

<b>Meeting of South Ayrshire Health and Social Care Partnership</b>	<b>Performance and Audit Committee</b>
<b>Held on</b>	<b>30 June 2022</b>
<b>Agenda Item:</b>	<b>5</b>
<b>Title:</b>	<b>IJB Strategic Plan update 2021 - 2031</b>
<b>Summary:</b>	
<p>The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the IJB's Strategic Plan 2021, focusing on the 18-month 'bridging' operational plan, as agreed at the IJB.</p>	
<b>Author:</b>	<b>Danielle Rae – Planning and Performance Coordinator</b>
<b>Recommendations:</b>	
<p>It is recommended that the Performance and Audit Committee:</p> <ul style="list-style-type: none"> <li>i. Note the update on the IJB Strategic Plan, focusing on the Bridging Operational Plan progress report attached at Appendix 1.</li> </ul>	
<b>Route to meeting:</b>	
<p>This is the third progress report on the IJB Strategic Plan presented to Performance and Audit Committee. Progress reports were presented on 14 May 2021 and 12 November 2021 following IJB approval of the new Strategic Plan on 24 March 2021.</p>	
<b>Implications:</b>	
Financial	<input type="checkbox"/>
HR	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Equalities	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>
ICT	<input type="checkbox"/>

## IJB STRATEGIC PLAN UPDATE

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the IJB's Strategic Plan 2021, focusing on the 18-month 'bridging' operational plan, as agreed at the IJB.

### 2. RECOMMENDATION

- 2.1 **It is recommended that the Performance and Audit Committee:**

**i. Note the update on the IJB Strategic Plan, focusing on the Bridging Operational Plan progress report attached at Appendix 1.**

### 3. BACKGROUND INFORMATION

- 3.1 At its meeting on [24th March 2021](#), the IJB agreed a revised Strategic Plan for the HSCP, in keeping with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. 3.2 The IJB agreed in 2020 that a Strategic Plan should be drafted that has a ten-year horizon with a shorter term bridging operational plan. This approach would allow the HSCP to set long-term and ambitious strategic objectives at a crucial moment for the IJB while also maintaining stability and an ability to adapt to a fast-moving landscape at an operational level.

### 4. REPORT

- 4.1 While the Plan's strategic objectives have a ten-year outlook, it is accompanied by an 18-month Bridging Operational Plan to the end of 2022. This reflects the current uncertainty within health and care services caused by the global pandemic as well as anticipated changes in the policy landscape with, for example, the implications of the Independent Review of Adult Social Care not fully clear.
- 4.2 This report provides the Performance and Audit Committee with an update on the actions set out within the Bridging Operational Plan. A summary table is provided below:

Status	Number
✓ Completed	12
▶ On target	71
⚠ Showing some concerns	1
● Not on target	0
⚙ Not due to start	1
★ Superseded by new action	1
<b>Total</b>	<b>86</b>

- 4.3 The Performance and Audit Committee may wish to note the following highlights under the broad themes of corporate/HSCP wide; community health and care (adult and older people); learning disability; mental health; alcohol and drugs; children's care and children's health; justice and allied health professions.

#### Corporate/HSCP wide (SP1)

- 4.4 A new Quality Assurance framework has been implemented and reports are taken to Community Services Oversight Group for approval and consideration. Contracts are being updated and a new Flexible Contract for Care at Home has been implemented effective from 1st April 2022 for a period of 4 years.
- 4.5 The Wellbeing Pledge Board has been formed and is operational. Wellbeing Pledge funding has been allocated to successful community groups. A Wellbeing Survey has been developed to gather a baseline of wellbeing data for South Ayrshire.
- 4.6 There is a significant range of new community-based opportunities to support health and wellbeing. £340k has been invested in a third-sector led Mental Health programme (with £3340k to be allocated this financial year). There will be devolved Wellbeing budgets deployed at locality level to support local wellbeing activity.

#### Community Health and Care (SP2)

- 4.7 There has been a continued focus on delayed transfers of care. The senior team within South Ayrshire meet weekly to focus on those patients delayed for over 10 days as the operational teams work to identify actions to ascertain capacity across the system. The system remains challenged due to a number of factors and the HSCP remains in a position where demand continues to outstrip capacity.
- 4.8 The Professional Lead for Reablement continues to work with Enhanced Intermediate Care Team, Occupational Health and Community Reablement Team to improve working partnerships.
- 4.9 There continues to be significant investment of MDT staff linked or aligned to GP Practices including CTAC, Pharmacotherapy, Mental Health, Link Workers, Physiotherapy, OT, OT Assistants and ANPs as part of the local outworking of the Primary Care Improvement Plan. There will be more investment for this in 2022/23 and onwards.

#### Learning Disability (SP3)

- 4.10 Within the Learning Disability Team, Self-Directed Support Options 1 and 2 are offered at each assessment and review. Assessments for over 12 hours support, now come to Resource Allocation Group where further discussions

take place around options 1 and 2. The service is hoping to work to encourage more individuals to share their budgets to maximise their supports.

4.11 The second core and cluster was opened in 2020. Several people were moving out the family home for first time. This has been a huge success. Support hours have been reduced for many of the tenants, promoting independence and having support staff on site. Recent Learning Disability strategy meeting to discuss housing should allow us to work more closely with Housing particularly in relation to homelessness due to the vulnerabilities and needs of some people with learning disabilities. The third core and cluster scheduled to open late 2022, team have already identified priority cases for this and are linking in with Occupational Therapy for functional assessments.

4.12 The Scottish Commission for People with Learning Disabilities supported the development of the new Learning Disability strategy which is currently in final draft. The League of Champions has been developed and supported the development of the Strategy. The final draft is being submitted to IJB on 15th June 2022 for approval.

#### Mental Health (SP4)

4.13 Mental Health Improvement subgroup is being convened which will report to the South Ayrshire Community Planning Communities and Population Health (CPH) Strategic Delivery Partnership. This group will be chaired by Public Health.

4.14 Fort Street development is complete and provider commissioned. First tenants due to move in June 2022.

#### Alcohol and Drugs (SP5)

4.15 Connect 4 Change pilot and evaluation complete. Three year model, providing intensive and flexible support for individuals at risk of an alcohol or drug related death, approved by ADP. Further work underway to identify individuals at risk, including those experiencing a non-fatal overdose to provide rapid support. Research and scoping activities underway to develop a one-stop shop model, removing barriers to access support.

4.16 HMP Kilmarnock Navigator extended to March 2023, long term sustainability to be explored. ADP Police Custody pilot ongoing and further Test of Change being developed with Police Scotland.

#### Children's Care and Health (SP6/7)

4.17 There are a range of supports that are delivering specific mental health support to young people and children South Ayrshire, namely; School nurse service provides Mental Health support and there is a fully integrated Mental Health support multiagency team which has a full menu of supports available.

- 4.18 Signs of Safety training completed and templates operational. Communication sessions being undertaken with partners and individual team plans ongoing.
- 4.19 [South Ayrshire's Parenting Promise](#) has replaced South Ayrshire's Corporate Parenting Plan and details South Ayrshire's commitment to young people with care experience and their families. The Promise has been accepted as a South Ayrshire Change Project. We have now identified 10 Promise Improvement areas for across South Ayrshire from now until 2024 with 32 associated actions. Project plans have been created for each improvement area and the benefits associated with each Promise action have been projected to help accurately measure the impact of our Promise activity.
- 4.20 Support for families continues through the delivery of the Universal Health Visiting Pathway and Family Nurse Partnership programmes. Additional support is provided by Health Visiting Support workers across South Ayrshire and the Ayrshire wide community Infant team. Further support for maternal and infant nutrition and breastfeeding is planned by the recruitment of an Infant Feeding Support Nurse specific to South Ayrshire.
- 4.21 A Mental Health Strategy has been developed and services identified to support children and families impacted by poor mental health as part of the Children's Services Plan. This will be strengthened by the increase in school nursing posts anticipated by 2023 in line with the commitment given by Scottish government.
- 4.22 Delivery of the 2- to 5-year-old children's flu programme was fully supported by the Children's Health service during 2021/22. This will continue during 2022/23 with additional financial investment provided by Scottish Government in line with the Vaccination Transformation Programme Board action plan.

#### Justice (SP8)

- 4.23 Due to the easing of covid restrictions we have been able to resume the delivery of Moving Forward Making Changes and Caledonian group-work interventions. Additionally, the service continues to provide significant work on a one-to-one basis with service users, assessing and identifying risk and designing intervention responses which are responsive to individual need but cognisant of relevant risk factors.
- 4.24 Justice are core members of several ADP groups and contribute to joint discussion about the impact of drug and alcohol in terms of stigma and marginalisation.
- 4.25 Justice Services continue to attend the weekly community reintegration meetings with SPS. These are opportunities to consider the issues relating to prisoners being released and any planning required or additional considerations.

## Allied Health Professions (SP9)

- 4.26 Improvement work is underway within Children and Young People's Speech and Language Therapy Team to reduce waiting times. Joint triage of referrals within community rehab team is taking place to improve system-wide tiered approach to accessing specialist clinical assistance. Blended approach using telephone, 'near me' video consultations and face to face across professions is implemented to maximise access.
- 4.27 Improvements have been made to digital resources for AHP's through social media, NHS and HSCP website to increase universal reach such as the Facebook page Cardiac Rehabilitation and Pulmonary Rehabilitation.

## 5. STRATEGIC CONTEXT

- 5.1 This report focuses on the overarching IJB Strategic Plan which is the primary strategic document for the HSCP thus it relates to each of the IJB's seven strategic objectives:
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
- 5.2 The Strategic Plan document highlights the alignment between each of these strategic objectives and the individual actions within the Bridging Plan.

## 6. IMPLICATIONS

### **6.1 Financial Implications**

- 6.1.1 There are no specific financial implications arising directly from the consideration of this report.

### **6.2 Human Resource Implications**

- 6.2.1 There are no specific human resource implications arising directly from the consideration of this report.

### **6.3 Legal Implications**

- 6.3.1 There are no specific legal implications arising directly from the consideration of this report.

### **6.4 Equalities implications**

- 6.4.1 There are no specific financial implications arising directly from the consideration of this report. A full Equalities Impact Assessment was carried out on the IJB Strategic Plan.

## **6.5 Sustainability implications**

6.5.1 There are no specific sustainability implications arising directly from the consideration of this report.

## **6.6 Clinical/professional assessment**

6.6.1 No assessment needed

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

7.1 The report has been prepared in consultation with relevant officers.

## **8. RISK ASSESSMENT**

7.2 There are no immediate risks associated with the noting of this report. Delivery of the action items set out in the Plan at Appendix 1 will minimise risks to the successful integration of health and social care services in South Ayrshire and lead to effective and collaborative working at all levels – strategic and operational – across the system.

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

Name: Sheila Tyeson – Senior Manager - Planning, Performance and Commissioning

Phone number: 01292 616429

Email address: [Sheila.tyeson@south-ayrshire.gov.uk](mailto:Sheila.tyeson@south-ayrshire.gov.uk)

### **BACKGROUND PAPERS**

09.06.2022