

HSCP Integrated Joint Board Strategic Plan 2018-21

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1. We will protect vulnerable children and adults from harm




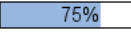
Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP 2	Implementation of the High Risk Pregnancy Protocol which will support Health Visitors and Social Workers to be involved with families at an earlier stage and provide pre and post pregnancy help when required.	Jayne Miller	31-Mar-2019		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	05-Aug-2019 A High Risk Pregnancy Protocol has been implemented across South Ayrshire. Following assessment by the Safeguarding midwife, a multiagency forum ensures a proportionate level of support is provided to families.
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		<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	23-Feb-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.

2. We will work to provide the best start in life for children in south Ayrshire

Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP 1	Implementation of the Health Visitor's Pathway and identification of outcomes.	Jayne Miller	31-Mar-2019		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	05-Aug-2019 The Universal Health Visiting Pathway has been fully implemented across South Ayrshire. Outcomes are identified through the Child Health Surveillance system and work is in progress with the Planning and Performance team to identify areas for improvement.
IJBSP 4	Continued development of GIRFEC Practice and Principles through activity in line with South Ayrshire Children's Services Planning Group priorities.	Mark Inglis; Jayne Miller	31-Mar-2021		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	05-Aug-2019 Practice in line with GIRFEC principles continues to be developed on an Ayrshire wide basis in conjunction with the Infant., Children and Young Peoples Transformational Change Programme Board in addition to actions as outlined within the South Ayrshire GIRFEC Workplan.

3. We will improve outcomes for children who are looked after in South Ayrshire

Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP 5	Continue to develop the capacity and talents of care experienced young people, and raise awareness of Corporate Parenting through the Champions Board.	Dawn Parker	31-Mar-2021		<div style="background-color: #ADD8E6; width: 100%; text-align: center;">100%</div>	<p>01-Mar-2021 Update provided by Dawn Parker 01.03.2021</p> <p>September 2020-Feb 2021</p> <p>The Champions Board team have recruited 3 new Participation Assistants all 3 are very focussed on using their lived experience to make positive changes across South Ayrshire and beyond.</p> <p>Young people from the Champions Board have partnered with Ayr Gaiety and Playwright Fiona Evans to develop a mouthful of monologues through weekly zoom sessions with young people. The board are now working with interabang productions to bring the monologues to life</p> <p>Just before level 4 lockdown the Belmont Champs took part in canoeing with South Ayrshire wellbeing team</p> <p>Young people from Champions board groups took part in a socially distanced Christmas night Walk and outdoor quiz in Ayr.</p> <p>200 Christmas hug packs were delivered across South Ayrshire in partnership with cultural services and Who Cares? Scotland</p> <p>From January 2021 onwards, Champions Board groups linked with each other virtually, with the exception of Belmont academy which meets within the school every Wednesday.</p> <p>Some members of the team took part in Mindfulness sessions alongside other Champions Board from across Scotland this activity was supported by life changes trust</p> <p>The team also attended and co facilitated at the National Participation networking event which was attended by 80 practitioners working with young people with care experience from across Scotland.</p> <p>Young people from the Champions Board team have delivered 2 Elected member briefings on The Promise and promise presentations to South Ayrshire Community Planning Partners, South Ayrshire Child Protection Committee and Childrens Health Care and Justice services extended managers meeting.</p>

						<p>The team have also delivered a Corporate Parenting awareness raising session to South Ayrshires wellbeing team.</p> <p>The Champions Board continue to provide support for young people who do not have an existing advocacy match to take part in their looked after reviews.</p> <p>Over the last 3 months South Ayrshire Champions Board has supported young people with care experience to take part in the following conversations and consultations:</p> <ul style="list-style-type: none"> • Housing conversation in partnership with SAC housing policy team • Life Changes Trust monitoring meeting • Looked after reviews consultation in partnership with SAC quality assurance reviewing officers • Evaluation of South Ayrshire Champions Board in partnership with social value lab • Scorecard Evaluation of Who Cares? Scotland advocacy service in partnership with SAC procurement
IJBSP 6	Continue to improve outcomes for Looked After children, through a range of interventions working in partnership with Health and Education.	Mark Inglis	31-Mar-2021			<p>01-Mar-2021 1-Mar-2021 Update provided by Gary Hoey</p> <p>Systems are established to continue to check in on the wellbeing of children and young people. LAAC and Vulnerable children and young people were identified as priority for the provision of support in schools. Figures in relation to positive destinations for young people have seen a strong surge with Employability and Skills working directly with those in our throughcare and young people support and transition. IRT remains working through the pandemic to support any child welfare issues. Individual workers are supporting families where necessary and proportionate. Young people reviews have continued to take place through QARO review. This has been supported with advocacy from Champs Board / Hear 4 U and Who cares. New rotas have been approved in our children's houses to strengthen nature principals and provide a an enhanced pathway into independence by working closely with our colleagues in housing. Winter funding has been provided to soften the financial blow that lockdown has presented in terms of increased fuel bills, access to electronic equipment and service use</p>
IJBSP 7	Implement the recommendations of the CELCIS	Mark Inglis	31-Mar-2021			02-Mar-2021 Update from Liz Paterson 02.03.2021



	report on Permanency Planning to improve processes and practice					100% of children were reviewed and plans made to seek termination of Compulsory Supervision Orders as appropriate where original grounds no longer stood.
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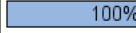

4. We will reduce health inequalities

Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP 9	Implement the ADP Alcohol and Drug Strategic Plan 2018-21.	Faye Murfet	31-Mar-2021	✔	100%	<p>25-Feb-2021 Update provided by Scott Hunter 25.02.2021</p> <p>The strategy has been renewed and is called Recovery is Reality 2020 – 2024. There is an implementation plan that sits with the ADP sub groups. The ADP has also commissioned a learning review to ensure that our services are delivering the best outcomes for our communities and that our commissioning plan is supporting the delivery of these outcomes. It is due to report April 2022.</p>
IJBSP11	Implement the Pan Ayrshire and Arran Sensory Locality Plan.	Sandra Rae	31-Mar-2021	▶	70%	<p>25-Feb-2021 Update provided by Sandra Rae 25.02.2021</p> <p>A meeting took place in January to discuss the new action plan and how to proceed.</p> <p>At this point the 3 team leaders pan Ayrshire meet 3-weekly with a wider group meeting each 6 weeks to ensure there are action plan goals and responsibilities are understood and SMART.</p> <p>There are also discussions on how to proceed in relation to meetings. It has been agreed that there requires to be an operational(doing) group and the programme board (oversight) group needs to be slimmed down and terms of reference for each group will be a piece of work taken forward.</p>
IJBSP15	Develop a South Ayrshire Older People’s Strategy and Implementation Plan and seek IJB approval. Following this, implement strategy and report on progress six monthly to IJB Performance and Audit Committee.	Billy McClean	31-Mar-2020	✔	100%	<p>10-Dec-2019 Update provided by Lorraine Watts 10.12.2019</p> <p>The Healthcare Improvement Scotland, Improvement Hub (ihub) was commissioned to provide support to aid understanding of the local health and care system and wider context, and to facilitate discussions to inform development of an improvement strategy for Adults and Older People’s services centred around local priorities such as ‘New Models of Care’ and ‘Caring for Ayrshire’ programmes.</p> <p>A draft ‘Adults and Older People’s Service Improvement Strategy, Fit for the Future: 2020-23’ and accompanying Service Improvement</p>


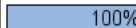

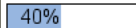
						<p>Plan has been developed and outlines the following priority areas for 2020-23 (which will build on previous work undertaken).</p> <ul style="list-style-type: none"> • Priority 1 Effective interventions with good outcomes from initial contacts • Priority 2 Effective journey through and transfer from hospital with good outcomes • Priority 3 Effective short-term interventions for People in the Community • Priority 4 Design a Care System for People with long term needs <p>Following a consultation period, the finalised version of the Strategy will be published by the end of January 2020.</p> <p>A programme management approach will be used to drive, coordinate and monitor delivery of the Improvement plan. The Driving Change Group will function as the Programme Board.</p> <p>This action will now be taken forward by IJBSP 17 as considerations of the Older People's Strategy is being covered by the Transformational Strategy.</p>
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5. We will shift the balance of care from acute hospitals to community settings


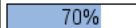

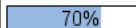
Action	Assigned To	Due Date	Status	Progress	Latest Note
IJBSP12	Sharon Hackney	31-Mar-2021		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 75%	<p>22-Feb-2021 Update provided by Phil White 22.02.21</p> <p>Strategy in implementation phase.</p> <p>Some of planned activity not progressed during Covid lock-down period.</p> <p>Basic services run using flexible models where appropriate.</p> <p>Dementia Friendly Work progressing in different ways and significant grant funding from Life Changes Trust supporting locally based work</p>
IJBSP13	Rosemary Robertson	31-Mar-2021		<div style="width: 15%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 15%	<p>22-Feb-2021 Update provided by Phil White 22.02.21</p> <p>Amended Ayrshire-wide Business case developed and submitted to</p>


	strategy and report on progress six monthly to IJB Performance and Audit Committee.					SPOG No decision made regarding funding this work Ayrshire based Truacanta work not progressed during lockdown.
IJBSP14	Develop a Carers and Young Carers 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.	John Wood	31-Mar-2021	✓	 100%	22-Feb-2021 Update provided by Phil White 22.02.21 Both Adult and Young Carers Strategies in place and working towards their implementation plans. Improved position re completion of Adult Carer Support Plans. Good progress on both plans albeit with some restricted activity linked to lockdown
IJBSP16	Develop and implement with Partners, a Primary Care Improvement Plan for South Ayrshire.	Phil White	31-Mar-2021	✓	 100%	22-Feb-2021 Update provided by Phil White 22.01.21 Primary Care Improvement Plan (1) and (2) developed at Ayrshire level and submitted to SG Significant progress in implementation including the large-scale pharmacy programme, CTAC and Vaccination (but deployed to support Flu and Covid programmes), MDT programmes including MSK Physiotherapy, Mental Health Programmes and Community Link Workers. Additional work carried out on infrastructure and programme support. Primary Care Improvement Plan (3) in development.
IJBSP17	Implement a transformational strategy designed to minimise unscheduled hospital admissions, reduce delayed discharges and transform care at home services with the ultimate aim of shifting the balance of care.	Nicola Hunter; Phil White	31-Mar-2021	✓	 100%	23-Feb-2021 A draft 'Adults and Older People's Service Improvement Strategy, Fit for the Future: 2020-23' and accompanying delivery plan was developed in 2019, with support from Healthcare Improvement Scotland, Improvement Hub (iHub). This document outlined agreed priority areas for 2020-23. Publication of the Strategy coincided with the arrival of the COVID-19 pandemic and subsequent 'lockdown' measures which significantly disrupted the normal delivery of health and social care services and in particular the way in which the Partnership delivered supports and interventions to its service users across South

					<p>Ayrshire. Efforts have been focussed on delivering key projects identified within the Adults and Older People’s Service Improvement Strategy to minimise unscheduled care demand whilst also transforming service delivery in line with restrictions imposed as a result of the pandemic.</p> <p>There has been a continued focus on delayed discharges. The senior team within South Ayrshire have been meeting weekly to focus on supporting those who have waited longest to move and to identify areas for improvement across the system.</p> <p>An ‘Extreme Team’ has been commissioned to focus on process improvement in pursuit of the aim to reduce delays. Six workstreams have been identified and small tests of improvement have been initiated.</p> <p>To address rising number of delayed discharges as a result of an increase in referrals to care at home, the Care at Home service has been allocated funding for a 6-month test of change post to reduce hospital delays. Capacity within Care at Home and Reablement services is being increased through completion of recruitment processes.</p> <p>Initial discussions have also taken place with the Heads of Community Health and Care in North and East Ayrshire HSCP’s and Assistant Directors for University Hospital Ayr and University Hospital Crosshouse in relation to Home First principals and developing a systematic approach to the implementation of these across Ayshire. Work is planned, with support from iHub through Health Improvement Scotland, to conduct a whole system self-assessment using the 10 Home First principles as set out by the Joint Improvement Team (and any other more recent guidance).</p> <p>A small Test of Change in relation to Home First is being progressed within a single site within South Ayrshire with a view to informing Pan Ayrshire work and resource implications.</p> <p>A report on the learning that services have identified as a result of the COVID-19 pandemic; and the emerging themes which will help the Partnership to shape the future delivery of high-quality services was presented to the Integration Joint Board in June 2020. This learning, and the Partnership’s new Strategic Plan, will inform a review of the Adult and Older People’s Service Improvement Plan planned for later this year. The Adult Learning Disability Strategy and Adult Mental Health Strategy will also be reviewed at the same</p>
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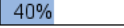

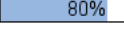


						time. A new action in relation to these key pieces of work will be included within the new Strategic Plan's implementation plan. Meanwhile, progress reports in relation to delivery of the existing Mental Health and Learning Disability Strategy will be submitted to the Performance and Audit Committee.
IJBSP18	Develop and implement a new Partnership specific TEC strategy for the planning period based on the new National Digital Strategy.	Tim Eltringham	31-Mar-2021			23-Feb-2021 Update provided by John Wood 23.02.2021 Digital Strategy agreed and published in October 2021 by IJB. HSCP Management have now moved to implementation phase, with delivery of the strategy overseen by the HSCP Digital Programme Board
IJBSP22	The HSCP will continue to implement its Community Led Support Programme which will see more people receive the correct level of support that they need close to their homes.	Phil White	31-Mar-2021			22-Feb-2021 Update provided by Phil White 22.02.2021 CLS principles now integral to a range of work New front doors were in place pre-Covid Some 'virtual' front doors now in place in Girvan and Maybole Subsequent to Covid restrictions being eased need to build new front door model.


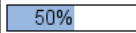

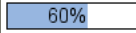





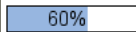
6. We will support people to exercise choice and control in the achievement of their personal outcomes

Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP 8	Implement the IJB Adult Learning Disability Strategy for 2017-23 and associated Commissioning Plan designed to deliver four Strategic Outcomes: (1) A Healthy Life; (2) Choice and Control; (3) Independence; and (4) Active Citizenship.	Sandra Rae	31-Mar-2021			25-Feb-2021 Update provided by Sandra Rae 25.02.2021 There has been recognition that Covid has enabled lots of opportunities and a renegotiation of the relevance of many aspects of the current strategy is required. We need to ensure we capture the true needs and aspirations of those with a learning disability whether that be a mild diagnosis or complex needs. Carers are also key to this approach and we should work in collaboration with them.
IJBSP10	Implement the IJB Community Adult Mental Health Strategy for 2017-22 and associated Commissioning Plan designed to deliver seven Strategic Outcomes:	Sharon Hackney	31-Mar-2021			25-Feb-2021 Update provided by Sharon Hackney 25.02.2021 Progress in some areas of the strategy have been delayed due to COVID. Progress has been made in other areas such as: • Distress Brief Intervention service commissioned and commenced


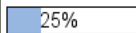
						<p>soft start within 1 GP practice in January 2021. Second GP practice to come online in March 2021.</p> <ul style="list-style-type: none"> • A range of group activities promoting self-management will be reviewed in light of the emerging service delivery model and implications of Covid. Further online opportunities are being developed including CCBT. • Accommodation at Main Street operational with discharges facilitated. Plans to develop further opportunities. • Additional funding has been identified to increase the number of CLPs and MHPs within GP practice. • Training continues to be offered via Choose Life and Addiction PSST. Further training is planned in relation to Distress, Trauma and decider skills however method of delivery requires adjustment in light of Covid.
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		<input type="text" value="40%"/>	<p>24-Feb-2021 Update provided by Steven Kelly 24.02.2021</p> <p>The SDS workplan has been impacted by a combination of the pandemic and the redeployment of the SDS Team Leader along with other team members for a period of eight months to meet the pressures on the Care at Home Service and the Adult Support and Protection Team. Despite these challenges there has been significant accomplishments in line with the recommendations as set out in the In-Control report. We now have a full suite of new outcome focussed assessment, review and support planning paperwork embedded on our care first system branded as 'My Life My Outcomes'. The paperwork was designed through a consultation process involving both service users and frontline staff and launched in November 2020. Feedback from staff has been positive following the roll out and the associated practice guidance is being updated. The implementation of a points-based RAS was incorporated into the new paperwork and the plan was to roll out and gather lessons learned from April 2020 through to July, but this was postponed as a result of the pandemic and the requirement for frontline staff to work from home. We have seen an increased uptake of Option 2 over the last year and we continue to work with colleagues in both procurement and legal services to adapt the existing paperwork and processes.</p>


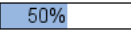
7. We will manage resources effectively, making best use of our integrated capacity

Action	Assigned To	Due Date	Status	Progress	Latest Note	
IJBSP19	Put in place arrangement to commission regionally provided acute hospital services as appropriate for the people of South Ayrshire.	Tim Eltringham	31-Mar-2021			<p>26-Feb-2021 Update provided by Tim Eltringham 26.02.2021</p> <p>The Caring for Ayrshire programme is the primary driver for the development of infrastructure in Ayrshire and Arran. South Ayrshire HSCP is playing a full role in this emerging programme of work.</p> <p>Our new Strategic Plan and delivery actions will reflect the Caring for Ayrshire Programme.</p>
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-Mar-2021			<p>23-Feb-2021 Update provided by Phil White 22.02.21</p> <p>Mental Health Practitioners are now active within GP Practices and seeking to support a range of mental health through prompt assessment and links to Community Link Practitioners and Self Help Workers (and related therapies such as CBT and social prescribing).</p> <p>The Prescribing Advisers have also been working with GP Practices and with the investment in in situ Pharmacists/Pharmacy Technicians there are number of approaches to modify prescribing behaviours.</p> <p>There is also pilot work where Mental Health workers are linking with Community Pharmacies to seek to reduce anti-depressant prescribing.</p> <p>The Carrick Listening Service has continued during Covid but planned extension of the service has had to be put on hold.</p>
IJBSP24	The HSCP will develop a Workforce Plan and implement agreed action items.	John Wood	31-Mar-2021			<p>23-Feb-2021 Update provided by John Wood 23.02.2021</p> <p>A new Workforce Plan for 2021 is currently being drafted.</p>
IJBSP25	The HSCP will produce updated Organisational Development and Training Plans and implement these.	Scott Hunter	31-Mar-2021			<p>25-Feb-2021 Update provided by Scott Hunter 25.02.2020</p> <p>Further recruitment is underway to resource this agenda. A training needs analysis is currently being undertaken which will then inform the development of a training strategy for social care services. Training continues to be delivered online as a result of the pandemic however we are starting to see the planning for more traditional teaching approaches step up. For example, we have a further cohort of staff embarking on their SVQ qualifications.</p>

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			23-Feb-2021 Update provided by Lisa Duncan 23.02.2021 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.
IJBSP28	The HSCP will implement a programme of self-evaluation across all of its service areas based on the EFQM model.	John Wood	31-Mar-2021			23-Feb-2021 Update provided by John Wood 23.02.2021 Self-evaluation approached rolled out across teams and reported to Health and Care Governance Group / DMT. Further work to be progressed in this area.
IJBSP29	The IJB Performance and Audit Committee will agree an annual programme of Best Value Service reviews.	John Wood	31-Mar-2021			23-Feb-2021 Update provided by John Wood 23.02.2021 Annual Programme agreed.
IJBSP30	The HSCP will develop and implement a Property Asset Management Plan.	Tim Eltringham	31-Mar-2021			26-Feb-2021 Update provided by Tim Eltringham 26.02.2021 The Caring for Ayrshire programme is the primary driver for the development of infrastructure in Ayrshire and Arran. South Ayrshire HSCP is playing a full role in this emerging programme of work. Our new Strategic Plan and delivery actions will reflect the Caring for Ayrshire Programme.
IJBSP31	The IJB and South Ayrshire Council and their partners will work to deliver the proposals set out in the Housing Contribution Statement at Appendix 4.	John Wood	31-Mar-2021			23-Feb-2021 Update provided by John Wood 23.02.2021 Good progress has been made against the Housing Contribution Statement within the resources available. A further Statement is included in the Strategic Plan 2021 and the HSCP are actively working with housing colleagues to ensure linkage between HSCP and housing strategic commissioning.

8. We will give all of our stakeholders a voice

Action	Assigned To	Due Date	Status	Progress	Latest Note
IJBSP23	Mark Inglis	31-Mar-2021			02-Mar-2021 The Champions Board is represented on the Child Protection Committee and the Corporate Parenting Writing Group. Young people from the Champions Board have also delivered two Elected Member Briefings on the Promise as well as presenting to South Ayrshire Community Planning Partners and Children's Health,

						<p>Care and Justice Extended Managers meetings.</p> <p>Plans are in place for an IJB Briefing on The Promise.</p> <p>Further discussion is required to ensure that young people are engaged and involved in the work of the IJB.</p>
IJBSP26	The HSCP will implement the agreed Participation and Engagement and Communication Strategies agreed by the IJB.	John Wood	31-Mar-2021			<p>23-Feb-2021 Update provided by John Wood 23.02.2021</p> <p>HSCP Communications and Engagement activity driven by COVID-19 response since early 2020. Commitment made within Strategic Plan 2021 to develop a revised community engagement strategy</p>