for local authorities and relevant health boards to jointly prepare a Local Child Poverty Action Report.</p>
2.4	<p><u>Key Themes</u></p> <p>The key drivers of child poverty have been identified by the Scottish Government as follows:</p> <ul style="list-style-type: none"> • Income from employment • Income from social security and benefits in kind • Cost of living.
2.5	<p>Our actions as included in the report have been linked to each of the key drivers as set out above. We have included actions where the greatest impact will be made, taking into account scale and pace.</p>
2.6	<p>Some of our proposed key actions are highlighted below:</p> <p><u>2.6.1 Income from employment:</u></p> <ul style="list-style-type: none"> • Ayrshire Growth Deal activities • Community Wealth Building approaches • Employment Programmes and in-work support. <p><u>2.6.2 Income from social security and benefits in kind:</u></p> <ul style="list-style-type: none"> • Development of money advice services • Encouraging uptake of free school meals, clothing grants and education maintenance allowance • Improving access to information and advice about benefits through the financial inclusion pathway. <p><u>2.6.3 Cost of living:</u></p> <ul style="list-style-type: none"> • Increasing the availability of affordable and energy efficient housing • Introducing the North Ayrshire Food System • A coordinated approach to reducing the cost of the school day.
2.7	<p>The cost of the school day is considered to be a crucial theme, as advocated by our Fair for All Commission and by our families in North Ayrshire. We already have a whole-system commitment to this from our partners across North Ayrshire and we continue to look for new approaches to this. As a result, we have proposed to North Ayrshire Cabinet that we will establish a short-life cross party officer/ member/ CPP partner working group to further develop this work. The group will present proposals to the Advisory Panel before a report is taken to Cabinet. This approach proved exceptionally successful in relation to our work in ensuring a strong legacy from the Year of Young People and this report seeks approval to take the cost of the school day work forward in this way.</p>
2.8	<p>The 2019/20 Child Poverty Action Plan and Report was developed using a collaborative approach with internal and external partners and summarises the existing and planned activity intended to reduce child poverty in North Ayrshire. A workshop with senior managers and Elected Members took place on 6 July. The</p>

	National Co-ordinator for Child Poverty Action Reports from the Improvement Service also attended and provided support.
2.9	A particularly important contribution to the identification of areas of focus has come from the work of the Fair for All Commission.
2.10	The Child Poverty (Scotland) Act 2017 requires that reports and action plans are produced ' <i>as soon as reasonably practicable after the end of each reporting year</i> '. We would usually aim to publish our report by the end of June.
2.11	Flexibility in reporting timescales has been used to allow the Plan to be developed to take account of the initial analysis of the economic impact of the Covid-19 pandemic and to report on some of the work undertaken in response to the pandemic. This is underpinned by the Council's Economic Recovery and Recovery and Renewal Strategies.
3.	PROPOSALS
3.1	It is proposed that the Board: <ul style="list-style-type: none"> (i) Approves the Local Child Poverty Action Plan and Report 2019/20; (ii) Agrees that the report can be submitted to the Scottish Government and published on the North Ayrshire Community Planning Partnership website; and (iii) Notes the establishment of a short-life cross party member/ officer working group to continue to reduce the cost of the school day.
3.3	<u>Anticipated Outcomes</u>
	The purpose of the Child Poverty Action Plan and Report 2019/20 is to improve outcomes for families in North Ayrshire by ensuring that we continue to focus on the key drivers of poverty.
3.3	<u>Measuring Impact</u>
	Actions and performance measures have been provided within the Plan.
4.	IMPLICATIONS

Financial:	None. All commitments are aligned to agreed budgets.
Human Resources:	None. All commitments are aligned to agreed resources.
Legal:	None. The plan meets legal requirements.
Equality:	The Child Poverty Action Plan and Report assists us to meet our Socio-Economic Duty set out in the Fairer Scotland Duty and the Child Poverty (Scotland) Act 2017. The actions contained in the report as at Appendix 1 are intended to reduce future child poverty levels in North Ayrshire.
Children and Young People	The actions contained in the report as at Appendix 1 are intended to reduce future child poverty levels in North Ayrshire.
Environmental & Sustainability:	None.
Key Priorities:	The Child Poverty Action Plan Report links directly to the key priorities contained the Local Outcomes Improvement Plan and the Council Plan 2019-2024.
Risk Implications:	None.
Community Benefits:	N/A.

	Direction to :-	
	1. No Direction Required	X

Direction Required to Council, Health Board or Both	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	The report and action plan are the result of ongoing collaboration The Community Planning Partnership has been consulted and approved the report by email on 11 September 2020. The report has been discussed by the Executive Leadership Team. The report and action plan have been presented to North Ayrshire Council Cabinet on 6 October 2020.
6.	CONCLUSION
6.1	The Child Poverty Action Plan and Report 2019/20 focuses on the key drivers to reduce levels of child poverty. The report and plan have been developed to reflect the initial analysis of the economic impact of the Covid-19 pandemic.

For more information please contact Lauren Cameron on 01294 324160 or laurencameron@north-ayrshire.gov.uk

North Ayrshire

Local Child Poverty Action Plan and Report

2019/20





Contents

Local Child Poverty Action Plan and Report 2020-23

04	National Context
04	Local Action Plans and Reports
04	National Child Poverty Targets
06	Who is affected?
09	What are the drivers of child poverty?
10	North Ayrshire Strategic Context
19	Poverty in North Ayrshire – what do we know?
23	North Ayrshire and the Impact of the Covid-19 Pandemic
29	North Ayrshire Child Poverty Action Plan Understanding Inequalities – Our Approach
31	2019/20 Key Highlights – What have we been doing to tackle child poverty in North Ayrshire? Section 1 – Maximising Income from Employment
38	Section 2 – Maximising Income from Benefits
47	Section 3 – Reducing household costs
63	Action Plan Appendix



The 2020 Covid-19 pandemic saw an unprecedented situation for us and the whole country. Overnight, this created a vast challenge for all Partners in supporting our residents, communities and businesses.



This is why our Child Poverty Action Plan is key, now more than ever, to show our commitment to mitigating the impact of the current circumstances and to further state our determination to reduce child poverty in the longer term.

Foreword and Introduction

In North Ayrshire we are fully committed to becoming a fairer and more equal society. Our shared strategic approaches shape everything we do and focuses all of our work to tackle inequalities and create a society where no one lives in poverty, where the economy is inclusive and where everyone has the same life chances to live fulfilling and healthy lives.

Our ambition is shared by all of our Community Planning Partners and is demonstrated in our partnership working and joint commitment to the priorities and actions outlined in this report. Our multi-agency partnership approaches are recognised as a key strength in North Ayrshire.

The 2020 Covid-19 pandemic saw an unprecedented situation for us and the whole country. Overnight, this created a vast challenge for all Partners in supporting our residents, communities and businesses. The economic impact of Covid-19 will be vast and is already being evidenced. For children already living

in poverty, Covid-19 will intensify the experience and potential resulting trauma.

This is why our Child Poverty Action Plan is key, now more than ever, to show our commitment to mitigating the impact of the current circumstances and to further state our determination to reduce child poverty in the longer term.

It is unacceptable to us that 23.4% of our children were living in poverty (before housing costs) prior to the Covid-19 pandemic and this report set outs our plans to reduce this.

We are committed to economic growth in our area through our Community Wealth

Building Strategy and the Ayrshire Growth Deal. We value employment for our residents and want to attract the best jobs and employers possible. We are working to reduce the cost of living for our residents and are committed to develop 1,575 new build council homes by March 2025.

Our proposed new North Ayrshire Food System will ensure that no one finds it difficult to access food in our area and that we have a more sustainable approach to food with dignity. We will also continue to encourage the uptake of Free School Meals to reduce costs for families.

One of our major priorities for the year ahead will be to establish a working group to take a full and coordinated approach to reducing the Cost of the School Day. This is one of our key areas of action where we can make a real difference to the lives of our families.

We hope you will find our Child Poverty Action Report informative and encouraging. Please let us know your thoughts. You can email us at: info@northayrshire.community



Councillor Robert Foster
Cabinet Member for Health and Social Care (and lead Member for Poverty)



Craig Hatton,
Chief Executive,
North Ayrshire Council



John Burns
Chief Executive NHS
Ayrshire and Arran

To ensure Scotland is the best place in the world to grow up as well as meeting the Fairer Scotland Duty, eradicating child poverty is fundamental.



Child poverty can undermine the health, wellbeing and educational attainment of the children who experience it. Poverty also has a wider cost for society.



National Context

To ensure Scotland is the best place in the world to grow up as well as meeting the Fairer Scotland Duty, eradicating child poverty is fundamental.

Child poverty can undermine the health, wellbeing and educational attainment of the children who experience it. Poverty also has a wider cost for society. A 2013 study found that child poverty in the UK was costing at least £29 billion a year¹. The Fairer Scotland Duty is an overarching strategic duty on public bodies (including local authorities). It has interactions with the Equality Act 2010; Scotland Act 2016; and came into force on 1 April 2018.

The Duty requires that: “An authority to which this section applies must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.”

Local Action Plans and Reports

The Child Poverty (Scotland) Act 2017 introduced a new requirement for local authorities and each relevant Health Board to jointly prepare a Local Child Poverty Action Report, as soon as practicable after the end of each reporting year.

National Child Poverty Targets

The Child Poverty (Scotland) Act 2017 sets out four measures of relative poverty and statutory targets for Scotland to reach by 2030. This establishes Scotland as the only part of the UK with statutory income targets on child poverty. These targets are:

Figure 1: National Child Poverty Targets

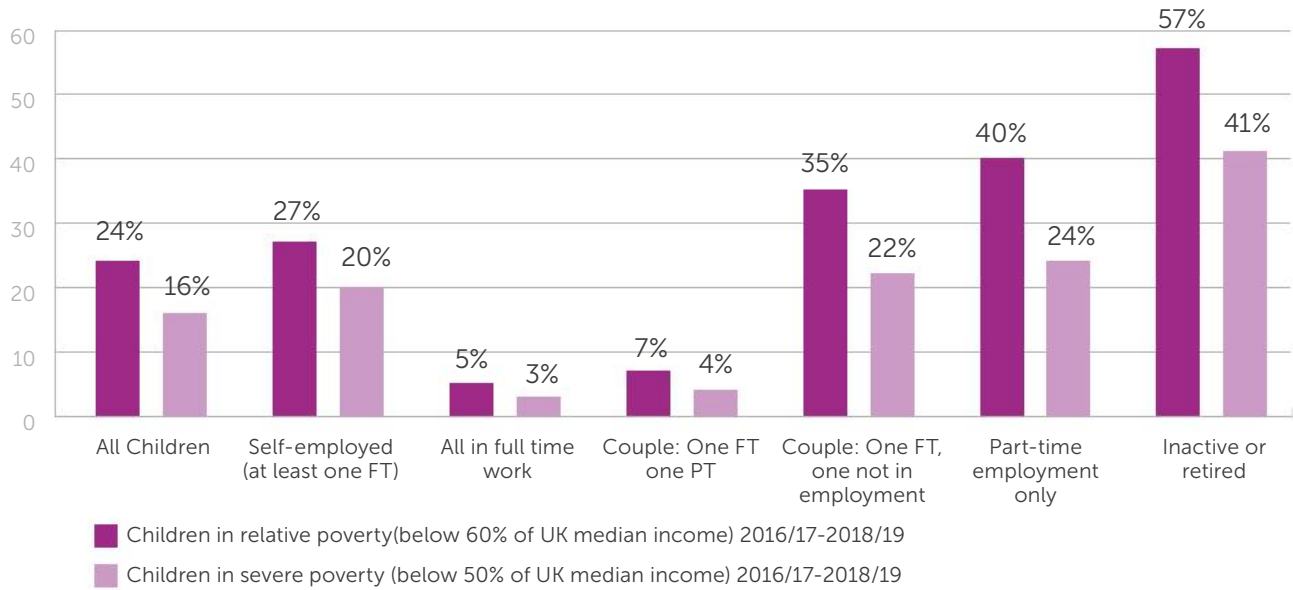
Target	Description	Rationale
For less than 10% of children to be in relative poverty	The proportion of children living in households with incomes below 60% of the median (middle) UK income in the current year.	Recognises that individual and household needs are relative to societal standards of living and measures whether the incomes of the poorest households are keeping up with growth in average (middle) incomes in the current year.
For less than 5% of children to be in absolute poverty	The number of children living in households with incomes below 60% of the median UK income in 2010/11, adjusted for inflation.	Assessment of whether living standards at the bottom of the income distribution are rising or falling (keeping pace with inflation) irrespective of those elsewhere in the income distribution.
For less than 5% of children to be in combined low income and material deprivation	The number of children living in households with incomes below 70% of the median UK income AND going without certain basic goods and services (such as a warm winter coat, a holiday away from home, money to replace worn out furniture etc.)	Enables an analysis of a household’s ability to use resources to buy essentials as well as of the income coming into the household.
For less than 5% of children to be in persistent poverty	The number of children who have lived in relative poverty in 3 of the last 4 years.	Living in poverty for a significant period of time is more damaging than brief periods spent with a low income.

1. <http://www.cpag.org.uk/content/child-poverty-costs-uk-29-billion-year>

Figure 2: Who is affected?

Figure 2 below shows the proportion of children from different household types that are affected by poverty.

Proportion of children in each priority group who are in relative poverty (poverty rate) 2015-2018 (after housing costs)

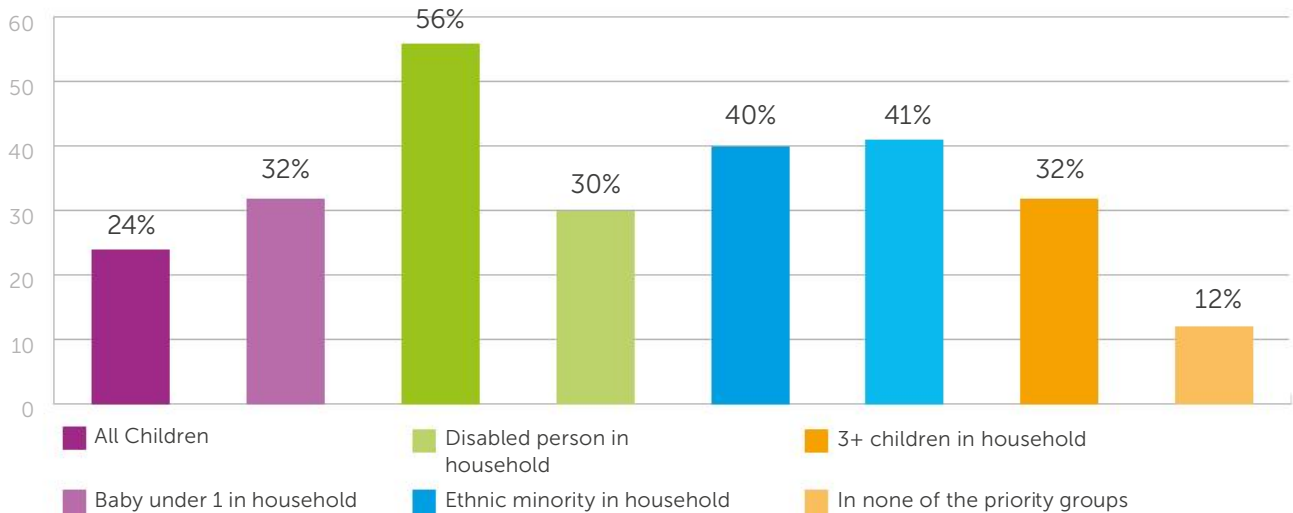


Source: <https://www.gov.scot/publications/additional-child-poverty-statistics-2020/>

Figure 3: Priority Groups

Figure 3 below shows the proportion of children living in poverty by the priority group status of their household.

Proportion of children in each priority group who are in relative poverty (poverty rate) 2015-2018 (after housing costs)



Source: <https://www.gov.scot/publications/additional-child-poverty-statistics-2020/>

The priority groups are households with children that are known to be at high risk of poverty. These groups have been identified by the Scottish Government using available data, but we know this does not cover all groups at higher risk of poverty.

However, the following groups when viewed together cover the majority of households in poverty:

- Having a lone parent (mainly women)
- Having two or more siblings (3+ children)
- Being disabled or having a disabled sibling or parent
- Being from a minority ethnic background
- Having a young child in the household (less than 1 year old)
- Having young parents (using data for households where the mother is aged under 25 years)

The chart below (Figure 4) shows the projected trend of child poverty for each target. By 2030/31, it is estimated that 38% of children will be in relative poverty, 32% of children will be in absolute poverty, 17% of children will be in combined low income and material deprivation and 16% of children will be in persistent poverty.

The key reason for these projected rises is the impact of welfare reform, primarily the benefit freeze and the two children limit on tax credits.

The Scottish Government recognises that in the context of these projections the child poverty reduction targets within the Act are ambitious.

However, Scottish Ministers are clear that in the current environment, which threatens to make many families worse off, there is a strong case for intensive action at national and local level to tackle child poverty.

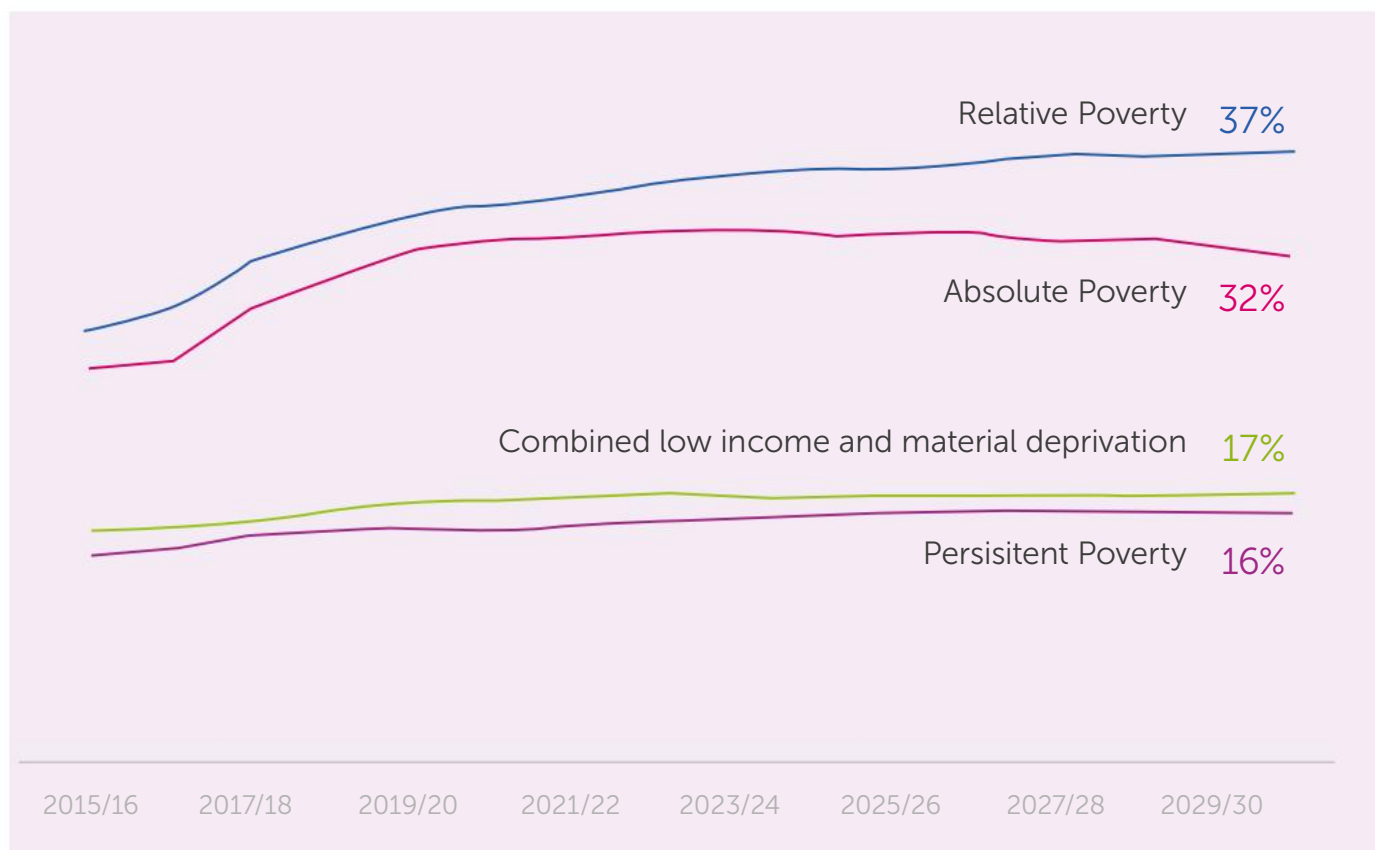


The key reason for these projected rises is the impact of welfare reform, primarily the benefit freeze and the two children limit on tax credits.





Figure 4: Projected Child Poverty Levels to 2029/30



Source: Reed and Stark 2018

What are the drivers of child poverty?

The direct drivers of poverty fall into three main categories – income from employment, costs of living and income from social security.

Figure 5: Direct Drivers of Poverty

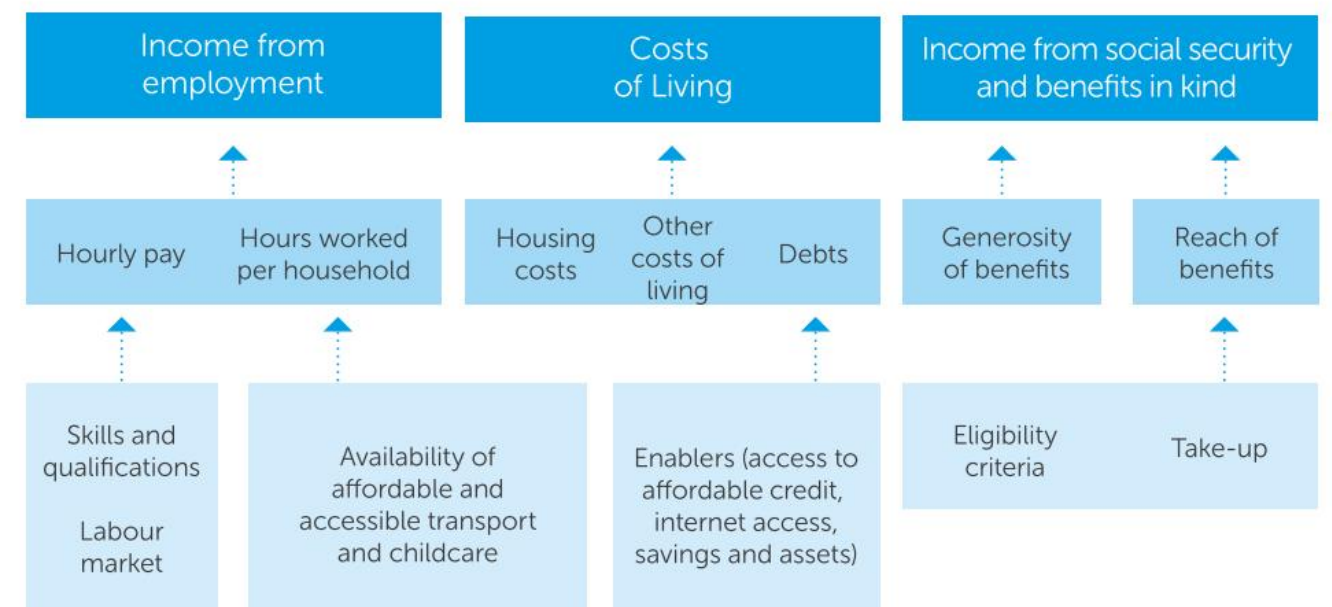




Figure 6 below shows the links in our Children's Services Planning approach.



We recognise that high levels of inequality, particularly poverty exist in North Ayrshire. In our Local Outcomes Improvement Plan (LOIP) 2017-2022, we have increased our focus on child poverty.

North Ayrshire Strategic Context

Figure 6 below shows the links in our Children's Services Planning approach.

Figure 6: Children's Services Planning Dashboard

Children's Services Planning 2020



North Ayrshire Community Planning Partnership (CPP) is a strong and effective collaboration of a wide range of organisations. Through working together, we continue to realise the benefits of sharing our resources, knowledge and skills to improve the lives of local people. All partners have a shared commitment and partnership vision: *"North Ayrshire – A Better Life"*.

We recognise that high levels of inequality, particularly poverty exist in North Ayrshire. In our [Local Outcomes Improvement Plan \(LOIP\) 2017-2022](#), we have increased our focus on child poverty. This is in response to very concerning local trends in child poverty levels.

Underpinning this we have four priority areas:

- A Working North Ayrshire
- A Healthier North Ayrshire
- A Thriving North Ayrshire – Children and Young People

Our cross-cutting themes influence our approach to these priorities:

1. Building stronger communities – empowering communities to increase control over their lives, being supported to do things for themselves and having their voices heard in the planning and delivery of services.

2. Prevention – being proactive to avoid negative outcomes and early intervention in existing issues to mitigate their future impact.

These do not operate in isolation. We draw from a range of partner plans to support these priorities. Our six Locality Partnerships alongside our Connected Communities Service are fundamental to ensuring that plans are built on lived experience.





Figure 7: Community Planning Structure in North Ayrshire



We became the **first Child-Centred Council in Scotland**, putting children and young people at the heart of everything we do and making sure that we give our young people the best possible start in life.

The [2019-24 North Ayrshire Council Plan](#) was approved in June 2019. The plan titled 'North Ayrshire: A Council that is Fair for All' describes our vision, mission and priorities. It sets out our new strategic approach which is focused on making North Ayrshire a fairer and more equal society.

We are determined to tackle inequalities and create a society where no one lives in poverty, where the economy is inclusive and where everyone has the same life chances to live fulfilling and healthy lives.

Our plan has three strategic priorities linking all of the work we do:

Aspiring Communities

A society where everyone, has the same life chances to grow, prosper and have fulfilling and healthy lives.

Inspiring Place

An enterprising, vibrant and sustainable environment, appealing to investors, attractive for visitors and a place where our residents are proud to live and work.

A Council for the Future

Our Council is forward thinking – motivated to transform and improve the services we provide for our communities, through innovation and reshaping our approach. We will focus investment towards our priorities.

[Our Children's Services Plan](#) was launched by our North Ayrshire Children's Services Strategic Partnership in March 2016. This Plan details how North Ayrshire Children's Services Strategic Partnership aims to give our children the best start in life and to make North Ayrshire the best place in Scotland to grow up.

Community Wealth Building is a radical and bold approach that will see key institutions use the economic levers available to us to support our local economy. The result will be a more resilient local economy with more diverse businesses and well-paid jobs for our residents.

The **Scottish Attainment Challenge** focuses on closing the poverty-related attainment gap by providing targeted support to increase the attainment of children living in North Ayrshire's most highly concentrated areas of deprivation. North Ayrshire Council is one of nine Challenge Authorities supported through the Attainment Scotland Fund and is granted an allocation of this £750m fund to develop and deliver targeted initiatives and interventions to increase attainment in the highest concentrated areas of deprivation.

Inclusive Growth

We worked with the Scottish Government to develop and pilot the "inclusive growth diagnostic". The main purpose of the diagnostic was to see how economic growth could benefit all our residents by identifying any barriers, such as access to transport as well as opportunities. This significant piece of work gives us the information we need to prioritise actions, such as investing in a supported employment programme to help more disabled people access and sustain employment. The diagnostic has been rolled out across Ayrshire and is central to the Ayrshire Regional Growth Deal.

Ayrshire Growth Deal

The Ayrshire Regional Growth Deal represents a major investment of over £250 million into the Ayrshire economy over the next decade. It was agreed in March 2019 between the three Ayrshire local authorities and the Scottish and UK Governments. The Deal aims to radically boost the economic performance of the area, supporting businesses and creating new jobs across a range of key sectors.

Inclusive growth, ensuring all our residents benefit from our economy is central to the Ayrshire Regional Growth Deal. For example, it has allocated £3 million to support the development of a Community Wealth Building Strategy across Ayrshire.



The Ayrshire Regional Growth Deal represents a major investment of over £250 million into the Ayrshire economy over the next decade.

Community Wealth Building

Together with our Community Planning partners, we have launched our first [Community Wealth Building Strategy](#) for North Ayrshire, and in collaboration with East and South Ayrshire for the Ayrshire region as a whole. Community Wealth Building is a radical and bold approach that will see key institutions use the economic levers available to us to support our local economy. The result will be a more resilient local economy with more diverse businesses and well-paid jobs for our residents. Key to this approach is partnership working and we are working alongside the CPP and wider regional partners to deliver inclusive economic outcomes that will benefit all our residents. This is Scotland's first Community Wealth Building strategy.

A community wealth building approach seeks to provide resilience, local economic security, and to ensure that economic opportunity is widely spread and inclusive. Community wealth building provides a concrete and practical approach to help deliver on the aspiration of inclusive economy.

This Strategy has five key elements or pillars:

- Employment
- Procurement
- Assets
- Ownership
- Financial Power

Community wealth building is key to tackling poverty and deprivation.

North Ayrshire Food System

As part of our Community Wealth Building Strategy, we are working on our North Ayrshire Food System with the North Ayrshire Foodbank and various community organisations to develop networks of community fridges, larders, community supermarkets and food coops in line with a more sustainable approach to food with dignity.



A community wealth building approach seeks to provide resilience, local economic security, and to ensure that economic opportunity is widely spread and inclusive.



Adverse Childhood Experiences

The Community Planning Board is committed to supporting Pan-Ayrshire work on Adverse Childhood Experiences (ACEs) in conjunction with Community Justice Ayrshire. ACEs are stressful events that occur in childhood and can have a lifelong adverse impact on sustained health and behaviour.

Following a motion to Council for us to become 'trauma informed', officers in collaboration with partners across the wider Community Planning Partnership have been working to broaden and embed trauma informed practice in all services.

Lived Experience of Poverty – Fair for All Commission

Lived experience is known to be the most valuable consideration when addressing areas as complex and challenging as child poverty. By creating a shared insight of lived experiences, we not only begin to understand how to tackle real life issues, we also gain knowledge of how to measure whether a positive impact is really being made.

Our North Ayrshire Fair For All Commission consists of:

- Community Commissioners – representatives of our communities struggling against poverty and insecurity.
- Civic Commissioners – representatives from a wide range of areas including Policy, universities, public services, health services and businesses.
- Fair for All Commission Officer – provides support to the Commission.

The four key themes identified are:

- Poverty and Health
- Poverty and Housing
- Poverty and Benefits
- Poverty and Cost of the School Day

The Commission also agreed that the theme of Stigma was cross cutting and affected all four themes. It explores the causes of the issues raised in the stories shared by the Community Commissioners, the unintended consequences on communities of policies, procedures and decisions and what possible changes or improvements can begin.



Lived experience is known to be the most valuable consideration when addressing areas as complex and challenging as child poverty.



Get Heard Scotland Discussions

Get Heard Scotland (GHS) is designed to help people on low incomes get their voices heard on the policies and decisions that most impact their lives and their communities. The programme is coordinated by the Poverty Alliance and funded by the Scottish Government as part of Every Child Every Chance, the Scottish Government's Tackling Child Poverty Delivery Plan. By holding discussions with people affected by poverty they find out what is working in their community, what is not working and what needs to change to better support people living on low incomes and loosen the grip of poverty on their lives.

A total of 37 GHS discussions took place across Scotland between August 2019 and December 2019, with more than 200 people taking part in these discussions. Ten discussions took place in North Ayrshire.

In North Ayrshire, discussions took place in partnership with organisations, services and projects such as:

- Centrestage
- Stevenson Library
- Garnock Valley Men's Sheds
- North Ayrshire Disability Alliance
- Garnock Valley Youth Forum
- Kilwinning Junior and Senior Youth Forum
- Kilwinning Academy Accredited Learning Group
- Café Solace
- North Ayrshire Youth Conference


The full report can be viewed [here](#).

Most of the recommendations raised in the report are already in progress or are being considered as part of our future actions. The recommendations are a key resource to enhance our understanding of the impact of our actions on local residents.




Get Heard Scotland (GHS) is designed to help people on low incomes get their voices heard on the policies and decisions that most impact their lives and their communities.





Families can often struggle to afford uniforms, trips, school lunches, gym kits, pencils and pens, and dress down days can be difficult or impossible.



Inequalities in outcomes can be seen across all sectors including education, employment, income and health and wellbeing.

Cost of the School Day

We are fully aware that costs associated with attending school can be major barriers for families living on low incomes. Families can often struggle to afford uniforms, trips, school lunches, gym kits, pencils and pens, and dress down days can be difficult or impossible. This can have an impact on children's ability to learn and have an impact on how children feel and engage with school.

The Covid-19 pandemic has impacted children and young people's learning due to school closures. The pandemic has also had a significant impact on the economy, resulting in a reduction in income for many of our families.

Poverty can have a lasting impact on children and young people's health and wellbeing as well as the significant and persistent gap in attainment from lower and higher income families. Education can represent a route out of poverty, but crucially only if children and young people can access education as fully and equally as possible.

The cost of the school day will be a major priority for us going into school session 2020/21 and beyond. We intend to establish a working group with representatives from key services.

The group will work together to identify key actions that can be implemented in a coordinated approach across all of our schools and education establishments. This group will be an important aspect of our plans to tackle poverty.

Our aim will be to identify and overcome cost barriers that can limit children's opportunities at school. We will build on the information we have gathered through our Fair For All Commission and the Poverty Alliance Get Heard discussions, basing our work directly on the lived experience of those in poverty.

Poverty in North Ayrshire – what do we know?

High levels of inequality exist in North Ayrshire, particularly poverty and the associated effects this has. North Ayrshire is one of the most deprived areas in Scotland. Deprivation levels are significantly higher than the Scottish average. The latest 2020 Scottish Index of Multiple Deprivation (SIMD) highlighted continuing levels of deprivation in North Ayrshire. 52 of our 186 datazones now fall within the 15% most deprived in Scotland. 39,139 people live within these deprived areas representing 28.8% of North Ayrshire's population, significantly above the Scottish average.

In addition, unemployment levels in North Ayrshire are high, there are significant numbers of people on low income and almost a third of children live in poverty.

Inequalities in outcomes can be seen across all sectors including education, employment, income and health and wellbeing. They are the result of an imbalance in power, money and resources across society, further compounded by the recent economic conditions of recession, austerity and welfare reform.

Information from the End Child Poverty Coalition, released up to April 2019, was based on a calculation "After housing costs" and was not a direct measure of how many children are in poverty.

This showed us that that levels of child poverty in North Ayrshire had decreased overall from 2017 to 2018, from 29.26% to 26.59%. This overall reduction was a positive movement for North Ayrshire and requires further investigation into the contributing factors.

New data on child poverty was released in May 2020. This new estimate is based on Department of Work and Pensions (DWP) and Her Majesty's Revenues and Customs (HMRC) data but is based on family income levels, before housing costs. This analysis, by Loughborough University can be viewed here – <http://www.endchildpoverty.org.uk/local-child-poverty-data-201415-20189/>



When comparing local authority areas in Scotland, North Ayrshire has seen the third highest percentage point increase in child poverty levels (4.5%) and is above the Scottish percentage point increase (3.6%).



The main issues highlighted in terms of employment are more 'lower paid' jobs, higher underemployment levels and higher unemployment compared to Scotland as a whole.

The new data (as at 2018/19) shows that over **5,500 children (23.4%) age 0-16 could be living in poverty in North Ayrshire**. There are methodological differences in the calculation of the new estimates so caution must be used when looking at previous figures.

When comparing local authority areas in Scotland, North Ayrshire has seen the third highest percentage point increase in child poverty levels (4.5%) and is above the Scottish percentage point increase (3.6%). North Ayrshire has the second highest level of child poverty of any area in Scotland (23.4%) and is higher than the national average of 18.1%. It is also worth noting that the three largest percentage point increases are found in the three local authority areas with the highest overall levels of child poverty.

The dataset is based on a '**before housing cost**' (BHC) estimate of relative poverty (specifically, the percentage of children living in households below 60% median equivalised income). This measure takes no account of the effect on disposable income of some households having to pay a lot more in rent or mortgage payments than others. Comparison of the overall levels of child poverty shown in different parts of the country using this measure need to be treated with caution.

Local Poverty Related Indicators

Further analysis of the data available to us at a local level provides further insight into our local context. The information has been displayed below. The main issues highlighted in terms of employment are more 'lower paid' jobs, higher underemployment levels and higher unemployment compared to Scotland as a whole. In terms of benefits, there are higher level of out of work benefit claims. In terms of other related issues that impact on people's lives, we have higher levels of children looked after by the authority, higher rates of children admitted to hospital due to asthma and higher levels of domestic abuse incidents. These provide an indication of other factors.



When comparing local authority areas in Scotland, North Ayrshire has seen the third highest percentage point increase in child poverty levels (4.5%) and is above the Scottish percentage point increase (3.6%).

Figure 8: Local Data Overview

Indicator	North Ayrshire	Scotland	Source
Percentage of children in low income families (2016)	24.0%	16.8%	HMRC, Personal Tax Credits: Children in low-income families local measure
% Households managing well financially (2018)	62%	55%	Scottish Government, Scottish Household Survey – Adults dataset
Children in working households (2018)	62.4%	62.0%	ONS, Annual Population Survey, Workless households for regions across the UK
% Employees (18+) earning less than the Living Wage (2019)	16.0%	16.9%	ONS, Annual Survey of Hours and Earnings
% P4-P7 pupils registered for free school meals (2018)	25.2%	17.0%	Healthy Living Survey
Employment in 'lower paid' occupations (% of all in employment) (2019)	35%	29%	ONS, Annual Population Survey, year to Jun 2019
Underemployment of 16+ population (%) (2018)	13%	7%	ONS, Annual Population Survey
% Adults reporting a limiting long-term physical or mental health problem – household with children (2018)	21.6%	14.9%	Scottish Government, Scottish Surveys Core Questions
Age of first time mothers – 19 and under (% of all first time mothers) (2015/16 – 2017/18)	12.6%	7%	NHS Information Services Division, Age of First Time Mothers
% Single parent households (2018)	6%	5%	Scottish Government, Scottish Household Survey
% Large family households (2018)	4%	5%	Scottish Government, Scottish Household Survey
Employment Rate	70.2%	74.8%	Source: ONS Annual Population Survey (Oct 2018-Sep 2019).

Figure 8: Local Data Overview (cont.)

Indicator	North Ayrshire	Scotland	Source
Unemployment Rate	6.0%	3.9%	Source: ONS Annual Population Survey (Oct 2018-Sep 2019).
Working age population claiming out-of-work benefits (2016)	14.6%	10.56%	Public Health Information for Scotland
Households with children living in fuel poverty (2015/17)	16%	13%	Public Health Information for Scotland
Children admitted to hospital due to asthma, rate per 100,000 population (2016/17- 2018/19)	268.55	151.97	Public Health Information for Scotland
Children looked after by Local Authority, rate per 1,000 (2018)	20.58	13.53	Public Health Information for Scotland
Domestic Abuse Rates, per 10,000 population (2016/17)	123.41	108.81	Public Health Information for Scotland
Employment rate for 16-24-year olds (2018)	53.6%	57.2%	Public Health Information for Scotland
Households with children living in homes that fail the SHQS (2015/17)	47%	38%	Public Health Information for Scotland
Proportion of Working age population employment deprived (2017)	15.46%	10.58%	Public Health Information for Scotland
Young people in prison per 100,000 (2012-2014)	484.7	300.23	Public Health Information for Scotland
Young people living in the most income deprived quintile (2018)	47.64%	21.75%	Public Health Information for Scotland
Proportion of people earning less than the living wage (2018/19)*	24.3%	19.40%	Local Government Benchmarking Framework

*Data correct as at March 2020.

Sources:

- <https://www2.gov.scot/Topics/Statistics/Browse/Social-Welfare/IncomePoverty/LAPovertyData/LAdashboard>
- <https://www.nomisweb.co.uk/reports/lmp/la/1946157425/report.aspx>
- <https://www.scotpho.org.uk/>
- <https://scotland.mylowcouncil.info/>

The Impact of the Covid-19 Pandemic

In March 2020 the outbreak of the Covid-19 virus prompted the UK Government to take the unprecedented step in instructing all members of the public other than key workers to stay at home, unless under very specific circumstances such as for exercise or shopping for food. In addition, many particularly vulnerable residents were told to fully self-isolate. The entire UK found itself in what is now referred to as “lock down”. Overnight, this created a vast challenge for all Partners in supporting our residents, communities and businesses.

The economic impact of Covid-19 will be vast and is already being evidenced. There has been a five-fold increase in claims for Universal Credit across the UK and Scottish Welfare Fund teams have seen a doubling of crisis calls. Research by the [Save the Children and the Joseph Rowntree Foundation](#) shows that seven in 10 families surveyed in Scotland about the impact of Covid-19 have had to cut back on food and other essentials, while 51% have fallen behind on rent or other household bills. 55% of families on Universal Credit or Child Tax Credit in Scotland have been pushed to borrow money since start of crisis – with many relying on expensive forms of credit. Four in 10 people claiming Universal Credit took an advance which needs to be repaid.

By the end of May, more than 148,000 Universal Credit claims had been made in less than three months: 86,429 (3.2%) out of work and 61,810 (2.3%) in employment. This equates to two new claims from a person still in employment for every three new claims due to unemployment. It compares with an average of just 20,000 new claims per month in 2019. Universal Credit figures over this period show Glasgow, West Dunbartonshire

and North Ayrshire as the areas with the biggest increase in claims. These are followed by East Ayrshire, North Lanarkshire and Dundee. This group of authorities is among those with the highest rates of child poverty before the crisis began. New claims due to unemployment were lowest in Orkney, Shetland Islands and Aberdeenshire. Joseph Rowntree Foundation (JRF) ref: [A stronger Scottish lifeline in the economic storm](#).





For children already living in poverty, Covid-19 will intensify the experience and resulting trauma.



Tackling child poverty has been one of our main concerns during the initial response to the pandemic

In particular we are hugely concerned with the impact this will have on child poverty in our area as well nationally. For children already living in poverty, Covid-19 will intensify the experience and potential trauma.

The impact of the pandemic has not fallen evenly across our communities and the crisis has served to highlight the impact of longstanding inequalities in Scotland. NHS Ayrshire and Arran Public Health have considered the Scottish Public Health Observatory Covid-19 community vulnerability analysis and produced a local report.

The report includes a ranking score for each datazone in North Ayrshire. It is based on a range of indicators which have:

- Direct relevance to Covid-19 vulnerability (demographic or clinical), or
- Relevance to other demands on clinical or public health services, or
- Social factors likely to modify the impact of Covid-19 on communities.

This includes indicators such as number of older people, Chronic Obstructive Pulmonary Disease (COPD) hospitalisations, and income deprivation. Many of the areas identified align with our local knowledge in terms of deprivation and concentrated populations of older people.

In addition, the Office for National Statistics (ONS) – Youth Unemployment Claimant Count Statistics (25 June 2020) show the following:

- As of May the youth unemployment claimant count was 1,355 (aged 16-24) in North Ayrshire, this is 10% of the total youth population (13,456) and represents a 57.6% increase since February. For context, the total claimant count (everyone aged 16 and over) for North Ayrshire went from 4,600 in February to 7,050 in May – an increase of 53.2%.



The impact of the pandemic has not fallen evenly across our communities and the crisis has served to highlight the impact of longstanding inequalities in Scotland.

The Scottish Enterprise report on Covid-19 Economic Impacts (13 July 2020) reveals the following:

- Scottish Enterprise have produced an assessment tool mapping local areas by economic risk which maps local authorities based upon unemployment rates versus the rate of Job Retention Scheme and SEISS (Self-Employed Support Scheme) take-up among the working age population in the local authority.
- North Ayrshire has the worst unemployment rate (% of working age population) – at just under 9% and falls into the most at-risk band of local authorities.

North Ayrshire ranks as the least economically resilient local authority in Scotland in new analysis conducted by the Scottish Government (Scottish Government Advisory Group on Economic Recovery – Towards a robust, resilient wellbeing economy for Scotland (22 June 2020).

Tackling child poverty has been one of our main concerns during the initial response to the pandemic. This has included:

- Taking a partnership approach to ensure our most vulnerable children have been supported through emergency childcare and free school meals.

- New mechanisms to deliver food in communities being established at pace.
- Providing families with money and welfare rights advice, access to crisis grants and support to sustain tenancies.
- Supporting young people to have access to digital resources, without which the inequalities and poverty gap could increase further.
- We are working to prioritise key activity which will enable and support economic recovery. Our decision-making processes are informed by poverty in our area.



As the Governments' business and employee support is tapered down after August there is likely to be a surge in those out of work, in more precarious jobs and on lower income.



We work with the Foodbank and are developing the Food and Food Growing Strategy to include a wider view of food, especially given all the innovative approaches now in place in North Ayrshire.



As the Governments' business and employee support is tapered down after August there is likely to be a surge in those out of work, in more precarious jobs and on lower income. Those already in poverty or vulnerable to it will be hit hardest, and there may be a strong rural impact as key industries such as tourism falter. These circumstances will see a rise in the number of children living in poverty and place additional pressure on Council resources and systems in place to mitigate the impact.

We understand that at this time we need to focus even more on reducing child poverty. Both the Fairer Scotland Duty and the requirements of the Child Poverty Act will remain at the heart of our decision making, to ensure we provide support to those most in need.

In response to the Covid-19 situation, we provided immediate support for our communities. Working with our communities and partners we were well placed to provide this.

North Ayrshire acted early to set up Community Support Hubs in each of our

local areas to respond to and intervene early in issues related to the Covid-19 crisis. Our "Humanitarian Hubs" across North Ayrshire were established during the week of 23 March 2020 to prepare for and respond to the crisis. These are run by the Council staff and third sector partners at Fullarton and Vineburgh Community Centres, with support from Health and Social Care Partnership staff and a range of community and staff volunteers.

Community Hubs

Our eight community hubs (three in Irvine and one in each of the other localities), support our local communities with the delivery of food parcels, prescriptions and other services.

North Ayrshire Foodbank, Whitlees Community Centre, Cranberry Moss Community Centre, Woodwynd Aces, the Inspire, Motivate and Celebrate (IMC) Project and a range of community resilience partners are playing a significant role in the resilience effort, including on our island communities of Arran and Cumbrae.

The hubs operate as a network of staff and volunteers as they deliver the following services:

- Responding to incoming calls
- Arranging food and prescription deliveries
- Packing and preparing food bags
- Cooking and deliver hot meals
- Providing an emergency larder facility
- Providing period products and toiletries
- Providing mental health packs
- Making health referrals
- Making financial advice referrals
- Supporting social isolation
- Working with a range of partners to provide multi-agency response to complex cases
- Providing and coordinating other requirements e.g. dog-walking.

We work with the Foodbank and are developing the Food and Food Growing Strategy to include a wider view of food, especially given all the innovative approaches now in place in North Ayrshire. An application to Magnox (at their invitation) will result in funding being

shared between North Ayrshire Foodbank and Largs Foodbank. Magnox staff volunteers are also working with us. The Corra Foundation (Kilwinning) have to date granted Scottish Government funding to Cranberry Moss Community Association, Woodwynd ACES and 1st Alliance. Other local organisations are receiving support from the Council and are also receiving support to seek external funding from the Scottish Government's Resilience Fund.

We have a strong partnership working approach in place, including with the NA Foodbank, community larders and community foodbags. Over a million meals have been provided.

Shielding Vulnerable Residents

The shielded group in North Ayrshire now totals nearly five and a half thousand people – for whom Covid-19 is a much higher risk. Our approach has been to leaflet everyone on the list to ensure they have a paper copy of our call centre telephone number and those of our local hubs, and to follow this up with telephone contact.



All our services are delivering a wide range of innovative opportunities online.



Inequalities in individual outcomes are directly linked to wider socio-economic inequalities in society.

Digital Services

All our services are delivering a wide range of innovative opportunities online. A selection of the services that were delivered during the Covid-19 pandemic include:

- Virtual Community Centres on Facebook, one for each locality. Sign up has been extensive.
- Adult learning online – English to Speakers for Other Languages (ESOL) is an especially good online opportunity for our new Scots.
- #DigiDream – a fantastic online platform by Youth Services – Drop Everything and Move (online!) The Wednesday night quiz is especially popular and the uptake has been extensive.
- Active Schools online – via Facebook and Twitter – great range of activities for physical and mental health, including TikTok competitions.
- Library Services have launched a new digital platform called “Borrow Box.”
- KA Leisure: online activities and motivational programmes.
- 1000 iPads for digitally excluded families and care-experienced young people and connectivity.
- 600 Chromebooks and connectivity.

- E-Sgoil Gaelic learning platform and remote learning developments.
- Resources (books, stationery etc).

North Ayrshire Community Book(s)

There are six locality-based [community books](#) and a North Ayrshire wide Frequently Asked Questions (FAQ) document that cover common queries people have in relation to issues such as access to food, prescription delivery, and financial advice.



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North Ayrshire Child Poverty Action Plan Understanding Inequalities – Our Approach

A range of factors which, when distributed unequally in society, result in inequality of outcomes across socio-economic groups.

Inequalities in individual outcomes are directly linked to wider socio-economic inequalities in society. The distribution of power, money and resources has a direct influence on environmental influences such as:

- Availability of health enhancing work
- Access to good quality and affordable housing
- Social and cultural experiences
- Transport
- Education and learning opportunities
- Availability and quality of services

While there will be some fundamental causes of poverty which are out with the control of North Ayrshire CPP, there are many areas where an impact can be made. In order to be most effective, interventions need to be taken at all three levels:

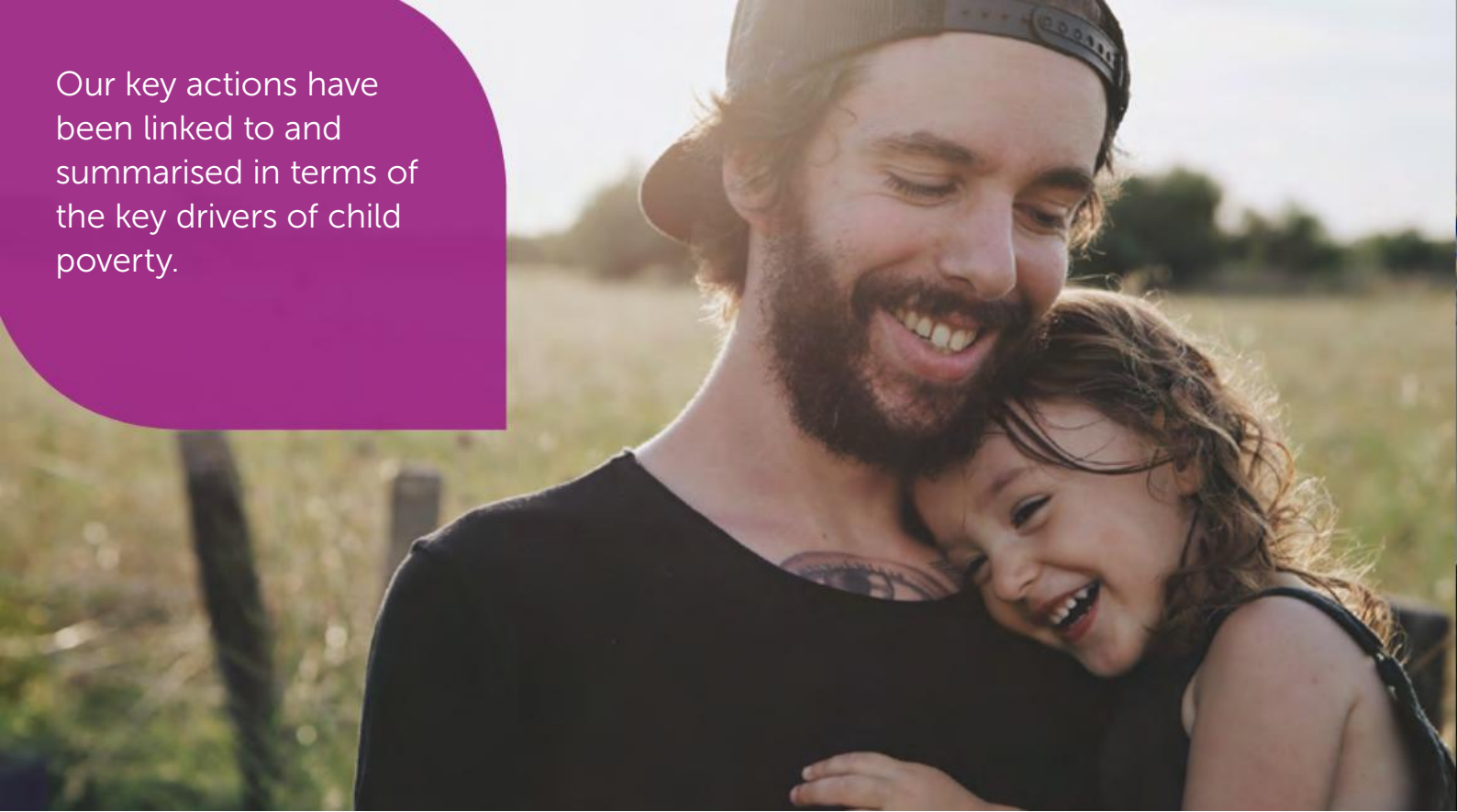
- *Undo* the fundamental causes
 - *Prevent* the wider environmental influences
 - *Mitigate* the individual experiences
- As well as needing to ensure that our approach intervenes at all three

levels described above, research also demonstrates that a combination of approaches across three areas of the population is essential to effectively tackle inequalities. These three approaches are:

1. Targeting – targeting the worst off in society
2. Enhanced – reducing the gap between groups
3. Universal – reducing the gradient across the population

Our Action Plan will reflect these approaches where relevant.

Our [first Action Plan](#) was developed in order to ensure clear links to our LOIP and to reflect the above approach. We have used this as a basis of our understanding of inequalities, its causes, and the most effective ways of responding. This, our second annual Action Plan, builds on the work done to date, develops some of the existing work, and introduces new actions, some as a direct result of Covid-19 impacts and local responses.



Our key actions have been linked to and summarised in terms of the key drivers of child poverty.



Our Ayrshire Growth Deal was signed in March 2019 which will see over £200M of investment in Advanced Manufacturing, Aerospace and Energy.

Our key actions have been identified and included in **Appendix 1**. Our key actions have been linked to and summarised in terms of the key drivers of child poverty. We have included actions where the greatest impact will be made taking into account scale and pace.

The six priority groups (lone parents; families where a member of the household is disabled; families with three or more children; minority ethnic families; families where the youngest child is under one year old; and mothers aged under 25) have been considered in developing our Action Plan. They will continue to be a focus as part of the development of our future actions.

Poverty Impact Assessment Approach Pilot

On 19 February 2020, we held a Child Poverty Workshop for senior managers across the Council, Health and Social Care Partnership and NHS Ayrshire and Arran. This event was designed to bring senior managers together to start looking at actions through a poverty lens, to encourage consideration of any poverty implications of their work. The session

also facilitated partnership working and discussions. The event included the Fairer Scotland Duty, including the Child Poverty (Scotland) Act 2017, our Financial Inclusion Referral Pathway and Rights Based Approaches. Feedback from the event was very positive and we aim to hold more events in the future.

Monitoring of this plan

This report requires agreement and monitoring by the Community Planning Partnership. Reporting will link to other strategic groups as required. Our Performance Framework has been created and is monitored regularly. This will ensure consistency in reporting across all our plans and strategies. We aim to report on our progress every six months to the Community Planning Partnership to ensure we are achieving our ambition of a fairer and more equal society.

Our Performance Framework has been designed as a Poverty Scorecard, linked to the three key drivers of poverty. This is our first scorecard and we aim to further develop this work in the coming months and beyond.

2019/20 Key Highlights – What have we been doing to tackle child poverty in North Ayrshire?

Section 1 – Maximising Income from Employment

Bringing new and better jobs to the area

Our Ayrshire Growth Deal was signed in March 2019 which will see over **£200M of investment in Advanced Manufacturing, Aerospace and Energy**.

Community Wealth Building

North Ayrshire is Scotland's first community wealth building council. Our Community Wealth Building Strategy was approved in May 2020. This radical and bold approach will see us work with other established institutions to use the economic levers available in order to create a more resilient local economy, with more diverse businesses, to create

more well-paid jobs for local people. Some of the actions we will take forward will be:

- Work with local and regional Anchor Institutions through the Community Wealth Building Commission to deliver Community Wealth Building across North Ayrshire and the wider Ayrshire economy.
- Develop an Anchor Charter agreement to embed Community Wealth Building principles across Anchor Institutions in the region.
- Work within our localities to support communities and businesses to develop and co-produce Community Wealth Building activities.

- Develop and implement the £3 million Ayrshire Growth Deal (AGD) Community Wealth Building Fund and ensure the AGD as a whole delivers Community Wealth Building to ensure lasting benefits for our businesses and communities.
- Use municipalisation as a tool to secure local public services and enhance local wealth, creating local economic opportunities.
- Encourage communities to shop local, including via Community Charters, and highlight the benefit of this to support local jobs in the North Ayrshire and Ayrshire economy.
- Establish an Expert Advisory Board to inform the work of the Community Wealth Building Commission and challenge our progress on delivering our Community Wealth Building Strategy ambitions.
- Continue our conversations with young people about what Community Wealth Building means to them.

Encouraging the Payment of Living Wage Across the Area

We developed our Community Wealth Building Strategy, to enhance local wealth and create fair jobs, and will utilise a £3M Ayrshire Growth Deal Fund to progress this agenda. A part of this will be encouraging and supporting local businesses to pay the Living Wage. **Currently 17 businesses in North Ayrshire are accredited as Living Wage employers.**

Providing In Work Support

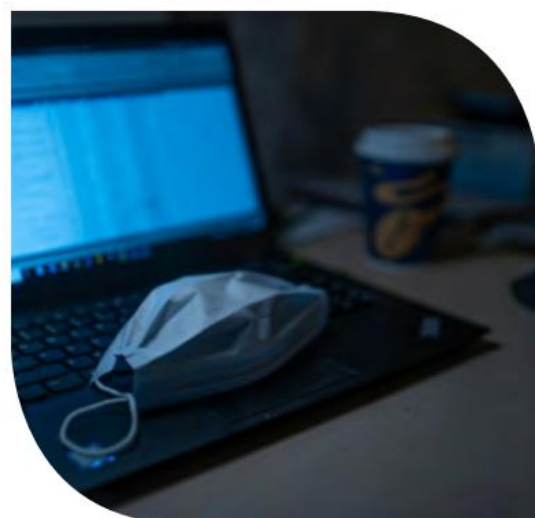
Our North Ayrshire employability services are moving to focus more on in-work support. Employed parents on low incomes are now being targeted through new funding available from the Scottish Government.

Employment Support Programmes

We continue to invest significantly in services to support unemployed residents back to work. The We Work for Families programme is targeting parents with key worker support to get them into secure and fair work. The Council currently invests over £1.5M a year in such schemes and utilises EU funding to enhance this further.



We continue to invest significantly in services to support unemployed residents back to work.



Our Skills for Life initiative is an intensive skills and training programme that helps support the long-term unemployed get back into employment. It is a partnership approach which sees the Council, Ayrshire College, Department for Work and Pensions, CEIS Ayrshire and Childcare and Recreational Information Service (CARIS) all working together to provide participants with a meaningful and valuable experience.

The focus is entirely on single parents to help provide them with an opportunity they may not have had since becoming a parent – a chance to gain real experience in the workplace. **15 people have completed our Skills for Life programme in 2019/20. 11 have secured permanent employment with North Ayrshire Council and a further two have secured employment in the private sector.** Analysis shows that participants are **on average £90 per week better off.** 17 Skills for Life participants have had their placements interrupted by Covid-19, so those outcomes have yet to be realised.

The We Work for Families Programme specifically engages with parents of young children under five, particularly women, who may find it difficult for a range of reasons to take the next step to realising their potential. The programme is delivered using a partnership approach. **91 parents registered for support with the We Work for Families service in 2019/20, with 17 going on to secure employment to date.**

We have five Employability Hubs based in our localities which offer our residents –

- Skills sessions and employer workshops
- Employment fairs
- College courses
- Information on vacancies
- Help with CV's, online applications and interview techniques
- Accredited and non-accredited training
- Advice on business start-up and self-employment
- Help with digital skills
- Literacy and numeracy support
- Welfare reform advice and support with online services such as universal credit



The We Work for Families Programme specifically engages with parents of young children under five, particularly women, who may find it difficult for a range of reasons to take the next step to realising their potential.





We successfully completed our first SEEME CV pilot, creating video CVs for six clients, of whom three have started work using this as a means of applying for vacancies.

During 2019/20 we re-launched the Kilwinning Hub at Kilwinning Library with a jobs fair that **attracted 150 unemployed residents**. We held several job fairs throughout the year.

465 people have registered for support through the Hubs this year. **140** people registering with the hubs have secured employment. CEIS Ayrshire have maintained contact with customers by telephone during the Covid-19 pandemic.

During 2019/20, we have registered and supported **109 disabled residents**, with 18 clients being supported in employment.

A full launch of our disability employment support service was organised for March but was then cancelled due to Covid-19 guidance.

During Quarter Four of 2019/20, we placed **six disabled clients** into work with a Covid-19 Helpline and a further two clients into employment with retail outlets. Another two clients began Modern Apprentice placements internally. One other client has been successful in gaining a start date for a role which due to current circumstances has unfortunately been put on hold for the moment.

We successfully completed our first SEEME CV pilot, creating video CVs for six clients, of whom three have started work using this as a means of applying for vacancies. As a result of this success we had planned a further series of workshops for 10 main service clients and a further eight transitional pupils from Stanecastle School, however as a result of Covid-19 these workshops have been rescheduled and we will review start dates as soon as is practical.



During 2019/20, we have registered and supported **109 disabled residents**, with **18 clients being supported in employment**.

Case Study

Employment Programmes

The Skills for Life employment programme has been successfully delivered in North Ayrshire for the past three years with many of its participants going on to secure jobs. The focus is entirely on single parents to help provide them with an opportunity they may not have had since becoming a parent and a chance to gain real experience in the workplace.

Heather is one of the 20 participants who took part in the previous programme.



Heather said:

"Before starting the programme I had little confidence and experience in the sector I wanted to work in, I had also been out of work for some time. The programme helped me to develop valuable skills and experience and my confidence grew. My newfound confidence coupled with the three months of employability training helped me to secure a position as Library Assistant with the Council."



The participants will take part in a skills and training academy at the Ayrshire College – picking up a number of qualifications along the way. They will also receive childcare and money advice to ensure they reap the rewards that working life can bring.

And after the initial training they will then begin a 26-week work placement with the Council in roles such as catering, cleaning and janitorial staff, administration assistant, care at home assistant and assistant customer service advisor.

On completion of the programme, they will continue to be supported by all partners in their quest for employment.

Speaking about the programme, Councillor Alex Gallagher, Cabinet Member of Economy, said:

"One of our main priorities as a Council is to increase job opportunities for our residents and the Skills for Life programme is just one in a number of ways we work to achieve this."

We understand and appreciate the challenges that being a single parent presents – not least when you add full-time employment into the mix as well.

But by working alongside these individuals we have been able to develop a unique and tailored programme that allows them to take that first step back into employment."



Our Priorities and Continuing Work

Our Priorities for 2020/21 – Income from Employment

1. We will work with our suppliers to restart contracts suspended by the Covid-19 lockdown and to tackle the backlog of tenders that we have been unable to tender during this time. We will continue to use the emergency procurement powers and increased quick quote thresholds to help more local suppliers win contracts. Our activities aim to stimulate the local economy, by securing jobs or generating community benefits.
2. Our Employability Support Service will:
 - Ensure service users are ready to face recent and ongoing challenges
 - Continue to support the most vulnerable parents as unemployment level may rise
 - Engage with parents and positive messaging about the service
 - Continue to adapt/ find new ways of working to ensure the best outcomes for clients
 - Continue to deliver Skills for Life and We Work for Families to ensure opportunities exist for parents to access employment/ training
 - Work with national partners to ensure approaches to redundancy are well co-ordinated
3. We will deliver our Disability Employment Support Service: Equal
4. We will hold further workshops of the SEEME CV pilot

In addition to these priorities, our work will continue in:

- ✓ Inward Investment Strategy
- ✓ The Ayrshire Growth Deal
- ✓ Living Wage
- ✓ In-Work Support Programmes
- ✓ Employment Support Employability Hubs
- ✓ Disability Employment Support
- ✓ Early Years and Childcare:
 - Delivery of 1,140 hours
 - 2-year old nursery provision
- ✓ A range of support for young people



How we will monitor our progress – Income from Employment

Measure	2018/19	2019/20
Number of jobs created by businesses in North Ayrshire supported by Business Development	555	524
Percentage of people in North Ayrshire earning less than the living wage	24.30%	Data not available
Percentage of working age population in employment	69.70%	70.20%
Employment Rate – percentage women age 16-64	64.40%	65.50%
Employment rate – percentage aged 16-64 EA core or work limiting disability	44%	49.2%
Youth Employment Rate (16-24)	60.00%	58.30%
Participation Rate for 16-19-year olds (per 100)	90.53%	Data not available
Women's Median Gross Weekly Pay	£501.00	Data not available
Gross weekly earning of full-time employees in North Ayrshire (Median)	£563.60	£550.10
Cumulative number of unemployed disabled residents supported into employment	Data not available	18
Number of employed modern apprentices recruited to North Ayrshire Council	87	54
Number of Modern Apprentices recruited by North Ayrshire Council, who are care experienced or disabled	Data not available	10
No of weeks employment through using Community Benefit clauses	2093	2864
Percentage of learning disability service users accessing employment support activities	23.88%	23.84%
Number of unemployed people registered with employability hubs	597	465
Numbers of unemployed people accessing the employability pipeline	1149	939

The financial gains in 2019/20 is an increase of over £5m from 2018/19 and is following the recruitment of North Ayrshire Citizens Advice Service.



Money Matters assisted and both decisions were successfully appealed, resulting in our client retaining an ongoing work capability addition of £128.25 per month on her Universal Credit

Section 2 – Maximising Income from Benefits

Income Maximisation

Our Money Matters service assists clients to receive their full, legal entitlement to benefits. The service is about dealing with poverty and deprivation in an area with persistently high levels of unemployment and income deprivation.

In 2019/20 the amount of income generated (£) for service users by the Money Matters Service was **£15.3m**. This is great achievement against a backdrop of austerity and welfare reform cuts and is testimony to everyone’s work in the Money Matters Team.

The financial gains in 2019/20 is an increase of over £5m from 2018/19 and is following the recruitment of North Ayrshire Citizens Advice Service. **Money Matters received 4,951 enquiries/ referrals in 2019/20**. The team had a **71% success rate for appeals** which proceeded.



Case Study

Our client is a lone parent with 3 children (aged 15, 9 and 8). Money Matters were first contacted in 2018 after our client was found fit for work so losing her Employment and Support Allowance (ESA) award. The subsequent Universal Credit claim also resulted in a ‘fit for work’ decision. Money Matters assisted and both decisions were successfully appealed, resulting in our client retaining an ongoing work capability addition of £128.25 per month on her Universal Credit.



The client’s Universal Credit maximum amount is currently £413 per week and Child Benefit payment is £48.95 per week, therefore she was subject to the benefit cap (currently £384.62 per week for her circumstances). This meant the client’s Universal Credit was reduced to £335.67 per week. However, Money Matters assisted a successful appeal of a Personal Independence Payment (PIP) decision of no entitlement. The appeal resulted in the award of PIP at the Standard Rate of Daily Living and Standard Rate of Mobility.

This was backdated to the date of her claim in February 2019. This will result in a weekly gain of £83.30 and arrears of approximately £6,168. In addition, the Benefit Cap will no longer apply as she now receives PIP and so she should receive her maximum Universal Credit amount of £413 per week (an increase of £58.64 per week).

Case Study

Our client lives with her husband and two daughters, aged 8 and 3. Daughter (age 8) suffers from Neurofibromatosis type 1 (NF1), behavioural problems and is awaiting assessment from CAMHS for possible Autism and ADHD. Our client was receiving Disability Living Allowance (DLA) for her daughter although after review, the claim was refused altogether. This had a big impact on family income as loss of DLA Middle Care of £59.70 per week and Low Mobility of £23.60 per week, Carers Allowance of £67.25 per week and Child Tax Credit Disabled Child Element of approximately £53.52 per week.

Starting Income: Husband works and earns £1,276 per month (£294.46 per week). Client receives Child Benefit £35.00 per week and Child Tax Credit £94 per week. **Total Income: £423.46 per week.**



"Just to say a big thank you for all the work you done to enable me to win my appeal. If it wasn't for you, I wouldn't have had a chance. You were the only one who took time to listen to me."

Linda*, Money Matters Client

"£3154.92 is what I'm getting, I can't believe it, thank you so much, I can see my future now, a bit emotional"

Moira*, Money Matters Client

With the assistance of the Money Matters Team, appeals were made and were successful. Allowances were reinstated and backdated.

Advice was also provided to advise that the client can apply for the School Age Payment and between 1 June 2020 and 22-02-2021. Information from mygov.scot website was provided.

Our client is pregnant with her 3rd child. We discussed Best Start Grant Pregnancy and Baby Payment – £300 (on the birth of any subsequent children) – information was provided regarding this.

Discussed 2 child limit for Child Tax Credit. Discussed Child Benefit. The case was closed but the client was advised to get in touch if she required further advice.

The family income was increased substantially after Money Matters assistance – Total Income after is now £627.53 per week meaning



The family are now £204.07 per week better off.

Total Backdated Monies of £3430.30 were paid.

*Names have been changed to protect identity

School Clothing Grant, Education Maintenance Allowance and Other Grants/ Benefits

New customers for Free School Meals and Clothing Grants apply online and is processed by our Contact Centre team. If a customer has previously applied the Team will email or write to them and ask them to go online and confirm that their details are the same or provide details of any changes.

The Council have explored using shared information to automate the application process, for example if the Team know a customer is claiming a certain benefit then the Team would automatically award their clothing grant and free school meals. However, with the roll out of Universal Credit, more and more customers are moving to this and the Council are unable to use this information for anything other than awarding Council Tax Reduction. This is stipulated by the Department of Work and Pensions (DWP).

An internal review of the benefits service is currently underway by the transformation team to look at improving processes for customers.

Education Maintenance Allowances (EMAs) are processed by Local Authorities on behalf of the Scottish Government. The Scottish Government provide detailed guidelines/ criteria to be followed when administering EMAs. In brief the criteria covers: age, income, residency, course, attendance and Learning Agreement. EMAs are processed on behalf of young people in our schools and our application form and documentation requested is designed around the criteria that is specified.

Each year we cross reference our existing Free School Meal applicants with data from our Benefits system to identify all those who meet the qualifying criteria. We contact parents and carers to advise them to go online, check and confirm their details and complete or renew their application. This digital process ensures that benefits are awarded as quickly as possible to those families who need them.

We carry our promotional campaigns annually using Twitter, Facebook and our website to capture new customers who may eligible in order to maximise uptake.



Each year we cross reference our existing Free School Meal applicants with data from our Benefits system to identify all those who meet the qualifying criteria. We contact parents and cares to advise them to go online, check and confirm their details and complete or renew their application.

Encouraging the Uptake of Free School Meals

All P1-P3 pupils in our schools receive a free school meal. Our schools are pro-active about encouraging families to apply for free school meals. Head Teachers are made aware of those children and young people who are entitled to a free meal but do not routinely use their allowance. Head Teachers and Guidance Staff engage with families and young people to encourage the uptake of free school meals.

Case Study

One of our Secondary Schools proactively used the data available to them and identified that a large percentage of young people were using their free school meal allocation on breakfast rather than lunch. The school are actively addressing this and are developing a free breakfast service at morning registration to enable young people to use their full meal allocation on a healthy and substantial lunch.



All school handbooks and websites contain information on accessing Free School Meals. Schools also provide leaflets to parents and carers at P1 Registration. Schools use their regular newsletter to promote our school meals.

Our Family Learning Team also supports parents and carers in the completion of the application, if required.

We introduced a Pilot Healthy Breakfast service in four secondary schools where young people who are entitled to free school meals have a daily breakfast allowance added to their school meals account, giving a good start to the day free of charge. The Healthy Breakfast option is also available to all pupils who pay for lunch.

Cashless catering is operated in all of our Primary and Secondary Schools to allow total anonymity to any child receiving a free school meal to reduce any associated stigma.

Every August we run a two-week campaign to promote free school meals, using local radio and social media. This is designed to promote school meals to new starts as well as other pupils returning after the holidays.

We work with primary pupils to design new menus and to get their opinions. This ensures we are offering choices which are attractive to pupils and raises the profile of school meals.

Working with schools, we develop and host theme days at different times of the year. These can be linked with school projects.

We offer taster sessions to promote a range of healthy choices and allow children to experience foods that they may not have tried or tasted before. We also provide taster sessions at Parent Council meetings or parents evenings to allow parents and carers to experience the wide variety of healthy meals available. This encourages parents and carers to support school meal uptake for their children and young people.

We use social media to promote school meals and their nutritional content. These are widely shared to encourage uptake. Some schools have ‘clean plate’ initiatives where children are encouraged to eat all of their meal and reduce food waste. This is also regularly shared and promoted on social media.

Our Facilities Management Team are Gold level “Food For Life Served Here” certificate holders, awarded by the Soil Association Scotland. We are the highest awarded local authority in Scotland for the number of schools holding this accreditation. This award recognises the use of local suppliers and quality produce. We have retained this award every year since 2013.

Over 90% of our school menu items are freshly prepared and we still retain the school meal cost of just £2.05. This is the lowest across Ayrshire. Convenience food can be expensive compared to £2.05 for 2 courses of nutritious, healthy and tasty school meals. Children having a full lunch at school reduces the financial pressure on parents/ carers. We are also aware that some families may not have the option of a hot meal outside of school due to a range of circumstances.

Improve access to information and advice about benefits

Our Money Matters Service receive direct referrals from Health and Social Care colleagues such as GPs, Health Visitors, Social Workers, Community Link Workers, Nurses, Alcohol and Drug Workers as well as other agencies including North Ayrshire Council, NHS Ayrshire and Arran, The Ayrshire Community Trust and others.

We have a financial inclusion pathway in place. During 2019-20, training has been

provided to Health Visitors and other Early Years staff, and a pilot session with other managers took place to raise awareness.

Information leaflets are available at a variety of locations promoting the work of the Money Matters Team. The team is also promoted on Twitter and Social Media.

The Housing Welfare Reform Advice Team (WRAT) provide support to manage claims, maximise income and make rent payments to avoid arrears. The Team provide a ‘live’ Welfare Rights messenger service through Facebook messenger. WRAT also have regular Facebook posts on the Housing Services Facebook Page to promote the service, advertise new benefits particularly Scottish Social Security benefits as well as outcomes achieved for our tenants.

The previously developed Direct Referral tool for NHS staff to sign-post families to appropriate specialist money advice services was updated and disseminated. An A5 version was specifically developed as a diary insert for all Health Visitors and Midwives and disseminated following completion of the training programme.

All NHS staff were advised of the new Best Start Food payments via internal communications, and targeted communications were undertaken with midwives, health visitors and other relevant staff who work with pregnant women and families with young children.



Pregnant women and families with babies and children receiving certain benefits are to be offered increased access to healthy foods.

Pregnant women and families with babies and children receiving certain benefits are to be offered increased access to healthy foods. The new Best Start Foods payment replaces the UK Government's Healthy Start paper vouchers with a new payment card. A payment card replaces paper vouchers from August 2019.

The card, which works in a similar way to bank cards, can be used to buy a variety of healthy foods including milk and infant formula, fruit and vegetables, pulses and eggs.

A range of resources (Banners, Posters, Leaflets) were developed to raise awareness amongst pregnant women attending antenatal appointments that midwifery staff were asking all women about money worries as a routine element of delivering care. Similar resources were developed for families with young children specifically for use in Paediatric clinical areas in NHS Ayrshire and Arran acute hospitals. These information leaflets are now being disseminated in the packs that Health Visitor provide to all women with new-born infants in their first visit to the family home.

A local training programme for Community Midwife Assistants (CMAs) was developed that includes advice and guidance on best practice in raising money worries with pregnant women, and explicit use of the direct referral tool.



The card, which works in a similar way to bank cards, can be used to buy a variety of healthy foods including milk and infant formula, fruit and vegetables, pulses and eggs.

Our Priorities and Continuing Work



Our Priorities for 2020-21 – Maximising Income from Benefits

1. We will hold further sessions with senior managers to encourage poverty impact assessment approaches in our work.
2. Ensure that our Customer Services Team are prepared to deal with any increase in demand for Benefits, Council Tax Reductions, EMA, FSM/ SCGs and Scottish Welfare Fund applications.
3. As part the Transformation Plan, we will be assessing the possibility of a "Single Shared Assessment". This involves a full end to end review of means tested / disability related assessments currently being undertaken throughout the Council with a view to looking at how these could be assessed and processed at one single point of contact for the customers.
4. Our Welfare Reform Advice Team will continue to provide assistance to tenants to provide support during the ongoing Covid-19 pandemic to ensure income maximisation for families, initial benefit applications and also passported benefit applications such Scottish Social Security child payments, young carer as well as CTR, DHP, free school meals, clothing grants.
5. We will promote Free School meals to encourage uptake. We will build confidence in school meals (safe environment to eat) and develop menus to comply with new legislation coming in next year.
6. We will build on our success with local suppliers and continue to support low food miles and local employment.
7. We will continue to encourage families to apply for Free School Meals to ensure maximum numbers of families are reached.
8. A bespoke awareness-raising training session on accessing money and benefits advice for midwives was developed in 2019/20 and will be delivered in 2020/21 when Covid-19 related circumstances permit.
9. We will monitor the uptake of the new Best Start benefits with Social Security Scotland.
10. Resources to raise awareness amongst pregnant women attending antenatal appointments that midwifery staff ask all women about money worries as a routine element of delivering care will be deployed in clinical areas subject to Covid-19 related social distancing arrangements in waiting rooms at Ayrshire Maternity Unit, the Paediatric Suite at Crosshouse Hospital and Community Clinics.

In addition to these priorities, our work will continue in:

- | | |
|---|--|
| ✓ Money Matters Service | ✓ Cashless Catering in schools |
| ✓ Free School Meals and Clothing Grants online application | ✓ Housing Welfare Reform Advice Team (WRAT) |
| ✓ Encourage EMA uptake | ✓ NHS – Referral tool for NHS staff to sign-post families to appropriate specialist services |
| ✓ Social media promotional campaigns | ✓ Best Start payments cards |
| ✓ Free School Meals uptake campaigns | |
| ✓ Healthy Breakfast service in secondary schools (as well as primaries) | |

How we will monitor our progress – Maximising Income from Benefits



Measure	2018/19	2019/20
Money Matters – income generation for service users	£9,526,758.64	£15,305,924.43
Speed of processing Housing Benefit (New Claims) days	8.51	7.38
Speed of processing Housing Benefit (Change of circumstances) days	10.46	7.63
Speed of Processing (Council Tax Reduction) new claims (days)	28.28	24.96
Speed of processing (Council Tax Reduction) changes of circumstances (days)	7	5.8
Number of Crisis Grants Paid	4579	3856
Uptake of EMAs (Academic Sessions)	835 young people applied, 729 young people received at least one payment.	806 young people applied, 718 young people received at least one payment
Uptake of Free School Meals (Primary)	87.5%	82.72%
Uptake of Free School Meals (Secondary)	75.45%	61.49%



We are committed to the provision of new affordable housing to ensure that children and young people experience the best start in life.

Section 3 – Reducing household costs

Increase Availability of Affordable Housing

We are committed to the provision of new affordable housing to ensure that children and young people experience the best start in life. There is also evidence that children and young people can benefit from improved cognitive development and a reduction in behavioural issues through living in a more attractive, warmer, and better ventilated environment.

Our Strategic Housing Investment Plan (SHIP) 2020-2025 sets out the priorities for affordable housing investment in North Ayrshire over the next five years. It supports the Council’s ambitious commitment to **develop 1,575 new build Council homes by March 2025** taking the total investment by the Council over the SHIP period to £155.572m. It further supports Local Registered Social Landlords to develop over 400 new homes by March 2025.

Rent levels

Our robust Housing Revenue Account Business Plan provides clear strategic direction, ensuring that effective short, medium- and long-term financial planning is undertaken. The plan clearly details how we will plan for, and deliver, key priorities such as; compliance with the Scottish Housing Quality Standard; an on-going Council house building programme; rent setting and our older people housing strategy.

The business plan was developed by a cross stakeholder working group which included representation from Elected Members, tenant representatives and officers from within Housing and Finance & Infrastructure Services. This approach ensured balanced decision making that stands up to both internal and external scrutiny.



We have installed Solar Panels where appropriate to assist with energy costs.



we are currently working on a North Ayrshire Food System with North Ayrshire Foodbank and our community organisations.

This Plan is reviewed annually, and we are focused on providing value for money through several measures such as operating robust financial management processes, implementing value for money principles, exploring efficiency opportunities, and managing competitive contractual arrangements. Our rent levels remain lower than the national average and neighbouring authorities and landlords, however we continue to invest significantly in our existing stock and new house building programme. We face challenges in for example, changes to welfare reform, demographics and the housing stock profile. We are committed to delivering services in new, improved and more cost-effective ways.

Energy Costs

We have installed **Solar Panels** where appropriate to assist with energy costs. The social housing rooftop photovoltaic (PV) project came to an end in 2020. The final number of PV systems installed on properties is 290 (895kWp) and 165 of these installations (518kWp) were installed before the deadline and successfully registered for the Feed in Tariff (FIT) subsidy. All properties are monitored remotely to ensure that faults are identified and resolved.

The Sustainability Team also continue to deliver replacement and top up loft

insulation and cavity wall insulation for council properties, supporting Energy Efficiency Standard for Social Housing (EESH) compliance and other housing programmes.

Housing

Our Teams work with other Services to plan digital publications sent to tenants (Tenant Chat and Tenancy Matters), social media posts to include areas that would help address child poverty. We have been hosting live 'Messenger' sessions where customers can contact services and ask for advice.

Almost all allocations to homeless and additional priority to applicants in temporary accommodation are to families with children. In addition, we are still working in partnership with Health and Social Care Partnership and allocating housing to young people supported by Throughcare who are care experienced.

Electricity tariff was reduced to zero for Redburn Gypsy/ Traveller site throughout Covid-19 crisis. We also made regular welfare calls to vulnerable tenants (including families) and made onward referrals where further support was identified as needed. Eviction action was also suspended during the Covid-19 pandemic and replaced by welfare calls offering advice and assistance.

A Housing Youth Matters Group was set up in conjunction with Youth Services to give an opportunity for young people to get involved in housing and related services. We also deliver homeless prevention and housing advice to all 4th, 5th and 6th year pupils across all our Secondary Schools.

We provide a Housing Support and Housing Options Advice to prevent homelessness, ensuring households are accessing appropriate benefits and other assistance. Our Rapid Rehousing Transition Plan details our drive to reduce the duration of homelessness, provide self-contained dispersed furnished flats within the community from where a household presents to ensure children can retain their Social Networks and minimise disruption to education.

We provide furnished tenancy grants for homeless people to ensure they have access to furniture on rehousing. Where a family are homeless, we provide a package of support to ensure young people have space to do homework, can attend school and are registered with primary health care and a local dentist.

North Ayrshire Food System

Access to food and food with dignity is a fundamental right for all our children and young people. This access is a core principle of our service delivery and we have a range of systems in place, to target and eradicate child hunger as demonstrated throughout this report.

Learning from the Covid-19 pandemic coupled with our commitment to Community Wealth Building, we are currently working on a North Ayrshire Food System with North Ayrshire Foodbank and our community organisations to develop networks of community fridges, larders, community supermarkets and food coops in line with a more sustainable approach to food with dignity. This will also empower our communities to have an active role in addressing and eradicating child hunger.

We will work with community organisations to develop the initiatives, taking a person-centred approach. Ongoing support will be provided as well as skills such as, REHIS, risk assessments, hygiene, business planning, committee skills and so on.

Advice and assistance with Food Costs

Our Family Learning Team provide Family Food Programmes based on the CAN (cheap and nutritious) toolkit training from the NHS. Budget busting cooking was offered in Winton Primary to include parents shopping with the budget. A similar family cooking programme took place in Auchenharvie Academy. Each week a parent is in charge of the budget and go shopping with the Family Learning Worker. The budget busting toolkit was offered to all parents with targeted families being prioritised.

Our holiday meals initiative has grown from strength to strength, providing a healthy Gold standard 'Food for Life' Lunch for North Ayrshire primary children at no charge.

We have successfully rebranded our holiday meals programme this summer as Wrap, Run and Fun, with a strong partnership with KA Leisure to deliver free activities for the children. This relaunch sought to remove the stigma of free meals, provide help to parents and introduce the initiative as a community activity club for North Ayrshire primary school pupils, where food is available.

To continually improve, an ongoing review of the activities on offer has resulted in a wider partnership with KA Leisure and other community partners at various venues. The attendance over the summer period resulted in an additional 721 meals being served, which equates to a **5% increase** compared to summer 2018. Facilities Management continues to develop the school holiday meals provision to maximise the number of children benefiting from this service. The ongoing review will include building

on existing community partnerships and working with other stakeholders to widen the service into the community to reach those who need it most.

Providing Advice on how to Minimise Costs for Energy

Our Corporate Sustainability Team provide general energy efficiency advice to the public on a weekly basis, by responding to enquiries and by using our referral process with internal and external agencies (current average three referrals per week). Corporate Sustainability are also an active member of the Local Energy Advice Forum (LEAF), a partnership which aims to increase domestic energy efficiency and reduce fuel poverty within North and East Ayrshire.

A programme to deliver replacement and top up loft insulation and cavity wall insulation for council properties continues to support EESHH compliance. In addition, our Corporate Sustainability team continue to promote energy efficiency to the general public as well as other council departments.

The Welfare Reform Advice Team visit our tenants and complete a survey and matrix as part of this visit to discuss fuel poverty and offer referral to Citrus energy for any fuel related issues such as debt, switching suppliers etc. Warm Homes Discount is also discussed and assistance to apply is provided if applicable.

As part of the Financial Inclusion Pathway, referrals can be made to Home Energy Scotland.

Community Hubs

Case Study

Increasing Empowerment – Community Hubs

Community hubs are led by Community Learning and Development and include Community Link Workers (HSCP), voluntary sector, volunteers, redeployed staff, and businesses. The Hubs provided:

- Food & energy security, particularly for shielding residents
- Prescription deliveries
- Money advice
- Mental health assistance
- Digital access
- Staff welfare hubs for HSCP
- Third sector funding partnership – TSIs, funding officer
- Islands resilience
- Digital services
- Linking recovery to Community Wealth Building



Some of the feedback we received from the Community Hubs during the Covid-19 Pandemic were –

“Absolutely amazing support. Please don’t forget the Largs and Millport who are also doing an amazing job. Well done everyone.”

“You are all doing an amazing job during this difficult time. Well done, keep up the good work.”

We’ve seen an extraordinary community support in the last three months by highly motivated and energetic community clusters, sometimes without the formal structures of existing groups.

This has run on a street-by-street and social media framework and attracted a lot of young people and a lot of highly skilled people. We intend to build on this support and carry into future community networks.

Real Nappy Incentive Scheme

We became the first Council in the UK to provide free “birth to potty” real nappy packs.

The new enhanced nappy scheme could save families up to £1,300 per child on the cost of disposable nappies, whilst reducing the environmental impact of nappies by 40 per cent.

North Ayrshire Council already offers a Real Nappy Incentive Scheme which provides a free trial pack, giving new parents the chance to see what suits their baby best. This trial pack consists of three, free reusable nappies in various styles, two waterproof wraps, biodegradable liners and a handy laundry bag.

Now, parents or carers who use the trial pack will be able to request the full new ‘birth to potty’ pack, containing 20 birth to potty nappies, biodegradable liners and a laundry bag. This comprehensive kit will also be provided free. Parents or carers who are already comfortable with the idea of using reusable nappies can request this option without the need for a trial kit first.

Making the switch to reusable nappies can save a significant amount of money in the longer term – however the initial outlay can be restrictive. North Ayrshire Council’s ‘birth to potty’ scheme will remove this cost.

The enhanced ‘birth to potty’ scheme will be funded by the reduced costs of the Council sending disposable nappies to landfill.

Below are a selection of quotes from our customers so far:



“The scheme has made a huge difference to us. It has given us a real boost in being able to use cloth nappies full time.”

“This scheme really is an amazing thing. It enabled our family to move to cloth full time and we will be able to continue until baby is potty trained.”

“The scheme is great and I am so proud to be a resident of north Ayrshire who are implementing this groundbreaking real nappy scheme I hope it continues for a very long time.”

Digital Access

As part of the response to the Covid-19 pandemic, we have supported children and families to have access to digital devices. We have purchased 1200 iPads and 750 Chromebooks as well as connectivity in the form of individual pupil SIMs or MiFi Units for families to share. This amounts to connectivity for 512 pupils. E-Sgoil and remote learning were developed to ensure pupils were able to continue their learning and we put in place other free resources such as books, stationery etc. Virtual Community Centres were set up on Facebook. There’s one for each locality. Sign up has been extensive.

Reducing the cost of the School Day

In the 2019-20 academic year, we extended provision of a free breakfast to identified young people entitled to Free School Meals in four secondary schools. This is funded through the Scottish Attainment Challenge and is being piloted to assess if this has a positive impact on improving school attendance.

The cost of the school day will be a major priority for us going into school session 2020/21 and beyond. We will be making a proposal to Cabinet later in 2020 to enable us to establish a cross party member and officer working group.

The group will work together to identify key actions that can be implemented in a coordinated approach across all of our schools and education establishments. The group will be an important aspect of our plans to tackle poverty.

Our aim will be to identify and overcome cost barriers that can limit children’s opportunities at school. We will build on the information we have gathered through

the Fair For All Commission and the Get Heard discussions, basing our work directly on the lived experience of those in poverty.

Use of Pupil Equity Funding

Every council area benefits from Pupil Equity Funding (PEF) and 95% of schools in Scotland have been allocated funding for pupils in P1-S3 known to be eligible for free school meals. For every child that is registered, the school receives £1,200 in addition to their normal budget. In total, in North Ayrshire, the Pupil Equity Fund in 2017-18 amounted to £4.39m. This rose to £4.41m in 2018-19 and £4.46m in 2019-20.

Pupil Equity Funding is to be used at the discretion of head teachers in partnership with their school community. All schools work with their school community to decide on how to invest PEF in order to impact positively on pupil outcomes. Plans are developed, which are incorporated into the annual School Improvement Plans. Schools have begun to take a participatory approach to the allocation of PEF in their school communities.

In 2018-19 a wide range of interventions were identified. Almost all interventions focus on the National Improvement Framework (NIF) priorities of improving attainment in literacy and numeracy and improving children’s and young people’s health and wellbeing. An example of how the PEF funding has made an impact to socio-economic and wellbeing issues that can present as barriers to the attainment and achievement of our learners is detailed below.

Case Study

Auchenharvie Academy – Poverty proof our curriculum and tackle the cost of the school day.

Approach and Intended Impact

The school is dedicated to providing an equitable learning environment and as a result Pupil Equity Funding (PEF) was allocated to raise aspirations and mitigate against the potentially negative impact of learners' socio-economic context. This has centred on ensuring access to resources to support learning at school and at home across the curriculum, including curriculum-related excursions, celebrating success events, access to uniform and any other resources required for full participation.

Evaluation

- Professional dialogue with staff, particularly those planning trips and events, has led to a deeper understanding of more inclusive approaches towards mitigating the cost of the school day.
- Evidence from self-evaluation activities, including Faculty Health Checks of Science and Health and Wellbeing, demonstrates effective approaches to poverty-proofing and ensuring all learners can participate. This has included approaches such as: creation of electronic resources to support home learning; cost-absorption and reduction in Home Economics; and sensitive approaches to supplying kit in Physical Education. Moreover, staff have been encouraged to think creatively about accessing alternative funding to ensure equity and poverty-proof our curriculum. Additional funding has been secured from Historic Environment Scotland for transport and the Duke of Edinburgh.
- Based on a sample survey of parents, the school has continued to provide a good amount of notice on upcoming costs associated with school trips or activities.
- There has been an increase in participation and positive pupil feedback from a range of curricular and social events, including theatre experiences to enrich the English and Drama curriculum. Funding has also supported celebrating success events to support the school's approach to Positive Relationships.
- PEF support has also enabled learners to access learning experiences that have further enriched their education, including summer schools.



Next Steps

Following a curriculum activities audit, the school will continue to support curricular events and excursions with a revised participation and activity tracking system. This will allow the school to more strategically identify and target any identified gaps in activity participation from pupils experiencing poverty.

Childcare Provision

Working together with the Children and Young People Improvement Collaborative, a project was undertaken to increase uptake of eligible 2-year-old places within the Garnock Valley area. The project involved the significant role of Universal Early Years staff as a key point of contact to support early intervention and support for families. The project achieved a 75% increase in uptake and the approach can easily be scaled up.

The Early Years Partnership Plan to use the learning from the project to roll out to other areas across North Ayrshire. A revised information leaflet will be shared broadly across services and communities to promote 2-year-old Early Learning and Childcare places. The eligibility criteria awareness will be shared with other Universal Early Years Teams and partners across the Local Authority. Data will continue to be collected and monitored pertaining to up-take.

Prior to Covid-19, our Early Learning and Childcare Expansion was delivering 1,140 expanded hours of childcare in **15 of our establishments**. Progress had been made with adaptations to deliver the increased provision. We were working towards full implementation of 1140 hours by August 2020, however this will now be likely to be fully delivered in August 2021, dependant on Scottish Government guidance.

Provision of Low-Cost Credit and Debt Reduction Services

The Better Off North Ayrshire service provided both access to low cost credit through 1st Alliance Credit Union and debt advisors supported hundreds of people to reduce debt. The Better Off Service ceased taking new registrations

in September 2019 and the Service will cease completely in February 2020. Customers are in the main being re-directed to Money Matters and the NAC Welfare Reform Team now. The Council has successfully bid for funding from the Improvement Service to employ a debt worker embedded within employability services and this will run from March 2020 to December 2020 in order to test the approach.

The Welfare Reform Advice Team offer debt services to North Ayrshire Council Tenants on:

- Preparing financial statements and offering budgeting advice
- Negotiating repayment arrangements with creditors
- Supporting tenants with arrears
- Helping with court forms
- Advice and help with insolvency options such as bankruptcy



Progress had been made with adaptations to deliver the increased provision. We were working towards full implementation of 1140 hours by August 2020, however this will now be likely to be fully delivered in August 2021, dependant on Scottish Government guidance.



Before the Easter school break, we provided a holiday provision of free period products to over 4,000 pupils in all our secondary schools.



We are developing Walking and Cycling Infrastructure and raising awareness of local cycling and walking infrastructure

Period Poverty Initiative

We continue with our Period Dignity project to support the dignity and respect of our residents. Initially established in 2017, we were the first local authority in the UK to offer free sanitary provision in its schools, libraries, community centres and public buildings and we continue to lead the way in our fight against period poverty.

Before the Easter school break, we provided a holiday provision of free period products to over **4,000 pupils** in all our secondary schools. We hope that by distributing free period products before the Easter break, we can give some reassurance and peace of mind to secondary pupils.

Period Poverty Scheme

Distributed throughout schools before pupils finish for the Easter break, we provided products in the community, working alongside the Health and Social Care Partnership, and NHS Ayrshire and Arran to reduce inequalities and combat period poverty.

Councillor Jim Montgomerie, Cabinet Member for Place said: "This valuable initiative forms part of our highly successful #perioddignity campaign.

"Initially established in 2017, we were the first local authority in the UK to offer free

sanitary provision in its schools, libraries, community centres and public buildings and we continue to lead the way in our fight against period poverty.

"We hope that by distributing free period products before the Easter break, we can give some reassurance and peace of mind to secondary pupils."

The progress we have made already aims to address the growing issue of period poverty which sees females across the country use unsuitable items, or nothing at all, to manage their period simply because they cannot afford the proper products.

Council Leader Joe Cullinane added:

"Sanitary products are a necessity, not a choice. I wish for no person in North Ayrshire to find themselves in the embarrassing and often degrading situation of having to use improper sanitary protection simply because they cannot afford it.

"Periods are not exempt from poverty – they don't take account of what is in your pocket or purse. Therefore, it is absolutely essential that we should continue to develop ways in which to tackle this gendered inequality.

"The #perioddignity initiative is all about dignity and respect and we will continue to try our best to reach as many people in the community as possible so that no

person in North Ayrshire who menstruates has the stress or worry of not having access to the products they need.

"During this uncertain time, we will be reaching out into communities to ensure supplies are still available for those who require them."

Travel Initiatives

Prior to Covid-19, we promoted active travel and public transport with local businesses, workplaces and at community events and personalised travel plans were offered to staff in the nine workplaces (approximately 3000 staff). Public Transport use is encouraged by running initiatives, promotions, and competitions as well as providing information on bus and trains. Social media is now being used to promote sustainable travel whilst the Trinity Active Travel Hub is closed.

We are developing Walking and Cycling Infrastructure and raising awareness of local cycling and walking infrastructure.

A fleet of bikes at the Active Travel Hub at Trinity Church are generally available for members of the public to utilise. This pool includes adapted bikes for all abilities. During Covid-19, the Trinity bikes have been loaned to key workers to help them travel to work


The Active Travel Hub (Irvine) provides information on bus and train routes, stops and fares. These are also promoted at community events.

We have installed bike maintenance and servicing stations at six train stations to encourage integrated travel choices.

We encourage cycling within our schools by helping plan active travel to school, distributing bike maintenance packs and installing cycle parking.



Public Transport use is encouraged by running initiatives, promotions, and competitions as well as providing information on bus and trains.



Early intervention and building on community assets as well as family assets is vital to empower both individuals and localities.

Children and Families


Our face to face interventions continued for our most vulnerable children and young people throughout the Covid-19 Pandemic. Between 21 March and 26 June 2020, Children and Families teams undertook 5969 home visits to offer support, guidance and respond to safeguarding issues and vulnerabilities. 4884 telephone calls were made to families. The number of vulnerable families being identified has steadily grown throughout the period of lockdown. We are aware from international research that there are concerns about aspects of hidden harm that have arisen from the Pandemic. For example, young people's online safety and increases in the potential for online grooming.

Opportunities during the Covid-19 pandemic to work collaboratively and differently through partnership working require to be captured and built upon. In particular the Summer Childcare Hubs have been a great example of breaking down barriers and of a multi-disciplinary approach to provide support to children. Professional trust and autonomy was

fundamental to removing barriers and shifted focused energy to planning solutions to the transitioning of children, within very tight timescales, to Childcare Summer Hubs. We are now supporting 119 children of school age within these settings.

Partnership communication is vital in considering our most vulnerable families, maximising take up of various initiatives. For example, free school meals had to be applied for, some families due to poverty had no online access and or had literacy issues so required HSCP workers support. The initiative was communicated well so assisted workforce to reach these families. Cross service collaboration to ensure we know who these families are and how we best reach them is required which will help combat aspects of inequality.

Early intervention and building on community assets as well as family assets is vital to empower both individuals and localities. Building local connections to enhance this approach, recognising both community strengths and challenges are vital to empowering both individual families as well as communities to



A research project to examine the cost of pregnancy for low-income families in urban and rural settings was completed in 2019/20.

inform what they need. This correlates with our priority to review our Family Support Models.

The Cost of Pregnancy Pathway (COPP)

A research project to examine the cost of pregnancy for low-income families in urban and rural settings was completed in 2019/20. This was jointly commissioned by NHS Ayrshire and Arran, NHS Greater Glasgow and Clyde and Health Scotland (now Public Health Scotland, PHS). Women from low-income households may miss important antenatal appointments due to money concerns, which impacts adversely on their health and the health of their infant.

The qualitative research comprised interviews and focus groups with women from low-income households across Ayrshire and Arran, including pregnant women and women with infants less than one year of age. Barriers to attending antenatal appointments were identified, particularly up-front travel costs and childcare costs. The need for women and/or their partners to take time off work to

attend appointments, especially unpaid, was an issue. Most concerns highlighted in the research were exacerbated for women and families living in rural areas, including North Ayrshire.

The research findings have been disseminated locally and nationally. An action plan has been developed by all research partners and Scottish Government, as some proposed recommendations require national-level changes.

The research findings have been disseminated locally and nationally and can be viewed [here](#). An action plan has been developed by all research partners and Scottish Government, as some proposed recommendations require national level changes.

Our Priorities and Continuing Work

Our Priorities for 2020-21 – Reducing Household Costs	
1.	We will work in partnership with Better Off North Ayrshire, with 1st Alliance Credit Union and other partners and employment of debt worker.
2.	Implement the Action Plan from Our Fair for All Commission, Lived Experience of Poverty and our Youth Commission. The Commission has agreed on key themes to take forward.
3.	We will establish a working group working group to take forward a coordinated approach to the reducing the cost of the school day
4.	We will implement our North Ayrshire Food System with North Ayrshire Foodbank and our community organisations to develop networks of community fridges, larders, community supermarkets and food coops in line with a more sustainable approach to food with dignity.
5.	Continue to build on the multi-disciplinary approach to provide support to children that proved vital and successful during the Covid-19 pandemic.
6.	We will work to deliver different models of partnerships with community volunteers and established organisations and what sort of network we could communicate and support them with. This promoted community organisations and building resilience. Further priorities include: <ul style="list-style-type: none">• Community hubs• Sustainable community food system• Mental health and social isolation
7.	Further support digital learning with access and devices in Education services.
8.	We will focus on mental health through a dedicated support (HSCP)
9.	We will build on the Participatory Budgeting approach to Pupil Equity Funding.

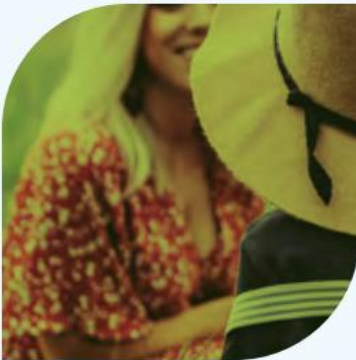
Our Priorities for 2020-21 – Reducing Household Costs	
10.	We will raise awareness of the North Ayrshire Community Book(s). We have six locality-based community books and a North Ayrshire wide FAQ that cover common queries people have in relation to issues such as access to food, prescription delivery and financial advice.
11.	Our Family Learning Team will continue to support families with Family food programmes and other initiatives.
12.	Continue to focus on attainment and achievement of care-experienced young people (dedicated officer with HSCP) and the poverty related attainment gap.
13.	We will further work on our food waste project which makes surplus food available for children.
14.	We will promote free period products by enlisting champions in schools to break down gender and language barriers and expand the availability of period products at different buildings/venues.
15.	We will take forward the Action Plan from the Cost of Pregnancy Pathway research programme

In addition to these priorities, our work will continue in:	
✓ Affordable Housing programme: Strategic Housing Investment Plan (SHIP) 2020-2025	✓ Referrals to Home Energy Scotland.
✓ Rent levels – value for money	✓ Wrap, Run and Fun holiday meals initiative
✓ Corporate Sustainability Team – general energy efficiency advice	✓ Bookbug programme
✓ Referrals to Citrus energy for any fuel related issues	✓ Period Poverty Initiative
	✓ Travel initiatives

How we will monitor our progress – Reducing the Cost of Living

Measure	2018/19	2019/20
Percentage of lets to homeless	22.38%	29.97%
Number of tenants referred for support with energy costs (cumulative for reporting year)	95	96
Households in fuel poverty	26%	28%
Affordable Housing Supply (new builds/ completions)	296	381
Gross rent arrears (all tenants) as at 31 March each year	3.34%	3.65%
Percentage of new tenancies to applicants who were assessed as homeless sustained for more than a year	81.48%	84.07%
Number of early learning establishments offering 1,140 hours	2	13
The % of Peoples Panel respondents who say that food is available but too expensive	Data not available (every two years)	10%
The % of Peoples Panel respondents who have access to email or internet from home	Data not available (every two years)	90%
Proportion of properties receiving superfast broadband	93.7%	96.8%
Out of term school meals – number per annum	21,967	22,914

Appendix One



Appendix 1 – Actions to Reduce Child Poverty

Increasing Income from Employment

Action	Who action is carried out by (all those partners involved in action)	Level of Intervention	How impact has / will be assessed	Targeted Group
Support the creation of new jobs in North Ayrshire through business development and the Inward Investment Strategy and Ayrshire Growth Deal.	NAC Team North Ayrshire working with local and regional partners	Universal	Percentage of working age population in employment – 69.7% (2018/19) Number of jobs safeguarded – 245 (Q3 2019/20) Number of jobs created by businesses in North Ayrshire supported by Business Development – 393 (Q3 2019/20)	All Residents
Encourage and support local businesses to pay the Living Wage	NAC Economic Development	Universal	Percentage of people earning less than the living wage – 21.4% (2017/18)	Employed residents
Increase participation and positive outcomes across a range of employment programmes including: • Skills for Life Programme • Family Futures • We Work for Families	NAC Employability services	Targeted	Number of participants in programmes and number of participants entering employment	Lone parents, unemployed parents
Provide In-work Support Programmes	NAC Employability services	Targeted	Number of participants	In work parents
Remove barriers to employment • Positive Steps programme • Supported Employment team • HSCP IPS service (Individual Placement and Support)	NAC Employability services	Targeted	Number of participants in programmes	Unemployed people, people with disabilities
We will deliver our Disability Employment Support Service: Equal	NAC Employability services	Targeted	Number of participants in programmes	Unemployed people, people with disabilities
We will hold further workshops of the SEEME CV pilot	NAC Employability services	Targeted	Number of workshops and attendances	Unemployed people, people with disabilities
Support the local economy through procurement activities	NAC Procurement Business Development Team	Targeted	N/A	Local businesses and residents
Support care leavers with employment and training opportunities	NAC Throughcare support team	Targeted	Care leavers in positive destinations	Care leavers
Modern Apprenticeships for young people leaving care or have disabilities	NAC	Targeted	Number of Modern Apprentices	Care leavers of young people with disabilities
Maintain a specific focus on reducing the poverty related attainment gap and maximise the learning potential of specific groups of learners, including Looked After Children.	NAC Education Services	Universal	Average total tariff score of pupils living in SIMD 30% most deprived areas Average tariff score: All Leavers	Looked after children, children in poverty
Childcare/Out of School Care Roll out of 1140 Early Years Expansion to aid Covid 19 recovery and enable parents to work As part of the expanded hours a funded lunch time meal and early evening meal is provided.	NAC Education Services, HSCP, partner providers	Universal	Centres providing 1140 hours provision	All parents
Work in partnership with Ayrshire College a range of vocational programmes are on offer to pupils in the Senior Phase. Ayrshire College also offer a new Foundation Apprenticeship (FA)	NAC Education Services, Ayrshire College	Universal	Numbers attending vocational programmes	Senior pupils
Activity Agreements – Activity agreements provide 1:1 support to help young people overcome barriers they may face when taking the next step to employment, training or further education.	NAC Education Services, NACHSCP	Universal	Number of activity agreements	Senior pupils
Develop the Young Workforce (DYW) – All North Ayrshire schools are broadening the range of wider qualifications and experiences available in secondary schools.	NAC Education Services and Partners	Universal	N/A	Senior pupils
Strengthen the links between schools and partnership organisations and employers	NAC Education Services and Partners	Universal	Participation measure of 19-19 year olds School leavers entering positive destinations	Senior pupils

Appendix 1 – Actions to Reduce Child Poverty

Maximising Benefits

Action	Who action is carried out by (all those partners involved in action)	Level of Intervention	How impact has / will be assessed	Targeted Group
Undertake income maximisation by Money Matters Team to assist clients to receive their full legal entitlement to benefits	NAC Money Matters Team and referring services	Targeted	Income generation for service users – Over £15m in 2019/20 Success rate for appeals – 71% in 2019/20	Parents
Hold further sessions with senior managers to encourage poverty impact assessment approaches in our work.	NAC, NHS Ayrshire and Arran	Targeted	N/A	Raise awareness for Staff
Process Free School Meals and School Clothing and Footwear Grant – continue to automate annual process	NAC Customer Services	Targeted	N/A	Families entitled to free school meals and clothing grants
Continue to encourage uptake of Free School Meals in Primary and Secondary Schools	NAC FM Team and Education	Targeted	% uptake of free school meals (P1-3) – 84.87% as at Q3 2019/20 % uptake of free school meals (P4-P7) – 79.04% as at Q3 2019/20 % uptake of free school meals (Secondary) – 63.96% as at Q3 2019/20	Families entitled to free school meals
Ensure that our Customer Services Team are prepared to deal with any increase in demand for Benefits, Council Tax Reductions, EMA, FSM/ SCGs and Scottish Welfare Fund applications.	NAC Customer Services	Universal	Speed of processing Housing Benefits and Council Tax reductions	All residents entitled
Transformation Project, to assess the possibility of a “Single Shared Assessment”.	NAC Customer Services and Transformation Team	Universal	N/A	All residents
Digital support to residents – <ul style="list-style-type: none">• Assisting with benefits claims• Assisting with digital upskilling	NAC Tenant Welfare Team	Universal	Number of residents assisted with digital skills Number of tenants provided with face to face UC digital support (cumulative for reporting year)	All residents
Deliver bespoke awareness-raising training session for midwives	NHS Maternity Services and Money Matters	Targeted	Referrals to Money Matters from Maternity Services	Pregnant women and families
Monitor uptake of the new Best Start Grant	NHS Teams	Universal	BSG uptake	Families
Increase awareness for pregnant women attending antenatal appointment about money advice referrals	NHS Maternity Services, NHS Teams	Universal	Referral rates to specialist services from NHS teams	Vulnerable families
Encourage use of locally developed referral tool to enable NHS staff to sign-post families in need to appropriate specialist services, and incorporate this into routine practice.	NHS Teams	Universal	Referral rates to specialist services from NHS teams	Vulnerable families

Appendix 1 – Actions to Reduce Child Poverty

Reducing the cost of living

Action	Who action is carried out by (all those partners involved in action)	Level of Intervention	How impact has / will be assessed	Targeted Group
Implement the Local Housing Strategy including – <ul style="list-style-type: none">• alleviating fuel poverty through our new build Council housing programme (latest insulation standards, use of renewable and energy efficiency technologies)	NAC Housing Services	Targeted	Number of households in fuel poverty % of council dwellings that are energy efficient	Vulnerable families
Focus on keeping our Council housing rent levels affordable	NAC Housing Services	Universal	Weekly rent rates compared to Scottish average	Council residents
Homelessness Prevention – Rapid re-housing Transition Plan.	NAC Housing Services	Universal	Number/ % of presentation that did not make a homeless application and were able to sustain current accommodation or secure alternative	Vulnerable families
Energy advice – <ul style="list-style-type: none">• Corporate Sustainability Team – general energy efficiency advice• Referrals to Citrus energy for any fuel related issues• Referrals to Home Energy Scotland.	NAC various teams	Universal	N/A	All residents
School holiday meals programme	NAC Facilities Management, KA Leisure, Community Partners	Universal	Number of young people accessing holiday meals programme	Vulnerable families
We will further work on our food waste project which makes surplus food available for children.	NAC Facilities Management	Universal	Uptake figures	Vulnerable families
Period Poverty' initiative – providing free access to sanitary products at secondary schools and in all council buildings.	NAC Facilities Management	Universal	Provision figures	Vulnerable families/ young people
Welfare Reform Advice Team offer debt services to NAC Tenants	NAC Welfare Reform Advice Team	Targeted	Tenants engaging with service	
Reduce transport poverty by ensuring that local communities and families have sustainable and active travel opportunities to enable them to easily access services, facilities, employment and school.	NAC Travel and Transport with Partners	Universal	Measures for Transport usage	All residents
Travel Smart project aims to promote sustainable and active travel and reduce transport poverty in local communities.	NAC Travel and Transport with Partners	Universal	Measures for Transport usage	All residents
Family Learning Team funded to work in partnership with schools and the extended community – including food and budgeting support	NAC Education Services, Family Learning Team	Universal	Numbers of families engaged in programmes	Vulnerable families and all families
Continue to support digital learning with access and devices in Education.	NAC Education Services and partners	Universal	N/A	All children and young people

Appendix 1 – Actions to Reduce Child Poverty

Reducing the cost of living (cont.)

Action	Who action is carried out by (all those partners involved in action)	Level of Intervention	How impact has / will be assessed	Targeted Group
We will focus on mental health through a dedicated support (HSCP)	NAC HSCP	Targeted	N/A	Children and young people
We will continue to build on the Participatory Budgeting approach to Pupil Equity Funding.	NAC Connected Communities Team and partners	Universal	N/A	Children and young people
We will raise awareness of the North Ayrshire Community Book(s).	NAC CPP Team	Universal	N/A	All residents
Continue to focus on attainment and achievement of care-experienced young people (dedicated officer with HSCP) and the poverty related attainment gap.	NAC HSCP and Education Services	Targeted	N/A	Children and young people, care experienced young people
Improve local awareness of and access to food related opportunities to address Household Food Insecurity (HFI)	NAC Connected Communities Team and partners	Universal	N/A	All residents
Implement the Action Plan from Our Fair for All Commission, Lived Experience of Poverty and our Youth Commission. The Commission has agreed on key themes to take forward.	NAC Connected Communities Team and partners	Universal	N/A	All residents
Support development of early literacy through management of Bookbug in libraries and communities, provision of training for partners and staff and provision of four Scottish Book Trust story bags each year from birth to Primary 1 for all children	NAC Connected Communities Team	Universal	Number of bags distributed to areas of deprivation	All families
Develop approach to reducing the cost of the school day	NAC Education Services and Partners	Universal	TBC	Vulnerable families
We will take forward the Action Plan from the Cost Of Pregnancy Pathway research programme	NHS Teams	Targeted	TBC	Pregnant women

**North Ayrshire Community
Planning Partnership**

Cunninghame House
Friars Croft
Irvine KA12 8EE

Tel. 01294 324114

email. info@northayrshire.community



Agenda Item 8

Caring for Ayrshire

Programme Initial Agreement [PIA]

Draft v1.10

September 2020



Version Control Table

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



Contents

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

1 Overview of Proposal

1.1 The Programme Initial Agreement (PIA)

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

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

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

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

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

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

Strategic Case



2 Current Arrangements

2.1 Overview

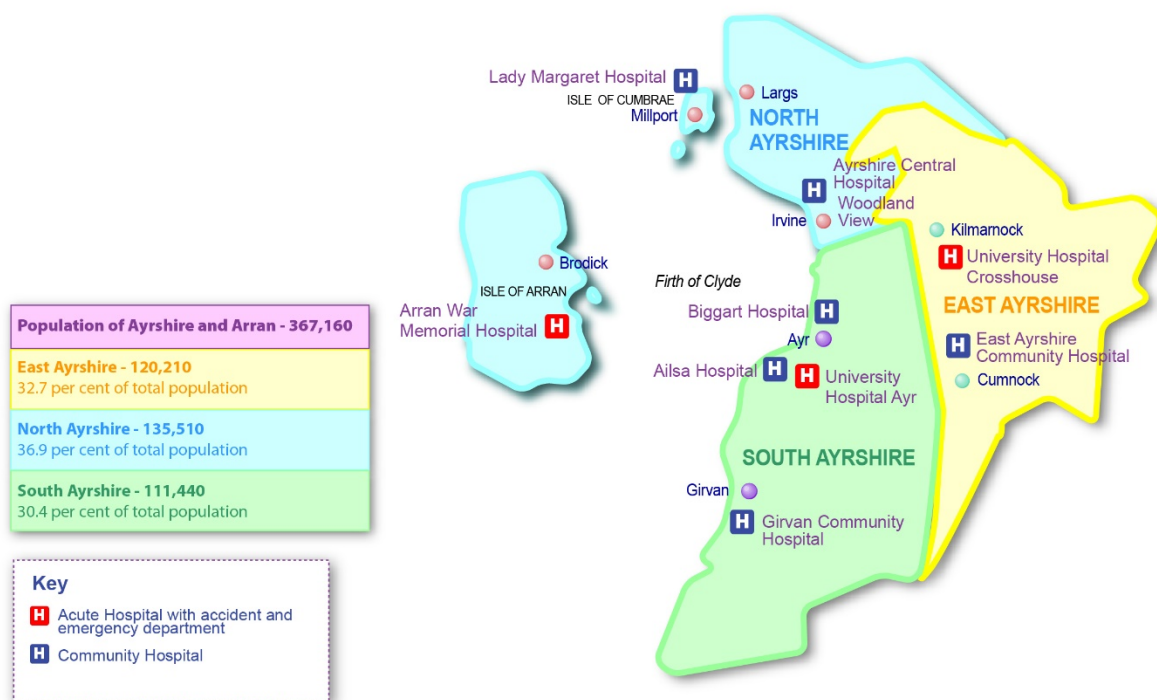
As one of 14 territorial Health Boards in Scotland, NHS Ayrshire & Arran is responsible for the monitoring, protection and the improvement of the population's health and wellbeing and for the delivery of frontline healthcare services. In doing so the Board works closely with the three Integrated Joint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

2.2 NHS Ayrshire & Arran

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

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

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



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

2.3 Integrated Joint Boards (IJBs)

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

2.4 Opportunities in Ayrshire

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

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

3 Strategic Context

3.1 Overview

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

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

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

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

3.2 The Need for Change

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

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

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

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

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

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

The diagram below provides a summary of these themes.



These are explored in turn in the sections below.

3.3 Strategic Drivers

Changing Demographics

Increasing Elderly Population

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

Life Expectancy, Morbidity and Mortality

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

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

Changes in the Workforce Profile

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

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

Shifting Emphasis Away from Hospital Based Care

Admission Avoidance and Minimising Hospital Length of Stay

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

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

Localised Alternatives to Acute Hospital Attendance

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

Deployment of Digital Technologies to Optimise Patient Access

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

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

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

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

easily to support their own care and wellbeing.

- ***Integrated applications and infrastructure***

- Appropriate standards will be used to ensure an integrated approach to service delivery working closely with other organisations, locally, regionally and nationally, sharing technological platforms wherever possible.

- ***Decision support tools***

- Analytics to drive continuous improvement and innovation by providing information for improved decision making, planning for service change, and to support improvement in quality and performance.

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

Securing Service Sustainability

Addressing our Workforce Needs

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

Transformative Approach to Health and Care

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

Improving Efficiency and Effectiveness

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

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

Limitations of Existing Infrastructure

Backlog Maintenance

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

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

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

Inability to Implement New Models of Care

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

Long Term Investment in Digital & Building Infrastructure

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

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

Improving Access to Health and Care Services

System Wide Demand and Capacity Planning

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

Improving Patient Outcomes

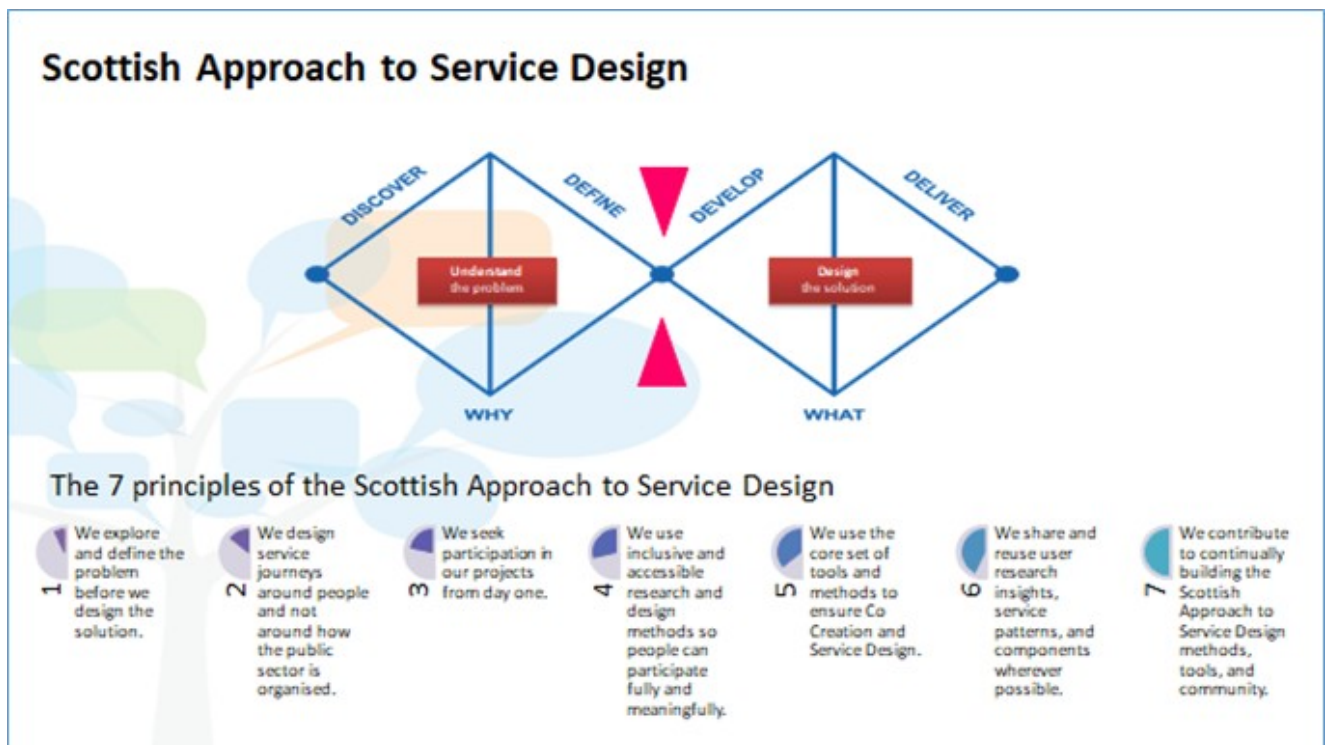
By providing better access to health and care, irrespective of the setting, we aim to improve the health outcomes of our citizens. Already a wide range of health and care services are provided to our communities but often these can be difficult to access, are not aligned to need or require multiple contacts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

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

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

Understanding the Needs of Our Citizens

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

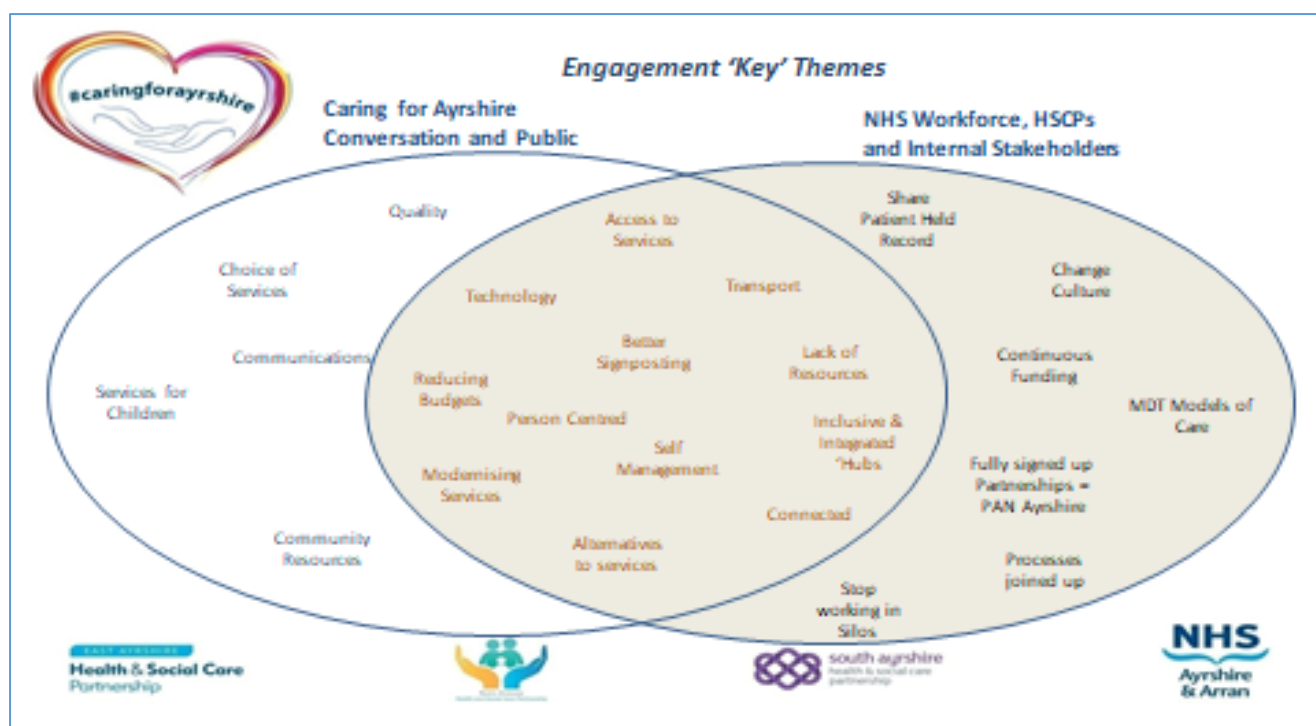


Within our service design approach, we will adopt a “place-based approach”, to ensure that the community is effectively consulted and engaged and that both the physical environment and the social environment are integrated into the strategy for the co-production of future health and care services in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

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

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

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



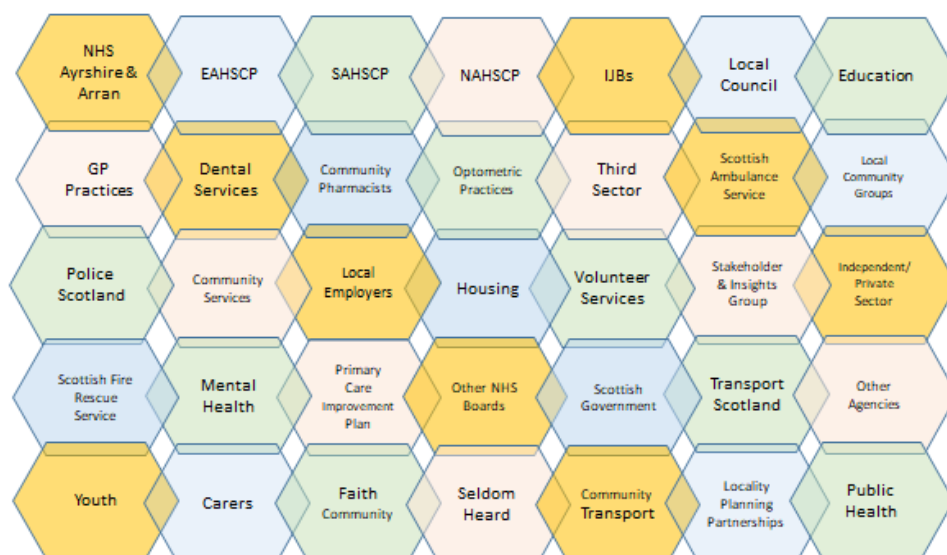
Key themes from Early Pre Engagement Phase

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

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

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

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



Whole System Partnership Collaboration

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

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

Supporting Regional Working

Improving Access to Tertiary Care

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

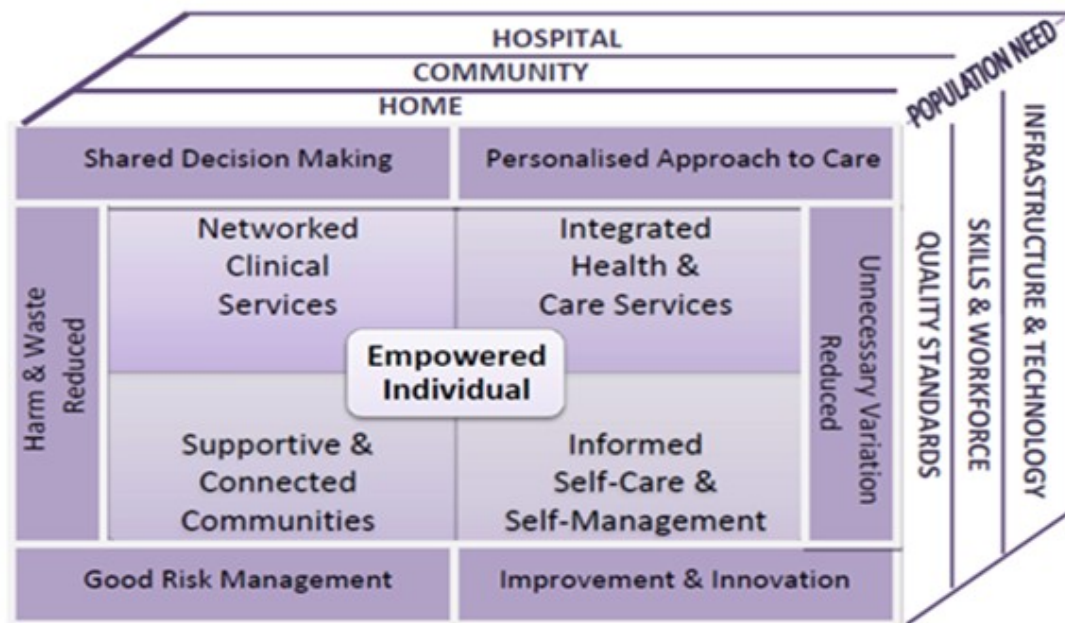
Co-ordinated Service Delivery

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

West of Scotland Board planning

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

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



3.4 Other drivers

Public Health

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

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

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

Regeneration and growth

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

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

3.5 Investment Objectives and Benefits

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

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

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
1. Meet user needs & requirements of health, care and wellbeing services	<ol style="list-style-type: none"> 1. Maintain and enhance optimum local health and social care service delivery 2. Improve accessibility to all health, care and wellbeing services through community and locality 3. Improve access and effectiveness to all clinical, speciality, social care and wellbeing areas 4. Improve the clinical operative suitability of the healthcare and wellbeing estate 5. Reduce unnecessary overnight hospital stays through improving flow with improved Step Up and Step Down and Care at Home services ensuring all patients can remain in their own homes for as long as clinically possible 6. Improve the physical condition of the health, care and wellbeing estate across Ayrshire and Arran 7. Provide fully integrated health, care and wellbeing service offering to citizens 	<p>Local care being delivered by local teams and community across Ayrshire and Arran</p> <p>Citizens confidence in Ayrshire and Arrans Health and Care services will improve</p> <p>Improved accessibility of services</p> <p>Integration of services with focus on wellbeing, population health</p>	<ol style="list-style-type: none"> A. Health B. Children & Young People C. Human Rights D. Communities E. Environment
2. Improve the quality and effectiveness of health and care services	<ol style="list-style-type: none"> 1. Increase the robustness of unscheduled care and out of hours services 2. Continue to deliver services as close to home as possible in a sustainable and integrated way 3. Provide community based services in meeting the needs of those within the surrounding locality 4. Realignment of staffing models to support future sustainable models of care 5. Reduce adverse harmful events 6. Improve statutory compliance in delivering and supporting health care services 7. Reduction of unnecessary transportation in accessing services 	<p>Healthcare system efficiencies will be increased</p> <p>Patient safety will be increased</p> <p>Increased timeliness and availability of relevant clinical information meaning decreased risk to patients' safety</p>	<ol style="list-style-type: none"> A. Health B. Children & Young People C. Human Rights D. Environment E. Economy

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

Investment Objective	Caring for Ayrshire Targeted Objective Activities	Desired Benefits	Scotland's National Performance Framework
	6. To provide staff with digital technology that supports Agile working and overall productivity 7. To provide an easily maintained set of services and facilities with good quality finishes and materials. 8. 9. Improve design quality in support of increased quality of care and value for money 10. Contribute to overall revenue savings after budgetary re-investment/re-alignment has occurred 11. Ensure that digital technologies and the creation interoperable solutions and communication system supports staff to deliver increased efficiencies. 12. Increase integration with other public services in that whole system approach to service delivery		
6.Improve economic growth resulting in wider/social benefits	1. Aid recruitment and retention of workforce and staff 2. Promote local procurement and innovation of delivering, services, therefore enhancing local social economic factors 3. Bring capital investment to cross purpose public services, sustaining jobs and enhancing full integration of services 4. Support new models of care, with a consequential positive impact on Ayrshire and Arran economy and sustainability 5. Promote community benefits within all procurement activities to generate local employment and apprenticeship opportunities for the local communities and encourage the utilisation of local suppliers and contractors where possible. 6. Promote community benefits within procurement activities to ensure that suppliers and contractors undertake a positive engagement process with the local communities including schools, during the development of new or refurbished facilities. 7. Encourage opportunities for social enterprises in the procurement of goods and services and design routes to market to ensure barriers are removed.	Supports and compliments wider Ayrshire inclusive growth, providing citizens local values and outcomes Overall decrease on healthcare systems and solutions Promoting fair work arrangements across services	A. Communities B. Environment C. Fair work and business D. International E. Economy
7.Provide sustainable services resulting in financial benefits	1. To provide citizens with a sustainable services that are fit for purpose and person centred. 2. To provide a whole system integrated service of health, care and wellbeing that is sustainable in responding to different groups and specific needs.	Provides longevity of future services for citizens Enables better financing and budgeting for supporting healthcare services	A. Health B. Children & Young People C. Communities D. Environment E. Education F. Fair work and business

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

Wider Socio Economic Benefits

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

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

Economic Case

4 Strategic Vision and Service Solution

4.1 Overview

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

4.2 Approach and Strategic Solution

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

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

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

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

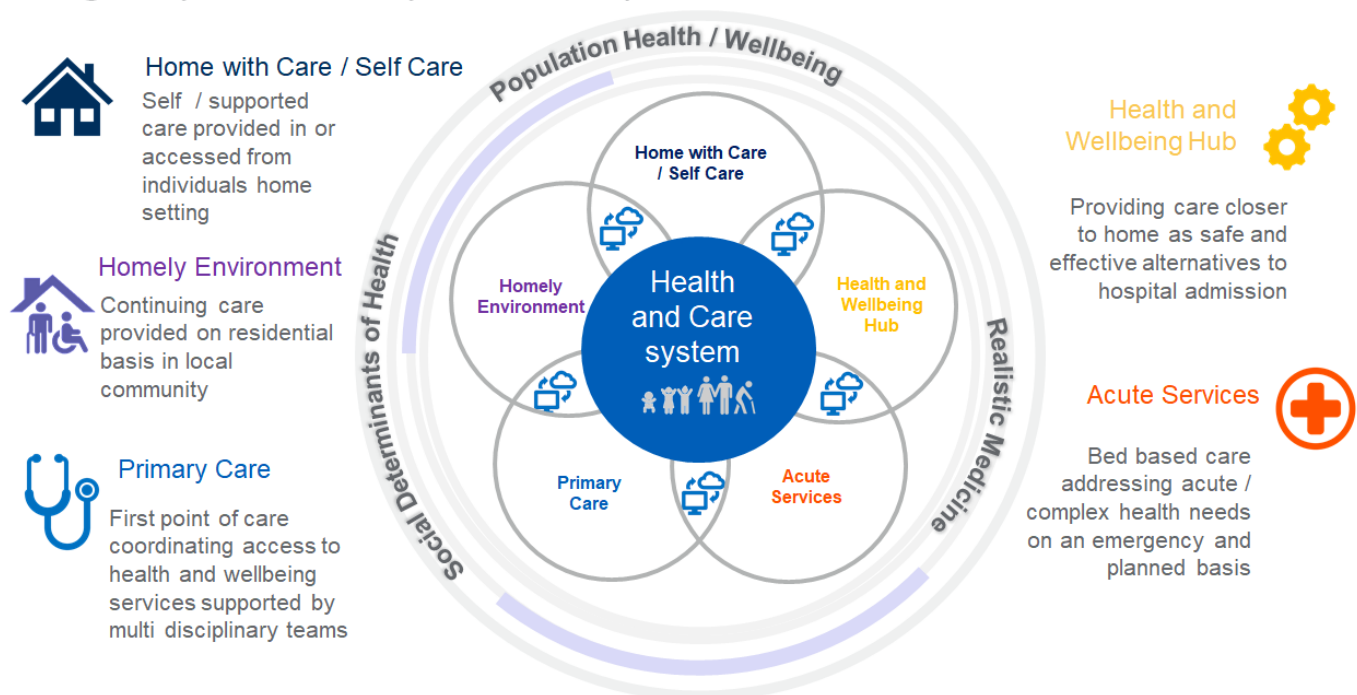
Some services currently accessed in acute hospitals can and should be provided in alternative settings without impacting adversely on quality, safety or the user experience. To support this there will be a strong reliance on digital technology to join up different parts of the system and our citizens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

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

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

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

Digitally enabled system components



Home with Care/Self Care

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

Homely Environment

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

Primary Care

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

Health and Wellbeing Hub

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

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

Acute Services

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

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

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

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

Impact of COVID-19

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

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

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

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

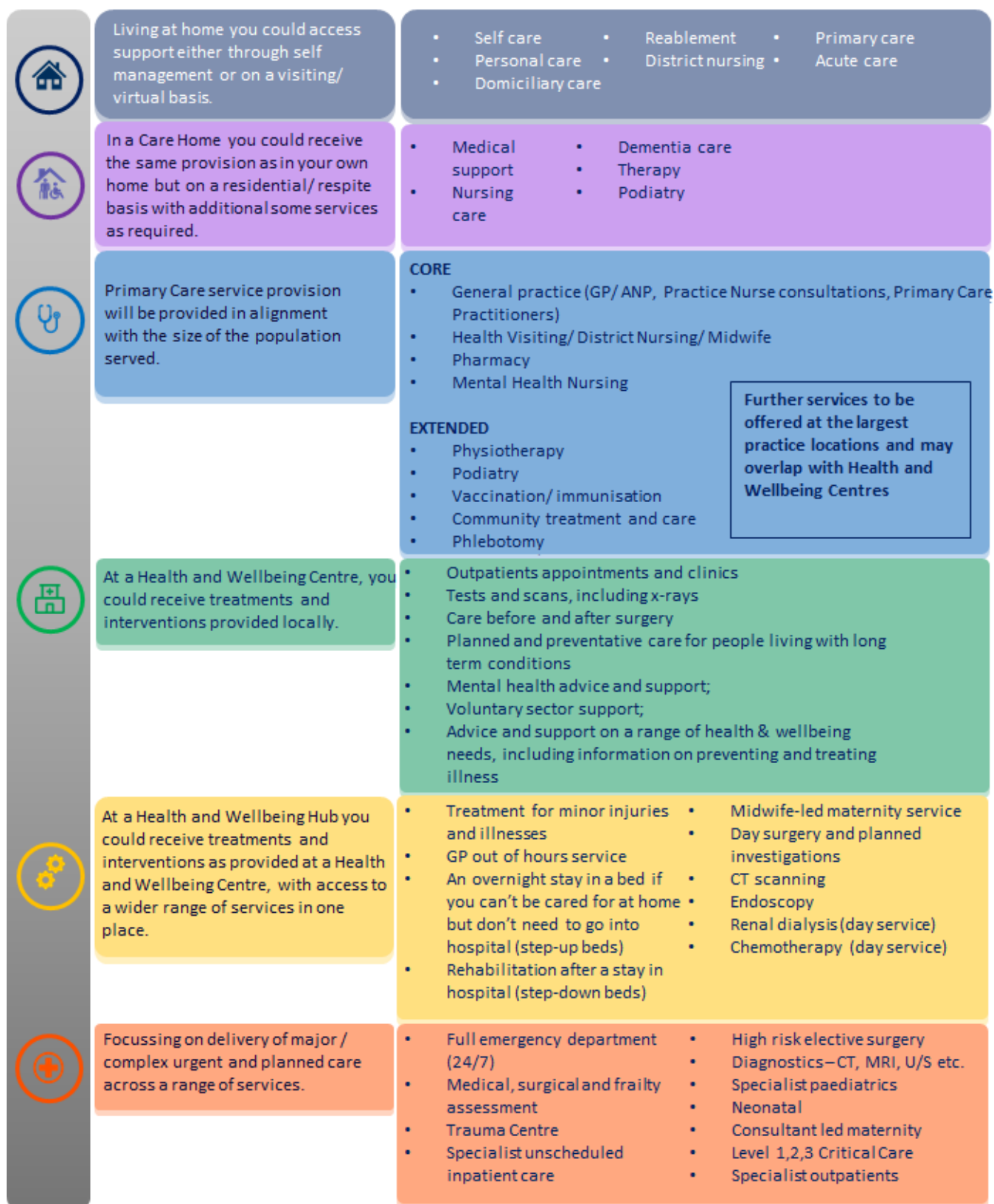
plans have been developed through strong clinical and professional leadership, co-produced across community, primary and secondary health and care teams.

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

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

4.3 Illustrative Models of Care

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



4.4 Developing Options

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

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

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

Commercial, Financial and Management Case

5 Organisational Readiness

5.1 Overview

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

5.2 Commercial Case

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

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

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

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

5.3 Financial Case

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

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

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

5.4 Management Case

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

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

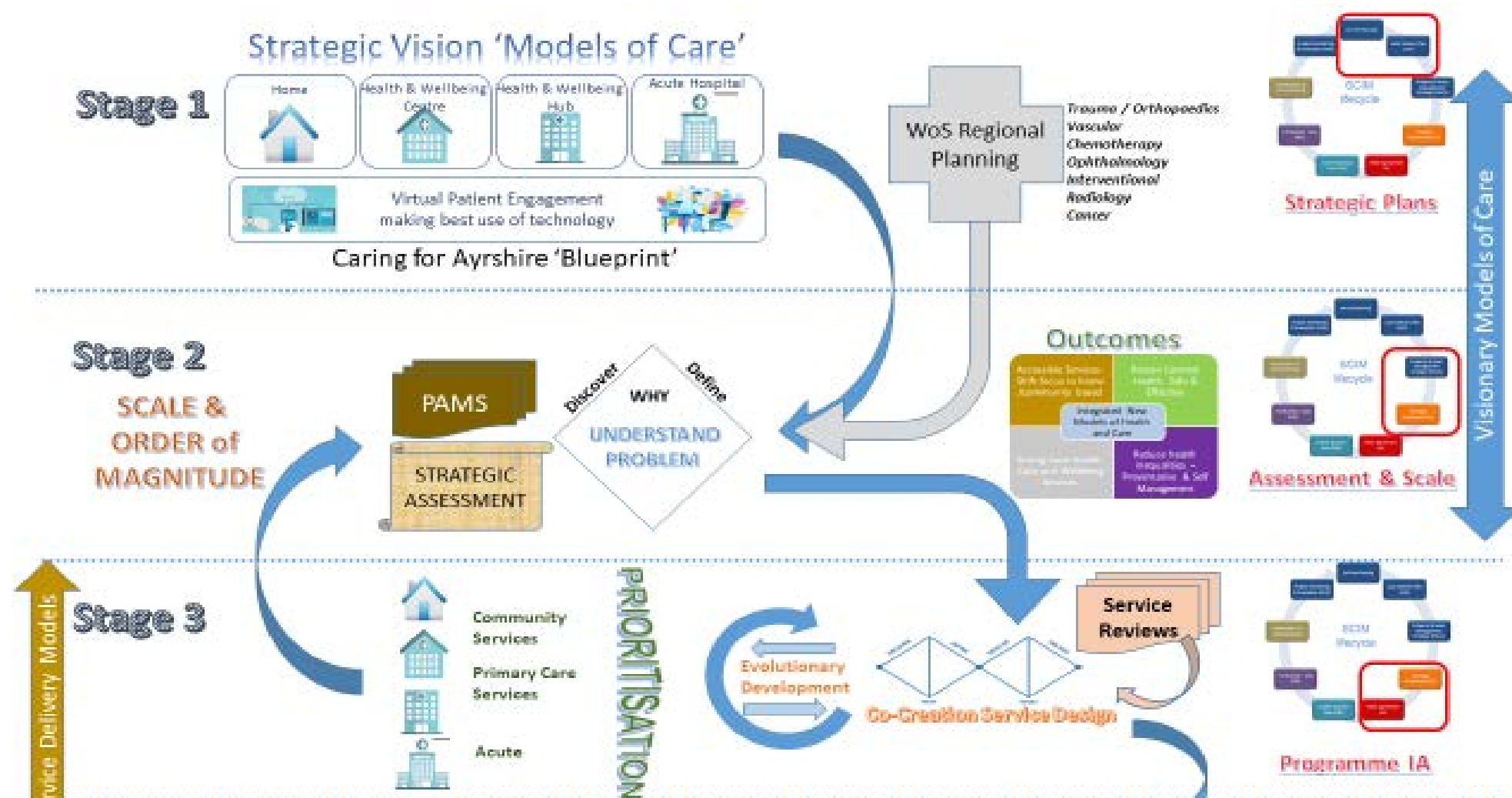
The NHS Board has already put in place governance arrangements to support Stages 1 and 2 of the programme. The Caring for Ayrshire Programme Board was established to ensure oversight and to provide direction to the Caring for Ayrshire programme and is supported by a number of groups delivering on key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

Pan Ayrshire Governance

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

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

Appendix one





Integration Joint Board
22 October 2020

Subject: **Appointment to Performance & Audit Committee**

Purpose: To advise Integration Joint board members of the resignation of John Rainey as Chair of the Performance and Audit Committee.

Recommendation: That IJB members agree the nomination of Jean Ford as Chair of the Performance and Audit Committee.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership

1.	EXECUTIVE SUMMARY
1.1	In September 2020, John Rainey, Chair of the Performance and Audit Committee resigned from his position as Chair of the Performance and Audit Committee.
1.2	NHS Ayrshire and Arran have nominated Jean Ford, IJB member to take up this position. This appointment will be to May 2021 when the Chair of the PAC is due to rotate.
2.	BACKGROUND
2.1	The Terms of Reference for the Performance and Audit Committee, updated in March 2019, state that the Committee to consist of no less than six members of the IJB, with a minimum of two voting members. The Chair and Vice Chair appointments rotate on a 2 year cycle.
3.	PROPOSALS
3.1	IJB members are asked to approve the NHSAA nomination of Jean Ford as Chair of the Performance and Audit Committee.
3.2	<u>Anticipated Outcomes</u>
	N/A
3.3	<u>Measuring Impact</u>
	N/A
4.	IMPLICATIONS

Financial:	None
Human Resources:	None
Legal:	None
Equality:	None

Children and Young People	None
Environmental & Sustainability:	None
Key Priorities:	None
Risk Implications:	None
Community Benefits:	None

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONCLUSION
5.1	IJB are asked to approve the appointment of Jean Ford as Chair of Performance & Audit Committee

For more information please contact Karen Andrews, Team Manager [Governance] on [01294 317725.] or kandrews@north-ayrshire.gov.uk