

NORTH AYRSHIRE
**Commissioning Plan for
Children's Services**

2016–20



NORTH AYRSHIRE
**CHILDREN'S SERVICES
STRATEGIC PARTNERSHIP**



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Ayrshire
Area Support Team



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1. Introduction

- 1.1** The North Ayrshire Children's Services Commissioning Plan sets out North Ayrshire Children's Services Strategic Partnership's (CSSP's) proposals to commission services for children and young people based on the promises in its Children's Services Plan 2016-20: Getting it Right for You (the Plan).
- 1.2** North Ayrshire's Community Planning Partnership (CPP) Board approved the Plan in March 2016. The Plan describes the support to be provided to children and young people in North Ayrshire from birth to 18 years, based around "promises". It provides the strategic overview and CSSP priorities which will influence the commissioning of services in the future.
- 1.3** The Plan was developed in an innovative and multi-agency way, recognising the vital contribution that partnership working between organisations makes in improving outcomes for children and young people.
- 1.4** This Commissioning Plan relates to services delivered for children, young people and their families from North Ayrshire by the third and independent sectors, North Ayrshire Council, North Ayrshire Health & Social Care Partnership, and NHS Ayrshire & Arran.
- 1.5** The main objectives of this Commissioning Plan are to:
 - Identify the total resources available to services and relate this to the needs of children and young people in North Ayrshire
 - Address the priorities and promises in the Plan and other strategic plans, linking these to investment
 - Ensure that sound governance of resources is in place
 - Provide a coherent approach to selecting and prioritising investment and disinvestment decisions, linked to budgetary processes and planning cycles
 - Establish a clear recording and measurement framework to assess if the aims are being achieved
 - Increase the shift of resources towards prevention and early intervention in the early years to avoid negative outcomes in later life

Resources

- 1.6** The Plan identified the total resource available for key services in North Ayrshire Council, North Ayrshire Health and Social Care Partnership and NHS Ayrshire & Arran as being £140 million in 2015/16.

1.7 There is other funding for various services provided by others, including the Police, Scottish Children's Reporter Administration (SCRA), Children's Panel and the voluntary sector, which is not included in this sum.

Needs and priorities for children and young people

1.8 The needs of the North Ayrshire population were identified through a research survey by Dartington Social Research Unit in 2014 and this was used to develop the Plan's four priorities to:

- Improve how children and young people engage with school
- Help children and young people to keep fit and be at a healthy weight
- Reduce smoking, drinking and taking substances at an early age
- Support children and young people's social and emotional development

1.9 The Action Plan attached to the Plan identifies how services will deliver these promises.

1.10 This Commissioning Plan provides a more detailed explanation of the proposals to commission services agreed in the recent Plan and also of wider commissioning arrangements in place to support children and young people in North Ayrshire.

Governance

1.11 The North Ayrshire Children's Services Strategic Partnership (CSSP) is the strategic group with responsibility for this Commissioning Plan. It reports to the CPP Board and provides leadership in the delivery of the CPP's vision to make North Ayrshire the best place to grow up.

1.12 The CSSP has a remit to develop a Children's Services Commissioning Plan in conjunction with third and voluntary sector partners to describe its arrangements for commissioning other providers to deliver children's services.

1.13 The CSSP comprises representatives of:

- North Ayrshire Council
- NHS Ayrshire & Arran
- North Ayrshire Health and Social Care Partnership
- Police Scotland
- Scottish Children's Reporters Administration
- Children's Panel Area Support Team
- Voluntary Sector

1.14 A chart showing the governance arrangements for children's services is attached at Appendix 1 – North Ayrshire Children's Services Planning Structures: April 2016.

Children's Services Providers Forum

1.15 The North Ayrshire Children's Services Providers Forum has recently been formed to:

- Improve communication between the Community Planning Partnership and the third and independent sector on children's services developments
- Provide the opportunity for a collective voice in influencing service developments and strategic children's services groups
- Provide a mechanism to communicate and consult on key issues affecting children and young people
- Consult on proposals and methods to commission services and heighten awareness of contracting and commissioning opportunities
- Share good practice and training opportunities and to offer support in capacity building
- Provide an opportunity for networking and developing relationships between services
- Share information about the services available to support children, young people, families and carers
- Assist in mapping of the children's services available in each local area
- Report on Child Protection Committee and Children's Services Sub Groups' activities and progress
- support the implementation of *North Ayrshire Children's Services Plan 2016-20: Getting It Right For You*
- Embed the Getting it Right for Every Child (GIRFEC) principles across sectors

1.16 The Forum comprises representatives of the third and independent sector in North Ayrshire, including those not based within the area but which deliver services to children and young people from North Ayrshire. It is led by the Third Sector Interface (TSI) and is attended by representatives from the Health & Social Care Partnership, the Council and other organisations.

1.17 The membership of the Children's Services Providers Forum is attached at Appendix 2 – North Ayrshire Children's Services Provider's Forum Members.

2. Commissioning and procurement

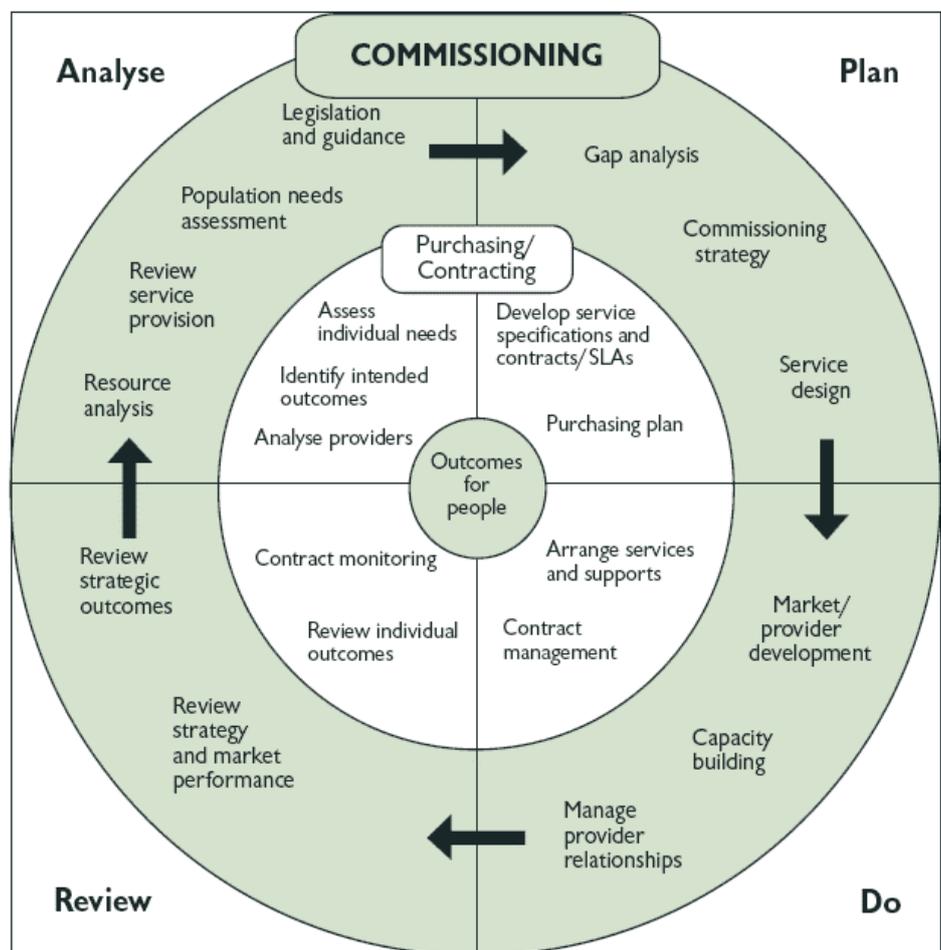
- 2.1** Strategic commissioning is the term used for all activities involved in assessing and forecasting needs, linking investment to agreed desired outcomes, and working in partnership to put these in place.
- 2.2** Commissioning is defined as the process by which public bodies decide how to spend their money to get the best possible services for local people.
- 2.3** Procurement is the process by which a public body buys goods (e.g. computers), works (e.g. roads) and services (e.g. care services) from external suppliers/providers and is one element of a wider strategic commissioning process.
- 2.4** Joint commissioning is where two or more organisations act together to co-ordinate the strategic commissioning of services, taking joint responsibility for implementing joint strategies. Services within (or across) local authorities, for example Education and Housing services, may jointly commission services. This may also involve key strategic partners such as the Fire and Rescue Service or the Police.
- 2.5** Effective commissioning has a key role to play in achieving the CSSP's vision of making North Ayrshire the best place to grow up. It involves considering the evidence of whether a programme has previously been found to be effective, implementation capability and cost benefit analysis. It is important to use a strong evidence base to inform spending decisions and also to share innovation and promising practice.
- 2.6** Collaborative Commissioning involves procuring or arranging for services through forms of contracting such as public social partnerships or alliance contracting. This is an alternative to competitive tendering and takes a more collaborative approach with partners.
- 2.7** Public bodies are required to prepare a procurement strategy covering all of their regulated procurements where the estimated sum of those procurements, in any given year, is equal to or greater than £5m. Procurement Strategies will set out how procurement complies with the sustainable procurement duty.

Locality planning

2.8 Effective partnership working between Local Authorities, Health & Social Care Partnerships, the third and independent sectors, people who use services and their carers is at the heart of effective commissioning. Localities, and locality planning, provide a key mechanism for strong, local, clinical, professional and community leadership, ensuring that services are planned and led in a way that involves and engages communities.

Commissioning cycle

2.9 Most models of commissioning emphasise its cyclical nature – analyse, plan, do review - with strategic commissioning providing the context for procurement and contracting.

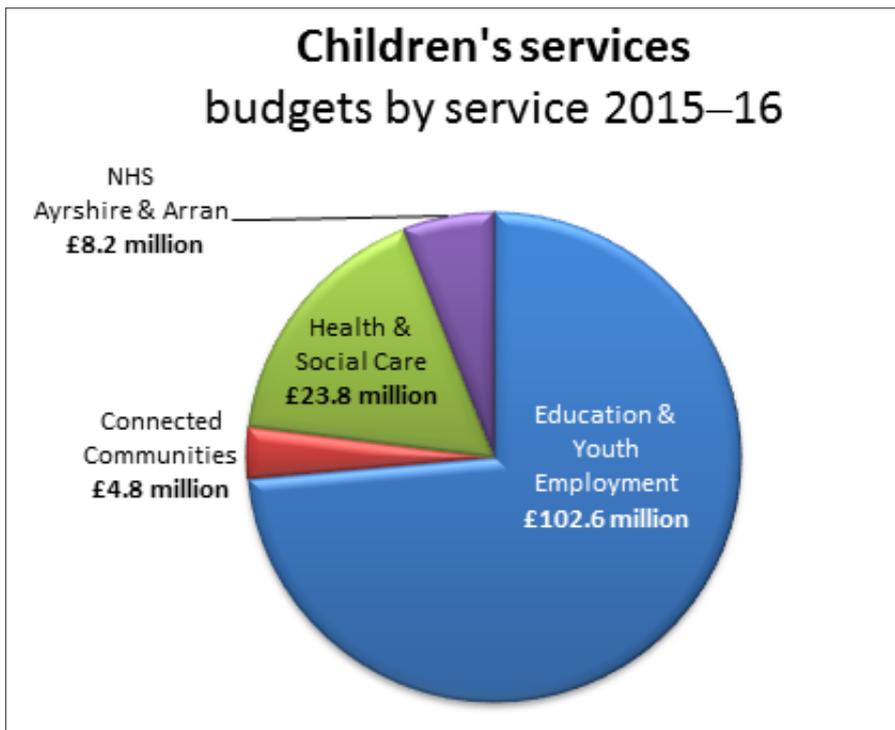


2.10 The essential elements of effective and efficient planning are illustrated in this Commissioning Cycle:

2.11 Public sector spending is governed by a legal framework as detailed at Appendix 3 – Procurement: Key Legislation.

3. Investment in Children's Services

- 3.1** There was a significant investment of more than £140 million in 2015/16 in children's services in North Ayrshire. The use of this funding is kept under review to ensure that it meets the needs of children and young people as effectively as possible.
- 3.2** It is critical that this spending helps to give children and young people the best start in life.
- 3.3** In conjunction with the Dartington Social Research Unit survey a fund mapping exercise was carried out on what services had budgeted to spend in 2015–16.
- 3.4** This used information from:
- Education and Youth Employment
 - Connected Communities
 - Health and Social Care Partnership
 - NHS Ayrshire & Arran



External and internal funding of services

- 3.5** Spending by services in 2016/17 has been split into:
- External** – funding paid to external providers in the third and independent sector to deliver services e.g. to provide residential care for children or nursery places
- Internal** – funding to provide services directly

3.6 Education and Youth Employment has allocated 4% of its budget for external purposes whereas 43% of the Health and Social Care budget has been allocated for these purposes. All of NHS Ayrshire & Arran's budget is allocated for internal purposes.

Education and Youth Employment Budget: 2016–17			
North Ayrshire Council			
Service category	Internal	External	Total
16 plus	369,014		369,014
ASN placements		2,354,074	2,354,074
ASN schools	3,960,468		3,960,468
ASN support	3,851,110		3,851,110
Early Years centres	8,117,550	364,791	8,482,341
Education management & central costs	4,516,753		4,516,753
Education other	188,430		188,430
Extended outreach	1,082,568		1,082,568
Home school inclusion	317,002		317,002
Parenting support	674,831		674,831
Primary schools	32,044,987		32,044,987
Private nurseries	157,423	1,533,069	1,690,492
Psychological services	762,922		762,922
Secondary schools	45,898,652		45,898,652
Total	101,941,711	4,251,934	106,193,645

Connected Communities Budget: 2016–17			
North Ayrshire Council			
Service category	Internal	External	Total
Young people's development	835,000		835,000
Children services	148,000		148,000
Ayrshire Childcare and Recreation Information Service	48,000		48,000
Libraries (Children's element)	32,000		32,000
Total	1,063,000		1,063,000

Health & Social Care Budget: 2016/17			
North Ayrshire Council			
Service category	Internal	External	Total
Residential units	4,279,208	68,684	4,347,892
External residential schools and respite	15,000	2,919,767	2,934,767
Intervention services	2,745,783	117,170	2,862,953
Family support network	-	50,000	50,000
Fostering and adoption	1,078,647	4,688,384	5,767,031
Kinship care	129,714	1,313,461	1,443,175
Assessment and care management	3,755,167	29,750	3,784,917
Service access	741,676	-	741,676
MADART	152,153	-	152,153
SNAP	317,753	-	317,753
Children with disabilities	107,016	769,841	876,857
Stand by service	-	298,015	298,015
Changing children's services Fund	384,910	83,705	468,615
Total	13,707,027	10,338,777	24,045,804

Health & Social Care Budget: 2016/17			
NHS Ayrshire & Arran			
Service category	Internal	External	Total
Health visiting	1,336,489		1,336,489
School nursing	274,730		274,730
Other nursing	301,725		301,725
Family Nurse Partnership	166,092		166,092
Child care packages	40,117		40,117
GIRFEC/CEL 13	444,716		444,716
LAAC	62,602		62,602
Child protection	75,034		75,034
CAMHS team	525,719		525,719
CAMHS management	67,708		67,708
CAMHS psychology	295,128		295,128
CAMHS psychiatry	273,450		273,450
Total	3,863,510		3,863,510

NHS Ayrshire & Arran Budget: 2016/17			
Service category	Internal	External	Total
Skye House regional in-patients	141,733		141,733
Regional Child Psychiatry	93,282		93,282
Community Midwifery	837,326		837,326
Paediatrics	4,388,443		4,388,443
Total	5,460,784		5,460,784

Attainment Challenge funding

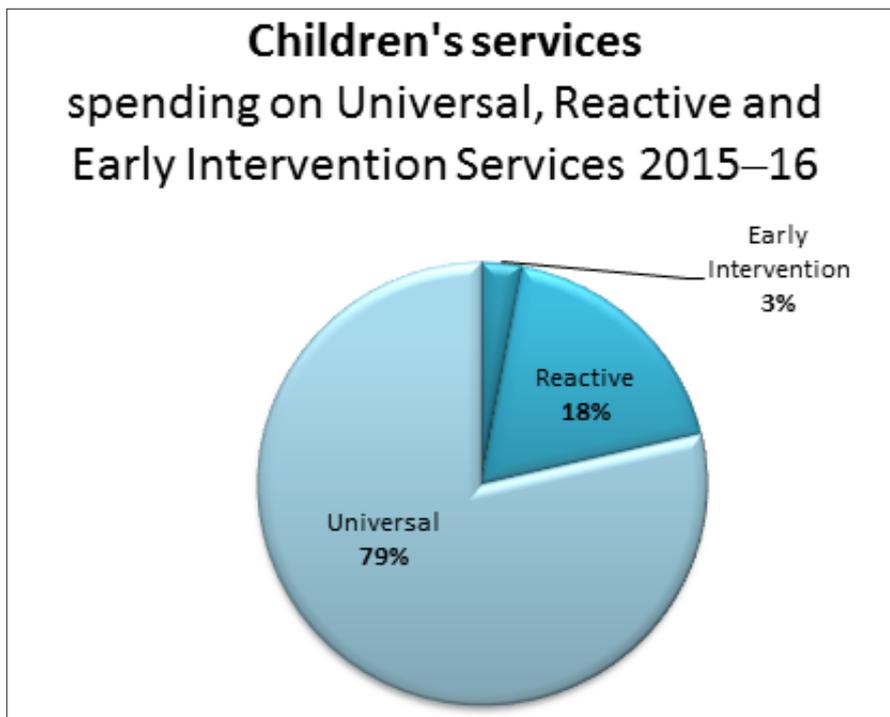
The Scottish Government has agreed Attainment Challenge funding of £2,749,809 for North Ayrshire in 2016-17.

Workstream	£
Professional Learning Academy	£1,055,556
Robert Owen Centre	£40,000
Nurture	£1,205,519
CAMHS	£120,274
Community/parental engagement	£118,700
Assessment and data analysis	£209,760
Total	£2,749,809

Early intervention and prevention

3.7 This funding has also been reviewed to determine if this was spent on services for:

- All children and young people (universal)
- Early intervention and prevention
- A small group of children and young people who need help (reactive)

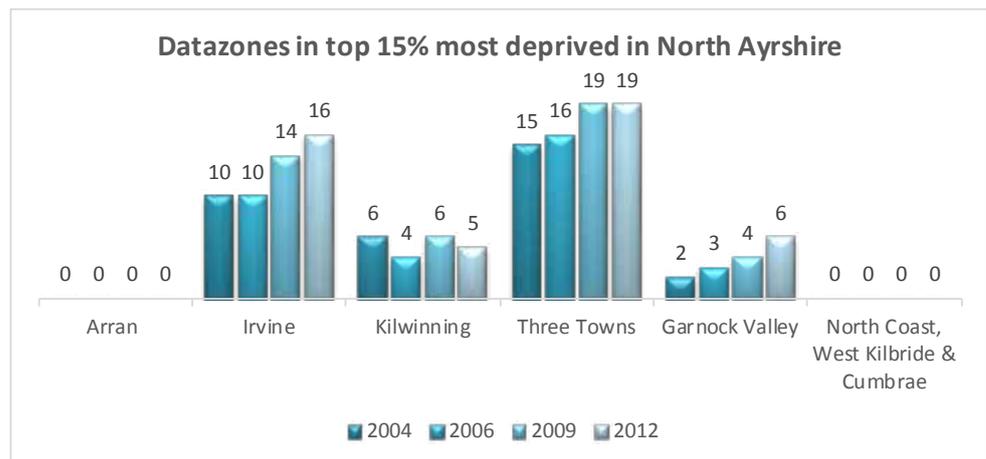
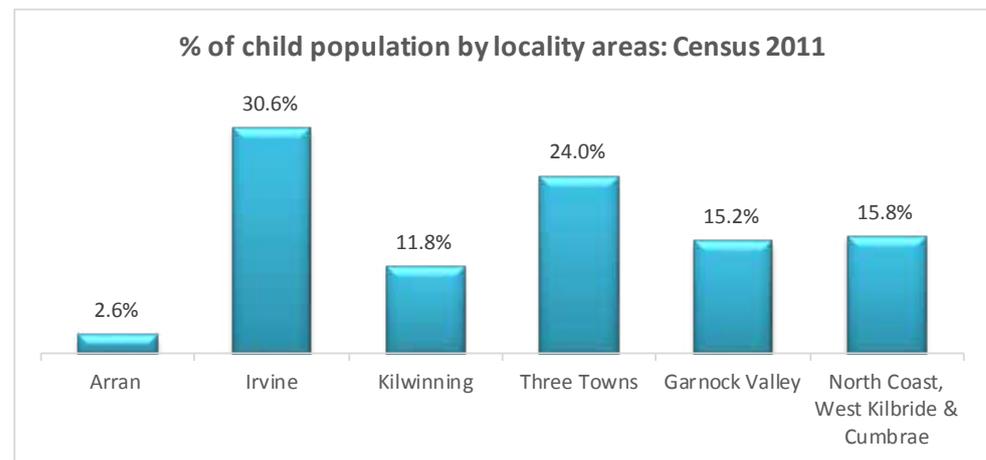
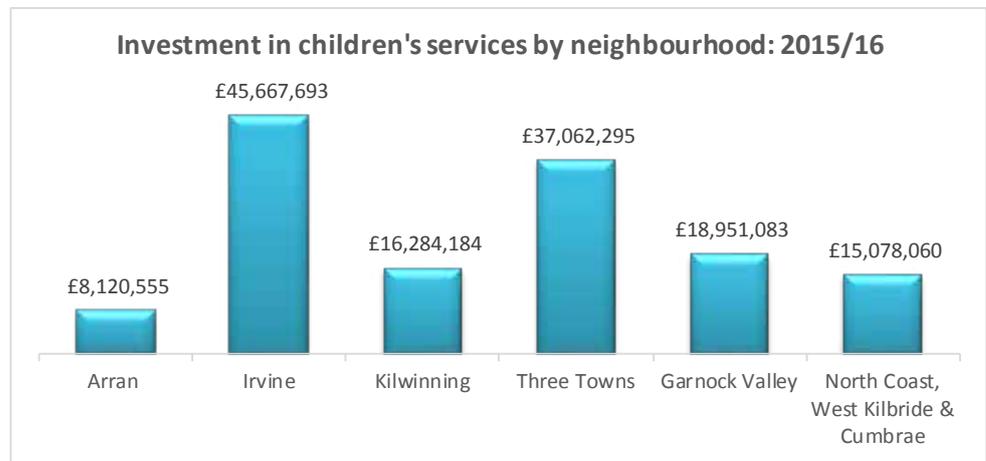


3.8 It is intended that services will move more money towards early intervention over the next four years to increase preventative spending.

3.9 This approach has been used throughout the Children's Services Plan 2016-20 to ensure that intervention is at the earliest stage.

Children's services budgets by localities

3.10 An analysis of investment in services by each of the six North Ayrshire localities shows that spending in each area is roughly equivalent to the child and young person population, with the highest proportion of children and young people residing in the Irvine and Three Towns areas. The Scottish Index of Deprivation figures in Figure 1 for each locality show increasing levels of deprivation in the Irvine and Three Towns areas between 2004 and 2012.



Budget pressures

Education and Youth Employment

3.11 The Education budget pressures are due to:

- Expansion of 1140 hours for pre-school children by 2020. Added hours are to be provided by early years centres and nurseries. This has implications for the recruitment of early years practitioners and for new accommodation required
- Private nursery provision and fair working practice, including living wage, implications
- Speech and Language (SPIN Team)
- Additional Support Needs (ASN) response hours (early intervention for children and young people with behavioural difficulties in mainstream school)
- Residential and day placements overspend
- Supply cover for teachers

North Ayrshire Health and Social Care Partnership

3.12 The Health and Social Care Partnership has recognised pressures on its budgets due to increasing costs of:

- Kinship care
- Children with Disabilities
- Fair working practice, including living wage, implications

3.13 Services are addressing these pressures during 2016/17 to ensure that their impact on any overspends are minimised. Significant budget savings also require to be achieved over the next two years through the Partnership and the Council's transformation programmes.

Other funding sources

3.12 North Ayrshire Council made a successful bid in 2015/16 to the Scottish Government's Attainment Challenge to assist in improving a range of activities targeted on improving children's attainment throughout school. The Scottish Government has agreed Attainment Challenge funding of £2,749,809 for North Ayrshire in 2016-17.

3.13 There are other funding sources which CPP partners and the voluntary sector have accessed in recent years, including, for example, the Big Lottery, Lloyds TSB, and the Robertson Trust.

4. Children's Services Plan 2016-20

- 4.1** The Children's Services Plan contains four priorities which are the key developmental outcomes the CSSP intends to address over the next four years. These are to:
- Improve how children and young people engage with school
 - Help children and young people to keep fit and be at a healthy weight
 - Reduce smoking, drinking and taking substances at an early age
 - Support children and young people's social and emotional development
- 4.2** An Action Plan is appended to the Plan detailing the actions to deliver its commitments.

Change projects

- 4.3** There are a range of change projects being developed by CPP partners to transform children's services and improve their effectiveness. These are overseen by the Children and Young People Support Review Board. These projects involve reviews of:
- Teams Around the Child
 - Concerns Hub
 - Partnership Forums
 - Children with Disabilities
 - Pupil Support in Primary School
 - Pupil Support in Secondary School
 - Educational Psychology Services
 - Extended Outreach and Placements
 - Named Person Service

5. Plans to commission services

5.1 There are a number of options for any service to be commissioned.

These will vary with the type, size and complexity of the requirement and the CSSP should consider, for example:

- Capability – Is the market capable of meeting the requirement?
- Capacity – Are there enough providers with sufficient capacity to deliver the service?
- Maturity – Is the market ready to deliver what is required?
- Competitiveness – what is the anticipated level of interest from providers?
- Culture – Will delivery of the service require cultural change?
- How the market is structured – Will delivery of the service require providers to work together in a new way?
- How secure the market is – How will future arrangements impact on the security of the market and/or services?

5.2 In appraising the various options for service delivery, the CSSP should consider, for example:

- The timing, cost and nature of the requirement
- Geographic location and/or rurality
- Whether relevant expertise exists within the public body or another public body
- The potential for innovation
- Whether there is a market of capable service providers
- The views of people who use services and their carers
- The views of providers, their staff and trade unions
- The benefits and risks to people who use services and service delivery
- Regulatory requirements relating to services and workforce
- The outcome measures to be attached

5.3 The information gathered should inform the CSSP's appraisal of the options available for service delivery, including:

- In-house provision
- Shared services
- Service design/ re-design
- Service Level Agreement
- Collaborative commissioning i.e. other local authorities, 3rd sector
- Public Social Partnerships

- Contract renewal
- Decommission
- Procurement
- Tender for new service and appoint provider
- Re-tender existing service and appoint provider
- Direct award

5.4 The recommended option must satisfactorily meet all the necessary requirements and outcomes, be affordable and viable, and agreement should be reached by all relevant parties.

Existing contracts 2016

5.5 In Education and Youth Employment the main providers of external services are Childminders, Daycarers and Private and Voluntary Nurseries. There is a contract with Common Mediation Services to assist in resolving disputes over children with additional support needs.

5.6 North Ayrshire Health and Social Care Partnership uses the following Scotland Excel Framework contracts:

- Children's Residential Care (37 providers)
- Secure Care (4 providers but one currently used)
- Foster Care Services (9 providers)

5.7 There is a pan-Ayrshire contract for Advocacy for Looked After Children provided by Who Cares? Scotland led by East Ayrshire Council. There are discussions relating to an existing contract for Respite for Children with a Disability.

5.8 There are plans to procure a new service and invite tenders for a "Person Centred Support for Children and Young People with a Range of Disabilities and Needs". This contract should begin in April 2017.

5.9 Connected Communities Youth Services commission services such as the Bridge Church and the Arran Youth Foundation. It is working with organisations to increase their capacity which will result in the commissioning of more youth services in the future.

5.10 Future plans to commission services will be discussed with the third and independent sector through future Children's Services Providers Forums.

6. Monitoring and reporting arrangements

- 6.1 *North Ayrshire's Children's Services Plan 2016-20: Getting It Right For You* tells a story and describes how children and young people's outcomes will be improved.
- 6.2 This Commissioning Plan provides further detail on the services being provided to achieve this aim. This Plan links closely to the Children's Services Plan which is for the four year period from 2016-20 and will be reviewed by 2020.
- 6.3 Progress in implementing this Plan needs to be monitored and measured against outcomes. Appendix 4 – North Ayrshire Children's Services Plan Performance Framework will assist in measuring performance, along with the individual monitoring arrangements established for each service commissioned.
- 6.4 This commissioning activity will assist the CSSP in achieving its vision of making North Ayrshire the best place to grow up.

Appendix 1

Children's Services planning structures



Appendix 2

North Ayrshire Children's Services Providers Forum Members

Action for Children	Largs St Columba Experience
Aspire Scotland Limited	Moore House School Ltd
Ayrshire Children's Services	NAS Services Ltd
Barnardos Scotland	Nether Johnstone House
Beith Community Development Trust	New Struan School
Birthlink	Norsaca
Breastfeeding Network	North Ayrshire Women's Aid
British Red Cross Society	Partners in Care Ltd
Busybees Nursery	Pennyburn Regeneration Youth Development Enterprise (PRYDE)
Capability Scotland	Penumbra (NA)
Carevisions Group	Quarriers
Children 1st	Quarriers Homes
C.L.A.S.P.	Radical ServicesLtd
Community Housing Advocacy Project	Richmond Fellowship Scotland
Cora Foundation	SACRO
Core Assets Scotland Ltd	Save the Children Scotland
Cornerstone	Scottish Society for Autism
Crossreach	SEAMAB
Crossroads Caring Scotland	Spark of Genius (Training) Limited
Curo Salsus Limited	Stepdown
Danshell Care Home	The Fostering Network
Eastpark	The Mungo Foundation
Enable Scotland	The Notre Dame Centre
Fostering Solutions Ltd	The Salvation Army
Fosterplus Ltd	Third Sector Interface
Hansel Alliance	Unity Enterprise
Impact Arts (Projects) Ltd	Up-2-Us
Inclusion Glasgow	Who Cares? Scotland
Kibble Education & Care Centre	Wrixon Care
Kieran Mess Foundation	

The above members may be subject to change.

Appendix 3

Procurement: Key legislation

Public sector spending is governed by a legal framework which includes foundational principles deriving from the Treaty on the Functioning of the European Union (TFEU), European Procurement Directives, other national legislation, Court of Justice of the European Union and national case law.

The Procurement Reform (Scotland) Act 2014 provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice. The **EU Procurement Directives** contribute to the Europe 2020 ten Year Growth Strategy as well as ensuring that public purchases are made in a transparent and fair manner. As a whole, both the Act and the Directives provide the statutory foundation for the Scottish Model of Procurement; which simplifies, standardises and streamlines procedures for both businesses and public bodies and places sustainable and socially responsible purchasing at the heart of the process.

The **Local Government in Scotland Act 2003** requires local authorities to secure 'best value' in the performance of its functions. With public sector finances continuing to be constrained, public procurement needs to deliver savings and benefits that will enable public services to continue to meet the demands on them.



The procurement landscape in Scotland has undergone significant development in the past ten years. Changes to public procurement rules in Scotland arising from EU Directives and The Procurement Reform (Scotland) Act 2014 can be found at www.gov.scot/Resource/0049/00491506.pdf.

Buying social and other specific services is a complex area. It requires special consideration within a public body's overall approach to the procurement of goods, works and services. This is because these services can have a big impact on the quality of life and health of service users. Also, more and more of these services are now being personalised to better match individual needs.

Detailed guidance can be found at: www.gov.scot/Resource/0049/00498297.pdf

The procurement route which public bodies will adopt is dependent on the balance of the costs, risks and value of the contract over its lifetime. Details of thresholds and options available for purchase of all services excluding social care can be found at <http://www.gov.scot/Topics/Government/Procurement>.

Human rights and equality legislation

Public bodies should apply the human rights principles of fairness, quality, respect and autonomy where procuring care and support services. Individuals should be free to control their own lives and to make properly informed choices. That includes being able to participate effectively where decisions are made by a public body which impact upon their rights. The needs and rights of carers and families must be similarly recognised and respected. Public bodies must provide appropriate information and assistance and these considerations apply whether services are delivered directly, or are procured, from third parties. The public sector equality duty set out in the **Equality Act 2010** requires public bodies to assess new or revised policies and practices on people with different protected characteristics, taking into account the three needs of the public sector equality duty – to eliminate discrimination; advance equality of opportunity; and foster good relations between people with different protected characteristics. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The **Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012** require that where a public service proposes to enter into a relevant agreement on the basis of an offer which is the most economically advantageous, it must have due regard to whether the award criteria should include considerations to enable it to better perform the equality duty.

The Scottish Government guidance on **Addressing Fair Work Practices, including the Living Wage, in Procurement** is particularly relevant where the quality of the service being delivered is directly affected by the quality of the workforce engaged in the contract. Public bodies must ensure that when procuring care and support services they take account of the importance of a skilled and competent workforce in delivering positive outcomes for people who use services.

Public bodies should be mindful of their responsibilities in relation to the **United Nations Convention on the Rights of the Child (UNCRC)**. And, of the specific duties under section 2 of the **Children and Young People (Scotland) Act 2014** in relation to the UNCRC to be commenced in April 2017. The fact that a service is carried out under contract does not remove the requirement for a public body to respect, protect and promote human rights. As part of that it must ensure that all service providers working on its behalf have clear and effective policies and procedures which will enable it to safeguard and uphold human rights.

Self Directed Support for children and young people

Self Directed Support (SDS) provides the opportunity for people, including young people, and carers to move from being recipients of services and support, to “individual commissioners” who tailor the support they require.

The definition of a “child in need” is fairly broad. It includes children under the age of 18 who have a disability, children affected adversely by the disability of any other person in the family and children whose health or development may be impaired or may fall below a reasonable standard without services from the local authority. In summary, a child is in need if he or she is in need of care and attention because:

- **He** or she is unlikely to achieve or maintain, or to have the opportunity of achieving or maintain, a reasonable standard of health or development unless the local authority provides services under Part 11 of the Children (Scotland) Act 1995
- **His** or her health or development is likely significantly to be impaired, unless such services are provided
- **He** or she is disabled
- **He** or she is affected adversely by the disability or any other person in his or her family

The Self Directed Support Act 2013, reinforces the principles and values that underpin work with children in need and their families under Sections 22 and 23 of the Children (Scotland) 1995 Act i.e. participation, dignity, involvement, informed choice, and collaboration.

This Act supports the policy values of respect, fairness, independence, freedom, safety and therefore sits comfortably with children's legislation.

When can a child or young person make decisions about their support?

A young person over 16 has the right to make decisions about their own support, unless questions of capacity have been identified – in which case they should be encouraged to contribute their view as much as possible.

Below the age of 16, the person with responsibility for the child or young person should normally be involved in decisions about the child or young person's welfare and support. A child or young person's age and maturity needs to be taken into consideration. A child or young person aged 12 or over is presumed to be of sufficient age and maturity to express a view.

The Self Directed Support Act 2013 and GIRFEC

The Act affects the way that particular forms of support for children, young persons and families are arranged and provided to children, young persons and families. In particular, it provides the opportunity for children and families to take greater control over their support provided to them.

Local authorities should take steps to integrate its approach to SDS with its implementation of GIRFEC. In particular, the authority should consider the impact that the 2013 Act duties will have on its approach to Named Person and Single Child's Plan. For example:

- **The** authority should ensure that its education function is helping families with local protocols and procedures relating to the provision of social care and support for them. This should include recognition of the duties imposed on the authority by the 2013 Act, the potential benefits to children that may arise from the options provided under the 2013 Act and the values, principles and practice associated with self-directed support.
- **The** authority should ensure that the relevant senior managers and professionals are made aware of the duties and powers under social care legislation, in particular the 2013 Act's duties to offer choices in relation to the child's care and support.
- **The** authority's policies and procedures in relation to the development of single plans for children should take account of its duties under the 2013 Act.

Safeguarding duties

Local authorities have a duty to safeguard and promote the welfare of children in need.

The SDS Act imposes a duty to provide choice and flexibility with respect to the relevant support to children or families. It requires the authority to provide a range of options to the child and family. In many circumstances - including all support to children affected by disability but not restricted to such support - the provision of alternatives such as direct payments or individual service funds can provide a creative and positive means by which to meet the child's needs. However, in some instances the authority's safeguarding function will affect the form of support which is necessary to safeguard the child's wellbeing, and therefore the extent to which additional choice and control is possible.

Local authorities have the discretion to refuse to provide the direct payment option, though only where the child's safety will be put at risk by the provision of a direct payment. Further information can be found at www.selfdirectedsupportscotland.org.uk/.

Appendix 4

North Ayrshire Children's Services Plan Performance Framework

Priority: Tackling substance misuse					
Improving Children's Outcomes survey found 38% of 9-15 year olds reported early initiation of problematic smoking, drinking or substance use					
Proposed measures	Lead	Baseline data	Period	Target (if applicable)	Trend direction
Number of referrals to SCRA due to misuse of alcohol concerns.	SCRA	33	2014-15		Minimise
	<i>Highlights the number of serious concerns raised about young people's misuse of alcohol</i>				
Number of referrals to SCRA due to misuse of drug concerns	SCRA	11	2014-15		Minimise
	<i>Highlights the number of serious concerns raised about young people's misuse of drugs</i>				
Number of children presenting to Accident & Emergency for substance misuse (age 9-16 years)	HSCP	31	2014-15		Minimise
	<i>Highlights the number of young people taken to hospital due to alcohol misuse</i>				
Number of children presenting to Accident & Emergency for overdose (age 9-16 years)	HSCP	46	2014-15		Minimise
	<i>Highlights the number of young people taken to hospital due to drug misuse</i>				
% of young people (aged 13 years) who have never tried to smoke	SALSUS	82%	2013	90% (2016) 92% (2018)	Maximise
	<i>Gives an indication of early initiation of smoking and of the percentage of 13 year olds who are not smokers</i>				
% of young people (aged 15 years) who have never tried to smoke	SALSUS	67%	2013	70% (2016) 75% (2018)	Maximise
	<i>Gives an indication of early initiation of smoking and of the percentage of 15 year olds who are not smokers</i>				

Priority: Improving engagement at school					
Improving Children's Outcomes survey found 39% of young people had poor engagement with school					
Proposed measures	Lead	Baseline data	Period	Target (if applicable)	Trend direction
Number of referrals to SCRA due to failure to attend school without a reasonable excuse	SCRA	37	2014-15		Minimise
	<i>Provides details of the most serious cases of non-attendance at school</i>				
% of overall secondary school attendance	Education	91.1	2014-15		Maximise
	<i>Gives information on levels of school attendance for the general population</i>				
% of school leavers moving on to a positive destination	Education	96.1	2014-15		Maximise
	<i>Provides a success measure for children leaving school</i>				
Exclusion incidents per 1,000 pupils at secondary school	Education	48.4	2014-15		Minimise
	<i>Highlights serious difficulties in engaging with school</i>				
Number of 'Right Respecting School' awards achieved at Commitment or Level 1	Education	35	2014-15		Maximise
	<i>Provides a measure of children's rights education in schools</i>				
% gap between the total tariff score of the average Looked After school leaver and the total tariff score of the average North Ayrshire school leaver	Education	79.9%	2014-15		Minimise
	<i>Gives an indication of how the attainment gap is being closed between the most vulnerable children and the general population</i>				

Priority: Tackling obesity					
Scottish Neighbourhood Statistics data shows 22% of Primary 1 children were obese in 2012/13					
Proposed measures	Lead	Baseline data	Period	Target (if applicable)	Trend direction
% of children exclusively breastfed at 6-8 week review	HSCP	17%	2014-15	18.2%	Maximise
<i>Gives an indication of how many babies are receiving the most nutritious food and nurturing</i>					
% of children breast and bottle fed at 6-8 week review	HSCP	23.9%	2014-15	24.7%	Maximise
<i>Gives an indication of how babies are being nurtured</i>					
Weight of children (BMI >85 centile) at 27 months	HSCP	32.2%	2014-15		Minimise
<i>Provides information on early concerns about percentage of young children who are overweight or obese</i>					
Weight of children (BMI >85 centile) in Primary 1	HSCP	25.4%	2014-15		Minimise
<i>Provides information on percentage of five year olds who are overweight or obese when starting school</i>					
% of primary schools that offer two hours or more Physical Education per week	Education	98%	2014-15		Maximise
<i>Indicates how many schools provide this level of physical activity for pupils</i>					
% Children with no obvious dental decay (P1)	HSCP	68.4%	2013-14		Maximise
<i>Indicates nurturing and diet of young children and effectiveness of preventative oral health programmes</i>					
% of early years centres and primary schools participating in Fit Fifteen	Education	-			Maximise
<i>Gives an indication of levels of physical activity provided in early years centres and schools</i>					

Priority: Improving Social and Emotional Development					
Improving Children's Outcomes survey found 42% of young people were experiencing difficulties in relation to their wellbeing					
Proposed measures	Lead	Baseline data	Period	Target (if applicable)	Trend direction
% of children living in poverty (after housing costs)	CPAG	27%	2014		Minimise
<i>Highlights level of deprivation being experienced by children</i>					
% LAAC looked after in the community: <ul style="list-style-type: none"> • At home • Friends/relatives • Foster carers • Potential adopters 	HSCP	92% <ul style="list-style-type: none"> • 36% • 27% • 27% • 2% 	2014	90%	Maximise
<i>Provides an indication of disadvantaged children living in the community and how they are cared for</i>					
Number of looked after children in a residential setting	HSCP	53	2014		Minimise
<i>Gives information on the most disadvantaged children and where they are cared for</i>					
Number of referrals to CAMHS	HSCP	654	2014-15		Minimise
<i>Gives a measure of mental health concerns in young people</i>					
% of families placed on the child protection register within 12 months of de-registration	CPC	2.5%	2014-15		Minimise
<i>Indicates that children have remained safe after their families were removed from the child protection register</i>					
Number of children referred to SCRA on non-offence grounds	SCRA	1459	2014-15		Minimise
<i>Highlights number of children needing care and protection</i>					

Number of children appearing within Accident & Emergency due to self-harm behaviours (age 9-16 years)	HSCP	10	2014-15		Minimise
<i>Gives an indication of number of most serious cases of self harm and mental health difficulties</i>					
Number children appearing within Accident & Emergency due to risk of suicide (age 9-16 years)	HSCP	8	2014-15		Minimise
<i>Gives an indication of number of most serious cases of young people considering suicide and of mental health difficulties</i>					
Number of children referred to Early Effective Intervention (Youth Justice)	HSCP	141	2014-15		Maximise
<i>Highlights number of young people involved in offending, including those with social and emotional difficulties</i>					
Number of teenage pregnancies among under 16 year olds per 1,000 population	HSCP	67	2015		Minimise
<i>Gives an indication of young women more likely to face negative outcomes</i>					