

Meeting of South Ayrshire Health and Social Care Partnership	Performance and Audit Committee
Held on:	28th May 2024
Agenda Item:	10
Title:	South Ayrshire Health and Social Care Partnership - Strategy Review
Summary:	
<p>The purpose of this report is to provide members of the Performance and Audit Committee with a summary of the current strategies held within South Ayrshire Health and Social Care Partnership, those which are being refreshed this year and highlight those which are due to be refreshed in the coming year. Additionally, consideration is given to new areas for which we should look to be providing formal strategic direction.</p>	
Author:	Rachael Graham - Coordinator Planning and Performance
It is recommended that the Performance and Audit Committee:	
<ul style="list-style-type: none"> i. Note current strategic landscape within South Ayrshire Health and Social Care Partnership; ii. Note the ongoing strategy development work and respective updates; iii. Ask members to consider any further recommendations for strategy development. 	
Route to meeting:	
<p>A presentation was provided to the Strategic Planning Advisory Group on 20th December 2022 and Performance and Audit Committee on 28th February 2023 on the strategic development work to be progressed.</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"/>

SOUTH AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP STRATEGY REVIEW

1. PURPOSE OF REPORT

- 1.1 This report provides the Performance and Audit Committee with an overview of the current strategies being led and reported on by South Ayrshire Health and Social Care Partnership. This also includes highlighting of those strategies due to be refreshed or are currently in development alongside an update of their progress.

2. RECOMMENDATION

2.1 It is recommended that the Performance and Audit Committee:

- i. Note current strategic landscape within the South Ayrshire Health and Social Care Partnership**
- ii. Note the ongoing strategy development work and respective updates;**
- iii. Ask members to consider any further recommendations for strategy development**

3. BACKGROUND INFORMATION

- 3.1 The Integration Joint Board Strategic Plan 2021-2031 details our vision of *'Empowering communities to start well, live well and age well'*. This vision is underpinned by a range of both overarching and service specific strategies and plans which help us to ensure we are achieving our wider outcomes set out within the Strategic Plan.
- 3.2 The Planning and Performance Team has undergone a period of significant change to the team including additional resource. This has provided an opportunity to consider and review the strategic work currently in place and create a more streamlined approach to work planning within Planning and Performance going forward.
- 3.3 Additionally, setting out the strategy work plan across the Planning and Performance team provides opportunity to consider commissioning activity for services and bring together a more aligned approach, where it is appropriate, across HSCP priorities. This maximises the HSCP efficiency and effectiveness when engaging with stakeholders and providers as the strategic direction is better understood.
- 3.4 In line with outcomes this approach supports the following outcomes within the IJB Strategic Plan:
- We are transparent and listen to you.
 - We work together to give you the right care in the right place.

- We make a positive impact beyond the service we deliver.
- We are an ambitious and effective Partnership.

4. REPORT

4.1 This report will outline below the current strategies in operation.

4.2 The progress on the reports listed below and their respective implementation plans are provided to the Performance and Audit Committee twice a year.

4.3 The HSCP has previously prepared a range of comprehensive strategies in line with national policy and guidance which supports achieving the objectives of the IJB Strategic Plan.

4.4 The table below shows the current agreed strategies reported on by SA HSCP. The strategies and plans listed below are currently documented in the public domain within SA HSCP website. This list does not include those which are currently being refreshed.

Strategy	Service	Dates
IJB Strategic Plan	Across all HSCP	2021-2031
HSCP Workforce Plan	Across all HSCP	2022-2025
Social Isolation and Loneliness Strategy	Community Health and Care Services	2019-2027
Adult Carers Strategy	Community Health and Care Services	2019-2024
Sexual Exploitation Strategy	Across all HSCP	2020-2025
Learning Disability Strategy	Community Health and Care Services	2022-2027
South Ayrshire Parenting Promise	Children's Health, Care and Justice Services	2021-2030
Children and Young People's Services Plan	Children's Health, Care and Justice Services	2023-2026

Young Carers Strategy	Children's Health, Care and Justice Services	2021-2026
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4.5 A number of our existing strategies are currently being refreshed as per their existing lifespan; those strategies are listed below:

Strategy	Service Lead	Lead Officer
IJB Strategic Plan (Statutory 3-year refresh)	Across all HSCP	Rachael Graham/Rebecca Hunter
Adult Community Mental Health Strategy (2017-2022)	Billy McClean – Head of Community Health and Care Services	Kevin Milton/Rebecca Hunter
Dementia Strategy 2018-2023)	Billy McClean - Head of Community Health and Care Services	Kevin Milton/Hanna Dearie
Digital Strategy (2020-2023)	Sheila Tyeson - Senior Manager (Planning, Policy and Commissioning)	Thomas Griffin
Communications Strategy	Sheila Tyeson - Senior Manager (Planning, Policy and Commissioning)	Kirsty Pyper/Rachael Graham

4.6 As well as this a number of new strategies are also in development by SA HSCP and being led by Planning and Performance, these are detailed below:

Strategy	Service Lead	Lead Officer
Independent Advocacy Plan	Gary Hoey – Chief Social Work Officer	Hanna Dearie
Ageing Well Strategy	Billy McClean - Head of Community Health and Care Services	Rachael Graham/Rebecca Hunter
Engagement Plan	Sheila Tyeson - Senior Manager (Planning, Policy and Commissioning)	Hanna Dearie

4.7 All strategies in development phase report on their progress through the Strategic Planning Advisory Group (SPAG) until they are agreed at the IJB.

- 4.8 There are updates provided below on those strategies that are currently being developed or refreshed.
- 4.9 There has been significant progress at pace due to the addition of a second policy officer to the team in February 2024. This has allowed us to undertake key pieces of work which was not possible before due to pressures in the team.

IJB Strategic Plan 2021-31

- 4.10 It is our statutory duty to refresh the IJB Strategic Plan every 3 years to ensure it is relevant and up to date. As our Strategic Plan was developed in 2021 this means that we have now reached the point where a review is required to progress.
- 4.11 The review of the Strategic Plan is now underway. This includes the refreshing of the main document to bring this in line with the current landscape.
- 4.12 We are working with teams to develop a new action plan for the next time period which will help us look ahead and plan our activities to achieve the 10-year strategic outcomes set out in the plan.
- 4.13 An update will be taken to SPAG in June with a view to progressing the work over the next few months for agreement at IJB following the summer recess.
- 4.14 Following this, the new action plan will be in operation and will be reported via the Performance and Audit Committee.
- 4.15 A report on our progress to date with the existing action plan is being taken to the IJB for presentation on 12th June.

Adult Mental Health Strategy

- 4.16 A new Adult Mental Health Strategy for South Ayrshire began its development in February 2024.
- 4.17 The Adult Mental Health Strategy was due for refresh during 2023. This was delayed for a number of reasons including an agreement to wait for the national strategy which was published in late 2023 as well as changes to the Senior Management team within mental health.
- 4.18 A scoping workshop session was carried out 6th February 2024 with teams across Mental Health Services attending. The sessions main aim was to map how services are being delivered across South Ayrshire and how the new Mental Health and Wellbeing Strategy can scope these going forward to best suit the needs of service users in line with the Scottish Governments Strategy. The event was led by Kevin Milton and Phil White, supported by Policy Officer Rebecca Hunter.

- 4.19 Following this, engagement with staff and third sector has taken place within a tiered access to service approach to help inform the direction of the Mental Health Strategy in South Ayrshire.
- 4.20 A further event has been arranged on the 12th of June for community based (tier 1) services within both Mental Health and Dementia due to the range of services involved, to help gather further intelligence on our work across South Ayrshire.
- 4.21 An engagement plan has been developed for wider consultation including members of the public and service users which will be implemented for a period from June 2024.
- 4.22 During the engagement period, writing will continue on other elements of the strategy within the Policy Context, Strategic Needs Assessment and 'Where Are We Now?' Sections of the new strategy.
- 4.23 The strategy is reporting into SPAG (next report June 2024) during the development process and is expected to be taken to the IJB for agreement in the Autumn of 2024.

Dementia Strategy

- 4.24 As with the Adult Mental Health Strategy, a new Dementia Strategy for South Ayrshire was due to be progressed.
- 4.25 The intention was initially to develop this strategy in South Ayrshire within 2023 but due to the delayed publishing of the Scottish Government Strategy and the accompanying delivery plan it was pushed back. There were also a number of staffing changes in the HSCP within Mental Health services and Planning and Performance.
- 4.26 The refresh of the Dementia Strategy is in development as of February 2024. This will be in line with the new national strategy Dementia in Scotland: Everyone's Story and will seek to engage with people with lived experience, families and carers.
- 4.27 A scoping Workshop Session took place on 6th February 2024 with teams across Dementia Services. The session mapped out how services are being delivered across South Ayrshire and how the Dementia Strategy can scope these going forward to meet the needs of people in line with the Scottish Government's Strategy. The event was led by Kevin Milton and Phil White, supported by Policy Officer Hanna Dearie.
- 4.28 The timeline and engagement process for both the Adult Mental Health and Dementia strategies are broadly similar.
- 4.29 Early engagement with staff and stakeholders has taken place from March – May 2024 to inform the direction of the Dementia Strategy. This has been done in a tiered approach to ensure every point in the patient's journey is considered.

- 4.30 An engagement plan has been developed for wider consultation throughout June and July.
- 4.31 As this engagement is taking place sections of the Strategy such as the Policy Context, Strategic Needs Assessment and Where are we now? are being written.
- 4.32 The strategy is reporting into SPAG during the development process (next report June 2024) and is on track to be taken to the IJB for agreement in the Autumn of 2024.

Independent Advocacy Plan 2024-29

- 4.33 The Independent Advocacy Plan was agreed and commenced strategy development in 2019 with a draft version developed alongside national Advocacy developments.
- 4.34 This piece of work had been put on hold due to pressures from the Covid 19 Pandemic. The strategy was revisited again in 2022 but was not fully concluded due to capacity with the Planning and Performance team.
- 4.35 A discussion meeting with a range of stakeholders was undertaken on the 22nd of November 2023. The support generated for the plan and continued development from this meeting formed the basis of attending the Directorate Management Team on 18th of December 2023. Following submission and approval from the DMT, approval was given from SPAG in February to progress with the Plan.
- 4.36 Following this, the recruitment of an additional policy officer to the team in February 2024 has enabled this work to progress.
- 4.37 A steering group was formed of relevant stakeholders and chaired by Gary Hoey, Chief Social Work Officer to drive the strategy forward.
- 4.38 Robust engagement has taken place over the last two months with a wide range of stakeholders to inform the plan such as Young Carers, the Champions Group, the Adult Carers Reference Group, the Supper Club, Service Users and Staff.
- 4.39 The Steering Group met on the 10th of May to review the key themes derived from the engagement and compile a list of actions.
- 4.40 A draft plan and action plan is now complete and final consultation underway with stakeholders to inform any remaining amendments.
- 4.41 The Independent Advocacy Plan is due to be presented at IJB for agreement on 12th June 2024. After this, the action plan will be in operation and will be reported on via the Performance and Audit committee.

Ageing Well Strategy and Movement

- 4.42 This is a Community Planning Partnership commissioned strategy and is being support by officers from the HSCP as part of the co-production process. The

strategy was commissioned in response to the ageing demographic in South Ayrshire and the need to address this.

- 4.43 A draft strategy has been produced and this will be formally launched at the VASA Ageing Well event on the 30th of May at Ayr Town Hall.
- 4.44 The draft strategy has been developed with input from a range of stakeholders including the Ageing Well Movement and Strategy Board made up of representation from across the Community Planning Partners. This board is chaired by Elaine Young, Head of Health Improvement/Assistant Director of Public Health, NHS Ayrshire and Arran and the Vice Chair is Billy McClean, Head of Community Health and Care Services, HSCP.
- 4.45 A Champions Board made up of older people living in South Ayrshire was created in 2023, this group has been integral in influencing the development of the strategy. The group now has over 150 members across three boards in Ayr, Girvan and Troon. This is facilitated by VASA.
- 4.46 Alongside the draft strategy there are separate documents providing more information on our approach to engagement, the data which sets out our need to progress this strategy, and a draft action plan of ideas to inform discussion during consultation.
- 4.47 A consultation plan is now being drafted and this will be shared with the Ageing Well Strategy and Movement Board at the next meeting on 16th May 2024 for their agreement. Phil White will lead on the consultation in the capacity of his new role supported by Planning and Performance.
- 4.48 A full update on the development of the strategy and next steps will take place at the IJB briefing session on the 12th June.
- 4.49 The final strategy will be taken to the Community Planning Partnership meeting on 22nd August 2024 for agreement and to the IJB for information on 11th September 2024.
- 4.50 A formal launch event for the final strategy will be held on 10th September 2024 at an event held at Ayr Gaiety Theatre. Plans for this will be developed in the coming months.
- 4.51 As part of the process a video depiction of our strategy and Ageing Well in South Ayrshire a video has been commissioned to capture some of our engagement and activities. Filming will take place over the summer and final version will be shown at the launch event.

Digital Strategy 2024-29

- 4.52 The Digital Strategy 2024 – 2028 is being progressed by Thomas Griffin, Digital Programme Manager for South Ayrshire HSCP.

- 4.53 The existing Digital Strategy 2020-23 required to be refreshed in order to meet the changing demands of care delivery in South Ayrshire.
- 4.54 The revised five-year strategy is a commitment to leveraging digital solutions for better health outcomes and service quality in our community as well as embracing the digital opportunities for the workforce to improve service delivery.
- 4.55 A period of consultation was undertaken during the latter part of 2023 and the beginning of 2024. This involved engagement with a range of stakeholders across HSCP, South Ayrshire Council, NHS, Third Sector and the local community.
- 4.56 The engagement took place at a range of events including Staff engagement days, Ageing Well Champions Board, Carers Days and a targeted symposium session.
- 4.57 A symposium was held in relation to the 'Using Technology to Support Health and Independence'. This was part of the programme of engagement for the Ageing Well strategy and included discussion around a range of cross-cutting issues in relation to the digital landscape.
- 4.58 A Digital Programme Board consisting of officers across HSCP, South Ayrshire Council and NHS was formed in the early part of 2024 and will monitor the delivery of the Digital Programme of works.
- 4.59 A three-year action plan was drafted to accompany the strategy based on the outcome of the engagement. This will be regularly reviewed and monitored through the Digital Programme Board with updates brought to the Performance and Audit committee in relation to the progress on the action plan.
- 4.60 The Digital Strategy will be presented to the IJB at the June 2024 meeting for agreement.

Communications Strategy 2024-28

- 4.61 The development of a refreshed communications strategy for SA HSCP was agreed within the Strategic Plan. Effective communication is at the very heart of achieving of the vision of the South Ayrshire Health and Social Care Partnership.
- 4.62 A key objective of the IJB's Strategic Plan is for the HSCP to be transparent and listen to our communities.
- 4.63 Work has already taken place to improve the HSCP communications activities following the consultation period of the Strategic Plan, this has included the appointment of a dedicated Communications Officer for the organisation.
- 4.64 There was a previous communications strategy drafted in 2018 which was not timebound. However, the time was right to revisit this due to the changing landscape of the nature of our work and the significant improvement in our communications activities over the last two years.

- 4.65 The development of the new communications strategy began towards the latter part of 2023 with engagement with our Senior Management Team as well as reflecting on the strategies of both South Ayrshire Council and NHS Ayrshire Arran in relation to their communications.
- 4.66 A period of further engagement including a survey for both staff, partners and the general public was developed as well as a symposium (linked to the Ageing Well programme of work) which focussed on how we communicated with each other and our stakeholders.
- 4.67 The engagement included questions which asked specifically about internal communications including, how we communicate, how often we communicate and areas for improvement. This will be fed into the Action Plan for the survey and will influence changes internally to ensure we are meeting the needs of our staff.
- 4.68 Further feedback has been sought through established communications groups including the Pan Ayrshire Communications Group (including NHS Ayrshire & Arran, Fire and Rescue, Police Scotland) and the National HSCP Communications group.
- 4.69 An action plan has since been drafted and will be presented alongside the strategy for agreement at the IJB in June 2024. This will report into the Performance and Audit Committee annually thereafter.
- 4.70 A separate South Ayrshire HSCP Engagement Plan document will be developed later in 2024. The current engagement plan is still fit for purpose but requires a refresh. This will be progressed once the new structure of locality teams are fully established, and Partnership Engagement Officers are once again at capacity.

Next Steps

- 4.71 Looking ahead there are already key pieces of strategic work in the pipeline as we progress through this year and into 2024.
- 4.72 The HSCP Engagement Plan will commence development later in 2024, this will be led by Planning and Performance supported by the HSCP Partnership Engagement Officers. There will be opportunity in this for us to look at our approach to consultation on strategies in particular and how we can look to develop a framework to this.
- 4.73 The Adult Carers Strategy is due for refresh, that will be progressed from early 2025. Initial planning discussions will be held at the end of this year in preparation for this.
- 4.74 The Older people's service plan requires to be refreshed in 2025, this will be led by Service Managers within the Community Health and Care service supported by Planning and Performance.

5. STRATEGIC CONTEXT

5.1 The IJB Strategic Plan outlines seven key objectives, and the review of HSCP strategies and development of more strategies will align clearly with these:

- *We are transparent and listen to you.*
- *We work together to give you the right care in the right place.*
- *We make a positive impact beyond the service we deliver.*
- *We are an ambitious and effective Partnership.*

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no financial implications to agreeing this report.

6.2 Human Resource Implications

6.2.1 There are no HR implications to agreeing this report.

6.3 Legal Implications

6.3.1 There are no legal implications to agreeing this report.

6.4 Equalities implications

6.4.1 Equality Impact Assessments have been completed for all strategies. These are reviewed throughout the strategy development process.

6.5 Sustainability implications

6.5.1 There are no sustainability implications to agreeing this report.

6.6 Clinical/professional assessment

6.6.1 The views of professional groups will be taken into close consideration as the strategies are developed.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 This report was prepared in consultation with appropriate HSCP Officers.

8. RISK ASSESSMENT

8.1 There is no risk associated with agreeing this report.

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14th May 2024