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| Meeting of South Ayrshire Health and Social Care Partnership | Performance & Audit Committee |
| Held on: | 28th February 2023 |
| Agenda Item: | 5 |
| Title: | South Ayrshire Health and Social Care Partnership - Strategy Review |
| Summary: | |
| <p>The purpose of this report is to provide members of Performance and Audit Committee with a summary of the current strategies held within South Ayrshire Health and Social Care Partnership and highlight those which are due to be refreshed in the coming year. Additionally, consideration is given to new areas for which we should look to be providing formal strategic direction.</p> | |
| Author: | Rachael Graham - Coordinator Planning and Performance |
| It is recommended that the Performance & Audit Committee: | |
| <ul style="list-style-type: none"> i. Note current strategic landscape within South Ayrshire Health and Social Care Partnership; ii. Note the strategy priorities workplan; iii. Ask members to consider any further recommendations for strategy development. | |
| Route to meeting: | |
| <p>A presentation was provided to the Strategic Planning Advisory Group on 20th December 2022. This paper will also be brought to the Directorate Management Team on 1st March 2023 (this was moved back from planned date of 20th February 2023 due to other pressures.)</p> | |
| Implications: | |
| 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"/> |

South Ayrshire Health and Social Care Partnership: Strategy Review 2023

1. PURPOSE OF REPORT

- 1.1 This report provides the Performance and Audit Committee with an overview of the current strategies being led and reported on by South Ayrshire Health and Social Care Partnership. This also includes highlighting of those strategies due to be refreshed or developed in the year ahead and a proposed workplan for progression of this.

2. RECOMMENDATION

2.1 It is recommended that the Performance and Audit Committee:

- i. Note current strategic landscape within the South Ayrshire Health and Social Care Partnership**
- ii. Note the strategy priorities workplan**
- iii. Ask members to consider any further recommendations for strategy development**

3. BACKGROUND INFORMATION

- 3.1 The Integration Joint Board Strategic Plan 2021-2031 details our vision of *'Empowering communities to start well, live well and age well'*. This vision is underpinned by a range of both overarching and service specific strategies and plans which help us to ensure we are achieving our wider outcomes set out within the Strategic Plan.
- 3.2 The Planning & Performance Team has undergone a period of significant change to the team. This has provided a unique opportunity to consider and review the strategic work currently in place and create a more streamlined approach to work planning within Planning & Performance going forward.
- 3.3 Additionally, setting out the work plan across the Planning and Performance team provides opportunity to consider commissioning activity for services and bring together a more aligned approach, where it is appropriate, across HSCP priorities.

4. REPORT

- 4.1 This report will outline below the current strategies in operation. The progress on the reports listed below and their respective implementation plans are provided to the Performance and Audit Committee twice a year. The new Adult Learning Strategy is currently being reported every quarter.
- 4.2 The schedule for Performance and Audit Committee reporting for the year ahead has been finalised by the Planning & Performance team along with Lead Officers

for each plan. An additional two meetings of the Performance and Audit Committee have been scheduled this year. Additionally, pre-agenda meetings are now held in advance of each Performance and Audit Committee to discuss and amend the proposed agenda.

4.3 The HSCP has previously prepared a range of comprehensive strategies in line with national policy and guidance which supports achieving the objectives of the IJB Strategic Plan.

4.4 The table below shows the current strategies reported on by SAHSCP. The strategies and plans listed below are currently documented in the public domain within SAHSCP website.

| Strategy | Service | Dates |
|--|--|-------------------------|
| IJB Strategic Plan | Across all HSCP | 2021-2031 |
| HSCP Workforce Plan | Across all HSCP | 2022-2025 |
| Digital Strategy | Across all HSCP | 2020-2023 (Refresh Due) |
| Social Isolation & Loneliness Strategy | Community Health & Care Services | 2019-2027 |
| Adult Carers Strategy | Community Health & Care Services | 2019-2024 |
| Sexual Exploitation Strategy | Across all HSCP | 2020-2025 |
| Adult Community Mental Health Strategy | Community Health & Care Services | 2017-2022 (Refresh Due) |
| Dementia Strategy | Community Health & Care Services | 2018-2023 (Refresh Due) |
| Learning Disability Strategy | Community Health & Care Services | 2022-2027 |
| South Ayrshire Parenting Promise | Children's Health, Care & Justice Services | 2021-2030 |
| Children's Services Plan | Children's Health, | 2020-2023 (Refresh Due) |

| | | |
|-----------------------|--|-----------|
| | Care & Justice Services | |
| Young Carers Strategy | Children's Health, Care & Justice Services | 2021-2026 |

4.5 A number of our existing strategies require to be refreshed as per their existing lifespan; those strategies are listed below:

| Strategy | Service Lead | Lead Officer |
|--|---|--|
| Adult Community Mental Health Strategy (2017-2022) | Billy McClean – Head of Community Health & Care Services | Sharon Hackney/Gabi Coyle |
| Dementia Strategy 2018-2023) | Billy McClean - Head of Community Health & Care Services | Steven McCutcheon/Phil White/Rachael Graham |
| Digital Strategy (2020-2023) | Sheila Tyeson - Senior Manager (Planning, Policy & Commissioning) | Thomas Griffin/Rachael Graham |
| Children's Services Plan (2020-2023) | Mark Inglis – Head of Children's Health, Care & Justice | Claire Monaghan/Planning & Performance |
| Communication & Engagement Strategies 2017/2018) | Sheila Tyeson - Senior Manager (Planning, Policy & Commissioning) | Kirsty Pyper/Planning & Performance/Community Planning |

4.6 A number of new strategies have been highlighted for consideration during recent conversations and consideration of work undertaken by other HSCP's. If agreed, these would be included in the Planning & Performance workplan for development with the relevant management team/s to identify an Operational lead from the service.

| Strategy | Service Manager | Lead Officer |
|-------------------------|--|---|
| Strategic Advocacy Plan | Gary Hoey – Chief Social Work Officer | Rachael Graham/Planning & Performance & nominated lead from Operational |
| Ageing Well Strategy | Billy McClean - Head of Community Health & Care Services | Phil White/Planning & Performance/Community Planning |

| | | |
|------------------------------|---|---|
| Equalities Strategy | Gary Hoey – Chief Social Work Officer | Rachael Graham/Planning & Performance & Nominated officer from CSWO team. |
| Physical Disability Strategy | Across all HSCP | Planning & Performance & nominated lead officer from Operational |
| Long-term Condition Strategy | Across all HSCP | Planning & Performance & nominated lead officer from Operational |
| Commissioning Strategy | Sheila Tyeson - Senior Manager (Planning, Policy & Commissioning) | Planning & Performance & nominated lead officer from Operational |
| Breastfeeding Strategy | Sheila Tyeson - Senior Manager (Planning, Policy & Commissioning) | Planning & Performance & nominated lead officer from Operational |

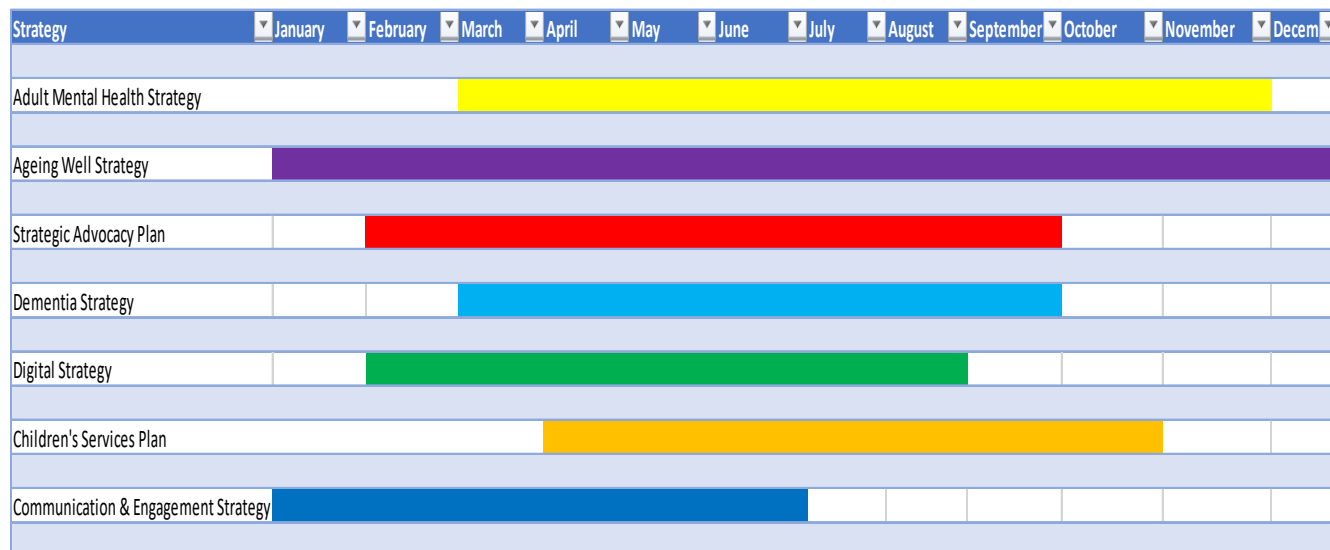
4.7 The Strategic Advocacy Plan was agreed and commenced strategy development in 2019 with a draft version developed. This piece of work had been put on hold due to pressures from the Covid 19 Pandemic. The strategy was revisited again in 2022 but was not fully concluded due to capacity with the Planning & Performance team. This will be revisited in early 2023 and further work is required to update the plan prior to a public consultation taking place.

4.8 Initial scoping work is underway to progress the Ageing Well Strategy. This is being led by Phil White and will adopt a multiagency approach with HSCP and Community Planning Partners. The Ageing Well Strategy will seek to consider the challenges of our ageing population in South Ayrshire within this significant overarching strategy. This work is being supported by Gabi Coyle from the Planning and Performance team who is also supporting the Getting It Right for Everyone pathfinder project.

4.9 A review of North and East Ayrshire HSCP strategy landscape has been undertaken. The purpose of this is to understand what Partnerships across Ayrshire are providing in terms of strategy and how we can better position South Ayrshire. In addition to strategies already provided by South Ayrshire HSCP the table below details some further potential strategic considerations:

| East Ayrshire HSCP | North Ayrshire HSCP |
|--------------------------------------|--|
| Equalities Strategy | Reshaping Care for Older People Strategy |
| Property & Asset Management Strategy | Organisational Development Strategy |
| Housing Contribution Statement | Advocacy Strategy |
| Communications Strategy | Participation & Engagement Strategy |

4.10 Considering the information set out above, the chart below will detail the workplan proposed for the year ahead. This will be led and monitored by the Planning & Performance team with significant input from the designated lead officers from each service. When both relevant and appropriate, strategy specific updates will be brought to the Strategic Planning & Advisory Group.



4.11 The chart above highlights the spread of strategy work which will begin and progress through 2023. This workplan has been developed considering capacity within services to produce these strategies and HSCP priorities for the year ahead. Those strategies already developed will continue to be reported throughout the year to Performance and Audit to detail the progress made in achieving actions set out within each implementation plan. Strategies in development phase will be taken to Strategic Planning Advisory Group throughout the year.

4.12 Initial planning discussions have commenced for the new Adult Mental Health Strategy. Sharon Hackney is awaiting appointment of a new service manager within her team who will support taking this forward from an operational perspective, recruitment is ongoing. In the meantime, we have had preliminary planning sessions, next steps include organising a collaboration workshop with officers across the service to provide input during March 2023. A targeted session on Mental Health and facilitated discussion on the upcoming new strategy is planned for the meeting of the Driving Change group on Tuesday 14th March.

4.13 The digital strategy is being progressed by Thomas Griffin – Digital Programme Manager, a digital project board is currently being created and the Terms of Reference will be drawn up within the next few weeks which will allow the board to progress to their first meeting.

4.14 A planning meeting for the communication strategy is planned for 2nd March, Kirsty Pyper is the lead for this. This piece of work underwent some planning during 2022 but was not taken forward at the time.

- 4.15 The April meeting of Performance and Audit Committee will see reports taken on the Adult Community Mental Health Strategy 2017-2022 and the Digital Strategy 2020-2023 once remaining progress on actions have been considered.
- 4.16 The newly appointed Carers Policy Implementation Officer, Lauren Logan will start in post on Monday 27th February. Lauren is currently completing her notice period with NHS Ayrshire and Arran. This role will provide invaluable support to the planning and performance team and will allow work to recommence which had previously been put on hold due to no officer resource in post since Autumn 2022. This will allow the Dementia Strategy and Strategic Advocacy Plan to commence and complements the timing of the planned tender for Advocacy Services (led by Commissioning) which is due to be around September.
- 4.17 Any changes required to the anticipated programme will be reported as appropriate.
- 4.18 This paper will be taken to a meeting of the Integration Joint Board on 8th March 2023.

5. STRATEGIC CONTEXT

- 5.1 The IJB Strategic Plan outlines seven key objectives, and the review of HSCP strategies and development of more strategies will align clearly with these:
- *We focus on prevention and tackling inequality*
 - *We nurture and are part of communities that care for each other*
 - *We work together to give you the right care in the right place*
 - *We help build communities where people feel safe*
 - *We are an ambitious and effective Partnership*
 - *We are transparent and listen to you*
 - *We make a positive impact beyond the services we deliver*

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no financial implications to agreeing this report

6.2 Human Resource Implications

6.2.1 There are no HR implications to agreeing this report.

6.3 Legal Implications

6.3.1 There are no legal implications to agreeing this report.

6.4 Equalities implications

There are no equalities implications to agreeing this report

6.5 Sustainability implications

6.5.1 There are no sustainability implications to agreeing this report.

6.6 Clinical/professional assessment

6.6.1 The views of professional groups will be taken into close consideration as the strategies are developed.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 This report was prepared in consultation with appropriate HSCP Officers.

8. RISK ASSESSMENT

8.1 There is no risk associated with agreeing this report.

REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

20th February 2023