

Meeting of South Ayrshire Health and Social Care Partnership	Performance and Audit Committee
Held on:	20th February 2024
Agenda Item:	10
Title:	Integrated Joint Board Strategic Plan Update
Summary:	
<p>The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the Integrated Joint Boards' Strategic Plan 2021, focusing on the 18-month 'bridging' operational plan, as agreed at the IJB.</p>	
Author:	Rachael Graham - Planning and Performance Coordinator
Recommendations:	
<p>It is recommended that the Performance and Audit Committee:</p> <ul style="list-style-type: none"> i. Note the update on the Integrated Joint Board (IJB) Strategic Plan, focusing on the existing Bridging Operational Plan progress report attached at Appendix 1. ii. Agree that those ongoing actions held within the Bridging Operational Plan will be added to the new action plan which will be drafted in line with the refreshed Strategic Plan. 	
Route to meeting:	
<p>South Ayrshire's IJB Strategic Plan was agreed on 24th March 2021 by Performance and Audit Committee. This is a further progress report on the IJB Strategic Plan presented to Performance and Audit Committee.</p>	
Implications:	
Financial	<input type="checkbox"/>
HR	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Equalities	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>
ICT	<input type="checkbox"/>

INTEGRATION JOINT BOARD STRATEGIC PLAN UPDATE

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the IJB's Strategic Plan 2021, focusing on the 'bridging' operational plan, as agreed at the IJB.

2. RECOMMENDATION

2.1 **It is recommended that the Performance and Audit Committee:**

- i. **Note the update on the IJB Strategic Plan, focusing on the Bridging Operational Plan progress report attached at Appendix 1.**
- ii. **Agree to any ongoing actions held within the Bridging Operational Plan to be added to the new action plan which will be drafted in line with the refreshed Strategic Plan.**

3. BACKGROUND INFORMATION

- 3.1 The IJB agreed in 2020 that a Strategic Plan should be drafted that has a ten-year horizon with a shorter term bridging operational plan. This approach would allow the HSCP to set long-term and ambitious strategic objectives at a crucial moment for the IJB while also maintaining stability and an ability to adapt to a fast-moving landscape at an operational level.
- 3.2 At its meeting on [24th March 2021](#), the IJB agreed a revised Strategic Plan for the HSCP, in keeping with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.

4. REPORT

- 4.1 While the Plan's strategic objectives have a ten-year outlook, it is accompanied by a Bridging Operational Plan which is now at the point of requiring a refreshed action plan which represents the current landscape in South Ayrshire across Health and Social Care. The initial action plan was drafted at a time of significant uncertainty within health and care services caused by the global pandemic as well as anticipated changes in the policy landscape with, for example, the implications of the Independent Review of Adult Social Care.
- 4.2 This report provides the Performance and Audit Committee with an update on the actions set out within the Bridging Operational Plan. A summary table is provided below:

Status	Number
✓ Completed	60
▶ On target	26
⚠ Showing some concerns	0
● Not on target	0
⚙ Not due to start	0
Total	86

- 4.3 The Performance and Audit Committee may wish to note the following highlights under the broad themes of corporate/HSCP wide; community health and care (adult and older people); learning disability; mental health; alcohol and drugs; children’s care and children’s health; justice; allied health professions.

Corporate/HSCP wide (SP1)

- 4.4 The new HSCP Communication Strategy is currently in development and will be taken to the IJB for approval in June 2024. A separate Engagement Plan will be developed later in 2024 and will be taken forward jointly with Community Planning Partnership (CPP).
- 4.5 The Adult Carers Strategy and associated implementation plan now look to develop some more flexible and localised resources for carers. There are key linkages between unpaid carers and key strategies being developed this year including the Dementia Strategy and Ageing Well Strategy (joint with CPP).

Community Health and Care (SP2)

- 4.6 Quality Improvement modules have been made mandatory in COAST for all HSCP staff and we continue to encourage teams to apply for the Ayrshire and Arran Improvement Foundations Skills (AAIFs) course. There are further cohorts planned throughout this year.
- 4.7 There has been a focus on community led support building on enhanced third sector capacity. Team Around the Locality work within the context of the new management structure has focused on expanding community led support and capacity building but also the delivering of new locality front doors. This work will be fully embedded in 2024.
- 4.8 There has been significant continued focus on delayed transfers of care. A number of collaborative workstreams have been working together to improve this. A data performance assistant focusing on delayed transfers of care was recruited in Jan 2023 and a consulted analyst was commissioned to look specifically at analysing the data and understanding the impact.

Learning Disability (SP3)

- 4.9 The third Core and Cluster opened in Ayr in November 2023. The team worked alongside the architects to ensure tenancies met individual needs. There is continued collaborative working alongside Occupational Therapy and health professionals to ensure functional and health assessments are in place.
- 4.10 Within the Core and Cluster model individuals are using a range of arrangements under Self Directed Support (SDS). In particular this includes shared hours which allows individuals more control, choice and flexibility. The Learning Disability team continue to offer options under SDS with cause and effect at each review/assessment and this is evidenced within the written reviews.

Mental Health (SP4)

- 4.11 Mental Health Improvement subgroup has been reconvened which will report to the South Ayrshire Community Planning Population Health Strategic Delivery Partnership. This group will be chaired by Public Health.
- 4.12 All Mental Health Practitioners have been trained and can refer to Distress Brief Intervention (DBI) so all general practices in South Ayrshire now have access. The Emergency Department pathway is now complete and NHS 24 has a pathway for individuals who access services via this route.

Alcohol and Drugs (SP5)

- 4.13 Connect 4 Change (C4C) pilot is now complete. C4C model embedded as a core service funded by the Alcohol and Drug Partnership (ADP). ADP approved One Stop Shop Hub and Spoke model and secured 4 year external funding from the Corra Foundation to develop this. Premises have been secured and staff recruitment complete, it is due to open late April 2024.
- 4.14 ADP Learning Review and related scoping studies complete. New ADP Change Story launched in 2022 and refreshed ADP Strategy (2023-2026) published late 2023. A new ADP Commissioning Plan and Performance Framework due for completion by April 2024.

Children's Care and Health (SP6/7)

- 4.15 The independent living flat at Cunningham Place is now complete and is being occupied by one of our young people.
- 4.16 A separate kinship team has been established who support all kinship carers and ensure they are supported to look after the young people.
- 4.17 A drug and alcohol worker is now employed in the Young People's Support and Transitions. The links across ADP and Children's Services have also been strengthened to ensure the best service is available for young people.

- 4.18 Young Carers Strategy Lead Officer remains in post and the contact has been extended to provide consistency and stability of the services. The number of Young Carers identified has risen from 237 in August 2022 to 693 in December 2023. The service has won national awards and is seen as an example of good practice.
- 4.19 The overall percentage of those children reaching developmental milestones at the time of their 27-30 month review has increased from 74.6% in 2020/21 to 77.6% in 2021/22. South Ayrshire performance is higher than the national and the highest at Ayrshire and Arran level.
- 4.20 Support has been improved for families with the addition of an infant feeding nurse and targeted breastfeeding support in conjunction with Public Health Scotland which has demonstrated a high level of positive feedback. Regular service audits have demonstrated a high level of positive feedback on parenting support provided by the Health Visiting Team including support workers who provide targeted support to families based on assessed need.

Justice (SP8)

- 4.21 We continue to deliver Caledonian System and Moving Forward Making Changes interventions continue to be available to prevent and reduce the risk of reoffending. All interventions are aimed at reducing risk.
- 4.22 There are continued links with Families Outside, which is available at Ayr Sheriff Court, court social work staff continue to provide family support at Court. Justice services are also involved in the Whole Family Approach linking with the ADP and Children's services.
- 4.23 All staff have completed trauma training, with managers completing vicarious trauma training. This is now part of ongoing calendar of training.

Allied Health Professions (SP9)

- 4.24 There are new front door posts at University Hospital Ayr (UHA) within OT, Dietetics, Speech and Language Therapy and Physiotherapy. This is to improve patient flow and turn service users around as early as possible for rehab in the community and prevent lengthy hospital stays.
- 4.25 The Staying Ahead of the Curve Team is now well-established covering almost all GP practices across South Ayrshire. There was a successful recruitment of band 6 posts to support this work. As a result of these appointments capacity has increased as well as service development.

Next Steps

- 4.26 In line with our statutory duty to refresh the Strategic Plan every three years this will be progressed during 2024. A new action plan will be drafted to reflect this and any actions which are ongoing or not yet complete will be captured. Update reports will be taken to Strategic Planning Advisory Group during the

process of refreshing the Strategic Plan until it is agreed by the IJB later this year.

5. STRATEGIC CONTEXT

5.1 This report focuses on the overarching IJB Strategic Plan which is the primary strategic document for the HSCP thus it relates to each of the IJB's seven strategic objectives:

1. We focus on prevention and tackling inequality
2. We nurture and are part of communities that care for each other
3. We work together to give you the right care in the right place
4. We help to build communities where people are safe
5. We are an ambitious and effective Partnership
6. We are transparent and listen to you
7. We make a positive impact beyond the services we deliver

5.2 The Strategic Plan document highlights the alignment between each of these strategic objectives and the individual actions within the Bridging Plan.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no specific financial implications arising directly from the consideration of this report.

6.2 Human Resource Implications

6.2.1 There are no specific human resource implications arising directly from the consideration of this report.

6.3 Legal Implications

6.3.1 There are no specific legal implications arising directly from the consideration of this report.

6.4 Equalities implications

6.4.1 There are no specific financial implications arising directly from the consideration of this report. A full Equalities Impact Assessment was carried out on the IJB Strategic Plan.

6.5 Sustainability implications

6.5.1 There are no specific sustainability implications arising directly from the consideration of this report.

6.6 Clinical/professional assessment

6.6.1 No assessment needed.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 The report has been prepared in consultation with relevant officers.

8. RISK ASSESSMENT

8.1 There are no immediate risks associated with the noting of this report. Delivery of the action items set out in the Plan at Appendix 1 will minimise risks to the successful integration of health and social care services in South Ayrshire and lead to effective and collaborative working at all levels – strategic and operational – across the system.

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

See below available as a separate document:

Appendix 1 – Strategic Plan Action Plan

Link below to the IJB Strategic Plan 2021 – 2031:

[*IJB Strategic Plan 2021-2031*](#)