



**south ayrshire**  
health & social care  
partnership

# Integration Joint Board Strategic Plan 2021 - 31 (2025 refresh)

Summary Version



This document can be made available in a range of formats and languages, for more information please see the back page of this document.

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We have tried to keep the language in this Strategic Plan simple and easy for all to understand.  
We have also created a glossary of some of our key terms which can be found here.

# Foreword

South Ayrshire Health and Social Care Partnership (HSCP) delivers a broad range of health, care and social work services across South Ayrshire. The HSCP is accountable to the Integration Joint Board (IJB) (comprising members of the council and the health board with input from carers, the people we support and our Third and Independent Sector partners). Ultimately the HSCP is answerable to the community of South Ayrshire.

In 2021 we published our bold ten-year ambition for South Ayrshire to improve outcomes and tackle health inequalities in the area. Over the past three years we have made good progress towards our ultimate vision of **“Empowering Communities to Start Well, Live Well and Age Well.”**

This new plan sets out the next phase of our ambitions and the actions we will take to deliver them. The HSCP depends on collaboration with the community and a range of partner organisations in the Third and Independent Sector to help us to deliver our objectives. Without the commitment and skills of numerous individuals and those organisations, the significant improvements

our teams have made would not have happened. It is a testament to SA HSCP’s radical and innovative approaches that we have come so far since 2021.

Throughout this document, we reflect on national policies and the ambitions of the council and health board, mindful of the need to take a whole system approach to service delivery with the specific interests of local citizens at our heart. With this principle as the foundation to all our work, you will see examples of the improvements delivered and the ambitious forward plans we have. As an example, we have continued the commitment to our ‘Wellbeing Pledge’ between the HSCP and our communities – and we will look to build on this with our Community Planning Partners.

Writing this at the end of my term as Chair of the IJB, I can honestly say that I have been proud to be involved with such ambitious, caring and innovative teams across all the services we oversee. SA HSCP is leading the way in Scotland and across the UK in delivering for the people we serve; and that, after all, is why we all do what we do.



A handwritten signature in black ink that reads "Linda Semple". The signature is written in a cursive style on a light-colored background.

**Linda Semple**  
Chair of Integration Joint Board

# Director's Introduction

I am delighted to introduce our refreshed Strategic Plan for South Ayrshire Integration Joint Board and look forward to continuing to lead on its implementation. This plan covers our priorities for health and social care for the next three years, with a look ahead to what we will strive to achieve by 2031.

We must start by celebrating the progress we have made since the last Plan was published in March 2021. At the time we were operating in the very challenging and indeed uncertain landscape of the Covid 19 Pandemic. The Pandemic has had a significant impact on everyone's lives, since then we have worked flexibility, with our partners to refocus our priorities and adapt to the needs of the rapidly changing environment.

To deliver on our objectives we will build further on the integrated working of our health and social care teams while strengthening our partnership working with South Ayrshire Council, NHS Ayrshire and Arran, wider Community Planning Partners and our vital Third and Independent Sector. We aim to make the best collective use of our resources for the wellbeing of our communities.

The Plan sets out our vision for a continued partnership with communities and individuals so we can work together to achieve the best possible outcomes for the people of South Ayrshire.

We know that what we do is all about the strength of our relationships with our communities, staff and partners and only a whole-system approach will improve health and wellbeing outcomes for all in South Ayrshire.

In writing this Strategic Plan we have considered how we can streamline our thinking and align closely to our vision of **“Empowering Communities to Start Well, Live Well and Age Well.”**

I look forward to working with you all as we collectively take steps in realising our ambitions over the new few years.



A handwritten signature in black ink, appearing to read 'T Eltringham', written in a cursive style.

**Tim Eltringham**  
Director of Health and Social Care

# IJB Strategic Plan

2021-31








# Background

The South Ayrshire Health and Social Care Partnership brings together a wide range of community-based health, social care and social work services in South Ayrshire. Services are provided by the HSCP or commissioned by us from another provider.

In South Ayrshire, the HSCP delivers and commissions a broad range of services, which means that the HSCP is in contact with citizens at all stages of life.

Services delegated by South Ayrshire Council and the NHS cover:

-  Community Health and Care Services.
-  Allied Health Professionals.
-  Children's Health and Care Services.
-  Community Nursing.
-  Justice Services.

This means that our services work more closely together to deliver streamlined and effective support to people that need it, bringing together a range of professionals including social work, nursing and our allied health professionals.

All services are strategically driven by local and national priorities and full service details are provided within the [South Ayrshire Integration Scheme](#).

## What is a Strategic Plan and why do we need one?

Our Strategic Plan is underpinned by what our communities, staff and partners have told us they would like their health and social care services to look like in the future. In 2021, we identified seven Strategic Objectives which we will focus on, these objectives will guide our activities in the forthcoming years as we look ahead to 2031.

A number of policies and strategies at a national level have shaped our Plan as well as the local context in which we operate. The plan describes the various activities that will enable us to deliver on our Strategic Objectives.

In 2021, the HSCP published a long-term Plan covering the period up to 2031. The Act states we must review our Plan every three years. This new plan will cover the period from 2025-28.



## The Integration Joint Board (IJB)

The Public Bodies (Joint Working) (Scotland) Act 2014, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014 and this is the fourth Strategic Plan of the South Ayrshire Integration Joint Board (IJB).

The HSCP is governed by the IJB – a separate legal entity in its own right - which is responsible for planning and overseeing the delivery of community health, social work and social care services. The IJB is responsible for allocating the integrated revenue budget for health and social care in accordance with the objectives set out in its Strategic Plan.

The IJB includes members from NHS Ayrshire and Arran, South Ayrshire Council, representatives of the Third Sector, Independent Sector, staff representatives and others representing the interests of patients, service users and carers.

## Our Plan in South Ayrshire

Our 2021-31 Plan aims to provide a ten-year vision for integrated health and social care services which sets out objectives for the HSCP and how it will use its resources to integrate services in pursuit of national and local outcomes. This plan has been refreshed for 2025-2028 to ensure our strategic direction is both relevant, and reflects the needs and ambitions of the population of South Ayrshire.

In developing this Strategic Plan, we reviewed our performance against our previous priorities, developed a Strategic Needs Assessment and locality profiles, considered the emerging risks and consulted with people who use our services, our partners and our staff. This helped us to clarify our vision, values and strategic objectives that are detailed in this plan.

## Our Partnerships

The overarching aim of the HSCP is to work together with the citizens of South Ayrshire to improve health and wellbeing and support communities to be resourceful and supportive of family, friends and neighbours.

We cannot achieve this alone. We need to work with partner organisations (including the Third and Independent Sector) to enable citizens to take control and take responsibility for their

own health and wellbeing – understanding that ultimately, most people do not want to have to reach for our services. The long-term health and wellbeing of citizens will only be improved if communities, organisations and individuals work together to take charge of the health and care needs of its citizens in South Ayrshire. The HSCP will support you to lead healthier lifestyles while you take charge of your own physical and mental health and wellbeing.

We are looking at building a system which looks at ‘care’ not just as ‘healthcare’ and formal support services but one that encompasses and supports informal care, communities and their citizens as crucial parts of the system.

## Planning our services

Our engagement and relationship with South Ayrshire communities is supported by our six Locality Planning Partnerships, enabling us to deliver supports and services in keeping with local need.

To facilitate this, Locality Planning arrangements are established in six areas of South Ayrshire and these feed into our Strategic Planning Advisory Group (SPAG) which is a sub-group of our Integration Joint Board.

Where specialist services are managed by a ‘Lead Partnership’ on behalf of all three

Ayrshire based Health and Social Care Partnerships, this Plan will include reference to the vision and priorities for those services.

Local priorities agreed between this Partnership and the Lead Partnership will be reflected in the respective strategic plans of both bodies.



# Vision, Values, Principles and the 'South Ayrshire Wellbeing Pledge'



It is important for the HSCP to have an overarching vision statement and values, through the engagement activity which has taken place we have arrived at the following which will be our vision to 2031.

## Our Vision

Empowering communities to start well, live well and age well.

## Our Values

The following are the values to which our staff and those contracted by the HSCP, or who are stakeholders in it, will be expected to demonstrate:

### **We will be:**

- Empowering
- Respectful
- Compassionate
- Open

### **We will demonstrate:**

- Equality
- Integrity
- Ambition

## Our Principles

We will work with our staff – including with our trade union representatives – and our partners to develop a full understanding of and buy-in to what these values mean for our day-to-day work. The following principles bring these values to life. The HSCP will be encouraged to work together to develop these at a service / team / staff level:

- Provide joined up services to improve quality of lives.
- People will have access to good information and advice at pre-crisis points.
- Putting individuals, carer and families at the centre of their own wellbeing and care.
- Support and services will be co-produced – 'doing with not doing to'.
- Providing timely access to services, based on assessed need, resources and a rights-based approach.
- Being evidence informed and driven by continuous performance improvement.
- Bureaucracy will be the minimum it needs to be.

## South Ayrshire Wellbeing Pledge

While the HSCP is ultimately here to serve the public and offer high quality services, if we are to truly shift to a focus on prevention and enablement, we need to work with the community to achieve our objectives – together.

We hope a strong relationship between the HSCP and the community can allow us to harness, empower and build on the amazing resilience, spirit and mutual support our communities displayed during the pandemic.

The HSCP will make use of existing routes into the community (such as our Locality Planning Partnerships (LPPs) and Champions Boards) to develop the notion of a ‘Wellbeing Pledge’ further and we will also explore how this can be strengthened with our Community Planning Partners.

We will ensure that we are engaging with and listening to people who use our services and with those who have lived experience to shape how we deliver services. We will also

work with the Third and Independent Sector and community organisations to include them in this new relationship.

The ‘Wellbeing Pledge’ was inspired by our engagement on the Strategic Plan in 2021, reflecting the notion of two parties (public services and the community) contributing to a common goal.



# Population and Needs Profile

To make informed decisions about our strategic planning and commissioning, we need to fully understand our communities which can be done using a range of population data as well as our own local intelligence. From the data, it is clear that South Ayrshire faces particular challenges of inequality and community vulnerability and we are determined to target our services at these challenges using the resources we have at our disposal.

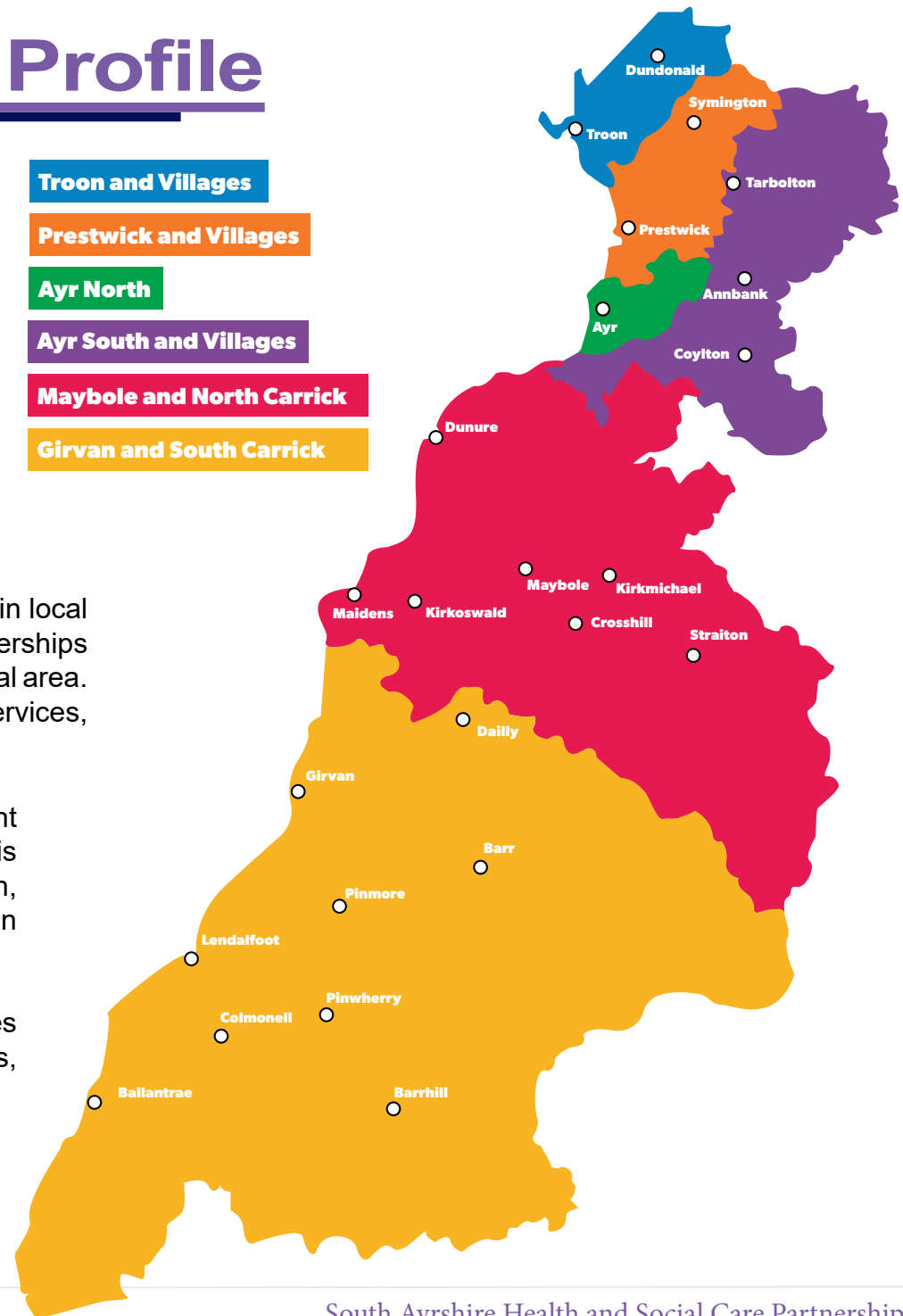
## Locality Planning

South Ayrshire is split into six localities.

The purpose of planning by locality is to ensure services are delivered in local communities according to their specific need. Locality Planning Partnerships (LPPs) are established in each locality with their own priorities for the local area. To support the assessment of need and decision making on local services, profiles of each locality area have been produced.

During 2022/23 the Integration Joint Board agreed funding for significant investment in the implementation of a new management structure. This includes the addition of three Senior Locality Managers for the North, Central and South areas of South Ayrshire, ensuring strong leadership in all six locality areas.

We have also seen some of our locality boundaries change. The localities affected by the boundary changes are Ayr North, Ayr South and Villages, and Prestwick. Previously the villages of Annbank, Mossblown and Tarbolton were part of the Ayr North LPP. They are now part of the Ayr South and Villages locality. In Prestwick, some smaller changes relating to areas around Heathfield and St Quivox have also seen their geographical coverage change.



## Ageing Population

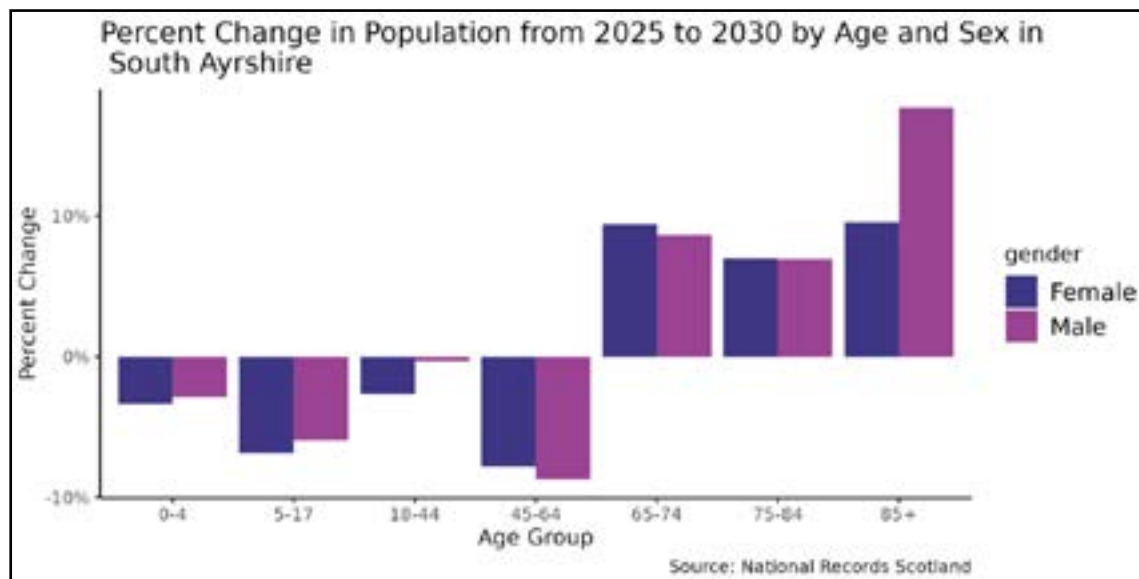
In South Ayrshire we have a significantly higher proportion of older people than across the rest of Scotland. Older people are valued members of our community and contribute so much to our society through volunteering and childcare for example.

We know we need to ensure that we are supporting people to grow older and live as independently and purposeful as they can.

The HSCP worked alongside our Community Planning Partners to develop an Ageing Well Strategy for South Ayrshire. This was launched on Tuesday 10th September 2024 and sets out how we will take steps to plan for our ageing population.



The number of people who are aged 65 and over is projected to increase over time within South Ayrshire. At the same time, the projected number of people aged under 65 is projected to decrease. Overall, the number of people who are aged 65 and over is projected to increase by 9% between 2025 and 2030.



As part of the Ageing Well strategy an Ageing Well Champions Board was created in order to bring the the voices of community into the discussion on how best to improve the health of our ageing population with a focus on prevention, early intervention and self help.

There has been great uptake in membership of this group since it's establishment and we have now got multiple Champions Boards which spread across our different locality areas.



## Shifting the Balance of Care

“Shifting the balance of care” is an objective for all of our services and for everyone we support: from childhood to old age.

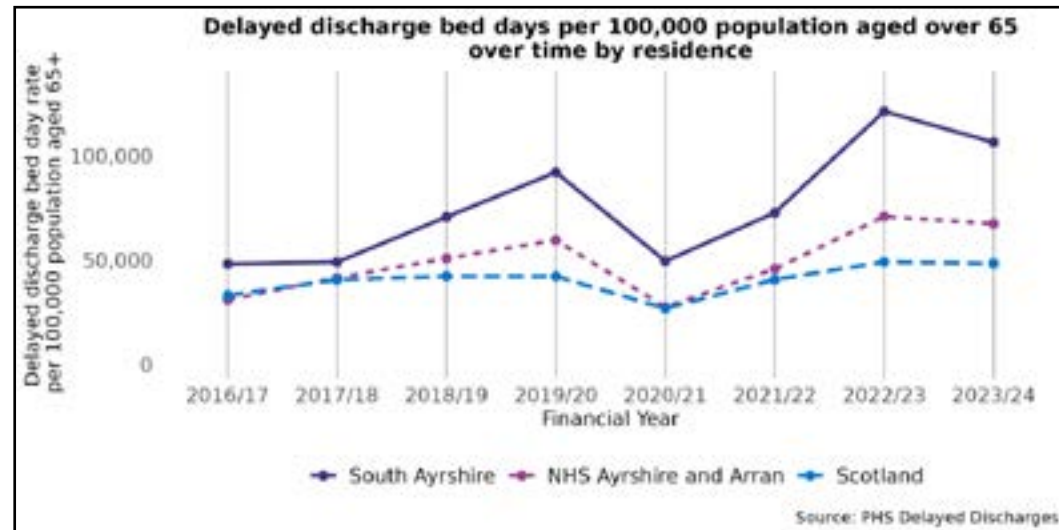
For older people’s services, a key priority that received concerted effort is bringing down delayed discharges.

A delayed discharge is defined by NHS Services Scotland as “a hospital inpatient who is clinically ready for discharge from inpatient hospital care and who continues to occupy a hospital bed beyond the ready for discharge date”.

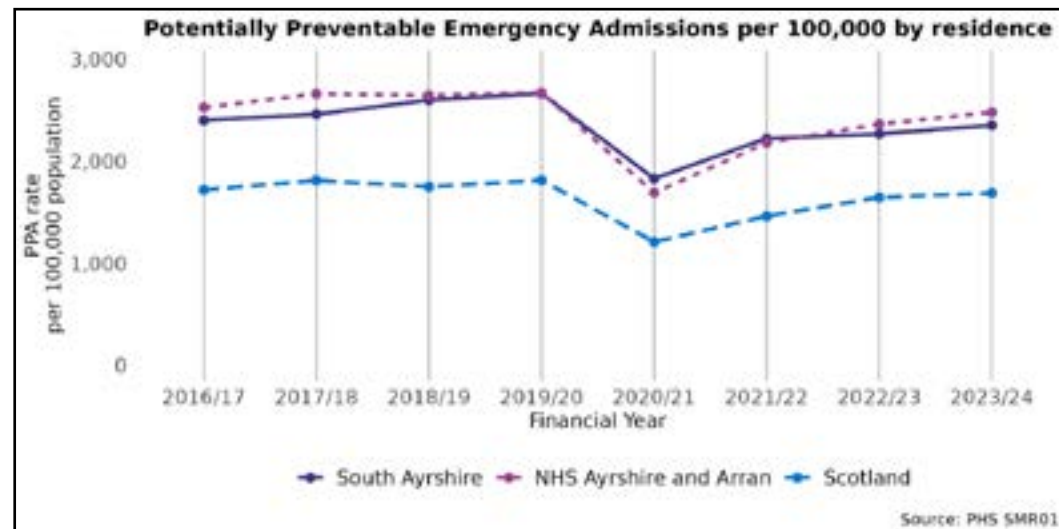
Reducing delays in discharge from hospital matters for many reasons, but most importantly it is almost never an appropriate place for someone to be if they no longer need hospital care. Time spent in hospital when medically fit is an unnecessary risk to health and welfare, involving risks such as hospital acquired infection and loss of mobility.

In children’s services “shifting the balance of care” is about our ambition to keep South Ayrshire’s children in South Ayrshire and within families wherever possible. This includes increasing the number of children and young people living within their own communities in South Ayrshire.

The number of delayed discharge bed days per 100,000 population aged over 65 has decreased between 2022/23 and 2023/24, however the rate for South Ayrshire is more than twice the rate for Scotland (106,635 and 48, 494 respectively).



South Ayrshire has a higher rate of potentially preventable emergency admissions in comparison to Scotland as a whole. For 2023/24, the rate for South Ayrshire was 2,357 per 100,000 population, compared to 1,691 for Scotland.



## Mental Health and Wellbeing

Mental wellbeing is closely linked to the influence and impact that structural and relationship inequalities play in the early years and across the life course.

We know that financial security, employment and location are influences that often have a bearing on these choices. Issues can develop when alcohol, smoking or drug use shape lives.



In 2023/24, 24% of people were prescribed medication for anxiety, depression, or psychosis in South Ayrshire HSCP.



This is an increase from 18.9% ten years earlier.



In 2022/23, the rate of alcohol-related admissions was 498 per 100,000 age-sex standardised population in South Ayrshire. This is a 51.9% decrease overall since 2002/03.



## Public Protection

The safety of South Ayrshire's citizens is fundamental to the work of the HSCP and its partners.

South Ayrshire Child Protection Committee and South Ayrshire Adult Protection Committee are the local strategic planning partnerships responsible for delivering continuous improvement in protecting children and adults at risk in South Ayrshire.



As of July 2023, there were 43 children on the child protection register. This is an increase from 22 in 2022. The rate of children on the child protection register per 1,000 population aged 0-15 was 2.5, which was slightly higher than the rate for Scotland (2.3).










In 2023/24, the rate of recorded crime was 503 per 10,000 population in South Ayrshire. This is lower than the rate for Scotland (550 per 10,000 population) and is 9% lower than the rate for ten years earlier.

## Equalities in South Ayrshire

A key consideration in the delivery of our local strategies is the Shared Ayrshire Equality Outcomes. Partners across Ayrshire work collaboratively towards the achievement of four equality outcomes whilst complying with the Public Sector Equality Duty in line with the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

South Ayrshire HSCP continues to be an involved and active member of the Ayrshire Equalities Partnership. In 2024, South Ayrshire Council launched a new Integrated Impact Assessment (IIA) Tool which replaces the traditional Equality Impact Assessments and Children's Rights and Wellbeing Impact Assessment. This has been created alongside the partnership and provides a comprehensive way to consider equalities when we are making changes or putting in place new strategies and plans. To allow South Ayrshire Council to increase opportunities for effective collaboration, and to also ensure that key local and national priorities are part of the decision-making process.

Our South Ayrshire Integrated Equalities Impact assessment (IIA) was developed to include The Promise, Child Rights and Wellbeing, Trauma Informed Practice, Our Ageing Population, Health and Wellbeing and Rurality. Within the IIA we have recognised 'Care experience' as a protected characteristic specific to South Ayrshire Council. Anyone introducing new policies, procedures, strategies, projects, and financial decisions whether working directly or indirectly with young people and their families will have to consider the Promise and acknowledge care as a protected characteristic as core to all new initiatives. We take our duty to reduce inequality seriously and it is critical that we assess the impact fully. The new IIA allows us to challenge the impact of change in a positive, inclusive way. South Ayrshire Health and Social Care Partnership (HSCP) will join South Ayrshire Council in adopting the new Integrated Impact Assessment. This reflects the HSCP's commitment to equalities as set out within this plan. The IIA will be fully adopted by the HSCP during 2025. The IIA will consider the following areas:

-  The impact of the proposal on different communities and groups of people.
-  Whether we are meeting the legal requirements in terms of Public Sector Equality Duty and Human Rights.
-  Whether we are meeting the legal requirements of ensuring that we are actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage (the Fairer Scotland Duty).
-  Whether we are meeting the legal requirements of assessing whether there is an impact on children's rights.
-  United Nations Convention on the Rights of the Child (UNCRC).
-  How the proposal will support our rural communities.
-  Recognising the impact that trauma can have on people's lives.

# Our Journey to 2024

As a HSCP we have come a long way in working towards our vision since the last Strategic Plan was implemented in March 2021. A report taken to our Integration Joint Board in June 2024 set out some of our key achievements since our Strategic Plan was agreed in March 2021. The full report can be found [here](#).

It is impossible to capture all of the work that has taken place, below are a few case studies of work progressed since 2021:

## **Belmont Family First**

Belmont Family First Service was first introduced as part of a pilot project and was developed to support South Ayrshire to meet the aspirations of The Promise, Scotland's Independent Care Review, and our ambition that Children and Young People of South Ayrshire will Grow Well, Live Well and Age Well. Based on the Ten Principles of Family Support, the team delivers a family centred approach to early intervention and prevention.

The service received permanent funding in December 2022.

Belmont Family First Service is based in Belmont Academy and works in partnership with education, health, and community partners. The team offers support to young people and their families from Belmont Academy and the cluster primary schools. The aim of the service is to reduce the number of referrals to statutory services by providing early intervention and direct support to families. The support is timely and responsive, empowers families to strengthen their relationships, grow together, develop resilience, and reach their full potential. The team embrace a strength based, family centred approach and utilise a nurturing family-based approach as well as Signs of Safety and Safer Together models.

Belmont Family First Service actively support families who are struggling with the cost-of-living crisis and associated challenges such as food, fuel, and digital poverty. Since the service commenced the team have supported families to access over £16,410.28 in funding.

Due to the success of the model, this is now being rolled out across other school clusters in South Ayrshire.



## Young Carers in South Ayrshire

The Young Carers Strategy 2021 – 2026 sets out our local response to the statutory duties (responsibilities) of the Carers (Scotland) Act 2016 - which is a law that says what support must be given to carers, including young carers.

A Young Carers Officer was appointed in 2022 to drive the strategy and to take forward the actions identified to support our Young Carers including awareness raising and creating opportunities for young carers in South Ayrshire.

The Young Carers Strategy has the following three strategic themes including I am safe, healthy, and active, I am nurtured, achieving and respected and I am responsible and included.

In 2023, 'The Weekend' film was developed from a group of young carers' own personal experiences. The young people learned how to express and share in a safe environment and had the courage to open up about real issues as the project progressed. This, in turn, led to the development of a realistic storyline.

The young carers learned how to research a story, build a storyboard, and devise a piece of dramatic fiction based on this. The group learned to develop and produce a film practically, using professional film making equipment.

The project culminated in a night of celebration of the young people's achievements, A Night at the Oscars, which provided a local platform to raise the profile of young carers. The young carers involved in the project participated in a Question-and-Answer session and the event attended by almost 300 people.

The Weekend, has since won a number of awards. This has contributed to the awareness raising reach of the film due to wide-spread media coverage online, in printed press and national radio.

## Core and Cluster Housing Model

South Ayrshire HSCP have developed a housing model, Core and Cluster, for both Mental Health and Learning Disability service users who require additional support with housing, enabling people to live independently in their own homes and be active participants in their own communities.

We have seen a significant increase in demand for this type of housing over the last 4 years.

We received keys to the new Ayr housing development at Fort Street in March 2022. Fort Street has been developed in partnership with South Ayrshire Council's Housing team to provide a new supported accommodation facility. The accommodation has been specifically designed for adults with physical and mental health illnesses in South Ayrshire. This is just one example of developments introduced during this period through our new Core and Cluster Model.

The development consists of eleven 1-bedroom properties offering modern accommodation in the heart of Ayr town centre. Each new home has been designed to suit the needs of the individual, helping to support residents in a way that promotes independence as well as reducing risk.

## Learning Disability Strategy 2022-27

The South Ayrshire HSCP developed the new Adult Learning Disability Strategy in August 2022 to ensure that organisations operating in South Ayrshire were able to meet the principles set out in the National Strategy for Learning Disability - The Keys to Life. The strategy focuses on empowering people with Learning Disabilities to have: a healthy life, choice and control, independence, and active citizenship.

This strategy is a bold five-year vision to ensure people with learning disabilities in South Ayrshire can achieve their full potential. The strategy was informed by engagement with service users, families, and carers, as well as with staff from organisations from across the sectors currently engaged in supporting people with a learning disability.

These included the League of Champions, a group of people who have come together from across South Ayrshire to champion the rights of people living with a learning disability, made up of service users, family members and staff. Supporting this piece of work our new league of champions continue to work with the HSCP to embed the principles of the strategy into practice.

## Team Around the Locality

Team Around the Locality (TATL) is a key development enabling the operational implementation of the ambitions set out in the IJB Strategic Plan.

The model aims to deliver information, advice and support through a strength-based model to individuals and carers. Successful implementation of the TATL model requires several key elements: empowering leadership, a clear vision, defined roles, effective local operational arrangements - all of which are supported by an enabling infrastructure.

During 2023 Senior Managers and Professional Leads for each locality were appointed to new posts and there was a period of engagement with local communities and stakeholders. The output from the TATL engagement informed the development of new Locality Plans for each of the six localities during 2024.

The development of community front doors that provide the right information/support from the right person at the right time are key to the success of the TATL model. This is to ensure timely access to information, advice and support. To embed this our vision was to integrate hubs in communities acting as convenient points of access for individuals seeking support.

From this we have developed Connect South Ayrshire alongside our Third Sector Interface VASA, which bring together a streamlined approach to accessing information online via a website, via telephone and through in person hubs in each locality. Our first Connect Hub opened in Ayr on 1st November 2024 and is a convenient point of access for individuals seeking information, advice and various support services such all in one place. This will continue to develop across other localities with further hubs opening in 2025 as we strive to ensure we meet people at the right place and at the right time.

## Ageing Well in South Ayrshire

South Ayrshire has one of the oldest populations in Scotland. It is therefore fitting that the HSCP has been working with South Ayrshire Council and VASA to establish us as one of three Age Friendly Communities in Scotland. The work to develop an Ageing Well Strategy began in June 2023, bringing together key stakeholders from SA HSCP, Community Planning Partners, and Third Sector. Over the course of 2023, three Ageing Well Champions Boards have been established in Girvan, Ayr, and Troon.

A period of significant engagement was undertaken to inform the strategy which was co-produced with our Champions Boards and Community Planning Partners.

The strategy and action plan was launched at an event held at Ayr Gaiety on Tuesday 10th September 2024.

An Ageing Well Programme Officer has been appointed to take forward the actions identified in the strategy and progress will be reported via the Community Planning Board.



## Annual Performance Reports

There is much work that takes place each year as we move towards achieving our strategic objectives and it is impossible to highlight all of the good work which takes place every day. There is further detail and more examples of specific service led activities and progress demonstrated in our Annual Performance Reports which are published each year. The reports can be viewed [here](#).

The Scottish Government requires an annual report to be prepared by the Chief Social Work Officer (CSWO) which details the service quality, performance and key challenges of statutory social work services. The latest report can be found [here](#).

# Strategic Objectives to 2031

In 2021, we were ambitious in setting strategic objectives that can lead us to improving outcomes over the next ten years, we remain committed to these and can evidence progress being made.

As set out above, we are mindful of the fast-changing landscape in which health and social care services are operating, however we want to commit to a long-term horizon for our ambitious objectives.

Our Strategic Plan 2021-31 sets out seven strategic objectives for 2031. This document explains how we arrived at these objectives and how we will achieve them. During 2024 we have carried out engagement with our communities to ensure our objectives are still relevant and reflective of the needs of the people in South Ayrshire.

These strategic objectives will continue to drive the services provided and commissioned by the HSCP and are based on the engagement and conversations we have had with our partners and the community as well as reflecting existing commitments across the Council, the NHS and the broader Community Planning Partnership.

To achieve the priorities a range of activity is planned or underway. During the life of the Strategic Plan there will be further activity that emerges which the HSCP will deliver with its partners. All of the activity which is progressed will be relevant to one or more of the Strategic Objectives and will contribute towards meeting the national health and wellbeing outcomes set out by the Scottish Government.



We make a positive impact beyond the services we deliver



We focus on prevention & tackling inequality



We nurture & are part of communities that care for each other



We work together to give you the right care in the right place



We are transparent & listen to you



We help build communities where people are safe



We are an ambitious & effective Partnership

The activities we will undertake in South Ayrshire are informed by a number of factors:

- What people have told us is important to them. Many of the comments our stakeholders have made during the development of this Plan have influenced our objectives and our activities.
- Information that is routinely collected through the HSCP's performance management arrangements (such as locally defined performance indicators) and the national integration indicators. These help tell us where there are issues that need to be addressed in local operational performance and progress with integration.
- Information on the population profile of South Ayrshire from a wide range of sources including our Strategic Needs Assessment, provided by Public Health Scotland.
- Financial resources available to carry out the activity to meet our priorities.
- The following sections provide examples of what has influenced the content of this Plan and the activity that will be progressed. More examples of activity to be progressed is located on our website and will be kept under review during the lifetime of the Plan to ensure that we adapt to an ever-changing world.



## How Will We Get There and How Will We Know?

This section outlines some of the key, high-level actions we will take to achieve each of our strategic objectives, looks at how we will measure our progress against these objectives and sets out how this will relate to the South Ayrshire Wellbeing Pledge.

The Strategic Objectives have a ten-year horizon to 2031, but we understand these are uncertain times in which to be planning health and social care services so we will revise our operational and financial plans to adapt to changes in national policy and local context.

Building on these strategic objectives and reflecting where we are as a partnership, we will also be developing and publishing a range of supporting strategic documentation over the coming months, including a revised Adult Carers Strategy and Older People's Service Plan.

Underpinning all of the work we are undertaking in South Ayrshire, is our vision of **“empowering our communities to start well, live well and age well”**.





## **Objective 1: We focus on prevention and tackling inequality.**

**As we move towards 2031, our services will continue to be targeted towards early intervention and preventative work. This, of course, means keeping people out of hospital and supporting people early to prevent them reaching our services. We will also continue to work to tackle the root causes of health inequalities, including poverty.**

### **How Will We Get There?**

We will work with our Community Planning Partners to tackle child poverty through [South Ayrshire's Child Poverty Strategy 2024-29](#). We will play a key role in developing opportunities for and make significant investment in our most economically deprived communities such as Ayr North and promote social justice. We will work with children and young people and their families to support them to be effective contributors and not engaged in offending behaviours.

The Family Nurse Partnership programme will work to improve pregnancy and birth outcomes, through improved prenatal behaviours; improve child health and development, through positive, responsive caregiving; and, improve economic self-sufficiency of the family, through developing a vision and plans for the future. We will continue our work in tackling social

isolation and improving mental wellbeing, ensuring we are working closely with our partners, particularly our Third Sector colleagues. We will better understand and address disparity in outcomes based on protected characteristics including ethnicity and gender.

### **As we move towards 2028 we will focus on:**

- Delivering improvement in the priority areas identified in the [Children and Young People's Service Plan 2023-26](#): The Promise, Families, Voice, Healthy, Included and People.
- Progressing our [Independent Advocacy Plan 2024-29](#) which we launched in June 2024 to ensure people in South Ayrshire have their voice heard, can express their needs, make informed decisions, and have their rights and interests protected.

- Working with our Community Planning Partners to embed the new Integrated Impact Assessment tool within the HSCP which will improve the way we consider the impact our decisions have on people as we prepare our strategies and make changes to our ways of working.
- Broadening the work of the [Social Isolation and Loneliness Strategy 2019-2027](#) alongside our Community Planning Partners and led by Public Health to ensure a wider impact.
- Delivering on our ambitious [Ageing Well Strategy for South Ayrshire](#) published in September 2024.
- We will develop a Health and Care Service Plan which will focus on how services will be shaped to support our approach to Ageing Well in South Ayrshire. This will complement the ambitions set out in our Ageing Well Strategy.
- We will focus on working with health and care services to deliver preventative and pro-active care by focusing on prevention, early intervention and self-management of health conditions to improve overall wellbeing.



## **Objective 2: We nurture and are a part of communities that care for each other.**

**Community resilience and the support of carers, parents, peers and social networks are fundamental to helping us improve health outcomes – it is not all about what services can deliver ‘to’ the people we support. Not everyone who uses HSCP services chooses or wants to – they may even be bound by legal measures – but when we do provide support, we will ensure that the service we provide is compassionate and honest.**

### **How Will We Get There?**

We value and support unpaid carers in their caring role and ensure they have a voice, including in the commissioning of services. We will support them to be able to take a break from caring and to look after their own health and ensure that unpaid carers are not defined by their caring role. Building on our commitment to putting Families First, and our Whole System ethos we will take a locality-based approach to supporting communities to be resilient and the HSCP being at the heart of communities supporting one another, including keeping South Ayrshire’s children within South Ayrshire and in families wherever possible and offering more support to Kinship and Foster Carers.

We will work with partners to build capacity within the community and, in particular, the HSCP will take a proactive approach to

improving mental wellbeing across South Ayrshire. In collaboration with our Community Planning Partners, we will continue to work on place-planning to build resilient and empowered local communities.

### **As we move towards 2028 we will focus on:**

- Developing a new Adult Carers Strategy which is forward thinking and co-produced with unpaid carers to set the direction for the next five years in South Ayrshire.
- Continued work with Community Planning Partners to embed our Corporate Parenting duties and implement the foundations of The Promise through our [Corporate Parenting Plan 2021-30](#).
- Considering options to work with our colleagues across South Ayrshire Council

and NHS Ayrshire and Arran to progress the development of a Living Well Village in Ayr Town Centre.

- Working towards the commitments set out within [South Ayrshire Adult Learning Disability Strategy 2022-27](#) which was designed to ensure that organisations operating in South Ayrshire are able to meet the principles set nationally and enable people to increase choice and control, independent living and active citizenship.
- Continuing our sector leading work for Young Carers in South Ayrshire through various programmes of work set out in our [Young Carers Strategy 2021-26](#), and co-producing a new strategy with our young carers.
- Develop trauma informed therapeutic services for children looked after in Foster and Kinship Care, including the continuation of the Play Therapist role and enhanced training to reduce the number of family care break downs.



## **Objective 3: We work together to give you the right care in the right place.**

**This objective is about continuing to shift the balance of care, ensuring people are supported within the community wherever that is possible rather than in a hospital or institutional setting. This will improve outcomes for our citizens and help us to contribute to national policy as well as the Caring for Ayrshire vision.**

### **How Will We Get There?**

This will involve further promotion of independent living, choice and control, and aspirational support instilling an enablement and 'Home First' ethos promoted by our professionals, collaborating with the Third and Independent Sector, service users and carers to design and commission appropriate models of service to deliver on this commitment. This will include our comprehensive reviews of Care at Home and Learning Disability services.

We will continue our focus on bringing down delayed transfers of care, to get people to the right place for their care needs in South Ayrshire with constant oversight of local performance. We will keep South Ayrshire's children in South Ayrshire (reducing out with authority placements) and within families wherever possible.

We will work with our housing colleagues to ensure that people are in housing to best meet their needs, including children and young people. In addition, we will support people to die with dignity in a place where they feel most comfortable.

### **As we move towards 2028 we will focus on:**

- Continuing with our focussed effort to address the number of Delayed Transfer of Care in South Ayrshire using innovative and forward thinking measures such as through the delivery of our Ageing Well strategy.
- Continuing to embed a new locality structure within adult services whilst delivering and continually improving our new Locality Plans for South Ayrshire which align to our Strategic Plan.

- Developing our new Connect South Ayrshire model which will see us open community hubs across each of our localities. We will progress our new single number telephone line to access our services and continue to develop our new Connect website alongside our Partners.
- Leading a comprehensive strategic review of rehabilitation in South Ayrshire led by Allied Health Professionals.
- Delivering our new [Mental Health](#) and [Dementia](#) strategies published in December 2024.
- Continuing to optimise health and care services delivery over the next 20-30 years across Ayrshire and Arran through Caring for Ayrshire.
- Delivering and embedding the Safe Staffing Act within our services in South Ayrshire.
- Producing a Technology Enabled Care Plan for South Ayrshire to support delivery of our [Digital Strategy](#) which sets out how we will use technology differently in future to support people to live more independently for longer.



## **Objective 4: We help to build communities where people are safe.**

**In the community, we are committed to keeping people safe, through our public protection agenda, the services supported by the Alcohol and Drug Partnership (ADP), our justice services and contributing to the community safety agenda, including the Violence Against Women Partnership. We will take a trauma-informed approach across these services.**

### **How Will We Get There?**

We will continue to work with partners to deliver robust public protection governance and share good practice between partners. This will include refreshing all relevant policies and procedures to support national policy commitments including the incorporation of the United Nations Convention on the Rights of the Child and delivering our commitment to The Promise.

The implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families) and our contribution to public safety through the Community Safety Partnership and tackling violence against women and girls in all its forms.

We will work with our Third and Independent Sector providers, building on recent

developments such as the Community Services Collaboration Group to ensure quality and safety across our commissioned services as well as those we directly provide.

Our Justice team will continue to support and manage those who have offended within our communities, including those who are within the Multi Agency Public Protection Arrangements (MAPPA), with integrity and compassion. We will work with partners – particularly across the ADP – to reduce suicide rates and drug related deaths in South Ayrshire and tackle these challenges in their context of economic inequality.

### **As we move towards 2028 we will focus on:**

- Continuing our targeted work in Ayr North through our evolving 'Connect' programme of work.

- Delivering our new Alcohol and Drug Partnership strategy – [Recovery is Reality – 2023-26.](#)

Develop further South Ayrshire's Youth Justice "offer" through the Young Persons Support and Transition Team.

- Developing a Missing Persons protocol for South Ayrshire along with our Partner agencies which will set out our approach to both missing children and adults in South Ayrshire.
- Contributing to and developing the Trauma Informed agenda along with South Ayrshire Council including progressing training for our staff and partners on how we can be more trauma informed in our work.
- Learning from our recent Adult Support and Protection Inspection and implementing a range of improvements to build on what we have already delivered.



## Objective 5: We are an ambitious and effective partnership.

**While our ultimate objective is to improve outcomes for our communities, it is important that we look inwards and consider how we undertake our business and run our services effectively. Our ambition is to move from “good to great” and be sector leading through a culture of positive performance, continuous improvement and strategic reform.**

### How Will We Get There?

We will work across the HSCP to further embed a sense of identity and cohesion, undertaking learning, development and improvement activities together. We support and nurture staff and ensure that the Partnership is an attractive organisation to work in. Our governance and accountability processes will be highly effective and we will take an approach to performance management that drives continuous improvement. We will forge an improved strategic relationship with our trade union representatives. We will focus on quality improvement, embedding an improvement and self-evaluation ethos across our services, working alongside our Third and Independent Sector providers on this journey. Our services and approach to commissioning will embrace innovation and new technology.

### As we move towards 2028 we will focus on:

- Working across services to deliver on the “[Liberated Method](#)”. This will consider new ways of working with those who need support in our localities through relationship practice and will enable staff to engage with local residents most in need of support in a creative and liberated manner.
- Delivering on the objectives set out within our new [Digital Strategy 2024-29](#) outlines a vision to transform our HSCP into a digitally empowered, data-informed, and user-centric organisation.
- Moving from ‘good’ to ‘great’ as a Partnership following the learning from our Joint Inspection of Adult Services.

- Delivering The Promise 2021-30 as we move into the second phase of delivery for 2025-29, continuing to support and care for young people with care experience in South Ayrshire.
- Striving to continue to develop our sector leading work and share our learning across Scotland and beyond.
- Delivering Quality Improvement activity and training opportunities, upskilling our teams to make real change within their service areas.
- Working with universities to learn from best evidence and best practice, and to evaluate and share our work.



## **Objective 6: We are transparent and listen to you.**

**Effective communication is at the very heart of achieving our vision. As set out in the South Ayrshire Wellbeing Pledge and throughout this Strategic Plan, the HSCP will involve the community, the people we support, carers and our partner organisations in the shaping of our services and maintain transparency and integrity along the way.**

### **How Will We Get There?**

We will improve our approach to communications and engagement and be transparent about how decisions are made.

This will involve constant dialogue with the community, our Locality Planning Partnerships, provider forums, Elected Members, Champions Boards and beyond.

We will listen to people who use our services, people who have lived experience, parents, carers and families and work to bring them into our decision-making forums, making better use of existing groups including Champions Boards and the Locality Planning Partnerships.

We will be transparent about the resources available and how these are utilised to meet the strategic objectives. We will listen to complaints and compliments made by the community and learn from them.

We will use best practice guidance such as the [National Standards for Community Engagement](#) and Scottish Government [Planning with People](#) guidance, revised for 2024.

### **As we move towards 2028 we will focus on:**

- Embedding and promoting our revised [Communications Strategy 2024-29](#) for the HSCP which was published in June 2024 and sets out how we plan to use communications to keep our communities, our staff and our partners up to date with work being taken forward by the HSCP.
- Developing an Engagement Plan for the HSCP during 2025 which will provide a framework and standard for our staff and partners to demonstrate how can achieve meaningful engagement with our

communities in South Ayrshire building on existing strengths. It will also set out for our communities the benefits of engaging with us and how people can get involved.

- Further development of our Locality Planning Partnerships and Champions Boards to ensure communities can engage and participate in conversations with the HSCP in a meaningful way which can bring about improvement.
- Developing a new agreement with our Third Sector colleagues, setting out a new relationship based on trust and collaboration.
- Leveraging new technology to find alternative ways we can communicate and engage with our stakeholders and communities.



## **Objective 7: We make a positive impact beyond the services we deliver.**

**The HSCP will be conscious of its social, economic and environmental impact as an organisation. This will inform the way we deliver and commission services and consider how we can benefit the local economy and maximise wellbeing as an anchor organisation e.g. through our contribution to the Community Wealth Building agenda.**

### **How Will We Get There?**

We will build upon existing strategic partnerships to contribute constructively to the aims of our partner organisations and be proactive about these relationships with a particular emphasis on our Community Planning Partnership and Pan-Ayrshire Leadership Network.

We will continue to work in true collaboration with our Third Sector Interface, Voluntary Action South Ayrshire.

### **As we move towards 2028 we will focus on:**

- Ensuring our services and our approach to commissioning align with and support the Community Wealth Building agenda.
- Continuing to support the Ayrshire Growth

Deal and ambitious set out in the Ayrshire Economic Development Strategy.

- Work with anchor partners to provide a platform to support wider economic regeneration and inclusive growth across the region.
- Continuing to build effective working relationships with our Community Planning Partners and undertake joint work areas to increase our impact.
- Making a concerted effort to understand and improve our environmental impact as an organisation supported by South Ayrshire Council and NHS Ayrshire and Arran.
- Developing our relationship with the University of the West of Scotland to make a formal strategic agreement that will

give us University status as an HSCP to enable us to so we have access to a future workforce and performance reporting and evaluation expertise so we can understand better the progress we are making.

- Ensuring the wellbeing of our workforce, and that of our partners, is positive and all members of staff have ready access to meaningful mental health, wellbeing and other supports.
- Continuing to support our colleagues in Public Health with broad health improvement work.
- Working collaboratively with colleagues in Pan-Ayrshire work and across Scotland including with our Community Planning Partners.

# Measuring our Impact

Measuring the performance and impact of our services is a vital part of what the HSCP does – it helps us to drive excellence across our services and provide accountability for our performance.

Our plans and performance measures will be aligned to each of our Strategic Objectives in order to ensure there is a golden thread that links the work that we do.

Our Annual Performance Report (APR) will continue to be approved and published annually by the Integration Joint Board as required under the Public Bodies (Joint Working) (Scotland) Act 2014.



The HSCP reports on a range of indicators determined by the legislation or by national agreement, including:

- ❧ The 15 National Health and Wellbeing Outcomes Progress (including the ‘National Outcomes for Children’ and ‘National Outcomes for Justice’)
- ❧ The Ministerial Strategic Group for Health and Community Care Core Indicators
- ❧ The National Outcomes for Community Justice Services
- ❧ Financial reporting through medium term financial forecast and regular budget monitoring reports to the IJB.
- ❧ Adult and Child Protection Data Performance Information reported to the Adult Protection and Child Protection Committees.
- ❧ The Local Government Benchmarking Framework (LGBF).

There is a need to establish more effective measures that promote whole system collaboration and prevention and early intervention rather than focusing on short term crisis and deficit measures within

individual organisations. We will continue to work with national organisations to influence these measures.

It’s important that we demonstrate our impact in a meaningful way against the Strategic Objectives so we will continue to develop a performance framework for the HSCP that looks at the story behind the numbers.

We will work with other organisations – including the Third Sector, the Independent Sector and our Community Planning Partners – to develop a whole system approach to performance that measures what is important to communities and not just to individual organisations.

This will combine performance information with service feedback, intelligence from community engagement and our Locality Planning Partnerships, indicators of wellbeing, socio economic indicators (to track our progress against tackling inequality) and we will place an emphasis on individual stories or qualitative data to reflect our person-centred approach to health and care.

# Enabling Our Plan

## Financial Resources

NHS Ayrshire and Arran and South Ayrshire Council delegate resources to the Integration Joint Board for services set out in the Integration Scheme. The delegated resources are used by the IJB to direct the two partner organisations to deliver health and social care services on behalf of the IJB. The IJB has a duty to set a balanced annual budget aligned to the Strategic Plan. It is up to the IJB to determine how the total delegated funding will be utilised. The IJB is a legal entity in its own right and is expected to operate under best practice governance arrangements.

The Health and Social Care Partnership and its partners face significant uncertainty and financial challenges over the next few years. This is driven by both demand and costs pressures. Over the last few years inflationary pressures have impacted costs associated with pay awards, energy prices, cost of living prices. This has impacted services delivered and commissioned from our partners.

The Medium Term Financial Forecast was approved in May 2023, and sets out the financial outlook covering 4 years to 2026-27. The purpose of the medium-term financial forecast is to assist in the strategic planning process ensuring financial resources are available to deliver the priorities in the Strategic Plan.

Funding levels from Scottish Government remain as annual allocations, planning assumptions on availability of financial resources are based on the Scottish Government Resource Spending Review and annual budget information. The Annual Budget Setting exercise for the Health and Social Care Partnership includes an update on the medium-term financial position for the following 4 financial years.

### Best Value

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent, and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

### Improvement and Innovation

The Integration Joint Board approved a £6m investment in an Improvement and Innovation fund. The fund is for services to invest in specific projects aimed at improving services to address current demand pressures and / or reduce future demand pressure through innovation and changes to ways of working. From a financial perspective improvement in services should ensure future financial sustainability in line with non-recurring funding. Quarterly highlight reports are provided to the IJB on the fund along with more detailed annual progress reports.

