









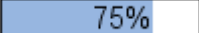

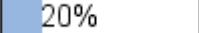
IJB Strategic Plan 2021-231

Generated on: 10 May 2021




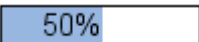







Action	Assigned To	Status	Progress	Due Date	Updates
IJB SP 1.1 Gather learning from COVID-19 and adapt our services to suit future need.	Mark Inglis		<div style="width: 75%;"><div style="background-color: #4f81bd; width: 75%;"></div></div> 75%	31-Mar-2022	Update provided by Mark Inglis 04.05.2021 There has been staff surveys and learning collated over the period of COVID lock downs and this has informed present working practices, and will also inform future working models as the HSCP contribute to the Future Operating Models group.
IJB SP 1.2 Publish a revised community engagement strategy, outlining our approach to continuously listening to our communities and the people we support.	Phil White		<div style="width: 10%;"><div style="background-color: #4f81bd; width: 10%;"></div></div> 10%	31-Dec-2021	Update provided by Phil White 04.05.2021 <ul style="list-style-type: none">• With 2 new Partnership Engagement Officers in place the team of 3 workers will support much more substantial engagement including renewal of the Locality Planning Partnerships and re-launch in September 2021• A new HSCP Engagement and Communications strategy is in development• Our HSCP engagement work is also linking to wider Council and NHS Engagement including Community Planning, Communities Reference Group and Caring for Ayrshire
IJB SP 1.3 Improve our approach to commissioning by building trust and collaborating with our providers to ensure we get enhanced quality of care and best value from our contracts.	John Wood		<div style="width: 25%;"><div style="background-color: #4f81bd; width: 25%;"></div></div> 25%	31-Dec-2022	Work beginning on this. Commissioning Team now at full complement.
IJB SP 1.4 Build on and formalise existing good relationships with the	John Wood		<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	31-Dec-2021	Joint agreement signed by IJB and VASA. Further work to begin/




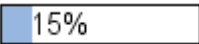
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third and independent sector by publishing a joint agreement with the sector and commissioning cross-cutting projects.					
IJB SP 1.5 Focus on our people by developing and delivering on our HSCP Workforce Plan and publishing our People Plan.	James Andrew		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31-Dec-2022	Interim workforce plan submitted to SG 31st April 2020. SAC People Plan approved, and associated SAC OD Plan passed to HSCP. New 3 year workforce plan to be in place end of 2022.
IJB SP 1.6 Publish a refreshed governance framework for the HSCP in keeping with our aims to drive excellence and transparency through good governance.	John Wood		<div style="width: 40%;"><div style="background-color: #4F81BD; width: 40%;"></div></div> 40%	31-Dec-2021	background work undertaken with IJB and Council. Framework still to be published.
IJB SP 1.7 Embrace digital technology at a service level, supported by the delivery of Health and Social Care Partnership Digital Strategy.	John Wood		<div style="width: 40%;"><div style="background-color: #4F81BD; width: 40%;"></div></div> 40%	31-Dec-2022	Digital Strategy being tracked separately. Scoping exercise underway.
IJB SP 1.8 Gain a better understanding of our social, economic and environmental impact as an organisation through our performance framework and working with partners.	John Wood		<div style="width: 15%;"><div style="background-color: #4F81BD; width: 15%;"></div></div> 15%	31-Dec-2022	
IJB SP 1.9 Enhance our partnerships by ensuring and encouraging strategic alignment with South Ayrshire Council, NHS Ayrshire and Arran and our Community Planning Partners.	John Wood		<div style="width: 30%;"><div style="background-color: #4F81BD; width: 30%;"></div></div> 30%	31-Dec-2022	Early progress made e.g. at Community Planning Workshop on 29 April 2021
IJB SP 1.10 Contribute to community capacity building in collaboration with the community and Community Planning Partners.	Phil White		<div style="width: 10%;"><div style="background-color: #4F81BD; width: 10%;"></div></div> 10%	31-Dec-2022	Update provided by Phil White 04.05.2021 The HSCP is progressing its community capacity work:




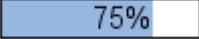





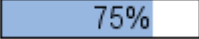
Action	Assigned To	Status	Progress	Due Date	Updates
					<ul style="list-style-type: none"> • Building on existing work through VASA • Building on Small grants/Participatory Budgeting processes and events • Building on the Dementia Friendly work • Building from the Covid remobilisation • Consideration of a new group to oversee greater investment in preventative community based supports • Ensure the community capacity work is progressed with strong ownership from LPPs • Work with Council staff building on from positive collective response to Covid
IJB SP 1.11 Pursue opportunities for co-production and look at creative solutions for unpaid carers.	Phil White			31-Dec-2022	<p>Update provided by Phil White 04.05.2021</p> <p>A Carers Summit was held on 29th April 2021. The summit gave unpaid carers a chance to share their experiences with senior leaders in the HSCP. Learning from this and from work carried out during COVID (particularly in Learning Disability Services) will be used to develop creative solutions for unpaid carers. Emphasis will be on increasing the number of Adult Carer Support Plans.</p>
IJB SP 1.12 Improve mental wellbeing by understanding the broad HSCP services' impact on mental wellbeing and loneliness.	John Wood			31-Dec-2022	Wellbeing sub-group formed and operational. Scoping further activity.
IJB SP 1.13 Enable individuals to decide how best they can be supported, taking account of their interests, wishes and commitment to health and wellbeing.	Scott Hunter			31-Dec-2022	new policy and procedure implemented. A review will take place to reflect on this experience and make any further changes.
IJB SP 1.14 Whilst mainstreaming our approach to equalities, we will use our	Scott Hunter			31-Dec-2022	The equalities agenda requires attention to make it sustainable and support meaningful change.




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governance structures to ensure the impacts of policies and processes are positive for people of all protected characteristics.					Discussions to take place between CSWO and SM P&P in summer 2021
IJB SP 1.15 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.	John Wood		<div style="width: 15%;"><div style="width: 15%;"></div></div> 15%	31-Mar-2022	Engaging in pan-Ayrshire work
IJB SP 1.16 Deliver 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.	John Wood		<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	31-Dec-2021	Care1st implemented. CM2000 implemented in-house. Admin review commenced.
IJB SP 1.17 Develop and mainstream a quality improvement agenda across the HSCP.	Scott Hunter		<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%	30-Jun-2022	QA Officer now in post, SW Gov Board now established. Calendar of audit activity to be prepared to support planned cultural change.
IJB SP 2.1 Invest in and redesign our new Reablement Service to support delayed discharges and optimise service user's independence.	Eddie Gilmartin		<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	31-Dec-2021	Update provided by Eddie Gilmartin 04.05.2021 Recruitment progressing, as is training and induction of new staff. Starting to see benefits in delayed transfers of care reductions as resources increase.
IJB SP 2.2 Recommission care at home purchased services, including the implementation of CM2000	Helen Brown		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	31-Dec-2022	Update provided by Helen Brown 04.05.2021 Not started - The procurement team were exploring a temporary 1 year annexe 2 contract with existing providers to carry us through until the tender is ready for April 22 – however they have experienced some legal difficulties so this has not happened. Work is underway to start the tender process for April 22 with the full framework and meetings are scheduled to produce a timeline.
IJB SP 2.3 Implement CM2000 to in-	Helen Brown		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	30-Jun-2021	This action is now complete.


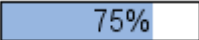



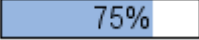

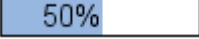
Action	Assigned To	Status	Progress	Due Date	Updates
house care at home to optimise the scheduling and monitoring of care delivered.					
IJB SP 2.4 Improving our approach to data analysis for delayed discharge and unscheduled care.	Nicola Hunter			31-Dec-2021	<p>Update provided by Nicola Hunter 04.05.2021</p> <p>Work has been undertaken to review data source and reporting arrangements for Delayed Discharges. As a result of this work a Delayed Discharge Data Administrator post with responsibility for delayed discharge recording and reporting is being created. The Senior Manager Planning and Performance is currently progressing this vacancy through internal recruitment processes. A Delayed Discharge Coordinator has also been appointed on a temporary basis to review processes and work with the Delayed Discharge Data Administrator to drive improvements in this area.</p> <p>Issues have been raised in relation to data sources used; and there are challenges in relation to recording and whether patients are medically fit for discharge. These are not straightforward fixes as issues are within the overall process and work is planned to undertake process mapping to address these issues.</p>
IJB SP 2.5 Increase our mobile attendant service to provide capacity to transport individuals home out of hours from University Hospitals Crosshouse and Ayr.	Eddie Gilmartin			31-Dec-2022	<p>Update provided by Eddie Gilmartin 04.05.2021</p> <p>Tests of Change ongoing, interim highlight report showed limited impact on discharges from the Combined Assessment Unit. Tests of Change expanded to Emergency Department. Full impact report expected towards end of June 2021</p>
IJB SP 2.6 Implement a Home First model for complex discharges.	Eddie Gilmartin			31-Dec-2021	<p>Update provided by Lisa McAlpine 05.05.2021</p> <p>Funding has been secured to progress Home First</p>


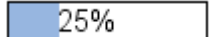
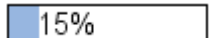
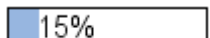
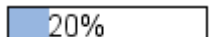
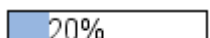
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					<p>Discharge to Assess. Preliminary discussions have taken place with Procurement to determine which processes will require to be followed – the process required will impact on timescales for completion. Opportunities within our own Care at Home Service in relation to overnight care to be discussed. All resources/ infrastructure within community to be determined to inform approach.</p> <p>A Home First Communication Plan is required and discussion will take place with Planning and Performance in relation to this.</p>
IJB SP 2.7 Participate in the improvements to Urgent Care across Ayrshire.	Lisa McAlpine		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">10%</div>	31-Dec-2022	<p>Update provided by Lisa McAlpine 04.05.2021</p> <p>This initially started last year and was then postponed. An Extreme Team has now been commissioned with a focus on Urgent Care and Unscheduled Care, the first meeting took place Friday 30/4/21, with mapping and outcomes being considered.</p>
IJB SP 2.8 Work with Allied Health Professions to continue to embed an enablement ethos across our services and with our provider partners.	Eddie Gilmartin		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">30%</div>	31-Dec-2022	<p>Update provided by Eddie Gilmartin 04.05.2021</p> <p>The Professional Lead for Reablement is working with Enhanced Intermediate Care Team, Occupational Health and Community Reablement Team to improve working partnerships. Multiple stakeholders attending Redesign/Review Prog and Project Boards to ensure joined up approach</p>
IJB SP 2.9 Review day care services, incorporating findings of the Review of Adult Social Care.	Helen Brown		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">0%</div>	31-Dec-2021	<p>Update provided by Helen Brown 04.05.2021</p> <p>Not started. We are looking at a remobilisation plan rather than a full review and this will need to include collaboration with transport colleagues, and other key stakeholders. It relies on Government guidance. It will need to include any review of social care and</p>

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<p>IJB SP 2.10 Focus on community led support building on enhanced third sector capacity.</p>	<p>Phil White</p>			<p>31-Dec-2022</p>	<p>the review of social work and so it is not possible to start this yet.</p> <p>Update provided by Phil White 07.05.2021</p> <p>The HSCP is progressing its community capacity work:</p> <ul style="list-style-type: none"> • Building on existing work through VASA • Building on Small grants/Participatory Budgeting processes and events • Building on the Dementia Friendly work • Building from the Covid mobilisation • Consideration of a new group to oversee greater investment in preventative community based supports • Ensure the community capacity work is progressed with strong ownership from LPPs • Work with Council staff building on from positive collective response to Covid
<p>IJB SP 2.11 Further embed our locality model and teams around the practice.</p>	<p>Phil White</p>			<p>31-Dec-2022</p>	<p>Update provided by Phil white 04.05.2021</p> <p>New staff to support Team around Practice as per Primary Care Improvement Plan including:</p> <ul style="list-style-type: none"> • Pharmacy/Pharmacy Technicians • CTAC • Mental Health Practitioners • Community Link Practitioners • MSK Physiotherapists • ANP for Care Homes • OT pilot work • Work on Frailty





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					<ul style="list-style-type: none"> • Aligned staff such as DNs and SW • Linkage to wider specialist Teams • Referral to Leisure services for Falls Prevention and Rehab • Greater links to community based options • mPower and VASA Self Management
IJB SP 3.1 Strengthen opportunities and arrangements for people with learning disabilities to use Self-Directed Support as a mechanism for more choice and control in their lives.	Sandra Rae			31-Dec-2022	<p>Update provided by Sandra Rae 05.05.2021</p> <p>This approach has been strengthened since Covid and the inability for service users to access the services they once had has increased choice and control. There have been many areas that are inspirational and motivating for them and us as an organisation.</p>
IJB SP 3.2 Improve organisational culture via staff workforce development, training and the promotion of practice standards and ethics.	Sandra Rae			31-Dec-2022	<p>Update provided by Sandra Rae 05.05.2021</p> <p>This is our business as usual and we are now collocated and work in a proactive and joined up way.</p>
IJB SP 3.3 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.	Sandra Rae			31-Dec-2022	<p>Update provided by Sandra Rae 05.05.2021</p> <p>Work in conjunction with Mental Health services to look at core and cluster models that we can share and work together to develop this model.</p>
IJB SP 3.4 Work in partnership with Locality Planning Groups to develop assets-based approaches to community inclusion.	Sandra Rae			31-Dec-2022	<p>Update provided by Sandra Rae 05.05.2021</p> <p>It has not been possible to strengthen this approach due to Covid and the barriers for those with LD. We will consider how we move forward once we establish the LD champions board.</p>
IJB SP 3.5 Develop partnership approaches to increasing the number	Sandra Rae			31-Dec-2021	<p>Update provided by Sandra Rae 05.05.2021</p>


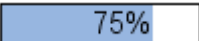




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of people in employment and engaged in different aspects of community life and activities.					This is an area that we will progress. During Covid we developed micro breaks both in service and with Hansel services. We set up walking groups which are operating well and have kept folk engaged in their local communities.
IJB SP 3.6 Publish new Adult Learning Disability Strategy for South Ayrshire	Sandra Rae		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">10%</div>	31-Dec-2022	Update provided by Sandra Rae 05.05.2021 Agreement that we work with the SCLD on the development of the new LD strategy. We are introducing a champions board.
IJB SP 4.1 Embed recognition that mental health and wellbeing are connected to services provided elsewhere, e.g. housing, education and employment support	Sharon Hackney		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">25%</div>	31-Dec-2022	Update provided by Sharon Hackney 07.05.2021 Seeking to develop Mental health improvement and suicide prevention group within community planning partnership. Child and family services working closely with education colleagues to develop range of supports for young people. Workshops delivered with housing colleagues and partnership staff to raise awareness of housing/homelessness issues, drug related death, and mental health issues
IJB SP 4.2 Use an extreme teams approach to reviewing how Child and Adolescent Mental Health Services (CAMHS).	Sharon Hackney		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; position: relative;">40%</div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 Work is underway with partners to develop a Mental Health and Well being Strategy in line with the Children's Services Plan and Children's Services Joint Leadership group priorities to improve the emotional and mental health of children and young people. This has led to an increase in available support and services for children, young people and their families.





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					<p>Joint work with Specialist CAMHS services has led to the formation of an "Extreme Team" on a Pan Ayrshire basis, and is jointly chaired by the Head of Service for Children's Health, Care and Justice service.</p> <p>An interim report to submit for the 10th of May on where the work is at. A final report will be submitted to CMT for the 24th June when the extreme team will end.</p>
IJB SP 4.3 Enhance Mental Health Officer capacity.	Sharon Hackney			31-Dec-2022	<p>Update provided by Sharon Hackney 07.05.2021</p> <p>2 additional MHOs are due to complete training June 2021 with 2 further trainees identified for 21/22 however it is acknowledged that demand for MHO activity is increasing.</p>
IJB SP 4.4 Work with housing to develop a range of supported accommodation models that will meet the needs of those with mental ill health.	Sharon Hackney			31-Dec-2022	<p>Update provided by Sharon Hackney 07.05.2021</p> <p>Main street supported accommodation is now operational with 4 individuals. Next supported accommodation facility will be fort street, scheduled for completion early 2022.</p>
IJB SP 4.5 Work with others to invest in and further develop Distress Brief Intervention (DBI) in South Ayrshire.	Sharon Hackney			31-Dec-2022	<p>Update provided by Sharon Hackney 07.05.2021</p> <p>DBI programme has been commissioned. Started in 1 GP practice and due to extend to an additional GP practice and further roll out planned.</p> <p>DBI telephone based service accessible via NHS24.</p>
IJB SP 4.6 Examine and manage crisis situations with a focus on recovery planning, rather than reactive intervention.	Sharon Hackney			31-Dec-2022	<p>Update provided by Sharon Hackney 07.05.2021</p> <p>Delayed roll out of Decider skills groups will be revisited to offer opportunities to develop range of coping strategies for common mental health issues.</p>





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					Unscheduled care is being reviewed to consider the pan Ayrshire approach to crisis response.
IJB SP 4.7 Independent services such as Advocacy will be made available to people to support them to make choices and take control of their lives.	Sharon Hackney	✓	 100%	31-Dec-2022	Update provided by Sharon Hackney 07.05.2021 Circles advocacy have been commissioned to deliver independent advocacy service.
IJB SP 4.8 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.	Sharon Hackney	▶	 25%	31-Dec-2022	Update provided by Sharon Hackney 07.05.2021 Developing shared communication links between housing and prison services.
IJB SP 5.1 Focus our support on working with families following the strategic direction of the Whole Family Approach of the Scottish Government.	Faye Murfet	▶	 15%	31-Dec-2022	Update provided by Faye Murfet 07.05.2021 ADP workshops scheduled for May 2021 to consider national developments and possible local test of change.
IJB SP 5.2 Work with partners to develop earlier interventions to reduce alcohol and drug related deaths.	Faye Murfet	▶	 15%	31-Dec-2021	Update provided by Faye Murfet 07.05.2021 Connect 4 Change pilot ongoing to provide intensive and flexible support for individuals at risk of an alcohol or drug related death. Evaluation built into pilot. ADP developing Peer Naloxone Supply Network.
IJB SP 5.3 Implement supports for young people with alcohol or drug related issues.	Faye Murfet	▶	 20%	31-Dec-2022	Update provided by Faye Murfet 07.05.2021 Phase 3 of Scottish Families Affected by Alcohol and Drugs (SFAD) consultation activities completed and ADP to considering next steps. Young People needs analysis being undertaken. Young Person Substance Use worker post currently commissioned by ADP.
IJB SP 5.4 Develop intensive and flexible support for people in times of	Faye Murfet	▶	 20%	31-Dec-2022	Update provided by Faye Murfet 07.05.2021

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transition.					Connect 4 Change pilot extended to March 2022 and independent evaluation ongoing. Also see 5.5 re Navigator pilot.
IJB SP 5.5 Develop support for individuals affected by alcohol and drugs, involved with justice services, including prison.	Faye Murfet		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">20%</div>	31-Dec-2022	Update provided by Faye Murfet 07.05.2021 HMP Kilmarnock Navigator 12 month Pilot underway. ADP Police Custody pilot ongoing. Evaluations built into both pilots.
IJB SP 5.6 Support the ADP Learning Review and related improvement activities.	Faye Murfet		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">10%</div>	31-Dec-2022	Update provided by Faye Murfet 07.05.2021 Independent consultation undertaking ADP Learning Review. Due to completion March 2022.
IJB SP 6.1 Develop a whole family approach to supporting families to live together safely by investing in additional health and social care staff working in the Belmont Cluster with pastoral care teaching staff.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">70%</div>	31-Dec-2021	Update provided by Mark Inglis 07.05.2021 We have been successful at recruiting an appropriate team leader to have over sight and a senior Practitioner and are in the midst or recruiting a social worker and the family nurturers to this project. Unfortunately Covid has effected our times scales for this project, by around 3 – 6 months, the Portfolio holder is aware.
IJB SP 6.2 Enhance the provision at the Children’s House in Ayr to support short breaks and provide an independent flat.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">30%</div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 This remains in process with design s and planning permission ongoing. Again Covid has slowed progress.
IJB SP 6.3 Implement the Signs of Safety approach (a relationship based, strengths focused approach to working with families).	Jackie Hamilton		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">50%</div>	31-Dec-2022	Update provided by Jackie Hamilton 05.05.2021 Training has commenced with templates and process mapping on track to be completed by end of training sessions.
IJB SP 6.4 Develop mental health supports and services which help children and young people within their	Mark Inglis		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">50%</div>	31-Dec-2022	Update provided by Mark Inglis 04.05.2021 There has been an increase in the range of mental



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local communities to manage their own mental health with access to the right support at the right time.					health provision that is available to young people, developed over the COVID period, including Action for Children, Penumbra, Together All, as well as a full extreme teams review of CAMHS. Carole Campbell, Principal Educational Psychologist, leads on the MH strategy group which brings together all the supports on offer in HSCP.
IJB SP 6.5 Extend our South Ayrshire foster carer provision	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 30%; position: absolute; left: 0;"></div>30%</div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 There is now authorisation to progress with recruiting for an additional Social Worker and business support, which will enable the Partnership to recruit, train and support more Foster Carers, including for Unaccompanied Asylum seeking Children.
IJB SP 6.6 Enhance support to our Kinship Carers and increase 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.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div>50%</div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 There is now authorisation for the recruiting of two additional SW staff to identify and support more Kinship Carers, as well as to offer enhanced training and support to existing Kinship carers.
IJB SP 6.7 Ensure our care leavers have access to supportive, empowering and compassionate Throughcare services, as well as commissioned services which support young people towards adulthood.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 60%; position: absolute; left: 0;"></div>60%</div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 There has been a refocusing with staff consultation on the Young Person Support and Transition team, which will enhance the support to care leavers. There has also been agreement for a new commissioned service which brings together the budgets for housing support and Care Leavers to make for an attractive contract to be bid for, enhancing the provision for our care leavers.
IJB SP 6.8 Ensure effective implementation of the Independent Care Review's "The Promise" and that it underpins the transformative direction of how we deliver care.	Mark Inglis		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 25%; position: absolute; left: 0;"></div>25%</div>	31-Dec-2022	Update provided by Mark Inglis 04.05.2021 There have been a range of engagement sessions with key stakeholders in South in regards to the Promise and its implementation, including Elected




Action	Assigned To	Status	Progress	Due Date	Updates
					members, CPP, CPC, and HSCP extended managers. Also been successful in receiving additional money to enable there to be three posts focusing part time on the Promise and its implementation. We have also just started training staff in the Signs of Safety, which fully supports the implementation of the Promise and will contribute to the culture change required and address some of the 55 calls to action.
IJB SP 6.9 Improve outcomes for our care experienced children through the development of our new Corporate Parenting Plan 2021-2031.	Mark Inglis			31-Dec-2021	Update provided by Mark Inglis 04.05.2021 The Corporate Parenting Lead Officer has led on this with great skills. We now have a draft Corporate Parenting plan which aligns with the Implementation of the Promise and will follow the time line. There has been presentations to the CSPG and the IJB on the draft version of the plan and consultation will take place on the draft plan following the Scottish elections.
IJB SP 6.10 Ensure young people who require support with their drug and alcohol use have access to services, to support a whole system plan of care.	Jackie Hamilton			31-Dec-2022	Update provided by Jackie Hamilton 05.05.2021 We are working with ADP with a workshop and needs-led analysis of services available using a multi-agency approach.
IJB SP 6.11 Ensure children and families who become in crisis can access family supports, through our Social Work teams and Intensive Family Support Team and Functional Family Therapy teams.	Gary Hoey			31-Dec-2022	Update provided by Mark Inglis 07.05.2021 This is now fully embedded within the Children and Families service and families in crisis are able to access evidence based and timeous family supports through the two teams named.
IJB SP 6.12 Improve outcomes for children who have additional needs and require support from specialist social workers and commissioned services and ensure that there are	Jayne Miller			31-Dec-2022	Work is underway with the Children with Disabilities team in conjunction with the HSCP Commissioning team to identify specific support provision which is required to meet the needs of children with disabilities and their families, including the use Self


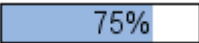

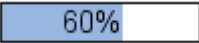
Action	Assigned To	Status	Progress	Due Date	Updates
smooth transitions into adult services for those that require it.					Directed Support (SDS). Transition arrangements between children and adult services have recently been reviewed, and work is ongoing to streamline the transition process.
IJB SP 6.13 Improve support to our Young Carers with our partners ensuring that they have what they need through access to individualised the Young Carers Statements.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> 40% </div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 The Young Carers statement is now widely accessible by young carers. There are on going discussions with the commissioned service Unity and the support offered through the carers centre, this is under review at present. There is also the proposal for a unique young carers employee who could support, coordinate and connect with young carers across South Ayrshire enhancing provision significantly.
IJB SP 6.14 Embed the United Nations Convention on the Rights of the Child in our support to children and families.	Gary Hoey		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> 25% </div>	31-Dec-2022	Update provided by Mark Inglis 07.05.2021 The UNCRC under pins all that the HSCP delivers on and is reflected in our implementation of the Promise and will be front and centre within our new Corporate Parenting Plan, however there is a need to do some further awareness raising and also to create a specific UNCRC action plan on Pentana.
IJB SP 6.15 Ensure our practice is aligned with the review of National Child Protection Guidelines.	Jackie Hamilton		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> 0% </div>	31-Dec-2022	Update provided by Jackie Hamilton 05.05.2021 Not started as still waiting for CP National Guidance. This is still in draft form and has been out for consultation. Awaiting changes from consultation process. Once the guidance is released we will introduce to our staff.
IJB SP 7.1 Develop improved support for families in areas such as parenting support, emotional health and wellbeing, financial inclusion.	Jayne Miller		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; position: relative;"> 50% </div>	31-Dec-2022	Support is provided to all families of preschool aged children through the delivery of the Universal Health Visiting Pathway and Family Nurse partnership programme. The implementation of the Financial Inclusion Pathway across Children services has led

Action	Assigned To	Status	Progress	Due Date	Updates
					<p>to increased financial support available to households.</p> <p>Work is currently underway with the HSCP Commissioning team to identify specific requirements for parents of children with disabilities and vulnerable families.</p> <p>Supports to families with school aged children and young people are currently being identified by the Children's Services Planning group with the development of a the Mental Health and Well - Being strategy in conjunction with Education. This includes prevention and early identification of support needs.</p>
<p>IJB SP 7.2 Improve joint working with partner agencies and services to support children and young people impacted by poor mental health and emotional wellbeing.</p>	<p>Jayne Miller</p>	<p></p>	<p></p>	<p>31-Dec-2021</p>	<p>Work is underway with partners to develop a Mental Health and Well being Strategy in line with the Children's Services Plan and Children's Services Joint Leadership group priorities to improve the emotional and mental health of children and young people. This has led to an increase in available support and services for children, young people and their families.</p> <p>Joint work with Specialist CAMHS services has led to the formation of an "Extreme Team" on a Pan Ayrshire basis, and is jointly chaired by the Head of Service for Children's Health, Care and Justice service.</p>
<p>IJB SP 7.3 Focus on maternal and infant nutrition and increase in breastfeeding rates.</p>	<p>Jayne Miller</p>	<p></p>	<p></p>	<p>31-Dec-2021</p>	<p>HSCP Children's services are represented on the Maternal and Infant Nutrition Programme Board which has a focus to improve breastfeeding rates and infant nutrition. This has led to increased support for breastfeeding families and the development of services to support Child Healthy Weight and improved access to the Healthy Start</p>






Action	Assigned To	Status	Progress	Due Date	Updates
					programme.
IJB SP 7.4 Implement the National School Nursing Pathway and delivery of the associated 10 key priority pathway areas by increasing school nursing workforce.	Jayne Miller			31-Dec-2022	Initial additional funding has been received from Scottish Government in line with the commitment to increase school nurses numbers to enable the implementation of the National School Nursing Pathway by 2022/23. Further recruitment of staff is required to be undertaken during 2021 to fully meet this objective within timescales.
IJB SP 7.5 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	Jayne Miller			31-Dec-2022	Clinical delivery of the National Preschool Immunisation Programme and Child Flu programme transferred to the HSCP during 2020/21. Further work is required to explore business support and premises requirements moving forward. This will be taken forward as part of the Vaccine Transformation programme and Children's Immunisation Group.
IJB SP 7.6 Deliver the national 2 to 5-year-old Children's Flu Programme	Jayne Miller			31-Dec-2022	During 2020, HSCP Children's Health Service worked jointly with GP practices to support delivery of the Children's 2 to 5 year old Flu Programme. Further work will be undertaken in conjunction with the Vaccination Transformation Change programme board to agree timescales for full delivery by the HSCP.
IJB SP 7.7 Delivery of the Universal Health Visiting Pathways	Jayne Miller			31-Dec-2022	Delivery of the Universal Health Visiting Pathway is now fully implemented across South Ayrshire.
IJB SP 7.8 Improve key developmental outcomes for pre-school aged children	Jayne Miller			31-Dec-2022	Work is underway to identify and address specific developmental outcomes in conjunction with partners as part of the Children's services planning group and Children's Health Quality Assurance plan 2021/22.
IJB SP 7.9 Develop a task force and review the service designed to support the health care needs of looked after children.	Jayne Miller			31-Dec-2021	An Action Plan has been agreed in conjunction with the the Director of Public Health, Executive Nurse Director and Associate Nurse Director / IJB Lead Nurse. A Task force is now being identified to lead on specific areas of work which will be reported


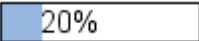


Action	Assigned To	Status	Progress	Due Date	Updates
					through the Infant, Children and Young Peoples Programme Board
IJB SP 7.10 Build closer links with Children's Houses and private providers	Jayne Miller		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">25%</div>	31-Dec-2022	Work in this area will be undertaken as part of the Care Experienced Children's Health Taskforce and will include specific actions to identify Children and young people residing in private residential houses who are not Looked After by South Ayrshire Council, but receive Health services provided by the HSCP and NHS Ayrshire and Arran
IJB SP 8.1 Continue to prioritise public protection by delivering effective interventions to prevent and reduce the risk of reoffending	Louise Shearer		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">60%</div>	31-Dec-2022	<p>Update provided by Louise Shearer 07.05.2021</p> <p>Caledonian System and Moving Forward Making Changes interventions continue to be available to prevent and reduce the risk of reoffending. During the last year since Covid, groups have not been able to function however work can and has been delivered on a 1:1 basis, with individuals prioritised as relevant (due to time remaining on supervision or risk assessment).</p> <p>Additionally, flexible group work delivery is provided (prior to Covid restrictions) by the Partnership Delivery Team (partnership between South, North and East Ayrshire Justice Services). The aims of the group work programme are to help participants identify thought processes and behavioural patterns relating to offending behaviours and the impact of those behaviours on themselves and the wider community. Sessions provide both the tools and support to address these behaviours, e.g. victim awareness, learning relaxation skills through mindfulness and meditation, goal setting, problem solving, etc, as well as access to professional services for further support if required, thus reducing offending behaviours and ultimately increasing participants' quality of life.</p>

Action	Assigned To	Status	Progress	Due Date	Updates
IJB SP 8.2 Engage with service users and work on addressing the stigma and marginalisation they face.	Louise Shearer		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 30%; position: absolute; left: 0;"></div>30%</div>	31-Dec-2022	<p>Update provided by Louise Shearer 07.05.2021</p> <p>We continue to work closely with ADP peers and the service user engagement group PING to better understand the experience of service users.</p> <p>We completed a service user survey, distributed to all service users within the community in autumn 2021 to understand their experience of the process of supervision during lockdown.</p> <p>We have liaised routinely with a range of services to help them better understand the stigma and marginalisation they face. This has included liaison with health to plan for BBV nurses to offer input to both men's and women's groupwork; linking service users with PING; linking service users with Employability and Skills for support in overcoming stigma and marginalisation; developing closer links with Newton primary and agreeing for Justice staff to link directly with the community work being undertaken there.</p>
IJB SP 8.3 Focus on supporting families and the wider implications of a service user being imprisoned on the family working closely with partners.	Louise Shearer		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 20%; position: absolute; left: 0;"></div>20%</div>	31-Dec-2022	<p>Update provided by Louise Shearer 07.05.2021</p> <p>Where we work with service users who are imprisoned where there is a direct impact on their families we endeavour to assess the impact and consider what supports, signposting, referrals or direct intervention might be required.</p>
IJB SP 8.4 Build on the links with adult services to ensure that older service users receive the support they need.	Louise Shearer		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 20%; position: absolute; left: 0;"></div>20%</div>	31-Dec-2022	<p>Update provided by Louise Shearer 07.05.2021</p> <p>We currently liaise on a case by case basis where issues arise. There will be future discussion about whether a policy or protocol should be developed to support the interaction between these services.</p>

Action	Assigned To	Status	Progress	Due Date	Updates
<p>IJB SP 8.5 Develop robust communications with local community groups to respond to their needs and to provide service users with Unpaid Work opportunities which improve their links to their local communities.</p>	<p>Louise Shearer</p>	<p></p>	<p></p>	<p>31-Dec-2021</p>	<p>Update provided by Louise Shearer 07.05.2021</p> <p>The Unpaid Work Team Leader currently routinely attends the Synergy group (overseeing Wallacetown project) to identify ways in which the team can support this work.</p> <p>The UPW Team Leader routinely attends the Community Safety Joint Action Group and this has been an effective forum for identifying needs in local communities. This allows the Unpaid Work Team manager to hear directly from members of this group about specific locales requiring attention and development but also about projects which span the Local Authority and to contribute to the creative thinking about possible solutions and responses.</p> <p>Between 1st April 2019 and 31st March 2020 the Justice Unpaid Work Team utilised the 16,766 unpaid work hours completed to carry out amongst other things; Grass cutting and garden maintenance duties for churches, community areas; Assistance with community project projects such as; Dalmilling Community Path, The Women’s Hub, Clean Up Tarbolton Woods (CUTW) Campaign, Castlehill Woods, Girvan Garden Allotment Project etc; Leaflet drops for charities; Craft/Workshop activities including manufacture of reindeer/snowmen which raised finances for local community organisations; Core Path Network clearance/maintenance within South Ayrshire; Whiteleys Retreat; River Garden Auchincruive; Community Allotment Projects as well as a range of individual placements such as charity shops.</p>
<p>IJB SP 8.6 Deliver a trauma informed Justice Service</p>	<p>Louise Shearer</p>	<p></p>	<p></p>	<p>31-Dec-2021</p>	<p>Update provided by Louise Shearer 07.05.2021</p>

Action	Assigned To	Status	Progress	Due Date	Updates
					<p>All Justice staff have had access to a range of trauma informed training.</p> <p>Some staff attended a recent Justice focused event about benefits of trauma based interventions and approaches.</p> <p>Liaison has been undertaken with Community Justice Scotland regarding accessing a two day training event that supports staff to move from trauma informed to trauma skilled.</p> <p>South Ayrshire Justice Services have worked in partnership with NHS Ayrshire & Arran for a number of years to provide access to an Occupational Therapist to support women involved with our services. Evaluations of this work have highlighted the many benefits, particularly at a stage of earlier intervention, in terms of working with women to meet their own identified goals and access less complex pathways to relevant health care.</p> <p>South Ayrshire Justice Services have worked in partnership with SACRO locally to offer access to a counselling service for service users. Recognising the frequent experiences of trauma of the service users we work with and the need to be able to offer the right support at the point the service user is ready to engage with it, this partnership has offered access to a trained counsellor and has removed the barriers of access to this support. Justice Services has commissioned SACRO to provide this support on a part-time basis. Feedback from service users has been very positive, stating that this support is enabling them to begin to address some of the past trauma in their lives and to consider ways in which they can make positive changes in relation to</p>

Action	Assigned To	Status	Progress	Due Date	Updates
					problem solving skills.
IJB SP 9.1 Improve system-wide tiered approach to accessing specialist clinical assistance across AHP services.	Elaine Hill		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 20%; position: absolute; left: 0;"></div>20%</div>	31-Dec-2022	Update provided by Elaine Hill 10.05.2021 Data collection on access routes and waiting times across all areas underway. Specific improvement work commenced to improve access to specialist AHP's assessment initially for Stroke, Falls, and development of Long Covid Pathway Recruitment commenced.
IJB SP 9.2 Improve access to information and opportunities for earlier assistance to improve health and wellbeing for individuals, families and communities	Elaine Hill		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div>10%</div>	31-Dec-2022	Update provided by Elaine Hill 10.05.2021 Self help information being developed across services. All services identifying current activity as baseline. Self assessment and specific areas for improvement being scoped and action plan being developed App launched for communication difficulties
IJB SP 9.3 Promote strengths-based reablement and self-management approaches across whole system	Elaine Hill		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div>10%</div>	31-Dec-2022	Update provided by Elaine Hill 10.05.2021 All services identifying current activity as baseline. Self assessment and specific areas for improvement being scoped and action plan being developed.
IJB SP 9.4 Redesign models of service delivery for Specialist and Core rehabilitation services across Ayrshire and Arran	Elaine Hill		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 20%; position: absolute; left: 0;"></div>20%</div>	31-Dec-2022	Update provided by Elaine Hill 10.05.2021 CRT redesign work underway project charter Work on rehab commission underway data on vision current and future service descriptions workload and workforce being gathered.
IJB SP 9.5 Address the inequities relating to Heathy Weight including public health priorities undernutrition for clinical and non-clinical reasons	Elaine Hill		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 0%; position: absolute; left: 0;"></div>0%</div>	31-Dec-2022	Update provided by Elaine Hill 10.05.2021 CRT redesign work underway project charter Work on rehab commission underway data on vision current and future service descriptions workload and workforce being gathered


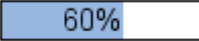



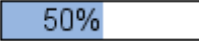

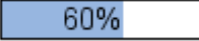
Action	Assigned To	Status	Progress	Due Date	Updates
IJB SP 9.6 Train AHP's as non-medical prescribers leading to independent prescribing in the lifespan of this strategic plan.	Elaine Hill			31-Dec-2022	Update provided by Elaine Hill 10.05.2021 AHP Consultant currently undertaking training, 2 members of staff currently applying for training.
IJB SP 9.7 Improve skill mix including advanced practitioners/first contact practitioners, and higher proportion of assistant practitioners/support workers within teams.	Elaine Hill			31-Dec-2022	Update provided by Elaine Hill 10.05.2021 First contact practitioner physio MSK posts in place, OT role in primary care- trial underway in gp practice , OT service manager leading on national work scoping and sharing learning on role of OT in primary care SLT trialling new support worker role and clinical admin role. Additional advanced practice training enhancing role of AHP consultant. Podiatry undertaken skill mix review in preparation for move to 3 HSCP's.

HSC Integration Joint Board Strategic Plan 2018-21

Generated on: 10 May 2021



Action	Assigned To	Due Date	Status	Progress	Latest Note
IJBSP 3 Work with partners on the CPC to develop robust systems for providing routine performance and impact information on child protection	John Wood	31-Mar-2021			Quarterly performance reports are presented to each CPC. These have been refined to align with and report on the indicators in the National Minimum dataset for Child Protection Committees.
IJBSP 7 Implement the recommendations of the CELCIS report on Permanency Planning to improve processes and practice	Mark Inglis	31-Mar-2021			Update provided by Jackie Hamilton 05.05.2021 PACE has been completed for first action of plan and now requires embedded with teams to ensure the sustainability Progress on this action will be reported on in the new Corporate Parenting Plan 2021-2030.
IJBSP11 Implement the Pan Ayrshire and Arran Sensory Locality Plan.	Sandra Rae	31-Mar-2021			There has been a slight delay in this due to the retirement of a staff member who was to chair the operational group. Another worker has now been identified and will progress this work. There will be a more robust update for next quarter.
IJBSP13 Develop a Palliative and End of Life Care Strategy and Implementation Plan for South Ayrshire and seek IJB approval. Following this, implement strategy and report on progress six monthly to IJB Performance and Audit Committee.	Rosemary Robertson	31-Mar-2021			No decision has been made on funding this work so there are no plans to take this work forward at this stage.

Action	Assigned To	Due Date	Status	Progress	Latest Note
IJBSP20 Review prescribing arrangement generally in South Ayrshire and specifically consider the development of alternatives to anti-depressant prescribing and implement through an agreed action plan.	Phil White	31-Dec-2021			<p>Update provided by Phil White 04.05.2021</p> <ul style="list-style-type: none"> • Improved prescribing practice for Opiate based prescribing • Some improvement re Anti-biotic practice • Practice based Pharmacy Teams impacting on GP workload, repeat prescriptions, use of ScriptSwitch • With more options re MH may impact on Prescribing of Antidepressants • Some work with Community Pharmacy re Antidepressants
IJBSP21 Consider the findings of the “In Control” Review of the Implementation of SDS in South Ayrshire and produce a plan to take forward agreed recommendations and implement.	Steven Kelly	31-Mar-2021			This action will be taken forward in the new IJB Strategic Plan 2021-2031 (IJB SP 1.13).
IJBSP27 The Integration Joint Board will develop an indicative ten year financial plan using the information set out in the Strategic Needs Assessment and Area Profile.	Lisa Duncan	31-Mar-2021			<p>Update provided 11.05.2021</p> <p>The Medium Term Financial Strategy was approved in Dec 2019. This will be updated this year and reflect a five year period. The 10 year financial plan will be developed in 2021-22 to align with the 10 year Strategic Plan.</p>
IJBSP28 The HSCP will implement a programme of selfevaluation across all of its service areas based on the EFQM model.	John Wood	31-Mar-2021			<p>Update provided by John Wood 11.05.2021</p> <p>Self-evaluation approached rolled out across teams and reported to Health and Care Governance Group / DMT. Further work to be progressed in this area.</p>

