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## Minute of Strategic Planning Advisory Group

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**Date:** Tuesday 18<sup>th</sup> March 2025

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**Time:** 2pm

**Place:** MS Teams

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### In Attendance

Cllr Hugh Hunter – Chairperson, Voting Member, SAC  
Cllr Lee Lyons – Voting Member, SAC  
Liam Gallacher – Voting Member, NHS  
Tim Eltringham, Director of Health and Social Care Partnership, HSCP  
Mark Inglis, Head of Children's Health, Care and Justice Service, HSCP  
Gary Hoey – Chief Social Work Officer, HSCP  
Lisa Duncan – Chief Finance Officer, HSCP  
Sheila Tyeson - Senior Manager, Planning, Performance and Commissioning, HSCP  
Rachael Graham – Planning and Performance Co-ordinator, HSCP  
Thomas Griffin – Digital Programme Manager, HSCP  
Kevin Anderson – Service Lead, Policy, Performance and Community Planning  
Robert Campbell – Chief Nurse, NHS  
Graeme Gallie – Superintendent – Partnerships, Police Scotland  
Billy Cooper – Practice Development Officer, HSCP  
Helen Brown – Senior Manager (Ageing Well)  
Marie Oliver – Chair of Ayr South Locality Planning Partnership, VASA  
Gavin Kennedy – Co-ordinator, Wallacetown  
Stewart Marshall – Senior Manager Localities, HSCP  
Steven Kelly – Quality Assurance Officer, HSCP  
Lauren Logan – Carers Policy Implementation Officer, HSCP  
Claire Muir – Occupational Therapy Service Manager, HSCP  
Glenda Hanna – Independent Sector Representative Member, Scottish Care  
Jennifer Ferguson – Vice Chair of Troon Locality Planning Partnership  
Nadine McCall – Administration Assistant, Minute taker, HSCP

### Cllr Hugh Hunter in the Chair

Agenda	Discussion	Action
1.	<b>Welcome/ Apologies/ Membership updates</b>  Apologies received on behalf of Philip Hulme, Simon Farrell, Sally Amor, Frances Ewan and Billy McClean.	
2.	<b>Declarations of Interest</b>  There were no declarations if interest to note.	
3.	<b>Minute of Previous Meeting</b>  The minute of the meeting of the Strategic Planning and Advisory Group held on 17 <sup>th</sup> December 2024 was approved as an accurate record of the meeting.	
4.	<b>Matters Arising/ Action Log</b>  There were none to note.	
5.	<b>Locality Planning Partnerships Update</b>  S Marshall advised that this report provides a brief update in relation to Locality Planning in South Ayrshire and the progress of the Locality Planning Partnership's (LPPs).  S Marshall highlighted a summary of key activity from each locality area as detailed within the circulated report.  S Marshall stated that the priority within the Ayr South locality and surrounding villages is: Supporting Community Connectedness. The LPP recognises that strong community connections are essential for the well-being of individuals and the community as a whole and can reduce isolation, improve mental health and increase community participation.  G Kennedy expressed within Ayr North LPP they have a positive number of groups and services and are looking to see how they could best make use of those. There was the introduction of workshops last month and groups were engaged in good conversations regarding how to tackle their priorities in order to make a difference in the Ayr North area.  G Kennedy informed that their service updates will be shared online to allow people access to those reports and to find out more about what	

	<p>is happening in the community.</p> <p>G Kennedy noted that the plan at the end of this quarter is to hold an inter-generational event.</p> <p>Cllr Hunter queried in terms of Connectedness if there was a timetable for rollout of this. Cllr Hunter also asked whether there was any feedback on the take up of the free transport for the recent CAyr fest.</p> <p>S Marshall stated that there is no definitive timetable regarding Connectedness. S Marshall advised that they have the Connect Implementation Group that meets fortnightly, and the focus of that group is around the three parts of Connect – the website, telephone helpline and shopfront (hub). S Marshall noted that they are continuing to progress the website which is now live.</p> <p>S Marshall continued to inform that within Ayr the Sandgate hub is now open and they are looking at other venues for more hubs within different areas of South Ayrshire.</p> <p>S Marshall emphasised that they continue to progress these areas of work across the 6 locality areas.</p> <p>Cllr Hunter expressed that he had hoped a physical hub in Prestwick would have been opened by now and would have expected the team to have a timetable developed to map this work out.</p> <p>T Eltringham stated that he is equally frustrated and assured that they have been pressing for progress in relation to Freemans Hall in Prestwick and also the premises in Troon Town Hall for quite some time, however, there appears to be delays.</p> <p>S Marshall informed that they have escalated this and are hoping to see progress being made over the next few weeks.</p> <p>Cllr Hunter asked if consideration have been given to mobile hubs for villages.</p> <p>S Marshall advised that he is conscious that other colleagues have mobile hubs and noted that he has had conversations with Faye Murfet within ADP to consider opportunities for working together.</p> <p>S Marshall continued to state that in terms of the LPP's, there are Locality Plans that have been in place for 12 months now and the aspirations are to continue to build on those. They are also looking at community led actions plans and the Locality Plans together, trying to</p>	
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	fit those closely with the strategic priorities.	
	<b>The Group noted the content of the report.</b>	
<b>Performance:</b>		
<b>6.</b>	<p><b>Care at Home Commissioning Model 2025 and beyond</b></p> <p>H Brown informed that the purpose of this report is to provide information to on the Care at Home Commissioning Plan and Framework.</p> <p>In terms of background information H Brown noted that the report details only the mainstream Care at Home Service and does not include Reablement Service activity or impact. H Brown explained that whilst contributing to the overall resource, reablement has a different function which is to improve and increase individual ability and independence through assessment and delivery. This then leads to and informs the number of care hours required to remain at home safely which are to be delivered by the mainstream team.</p> <p>H Brown noted that post pandemic, external Care at Home Services across South Ayrshire have a seen decline. In 2020, the Private Sector was providing 11,500 hours of care a week, reducing to approximately 6000 hours in 2022. This shortfall has in some part been filled by in house services which saw an increase in care provision from approx. 2,500 hours per week to 4000, however there remains significant demand for the service, resulting in delays across hospital and community sites for Care at Home Services</p> <p>H Brown continued to note that a significant amount of work was undertaken in mainstream Care at Home Services in 2022 - 2023 to develop capacity and manage demand in response to the situation.</p> <p>This report seeks to determine the balance of provision for Care at Home across South Ayrshire, to establish a Commissioning Plan for the framework which is due to be reissued in 2026.</p> <p>H Brown continued to inform that significant work has gone into understanding the Care at Home landscape and the inhouse service. A number of workstreams have been developed to manage demand and they have also established a Review Team that reviews care packages regularly.</p> <p>H Brown stated that there is a need to consider the context they are currently working in and whether there is a need to grow in-house</p>	

	<p>service or grow externally commissioned service or maintain the status quo.</p> <p>It is recommended that the outcome of the options appraisal “status quo be maintained” is accepted as the basis for the Commissioning Plan.</p> <p>B Cooper asked in respect of recruitment and retention, what the current turnover of staff was and how long staff were remaining in post.</p> <p>H Brown advised that she did not have this information to hand but could retrieve this and feedback. H Brown informed that they have been undertaking exit interviews for those who are leaving posts.</p> <p>T Eltringham expressed that this is a very complex field with many issues that are not easy to solve. T Eltringham highlighted the complex interplay between demand and capacity within mixed economy of care. T Eltringham explained that this paper is a prudent approach that takes a balanced approach to risk.</p> <p>T Eltringham noted that over the coming year the IJB will be required to make best use of the resources they have.</p> <p>T Eltringham stated that he is content to support the general direction of travel H Brown as outlined within the report.</p> <p>G Hanna assured that external Care at Home Providers have no optimism in terms of increasing their capacity, stating that assuming the capacity currently can be maintained is a huge risk.</p> <p>G Hanna informed that she has received an enquiry from an out of area provider interested in work in South Ayrshire.</p> <p>G Hanna expressed the need to be doing something significantly different and not least looking at what the job is that people are being asked to do, specifically within care at home visits. G Hanna stated that this is entry level work, and they are competing with retail and hospitality sectors and unless something changes nationally with regards to the hourly rate currently agreed for care work, she does not see anything improving imminently.</p> <p>G Hoey highlighted to the group that they are in the start of conversations with UWS and Ayr College, to try and understand those who are studying towards Health and Social Care careers, and once they are more mature and engaged in those conversations hopefully,</p>	
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	<p>they will be able to make them a real offer to come and work for South Ayrshire. They have also had discussions about offering external modules to S3 - S6 pupils regarding Health and Social Care.</p> <p>M Inglis advised that he has taken a paper to the Joint Leadership Group, looking at creating a pipeline for young people who would like to enter into a career within Social Work/ Care at Home or Residential Care.</p> <p><b>The outcome of the options appraisal “status quo be maintained” is accepted as the basis for the Commissioning Plan by the Group.</b></p>	
7.	<p><b>Adult Carers Strategy 2019 – 2024 – update</b></p> <p>S Kelly advised that the purpose of this report is to provide members with an update on the progress of refreshing the Adult Carers Strategy 2019 - 2024.</p> <p>S Kelly explained that the previous Carers Strategy 2019-2024 has concluded, and they are now in the process of developing a refreshed strategy for adult carers. The final summary of the previous strategy including the Pentana Action Plan was presented to the Performance and Audit Committee in December 2024. The publication of the <a href="#">National Carers Strategy</a> in December 2022 will be considered as they commence their local development.</p> <p>S Kelly shared a graph on screen which illustrated the number of annual carers assessments and support plans completed between 2012 – 2025.</p> <p>S Kelly highlighted that over 500 carers have their own support plan which sets out outcomes, challenges they are facing and also solutions to those.</p> <p>In terms of Carer Support Plans completed between April 2024 and February 2025 S Kelly noted that the Mental Health Team had really low numbers. S Kelly stated that they would expect to see more referrals coming through the Mental Health Team and are addressing this area through the Strategic Group.</p> <p>S Kelly continued to note that they have the Strategic Carers Group in place which will help to develop the strategy.</p> <p>A Strategic Group Workshop was held on 6<sup>th</sup> March 2025 which looked at refreshing key themes, identifying gaps and looking at what the new</p>	

	<p>Carers Strategy should look like.</p> <p>R Graham informed that the Planning and Performance Team will support operational teams in terms of developing this strategy. R Graham stated that they are on track to bring the full engagement plan to the next Strategic Planning Advisory Group meeting and then to SA Integration Joint Board (IJB) in September 2025 for agreement.</p> <p>R Graham explained that they have continued to develop the Oversight Group made up of stakeholders across the system who meet monthly and will support the co-production of the strategy and the next steps will be to engage with external stakeholders and staff.</p> <p>They have also begun the process of completing the Impact Assessment.</p> <p><b>The Group agreed to note the progress made in refreshing the Adult Carers Strategy; and note that progress reports on the revised strategy development will be brought to SPAG until the final strategy is approved at IJB.</b></p>	
8.	<p><b>Review of model of care (Girvan Davidson Ward)</b></p> <p>S Marshall informed the purpose of this report is to update SPAG members on the review of the model of care within Davidson Ward (Girvan Community Hospital) in line with changing policy and national and local drivers.</p> <p>The review will systematically and critically consider data to inform current and future demand, engage widely with key stakeholders including workforce, service users, carers, and families, reflect on best practice and professional advice and consider opportunities for transformation and innovation.</p> <p>In terms of some background information S Marshall advised that the Davidson Ward has 20 Inpatient beds (GP-led) for direct admission from community and step-down admission from acute sites. In addition, there is a minor injuries unit (Mon – Fri 8.30am -5.30pm, inclusive of public holidays), and day service wherein interventions such as daily IV antibiotics via PICC, ports and venous, immunoglobulin therapy, and blood transfusions can be provided.</p> <p>S Marshall advised since 2023, 24 hours in-patient medical cover has been provided by GP colleagues based in Girvan Community Hospital and minor injuries cover has been provided by 2 GP practices in</p>	



	<p>Girvan.</p> <p>Unfortunately, towards the end of last year there were sustainability challenges in terms of out of hours cover and GP colleagues advised that they were no longer able to commit to deliver this cover.</p> <p>From 16<sup>th</sup> December 2024 an agreement was made with the Ayrshire Urgent Care Service to deliver out of hours care, where required as part of a test of change and as an interim measure whilst a review of the model of care takes place.</p> <p>S Marshall informed that, at the moment, this review is reflecting some of the key policies and drivers.</p> <p>There is a group of key stakeholders which has been developed to oversee the programme of work in place to support the review of the model of care.</p> <p>The work should conclude around April 2025, and they will also have to consider some of the contractual arrangements.</p> <p>T Eltringham welcomed the proactive review that S Marshall and the wider team are undertaking. T Eltringham acknowledged the robust set of arrangements S Marshall has outlined to make best use of resource available in Girvan. T Eltringham thanked S Marshall for the work he has undertaken on this to date.</p> <p>Cllr Hunter noted that he was recently impressed with a visit he had taken to the Davidson Ward and noted his support of the report and ongoing work.</p> <p><b>The Group agreed to endorse the review and methodology within the review.</b></p>	
9.	<p><b>South Ayrshire Technology Enabled Care Plan</b></p> <p>T Griffin explained that the purpose of this report is to broadly set out the direction of travel for development of a Technology Enabled Care (TEC) Plan for South Ayrshire HSCP during 2025.</p> <p>T Griffin noted that the development of the TEC Plan has previously been discussed and agreed at the Digital Programme Board and is a key element of delivering on our ambitions set out in the Digital Strategy 2024-29.</p>	



	<p>T Griffin informed that the Digital Strategy was agreed that SA IJB in June 2024. The strategy set out the partnership's ambitions for digital in South Ayrshire and is a commitment to leveraging digital solutions for better health outcomes and service quality in communities.</p> <p>T Griffin continued to highlight the key aspects of the national approach to TEC (as fully detailed within the circulated report.</p> <p>T Griffin emphasised that technology is how we connect with people and work with teams and stated that there is fundamental shift and need to embrace that.</p> <p>A Short Life Working Group has been developed to bring people together from various sectors to have conversations about how they can expand TEC and ensure digital inclusion echoes the overarching themes of the national TEC approach. Draft timescales around proposed work will be shared with SPAG once agreed and a further report brought back to SPAG in June for formal approval.</p> <p>T Griffin informed that from a Scotland wide perspective the Scottish Government are working hard to build digital capabilities and platforms, noting that this is a great opportunity to look at the national vision and shape to meet the needs of the communities within South Ayrshire.</p> <p>T Griffin provided a brief overview of some other areas of work being undertaken and welcomed any questions from the group.</p> <p>Cllr Hunter expressed that long term goals are essential to sustainability in services and welcomed a reporting structure and evaluation in due course once the individual technological solutions are implemented.</p> <p>The Group agree that the time is right to progress the TEC Plan for South Ayrshire and note the timescales and engagement approach.</p> <p><b>The Group agree the time is right to progress tec plan for SA and note the timescales and engagement approach.</b></p>	
<b>Any Other Business/ Actions for follow up to IJB</b>		

**Date of next meeting – Tuesday 20<sup>th</sup> May 2025**