

South Ayrshire HSCP Equality Outcomes & Mainstreaming Report 2021

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1. Introduction

This report is South Ayrshire Integration Joint Board's Equality Outcomes and Mainstreaming Report 2021. The report, which demonstrates the IJB's adherence to the Public Sector Equality Duty, was due to be published in 2020, however we used the provisions of the Coronavirus (Scotland) Act 2020 to delay publication until 2021.

South Ayrshire Health and Social Care Partnership (HSCP) – overseen by the IJB – plays a full role in the Ayrshire Equality Partnership through which we are signed up to a collective set of Equality Outcomes and we contribute to the outcomes of our partner organisations **South Ayrshire Council** and **NHS Ayrshire and Arran**. This report outlines how South Ayrshire HSCP is committed at all levels to promoting equality and provide an overview of how we mainstream equalities into our daily business alongside the local authority and the NHS. It is important to note at the outset that neither the IJB nor the HSCP are employers of staff and we will signpost to the respective local authority and health board reports to for full information on staff profiling and equalities as regards the relationship between our staff and their employers. As classified by the Equality and Human Rights Commission (EHRC) the IJB is a [Schedule B](#) authority.

Importantly, South Ayrshire IJB agreed a revised [Strategic Plan](#) in March 2021. The Strategic Plan is the key strategic document for the HSCP and has tackling inequality in all its forms at its core. In keeping with the spirit of the commitment to mainstream equalities into our routine business and to reflect the strong commitment to tackling inequality outlined in the Plan, much of this report refers to the IJB Strategic Plan 2021-2031 and associated activity.

The report also provides an overview of the activities we have undertaken and the progress we have achieved in advancing the four Ayrshire Shared Equality outcomes. These activities have been focused on improving the lives of people across South Ayrshire by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

COVID-19

As well as delaying the publication of this report, the COVID-19 pandemic has had a significant impact on how people within South Ayrshire experience inequalities and throughout the course of the pandemic we have worked to understand and provide rapid response to how inequalities have been exacerbated. Our services – in close collaboration statutory and voluntary sector partners as well as independent care providers – have endeavoured to support disadvantaged and marginalised groups throughout this period, prioritising those sections of the community who face additional risks.

Through our monitoring of the IJB Strategic Plan, our ongoing community engagement and our 'remobilisation and recovery' exercise, the HSCP will track the impact of COVID-19 on equality outcomes within South Ayrshire.

2. Legislative context

The Public Sector Equality Duty confers a responsibility on Integration Joint Boards to report on their contribution to achieving a set of agreed Equality Outcomes and to mainstream the Duty. Mainstreaming the Equality Duty simply means integrating equality into the day-to-day working of the Partnership. This means considering the impact of our actions on all the people who use our services, particularly those who have a protected characteristic. Mainstreaming the equality duty has a number of benefits including:

- equality becomes part of our structures, behaviours and culture
- we can demonstrate how equality is built into everything we do
- contributing to continuous improvement and fairer and better performance

A key part of South Ayrshire HSCP's business is supporting vulnerable people and those who often face discrimination or unfair treatment. We build this into everything we do and ensure that for each need of the general equality duty, we consider each of the protected characteristics.

Legal Requirements

The General Equality Duty

The Equalities Act 2010 (the Act), replaced the Race Equality Duty (2002), the Disability Equality Duty (2006) and the Gender Equality Duty (2007).

When public authorities carry out their functions, the Equality Act says they must have due regard or think about the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The general duties apply to every function within our organisation, including how we plan and deliver frontline services, our role in policy making and in how we procure and contract services from outside agencies. The Act refers to this as 'mainstreaming equality'.

The public sector equality duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex

- sexual orientation

The Specific Duties

Specific duties have been designed to help authorities meet the three needs outlined in the general duty. The specific duties were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The majority of authorities are required to:

- Report on mainstreaming the equality duty;
- Publish equality outcomes and report progress;
- Assess and review policies and practices;
- Consider award criteria and conditions in relation to public procurement;
- Publish in a manner that is accessible.
- Gather and use employee information;
- Publish gender pay gap information;
- Publish statements on equal pay;
- Publish gender composition of boards and produce plans to increase diversity.

Due to the legislative structure of Integration Joint Boards (IJB), Health and Social Care Partnerships are exempt from certain specific duties. This is due to the unique structure of Integration Boards, in that they are not employing bodies. As such, while IJBs direct the strategy and operations of health and care services across the lifespan, all staff members remain employees of either NHS Ayrshire and Arran or South Ayrshire Council.

For the 2021 report, we are not required to;

- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay
- Publish information on board diversity

South Ayrshire Integration Joint Board must:

- Publish a report on how it has mainstreamed equality into the day to day operations of the organisation
- Publish a set of equality outcomes which it considers would enable it to better perform the general equality duty. These must be reviewed within four years of initial publication
- Publish a report on progress towards these outcomes
- Make any reports published fully accessible to all
- Assess relevant policies, procedures and practices through Equality Impact Assessment

3. South Ayrshire Health and Social Care Partnership

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 IJB.

The HSCP is governed by the Integration Joint Board (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 Strategic 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. Given the timing of publication, many of the immediate actions and operational plans underpinning the strategy are interlinked with COVID-19 recovery and renewal and have an 18-month time frame. These are set out in the attached Bridging Operational Plan (Appendix 5) and make a significant contribution to tackling inequalities. Per the legislation, the Strategic Plan will receive a statutory refresh within three years.

Continuous development of the Plan

We will revisit operational plans on an iterative 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 draft Strategic Plan, we reviewed our performance against our previous priorities, developed a strategic needs assessment (link below) 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, and responsibility, for your own physical and mental health and wellbeing.

We are looking 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. We have seen how supportive and resilient communities have been during the COVID-19 pandemic and we know they are the experts of what their community needs. 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 Groups, 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.

Local context

To make informed decisions about our strategic planning and commissioning, we need to fully understand the diversity of 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
- Troon

The purpose of planning by locality is to ensure that 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.



We understand our community using a range of tools, including our [strategic needs assessment](#) and [locality profiles](#).

4. IJB Strategic Plan

In March 2021, we published a revised IJB Strategic Plan following extensive engagement with the community and our partner organisations. It is important for the HSCP to have an overarching **vision statement** and **values** and through extensive engagement the HSCP 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:

<u>We will be:</u>	<u>We will demonstrate:</u>
<ul style="list-style-type: none">• Empowering• Compassionate• Respectful• Open	<ul style="list-style-type: none">• 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.

 south ayrshire health & social care partnership Our Wellbeing Pledge	
OUR PART	YOUR PART
Support families to ensure their children have the best start in life.	Help protect children and the vulnerable
Provide services around you and your family.	Take time to be supportive parents or carers.
Help communities to connect and care for each other.	Get involved in your local community.
Ensure people have the information they need to support their health and wellbeing.	Be informed about how best to address and manage your health and wellbeing.
Listen to you and support you to take control of your own care.	Make your own choices and have control over the support you need.
Support people to age well by keeping them healthy and in their home for as long as possible.	Support older relatives, friends and neighbours to be independent for as long as possible.
Give you information on how you can keep active and well.	Keep active at whatever stage of your life
Be open, honest and friendly.	Have your say and tell us if we get it right and wrong.

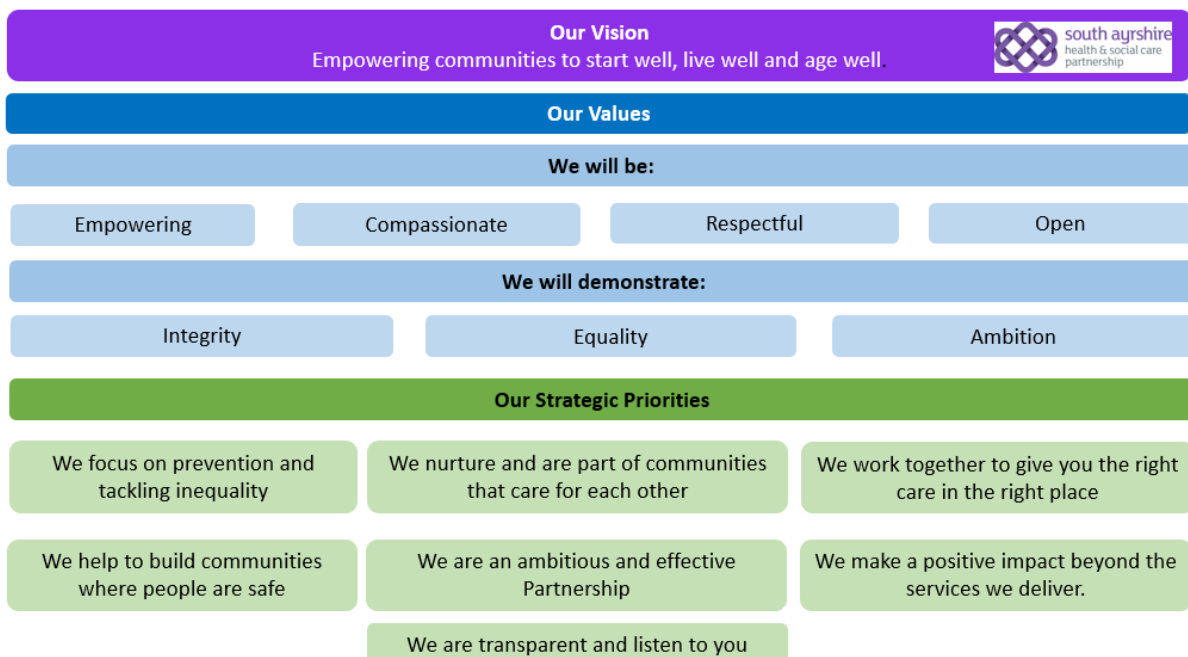
2021-31 Strategic Objectives

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 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.

Our strategic objectives are:

1. We focus on prevention and tackling inequality
2. We nurture and are part of communities that care for each other
3. We work together to give you the right care in the right place
4. We help to build communities where people are safe
5. We are an ambitious and effective Partnership
6. We are transparent and listen to you
7. We make a positive impact beyond the services we deliver



5. Ayrshire Equalities Partnership

In 2016, a decision was taken by a range of Ayrshire partners to undertake engagement on and development of Equality Outcomes on a collaborative basis between public bodies required to develop their next tranche of Equality Outcomes. Recognising that engagement could have involved numerous bodies consulting with the same resident population within Ayrshire, partners agreed to take a collaborative approach to develop Ayrshire-wide equality outcomes.

This led to the establishment of the Ayrshire Equality Partnership (AEP), which is made up of the 3 Ayrshire Councils and H&SCPs, NHS Ayrshire & Arran, Police Scotland, Scottish Fire and Rescue Service and the Procurator Fiscal. The AEP takes forward the shared equalities agenda across Ayrshire and the South Ayrshire HSCP plays a full role.

Ayrshire Equality Outcomes 2017-2021

A number of organisations across Ayrshire deliver public services to local communities. In delivering services, these organisations must ensure that no person or group are discriminated against on the basis of any protected characteristics they may possess. A decision was taken that public sector organisations across Ayrshire could develop a shared set of equality outcomes whilst still maintaining individual accountability for their part.

There maintains a collective view in Ayrshire that having different sets of equality outcomes represents a challenge in mainstreaming equalities. A shared set of equality outcomes between the Ayrshire public sector organisations helps facilitate the cultural shift required to mainstream equalities.

A joint approach was taken to the development of equality outcomes including:

- a desk-based research and evidence review, across community planning partners, that presented a baseline selection of the key facts and figures about groups that meet one or more of the protected characteristics. The review drew on the evidence collected from previous engagement and consultation exercises as well as the wider national policy context;
- an online survey monkey questionnaire seeking views from communities to build upon previous discussion and consultation with equality groups. As well as the online survey, this was mirrored through the use of paper-based survey forms which were available at various locations across Ayrshire. This form of consultation elicited over 250 responses;
- a further desk-based exercise in collaboration with community planning partners to review and consider local comment, intelligence and evidence gathered from the consultation and engagement work was carried out to help shape the final outcomes and actions to deliver on these; and
- face to face discussion with equalities groups and individuals with protected characteristics. Some groups were not able or did not wish to be directly involved and asked that the notes of previous discussions be used to inform our work.

On this basis the Ayrshire Equality Outcomes were identified and agreed, and represent outcomes that can be achieved in the short to medium term and that, between the whole set, cover all of the protected characteristics.

The agreed outcomes are:

- 1. In Ayrshire people experience safe and inclusive communities.**
- 2. In Ayrshire people have equal opportunities to access and shape our public services.**
- 3. In Ayrshire people have opportunities to fulfil their potential throughout life.**
- 4. In Ayrshire public bodies will be inclusive and diverse employers.**

In working to these four outcomes, the Ayrshire partners were able to explore key actions that could be implemented on a collaborative approach. The South Ayrshire IJB would then be able to consider additional actions that would be specific to the HSCP. These actions are detailed within an existing action plan and contain both the shared actions across the Ayrshire Partners and the South Ayrshire specific actions.

6. Part A: Mainstreaming the Equality Duty 2017-2021

This section outlines how equalities have been mainstreamed into the work of the HSCP. Most importantly, the Equality Outcomes map across to our IJB Strategic Objectives. Appendix 4 below outlines the pan-Ayrshire activity in the reporting period to meet the outcomes and South Ayrshire specific activity is drawn out in the following pages.

Impact Assessment

To ensure that the needs of the general Equality Duty are considered in exercising our business functions and processes, including budget setting, project planning and service redesign, we have positioned a mandatory “Equalities Impact” section within all IJB reports, which outlines any identified impacts to equality groups of the report proposals and any further action required.

For relevant agenda items we undertake full Equalities Impact Assessment and, where appropriate, we also undertake Children’s Rights Assessments on IJB decisions and reports. These were completed in full for the IJB Strategic Plan and we will continue to roll out further training in and mainstreaming of impact assessments, ensuring staff take responsibility for their own contribution to this (rather than impact assessment solely being undertaken by the corporate function within the HSCP).

Examples of these impact assessments are attached at **Appendices 2 and 3**.

Strategic Planning

As part of the requirements laid down in the Public Bodies (Joint Working) (Scotland) Act 2014, the Integration Joint Board must produce a Strategic Commissioning Plan that sets out how we will plan and deliver services and in turn how we will meet the National Health and Wellbeing Outcomes. In addition, we must outline how the views of localities must be taken into account.

As set out above, the 2021 IJB Strategic Plan places an emphasis on tackling inequality and is informed by a significant strategic needs analysis, allowing the HSCP to meaningfully understand its population. In developing the Strategic Plan we also undertook significant community engagement, gathering a rich evidence base that we will use to inform future planning and commissioning of services.

The IJB oversees a range of strategies agreed within the timeframe for this report that contribute to our commitment to the Public Sector Equality Duty. A selection of these key strategic documents are listed in our draft Planning Framework at **Appendix 1**.

We also contribute to multi-agency strategies with particular regard to the South Ayrshire CPP’s Local Outcome Improvement Plan.

Engagement

We understand that engagement with the community, particularly the people we support, is a vital means of ensuring our services are targeted and tailored to those who require support the most. We will be producing a revised Community Engagement Strategy for the HSCP in 2021 to support this.

Governance and leadership

The role of the Strategic Planning Advisory Group (SPAG) is to support the Integration Joint Board in the on-going development the Strategic Plan and the continuing review of the progress of our delivery against the agreed national and local outcomes. Each of the stakeholders represented on the SPAG has a key role to play in the strategic planning process and we have developed an effective programme of review and planning that promotes constructive dialogue.

The following sections set out how we have mainstreamed equalities into our activities to date.

The IJB is not subject to board diversity reporting.

Staff

It should be noted that as the IJB does not employ any staff (all HSCP staff are employed by either South Ayrshire Council or NHS Ayrshire and Arran). We are therefore not subject to reporting duties in relation to our staff. This is not to say however that we do not work hard to promote wellbeing and continuous development for our staff and we work with the NHS and Council to support efforts around workplace equality and diversity.

As noted above, the Ayrshire Equality Outcomes are as follows:

- 1. In Ayrshire people experience safe and inclusive communities.**
- 2. In Ayrshire people have equal opportunities to access and shape our public services.**
- 3. In Ayrshire people have opportunities to fulfil their potential throughout life.**
- 4. In Ayrshire public bodies will be inclusive and diverse employers.**

Progress against at a pan-Ayrshire partnership level is set out at **Appendix 4**.

South Ayrshire-specific activity

In addition to the work we have contributed to and supported through the Ayrshire Equality Partnership, there are a range of HSCP specific activities we have highlighted below.

1. In Ayrshire people experience safe and inclusive communities.

Protect Vulnerable Children and Adults from Harm

The Child Protection Committee and Adult Protection Committee report to the Chief Officers Group (COG). Children are placed on the child protection register when there are significant concerns for their safety. Adult Support and Protection referrals completed within five working days are improving with 83% now completed within this time period, compared to 70% in 2018/19.

During the year, the South Ayrshire Alcohol and Drug Partnership's (ADP) multi-disciplinary group developed a new process for carrying out in-depth reviews of all suspected drug related deaths, increasing the local understanding of the protective and contributing factors of drug related deaths, in order to progress towards preventative activities to reduce drug deaths in South Ayrshire. Innovative approaches include the new Assertive Outreach and Intensive Support Multidisciplinary Team who aim to provide intensive and flexible support for vulnerable people who may be disengaging from alcohol or drugs services, who have had recent contact with emergency services or who may be at risk of an alcohol or drug related death. The ADP is also piloting a peer-led Policy Custody Referral project, where peers with lived experience of alcohol and drug misuse, visit individuals in police custody to offer support and information.

Disabled Housing Adaptations

Total Grants and Loans	2017/18	2018/19	2019/20
Total no. of cases approved	162	190	128
Total amount spent	£624,423	£681,933	£490,077

2. In Ayrshire people have equal opportunities to access and shape our public services.

Support people to exercise choice and control in the achievement of their personal outcomes

A review of our Self-Directed Support processes was undertaken aligning assessment materials to community led support principles and the implementation of Carefirst. The result is revised processes, including a Resource Allocation System (RAS) that provides service users with an indicative budget, with which to use as a guide of available funding to plan their care and support needs. Further developments, including costing service packages and training to be carried out in 2020-21.

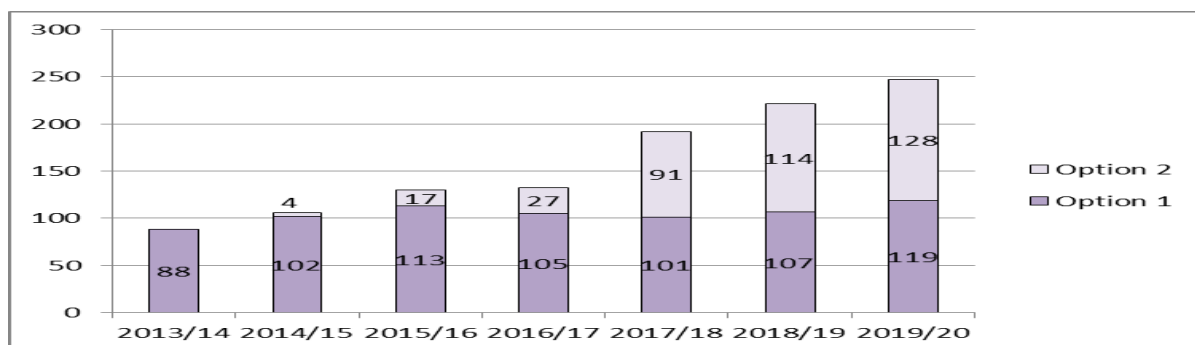
Our reablement service has continue to provide good results, with 30% of service users fully reabled i.e. requiring no further care, following a period of reablement. This service optimises peoples' independence and allows them to stay at home healthier for longer along with releasing pressure on the care at home mainstream service, whose focus is on maintaining service users at home.

Give all our stakeholders a voice

Stakeholders were consulted and engaged with on all HSCP strategies and key documents in keeping with this strategy, however we recognise that as a partnership we can always improve how we communicate, engage with and involve our communities and the people we support in key decisions and the design of our services. A revised communications and engagement strategy will be published in 2021.

Self Directed Support

The uptake of SDS Options 1 and 2 have increased from 88 in 2013/14 to 147 in 2019/20. Option 1 levels increased from 88 to 119 and Option 2 increase from 0 cases in 2013/14 to 128 in 2019/20.



3. In Ayrshire people have opportunities to fulfil their potential throughout life.

Work to provide the best start in life for children in South Ayrshire

The Universal Health Visiting Pathway has been fully implemented, this has led to an increase in contact with families, which has enabled early intervention approaches to be used. The latest trends show an improvement from 69.2% to 75.5% of children reaching developmental milestones at the time of their 27 - 30month health review. South Ayrshire performance is higher than the National level of 57.1%.

Improve outcomes for children who are looked after in South Ayrshire

The Champions Board was set up to develop new ways of working with care experienced young people, by engaging young people in meaningful conversations and building successful relationships, the main aim to give the young people an opportunity to be heard and listened to by care staff and policy makers. The board is able to inform policy changes that will enhance care delivery and ultimately the outcomes of current and future care experienced children.

During the year 66 young people with care experience regularly took part in Champions Board activity, support for mental health and wellbeing has been introduced providing an additional layer of important support, one-to-one support and use of social media has extended the engagement, with our Facebook now at 4,000 users, an increase of 100%.

A full report on the Children's Services Plan can be found here ([link](#)).

The Family Nurse Partnership

The Family Nurse Partnership (FNP) team continue to deliver the programme to first time parents aged 19 years and under. Between October 2015 and January 2020, 109 young women from South Ayrshire were eligible for FNP programme and of that 74 have enrolled in the programme. Positive outcomes for the parent and child:

- 33.5% of mothers involved in the programme initiated breastfeeding their babies at birth
- 36% of mothers smoked when they joined the programme. This reduced to 30% at 36 weeks gestation with 100% of these clients receiving a referral to smoking cessation.
- At 6 months, 100% of children had received their primary immunisations. By 24 months, 100% of children on the programme had received recommended immunisations

4. In Ayrshire public bodies will be inclusive and diverse employers.

As noted above, the IJB/Health and Social Care Partnerships is not an employer and full employee information can be found in the PSED reports of the NHS and Local Authority

7. Part B: Equality Outcomes 2021-24

All public authorities in Scotland must comply with the public sector equality duty, also known as the general equality duty, set out in the Equality Act 2010. This means that as part of our day to day business, the South Ayrshire Health and Social Care Partnership must evidence and report on how they are progressing the three needs of the general equality duty, these being to;

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

In progressing these equality outcomes, the aim of the Partnership is to achieve specific and identifiable improvements in people's life chances and to achieve practical improvements for individuals in East Ayrshire who experience discrimination and disadvantage.

Rationale for Shared Outcomes Approach

Each of the public sector organisations across Ayrshire, including the NHS, Councils and HSCPs deliver and/or support the delivery of services to the same communities, whilst also maintaining an obligation to develop and publish a set of organisational equality outcomes. Considering the close working links between and across each of the Ayrshire public sector organisations, it was proposed that closer working around the development of equality outcomes be undertaken and following initial discussions a clear consensus was established for progressing the development and delivery of equality outcomes on a collaborative basis.

It was felt that service delivery itself could be improved if approaches were consistent and driven through the development of joint equality outcomes and partners believe that a shared set of equality outcomes between the Ayrshire public sector organisations would help to further mainstream the equalities agenda.

The decision was taken in 2016 to establish the Ayrshire Shared Equality Outcomes Partnership whose task was to develop a shared set of equality outcomes and the benefits of working together to develop and progress these outcomes included:

- A more consistent approach to equalities across the area
- Greater scope for consultation while reducing 'consultation fatigue'
- Greater Transparency for local people

In 2020 the Ayrshire Shared Equality Outcomes Partnership agreed to re-commit to the following set of Shared Equality Outcomes:

- 1. People experience safe and inclusive communities**
- 2. People have equal opportunities to access and shape our public services**
- 3. People have opportunities to fulfil their potential throughout life**
- 4. Public bodies will be inclusive and diverse employers**

In addition to sharing outcomes, the pan Ayrshire group also developed a supporting action plan to outline the activities being undertaken by partners to advance and realise each of the shared Ayrshire equality outcomes.

The diagram below demonstrates how the Ayrshire Equality Outcomes link across to the Strategic Objectives Set out in the IJB Strategic Plan. The Bridging Operational Plan (appendix 5) outlines the activity the HSP will undertake in the pursuit of achieving these outcomes over the coming 18months.

IJB Strategic Objective	Equality Outcome
1. We focus on prevention and tackling inequality	<ul style="list-style-type: none"> 1. People experience safe and inclusive communities 2. People have equal opportunities to access and shape our public services 3. People have opportunities to fulfil their potential throughout life
2. We nurture and are part of communities that care for each other	<ul style="list-style-type: none"> 1. People experience safe and inclusive communities 3. People have opportunities to fulfil their potential throughout life
3. We work together to give you the right care in the right place	<ul style="list-style-type: none"> 3. People have opportunities to fulfil their potential throughout life
4. We help to build communities where people are safe	<ul style="list-style-type: none"> 1. People experience safe and inclusive communities
5. We are an ambitious and effective Partnership	
6. We are transparent and listen to you	<ul style="list-style-type: none"> 2. People have equal opportunities to access and shape our public services 3. People have opportunities to fulfil their potential throughout life
7. We make a positive impact beyond the services we deliver	<ul style="list-style-type: none"> 1. People experience safe and inclusive communities 2. People have equal opportunities to access and shape our public services 3. People have opportunities to fulfil their potential throughout life 4. Public bodies will be inclusive and diverse employers

Reporting Progress

As part of the public sector equality duty, we are required to publish a report on progress towards our equality outcomes every two years. This report provides an update on progress made by the Ayrshire Equality Outcome Partners in progressing identified joint actions that support the achievement of the shared outcomes. This is provided in **Appendix 4** and covers progress to March 2020.

We have also included an overview of specific actions and activities that have been undertaken and/or supported by the Partnership in the pursuit of the shared equality outcomes.

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 نابینا افراد کے لئے ابھرے حروف، بڑے حروف یا آڈیو میں مہیا کی جاسکتی ہے اور اس کا مختلف زبانوں میں ترجمہ بھی کیا جاسکتا ہے۔ رابطہ کی تفصیلات نیچے فراہم کی گئی ہیں۔

本信息可应要求提供盲文，大字印刷或音频格式，以及可翻译成多种语言。以下是详细联系方式。

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ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕੇ ਬੋਲ, ਵੱਡੇ ਅੱਖਰਾਂ ਅਤੇ ਸੁਣਨ ਵਾਲੇ ਰਾਹ 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 and Social Care Partnership

Tel: 01292 612419

Email: sahscp@south-ayrshire.gov.uk

Links to associated documents and supporting material

- **South Ayrshire IJB Strategic Plan 2021-31**
<https://www.south-ayrshire.gov.uk/health-social-care-partnership/documents/item%208%20strategic%20plan%20final%20app1%20ijb%202021%2003%2024.pdf>
- **South IJB Annual Performance Report 2019-20**
<https://ww20.south-ayrshire.gov.uk/ext/committee/CommitteePapers2020/Service%20and%20Performance%20Panel/17%20November%202020/item%207%20app1.pdf>
- **South Ayrshire HSCP – Strategic Needs Assessment**
<https://www.south-ayrshire.gov.uk/health-social-care-partnership/documents/South%20HSCP.docx>

Appendix 1 – Draft Planning Framework



Appendix 2 – EQIA template (Strategic Plan EQIA)

Equality Impact Assessment Scoping

1. Proposal details

Proposal Title Integration Joint Board Strategic Plan 2021-2031	Lead Officer Planning and Performance Coordinator
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2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this proposal? Please indicate whether these would be positive or negative impacts.

Community, Groups of People or Themes	Negative Impacts	Positive impacts
The whole community of South Ayrshire		X
People from different racial groups, ethnic or national origin.		X
Women and/or men (boys and girls)		X
People with disabilities		X
People from particular age groups for example Older people, children and young people		X
Lesbian, gay, bisexual and heterosexual people		X
People who are proposing to undergo, are undergoing or have undergone a process to change sex		X
Pregnant women and new mothers		X

People who are married or in a civil partnership		X
People who share a particular religion or belie		X
Thematic Groups: Health, Human Rights, Rurality and Deprivation.		X

3. Do you have evidence or reason to believe that the proposal will support the HSCP to:

General Duty and other Equality Themes	Level of Negative and/or Positive Impact (high, medium or low)
Eliminate discrimination and harassment faced by particular communities or groups	Medium
Promote equality of opportunity between particular communities or groups	High
Foster good relations between particular communities or groups	High
Promote positive attitudes towards different communities or groups	High
Increase participation of particular communities or groups in public life	High
Improve the health and wellbeing of particular communities or groups	High
Promote the human rights of particular communities or groups	High
Tackle deprivation faced by particular communities or groups	Medium

4. Summary Assessment

<p>Is a full Equality Impact Assessment required?</p> <p>(A full EIA must be carried out on all high and medium impact proposals)</p>	<p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
<p>Rationale for decision:</p>	

The Strategic Plan anticipates positive impacts are expected across all community groups and themes.

Signed : 

Director of Health and Social Care Partnership

Date: 18.03.2021

Copy to equalities@south-ayrshire.gov.uk

Equality Impact Assessment including Fairer Scotland Duty

Section One: Proposal Details

Name of Proposal	Integration Joint Board Strategic Plan 2021-2031
Lead Officer (Name/Position)	Planning and Performance Coordinator
Proposal Development Team (Names/Positions)	Senior Manager Planning, Performance and Commissioning Research Officer Partnership Facilitator
Critical friend (s)	Learning Officer

What are the main aims of the proposal?	<p>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 IJB.</p> <p>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.</p>
What are the intended outcomes of the proposal	<p>Ultimately, the vision of the Strategic Plan is 'Empowering our communities to start well, live well and age well.' The strategic objectives of the Plan are:</p> <ol style="list-style-type: none"> 1. We focus on prevention and tackling inequality 2. We nurture and are part of communities that care for each other 3. We work together to give you the right care in the right place 4. We help to build communities where people are safe 5. We are an ambitious and effective Partnership 6. We are transparent and listen to you 7. We make a positive impact beyond the services we deliver

Section Two: What are the Likely Impacts of the Proposal?

<p>Will the proposal impact upon the whole population of South Ayrshire or particular groups within the population (please specify)</p>	<p>The implementation of the Strategic Plan will impact on the whole population of South Ayrshire as health services are universally consumed on demand by the whole population. Older people, adults, children and families and people in the Justice System who use Social Work and/or Social Care Services will also be affected.</p>
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the proposal have for the group or community? (List any likely positive and/or negative impacts)

Protected Characteristics	Positive and/or Negative Impacts
<p>Race: Issues relating to people of any racial group, ethnic or national origin, including gypsy travellers and migrant workers</p>	<p>The implementation of the Strategic Plan should positively impact people of all racial groups ensuring that health inequalities experienced by different racial groups are addressed. The new Plan will ensure the Partnership fosters a learning culture. For example, a pilot project has been carried out with CEMVO in the Partnership and learning needs to be taken from this. The Plan will also consider issues that impact on particular ethnic groups such as caring responsibilities and access to health care by gypsy travellers. For people who require the plan to be translated, this service will be available.</p> <p>The Partnership will ensure that ongoing community engagement is as representative as</p>

	<p>possible barring the current Covid restrictions. The Partnership will also ensure we consult with national and expert groups for them to offer their thoughts when required. This can be particularly helpful as some of these groups have fewer numbers or are hard to reach.</p>
<p>Sex: Issues specific to women or men</p>	<p>The implementation of the Strategic Plan will highlight the specific health inequalities relating to sex. Sex will also be considered when looking at workforce planning. The Plan is high level but must also consider issues predominantly specific to women and girls such as domestic abuse and sexual exploitation.</p>
<p>Disability: Issues relating to disabled people</p>	<p>The implementation of the Strategic Plan will focus on shifting the balance of care to the community and supporting individuals to have choice and control over their care.</p> <p>Community Led Support and supporting mental health and wellbeing is a key priority in the Strategic Plan.</p> <p>Development and implementation of a new Adult Learning Disability Strategy will be key in delivering the strategic objectives of the Plan.</p>
<p>Age: Issues relating to a particular age group e.g. older people or children and young people</p>	<p>The document takes cognisance of the ageing population in South Ayrshire and the increasing dependency ratio. The Plan also considers specific health, wellbeing and protection issues relating to children.</p>
<p>Religion or Belief: issues relating to a person's religion or belief (including non-belief)</p>	<p>The new Plan emphasises the need for meaningful engagement with communities. The Partnership will also engage with national and expert groups when required. This can be particularly helpful as some of these groups have fewer numbers or are hard to reach.</p>
<p>Sexual Orientation: Issues relating to a person's sexual orientation i.e. lesbian, gay, bi-sexual, heterosexual</p>	<p>The Strategic Plan is inclusive and ensures that there are positive impacts for people of all sexual orientations. The Partnership will consult with national and expert groups for them to offer their thoughts. LGBT Scotland raised awareness of the new Plan and encourage participation in the consultation.</p>

<p>Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership.</p>	<p>The Strategic Plan is inclusive and ensures that there are positive impacts for people who are married or in a civil partnership. Support for unpaid carers (which can often be partners) is a key priority in the new plan.</p>
<p>Gender Reassignment: Issues relating to people who have proposed, started or completed a process to change his or her sex.</p>	<p>The Strategic Plan is inclusive and ensures that there are positive impacts relating to people who have proposed, started or completed a process to change his or her sex. The Plan highlights the importance of mental wellbeing support and this will be available to people of all protected characteristics. The Partnership will consult with national and expert groups when required. This can be particularly helpful as some of these groups have fewer numbers or are hard to reach.</p>
<p>Pregnancy and Maternity: Issues relating to the condition of being pregnant or expecting a baby and the period after the birth.</p>	<p>The Strategic Plan will have positive impacts on pregnant women and in the period after the birth by improving and focusing on the services provided and through supporting families and early intervention through Health Visiting and the Family Nurse Partnership.</p>
<p>Multiple / Cross Cutting Equality Issues Issues relating to multiple protected characteristics.</p>	<p>The Strategic Plan will have positive impacts on people with cross-cutting equality issues.</p>
<p>Equality and Diversity Themes Particularly Relevant to the Health and Social Care Partnership</p>	

<p>Health</p> <p>Issues and impacts affecting people's health</p>	<p>The vision of the Plan is to 'Empower communities to start well, live well and age well.' The main purpose of the final Strategic Plan is to improve the health and wellbeing of South Ayrshire's residents.</p>
<p>Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.</p>	<p>The strategic plan will promote human rights. The Plan emphasises supporting people to have choice and control over their own care. A key priority of the Plan is the implementation of the United Nations Convention on the Rights of the Child (UNCRC). The Plan will also be assessed by a Children's Rights Impact Assessment.</p>
<p>Socio-Economic Disadvantage</p>	
<p>Low Income/Income Poverty:</p> <p>Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>There is a strong correlation between poverty and poor health outcomes. The locality profiles highlight the inequalities across locality areas in South Ayrshire and the requirement for services to consider the differences across locality areas.</p> <p>The HSCP works closely with community planning partners on financial inclusion and child poverty.</p>
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>In addition to the above, financial inclusion and budgeting support is a key part of the support provided to families by HSCP services.</p>
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>As above.</p>
<p>Area Deprivation</p> <p>Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>The Public Bodies (Joint Working) (Scotland) Act, 2014 introduced a requirement for locality planning in the provision of integrated functions and services which:</p> <ul style="list-style-type: none"> • takes account of the particular needs of service-users in different parts of the area in which the service is being provided; • takes account of the participation by service-users in the community in which service-users live;

	<ul style="list-style-type: none"> • is planned and led locally in a way which is engaged with the community (including in particular service-users, • those who look after service-users and those who are involved in the provision of health or social care); • best anticipates needs and prevents them arising; and • makes the best use of the available facilities, people and other resources. <p>South Ayrshire has 6 Locality Planning Groups and they provided feedback throughout the consultation process.</p>
<p>Deprivation</p> <p>Issues relating to poverty and social exclusion, and the disadvantage that results from it.</p>	<p>A Strategic Needs Assessment was carried out to provide background data to inform the Strategic Plan. Data is provided in terms of deprivation (SIMD). Locality Profiles have also been created to provide a locality level focus and attempt to make a positive impact on issues relating to inequality. Tackling poverty and inequality is a key priority of the Plan to improve health and wellbeing outcomes.</p>

Section Three: Evidence Used in Developing the Proposal

<p>Involvement and Consultation</p> <p>In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation?</p> <p>Who did you involve, when and how?</p>	<p>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.</p> <p>These included:</p> <ul style="list-style-type: none"> • Online surveys - 'What Matters to You?' targeted at the public and communities, the third sector and providers and children and young people • Online workshops • Telephone conversations with targeted individuals (through VASA and South Ayrshire Carers Centre) • Sessions with SMT and DMT • Meetings with managers and staff in the HSCP, SAC and NHS • Sessions with HSCP staff teams • Staff survey on Vision, Values, Principles and Strategic Priorities <p>Formal consultation took place between 29/01/21 to 28/02/21. A number of methods were used including:</p> <ul style="list-style-type: none"> • Online survey • Focus groups • Online workshop with third sector organisations and providers • Presentations to Locality Planning Partnerships • Engagement with Alcohol and Drugs Partnership • Engagement with Community Planning Partnership <p>The feedback has been used to inform the final version of the Plan. A report will be produced detailing the consultation and engagement work.</p>
<p>Data and Research</p> <p>In assessing the impact set out above what evidence has been collected from research or other data. Please specify <i>what</i> research was carried out or data collected, <i>when</i> and <i>how</i> this was done.</p>	<p>A Strategic Needs Assessment was updated to inform the new Plan. Profiles on each Locality were also developed to allow comparisons at a locality level. Research into strategic considerations and the national and local policy context has also been carried out.</p>

<p>Partners data and research</p> <p>In assessing the impact set out above what evidence has been provided by partners. Please specify partners</p>	<p>The Strategic Needs Assessment and Locality Profiles includes data from health, SIMD, population/demographics and also has comparison data for other areas. Research into strategic considerations and the national and local policy context has also been carried out.</p>
<p>Gaps and Uncertainties</p> <p>Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>Due to the current Covid-19 pandemic, the final Strategic Plan will have an operational focus on the Covid recovery. Issues or impacts may arise that we have not factored into the Plan.</p>

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No	Action	Lead Officer(s)	Timescale
1	Due to the current Covid-19 pandemic, the final Strategic Plan will have an operational focus on the Covid recovery. Issues or impacts may arise from this that we have not factored into the Plan.	Senior Manager, Planning and Performance	April 2022

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the proposal as a whole, including its equality and diversity implications:

When is the proposal intended to come into effect?	The final Plan will come into effect in April 2021, following its approval by the Integration Joint Board at its meeting on 24/03/2021.
When will the proposal be reviewed?	Due to the current Covid-19 pandemic, the final Strategic Plan will have an operational focus on the Covid recovery and have an 18-month bridging plan.
Which Scrutiny Panel will have oversight of the proposal?	An annual performance report as required by statute will be provided to the Integration Joint Board. Progress reports on the Strategic Plan Implementation Plan will be provided to the Performance and Audit Committee every six months.

Section 6: South Ayrshire Health and Social Care Partnership

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Proposal: South Ayrshire Health & Social Care Partnership Strategic Plan 2021

This proposal will assist or inhibit the Partnership's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>The Partnership through its Strategic Plan will support the elimination of discrimination as it applies equally to people across all protected characteristics.</p>
<p>Advance equality of opportunity</p> <p>The Integration Joint Board will actively promote equality of opportunity through its plans, policies and procedures and by ensuring staff are appropriately knowledgeable in this regard.</p>

Foster good relations

The Partnership will foster good relations across all protected characteristics by working with its stakeholders on an ongoing basis, to meet its primary purpose of improving wellbeing for all its communities.

Summary of Action Plan to Mitigate Negative Impacts

Actions	Timescale
None	

Signed:



Director of Health and Social Care

Date: 18.03.2021

Appendix 3 – Children’s Rights Impact Assessment template (Strategic Plan Assessment)

<p>1. What impact will or might the proposal have on the rights of children and young people?</p>
<p>The Scottish Government has put children’s rights at the centre of its policy and the Children and Young People (Scotland) Act 2014 puts a duty on key public services to report on what they are doing to promote them.</p>
<p>2. Will the rights of one group of children in particular be affected?</p>
<p>The Strategic Plan encompasses all children and young people. However, there is recognition that some children and young people with particular vulnerabilities may be more likely to experience health inequalities and may require protection. The HSCP will also promote the rights of care experienced children and young people which will also be taken forward by the Corporate Parenting Plan 2018-21. The Children’s Services Plan 2020-2023 has a strategic focus on the rights of children.</p>
<p>3. Are there competing interests between the groups of children or between children and other groups?</p>
<p>It is essential that all children and young people have equitable opportunities to improve their health and wellbeing outcomes and this may require promoting the interests of one group of children above another.</p>
<p>4. How does the proposal relate to, promote, or inhibit the provisions of the UNCRC, other relevant international treaties and standards, or domestic law?</p>
<p>The Strategic Plan promotes the four General Principles of the UNCRC, namely:</p> <ol style="list-style-type: none"> 1. Non-discrimination (article 2) 2. Best interest of the child (article 3) 3. Right to life survival and development (article 6) 4. Right to be heard (article 12) <p>Other articles related to the Strategic Plan include Health and Health Services (Article 24), Review of treatment in care (Article 25) and Juvenile justice (Article 40).</p>
<p>5. How does the proposal contribute to the achievement of national goals for children and young people?</p>
<p>Progress on the Strategic Plan is measured against the following national outcomes:</p> <ul style="list-style-type: none"> • Our children have the best possible start in life • Our young people are successful learners, confident individuals, effective contributors and responsible citizens. • We have improved the life chances of children, young people and families at risk <p>The Plan also references the joint work on integrated children’s services planning, corporate parenting and The Promise.</p>
<p>6. What overall impact will the proposal entail other policy areas or agendas, or other professionals or groups in their work with children?</p>
<p>An 18-month bridging plan has been developed of the Strategic Plan to allow recovery and learning from the COVID-19 pandemic. The Strategic Plan is focused on the delivery of services by the HSCP but emphasises the work that is done in collaboration with partners.</p>
<p>7. Is follow-up evaluation/monitoring of the proposal and its implementation required?</p>
<p>Yes. The Implementation Plan of the Strategic Plan will be reviewed on a six-monthly basis and a progress report will be provided to the Performance and Audit Committee of the South Ayrshire Health and Social Care Partnership.</p>

8. Is research required to assess the proposal's impact on children once implemented?	
The Strategic Plan will be reviewed after 12-18 months. Evaluation and performance monitoring will be required at this point to determine impact and success.	
Completed by: Planning and Performance Coordinator	18.03.2021



Appendix 4 – Partnership level progress against Equality Outcomes

Progress against the Ayrshire Shared Equality Outcomes

Equality Outcome 1: People experience safe and inclusive communities

In progressing this action, we intend that Ayrshire becomes a more inclusive and welcoming place to everyone, where diversity is respected and protected.

The outcome has a focus on tackling and preventing discriminating behaviour that can be experienced by people in Ayrshire as a result of them possessing one or more of the protected characteristics.

Key Area: 1.1	Tackling Hate Crime - Raising Awareness
What we set out to do:	<p>Police Scotland recorded 6,736 hate crimes in 2017-18. Two-thirds (67%) of those crimes included a race aggravator, 16% a sexual orientation aggravator, 7% a religion aggravator, 4% a disability aggravator and 1% a transgender identity aggravator. The remaining 5% had multiple hate aggravators.</p> <p>To ensure people across Ayrshire experience safe and inclusive communities, we aimed to increase awareness of hate crime and avenues for reporting, including Third Party Reporting Centre</p>
What we did:	<p>In October 2017, the partners produced a leaflet providing employees and service users with consistent information to better support awareness of this issue.</p> <p>The partners have taken the opportunity during each of the Hate Crime Awareness Weeks in 2017, 2018 and 2019 to promote what a hate crime is and ways to report, and our leaflet has been widely disseminated across all partner organisations along with the use of social media mechanisms such as Twitter and Facebook to get the message out as widely as possible. Partners have also promoted the Scottish Government One Scotland campaign to put an end to hate crime.</p> <p>Working in partnership with our colleagues in Police Scotland we have also devised a quarterly report to help us understand the levels of hate crime across Ayrshire. The report offers the opportunity to identify if there are any particular protected characteristic groups where hate crime is increasing but also to consider if there are any other areas which should be targeted.</p>

<p>What difference did we make:</p>	<p>It was anticipated that increased awareness would lead to an increase in hate crimes reported and this appears to have been the case. The latest evidence from Police Scotland indicates that in East Ayrshire race hate crime continues to dominate in terms of reported hate crimes, with the trend showing an increasing level of reporting of racial hate crimes year-on-year across the 4 year period 2017 to 2020. However, work is ongoing to support a reduction in Hate Crime incidents. To support the reduction in racist hate crime, all partners have supported and promoted diversity days and open days at the Mosque to foster good relations between different racial groups.</p> <p>In 2020 the East Ayrshire Safer Communities Delivery Group brought a group of partners together to discuss and develop a broad based Action Plan to tackle hate crime across the local authority area. An initial meeting were held prior to the emergence of the COVID-19 public health crisis and agreement on the content of an Action Plan, based on the UK Action Plan, was agreed. The Action Plan will focus on a number of key themes including safe awareness, employee training and 3rd party reporting and will be implemented later in 2020.</p>
<p>What we will do to continue to progress this area</p>	<p>Following the publication of the findings from the Lord Bracadale Independent Review of Hate Crime Legislation and the 'One Scotland' consultation which followed it, the Scottish Government introduced new legislation to deal with hate crime in the Scottish Parliament in April 2020. The Hate Crime Bill covers offences on grounds such as race, religion and sexual orientation.</p> <p>In the coming two year period, the partners are looking to develop an online e-Learning module to support employees and take forward any other necessary actions as a result of the consultation.</p> <p>Over and above supporting our employees, the partners will work together to better promote what Hate Crime is to our communities across Ayrshire and where third party reporting centres are located.</p>
<p>Key Area: 1.1</p>	<p>Tackling Hate Crime – Implement the 'Keep Safe' initiative</p>
<p>What we set out to do:</p>	<p>To ensure people across Ayrshire experience safe and inclusive communities, we aimed to implement the 'Keep Safe' initiative across partner agencies in Ayrshire. People who are vulnerable because of learning disabilities, physical disabilities, sensory impairment or mental health problems have the right to feel safe when they are out in the community. Unfortunately some people can become targets for bullying and harassment and can feel intimidated, scared and frightened to go out.</p>

<p>What we did:</p>	<p>Partners delivered staff training and briefing sessions to raise awareness of the 'Keep Safe' initiative and conducted an audit of existing places with a view to increasing the number of establishments registered for the initiative. The Keep Safe initiative works with a network of businesses such as shops, libraries and cafes who have agreed to make their premises a 'Keep Safe' place for people to go if they feel frightened, distressed or are the victim of crime when out in the community. These premises have been approved by Police Scotland and the employees within these establishments receive training as do employees within organisations and people who use the service.</p>
<p>What difference did we make:</p>	<p>Following the audit, all have partners worked to increase the number of Keep Safe establishments across Ayrshire and as of June 2020 the number of establishments approved and registered across Ayrshire now stands at 70. This is broken down as follows;</p> <p>East Ayrshire – 35 North Ayrshire – 14 South Ayrshire – 21</p> <p>As part of increasing the number of establishments registered for this initiative, a large number of staff have also required to undergo training to ensure staff working in the establishments can fulfil the potential of the initiative.</p>
<p>What will we do to continue to progress this activity</p>	<p>Partners will continue to progress identification of further locations for Keep Safe places through engagement with Learning Disability service users and other relevant groups to help identify suitable locations out with statutory buildings. Ideally, Keep Safe places will be established in local business or leisure venues where people would normally visit.</p> <p>The partners will continue to collect and monitor data on usage for the Keep Safe establishments and measure the impact of these initiatives on service users.</p> <p>Work is ongoing to engage with the ferry terminal on Arran to progress its registration as a Keep Safe location.</p>
<p>Key Area: 1.2</p>	<p>Support the PREVENT initiative</p>
<p>What we set out to do:</p>	<p>Prevent is one of the four elements of CONTEST, the UK Government's counter terrorism strategy. The partners agreed to implement certain actions to support this work including raising employee's awareness to better identify radicalisation and also increase awareness of the reporting procedures.</p>

<p>What we did:</p>	<p>'Workshops to Raise Awareness of Prevent' (WRAP) sessions were delivered across all partner organisations, providing opportunities for staff to better understand the risk of radicalisation and to engage with one another around this agenda to offer the chance for debate and discussion.</p> <p>Within East Ayrshire Council, from 1 April 2017 to March 2020, a total of 153 employees received WRAP training delivered directly by a trainer and a total of 614 employees have completed the e-learning module. The total number of East Ayrshire Council employees who have completed WRAP training between April 2017 and March 2020, including face-to-face and via online module, is 767</p> <p>A Prevent briefing has been circulated across all partner organisations, allowing a clear and consistent message around Prevent to be disseminated across the whole of Ayrshire. Each partner organisation distributes these briefings using their own internal processes.</p>
<p>What difference did we make:</p>	<p>We have raised awareness of Prevent and our responsibility to safeguard vulnerable individuals' from being radicalised.</p> <p>We have complied with the duties placed upon us as a named specified authority within the Counter Terrorism and Security Act, 2015 ensuring that our employees are more aware of Prevent and the need to safeguard against radicalisation and the routes for reporting any concerns.</p>
<p>What will we do to continue to progress this activity</p>	<p>We will continue to provide WRAP training, publish briefings and keep employees abreast of any changes in line with the Prevent strategy. We will continue to meet as a multiagency partnership and share intelligence. Going forward we will include Prevent within the adult and child protection training and continue to emphasise Prevent as a safeguarding issue.</p>

Equality Outcome 2: People have equal opportunity to access and shape our public services

We recognise that in order to provide the right services to local people, we need to understand their needs and aspirations. Many people who possesses one or more protected characteristic may face additional barriers to having their voices heard.

Through progressing this outcome, we intend to reduce the barriers often faced by local people when accessing our services.

Key Area 2.1	Explore joint approach for the commissioning of translation, interpretation and communication support (TICS) services.
What we set out to do:	The partners set out to explore joint approach for the commissioning of translation, interpretation and communication support (TICS) services. It was agreed from the onset that this process would also include British Sign Language.
What we did:	<p>The Partners met on a regular basis to discuss the development of a Pan Ayrshire approach to tender for TICS services. This was to ensure that there was a consistent approach for all our communities across Ayrshire accessing support and to secure best value for all public bodies involved.</p> <p>The process involved collating information from all organisations involved in relation to access, spend, quality of service and languages used, and mapping national contracts that could be accessed by public bodies, for example, the Scottish Government contract.</p>
What difference did we make:	<p>This service will ensure that there is consistency of approach across Ayrshire for all translation and interpretation requests.</p> <p>It will not only present a best value approach, but also an efficient process for our communities across Ayrshire in relation to accessing a professional and robust translation and interpretation service which is inclusive. Provision of clear and comprehensive communication will have a positive impact on the outcomes for all of our service users. Work towards achieving this outcome is ongoing.</p>
What will we do to continue to progress this activity	The working group will continue to develop a tender process to ensure that the tendering process is open transparent and robust.
Key Area 2.2	Ensure our public buildings and services are accessible and welcoming for Trans people.
What we set out to do:	<p>In 2016, the Ayrshire LGBT+ Development Group held three locality based Trans events across Ayrshire. Local community engagement identified there is a lack of gender identity support within Ayrshire. In addition, it was highlighted that there were issues related to gender specific services which have adversely impacted the experience of accessing our services by those identifying as transgender.</p> <p>Welcoming and accessible services would encourage greater engagement with services.</p>
What we did:	A number of avenues were utilised to ensure that Trans people are not discriminated against when accessing our services. Staff training in relation to trans specific issues was made available to staff and training experiences shared across the partners. This training was evaluated to be positive for those staff involved. E-learning modules in relation to trans specific training is also available and again this training will be shared across the partners.

	<p>A few of the partners have developed or in the process of developing policies to support Trans employees in the workplace, and again this practice is being shared across the partners to ensure that trans employees are supported across the partner organisations.</p> <p>The Ayrshire LGBT+ Education Network was created by Ayrshire College and East Ayrshire Council and aims to improve the educational experiences of LGBT+ children, young people and adults learning in Ayrshire through the sharing of best practice. The Network was launched in February 2018 and continues to meet on a regular basis and participate in locality based events across Ayrshire.</p> <p>Whilst the Network aims to improve educational experiences of LGBT+ people, it also offers opportunity to share learning, knowledge and understanding across all partners to ensure access to all public services in Ayrshire are trans inclusive. This work is ongoing to embed across all partner organisations.</p>
<p>What difference did we make:</p>	<p>The development of training and policies within the partner organisations has raised the awareness of the issues Trans people face on a daily basis, and has also provided a point of contact for employees in relation to seeking further advice or learning to ensure that our services are inclusive for Trans people.</p> <p>The Network now includes a mailing list of over 100 practitioners from across the partners. It remains the only Network of its kind in Ayrshire and continues to demonstrate its impact upon practice. The last two meetings, for example, included trans-specific focuses with 100% of Network members reporting an improved knowledge and understanding of trans policy and practice.</p> <p>Feedback from one of the sessions noted that:</p> <ul style="list-style-type: none"> • 100% of participants felt the show and share sessions would have a positive impact on their current practice • 95% felt that they broadened their knowledge and understanding of transgender policy and practice
<p>What will we do to continue to progress this activity</p>	<p>The Network aims to continue growing and meeting its objective, and is one part of the development of work with trans people in Ayrshire.</p> <p>We will work with the Scottish Trans Alliance and other organisations to develop trans specific training across Ayrshire.</p> <p>The Council's Corporate Officer (Equality and Diversity) is also developing a Trans Employee Policy that will support not only employees who transition their gender; but also managers and Human Resources to ensure that all employees who identify as Trans or who are in transition are fully supported.</p>

Equality Outcome 3: People have opportunities to fulfil their potential throughout life

Many people who identify as possessing a protected characteristic may often experience barriers to achieving outcomes, whether these be economic, academic or social.

By progressing this outcome, it is intended that the barriers that many people face in fulfilling their potential, can be reduced.

Key Area: 3.1	Increase the number of modern apprentices who are BME
What we set out to do:	National data evidenced that less than 2% of all Modern Apprenticeships in Scotland are taken by Black and Minority Ethnic (BME) Communities although they form around 4% of the target population. Therefore, the partners set out to improve the uptake of Modern Apprenticeships by those from a BME background and also work in internal and external stakeholders to support this. This specific group matched those identified by Skills Development Scotland (SDS).
What we did:	<p>East Ayrshire Council has established a consistent starting rate of pay for all apprenticeship programmes, to ensure fairness and equality for all trainees. By developing a consistent approach to the creation of apprenticeships, their training, and support and employment opportunities to encourage young people into a Modern Apprenticeship pathway.</p> <p>Some progress has been made by partners in establishing an Ayrshire-wide baseline to identify under-represented groups. Skills Development Scotland (SDS) provides an understanding of where under-representation exists across key, specific groups in Ayrshire and works with training providers, employers and others to tackle this underrepresentation. Individual partners, in partnership with for example SDS, employers and others, are now seeking to develop or enhance their own action plans to support targeting the under-representation identified. It is clear nevertheless that real change across the identified under-represented groups will require significant cultural and societal changes. As such, further partnership working across all partners involved will be needed to support these cultural and societal changes.</p> <p>In East Ayrshire the majority of BME young people attainment levels are high and most tend to access further and higher education.</p>
What difference did we make:	There remains a mixed picture across the partners in Ayrshire in respect of Black and Minority Ethnic representation in Modern Apprenticeships. Reflecting on locality data provided by SDS as well as individual partner information in the reporting period, it is shown that across Ayrshire, the uptake of a MA from those who identify as BME is lower than in comparison to those who identify as White Scottish and White British. Little change or impact is evident from year 2017 to year 2019.

<p>What will we do to continue to progress this activity</p>	<p>Partners through the shared equality outcomes 2017 - 2021 have committed to tackle under-representation from BME communities in modern apprenticeship uptake. This commitment remains unchanged.</p> <p>Care-experienced young people remain a national and regional priority for many of the partners involved in delivering on the shared equality outcomes 2017 - 2021. This specific group were not identified as a priority in these equality outcomes. However, some consideration by partners was given to those who identify as being care-experienced especially given many are defined also as Corporate Parents.</p> <p>In relation to the Council, there are presently no BME MAs, however it has been recognised that the MA pathway is not a natural route for people from the BME communities. With the development of the apprenticeship family we may see a shift in this pathway as the Apprenticeship family grows and has become accessible whilst attending school, and can in many further and higher education establishments be used as a recognised qualification to entry.</p>
<p>Key Area: 3.1</p>	<p>Increase the number of modern apprentices who have a disability</p>
<p>What we set out to do:</p>	<p>National data evidenced that less than 0.5% of all Modern Apprenticeship placements are taken by someone with a declared disability. Around 8% of the target population (16-24) is disabled. Therefore, the partners set out to improve the uptake of Modern Apprenticeships for those identifying as having a disability and also work in internal and external stakeholders to support this.</p>
<p>What we did:</p>	<p>Individual partners, in partnership with for example SDS, employers and others, are now seeking to develop or enhance action plans to support targeting the under-representation identified. It is known that partnership working through, for example, Project Search, is supporting an improving picture.</p>
<p>What difference did we make:</p>	<p>In 2016/17, the proportion of MA starts self-identifying an impairment, health condition or learning difficulty in East Ayrshire was 7.6%, lower than the national figure of 8.6%. Since then East Ayrshire Council and NHS Ayrshire and Arran have continued to work in partnership with Ayrshire College and through Project SEARCH to establish positive pathways for young disabled people into employment and increase the provision in learning opportunities. The latest figures show that for 2019-20 the proportion of MA starts self-identifying an impairment, health condition or learning difficulty in East Ayrshire was 12.7%, a significant increase on the 7.6% figure in 2016/17.</p>
<p>What will we do to continue to progress this activity</p>	<p>The Council will continue to work through the shared, regional Equality Outcomes 2017-2021 and have committed to tackle under-representation where identified in MA uptake.</p>

Key Area: 3.1	Increased no of people in non-traditional gender roles including modern apprenticeships
What we set out to do:	We set to increase the number of males or females accessing Modern Apprenticeships that are contrary to historical gender bias. For example, we hope to see more females accessing work in engineering and males accessing job opportunities in care.
What we did:	<p>Individual partners, in partnership with for example SDS, employers and others, are now seeking to develop or enhance action plans to support targeting the under-representation identified.</p> <p>The Council always ensure that publicity in relation to the recruitment of new MAs always depict positive role models, for example, when advertising posts that are dominated by males, the Council depict images of women in these roles to encourage a gender balance, and vice versa in respect of early years roles.</p>
What difference did we make:	<p>Reflecting on locality data provided by SDS as well as individual partner information in the reporting period, it is shown that across Ayrshire, female uptake of Modern Apprenticeships in traditionally male dominated careers such as Engineering is lower in comparison to male uptake. This pattern is mirrored for male uptake of Modern Apprenticeships in traditionally female dominated careers such as Care.</p> <p>In the reporting period, the overall number of male MA's across Ayrshire was higher than in comparison to female MA's. This incidence, however, very much is reflective of MA's offered and thus uptake according to gender identity. In North Ayrshire Council, for example, the overall number of female MA's was higher in both 2017-18 and 2018-19. Closer inspection at what MA's offered shows a clear gender split between what is traditionally seen as 'female' or 'male' careers. That said, some progress is noted in improving these gender imbalances; for example, the number of female Health and Social Care MA's in 2017-18 was 5 to 1 male and in 2018-19, it was 2 to 2 and thus a fair gender split.</p> <p>Such an incidence is not widely seen across all partners and indeed highlights that some learning can be shared through the partners.</p>
What will we do to continue to progress this activity	Partners through the shared equality outcomes 2017 - 2021 have committed to tackle under-representation in Modern Apprenticeship uptake. This commitment remains unchanged. As can be evidenced in the Health and Social Care example, there is opportunity to share that learning and any good practice between partners. The partners will also continue to promote Modern Apprenticeships to all and highlight cases where there is a change in non-traditional gender role uptake.

Equality Outcome 4: Public bodies will be inclusive and diverse employers

This outcome aims to provide focus on public bodies in Ayrshire to ensure their hiring practices are inclusive and that workforces are reflective of the local population in which they serve.

By progressing this outcome, it is intended that all Ayrshire public bodies will be inclusive and diverse employers.








Key Area 4.1	Use alternative opportunities for advertising posts.
What we set out to do:	<p>The Ayrshire Equality Partnership recognise the importance work in the physical and mental wellbeing of individuals, families and communities. However, it is also recognised that some recruitment practices can be a barrier to employment for particular groups.</p> <p>The Ayrshire Equality Partnership set out to support and encourage organisations to consider their current arrangements of advertising vacant posts, to ensure they are fully inclusive and accessible to all.</p>
What we did:	<p>Each of the partners have continued to promote their respective organisations as an employer of choice by providing employability programmes, especially for unemployed young people, whilst continuing to guarantee an interview to candidates who have a disability and who meet the minimum criteria for the post.</p> <p>Partners are also continuing to explore how best to utilise social media to promote job opportunities, as well as targeted advertising using third sector organisations.</p> <p>We continue to liaise with external partner organisations specialising in providing employment opportunities to specific sectors of the workforce, examples include DYW Ayrshire and Skills Development Scotland.</p> <p>Some partners are exploring recruiting future colleagues via local Education Departments, School twitter accounts, colleges and universities direct.</p>
What difference did we make:	<p>Managers and recruitment employees are more aware of the benefits of providing opportunities to under-represented groups including young people, disabled, and LGBT. Having a more diverse workforce will allow services to be designed and delivered with service users at the core.</p>
What will we do to continue to progress this activity	<p>We will report to partners the final outcome of the information gathering exercise on recruitment practices in order to learn from the experiences of alternative engagement.</p> <p>We will continue to look at further alternative methods of attracting a wide range and diverse pool of applicants for available posts within all partner organisations.</p> <p>We will consider positive recruitment practices in an effort to develop a more diverse workforce for the future.</p>








Key Area: 4.1	Recruitment Practices – Disability Confident Scheme
What we set out to do:	<p>Employment is also one of the most strongly evidenced determinants of health, the World Health Organisation (WHO) notes that ‘unemployment puts health at risk’ and ‘unemployment has a direct bearing on the physical and mental health and even life expectancy for unemployed people and their families.’</p> <p>There is also recognition that some recruitment practices can be a barrier to employment for particular groups.</p>
What we did:	<p>Each of the partners have continued to promote their respective organisations as an employer of choice by providing employability programmes, especially for unemployed young people, whilst continuing to guarantee an interview to candidates who have a disability and who meet the minimum criteria for the post.</p> <p>We also continue to support staff who become disabled to remain in employment.</p> <p>Baseline data of all Partners’ activities with respect to the Disability Confident Scheme has revealed that all Partners have reached Level 2. This audit will also attempt to establish which of the Partners are working towards Level 3 and what experiences and resources are available that can be shared.</p>
What difference did we make:	<p>We have provided opportunities for employees to remain at work following a change to their health.</p> <p>Managers and personnel colleagues are committed to supporting employees to remain at work following a change to their health. We have provided training to these employees which has given them a greater understanding of the issues faced and potential solutions to support employees to remain in work.</p>
What will we do to continue to progress this activity	<p>We will report to Partners the final outcome of the information gathering exercise on the Disability Confident Scheme, recruitment and training.</p> <p>We will support all Partners in their attempts to progress to Level 3 of the Disability Confident Scheme.</p> <p>We will continue to look at alternative methods of attracting a wide range and diverse pool of applicants for available posts within all Partner organisations.</p>
Key Area 4.2	Develop and provide a range of training and awareness sessions around Equality and Diversity issues.
What we set out to do:	Partners working together to develop and provide a range of training and awareness sessions around Equality and Diversity issues

What we did:	An audit of all partners' Equality and Diversity training resources, currently in place and under development, is in progress. It is hoped that once the nature and learning platforms being used are established, the potential for sharing those resources will be explored further
What difference did we make:	Employees being better trained and more knowledgeable in equality and diversity issues will allow us to provide a better service to all stakeholders. Our audit of available, and in development, training resources has allowed a dialogue between the Partners to commence on areas where the sharing of good practice could be beneficial.
What will we do to continue to progress this activity	We will continue to review training resources held by all Partners and consider if these can be shared and/or delivered in conjunction with other Partners.

Appendix 5 – 18 month Bridging Operational Plan

Overarching actions to the end of 2022 are set out at Appendix 5, and each action is matched across to our new strategic objectives to show how our activity is already contributing to these.

Key	
1. We focus on prevention and tackling inequality	
2. We nurture and are part of communities that care for each other	
3. We work together to give you the right care in the right place	
4. We help to build communities where people are safe	
5. We are an ambitious and effective Partnership	
6. We are transparent and listen to you	
7. We make a positive impact beyond the services we deliver	








Corporate / HSCP-wide									
Action	Short-term target	Long term activity							
1. Learning from COVID-19: Gather learning from COVID-19 and adapt our services to suit future need.	Scoping by end 2021	X	X	X	X	X	X	X	X
2. Community engagement: We will publish a revised community engagement strategy, outlining our approach to continuously listening to our communities and the people we support whilst aligning to the Community Engagement Strategy and engagement work of South Ayrshire Council.	Dec-21	X	X				X	X	
3. Improving our approach to commissioning: Building trust and collaborating with our providers to ensure we get enhanced quality of care; best value from our contracts; supporting the third and independent sector and helping them to build capacity in South Ayrshire (e.g. bringing the third sector into our delivery of our Digital Strategy); recognising the potential to drive social, economic and environmental benefits from our approach to commissioning; enhancing our approach to quality assurance and driving excellence.	End 2022	X	X		X	X	X	X	X

<p>4. Third sector and independent sector engagement: Building on and formalising existing good relationships with the third and independent sector. Publishing a joint agreement with the sector and commissioning cross-cutting projects.</p>	End 2021	X		X			X	X	
<p>5. Workforce and organisational development: Focusing on <u>our people</u>, by developing and delivering on our HSCP Workforce Plan (in alignment with the national Workforce Plan for Health and Social Care) and publishing our Organisational Development plan. Improved strategic partnerships with our staff side trade unions.</p>	End 2021 (and ongoing)	X					X		
<p>6. Governance framework: In keeping with our aims to drive excellence and transparency through good governance, and our commitment to delivering on the recommendations of the Review of Progress Under Integration (MSG Action Plan) we will publish a refreshed governance framework for the HSCP.</p>	End 2021						X	X	
<p>7. Digital: Our services will embrace digital technology at a service level, supported by the delivery of Health and Social Care Partnership Digital Strategy.</p>	Monitored through Digital Strategy	X	X		X		X		

<p>8. Social, economic and environmental impact: Through our performance framework and working with others (e.g. Public Health Scotland and our Strategic Planning Advisory Group) we will work to gain a better understanding of our social, economic and environmental impact as an organisation.</p>		X					X		X
<p>9. Partnerships: We will put proactive effort into improving and enhancing our partnerships, ensuring and encouraging strategic alignment with South Ayrshire Council, NHS Ayrshire and Arran and our Community Planning Partners.</p>		X	X	X	X	X	X	X	X
<p>10. Contributing to community capacity building: This will include a full contribution to work such as that within Wallacetown in collaboration with the community and Community Planning Partners. South Ayrshire Lifeline staff are working with the new community groups to build capacity and the HSCP will play a full part in this.</p>	End 2022	X	X	X		X		X	X








<p>11. Support for carers (adult and young carers): Pursuing opportunities for co-production and looking at creative solutions particularly by harnessing the community response to COVID-19 and community wealth building.</p>	<p>Adult Carers Strategy 2019-2024; and, Young Carers Strategy 2021-2026</p>	X	X	X	X			X	
<p>12. Mental wellbeing and loneliness: Understanding the HSCP services' impact on mental wellbeing and loneliness and working with mental health services and importantly, beyond, mental health services to improve mental wellbeing.</p>	<p>Commission work in 2021</p>	X	X	X				X	X
<p>13. Choice and Control: We are ambitious through changing the balance of care to enable individuals to decide how best they can be supported, which takes account of their interests, wishes and commitment to health and wellbeing.</p>			X	X	X				
<p>14. Equalities: We will mainstream our approach to equalities. We will use our governance structures to ensure the impacts of policies and processes are positive for people of all protected characteristics.</p>	<p>End of 2022</p>	X	X				X	X	X

15. Demonstrating our impact: in addition to the statutory reporting and regular performance reports we produce, the HSCP will develop a performance framework which makes better use of qualitative information, how people experience our services and, ultimately, the impact we make as a HSCP on people's lives.	April 2022	X					X	X	X
16. Business support and systems: Delivering key system changes that are vital to the efficient functioning of our services i.e. Care First and CM2000 and a review of our administration service.	End 2021	X					X		
17. Quality Improvement: we will develop and mainstream a quality improvement agenda across the HSCP	June 2022	X				X	X		

Community Health and Care									
Action	Short-term target	Long term activity							
1. Investing in and redesigning our new Reablement Service (increase reablement capacity by 60% to support delayed discharges and optimise service user's independence to stay at home as independently as possible).	End 2021	X	X	X	X		X		








2. Transforming Care at Home Services (Recommission care at home purchased services, including the implementation of CM2000).	End 2022		X		X		X	X	
3. Implementing CM2000 to in-house care at home to optimise scheduling and monitoring of care delivered.	April 2021						X		
4. Improving our approach to data analysis for delayed discharge and unscheduled care, allowing us to enhance our evidence-base for further service improvements.	End 2021	X					X	X	
5. Increasing our mobile attendant service to provide capacity to transport individuals home out of hours from University Hospitals Crosshouse and Ayr.	End 2022		X	X	X				
6. Further developing our Home First approach, in collaboration with East and North Ayrshire.	End 2021		X	X			X		
7. Participating in the Improvements to Urgent Care across Ayrshire.	Update end 2021	X			X	X	X		
8. Working with Allied Health Professions to continue to embed an enablement ethos across our services and with our provider partners.	End 2022	X	X	X	X	X	X		








9. Review of day care services , incorporating findings of the Review of Adult Social Care.	End 2021		X	X	X	X	X	X	X
10. Focusing on community led support building on enhanced third sector capacity.	End 2022	X	X	X	X	X	X	X	X
11. Further embedding our locality model and teams around the practice.	end 2022	X	X	X	X	X	X	X	X

Learning Disability									
Action	Short-term target	Long term activity							
1. Strengthening opportunities and arrangements for people with learning disabilities to use Self-Directed Support as a mechanism for more choice and control in their lives.	End 2022	X	X	X	X		X	X	
2. Improving organisational culture via staff workforce development, training and the promotion of practice standards and ethics.		X		X		X	X		
3. Work in partnership with South Ayrshire Council's Housing Service to identify housing need and to develop Social Housing specifically for people with Learning Disabilities.	End 2022	X	X		X				X

<p>2. An extreme teams approach to reviewing how Child and Adolescent Mental Health Services (CAMHS) are delivered across Ayrshire. Ensuring that they meet the National Specification for a CAMHS service, but also meet local needs within South Ayrshire with meaningful specialist Mental Health contribution to the “Whole System” of service for children and adolescent in South Ayrshire.</p>	End 2022		X	X	X	X	X	X	X
<p>3. Enhancing Mental Health Officer capacity</p>	End 2022	X	X		X	X	X		
<p>4. Working with housing to develop a range of supported accommodation models that will meet the needs of those with mental ill health and which are orientated to a community-based recovery.</p>	End 2022	X	X	X	X			X	X
<p>5. Work with others to invest in and further develop Distress Brief Intervention (DBI) in South Ayrshire.</p>	Rollout training by end 2022	X	X	X		X			X
<p>6. Review of transfer of mental health service.</p>	End 2022								
<p>7. Crisis situations will be examined and managed with a focus on recovery planning, rather than reactive intervention.</p>	End 2022	X	X		X				
<p>8. Independent services such as Advocacy will be made available to people to support them to make choices and take control of their lives.</p>	End 2022	X	X	X	X			X	








<p>9. Continue to strengthen the links with other agencies working with vulnerable people in our communities or other places such as hospitals or prisons to improve their opportunities on release or discharge.</p>	End 2021	X		X	X		X	X	
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Alcohol and Drugs									
Action	Short-term target	Long term activity							
<p>1. A focus on working with families. The Whole Family Approach is part of the strategic direction of the Scottish Government. We Are With You (formerly known as Addaction) and Ayrshire Council on Alcohol provide family support.</p>	End 2022	X	X	X		X	X		
<p>2. Working with partners to develop earlier interventions to reduce alcohol and drug related deaths.</p>	End 2021	X	X			X			X
<p>3. Implement supports for young people with alcohol or drug related issues.</p>	End 2022	X	X	X	X	X	X	X	X
<p>4. Develop intensive and flexible support for people in times of transition</p>		X	X	X	X	X	X	X	X
<p>5. Develop support for individuals affected by alcohol and drugs, involved with justice services, including prison</p>	End 2022	X	X	X	X	X	X	X	X
<p>6. Support the ADP Learning Review and related improvement activities</p>	End 2022	X	X	X	X	X	X	X	X








Children's Care									
Action	Short-term target	Long term activity							
1. Whole Family Whole Systems Approach: Invest in additional health and social care staff working in Belmont Cluster to work with pastoral care teaching staff to develop a whole family approach to supporting families to live together safely.	End 2021	X	X	X	X	X	X	X	X
2. Enhanced provision at the Children's House in Ayr, supporting short breaks and an independent flat.	End 2022		X	X	X	X			
3. The implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families).	End 2022	X	X	X		X	X		
4. Developing mental health supports and services which help children and young people within their local communities and to manage their own mental health with access to the right support at the right time.	End 2022	X	X	X				X	X
5. Extending our South Ayrshire foster carer provision	End 2022	X	X	X	X				X

<p>6. Enhancing support to our Kinship Carers and increasing the likelihood that when children cannot live with birth parents, there are other family members who feel resourced and supported to step in and care.</p>		X	X	X	X	X	X	
<p>7. That we provide high-level support to our Care leavers with access to supportive, empowering and compassionate Throughcare services, as well as commissioned services which support young people towards adulthood.</p>	End 2022	X	X	X	X	X	X	
<p>8. We are committed to the implementation of the Independent Care Review’s “The Promise” and that it underpins the transformative direction of how we deliver care.</p>	End 2022	X	X	X	X	X		
<p>9. We are proud corporate parents and are committed to improving outcomes for our care experienced children through the development of our new Corporate Parenting Plan 2021-2031.</p>	End 2021	X	X	X	X	X		
<p>10. We will have specific support to help young people with drugs and alcohol use and access to services, to support a whole system plan of care.</p>	End 2022	X	X	X	X			X








<p>11. We are committed to supporting Children and families who become in crisis and require family supports, through our Social Work teams and access to Intensive Family Support Team and Functional Family Therapy teams</p>	End 2022	X	X	X	X	X	X	
<p>12. We will continue to work with children within South Ayrshire who have additional needs and require support from specialist social workers and commissioned services and will ensure that there are clear and smooth transitions into adult services for those that require it.</p>	End 2022	X	X	X	X		X	
<p>13. We will commit to supporting our Young Carers with our partners and helping them as they deliver on their caring duties at home, ensuring that they have what they need through access to individualised the Young Carers Statements.</p>	End 2022	X	X	X	X		X	
<p>14. Implementation of the United Nations Convention on the Rights of the Child</p>	End 2022	X	X	X	X	X	X	X
<p>17. Align our practice with the review of National Child Protection Guidelines.</p>	End 2022	X			X	X		

Children's Health									
Action	Short-term target	Long term activity							
1. Develop improved support for families in areas such as parenting support, emotional health and wellbeing, financial inclusion.	End 2022	X	X	X	X			X	X
2. Improved joint working with partner agencies and services to support children and young people impacted by poor mental health and emotional wellbeing.	End 2021 work commissioned	X	X				X		X
3. Focus on maternal and infant nutrition and increase in breastfeeding rates	End 2021	X	X	X					X
4. Implement the National School Nursing Pathway and delivery of the associated 10 key priority pathway areas by increasing school nursing workforce.	End 2022		X		X		X		
5. Transfer of the National Pre-school Immunisation Programme from GP lead model to full responsibility of Children's Health service in line with the Vaccination Transformation Programme	End 2022		X				X		
6. Deliver the national 2 to 5-year-old Children's Flu Programme	End 2022	X	X			X	X		

7. Delivery of the Universal Health Visiting Pathways	End 2022	X			X				
8. Improvement in key developmental outcomes for pre-school aged children	End 2022	X	X	X					X
9. Development of a task force and review of service design to support the health care needs of looked after children from out with South Ayrshire as well as children and young people who are looked after by South Ayrshire Council.	End 2021	X	X	X	X	X	X	X	X
10. Build closer links with Children's Houses and private providers	End 2022	X	X				X	X	

Justice									
Action	Short-term target	Long term activity							
1. Continue to prioritise public protection by delivering effective interventions to prevent and reduce the risk of reoffending particularly through Multi-Agency Public Protection Arrangements (MAPPA).	End 2022	X	X			X	X		
2. Engage with service users and work on addressing the stigma and marginalisation they face.	End 2022	X	X	X			X	X	X

<p>3. Focus on supporting families and the wider implications of a service user being imprisoned on the family working in close partnership with Children and Families Social Work, Youth Justice, Housing, Education, Mental Health and Addiction Services.</p>	End 2022	X	X	X			X	X	X
<p>4. Build on the links with adult services to ensure that older service users receive the support they need.</p>	End 2022	X	X		X		X		
<p>5. We will seek to develop robust communications with local community groups and organisations to respond to their needs and to provide service users with Unpaid Work opportunities which improve their links to their local communities.</p>	June 2021	X	X		X				X
<p>6. We will seek to deliver a trauma informed Justice Service.</p>	End 2021 training rolled out	X	X	X	X	X	X	X	X

Allied Health Professions									
Action	Short-term target	Long term activity							
1. Improve system-wide tiered approach to accessing specialist clinical assistance across AHP services through universal and targeted education, self-assessment, self-management/remote monitoring & reporting, and self-referral should specialist intervention be required.	End 2022		X		X		X		
2. Improve access to information and opportunities for earlier assistance to improve health and wellbeing for individuals, families and communities from early years through to older adults, and address inequities (e.g. communication and language, food poverty, cognitive impairment).	End 2022	X	X	X	X			X	
3. Promote strengths-based reablement and self-management approaches across whole system (acute, community and care, children and families).	End 2022		X	X		X		X	

<p>4. Redesign models of service delivery for Specialist and Core rehabilitation services across Ayrshire and Arran that will meet the increase in predicted demand following COVID-19 and deliver quality pre-habilitation, early intervention for prevention, empowerment and high-quality effective rehabilitation in line with the Scottish Government's Framework</p>	End 2022		X	X		X		X	
<p>5. Address the inequities relating to Heathy Weight including public health priorities undernutrition for clinical and non-clinical reasons including food poverty/security/frailty pathway; over-nutrition requiring weight management, diabetes prevention or remission.</p>	End 2022	X	X			X			
<p>6. Workforce: Training AHP's as non-medical prescribers leading to independent prescribing in the lifespan of this strategic plan. Improving skill mix including advanced practitioners/first contact practitioners, and higher proportion of assistant practitioners/support workers within teams.</p>	End 2024	X	X		X		X		