

<b>Meeting of South Ayrshire Health and Social Care Partnership</b>	<b>Performance &amp; Audit Committee</b>
<b>Held on:</b>	<b>5<sup>th</sup> May 2026</b>
<b>Agenda Item:</b>	<b>8</b>
<b>Title:</b>	<b>Digital Strategy 2024 - 2029 - update</b>
<p><b>Summary:</b></p> <p>This report provides the Performance and Audit Committee with the latest update on delivery of the HSCP Digital Strategy 2024 - 29, covering the six-month period since the previous update in November 2025.</p> <p>Progress, risks and next steps are summarised across the five strategy workstreams: Creativity &amp; Change, Infrastructure &amp; Integration, Insights &amp; Intelligence, Learning &amp; Leadership, and Accessibility &amp; Inclusion.</p> <p>The strategy was approved by the Integration Joint Board (IJB) on 12<sup>th</sup> June 2024, and this Committee remains the scrutiny route for ongoing implementation. The report draws on the programme action plan and Pentana performance monitoring (Appendix 1) and reflects the programme's shift into its second year of delivery with several foundational actions now embedded as business-as-usual and new focused projects emerging.</p>	
<b>Author:</b>	<b>Thomas Griffin, Digital Programme Manager</b>
<p><b>Recommendations:</b></p> <p><b>It is recommended that the Performance &amp; Audit Committee:</b></p> <ol style="list-style-type: none"> <li><b>i. Notes progress across the five workstreams, including actions now completed, those embedded as business-as-usual, and items that have transitioned into focused projects.</b></li> <li><b>ii. Endorses the forward focus for the next reporting period in particular the Case Management System procurement, the TEC Plan 2025-28 rollout.</b></li> <li><b>iii. Notes the change in programme shape as year one actions conclude and year two priorities take effect, including a forthcoming paper on digital inclusion (SBAR in development).</b></li> <li><b>iv. Requests a further update at the next scheduled P&amp;A cycle, including benefits realisation and any variances to plan.</b></li> </ol>	
<b>Route to meeting:</b>	

**Implications:**

- |                |                          |
|----------------|--------------------------|
| Financial      | <input type="checkbox"/> |
| HR             | <input type="checkbox"/> |
| Legal          | <input type="checkbox"/> |
| Equalities     | <input type="checkbox"/> |
| Sustainability | <input type="checkbox"/> |
| Policy         | <input type="checkbox"/> |

## DIGITAL STRATEGY 2024 - 2029 - UPDATE

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Performance and Audit Committee on delivery of the HSCP Digital Strategy 2024-29, covering the reporting period since November 2025. The report summarises progress, risks and next steps across the programme's five workstreams.
- 1.2 The report draws on the programme action plan and Pentana performance monitoring, covering: Creativity & Change; Infrastructure & Integration; Insights & Intelligence; Learning & Leadership; and Accessibility & Inclusion.

### 2. RECOMMENDATION

- 2.1 **It is recommended that the Performance and Audit Committee:**
  - i. **Notes progress across the five workstreams, including actions completed, items now embedded as business-as-usual, and items that have transitioned into focused projects.**
  - ii. **Endorses the forward focus for the next reporting period including CMS procurement, TEC Plan 2025-28 rollout, the first Predictive Analytics pilot, and sustainment of M365 digital skills learning within BAU.**
  - iii. **Notes the change in programme shape as year one actions conclude and year two priorities take effect, including a forthcoming paper on digital inclusion.**
  - iv. **Requests a further update at the next scheduled P&A cycle, including benefits realisation and any variances to plan.**

### 3. BACKGROUND INFORMATION

- 3.1 The Digital Strategy 2024-29 was approved by the IJB on 12 June 2024. The strategy was developed to reflect organisational change within the HSCP and to progress the foundational digital work established under the previous strategy, with additional commitment from the Director and IJB to invest in the Digital Programme.
- 3.2 The Digital Strategy establishes a clear policy direction focused on enhancing both the efficiency of service delivery and the experience of service users. The HSCP recognises that modern health and social care require a digitally empowered approach to achieve strategic objectives.
- 3.3 The strategy aims to make services more accessible, efficient and effective for both staff and the community. A user-centric approach is central to the vision of creating an integrated and accessible digital landscape. By leveraging digital tools, the HSCP intends to streamline services, improve access to appointments and information, and reduce the need for physical travel, ensuring people are at the heart of what we do.

3.4 This paper provides an update on progress against all areas of the Action Plan, in keeping with the IJB's agreement to remit monitoring of strategy implementation and delivery to the Performance and Audit Committee. The previous update was presented to this Committee on 4 November 2025.

#### 4. REPORT

4.1 Since the last update to this Committee in November 2025, progress has continued against the actions set out in the associated implementation plan. The programme has now entered its second year of delivery, with several foundational year one actions completed or transitioned into business-as-usual, and focus shifting toward scaled delivery, benefits realisation and longer-duration projects such as the Case Management System (CMS) replacement.

4.2 A summary table is provided below for completion as of 16/04/2026:

Status	Total Actions
Completed	21
On target	21
Showing concerns	2
Not on target	1
Not due to start	8
Superseded by new action / strategy	3

4.3 The Performance and Audit Committee may wish to note the following highlights under each workstream.

#### **Creativity and Change**

4.4 The TEC Innovation Lab at Girvan Community Hospital (GCH) continues to operate, and the Connect Building (Ayr and Prestwick) continues to showcase consumer-facing technology Our Care Technologist is engaging with Libraries, support groups to extend the programme outreach ahead of the role finishing and moving to BAU October '26. Formal demonstration and testing events have now taken place, with Care Technologist outreach ensuring citizen engagement and feedback inform the next cycle of pilots. Supplier partnerships remain positive and a low or no cost, no-obligation basis, providing equipment and resources for evaluation.

4.5 Horizon scanning and pilot activity has continued to develop. The planned visit to the National Robotarium (Edinburgh) has taken place, and initial scoping conversations are under way regarding robotics applications in assessment and reablement. Robotic Process Automation (RPA) work with South Ayrshire Council has moved from agreement into implementation on selected

administrative processes, with NHS Ayrshire & Arran's parallel exploratory work continuing, ensuring alignment across health and care systems.

- 4.6 The Near Me virtual-consultation platform remains in Business-as-Usual (BAU) status for staff, with training numbers continuing to grow (currently 400+ as at Jan 2026). Focus remains on citizen uptake, with digital presence development and staff offerings.

### **Infrastructure and Integration**

- 4.7 The tender process for the HSCP's new Case Management System (CMS) has progressed through evaluation contract award pending. The Project Board continues to meet, with service-area representatives and a project team in place for the duration. This project remains a key enabler for service modernisation delivering improved data quality, faster access to information, and a single view of service-user journeys. Expected benefits include reduction in manual administration, improved auditability, and closer integration with other systems within and outwith the HSCP.
- 4.8 SAC are progressing the telephony modernisation project. The internal infrastructure upgrade is complete and has already improved call reliability and service connectivity. The corporate telephony solution can deliver a consistent user experience across all HSCP sites and continue to reduce ongoing support and licence costs.
- 4.9 The Technology Enabled Care (TEC) programme continues to show strong progress and positive public feedback. The TEC Plan 2025-28, approved in September 2025, is now driving structured implementation activity. Alignment is in place with both VASA and the Connect Ayr consumer-technology model, and the TEC Sub-Group is coordinating local delivery. Training and knowledge-sharing are the current priority, with demonstration events and citizen outreach continuing to build confidence and readiness for wider rollout through 2026. Care Technologist activity is reported separately through the TEC Plan performance tracker.

### **Insights and Intelligence**

- 4.10 The Predictive Analytics Sub-Group has continued its work, with Terms of Reference agreed and a Senior Responsible Owner (SRO) in place. Engagement with data owners across health and social care has progressed, and discussions with ICT colleagues on the Power BI reporting architecture are well underway.

### **Accessibility and Inclusion**

- 4.11 The Content Creator role has concluded and transitioned to BAU within the Communications Team. The initial website redesign is complete, reflecting the outcomes of the earlier accessibility audit and achieving full compliance with national accessibility standards. A set of digital-performance metrics is now reviewed at the Digital Programme Board, ensuring opportunities for ongoing

improvement are captured. Future focus centres on sustained monitoring, citizen feedback and incremental enhancement.

- 4.12 Work to improve internet literacy and help people use digital services effectively continues through the Connect South Ayrshire platform (see 4.13) and through Care Technologist community outreach. A dedicated Digital Inclusion SBAR has been developed proposing a coordinated "One Journey" approach across the HSCP; this will be brought to the IJB/DMT as a separate paper and this Committee will be sighted on progress at the next update.

### **Learning and Leadership**

- 4.13 Development of Technology Enabled Care learning and support materials through the Connect South Ayrshire initiative continues to progress. Materials are co-produced with partner services and hosted on the Connect digital platform, providing citizens with self-help resources, service information and digital-skills guides. Usage and engagement metrics are being collected, and additional service content will be added throughout 2026.
- 4.14 The M365 practical-skills training programme, delivered by the M365 Systems Officer on a 12-month contract, concluded in January 2026 as planned. The blended model face-to-face group sessions recorded tutorials and drop-ins produced demonstrable cost-avoidance by increasing staff adoption of tools already available in the system. An online education site went live at the end of the contract to provide continued access to learning resources. A new Digital Skills post has been created within SAC to progress and enhance the work already delivered.

### **Technologist Approach**

- 4.15 The Pan-Ayrshire Digital Collaboration Group, established jointly with North and East Ayrshire Councils and NHS Ayrshire & Arran, continues to operate successfully. The group serves as a shared learning forum supporting knowledge exchange, coordinated innovation and alignment of Ayrshire-wide digital initiatives. A joint pilot project within the Information and Insights workstream is being progressed to test data-driven improvement methodologies across local partnerships, ensuring South Ayrshire remains an active contributor to regional and national digital health and care advancement.

## **5. STRATEGIC CONTEXT**

- 5.1 The HSCP Digital Strategy is fundamental to our work, contributing to a range of strategic outcomes. The successful delivery of the strategy will contribute in particular to the following IJB Strategic Objectives:

- We are an ambitious and effective Partnership
- We are transparent and listen to you
- We focus on prevention and tackling inequality

## **6. IMPLICATIONS**

### **6.1 Financial Implications**

6.1.1 There are no specific financial implications arising directly from the consideration of this report. Financial commitments relating to the CMS procurement and the Predictive Analytics architecture will be progressed through established routes as those projects mature.

### **6.2 Human Resource Implications**

6.2.1 There are no specific HR implications arising directly from this report. The Content Creator role has transitioned to BAU within the Communications Team, and the 12-month M365 Systems Officer contract concluded in January 2026 as planned, with a BAU transition arrangement being finalised.

### **6.3 Legal Implications**

6.3.1 No legal Implications

### **6.4 Equalities implications**

6.4.1 No equalities implications

### **6.5 Sustainability implications**

6.5.1 There are no sustainability implications other than those outlined within 6.2.1.

### **6.6 Clinical/professional assessment**

6.6.1 There are no sustainability implications arising directly from this report.

## **7. CONSULTATION AND PARTNERSHIP WORKING**

7.1 Partnership working underpins every workstream, including with NHS Ayrshire & Arran (Near Me, RPA, CMS alignment, telephony), South Ayrshire Council (RPA, corporate ICT), VASA and primary care (Near Me community uptake, TEC outreach), the Pan-Ayrshire Digital Collaboration Group, and Scottish Care / SSSC (digital-skills frameworks).

## **8. RISK ASSESSMENT**

8.1 There are no immediate risks associated with the approval of this report. Delivery of the actions set out in Appendix 1 minimises risk to the successful integration of health and social care services in South Ayrshire and supports effective and collaborative working at strategic and operational levels across the system.

8.2 The Committee may wish to note the following forward-looking risks, which are being actively managed:

- CMS procurement timeline: the overall programme timeline will be re-baselined once the preferred supplier is appointed; slippage would delay downstream service improvements.

- Sustainment of M365 digital-skills learning: with the fixed-term post concluded, a BAU arrangement must be secured to avoid loss of momentum in staff digital confidence.
- Predictive Analytics: progress is dependent on data-owner engagement and agreement of the Power BI reporting architecture with ICT colleagues.

### **Programme capacity**

- 8.3 The Committee should be sighted that the Digital Programme now carries 39 active workstreams. The Digital Programme Manager is Driver on 16 (41%) and Contributor on a further 11 (28%), giving an active engagement load of 69% of the portfolio. Portfolio health is Green on 21, Amber on 9, Red on 3, Paused on 4, and watching brief on 2. This is flagged as a capacity signal rather than a failure point: the programme has delivered year one at this scale, but the Committee may wish to track the ratio as year two delivery intensifies.

### **APPENDICES**

N/A

### **BACKGROUND PAPERS**

[Digital Strategy 2024-29 Health and Social Care Partnership](#)

[Previous Performance & Audit Committee update 4 November 2025](#)

### **REPORT AUTHOR AND PERSON TO CONTACT**

**Name:** Thomas Griffin Digital Programme Manager

**Email:** thomas.griffin2@aapct.scot.nhs.uk

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