
Minute of Performance and Audit Committee

Date: Tuesday 1st April 2025

Time: 2pm

Place: Ms Teams

Present

Cllr Cameron Ramsay, Chairperson, SAC

Cllr Julie Dettbarn, Voting Member, SAC

Ewing Hope, Non-Executive Director, Voting Member, NHS

In Attendance

Tim Eltringham, Director of Health and Social Care, HSCP

Mark Inglis, Head of Children's Health Care and Justice Service, HSCP

Billy McClean, Head of Community Health and Care Services, HSCP

Gary Hoey, Chief Social Work Officer, HSCP

Louise Gibson, Allied Health Professionals, Senior Manager, HSCP

Sheila Tyeson, Senior Manager, Planning and Performance, HSCP

Lisa Duncan, Chief Finance Officer, HSCP

Rachael Graham, Planning and Performance Coordinator, HSCP

Kirsten Kerr, Planning and Performance Officer, HSCP

Thomas Griffin, Digital Programme Manager, HSCP

Yvonne Quinn, Musculoskeletal Service Manager, NHS

Vicky Campbell, Business Intelligence Team Leader, HSCP

Paul Donnelly, Manager, Learning Disability, HSCP

Angus Brown, Audit Scotland

Nadine McCall, Administrative Assistant (minutes), HSCP

Cllr Cameron Ramsay in the Chair

| Agenda | Discussion | Action |
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| 1. | <p>Welcome/ Apologies/ Membership updates</p> <p>Apologies were received on behalf of Jean Ford and Cllr Hunter.</p> | |
| 2. | <p>Declarations of Interest</p> <p>There were no declarations to note.</p> | |
| 3. | <p>Minute of Previous Meeting</p> <p>The minute of the meeting of the Performance & Audit Committee held on 18th February 2025 was approved as accurate.</p> | |
| 4. | <p>Matters Arising/ Action Log</p> <p>There were no matters arising to note.</p> | |
| Performance: | | |
| 5. | <p>Musculoskeletal Performance Report update report</p> <p>Y Quinn shared a presentation on screen and highlighted in terms of MSK ongoing waits the 4-week compliance over the past 2 years which tracks back until February 2023. Over the last 6 months they have been on an upward trajectory with a slight drop around Christmas due to annual leave, however the upward trajectory then continued.</p> <p>Y Quinn continued to inform during Q3 October – December 2024 both Physiotherapy and Podiatry waiting lists reduced and there was a slight increase in Occupational Therapy waiting list.</p> <p>In relation to workforce, Y Quinn advised of the current workforce total, vacancies within MSK Podiatry, OT and Physiotherapy and also sickness absence.</p> <p>In terms of actions for 2025 - 2026 Y Quinn highlighted these with regards to 4 week waiting time target, development of new models of care which support management of demand to MSK service and facilitating recruitment and retention of MSK workforce. Y Quinn noted some of the target dates for the actions established.</p> | |

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| | <p>Y Quinn noted some key areas of improvement activity currently underway as follows:</p> <ul style="list-style-type: none"> • Early Intervention Clinic – South • Innerva project – MSK East (in partnership with East Ayrshire Leisure Services) • Community Appointment Days – North and South • central Ayr and Carrick/Girvan • Progress discussion around Physiotherapy staff involvement in on call which impacts recruitment and retention • 4-week performance trajectory – 40% by June 2025 • Risks around orthotic performance <p>Y Quinn continued by noting that at present they do not have the workforce required to give GP Practices the scale they require.</p> <p>They are currently 3 months into a test of change and early indicators are showing that not many people are coming back into the MSK service following brief intervention. Further data around this will be feedback in due course.</p> <p>Community Appointment Days is an intervention they are looking to deliver within communities rather than hospitals, inviting patients to come in and discuss MSK issues but also have ability to have conversations with 3rd sector and voluntary services at the same time. A Community Appointment Day is being arranged within central Ayr around August time and more information will be made available on this once a venue has been agreed.</p> <p>Y Quinn informed that they are hoping to see a 40% increase in terms of the 4-week performance trajectory by June 2025.</p> | |
| <p>6.</p> | <p>Allied Health Professional’s Strategic Performance Report – 6 monthly update</p> <p>L Gibson shared a PowerPoint on screen with the Committee regarding data and performance measures highlighting key information in relation:</p> <ul style="list-style-type: none"> • Current Position • Performance Directory • Vision • Achieving the vision (in terms of where they were and improvement work) • Challenges | |

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| | <ul style="list-style-type: none"> • Onboarding Data Sets • Site Maintenance and Responsibilities • AHP Performance Measures Commonalities • AHP Performance Measures Service Specific Areas • New areas • Performance site demo <p>L Gibson informed of Workshop 1 where they would be looking at demand, activity, capacity and queue and also where there are areas of good practice in data collection and how they can build on this.</p> <p>Workshop 2 would look at the development of KPI measures across AHPS, aiming for 4 or 5 core KPI measures they can use and again where there are areas of good practice.</p> <p>L Gibson continued to inform that V Campbell and colleagues have been working hard to show data in relation to waiting times within AHP Services and advised that there is more work to be done how this information will appear to everyone.</p> <p>V Campbell will also be looking at attendance numbers at appointments and absence rates. There have been a higher number of absences in the last few months, which has been impact by staff unfortunately off on long term sick leave with significant health issues. These figures usually run with an average rate below 4–5%.</p> <p>They are also looking at increasing how they access information and opportunities for earlier assistance to improve health and wellbeing for individual families and communities. L Gibson and Cllr Hunter have had discussions on how they can get this information further spread.</p> <p>L Gibson highlighted some other areas of work in progress and welcomed any questions.</p> | |
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| <p>7.</p> | <p>Community Health and Care 6 Monthly Performance Report'</p> <p>B McClean advised that the purpose of this report is to submit for consideration the Partnership Performance Report for Community Health and Care Services, comprising of both baseline information and, where available, information for the period up to end of December 2024.</p> <p>B McClean made reference to the highlighted sections within Appendix 1 (circulated) which show areas where there have been no changes since the last meeting.</p> <p>B McClean gave a brief overview of some of the key areas of data from Appendix 1 report.</p> <p>B McClean thanked Kirsten Kerr for pulling this report together and welcomed any comments.</p> <p>Cllr Ramsay thanked B McClean for his update.</p> <p>The Performance and Audit Committee considered and noted the performance data detailed in Appendix 1.</p> | |
| <p>8.</p> | <p>Digital Strategy 2024-29 Progress update (PowerPoint)</p> <p>T Griffin shared presentation on screen regarding South Ayrshire HSCP – Digital Strategy 2024 – 2029.</p> <p>T Griffin advised that the vision of the strategy is:</p> <p><i>Empowering communities to start well, live well and age well through an accessible and user – centric digital ecosystem.</i></p> <p>T Griffin continued by sharing the progress summary which highlights 7 completed actions, 8 on target actions and 2 superseded by new action/ strategy.</p> <p>T Griffin informed that they are in the process of identifying and agreeing dedicated spaces and time for Innovation Labs within North, Central and South localities. These spaces will be used as a workshop where they will be able to explore new technologies and ideas, in collaboration with the people who will benefit from them (staff and communities).</p> <p>T Griffin advised that the HSCP website will have a schedule beginning in July with the next following soon afterwards.</p> | |

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| | <p>Funding has been agreed and in place with some of the technology already on board.</p> <p>T Griffin stated that this is not about the latest gadgets but about fostering a culture where we can continually improve our services and challenge thinking to ensure they meet our ever-evolving needs.</p> <p>T Griffin continued to explain that by working with our tech partners, it helps to gain access to the cutting-edge knowledge and innovative approaches. It also allows them to pilot new solutions in SAHSCP to deliver more efficient, personalised and effective care, leading to better outcomes for communities.</p> <p>T Griffin informed that they have successfully completed the implementation of virtual consultation tools, specifically the NearMe platform. This means that more people can access health and social care services from the comfort and convenience of their own homes. Staff have been trained across all teams and services, and they have been seeing benefits of this with nearly 300 users utilising the platform. They are also actively educating and engaging with members of the public to highlight that NearMe is an option for them and actively seeking out and creating opportunities such as within the prison service, housing and health. The HSCP have been recognised regionally and nationally for this work and they continue to develop training, support and reporting offering to ensure all can benefit from this technology.</p> <p>T Griffin noted that they are also looking at those who, for various reasons, may not be digitally connected and have created signposting to services that can support and have an agreement with a charity to help provide SIM cards and technology funding for those in need.</p> <p>In terms of appointment management, T Griffin expressed that this can sometimes be challenging, therefore they have been actively working on providing more control through self-service options and this feature will be a requirement of the new CMS (Case Management System). This should allow people to book, reschedule and cancel appointments online with notifications via email/SMS at a time that suits them. Allowing citizens to manage their journey in a way that fits their life, making it simpler and more accessible.</p> <p>T Griffin informed that a crucial element in the Digital Strategy is</p> | |
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| | <p>the replacement of the current Case Management System. This is a significant investment in the infrastructure that will have a direct and lasting impact on improving outcomes for staff and communities.</p> <p>Progress has been made with regards to completing the initial needs analysis, appointment of a dedicated Project Manager and securing the necessary capital funding.</p> <p>They have also moved forward with understanding the system requirements and engagement with suppliers.</p> <p>T Griffin advised that they are engaging with services to challenge them to think about their processes and will look at different ways of doing it.</p> <p>This is an ambitious project with a targeted completion date of end of 2026, this modern system will streamline processes, improve data sharing, and enable the delivery of more integrated effective care.</p> <p>T Griffin expressed that they are committed to making it as easy as possible for citizens to connect with the right services when needed and making contact simpler, better and faster.</p> <p>The current telephony system can be complex, with a different number for each service. T Griffin advised that they are actively working on transitioning to a more robust and user-friendly solution which is in use internally. This will mean a simpler and more consistent way for citizens to reach services, eliminating the frustration of navigating multiple phone numbers. Internal processes are also being reviewed to ensure they are using the most effective technology to support calls and provide citizens and partners with the assistance required.</p> <p>T Griffin highlighted that they are significantly investing in expanding Telecare and Telehealth capabilities. This is about empowering individuals to live in their home or homely environment as safely and as independently as possible for longer.</p> <p>They have secured via the Digital fund over £200k in funding over the next three years allowing them to recruit a dedicated care technologist, who will bring focused expertise to this area.</p> <p>T Griffin advised that they are actively working on procuring the</p> | |
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right technology and partnering with experts to deliver effective solutions. Also developing clear and accessible information for the HSCP and Connect Websites. The goal is to provide preventative and proactive support and ensure people get the right care at the right place. Workshops and information sessions will be held across South Ayrshire before July this year to showcase these exciting developments.

A feasibility study (SAC Data plan) was recently completed to explore the potential of predictive analytics, and they are now in the exciting phase of developing prototype models in collaboration with the Business Intelligence Team. This is about using data to help understand future needs, allowing them to proactively plan services and ensure resources are being allocated effectively to best support our community and partners. The aim is to move towards a more data-driven approach to strategic planning, ultimately leading outcomes for the people of South Ayrshire.

A dedicated content creator has been employed for a period of 18 months who has been reviewing the HSCP website supported by the HSCP Communications Officer. This person has been identifying areas where user friendliness can be improved and accessibility gaps within the information on services. This makes the site easier to navigate, have clearer content that's easier to understand and compliant with accessibility criteria. The content creator is also supporting design work for the partnership and applying the same approach to this. This project is due to be completed by December 2025.

T Griffin continued to explain that as part of the commitment to have easy access to information and support to live well at every stage in life they have the Connect website approach. This work is being led by South Locality Manager in partnership with VASA developing a user-friendly online platform. This is a central hub to find information on groups, local events and activities. This site will be full of helpful supporting information and will fall under the tabs of start well, live well and age well. The goal is to empower citizens with knowledge and resources to take control of their health and wellbeing within the community.

T Griffin expressed that to truly embrace the potential of the digital strategy, they must ensure staff have the necessary skills and confidence and the reason for developing a Digital Skills

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| | <p>Training programme. This is in the planning stages and will enter the engagement stage in April and be launched launch with a programme focused on M365 until the end of the year. This will help support the transition from Skype to Teams but also look at ways to leverage the potential of M365. This programme will be reviewed on a periodic basis and deliver training in a variety of ways such as face to face, group, workshop and scenario based and will help them to use their digital tools in the best way.</p> <p>It is believed that by working together with neighbouring councils, Ayrshire can achieve even greater things for their citizens. A quarterly Pan Ayrshire Group has been established with North and East Ayrshire Councils. This provides a valuable forum to come together, share best practices, learn from each other's experiences, and explore opportunities for collaboration on digital initiative. T Griffin explained that by focussing on key thematic areas and sharing knowledge this ensures they remain at the forefront of digital innovation within the region, ultimately leading to improved health and social care for all.</p> <p>T Eltringham thanked T Griffin for his update and expressed that it is difficult to state how vital this work is. T Eltringham stated that having a Digital Strategy and a particular officer with T Griffin's skillset is hugely to the partnerships advantage in terms of moving forward.</p> <p>The Committee noted the content of the report and commended T Griffin for his work on this matter.</p> | |
| <p>9.</p> | <p>Learning Disability Strategy 2022 – 2027 update</p> <p>P Donnelly advised that the purpose of this report is to provide the PAC with an update on the progress of the Implementation Plan and ongoing work towards the targets being met in relation to the Adult Learning Disability Strategy 2022 – 2027 as detailed in Appendix 1 (circulated).</p> <p>P Donnelly noted that the strategy was devised in 2021 and there was an extensive consultation exercise that took place and as part of this they asked external agencies to come and look at the process of involved service users. The strategy generated 38 action points across a range of areas within Learning Disability.</p> <p>P Donnelly informed that they developed 38 action points of which 37 are complete and 1 on target. The Learning Disability</p> | |

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| | <p>service would like to highlight to the PAC the excellent progress to date with over 99% of the strategy completed in 32 months.</p> <p>P Donnelly informed, due to the strategy success to date they must determine how to maintain the high standards they have set as a Learning Disability Community alongside service users.</p> <p>P Donnelly stated that it is essential to continue to self - evaluate themselves to ensure they continue to meet the needs and aspirations of the Learning Disability community to “live their best lives”.</p> <p>B McClean expressed his thanks to P Donnelly and the wider Learning Disability Team for their work on this strategy.</p> <p>Cllr Dettbarn thanked P Donnelly for his update which demonstrates clearly that the strategy has been hugely successful and very innovative.</p> <p>The Committee noted the work being done in relation to the strategy and agreed that a 6 monthly update of reporting on this with keep the Committee updated on progress made.</p> | |
| Audit: | | |
| <p>10.</p> | <p>Audit Scotland IJB – Finance Bulletin 2023-24</p> <p>L Duncan informed that the purpose of this report is to present the findings of the Audit Scotland Integration Joint Boards – Finance Bulletin 2023-24 published in March 2025 and provide information in relation to South Ayrshire IJB’s position, and actions being progressed to ensure future financial sustainability.</p> <p>L Duncan informed that in March 2025, Audit Scotland published “Integration Joint Boards – Finance Bulletin 2023-24”, detailed in Appendix 1 (circulated). This bulletin analysed IJB Annual Accounts for 2023-24 an annual audit reports produced by local auditors. L Duncan highlighted the key messages from the report.</p> <p>L Duncan reported that the majority of IJBs reported a deficit on the cost of providing services requiring unplanned use of reserves and additional contributions from partner bodies.</p> <p>The financial position is set to worsen with a projected funding gap of £457m in 2024-25. L Duncan stated that the budget process needs collaboration with partners and candid</p> | |

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| | <p>conversations with communities about the impact of the savings needed to set a balanced budget. The budgets and proposed savings need to be realistic and achievable.</p> <p>L shared key data and information in relation to the below areas:</p> <ul style="list-style-type: none"> • Demographic Context • Funding and Income • Savings Performance • Reserves • Financial Management and Sustainability <p>L Duncan expressed that the upcoming financial year is likely to be the most challenging since 2019 -2020, therefore it is crucial to have savings plans in place to look towards medium-term financial forecast.</p> <p>The Budget for 2025-26 included the forecasted budget gap over the next 5 years to 2030-31, based on the assumption of flat cash settlement. The IJB Medium Term Financial Forecast will be developed, and savings plans presented to the budget gap. L Duncan reported that if there are no further funding allocations provided by Scottish Government for Health and Social Care, this will have a detrimental effect on service delivery and achieving the objectives within the IJB’s Strategic Plan.</p> <p>T Eltringham thanked L Duncan for this helpful report that sets out the current position in the wider context. T Eltringham expressed that they have been prudent with being able to redesign in some services and the need for tailored services, however there is a need to redesign further and to focus on more early intervention and prevention work.</p> <p>The Committee note the content of the report and agreed the recommendations.</p> | |
| Items for noting: | | |
| <p>11.</p> | <p>Unannounced Inspection of Cunningham Place Children’s House – Improvements Update</p> <p>M Inglis advised that this report is to inform South Ayrshire Performance and Audit Committee on what actions have been taken following the unannounced inspection by the Care Inspectorate on Cunningham Place, one of South Ayrshire’s</p> | |

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| | <p>Children’s Houses, and subsequent report.</p> <p>This inspection was carried out by 2 inspectors from the Care Inspectorate on the 29th of January 2025. Telephone calls and email correspondence was also carried to stakeholders in relation to the young people who reside at Cunningham Place. For reference, one of the inspectors was of a manager grade.</p> <p>M Inglis highlighted the areas of requirement and provided an update on those (detailed within the circulated report).</p> <p>It is recommended that the Performance & Audit Committee reflect upon the Care Inspectorates return visit in January 2025 and progress made towards addressing the requirements and recommendations from the 2024 June inspection and acknowledge the Health and Social Care Partnership Improvement activity and be assured of the ongoing improvement work in Cunningham Place Children’s House.</p> <p>Cllr Dettbarn expressed her gratitude to anyone who works within our services supporting children and young people and hoped that the staff within the service have felt well supported during this time.</p> <p>The Committee noted the content of the report and agreed the recommendations.</p> | |
| <p>Any Other Business/ Actions for follow up to IJB</p> | | |
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Date of Next Meeting – Tuesday 25th June 2025