



south ayrshire
health & social care
partnership

Integration Joint Board Strategic Plan 2021-31

Summary Version



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| 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.

Despite the challenges and uncertainty brought by the pandemic, we have a bold ten-year ambition for South Ayrshire to improve outcomes and tackle health inequalities in the area. This strategy sets out our ambitions and the actions we will take to deliver them which we are only able to deliver on thanks to our committed and highly-skilled workforce who have shown their dedication throughout the COVID-19 pandemic.

Of course, the measures put in place to keep us safe during the COVID-19 pandemic over the last year has meant we have not been able to engage as fully as we would like with our partners and the community, and setting strategic objectives in such uncertain times is

difficult. Nevertheless, we will continue this conversation and ensure this is an ongoing process.

The HSCP depends on collaboration with the community and a range of partner organisations in the third and independent sector to deliver its objectives. Throughout this document, we reflect national policy 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 communities and individual families and citizens at our heart.

We have also incorporated learning from the experience of the pandemic into our plan, recognising the long-term impacts of COVID-19 on our physical and mental health, implications for the future of service delivery (e.g. ensuring digital inclusion) and to be honest about the financial and demographic challenges we face in the years to come.

Our vision for a 'Wellbeing Pledge' between the HSCP and the community is something we intend to develop further and we hope that this is just the beginning of an ongoing collaboration to improve outcomes for all.



A handwritten signature in black ink that reads "Julie Dettbarn". The signature is fluid and cursive, written over a white background.

Councillor Julie Dettbarn,
Chair of Integration Joint Board

Director's Introduction

I welcome this third Strategic Plan for the Integration Joint Board and look forward to leading its implementation. Whilst building on the foundations established over the first 6 years of the Partnership, this Plan is forward thinking and ambitious about the future for Health and Social Care in South Ayrshire.

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 & 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 new partnership with communities and individuals so we can work together to achieve the best possible outcomes for the people of South Ayrshire.

This Plan was developed within the particular constraints and challenges of the COVID-19 pandemic. There was much to learn from this period and much to build into our future working. Of critical importance has been collaborative working between all agencies

underpinned by the way local people have supported each other in compassionate and practical ways.

It is clear though that our most valuable asset is our staff and the ongoing pandemic response demonstrated just how committed, resilient and skilled the South Ayrshire health and care workforce is. We want our staff to work in an organisation that has clear vision, principles and values; affirming and positive leadership and an optimistic culture that rewards creativity and initiative at individual, team and department level.

One consequence of the COVID-19 restrictions has been the increasing deployment of digital technology; both for providing flexible services to those we support and in enabling HSCP staff to operate in a dynamic way using a range of remote access technologies. We will want to ensure our future way of working embraces the opportunities that digital platforms provide. Our collective ambition is for a Partnership that is founded upon strong engagement with service users and carers, driven by quality data and information and committed to continuous service improvement.

I look forward to working with you all in realising these ambitions over the new few years.



A handwritten signature in black ink, appearing to read 'Tim Eltringham'. The signature is fluid and cursive.

Tim Eltringham,
Director of Health and Social Care

IJB Strategic Plan 2021-2031



Our Vision

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




HSCP Services

- Children's Care
- Children's Health
- Justice
- Community Health and Care
- Mental Health
- Learning Disability
- Allied Health Professionals

Enablers

- Financial resources
- Commissioning
- Property & Assets
- Workforce
- Transformation
- Housing

| Background

South Ayrshire HSCP 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.

Services For All Stages Of Life

In South Ayrshire, the HSCP delivers and commissions a broad range of services, meaning the HSCP is in contact with citizens at all stages of life. Services delegated by South Ayrshire Council and the NHS cover:

- ❖ **Adults and Older People’s Community Health and Care Services;**
- ❖ **Allied Health Professions;**
- ❖ **Children’s Health and Care Services;**
- ❖ **Community Nursing; and**
- ❖ **Justice Services.**

In practice, 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](#).



The Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014 and this is the third Strategic Plan of the 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 & Arran, South Ayrshire Council, representatives of the 3rd Sector, Independent Sector, staff representatives and others representing the interests of patients, service users and carers.



A Ten-Year Vision

Our 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.

Continuous Development of the Plan

We will revisit operational plans on an iterative basis in response to our changing population (and the uncertain impact of COVID-19) and to various national policy developments we anticipate over the coming year including the Scottish Government's response to the Independent Review of Adult Social Care.

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.

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 Partnership 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. Our South Ayrshire Wellbeing Pledge sets out this ambition.

Planning in South Ayrshire

Our direct 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).

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 (more detail on our lead partnership arrangements are provided at Appendix 1).

Context

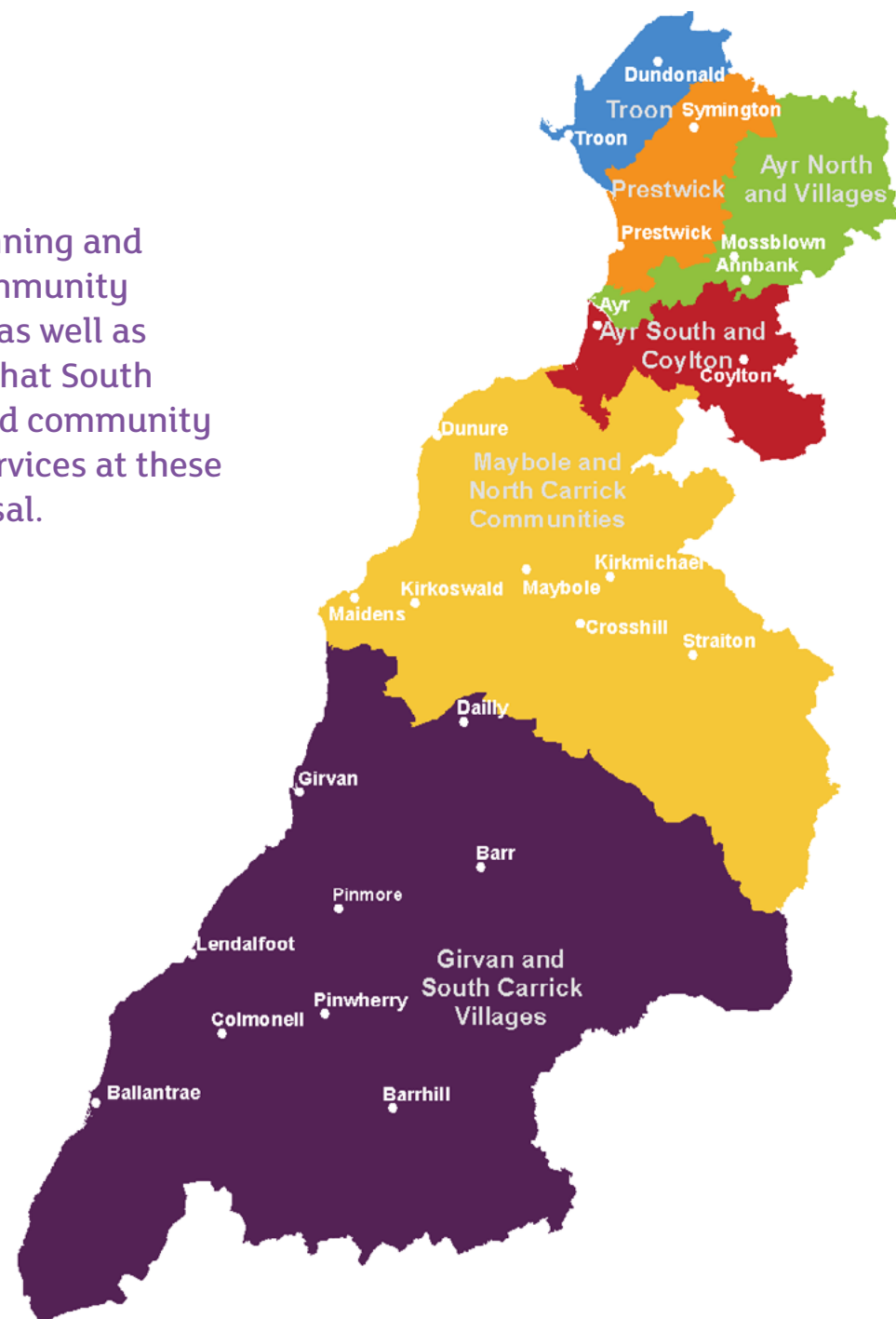
To make informed decisions about our strategic planning and commissioning, we need to fully understand our community which can be done using a range of population data as well as our own local intelligence. From the data, it is clear that South Ayrshire faces particular challenges of inequality and community 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:

- 🌀 **Ayr North and Former Coalfield Communities**
- 🌀 **Ayr South and Coylton**
- 🌀 **Girvan and South Carrick Villages**
- 🌀 **Maybole and North Carrick Villages**
- 🌀 **Prestwick and Villages**
- 🌀 **Troon and Villages**

The purpose of planning by locality is to ensure services are delivered in local communities according to their specific need. Locality Planning Partnerships 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.





Inequalities

Each locality has its own unique strengths and assets, as well as its own challenges.

Severe deprivation continues to be concentrated around the Wallacetown, Ayr North, Lochside, Whitletts and Dalmilling areas with Girvan, Barassie, Craigie, Kincaidston, Ayr Town Centre and Maybole also suffering deprivation.

By reducing inequalities, deprivation and the impact of poverty, we can make a long-term improvement to the health of local people.

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.

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 or family-type support wherever possible.

Mental Health and Wellbeing

Mental wellbeing has close ties with people’s lifestyles and behaviours. 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.

The COVID-19 pandemic has impacted on people’s mental health and wellbeing. Evidence is increasing that the COVID-19 pandemic has affected the mental health of sections of the population differently, depending on their circumstances. The pandemic seems to have widened mental health inequalities, with the groups that had the poorest mental health pre-crisis also having had the largest deterioration in mental health during lockdown.

Ageing Population

Older people are valued members of our community and contribute so much to the care of our children and families.

South Ayrshire has a significantly higher proportion of older people than East and North Ayrshire.

The HSCP needs to consider the population change to ensure health and care services are equipped and able to support our ageing citizens to achieve their personal outcomes as well as supporting our unpaid carers.





Public Protection

The safety of South Ayrshire's citizens is fundamental to the work of the HSCP and its partners. During the COVID-19 pandemic, services have paid particular attention to the safety of people in our communities. [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. [South Ayrshire Violence Against Women Partnership](#) is committed to addressing violence against women and offering appropriate, high quality services to women and children.

Local and National Policy Context

The Partnership operates within an evolving framework of legislation, regulations and national guidance that shape our responsibilities to the people of South Ayrshire and influence how we deliver our services.

To provide the best possible care and support to our communities, the Partnership works closely with other local organisations including:

- 🌀 South Ayrshire Council
- 🌀 NHS Ayrshire and Arran
- 🌀 Community Planning Partnership
- 🌀 Ayrshire Equality Partnership

Services within the Partnership have also developed their own strategies to deliver on the strategic priorities of the current Strategic Plan and can be found [here](#).

The Partnership must be flexible and responsive to national priorities and ensure alignment to:

- 🌀 [The National Performance Framework](#)
- 🌀 [Protecting Scotland - Renewing Scotland](#)
- 🌀 [Public Health Priorities](#)
- 🌀 [The Promise](#)
- 🌀 [The Independent Review of Adult Social Care](#)
- 🌀 [Framework for Community Health and Social Care Integrated Services](#)
- 🌀 [The Scottish Approach to Service Design](#)



Listening to You

In preparing this Plan, we would like to have met with as many of you as possible as well as visiting community groups and provider organisations. Unfortunately, the COVID-19 pandemic prevented us from doing that so we had to be innovative in our methods. We are very grateful for the support we received from our partners to do this, particularly VASA (Voluntary Action South Ayrshire).

This Strategic Plan has been developed by engaging and consulting with our staff, partners and the communities we serve. This feedback along with the responses from our survey questionnaire, Strategic Needs Assessment and locality profiles has given us an understanding of local perspective and things that matter to people. The process of engagement led to revising and re-drafting of the plan to fully reflect what staff, our partners and communities were telling us. We believe that the plan is now much richer, thanks to the very many helpful contributions throughout the development process.

We will continue to seek out the voices of local people when reviewing and updating this Plan. Our initial engagement exercise began in August 2020. A number of methods were used to engage with stakeholders to inform the development of the new [Strategic Plan 2021](#).

These included:

- ❖ **Engagement with Locality Planning Partnerships**
- ❖ **Online surveys**
- ❖ **Online workshops with third sector and provider organisations**
- ❖ **Telephone conversations with targeted individuals (through VASA and South Ayrshire Carers Centre)**
- ❖ **Presentations to Locality Planning Partnership's**
- ❖ **Engagement with the Alcohol and Drugs Partnership**
- ❖ **Engagement with Community Planning Partners**
- ❖ **Focus group with people in recovery**

Going forward we want to build on the engagement that has already taken place and ensure that your views are constantly shaping the way services are delivered by the HSCP. The Independent Review of Adult Social Care and The Promise emphasise the value of shaping services with the people who use them, their families and carers.

We will refresh our Communications and our Community Engagement and Participation Strategies to help guide and inform consultation activity in the future. This will provide us with a framework on how we can improve our engagement with those who do not traditionally take part and provide direction on how best we can engage with communities.



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 took place we have arrived at the following.

Our Vision

Empowering our 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 hard 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:

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

The ‘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 new 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 have displayed throughout the pandemic. This will require a new relationship between the HSCP and the community.

The HSCP will make use of existing routes into the community (such as the South Ayrshire 1000 citizens panel, our locality planning groups, the Champions Board) 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, reflecting the notion of two parties (public services and the community) contributing to a common goal.



Strategic Objectives

2021-2031

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.

While we expect to publish an operational update to the strategy in 2022 to incorporate a range of national policy changes in 2021 and to consider the impact of the pandemic, we are setting strategic objectives that can lead us to improving outcomes over the next ten years.

These strategic objectives will 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.



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 help build communities where people are safe



We are an ambitious & effective Partnership



We make a positive impact beyond the services we deliver



We are transparent & listen to you

How Will We Get There & 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.

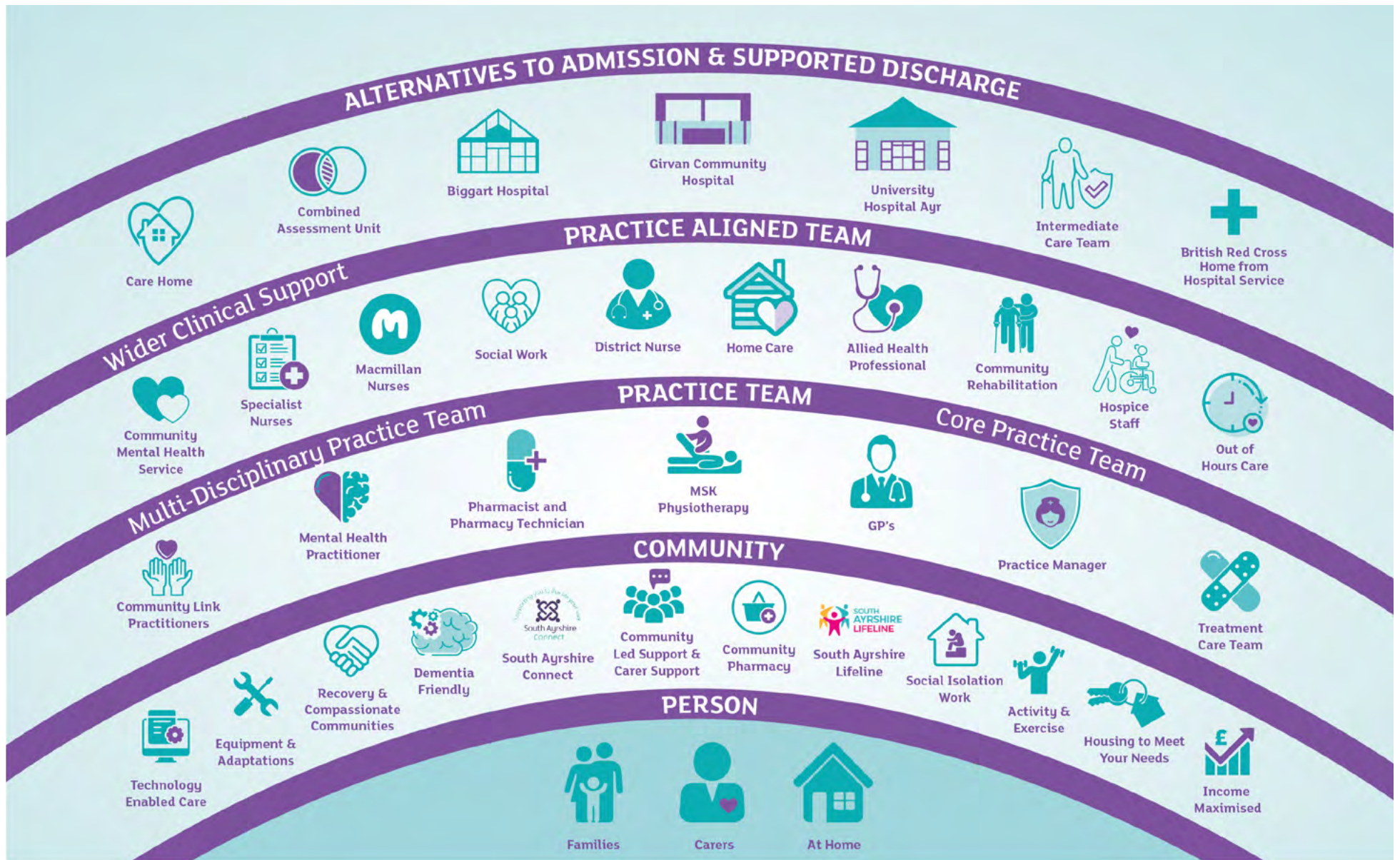
The Strategic Objectives have a ten-year horizon to 2031, but we understand these are uncertain times in which to be planning health and social care services so we will revise our operational and financial plans to adapt to post-COVID-19 challenges and national policy (such as implementation of the Independent Review of Adult Social Care and The Promise) over the coming 12-18 months. For those reasons, we have outlined an 18-month bridging operational plan.

In keeping with our ambition to be truly performance-driven, we will develop a strategic performance framework.

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 detailed Commissioning Plan for Adult and Older People's Services, a revised Adult Learning Disability Strategy for South Ayrshire and a new Corporate Parenting Plan.

Underpinning much of the work we are undertaking and that will take us on the journey towards empowering our community to start well, live well and age well are two core multidisciplinary service models: the 'team around the practice' (a material shift towards supporting people to live well in their own homes and communities with much more health and care available locally, particularly grouped around the local GP Practice) and the 'team around the school cluster'¹.





Model of Care for: Older People & Adults With Complex Care Needs





The Whole Family Approach



| Objectives



Objective 1: We focus on prevention and tackling inequality

Our services will be targeted at preventative work. This, of course, means keeping people out of hospital and supporting people early to prevent them reaching our services. We will also 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 Action Plan](#). We will play a key role in developing opportunities for and make significant investment in our most economically deprived communities 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.

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.

We will work with partners to keep our citizens well and promote a health improvement agenda, encouraging physical activity, enjoying greenspaces, working and using the Public

Health Scotland's Physical Activity Referral Standards and being a key partner in the implementation of [South Ayrshire's Physical Activity and Sport Strategy](#).

[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.

Measuring progress

Illustrative performance measures will include: percentage of babies exclusively breastfed at 6-8 weeks and reaching developmental milestones at 27-30 months review; attainment of care experienced children and young people; numbers of children living in poverty; percentage

of people prescribed medication for anxiety, depression or psychosis; Life Expectancy; rate of alcohol-related hospital admissions; falls per 1,000 population in over 65's.

We will demonstrate our progress against the following national outcomes:

- ☒ "Our children have the best possible start in life".
- ☒ "Our young people are successful learners, confident individuals, effective contributors and responsible citizens".
- ☒ "People are able to look after and improve their own health and wellbeing and live in good health for longer".
- ☒ "Health and social care services contribute to reducing health inequalities".

The Pledge

We will invite and support our citizens to get involved in the local community activities, stay informed about how to manage their health and wellbeing, keep active and support older relatives, friends and neighbours to do so.



Objective 2: We nurture and are 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, Whole Family 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 in South Ayrshire and within families where ever possible and offering

more support to Kinship and Foster Carers. We will work with Community Planning Partners to embed our Corporate Parenting duties and implement the foundations of The Promise.

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.

Measuring progress

Illustrative performance measures will include: percentage of carers who are supported to continue in their caring role; carers who receive a Carers Support Plan; young carers who have a Young Carers Statement; resources spent on support specifically for Carers; the increased percentage of children looked after in their local community and within families and family type care.

We will demonstrate our progress against the following national outcome:

- “People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing”.

The Pledge

We invite our community to help us achieve this objective by helping to protect children and the vulnerable, being supportive parents or carers, supporting older relatives, friends and neighbours where you can, and having your say and tell the HSCP when we get it right and wrong.



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 where 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 (including social work and the Allied Health Professions), 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, ultimately to zero, in

South Ayrshire with constant oversight of local performance.

We will keep South Ayrshire's children in South Ayrshire (reducing outwith authority placements) and within families where ever 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.

Measuring progress

Illustrative performance measures will include: reduction in the number of delayed discharges; reduction in Emergency Admissions to hospital; percentage of adults supported at home who agree that they are supported to live as independently as possible; percentage of adults with intensive needs receiving care at home; increased uptake of SDS options; proportion of people able to spend their last 6 months of life spent at home or in a community setting.

We will demonstrate our progress against the following national outcome:

❁ "People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community."

The Pledge

To support the achievement of this objective, we will invite the community and the people we support to stay informed about how best to address and manage your health and wellbeing; make your own choices and have control over your support you need; support others; and, tell us if we get it right and wrong.



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.

Measuring progress

Illustrative performance measures will include: percentage of adults supported at home who agree they felt safe; drug related deaths; Adult Protection inquiries completed within target timescales; Adult Protection investigations completed within target timescales; Child Protection Investigations resulting in Case Conference; Child Protection case conferences held within target timescales; number of children on the Child Protection Register.

We will demonstrate our progress against the following national outcomes:

- ❖ “We have improved the life chances of children, young people and families at risk”.
- ❖ “People who use health and social care services are safe from harm”.
- ❖ “Community safety and public protection”.

The Pledge

We will ask the community and the people we support to help us by doing their bit to protect children and the vulnerable; getting involved in your local community and engaging with their local community.

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 in all its forms. We will work with our Third and Independent

Sector providers, building on recent developments such as the Care Home Oversight 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, 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.





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 as a HSCP to how we undertake our business and run our services effectively, driving continuous improvement and a performance culture in everything we do.

Measuring progress

We will look to develop other ways of monitoring our effectiveness as a Partnership e.g. tracking our staff satisfaction and training/development; ensuring our services, teams and individual staff are working to plans that align to our Strategic Plan; producing and using, high-quality performance reports produced by our new systems and recruitment and retention of staff.

We will demonstrate our progress against the following national outcomes:

- “People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide”.
- “Resources are used effectively and efficiently in the provision of health and social care services”.

The Pledge

This is one of our more internally focused objectives but we will seek constant feedback from our community and our partners to drive improvement in the way we do our business.

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.

We will be performance driven and foster a ‘performance culture’ that our staff are bought into, allowing us to be evidence-informed.

We will forge a strong strategic relationship with our trade union ‘staff side’ representatives. We will review our back-office functions, systems and implement our forward-thinking HSCP Digital Strategy.



Objective 6: We are transparent and listen to you

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 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 the PING (South Ayrshire Justice Services forum), the Champions Board, the South Ayrshire 1000 citizens panel and, importantly our Locality Planning Partnerships. We are committed to working towards being an Inclusive Communication organisation ensuring we are considering the

best ways of communicating with everyone in our communities.

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 publish a revised Communications and Engagement Strategy in 2021, building on the newly published national guidance and the National Standards for Community Engagement.

We will publish a new agreement with our Third Sector colleagues, setting out a new relationship based on trust and collaboration.

Measuring progress

Measuring success against this will be difficult but it is vital that we get a sense of improvement in how well we are engaging with the public. We will develop measures within our engagement strategy, looking at indicators such as: Improvement Service Benchmarking data; Satisfaction with care services; Rates of engagement in public consultation. Illustrative performance measures will include percentage of Adults who agree that they had a say in how their help, care or support was provided; Proportion of care services graded 'good' (4) or better in Care Inspectorate Inspections.

We will demonstrate our progress against the following national outcome:

🌀 "People who use health and social care services have positive experiences of those services and have their dignity respected."

The Pledge

We will ask our community and the people we support to play as active a role as they can in shaping our services and providing feedback on how we are doing. Engagement in existing forums and our Locality Planning Partnerships is a key element of this.





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.

Measuring Progress

We will play a full part in improving outcomes identified by the Community Planning Partnership; reducing the South Ayrshire Council and NHS Board's carbon budget; supporting the improvement of economic indicators, local employment rates.

The Pledge

We will encourage the community to have their say in how we deliver services and what broader impact that will make.

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.

This is an objective we will scope out further but our work will include:

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

- Making a concerted effort to understand and improve our environmental impact as an organisation supported by South Ayrshire Council and NHS Ayrshire & Arran.

- Recognising our impact on staff (council and NHS employed) and as an anchor organisation.

- Supporting broad health improvement work.

| Enablers

To deliver on our strategic objectives, the HSCP has a number of ‘enablers’ at its disposal.

Financial Resources

Context

NHS Ayrshire & 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.

2021-22 Annual Budgeting Exercise

The annual budget setting is required to direct funding to meet the health and social

care needs of South Ayrshire citizens. This includes analysis of local, national and global factors impacting on the demand for, and cost of, services increasing at a faster rate than the available resources.

Links to Strategic Plan

There is a high level of uncertainty at present and setting the budget for one year only is the most effective way to manage the resources at present to ensure flexibility for changes in the future, whether that is from new government strategies, policies or local demands. Over the longer term however, the HSCP will continue to align its budget with our Strategic Commissioning Plan through the Medium-Term Financial Forecast.

Commissioning

A key function of the HSCP is the commissioning of services from the third and independent sector working with our ‘provider’ partners to ensure best value and the achievement of excellent outcomes for the people those services support.

Priority areas for driving improvement across our approach to commissioning and within our commissioned services will include:

- **Engagement with the community and understanding our population;**
- **Engagement with providers;**
- **Quality assurance; and**
- **Best value**

Our approach to commissioning will draw upon key policy developments, in particular the direction of travel set out in the Feely Review around commissioning for public good.

We will work to commission services across boundaries as far as possible, taking a flexible approach to commissioning that focuses on individual and community needs rather than replicating bureaucratic silos. We will also put existing assets at the heart of our approach to commissioning.

Property and Assets

The HSCP does not own any of its own buildings, instead we use those of South Ayrshire Council and NHS Ayrshire & Arran. This makes it even more important for us to work in close partnership with our partners and make sure we are taking a joined-up, strategic approach to the use of property and assets.

A big part of this will be working with NHS Ayrshire and Arran and others on the Caring for Ayrshire initiative which seeks to enhance whole-system use of assets to better support self-care and boost local resources through better linked-up, partnership working with third sector, voluntary and independent organisations. We will continue to explore all opportunities to achieve best value by colocating our services with partners.



Workforce

People are at the heart of everything we do. The workforce of the HSCP is our greatest asset. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

The response to the COVID-19 pandemic has impacted on staff in a number of different ways and supporting staff wellbeing during this pandemic and long-term is a priority.

Effective workforce planning is essential to deliver on our strategic objectives and to ensure we are an ambitious and effective Partnership.

Transformation

Transformation of services is key to shift the balance of care to community-based services this can be achieved by creating new ways of working that are more effective and efficient in enabling the citizens of South Ayrshire to live better lives. Digital transformation will be a key project going forward. Furthermore, the experience of COVID-19 has sharpened the HSCP's focus on digital technology.



Housing

Recent years have seen the development of closer working relationships between health & social care and housing. This has supported the development of targeted projects to help meet the specific needs of certain groups within our population, including people with learning disabilities, people with poor mental health, people with experience of repeat homelessness and complex needs and young people leaving care.

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

- **The 15 National Health and Wellbeing Outcomes;**
- **The Ministerial Strategic Group for Health and Community Care Core Indicators;**
- **The National Outcomes for Community Justice Services;**
- **Financial reporting; and**
- **Adult and Child Protection data**

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

This will combine performance information with service feedback, intelligence from community engagement and our Locality Planning Groups, indicators of wellbeing, socio-economic

indicators (to track our progress against tackling inequality) and we will place an emphasis on individual stories to reflect our person-centred approach to health and care.

The HSCP will also assess impact by carrying out thorough:

- **Equalities Impact Assessments;**
- **Strategic Environmental Assessments; and**
- **Children's Rights Impact Assessment**



For further information please contact:

Tel: 01292 613063

Email: sahs scp@south-ayrshire.gov.uk

This information can be made available, on request, in braille, large print or audio formats and can be translated into a range of languages. Contact details are provided below.

درخواست کرنے پر یہ معلومات ناپینا افراد کے لئے ابھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اسکا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

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ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੋਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸਣਨ ਵਾਲੇ ਰਪ ਵਿਚ ਵੀ ਲਈ ਜਾ ਸਕਦੀ ਹੈ, ਅਤੇ ਇਹਦਾ ਤਰਜਮਾ ਹੋਰ ਬੋਲੀਆਂ ਵਿਚ ਵੀ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਸੰਪਰਕ ਕਰਨ ਲਈ ਜਾਣਕਾਰੀ ਹੇਠਾਂ ਦਿੱਤੀ ਗਈ ਹੈ।

Niniejsze informacje mogą zostać udostępnione na życzenie, w alfabecie Braille'a, w druku powiększonym lub w formacie audio oraz mogą zostać przetłumaczone na wiele języków obcych. Dane kontaktowe znajdują się poniżej.

Faodar am fiosrachadh seo fhaighinn, le iarrtas, ann am braille, clò mòr no clàr fuaim agus tha e comasach eadar-theangachadh gu grunn chànanan. Tha fiosrachadh gu h-ìosal mu bhith a' cur fios a-steach.



south ayrshire
health & social care
partnership