

**EAST AYRSHIRE COUNCIL**

1 APRIL 2021

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**EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP STRATEGIC PLAN 2021-30, PROPERTY AND ASSET MANAGEMENT STRATEGY 2021-24, COMMUNICATION STRATEGY 2021-24 AND WORKFORCE AND FINANCIAL PLANNING ARRANGEMENTS**

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**Report by Director of Health and Social Care****PURPOSE**

1. To present the East Ayrshire Health and Social Care Partnership Strategic Plan 2021-30, Property and Asset Management Strategy 2021-24, Communication Strategy 2021-24 for endorsement, to set out arrangements for an Interim Workforce Plan 2021-22 and full Workforce Plan 2022-25 and arrangements to update the Medium Term Financial Plan 2021/22-2029/30 for approval at a future meeting of the IJB.

**RECOMMENDATIONS**

2. Members are asked to:
  - i. Receive the report;
  - ii. Endorse the Strategic Plan 2021-30 (Appendix I);
  - iii. Note the arrangements for updating the Medium Term Financial Plan 2021/22- 2029/30;
  - iv. Note the Scottish Government arrangements for an Interim Workforce Plan 2021-22 and Workforce Plan 2022-25;
  - v. Endorse the Property and Asset Management Strategy 2021-24; (Appendix II);
  - vi. Endorse the Communication Strategy 2021-24; (Appendix III);
  - vii. Note that the reports have been approved by the Integration Joint Board at the meeting on 24 March 2021;
  - viii. Note that reports were be presented to NHS Ayrshire and Arran Board on 29 March 2021;
  - ix. Implement the Direction in respect of commissioning services East Ayrshire Council and NHS Ayrshire and Arran in line with the Strategic Plan 2021-30 and within the approved budget for 2021/22; and
  - x. Otherwise comment on the report.

**BACKGROUND**

3. The Strategic Plan sets out the framework for East Ayrshire Integration Joint Board's ('IJB') strategic commissioning intent and the Health and Social Care Partnership's ('HSCP') delivery activity for 2021-30, in six core strategic areas; Starting Well and Living Well, People at the Heart of All We Do, Caring for East Ayrshire, Caring for Our Workforce, Safe & Protected and Digital Connections. The Strategic Plan is supported by a suite of accompanying plans relating to workforce, property and assets and communications, using delegated budgets as forecast through medium term financial planning. As a result of Covid19, arrangements underway are set out in relation to

workforce and financial planning, with alignment with strategic planning being achieved through ongoing processes of annual review.

4. The IJB approved the reports at its meeting on 24 March 2021 and reports have been presented to NHS Ayrshire and Arran on 29 March 2021.
5. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty (Sections 29-39) on the IJB to develop a Strategic Plan for the integrated functions and budgets under its control.
6. The Strategic Plan is the document setting out the arrangements for carrying out the integration functions and how these are intended to contribute to the achievement of the relevant national health and wellbeing outcomes for the HSCP. Due to the scope of the delegated functions to East Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.
7. The Integration Scheme establishing the East Ayrshire Health and Social Care Partnership came into effect on 1 April 2015, with the IJB formally meeting for the first time on 2 April 2015 and approving the inaugural Strategic Plan 2015-18 on this date. The second Strategic Plan 2018-21 was approved by the IJB on 26 April 2018. Both Strategic Plans have been reviewed annually through the Strategic Planning Group ('SPG') and presented to partners through East Ayrshire Council and the NHS Board alongside the delegated budget.

## STRATEGIC PLAN REQUIREMENTS

8. A third Strategic Plan is now required which, following SPG agreement and IJB endorsement during the 2019-20 annual review, covers the period 2021-30, in line with the East Ayrshire Community Plan 2015-30 and recognising the Partnership's lead role in delivery its Wellbeing theme. The Strategic Plan 2021-30 is provided at Appendix 1.
9. The Strategic Plan must have due regard to the integration delivery principles (Section 31) and to the national health and wellbeing outcomes (as prescribed under Section 5) together with national outcomes for children, young people and justice.
10. The integration delivery principles and the relevant national outcomes are set out in the tables below:

## INTEGRATION PRINCIPLES AND WELLBEING OUTCOMES

Integration Delivery Principles	
i	That the main purpose of services which are provided in pursuance of integration functions is to improve the wellbeing of service-users,
ii	That, in so far as consistent with the main purpose, those services should be provided in a way which, so far as possible;
iii	Is integrated from the point of view of service-users,
iv	Takes account of the particular needs of different service-users,
v	Takes account of the particular needs of service-users in different parts of the area in which the service is being provided,
vi	Takes account of the particular characteristics and circumstances of different service-users,
vii	Respects the rights of service-users,

viii	Takes account of the dignity of service-users,
ix	Takes account of the participation by service-users in the community in which service-users live,
x	Protects and improves the safety of service-users,
xi	Improves the quality of the service,
xii	Is planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care),
xiii	Best anticipates needs and prevents them arising, and
xiv	Makes the best use of the available facilities, people and other resources.

<b>National Outcomes for Children</b>	
Outcome 1	Our children have the best start in life.
Outcome 2	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
Outcome 3	We have improved the life chances for children, young people and families at risk.
<b>Health and Wellbeing Outcomes</b>	
Outcome 4	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 5	People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 6	People who use health and social care services have positive experiences of those services, and have their dignity respected.
Outcome 7	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 8	Health and social care services contribute to reducing health inequalities.
Outcome 9	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
Outcome 10	People who use health and social care services are safe from harm.
Outcome 11	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 12	Resources are used effectively and efficiently in the provision of health and social care services.
<b>National Outcomes Justice</b>	
Outcome 13	Community safety and public protection.
Outcome 14	The reduction of reoffending.
Outcome 15	Social inclusion to support desistance from offending.

## ENGAGEMENT AND CONSULTATION

11. The Public Bodies (Joint Working) (Scotland) Act 2014 at section 27 details the process for engagement with stakeholders in the development of the strategic plan. An overview of this process is that the integration authority must prepare proposals about matters the Strategic Plan should contain consult on the proposals, prepare a draft Plan taking into account the views expressed. Following this, a consultation must take place on the draft. Further views expressed at this consultation stage must be taken into account when finalising the Strategic Plan.
12. Engagement on the Strategic Plan 2021-30 and associated suite was conducted under the terms of the legislation as described and more broadly, plans were developed through a significant programme of engagement, revised in light of the restrictions associated with the Covid19 pandemic to include a range of interactive formats. This programme was undertaken in cognisance of the shared strategic priorities between the Strategic Plan and the Wellbeing Delivery Plan and associated performance improvement frameworks, with the outcome of the programme also informing the renewal of the Wellbeing Delivery Plan.

## STRATEGIC PLAN 2021-30

13. The Strategic Plan 2021-30 is based on the strengths of East Ayrshire's approach to wellbeing focussed health and social care, articulated as 'People, Compassion and Partnership' in recognition of the resilience of East Ayrshire's citizens and the value of local community spirit, particularly in response to the Covid19 pandemic. The Plan sets out the role of partners in all health and social care sectors to enhance these assets, working together to uphold human rights through person and family centred practice.
14. This strategic planning approach continues to centre on the 'triple aim' of better care, better health and better value, focussed on six core themes and local outcomes. These are:

<b>PRIORITY</b>	<b>2030 OUTCOME</b>
Starting Well & Living Well	More people and families have better health and wellbeing and we have fairer outcomes.
Caring for East Ayrshire	Health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.
People at the Heart of What We Do	People, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support - they are at the centre of all we do and support is a positive experience.
Caring for Our Workforce	The health and social care workforce is well and we have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals.
Safe & Protected	East Ayrshire is a safe place for people to live, work and visit.
Digital Connections	Digital technology has improved local wellbeing and transformed health and care.

15. Each strategic priority is further described in the Strategic Plan 2021-30, setting out strategic commissioning intentions and delivery activity. In 2021/22, all are focussed on recovery and renewal from the impact of the Covid19 pandemic, informed by the findings from a range of wellbeing engagement activity and the programme of work set out by the Recovery and Renewal programmes across the Community Planning Partnership. Each section thereafter sets out medium term deliverables until 2024 and long term ambitions until 2030, ensuring alignment with the Wellbeing Delivery Plan and Community Plan.
16. The Strategic Plan 2021-30 describes the services and functions delegated to HSCPs in Ayrshire, with a greater level of detail provided on Lead Partnership arrangements.
17. The Strategic Plan 2021-30 reviews progress since the HSCP's inception, highlighting positive performance and areas for improvement, identified through engagement and consultation and from the refreshed strategic assessment of needs, assets and performance that sits alongside the Plan.
18. The arrangements for annual performance reporting are set out, wherein the HSCP demonstrates the difference being achieved through the Strategic Plan 2021-30 in terms of the national outcomes for health and wellbeing, children and young people and community justice, through common national data indicators, local indicators aligned to the Local Outcomes Improvement Plan and through stories of personal experience.
19. The Strategic Plan 2021-30 contains a Financial Framework section, which includes the IJB budget for 2021/22 and indicative budgets for 2022/23 to 2029/30.
20. The changing policy and legislative framework is set out including the national programme for recovery from the impact of Covid19, the recommendations of the recently published Independent Review of Adult Social Care together with the Independent Care Review for care experienced young people, The Promise. The Strategic Plan 2021-30 reflects key local considerations, particularly the Ayrshire Growth Deal and Community Wealth Building approaches to economic development and links out to a detailed Strategic and Policy Context compendium.
21. A public facing version of the Strategic Plan 2021-30 will be produced, together with an accessible Plan on Two Pages version.

### **MEDIUM TERM FINANCIAL PLAN**

22. The IJB Annual Budget 2021/22 was approved at the meeting on 24 March 2021, including a recommendation to note that the updated Medium Term Financial Plan, aligned with the updated Strategic Plan 2021-30 will be presented to a future meeting of the IJB in 2021. The indicative delegated resources figures for 2022/23 to 2029/30 presented in the draft Strategic Plan are high level estimates and are based upon continuation of the "pass through" uplift methodology applicable to the 2021/22 Annual Budget. These draft allocations will be further refined as part of the updating of the Medium Term Financial Plan.

23. It is essential to match the Strategic Plan and service delivery with the resources available. To meet this financial challenge, delivering services in a more streamlined and effective manner will be essential. Initial proposals to present the updated Medium Term Financial Plan alongside the Strategic Plan have been reconsidered in light of a number of significant uncertainties pertaining to the 2021/22 baseline budget and going forward. These uncertainties include the pay award and National Care Home Contract negotiations, the Covid-19 Remobilisation Plan (RMP 3) and the Independent Review of Adult Social Care.
24. It is anticipated that the updated Medium Term Financial Plan will be finalised in 2021 and will take account of developments in relation to current uncertainties. The 2021/22 Annual Budget represents the short-term financial plan for the forthcoming financial year. The updated Medium Term Financial Plan will project forward in the medium term (4 years to 2025/26) and provide indicative longer-term projections aligned to strategic planning priorities to 2030.
25. The updated Medium Term Financial Plan will take account of issues set out in the Scottish Government Health and Social Care Medium Term Financial Framework published in October 2018. This framework supports the Health and Social Care Delivery Plan and sets out the potential approach and types of initiatives required to ensure continued delivery of a financially balanced and sustainable Health and Social Care system. In addition the updated plan will take cognisance of issues highlighted in the recently published Independent Review of Adult Social Care, as well as Scotland's Wellbeing: The Impact of COVID-19, published by the Scottish Government in December 2020, which highlighted that the pandemic is likely to have significant and wide-ranging effects across all of the National Outcomes.
26. The updated Medium Term Financial Plan will continue to underpin delivery of the revised Strategic Plan with alignment of budgets and activities to ensure outcomes can be delivered in line with the core themes of the Strategic Plan.

## **WORKFORCE PLAN**

27. The current HSCP Workforce Development and Support Plan covers the period April 2018 - March 2021, with the next iteration planned to focus on 2021-24 with an overview of 2024-30, in line with the Strategic Plan.
28. Given the Covid19 pandemic the Scottish Government ('SG') has advised NHS Boards and Integrations Authorities (IAs) are required to develop a 3 year Workforce Plan to cover the period April 2022 until March 2025 delaying publication by one year. The intention being 'to provide additional time... to emerge from the Covid19 pandemic, reflect arrangements for remobilisation of services and reconstitute local workforce planning groups, including stakeholders from primary care and the third and independent sectors.'
29. Following guidance received in March 2021, an Interim Workforce Plan requires to be submitted to cover the period April 2021 to March 2022, to complement the recently submitted Remobilisation Plan towards supporting development of a national picture of workforce need influenced by the pandemic and supporting closer alignment of operational service developments and financial planning.

30. The Interim Workforce Plan will be a relatively short document covering 5 areas: Stakeholder Engagement; Supporting Staff Physical and Psychological Wellbeing; Short Term Workforce Drivers (Living with Covid19); Medium Term Workforce Drivers and; Supporting the Workforce through Transformational Change. Due to timescales, the draft Interim Plan will be reported to the IJB in June 2021 for retrospective approval, at which time it is hoped SG feedback will have been received.
31. The Workforce Plan 2022-25 will follow normal procedures for engagement and approval and though the formal workforce planning cycle will be out of alignment with strategic planning, synergy will be ensured through local annual review activities.
32. In this context of delay, it is key to note our workforce remains our most valuable asset and our ambition of 'the right people with the right skills in the right place at the right time' is still paramount, as set out within the Strategic Plan. Workforce Planning activity based on these principles will continue over the year, with outstanding actions associated with the 2018-21 Plan continuing to be progressed, helping to inform our Workforce Plan 2022-25.

## PROPERTY AND ASSET MANAGEMENT STRATEGY

33. In April 2018 the IJB endorsed its first Property and Asset Management Strategy ('PAMS') 2018-21. Following review, the 2021-24 strategy is ambitious and continues to be transformational when designing and developing services to ensure they are responsive to local community needs. It will endeavour to develop approaches that support overall wellbeing and in doing so, promote a trauma-informed approach to design which creates environments that inspire a sense of calm, safety, dignity, empowerment, and wellbeing for all occupants.
34. The key objectives of the Property & Asset Management Strategy 2021-24 (Appendix 2) are:
  - To support the Strategic aims of the Integration Joint Board and the Community Planning Partnership.
  - To gain best value from our use of property;
  - To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings, promote wellbeing and are trauma informed;
  - To consider and maximise the use of digital and technology solutions;
  - To enhance provision of health and social care services in local communities; and
  - To rationalise our estate in order to reinvest savings into frontline services.
35. A number of principles have been adopted in the implementation of the 2018-21 Strategy and have been updated to reflect the progress made:
  - I. Designing and delivering services to meet the needs of individuals, carers and communities;
 

Ensuring that decisions regarding the utilisation of property support delivery of the HSCP's Strategic Plan, and that our services are delivered from fit-for- purpose premises. [Scottish Approach to Service Design \(SAatSD\)](#) framework and principles will be utilised to ensure person centred approach to service design.
  - II. Being transparent and demonstrate fairness when allocating resources;
 

With significant decisions as to resource allocation being taken in the appropriate public forum - through either the IJB, Council or Health Board decision making structure and subject to a clear strategic or operational

business need being articulated. This will include a focus on our localities and the specific needs of those communities.

III. Delivering services to people in their local communities;  
A fundamental aim of the Public Bodies (Joint Working) (Scotland) Act 2014 is to increase the amount of health and social care services delivered in people's own homes and communities as opposed to institutional or residential settings. We ensure that our use of property is focussed on achieving that aim.

IV. Making best use of the assets available to us  
We will effectively manage our assets, be engaged in the Transformation Plans of both East Ayrshire Council and NHS Ayrshire & Arran, and rationalise our estate where appropriate. For example, by co-locating health and social care services where this would be of benefit to patients, service users and carers.

36. The COVID Pandemic caused a number of planned projects within the Strategy to be paused. These projects have been restarted and have been included within the 2021-24 Strategy.

## **COMMUNICATION STRATEGY**

37. The HSCP Communication Strategy was developed for initially one year 2020/21, recognising the requirement for alignment and revision in line with the Strategic Plan 2021-30. Much of the 2020/21 Communication Strategy is still relevant and long term. The revised 2021-24 strategy and action plan captures progress made to date and is presented as a continuation, to be used in conjunction with the 2020/21 document.

38. The Communication Strategy 2021-24 (Appendix 3) reflects the Strategic Plan 2021-30 to ensure it is supportive in meeting the Partnership's priorities. The strategy has incorporated the new Strategic Plan priorities into the communications framework to ensure campaigns and activity contribute to high level aims.

39. The strategy anticipates a Partnership Engagement Officer coming into post for two years, strengthening the strategic approach to participation and engagement, through review and delivery of the Participation and Engagement Strategy, ensuring alignment with the Strategic Plan and Wellbeing Delivery Plan. The post will have lead responsibility for the operational oversight of these national standards, national framework and a coordination role for the implementation of the Partnership Action Plan. This would include coordination of participation and engagement to support IJB governance arrangements including support to IJB Stakeholder Forum, Strategic Planning Group, Locality Groups and a range of networks and Forums including Caring for Ayrshire Engagement Network.

40. The Way Forward section of the strategy details eight strands for activity and the achievements from the past year. New and developed areas of focus in the communications strategy are set out, covering:

- Further development of audience profiles
- Continued development of website and the partnership's identity
- Longer term campaign planning and strategic prioritisation
- Widening of external communications network linked to strategic priorities.



## **POLICY/COMMUNITY PLANNING IMPLICATIONS**

41. The Strategic Plan 2021-30 contributes directly to the Wellbeing theme of the Community Plan 2015-30, was undertaken by the Strategic Planning and Wellbeing Delivery Group and was approved by this Group in February 2021. The Strategic Plan sets out medium term (3 year) deliverables, ensuring alignment with the lifetime of the Wellbeing Delivery Plan and long term (9 year) ambitions in line with the Community Plan, through a separate three year review currently underway.
42. The Strategic Plan 2021-30 aligns with the Children and Young Peoples Services Plan 2020-23.

## **LEGAL IMPLICATIONS**

43. This Report is presented in accordance with the legal requirement to prepare a Strategic Plan under the Public Bodies (Joint Working) (Scotland) Act 2014 and with Scottish Government Guidance as detailed within.

## **HUMAN RESOURCE IMPLICATIONS**

44. Human Resources implications are considered through appropriate governance arrangements in respect of the Strategic Plan, Property and Asset Management Strategy and Communications Strategy. Implications arising from workforce planning will be detailed in the future reports to the IJB as set out.

## **EQUALITY IMPACT IMPLICATIONS**

45. An equalities impact assessment is being undertaken as part of the development of the Strategic Plan 2021-30. The summary report will be published alongside the final Plan, with associated actions being identified, monitored and reviewed by the Strategic Planning Group.

## **FINANCIAL IMPLICATIONS**

46. Under Scottish Government guidance, developed by the Integrated Resource Advisory Group (IRAG), the Strategic Plan should incorporate a medium term financial plan for the resources within its scope. The IJB in leading on the preparation of the Strategic Plan should set out the total resources included in each year of the plan in order to ensure that there is appropriate resourcing and devolution of responsibility to deliver in line with the outcomes and priorities set out in the plan.
47. According to statutory guidance, the relevant resources are:
  - The payment made to the Integration Joint Board by the Local Authority for delegated services;
  - The payment made to the Integration Joint Board by the Health Board for delegated healthcare services, and;
  - The amount set aside by the Health Board for any delegated services provided in large hospitals for the population of the Integration Joint Board.
48. In keeping with the guidance cited above, parties to the Integration Scheme are expected to provide indicative three year allocations to the IJB in line with the Strategic Plan. Delegated budget allocations from the parties in recent financial years

(including 2021/22) have been in line with Scottish Government “pass through” uplift expectations which are approved on an annual basis. For planning purposes, the parties forecast on the basis of indicative “flat cash” allocations with any adjustments for ‘pass through’ uplifted in approved delegated resources.

49. This rolling indicative allocation is subject to annual approval through the budget setting processes. The Annual Review of the Strategic Plan aligns these processes.
50. An indicative integrated budget for delivering the Strategic Plan 2021-30, is included within the draft Plan. As highlighted previously at paragraphs 22 - 26 of this report, the updated Medium Term Financial Plan will be finalised through the IJB in 2021.

## **RISK IMPLICATIONS**

51. Strategic and financial risks will be identified through relevant governance routes and noted in the HSCP Risk Register.

## **TRANSFORMATION STRATEGY**

52. The Strategic Plan 2021-30 and associated suite aligns to transformational design principles.

## **RECOMMENDATIONS**

53. It is recommended that Members:
  - i. Receive the report;
  - ii. Endorse the Strategic Plan 2021-30 (Appendix I);
  - iii. Note the arrangements for updating the Medium Term Financial Plan 2021/22- 2029/30;
  - iv. Note the Scottish Government arrangements for an Interim Workforce Plan 2021-22 and Workforce Plan 2022-25;
  - v. Endorse the Property and Asset Management Strategy 2021-24; (Appendix II);
  - vi. Endorse the Communication Strategy 2021-24; (Appendix III);
  - vii. Note that the reports have been approved by the Integration Joint Board on 24 March 2021;
  - viii. Note that reports were presented to NHS Ayrshire and Arran Board on 29 March 2021;
  - ix. Implement the Direction in respect of commissioning services East Ayrshire Council and NHS Ayrshire and Arran in line with the Strategic Plan 2021-30 and within the approved budget for 2021/22; and
  - x. Otherwise comment on the report.

**Craig McArthur**  
**Director Health and Social Care Partnership**

### **Appendices:**

Appendix 1: East Ayrshire Health and Social Care Partnership Strategic Plan 2021-30  
 Appendix 2: Property and Asset Management Strategy 2021-24  
 Appendix 3: Communication Strategy 2021-24

**For further information, please contact:** Margaret Phelps, Interim Senior Manager  
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**Background Papers:**

[Strategic Plan Consultation Report: 3 February 2021](#)

[Communication Strategy 2020-21](#)



## STRATEGIC PLAN 2021-30

## Welcome

Welcome to the third Strategic Plan for East Ayrshire Integration Joint Board. The Plan covers our ambitions and shared priorities for health and social care over the next year, 2021 – 24 with a longer look towards 2030.

We want to celebrate the progress we have made over the last three years and continue to deliver our vision of:

***Working together with all of our communities to improve and sustain wellbeing, care and promote equity.***

We will continue to deliver on this vision with all partners and as part of taking forward the Wellbeing theme of East Ayrshire Community Plan 2015-30.

Our Strategic Plan will focus on recovery and renewal following the challenges we have all faced as a result of the Covid19 pandemic. We have shown our strength, care and compassion by coming together to support people who need us the most. People who have felt isolated at home, our older residents in care homes, our young people whose education and learning has been disrupted- all of whom have been supported by our workforce and communities working together tirelessly.

A consistent message from our engagement with partners is that wellbeing of people, families and communities is important. An early intervention and prevention approach to supporting communities is central to any success. We have listened and included this as a key principle throughout our Strategic Plan. The Strategic Plan also focuses on the ‘triple aim’ of better care, better health and better value in line with the national Health and Social Care Delivery Plan. The core themes of the Strategic Plan 2021-30 are:

Starting Well & Living Well	People at the Heart of What We Do
Caring for East Ayrshire	Caring for Our Workforce
Safe & Protected	Digital Connections

We are ambitious about what we want to achieve and looking forward to 2030, will continue to be transformational when designing and developing services to ensure they are responsive to local community needs. Collaborating with partners to maximise opportunities and bringing together resources from Caring for Ayrshire and Ayrshire Growth Deal making a difference for the people of East Ayrshire.

As always we will work with all our partners and the whole workforce involved in health and social care to deliver the Strategic Plan 2021-30. We want to continue to harness the ideas, creativity and commitment of our workforce partners and communities to continue to drive change and I look forward to working with you on this.

**Craig McArthur,**  
**Director East Ayrshire Health and Social Care**  
**Partnership**

**Michael Breen,**  
**Chair, East Ayrshire Integration Joint Board**

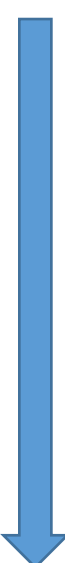
**A note on language:** we have tried to keep this Plan as simple possible through our use of language. To this end, we have used 'citizens' or 'people' to describe people who live in East Ayrshire, 'workforce' to describe the people who work in any sector of health and social care in East Ayrshire and 'partners' to describe the communities, groups, services and organisations and who work together locally. However, we know that many people can describe themselves in more than one of these terms, for example many of us live, work and volunteer here. We feel that to attempt to articulate this throughout the Plan would be confusing so where we have felt it necessary to distinguish a particular group of people, we have done this; in all other cases, please read these words in the inclusive way they are intended.

## People, Compassion & Partnership

The people of East Ayrshire's are its greatest strength and it has never been more evident than in the grip of Covid-19, the biggest challenge many of us have ever faced. You have proven the power of personal responsibility and of coming together as compassionate partners, to protect and improve the health and wellbeing of your family, friends, neighbours and colleagues and to ensure their safety. Everyone has the right to a fair, healthy and independent life. We believe everyone has to play their part to make this a reality.

We have heard how our citizens are choosing to make a positive difference in their own lives:

### **People:[create graphic]**



Ask – 'what matters to me?'	<b>'Having the time and slowing down being able to look at my life has allowed me to identify what's important and been a great transition into the next phase of my life...</b>
Value your assets	<b>...it has allowed me to appreciate what I have and what we have in the environment...</b>
Embrace Change	<b>...I don't want to go back to normality I want my new normal that I am crafting for myself...</b>
Contribute to Your Community	<b>...I appreciated the lovely concern by neighbours and friends for my wellbeing and there was a lovely community spirit that I hope we don't lose...</b>
Take Charge of Your Health & Wellbeing	<b>...I would say I have better mental health... walks every day... staying local really helped me appreciate Dean Park and all that it offers. My mental health could have been adversely affected by loneliness or isolation as I live on my own but I wanted to make sure that it wasn't so consciously made an effort to keep connected.'</b>

We know that committing to positive choices can be challenging and can be harder for people who face more barriers in life. We also firmly believe that people are best supported by those who love them best; families and family carers. Through the uncertainty of the pandemic our communities rose to the challenge and many groups developed to care for neighbours, help the most vulnerable and support and encourage each other. East Ayrshire's community spirit is stronger than ever, we have the resilience to make a better future.

### **Families, carers & communities: [Insert graphic]**

## Partnership

**Our role** is to work alongside you to make this happen, to ensure that when you need help, you get it in the way that helps you most, to ensure that your rights are upheld and to ensure that you are included in decisions that affect you and your family and your community.

**Our strengths** are the relationships between partners; they are inclusive, honest, respectful and focussed on what matters to people and families. Through these relationships partners have built trust and the willingness to work together to get the best outcomes. We have committed to working by a number of principles:

*[Insert graphic]*

Principle	What We Do	How We Do It
dignity & respect compassion be included responsive care & support wellbeing	joint leadership collective impact shared commitment respect give a voice to all	trusted individuals working with supported person/family conversations about what matters collaboration & engagement values-based ways of working

In all that we do, **we work in Localities**- this is when local people work together with public, third and independent sector organisations to improve health and wellbeing in their area. In East Ayrshire there are three localities: Northern (Annick & Irvine Valley), Kilmarnock (including Hurlford and Crosshouse) and Southern (Ballochmyle, Cumnock and Doon Valley). In each area, our Locality Groups play an active part in planning and implementing these improvements, maximising the contributions of local assets and partners. Our [Working in Localities](#) webpages have more information.

We understand East Ayrshire's challenges because **participation** of people who use health and social care services, their families and carers and our local communities and partners is central to the way we work. This Plan is based on what people and partners in localities told us during the [Wellbeing Community Conversation](#) and we are committed to listening and responding to our citizens.

The way that our approach helps people to achieve their goals has been recognised in recent years by the [Review of Self-directed Support in Scotland- East Ayrshire partnership report](#) and the [Joint Inspection of Children' Services](#). From these external, national evaluations, we know we are:

supporting children, young people and families through meaningful relationships;

achieving improved outcomes for children and young people despite challenges associated with high levels of poverty and deprivation

building a vibrant community

empowering supported people to have choice and control

feeling competent, confident and motivated to practice in an outcome-focussed and person-led way

supporting people to achieve positive outcomes



## ***Towards 2030***

Over the lifetime of this Plan, we will focus all we do in these strategic priority areas to achieve our ambitions:

<b>Strategic Priority</b>	<b>Local Outcome</b>
<b>Starting Well &amp; Living Well</b>	<b>More people and families have better health and wellbeing and we have fairer outcomes.</b>
<b>Caring for East Ayrshire</b>	<b>Health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.</b>
<b>People at the Heart of What We Do</b>	<b>People, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support- they are at the centre of all we do and support is a positive experience.</b>
<b>Caring for Our Workforce</b>	<b>The health and social care workforce is well and we have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals.</b>
<b>Safe &amp; Protected</b>	<b>East Ayrshire is a safe place for people to live, work and visit.</b>
<b>Digital Connections</b>	<b>Digital technology has improved local wellbeing and transformed health and care.</b>

**[INSERT PLAN ON 2 PAGES INFOGRAPHICS]**

## Strategic Commissioning Intention: Starting Well & Living Well

We want our children and young people grow up loved, safe and respected so that they realise their full potential and we want all our citizens to have good wellbeing; a positive state of mind and body, the ability to feel safe and cope with a sense of connection with people, communities and the wider environment.

Partners know that the way to achieve real improvement is to tackle (undo) the cause, rather than treat (mitigate) the consequences and we recognise that Covid19 has had more impact on those already facing unfair barriers in life. For these reasons, we will carry on making a positive choice to scale up prevention and early intervention. The focus of the Partnership's work with people of all ages will continue to be about their potential. It will be based on natural strengths and assets, on empowering people to connect through kindness and on ensuring our resources are shifted to support people, families and communities holistically and early. Living well is also about dying well. We will continue to focus on compassionate conversations about dying and improving care and options when someone is at the end of life.

In 2021/22 we will:

- Focus response, renewal and recovery from Covid19 on helping our most vulnerable and disadvantaged people and families, prioritising tackling poverty and inequalities, recovery from drugs and alcohol and social isolation and mental health, and
- as part of this, we will recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths,
- Further invest to improve access to mental health support, enabling more people and families to get help sooner, and
- Challenge and tackle stigma wherever we find it, promoting recovery and equity.

Until 2024 our focus will be:

- Delivering improvement in the priority areas identified in the [Children and Young People's Services Plan 2020-23](#): tackling poverty, respecting and promoting children and young people's rights, improving wellbeing, achieving! and keeping safe,
- Improving access to comprehensive wellbeing and self-management information, resources and supports,
- Integrate alcohol and drug treatment and recovery services into a Recovery Oriented System of Care through delivery of the Alcohol and Drugs Partnership [Strategic Improvement Plan](#), and
- Continuing to increase choice and co-ordination of support for people who need palliative care or who are at the end of life, striving to make this as close to home as possible.

By 2030,

- Children and young people will have better life chances, particularly those with experience of care or who live in our most deprived communities.
- More people of all ages, particularly those who live in our most deprived communities, will be fitter, physically healthier and feel more able to look after their own health and wellbeing.
- People who have palliative or end of life care needs will be supported according to their wishes.
- Compassionate connections between people, families, colleagues and communities will be valued as having a positive impact on the health and wellbeing of East Ayrshire.
- Through these improvements, the Partnership will have successfully managed demand for its services.

## Strategic Commissioning Intention: Caring for East Ayrshire

Health and social care services are undergoing extensive transformational change to better meet future demand as a result of changes in the population, technology and healthcare. These changes are expected to happen over the next 5-10 years as part of the strategic transformation programme [Caring for Ayrshire](#). Partners in Ayrshire and Arran are working with Scottish Government towards a whole system approach of reform and redesign with the ambition of helping more people to manage their health, health conditions or disabilities with support in their community and ensure people only have to be in hospital when necessary, for as short a time as possible. This approach includes an investment programme that will transform the infrastructure of buildings and digital platforms from which health and social care services are delivered, to improve wellbeing and service access, quality and experience.

In 2021/22 we will:

- Build on the learning over the Covid19 pandemic to maximise the continued use of new technology and maintain services to local people and families. We will ensure our services are accessible, available and provide face to face support with safe guarding in place,
- Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions, and
- Continue to progress redesign of place-based models of care in Cumnock and the Irvine Valley, and
- Take forward place-based redesign through the Doon Valley Community Campus in Dalmellington, together with partners in Education, NHS Ayrshire and Arran and the East Ayrshire Leisure Trust.

Until 2024 our focus will be:

- Working alongside community planning partners, collaborating and co-ordinating at local, regional and national levels to maximise opportunities across all sectors aligned to; the Ayrshire Growth Deal, Community Wealth Building, Primary Care, town and community regeneration and school investment programmes,
- Continuing place-based redesign work in Cumnock, the Irvine Valley and Doon Valley, and
- Developing our aligned redesign work in local areas by implementing place-based models of care in Stewarton and Kilmarnock.

By 2030:

- Citizens will recognise and value their contribution to the design of services, feel invested in their success and use them appropriately,
- More people will be able to live independently and according to their wishes, because they are able to better manage their own health and have easy access to local, effective support for long term conditions and disabilities, and
- When needed, complex or specialist treatment will be provided quickly, effectively and to the highest standard.

## Strategic Commissioning Intention: People at the Heart of What We Do

Multidisciplinary working means organising the full range of health and social care professional and practitioner supports around a person, family or community and working with them to achieve what matters most. Teams bring together different knowledge and skills and are empowered to make decisions close to the situation. Doing this effectively creates better experiences and outcomes for the citizens we serve and is particularly important as we think about the long-lasting effects of Covid19 on people's physical and mental health, either because they have had the virus, been affected by lockdown or by the pause in diagnosis and treatment.

Effective multidisciplinary teams are embedding in primary care services around GP Practices, including Community Connectors and Mental Health Practitioners and in wider community services. Our localities are the setting for people, the workforce and partners to make decisions and deliver service improvements.

In 2021/22 we will:

- Focus on ongoing and intensive rehabilitation support for people to recover from the effects of Covid19 and lockdown,
- Invest to increase the number of Mental Health Practitioners across all GP Practices,
- Design and implement a wellbeing-focussed service delivery model with children and families, to get it right for every child,
- Support our workforce to embrace and utilise the new ways of working, keeping both our workforce and citizens safe and supported,
- Progress service redesign across children's services, financial and welfare benefits and our support services, and
- Work with partners to improve support for people involved in the justice system who have disabilities or additional support needs.

Until 2024 our focus will be:

- Implementing effective multidisciplinary teams and models around Localities, Learning Communities, GP Clusters and community assets through investment in service redesign,
- Developing aligned service redesign in day opportunities for older people, local residential services for adults and across our prevention and early intervention programmes and initiatives,
- Improving support for people, families and carers affected by recent cancer diagnoses, for both clinical and social needs,
- Reviewing rehabilitation and recovery services, to ensure people who need them are able to access the care and support they need to live well,
- Making access to services easy and transition between services seamless for people and families,
- Respecting and upholding the rights of people and families who use services, removing any associated stigma and ensuring equity of service for those who are socially disadvantaged, and
- Enabling implementation through organisational development, physical or virtual co-location and learning and development, facilitating cross-fertilisation of skills.

By 2030:

- Health and social care services will work in a multidisciplinary manner as standard and job satisfaction will be enhanced.

## Strategic Commissioning Intention: Caring For Our Workforce

Health and social care services are a significant contributor to the local economy and major providers of sustainable jobs. Within this context, the workforce continues to be our single most valuable resource and we must ensure they are skilled and confident to serve local people, families and communities well and that their working experiences are positive and meaningful. The shape of the workforce continues to be an essential part of service design as we manage local and national challenges and priorities.

Even in the face of unprecedented challenge, due to the skills, flexibility and commitment of the workforce we have been able to continue to deliver critical services. The impact of Covid19 on those who work in health and care services inclusive of all sectors, particularly on the front line has been and will continue to be profound. It is imperative that we care for them, so that they can keep caring for us.

In 2021/22 we will:

- value the workforce by ensuring they have training and resources to do their jobs well, following Covid19 and as part of service redesign,
- invest in and deliver a comprehensive programme of wellbeing support; and
- develop and deliver our interim Workforce Plan for 2021/22.

Until 2024 our focus will be:

- assessing organisational understanding of racism and any structural barriers that may exist within, delivering a strategic response to ensure equal, fair and proportionate access to employment and representation in the workforce,
- continuing to invest in the workforce to become an employer of choice attracting and retaining the right people through training, development, support and providing career opportunities,
- succession planning to ensure our workforce is sustainable and has the right skills as we move forward, and
- building a flexible workforce of people with transferrable skills that recognises and makes best use of expertise.

By 2030:

- The health and social care workforce will be well and we will have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals.

## Strategic Commissioning Intention: Safe & Protected

Everyone has the right to live in safety and be protected from neglect, abuse and harm. Covid19 is an unprecedented threat to the safety of our lives, especially for our most vulnerable people but it has been matched by our families, communities and partners coming together to protect each other in new and extraordinary ways. Health and social care services have a key role in helping to keep vulnerable people in our communities safe and in preventing harm and supporting people at risk of harm. We deliver these through a variety of multi-agency public protection arrangements with oversight from the East Ayrshire Chief Officer Group, including: Child Protection; Adult Support & Protection; Violence Against Women and Girls; Multi-Agency Management of Offenders (MAPPA) and the; Alcohol & Drugs Partnership. We also respond to new risks and vulnerabilities as these emerge, taking actions with our partners to prevent and respond and learning from each other to improve the ways we support and protect vulnerable people.

In 2021/22 we will:

- Build on the learning over the Covid19 pandemic to improve interventions to protect people through our multi-agency public protection arrangements,
- Deliver coordinated multi-agency public awareness raising around prevention and protection activities so that our communities can identify people at risk of harm and know how to get support
- Develop our multi-agency arrangements to support women who are a serious risk of harm or death because of domestic abuse

Until 2024 our focus will be

- Keeping children and young people safe by supporting respectful relationships, promoting responsible behaviour and through early intervention and prevention,
- Reducing violence against women and girls and reducing the negative impacts of violence on women and children by delivering the [Violence Against Women Strategic Plan 2021-24](#),
- Supporting children who have experienced domestic abuse to stay safe and together with their non-abusive parent
- Keeping adults at risk of harm safe by improving prevention and early intervention approaches, and,
- Improving how prison-based healthcare and community based justice services work together.

By 2030:

- People of all ages are actively involved in keeping themselves and each other safe, including online,
- Multi-agency staff are trained and supported to confidently protect people at risk of harm,
- When needed, support and protection is provided to vulnerable people to reduce risk of harm and improve safety,
- Fewer people enter or are involved with the justice system, as a result of early and effective interventions, and
- Through work with both victims and perpetrators of harm, the risk of harm to children, adults and the public is reduced.

## Strategic Commissioning Intention: Digital Connections

In successive plans, we have had a focus on the opportunities offered by digital technologies to enhance how people are supported and how the workforce communicates. We know that some groups such as older people and people living with disabilities, have tended to be less engaged online and that access to the internet and digital devices varies across our communities. A lot has changed as a result of Covid19: many organisations, including health and social care services, quickly found digital ways of working to be able to continue to provide support at a critical time. At the same time, people and families embraced new, digital ways of living, connecting with each other and accessing services, which worked well and reduced the need for people to travel. Digital technology became a lifeline for many of us.

Safe, face to face conversations will always have a place in what we do. Alongside these, we will focus on building on the good things we know digital can provide, making sure that these opportunities are available for everyone and ensuring people of all ages and abilities are supported to have technology play a central role in their lives. Where people are disadvantaged or families could be excluded, we will find creative ways of engaging them effectively.

In 2021/22 we will:

- Invest in a new wellbeing focussed website for East Ayrshire, so people can easily access information and support,
- Use digital solutions so people and families can connected with each other, with community-based supports and with health and care services for the duration of social restrictions and; plan for how this will continue in the future,
- Invest in ensuring people and families who are vulnerable or socially disadvantaged are digitally included at home or in their community and are supported to access online opportunities safely,
- Assess the digital readiness of the workforce, and
- Embed the new Social Work Management Information System to improve information recording and management and performance monitoring across all social work functions.

Until 2024, our focus will be:

- Tackling digital poverty by ensuring digital skills sit alongside literacy, numeracy and health and wellbeing as essential skills for life, from the early years of life,
- Continuing to promote digital safety within our communities and tackling the causes of digital harm,
- Ensuring the workforce is supported to develop the skills to effectively use technology,
- Continuing to develop the use of digital solutions at the centre of clinical and support activity across all transformational service redesign, and
- Developing systems that effectively share information, to reduce duplication and support rights, choice and family situations.

By 2030:

- People and families will be able to better manage their health, wellbeing and safety and live more independently through inclusion in and new applications of technology,
- Information will be shared effectively between systems and partners, to support positive outcomes for people and families; personal experience of services will be improved and risk will be well managed,
- The health and social care workforce will be digitally connected, skilled and use technology to improve practice, and
- High quality digital health and social care services will be in place as part of wider delivery.



## Financial Framework

Our Strategic Plan has to be achieved within the Partnership's budget, which is delegated to it by East Ayrshire Council and NHS Ayrshire and Arran. The budget for 2021/22 and the indicative budgets for the lifetime of the Plan provide the context for our strategic commissioning intentions and service delivery:

Service Division	Actual Delegated Budget 2021/22	Indicative Delegated Budget 2022/23	Indicative Delegated Budget 2023/24	Indicative Delegated Budget 2024/25	Indicative Delegated Budget 2025/26	Indicative Delegated Budget 2026/27	Indicative Delegated Budget 2027/28	Indicative Delegated Budget 2028/29	Indicative Delegated Budget 2029/30
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Core Services</b>									
LEARNING DISABILITIES	18.436	18.761	19.091	19.427	19.770	20.118	20.473	20.834	21.202
MENTAL HEALTH	5.988	6.059	6.130	6.203	6.278	6.353	6.430	6.508	6.588
PHYSICAL DISABILITIES	2.308	2.350	2.392	2.435	2.479	2.523	2.569	2.615	2.662
OLDER PEOPLE	36.572	37.230	37.900	38.583	39.277	39.984	40.704	41.437	42.182
SENSORY	0.227	0.231	0.235	0.239	0.244	0.248	0.253	0.257	0.262
COMMUNITY NURSING	5.687	5.720	5.754	5.788	5.823	5.859	5.894	5.931	5.968
GENERAL MEDICAL SERVICES	17.054	17.154	17.255	17.357	17.462	17.568	17.676	17.785	17.896
HEALTH IMPROVEMENT	0.253	0.258	0.262	0.267	0.272	0.277	0.282	0.287	0.292
PRESCRIBING	24.668	24.812	24.958	25.107	25.258	25.412	25.567	25.726	25.886
SERVICE STRATEGY (HSCP MANAGEMENT)	7.969	8.100	8.234	8.370	8.508	8.649	8.792	8.938	9.087
TRANSPORT	0.478	0.487	0.495	0.504	0.513	0.523	0.532	0.542	0.551
ALLIED HEALTH PROFESSIONS	11.478	11.545	11.613	11.682	11.753	11.824	11.896	11.970	12.045
INTERMEDIATE CARE AND REHABILITATION	1.012	1.018	1.024	1.030	1.036	1.043	1.049	1.055	1.062
RESOURCE TRANSFER / JOINT PLANNING / ADP	10.562	10.624	10.686	10.750	10.815	10.881	10.947	11.015	11.084
	<b>142.692</b>	<b>144.347</b>	<b>146.030</b>	<b>147.742</b>	<b>149.487</b>	<b>151.261</b>	<b>153.064</b>	<b>154.900</b>	<b>156.767</b>

Service Division	Actual Delegated Budget 2021/22	Indicative Delegated Budget 2022/23	Indicative Delegated Budget 2023/24	Indicative Delegated Budget 2024/25	Indicative Delegated Budget 2025/26	Indicative Delegated Budget 2026/27	Indicative Delegated Budget 2027/28	Indicative Delegated Budget 2028/29	Indicative Delegated Budget 2029/30
<b>Public Protection</b>									
ADULT SUPPORT & PROTECTION	0.185	0.188	0.192	0.195	0.199	0.202	0.206	0.210	0.213
ALCOHOL AND DRUGS SUPPORT	2.335	2.351	2.367	2.384	2.400	2.417	2.435	2.452	2.470
CHILD PROTECTION COMMITTEE	0.115	0.117	0.119	0.121	0.124	0.126	0.128	0.130	0.133
LEARNING AND DEVELOPMENT	0.287	0.292	0.297	0.303	0.308	0.314	0.319	0.325	0.331
	<b>2.922</b>	<b>2.949</b>	<b>2.975</b>	<b>3.003</b>	<b>3.031</b>	<b>3.059</b>	<b>3.088</b>	<b>3.117</b>	<b>3.147</b>
<b>Non District General Hospitals</b>									
EAST AYRSHIRE COMMUNITY HOSPITAL	3.642	3.663	3.685	3.707	3.729	3.752	3.775	3.798	3.822
KIRKLANDSIDE HOSPITAL LEGACY	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
	<b>4.667</b>	<b>4.688</b>	<b>4.710</b>	<b>4.732</b>	<b>4.754</b>	<b>4.777</b>	<b>4.800</b>	<b>4.823</b>	<b>4.847</b>
<b>Hosted Services</b>									
PRIMARY CARE (INCLUDING DENTAL)	89.382	89.904	90.434	90.972	91.521	92.078	92.640	93.214	93.797
PRISON AND POLICE HEALTHCARE	3.338	3.357	3.377	3.397	3.418	3.439	3.460	3.481	3.503
WAR PENSIONER	1.424	1.432	1.441	1.449	1.458	1.467	1.476	1.485	1.494
OTHER LEAD SERVICES	0.365	0.370	0.376	0.382	0.388	0.393	0.400	0.406	0.412
	<b>94.509</b>	<b>95.064</b>	<b>95.628</b>	<b>96.200</b>	<b>96.784</b>	<b>97.377</b>	<b>97.975</b>	<b>98.586</b>	<b>99.206</b>
<b>Children's / Justice Services</b>									
CHILDREN & FAMILIES / WOMEN'S SERVICES	18.383	18.714	19.051	19.394	19.743	20.098	20.460	20.828	21.203
OUTWITH / SECURE PLACEMENTS	5.568	5.668	5.770	5.874	5.980	6.087	6.197	6.309	6.422
HEALTH VISITING	3.313	3.332	3.352	3.372	3.392	3.413	3.434	3.455	3.477
JUSTICE SERVICES	1.933	1.968	2.003	2.039	2.076	2.113	2.151	2.190	2.230
	<b>29.197</b>	<b>29.682</b>	<b>30.176</b>	<b>30.679</b>	<b>31.191</b>	<b>31.712</b>	<b>32.242</b>	<b>32.782</b>	<b>33.331</b>
<b>MANAGED SERVICES BUDGET EXCL. SET ASIDE</b>	<b>273.987</b>	<b>276.730</b>	<b>279.520</b>	<b>282.356</b>	<b>285.247</b>	<b>288.186</b>	<b>291.169</b>	<b>294.208</b>	<b>297.299</b>
SET ASIDE - INDICATIVE	27.583	27.997	28.417	28.843	29.276	29.715	30.160	30.613	31.072
<b>MANAGED SERVICES BUDGET INCL. SET ASIDE</b>	<b>301.570</b>	<b>304.727</b>	<b>307.936</b>	<b>311.199</b>	<b>314.522</b>	<b>317.901</b>	<b>321.329</b>	<b>324.821</b>	<b>328.371</b>

## How We Will Know We Have Made a Difference

Every year, we produce a public report to demonstrate the difference partners have made in East Ayrshire. These [Annual Performance Reports](#) are a retrospective look at performance in the previous year aligned to nationally agreed outcomes for health and wellbeing, children and young people and community justice. In these areas, we report our performance using a number of data indicators that are common across Scotland, including:

- Core Suite of Integration Indicators (CSII),
- Ministerial Strategic Group (MSG), and
- Statutory Performance Indicators.

Alongside these, we use local indicators, aligned to the [East Ayrshire Local Outcomes Improvement Plan](#) and our Strategic Plan priorities.

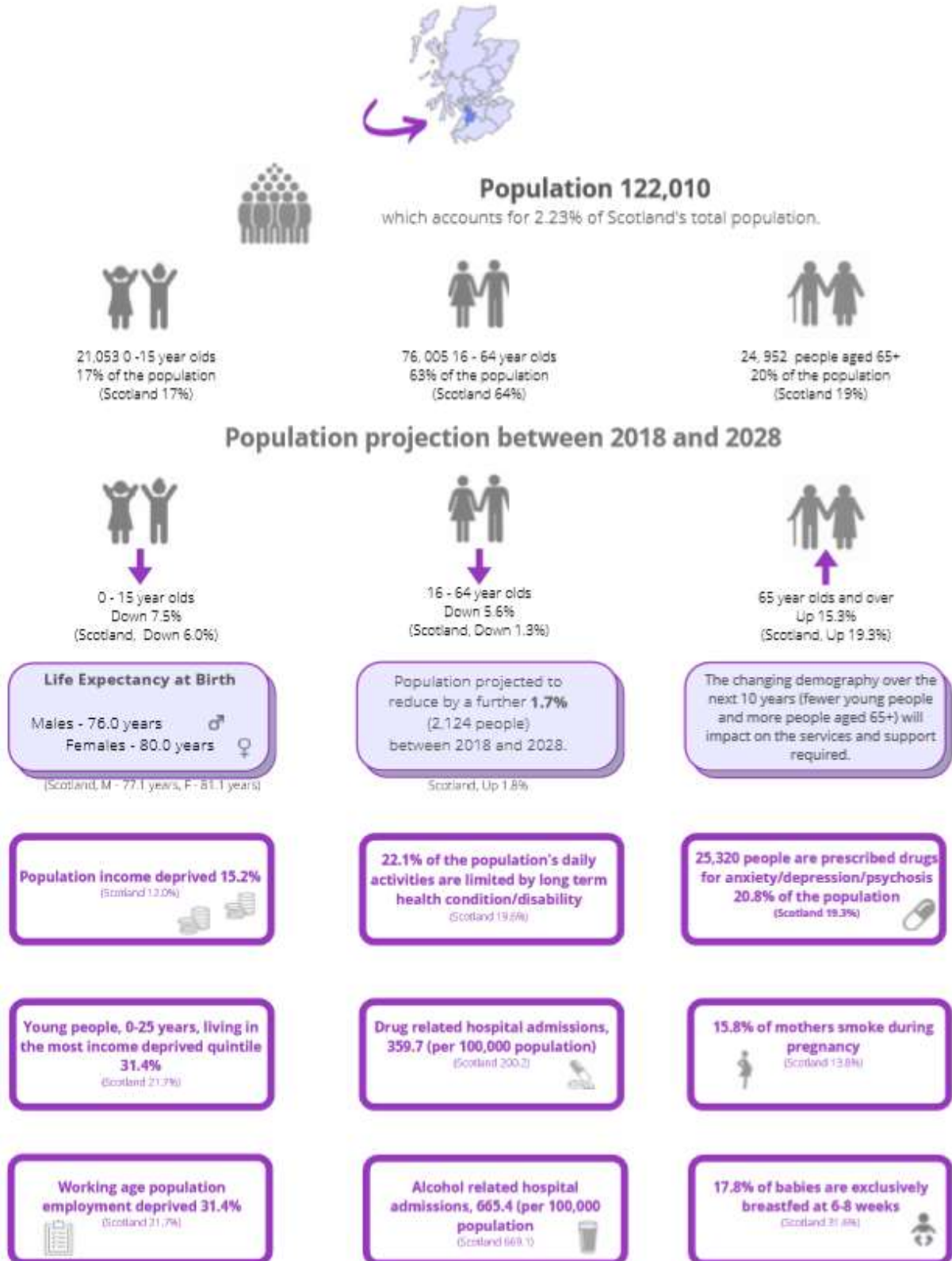
We know that the health, wellbeing and safety of local people and families cannot be described purely through data. In our reports, we use personal experiences, views and examples of service developments to describe the improvement process and how improved outcomes are being achieved. In this context and beginning in 2021/22, Annual Performance Reports will include an additional focus on:

- Child development and poverty
- Mental wellbeing, drug related deaths and deaths from suicide
- Improvement indicators aligned to place-based, multidisciplinary teams
- Wellbeing across the health and social care workforce,
- Early intervention and specialist supports that improve wellbeing and safety for women, children and young people and people at risk of harm and
- Measuring the use and effectiveness of new digital technologies.

Covid19 has and will continue to have an impact on the availability and quality of data; it will be difficult to accurately compare one year with another as we move from the pandemic into the future. We will be transparent and flexible in our approach, recognising the importance of our public accountability.

## East Ayrshire Context

East Ayrshire is a diverse area covering some 490 square miles with a population of 122,010 people spread over urban and rural communities. The profile below displays the demographic characteristics of East Ayrshire:

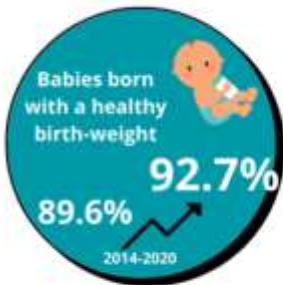


Partners in Positive Outcomes



Andrew Nisbet Place, Hurlford

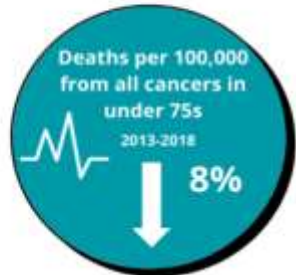
**Parent:** "I never imagined my son would cope without his sleepover, but he's doing brilliantly, and has proved what he's capable of"



The falls rate (per 1,000 65+ population) has declined from 23 in 2014/15 to 18 in 2019/20.  
**Insert Infographic**



The proportion of last 6 months of life spent at home or in a community setting has increased from 87% in 2014/15 to 90% 2019/20.  
**Insert Infographic**



**Mother of daughter supported by the Home Link Team:** "I have a totally different girl now! She was terrified going to school before and every morning was a nightmare. She now loves going to school and gets upset if she has to take time off. Her confidence has grown and I no longer worry about her all day long"

[Insert doormat image]

**£28.1 million financial gains since November 2013**

## Focus for Improvement

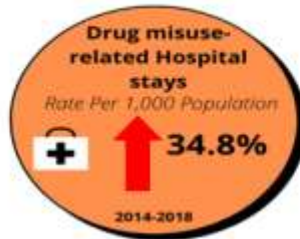


Mental health was a key concern identified in the EA Wellbeing Community Conversation (70%) and in the EA Residents Survey (42%).

% of population prescribed drugs for anxiety, depression or psychosis has increased over the last decade.

Increasing number of probable suicides over last two years.

**Insert infographic of above**



**Change wording in infographic to rate per 100,000 population**

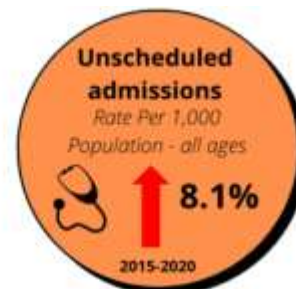
Overall rating of help, care or support services (percentage positive):

East Ayrshire: **66%**

Scotland: **69%**

Benchmarking Family Group: **70%**

**Insert infographic of above**



Detailed information can be found in the [Strategic Needs Assessment Report](#)

## Partnership Services

Partnership services include the full range of community-based health and care services. These are fully detailed in the Partnership's [Integration Scheme](#).

### Lead Partnership Arrangements

Lead Partnership arrangements continue to be in place across Ayrshire & Arran.

### East Ayrshire HSCP

East Ayrshire HSCP will continue to manage and deliver the following services on behalf of the North and South Partnerships under the new arrangements established in 2020 for the Primary and Urgent Care services Directorate:

- General medical services;
- Community pharmacy;
- Community Optometry;
- Dental Services: General Dental Service and the Public Dental Service; and
- Ayrshire Urgent Care Service

The vision for Primary Care services in Ayrshire and Arran is to have *sustainable, safe, effective and person-centred services*, which will be delivered in partnership between communities, Primary Care, Health and Social Care Partnerships and the Acute, Third and Independent Sectors.

The Ayrshire and Arran vision aligns to the Scottish Government's vision for the future of Primary Care service delivery, which is for multi-disciplinary teams, comprising a variety of health professionals, to work together to support people in the community.

### General Medical Services

General practice brings a range of healthcare services to work alongside people and families in local communities. The current General Medical Services (GMS) contract across Ayrshire and Arran has been in since April 2018. The guiding principles of the contract are to support:

- Accessible contact for individuals and communities;
- Comprehensive care of people (physical and mental health);
- Long-term continuity of care enabling an effective therapeutic relationship; and
- Co-ordinating care from a range of service providers.

This integrated health and care brings a number of additional professionals and multi-disciplinary team services, including: nursing staff, pharmacists, mental health practitioners, MSK physiotherapists and community link workers in addition to signposting patients, where appropriate, to other primary healthcare professionals within the community. During the lifetime of the Strategic Plan, a dedicated Macmillan Support Team will become key partners in the development of these MDTs, supporting the clinical and social needs of people, families and carers affected by cancer diagnoses. Alongside the NHS Ayrshire and Arran Caring for Ayrshire vision which focusses on individuals, families and communities with general practice and primary care providing accessible, continuing and co-ordinated care.

The introduction of more digital approaches, the deployment of Wi-Fi, additional bandwidth provision to premises and improvements with the remote access platform will be required and will support the multi-disciplinary team members working across various sites as well as extended roll out of 'NHS Near Me' video conferencing for patient contact.

### **Community Pharmacy**

NHS Pharmacy First Scotland was introduced in July 2020, replacing the Minor Ailments Service. This service is delivered by every pharmacy in Scotland and is primarily a consultation based service, designed to encourage the use of community pharmacy as the first port of call for all minor illnesses and common clinical conditions.

The Care at Home Pharmacy Technician Service (CAP) supports elderly and/or vulnerable patients to better understand and manage their medicines and to complete comprehensive reviews of medicines. The CAP service also supports patients with any medicine-related issues and can refer on to other services if required. The investment in developing GP practice based pharmacy teams has greatly improved joint working between GP practices and local community pharmacies, resulting in better patient care and medicines management.

### **Community Optometry**

Community Optometrists provide a comprehensive eye examination service model to care for an aging population. The eye examination is universally funded and therefore free of charge to all eligible patients. Geographical access to eye care at optometrist practices across all HSCPs in NHS Ayrshire and Arran is good. Some fixed site practices also provide a domiciliary service and further coverage is available from large mobile optometry providers, which offers a service to those who are unable to access high street practices for their eye care needs.

Launched in February 2017, the 'Eyecare Ayrshire' (ECA) re-direction initiative shifts the balance of care for eye problems from GP practices and EDs to local optometry practices and promotes the use of the optometrist as first point of contact for eye problems, advising patients that eye drops will be available free of charge dispensed from community pharmacists.

The cohort of Independent Prescribing Optometrists in NHS Ayrshire and Arran continues to grow. These contractors are able to manage and treat a wider range of presenting eye conditions than ECA, within the scope of their practice and in the community setting. This reduces the referrals made to the HES Eye Casualty department and supports the national Right Person, Right Place campaign.

Access to 'Near ME' remote consultation technology was made available to all Optometrists in 2020, which supports the triage and management of patients who do not need to attend their Optometrist practice to obtain the care they require. Community Optometrists have an important role in signposting patients experiencing social isolation and loneliness to appropriate supports. Community Optometrists are also provided with information and training in relation to identifying, supporting and signposting patients experiencing domestic abuse to appropriate help.

### **Dental Services**

The Scottish Government published the Oral Health Improvement Plan (OHIP) in January 2018. The aims of the OHIP are to focus on prevention, encouraging a more preventive approach to oral health care for patients of all ages to ensure that everyone can have the best oral health possible and that education and information sharing is specifically targeted at individuals and groups most at risk such as those who do not attend regularly for check-ups, communities in low income areas and particularly those people who either smoke or drink heavily.

New approaches will be introduced to facilitate treatment for older people who live in care homes or are cared for in their own home and to enable those dentists with enhanced skills to provide services that would



otherwise be provided in a Hospital Dental Service such as oral surgery, treatment under sedation and complex restorative services. As with all Primary Care services, delivery of the OHIP programme has been put on hold until the full remobilisation of dental services due to the impact of COVID-19.

### **Ayrshire Urgent Care Services**

The 'Ayrshire Urgent Care Service' (AUCS) was launched in November 2017. This brought together Primary Care, Social Work, and Mental Health services into an 'urgent care hub', operating from the Lister Centre at University Hospital Crosshouse. This is supported by local urgent care centres and the home visiting service as required. In partnership with NHS24, there is continued promotion of self-care and redirection to the most appropriate services, i.e local pharmacists.

More recently, NHS Ayrshire and Arran were an early pilot in the Re-Design of Urgent Programme and began implementing the redesign programme from 3 November 2020, with the Redesign of Urgent Care Programme being rolled out nationally from 1 December 2020. This redesign has been welcomed to provide safe, person centred urgent care now over a 24/7 period to support General Practice and out of hours as well as Emergency Department and Combined Assessment Unit in Ayrshire and Arran.

The intent was to deliver improved patient and system experience at a local level and to provide learning both at local and national levels. A significant initial focus is in relation to patients self-presenting at Emergency Departments or presenting through NHS24. In NHS Ayrshire and Arran, we also seek to provide options in enhanced pathways for patients accessing the system through General Practices. The benefit to progressing with the re-design of urgent care services in Ayrshire and Arran is to test out a joined up system to improve patient and workforce experience and support service sustainability.

### **North Ayrshire HSCP**

North Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and South Partnerships.

#### **Mental Health Inpatient Services**

Mental Health Inpatient services across Ayrshire, including:

- Acute inpatient assessment for individuals experiencing functional and/or organic presentation
- Low Secure male inpatient services
- Intensive Psychiatric care provision
- Generic and forensic rehabilitation services
- Hospital Based Complex Continuing Care for individuals 65 and over on Ailsa site
- Inpatient addiction service, offering inpatient detoxification programme, residential and day attendance rehabilitation programme

Also included within the inpatient portfolio of services are:

- Community Forensic Team
- Elderly, Psychiatric and Alcohol Liaison Services
- Mental Health Advanced Nurse Practitioners
- Acorn – service based at Ailsa offering structured activity, sheltered employment opportunity and supporting individuals who have/are experiencing mental disorder to develop a range of skills

Inpatient services are split between Woodland View on Ayrshire Central Hospital site in Irvine and on Ailsa Hospital site in Ayr, the majority of adult services being based at the new bespoke provision within Woodland View.

### **Crisis Resolution Team**

The Ayrshire Crisis Resolution Team offers a home based alternative to in-patient care for adults (aged 16-65) experiencing acute and severe mental health crisis. The service offers short term support up to 21 days, in line with the national standards for crisis services.

### **Learning Disability Assessment and Treatment Service**

People with a learning disability have a significant, lifelong condition that affected their development and which means they need help to; understand information, learn skills, and cope independently.

The Learning Disability Assessment and Treatment Service is a 10 bed inpatient admissions unit based at Woodland View, Irvine. The unit provides access to specialist a range of specialist professionals and intensive multi-disciplinary services for all adults living in Ayrshire who have a learning disability. The unit accepts both planned and unplanned admissions

### **Psychology Services**

Psychological Services are provided across Ayrshire and Arran and are embedded within various specialist teams. Specialities covered are:

- Child Psychology
- Adult Mental Health
- Older Adults, physical health and neuropsychology, and
- Learning disability services

The service deploys a range of staff within these specialist roles to undertake focused work, such as primary care mental health, community mental health and eating disorders.

### **Child and Adolescent Mental Health Service (CAMHS)**

The CAMHS service is available to young people aged 5 to 18 years old and offers short term treatments for those with mild to moderate mental health problems; to more complex treatments for children and young people experiencing more severe and complex problems.

North Ayrshire shall deliver mental health services in line with the 10-year National Mental Health Strategy 2017-2027. This strategy aims to ensure that mental health problems are treated with the same commitment and passion as physical health problems. We will work to improve: Prevention and early intervention; Access to treatment and joined up accessible services; the physical wellbeing of people with mental health problems; Rights, information use, and planning.

In addition, North Ayrshire has lead responsibility for the following Early Years Services:

### **Child Immunisation Team**

In East and South Ayrshire, the HSCP Immunisation Team deliver all immunisation clinics, where in North clinics are delivered by both the Immunisation Team and many GP surgeries. The team is also responsible for the pupil immunisation programme in all Ayrshire schools.

### **Community Infant Feeding Service**

The community infant feeding nurse works across Ayrshire to provide a specialist service to families experiencing complex challenges with infant feeding. The service supports health visiting staff with advice and provides direct support to families via telephone, face to face discussions or home visits.

### **Child Health Administration**

Child Health Administration team co-ordinates, manages and supports the delivery of Ayrshire's child immunisation programme and development screening programmes. The team maintains all records and information in relation to its remit and provides information to the Information Statistics Division (ISD) via nationally established data systems.

### **South Ayrshire HSCP**

South Ayrshire HSCP will continue to manage and deliver the following services on behalf of the East and North Partnerships.

#### **Continence**

The Integrated Continence Service promotes continence by empowering patients to self-manage through behaviour and lifestyle interventions. The objectives of the service are to offer intermediate clinics across Ayrshire and to offer an advisory service to patients, carers, care homes and voluntary organisations. Whilst also providing educational service to NHS clinicians.

#### **Family Nurse Partnership**

The Family Nurse Partnership programme (FNP) is a licensed, intensive preventative home visiting programme. FNP focuses on helping first-time mothers, (19 years old and under) to engage in preventative health practices, supporting parents to provide responsive, sensitive and positive parenting, and helping them to develop self-efficacy to both identify and achieve their future goals. Family Nurses in Scotland also deliver the Universal Health Visiting Pathway to the families they serve, alongside the FNP home visiting schedule.

Family Nurse Partnership is a structured programme of tailored visits delivered by specially trained Family Nurses. This begins early in pregnancy and continues until the child's second birthday. The three key goals of FNP are to:

- improve pregnancy and birth outcomes, through improved prenatal behaviours.
- improve child health and development, through positive, responsive caregiving; and
- improve economic self-sufficiency of the family, through developing a vision and plans for the future.

#### **The FNP's key achievements and the priorities that lie ahead are:**

- Supported our first 3rd year mental health nursing student with her placement within Family Nurse Partnership.
- Supported our team leader colleagues and nurses within Health Visiting, School Nursing, Social Work and HMP Kilmarnock with workshops on clinical supervision.
- Started to roll out Motivational Interviewing Workshops for our Health Visiting, School Nursing and other colleagues within the multi-agency team.

The service is working with the Peri-natal Mental Health service steering group to look at how it can best support clients both ante-natally and post-natally with the significant levels of trauma that they have often encountered growing up.

Developing a contraceptive champion model which will allow a Family Nurse (qualified in Family Planning) to deliver certain methods of contraception to clients within their home. This model is currently working well in FNP – NHS Lothian.

Continuing to develop our breastfeeding champion model by using new resources and cascading up to date learning and training to members of the rest of the team. The motivational interviewing workshops for colleagues in other areas will also continue to be supported looking at a variety of ways in which these skills can be used to help explore different topics including breastfeeding.

## Enablers

### Workforce

Our workforce continues to be our single most valuable resource and ongoing support and development ensures they are skilled and confident to deliver our services across the Partnership. Even in the most challenging of circumstances, due to the skills, flexibility and commitment of our workforce we are able to continue to deliver our critical services.

Alongside identifying caring for our workforce as a strategic priority, workforce planning continues to be an essential part of service design. Through this process, we manage local and national workforce challenges and consider the changing landscape as we plan the future delivery of our services, whilst continuing to encourage our workforce to challenge status quo and work in new innovative ways. We will deliver our Workforce Plan 2021/22 and from there develop further workplace plans to enable delivery of our strategic ambitions.

### Property & Assets

We need to ensure that our property and assets, such as buildings and virtual platforms are able to contribute to improving wellbeing and delivering our ambitions for delivering health and social care.

The Partnership has a [Property and Asset Management Strategy](#) which sets out how and where we currently locate and deliver our services. We had already begun to consider how best to use our building, facilities and how new technology could assist to be more efficient. Our workforce were already changing how they worked by increasing the use of remote and homeworking. We were consolidating the location of our workforce in fewer buildings and increasing the opportunities of co locating our professional staff alongside colleagues in GP practices and in community setting with partners. The impact of COVID has meant that this has accelerated and we are now working in a way that safeguards both people we work with and our workforce. The increased use of more remote methods; telephone support, NHS Near Me, increased use of virtual meetings ( using a range of mediums) and maintaining face to face support when it is was safe and essential.

We want to be available to the people we work with and use the property and resources to best effect. We want to deliver health and social care services in a way that suits the communities we serve and promotes the wellbeing of people living locally, from premises that support integrated working and that help to achieve the transformational ambitions of [Caring for Ayrshire](#). Where it is possible we want to promote co-location and integrated working by developing multi-disciplinary teams in local areas around GP practices. We want people to have a more coordinated experience of care where we have a number of services providing support.

### Thinking Differently

Thinking Differently is our approach to improvement and innovation on how we deliver and design our services, using our peer mentor model to provide coaching and support to frontline practitioners and managers. The team, which includes young carer peer mentors who have current lived experience of caring, offers advice and guidance on an asset based, person centred and outcomes focused approach, supporting the delivery of personalisation to create better outcomes for people in East Ayrshire.

Key areas of focus are:

- Carers; continuing to implement the Carers Act following the recent launch of Young Carers Statements and ongoing development of Adult Support Plans and consider the impact of Covid-19 to carers,
- Self-Directed Support; ongoing support to workforce keeping up to date with policy and the impact of Covid-19 on people who use self-directed support,
- Technology Enabled Care (TEC); continuing to promote TEC, smart supports and digital solutions to support citizens of all ages,
- Wellbeing; supporting wellbeing across the workforce in relation to the impact of Covid-19, and
- Working alongside the Scottish Government to test their Transforming Local Systems Pathfinder Programme, by using the Scottish Approach to Service Design (SAtSD) the aim is to support prevention and self-management incorporating digital technology in the Irvine Valley. The service will be designed with and for people to provide preventative, digitally enabled services design.

### Leadership & Improvement

We are building on a foundation of strong leadership and focus on improvement across all sectors, which creates the environment where all partners working together can make real difference in our communities. Our partnership approach starts from an understanding that we are collaborating as a wider workforce bringing all of our combined assets to achieve shared goals.

We are working alongside local and national partners to; create opportunities to develop collaborative commissioning opportunities in the delivery of services, further develop engagement and involvement for people who use our services, families and carers as experts in their own lives and embed improvement and innovation by expanding the learning and good practice from new service models, as a continuous process.

People will be able to report an improvement in effectiveness and responsiveness of services which reflect local needs and partners in communities will feel more involved as active participants in the design and delivery of services. We will participate in new and innovative local and national initiatives that seek to test new ways of working and collaborative working, built upon multi-disciplinary teams in localities will be the recognised approach to service design, commissioning and delivery.

### Housing Contribution

Ensuring our communities have access to good quality housing and housing related services is key to enabling people to live as independently as possible and also makes a significant contribution to reducing health inequalities locally. We have developed integrated working and a shared strategic focus delivered through the [Housing Contribution Statement 2019-22](#), which operates as the “bridge” between strategic housing planning and that of health and social care. The Statement is an integral part of East Ayrshire’s Health and Social Care Partnership Strategic Plan 2021-2030 and identifies the contribution of the housing sector in achieving the aspirations of this Plan.

Housing Services contribute positively to improving the health and wellbeing of East Ayrshire’s communities and ensuring that more people are cared for and supported at home or in a homely setting, in a way that is personal to them, respects their rights and maintains connections with important people and places.

The [Local Housing Strategy 2019-2024](#) is the key planning vehicle that articulates how the Council and its partners will meet the housing requirements of all those who reside in East Ayrshire. The Strategic Housing Outcomes reflect and align across the published National Health and Wellbeing Outcomes Framework and set out the specific actions that the Housing Service will undertake to support independent living and the integration of health, social care and housing. The strategy provides details of the services and supports that

are available to achieve this goal and provides an estimate of future specialist provision, need and delivery options.

The Strategic Housing Investment Plan 2020-25 is a five year rolling Plan that links the strategic priorities identified in the Local Housing Strategy to the delivery of additional affordable housing. Its purpose is to guide the allocation of available Scottish Government investment funding to meet the affordable Housing Supply Target and associated priorities and outcomes.

East Ayrshire Council, working collaboratively with the Partnership, has delivered two assisted living developments to date; Lilyhill Gardens in Kilmarnock and Andrew Nisbet Place in Hurlford. The developments offer support to adults with a range of complex needs and disabilities, enabling them to live independently with access to support. Four further sites have been identified in preparation of the Strategic Housing Investment Plan 2021 – 2026, where this model could be delivered going forward, in response to local need; a smaller scale development in Auchinleck, a full size model with three additional bungalows in Mauchline and a full size model in New Cumnock. The fourth site has been identified in Kilmarnock and is likely to be the largest of all the builds.

Partners also recognise that the health and wellbeing needs of those experiencing homelessness are equally important as the housing needs. These needs can be more effectively addressed from the stability of settled accommodation. There are a wide range of health problems which are more prevalent amongst homeless people than the wider population. These include chronic conditions as well as anxiety, stress, self-harm, other mental health problems and infectious diseases. A significant minority of homeless people are dependent on drugs or alcohol often alongside mental health problems and other complex needs.

The Rapid Rehousing Transition Plan 2019-2024 (RRTP) sets out the key actions and timescales which Housing Services and partners have identified to achieve our vision for ending homelessness in East Ayrshire by reducing homeless presentations and applications and ensuring a settled housing option is reached as quickly as possible, reducing time anyone may spend in temporary accommodation and improving health outcomes for those experiencing homelessness. All actions have an increased focus on early intervention and prevention, with particular focus throughout the RRTP on the prevention of homelessness, support for vulnerable households, for example, care experienced young people, prison leavers, people with multiple and diverse needs and households experiencing domestic abuse.

### **Information & Communication**

Working together with partners and communities towards shared objectives and with common values is the key to the success of integrated care. Engaging with people and families who use services and actively involving them in decisions and service design is central to enabling health and care services to become more responsive to and improving the quality of life of our citizens. The Partnership has a [Communication Strategy](#) which sets out how providing information early keeps people at the centre, addresses inequalities and enables people to live their best life. Health and social care services will undergo extensive transformational change to better meet future demands over the next 5-10 years as part of the Caring for Ayrshire programme. Robust information and good communication will be needed to support all these changes. The Partnership recognises too that keeping employees informed is essential in order that they may act as advocates and champions of change.

Through strategic use of information and communication, we will involve and engage people to shape the care and support they receive, to bring about a change in the way health and social care services are delivered and enable people to live healthier lives in their community.



## Strategic Framework & Policy Context

East Ayrshire Health and Social Care Partnership operates within an evolving framework of legislation, regulations and national guidance that shape our responsibilities to the people of East Ayrshire and influence how we deliver our services. The Partnership is committed to incorporating and aligning the key elements of national, regional and local policies in the planning, design and delivery of our services. This will help us ensure that we are able to achieve more positive health and wellbeing outcomes for the people of East Ayrshire.

A number of recent policy developments are of significance for the Partnership in influencing our future delivery of services:

- [Protecting Scotland – Renewing Scotland](#) published in September 2020 sets out the Programme for Government and recognises the priority will be to address the impact of Covid19 as the single greatest public health crisis of our lifetimes and the impact on our health, economy and society, indeed our way of life. There priorities outlined are; national mission to create new, good and green jobs, emphasis on promoting lifelong health and wellbeing and promoting equality and helping young people achieve their full potential. Local authorities and public bodies have an identified role to create new opportunities, support people to get into work and utilising digital innovation. Learning from the impact of Covid19 which exacerbated the health inequalities across many of our communities there is a focus on developing better health services.
- As part of the Programme for Government, an [Independent Review of Adult Social Care](#) has been undertaken with the principal aim of recommending improvements across Scotland in terms of outcomes achieved by and with people who use services, their carers and families and the experience of people who work in adult social care. The Review's Report makes 53 recommendations across eight themes: a human rights based approach; unpaid carers; establishing a National Care Service for Scotland; closing the implementation gap; models of care; commissioning for the public good; fair work; and finance
- National focus on young people emphasises improving access and equality to education and employment for all our young people including our looked after young people. This aligns with the outcome of the **Independent Care Review** for care experienced young people –[The Promise](#). It works with all kinds of organisations to support shifts in policy, practice and culture so Scotland can #KeepThePromise it made to care experienced infants, children, young people, adults and their families - that every child grows up loved, safe and respected, able to realise their full potential.

At local level the [East Ayrshire Community Plan 2015-30](#) is the sovereign and overarching planning document for the area, providing the strategic policy framework for the delivery of public services by all partners, delivered thematically across; Wellbeing, Economy & Skills and Safer Communities. The Health and Social Care Partnership has a lead role in taking forward the Wellbeing theme as well a key contributory role in the delivery of the Economy and Skills and Safer Communities themes. Key considerations in this context are:

- [Ayrshire Growth Deal](#) (AGD): a partnership being driven forward by the Scottish Government, the UK Government and East, North and South Ayrshire Councils that, through over £200 million investment, will transform Ayrshire's economic prospects by attracting new businesses, supporting existing companies to expand, creating more jobs and bringing in new opportunities across a wide range of sectors. In East Ayrshire, the National Energy Research and Demonstrator (NERD) project will transform the Cumnock and Doon Valley area, introducing energy as a service around a purpose built Centre of Excellence that will allow researchers and businesses to work together to find renewable energy solutions. In Kilmarnock, an Ayrshire Manufacturing Investment Corridor is proposed for Bellfield.

- **Community Wealth Building (CWB):** an alternative approach to traditional economic development, being promoted across Ayrshire. This approach is being encouraged by our local authorities, NHS Ayrshire & Arran, colleges, businesses and other ‘anchor institutions’ by focusing on six pillars for harnessing existing resources to support the local economy:
  - Procurement – using spend to actively encourage and support a growing, diverse and resilient business base, and to support net zero carbon ambitions.
  - Fair Employment – encouraging the creation of fair and meaningful jobs with progression opportunities to unlock the potential of local people.
  - Land and Assets – supporting wider community regeneration by maximising land and assets including through alternative uses for community and business benefit.
  - Financial Power – investing locally and encouraging regional and national institutions to invest in communities.
  - Plural Ownership of the Local Economy – supporting the creation and sustainability of a range of business models including SMEs, social enterprises, employee ownership, co-operatives, municipal activity and community enterprises.
  - Climate Action The global climate emergency requires immediate and sustained action to reduce carbon and greenhouse gas emissions and remove them from the atmosphere.

The aim is to encourage and support the diversity within our local economies and find new ways of supporting our smaller organisations to participate alongside larger scale businesses. Further information can be found in [Strategic and Policy Context](#).

## Vision & Values

We developed a vision for how we would operate as a partnership in consultation with stakeholders prior to the establishment of the Integration Joint Board and the Health and Social Care Partnership. This has driven our activity over the last six years and will continue to do so. Our vision is of:

***Working together with all of our communities to improve and sustain wellbeing, care and promote equity.***

We contribute to the Wellbeing objectives of Community Plan 2015-30:

- Children and Young People, including those in early years, and their parents / carers are supported to be active, healthy and to reach their potential at all life stages;
- All residents are given the opportunity to improve their wellbeing, to lead an active healthy life and to make positive lifestyle choices;
- Older people and adults who require support and their families and carers are included and empowered to live the healthiest life possible, and;
- Communities are supported to address the impact inequalities has on the health and wellbeing of our residents.

Specific Health and Social Care Partnership values encompass partner values:



East Ayrshire Council colleagues working with the HSCP, bring a suite of qualities and behaviours called FACE; Flexible, Approachable, Caring and Empowered to their work.

The long-term aim for health and social care in Scotland is for people to live longer, healthier lives at home or in a homely setting. The [National Health and Wellbeing Outcomes](#), [Children and Young People](#) and Justice Outcomes guide our work. The aim is to have a health and social care system that meets with the [Integration Principles](#):

- is integrated;
- focuses on prevention, anticipation and supported self-management;
- will make day-case treatment the norm, where hospital treatment is required and cannot be provided in a community setting;
- focuses on care being provided to the highest standards of quality and safety, whatever the setting, with the person at the centre of all decisions; and
- ensures people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

## Equalities

East Ayrshire Health and Social Care Partnership is fully committed to delivering services that are fair for all and uphold our responsibilities as specified in the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

As we have consistently demonstrated over the life of our Partnership, we have strived to not only to meet our duties under the equalities legislation but also to ensure that equality becomes part of everything we do, within our structures, behaviours and culture.

We strongly believe that reducing the impact that inequalities have on local people and communities is of paramount importance. The commitments we have made within this Strategic Plan are designed to engender a culture which promotes equality, values diversity, protects human rights and social justice and tackles discrimination for both our workforce and also our residents.

Since 2017, and in partnership with other Ayrshire public sector organisations, we have undertaken and supported a wide range of activities that have helped to progress and advance each of the four Ayrshire Shared Equality Outcomes. These outcomes are that, in Ayrshire:

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

These activities have been focused on improving the lives of people across Ayrshire and East Ayrshire by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

The [East Ayrshire Health and Social Care Partnership Equalities Mainstreaming and Outcomes Report 2020](#) outlines our commitment to promoting equality and provides an overview of our progress in mainstreaming equalities into the Partnership's day-to-day business processes.

An [Equalities Impact Assessment](#) has been carried out as part of the development of the Strategic Plan, which will continue to inform our strategic commissioning and service delivery activities.



# **East Ayrshire Health & Social Care Partnership**

## **Property & Asset Management Strategy**

**2021 - 2024**

## 1. INTRODUCTION AND CURRENT POSITION

The planning and delivery of Health and Social Care services requires alignment of Strategic Planning, Financial Planning, Workforce Planning and a Property and Asset Management Strategy.

Just as the Strategic Plan of East Ayrshire Health and Social Care Partnership and services commissioned to deliver this sit within the wider Wellbeing agenda of East Ayrshire Community Planning Partnership then this Property and Asset Management Strategy for the HSCP sits alongside wider plans including, Strategic Housing Improvement Plan, Capital Planning for Primary and Acute Health, Leisure and Education, Commissioning of Care Home capacity from the Independent Sector and community capacity through local third sector and community organisations.

Together these plans set an environment to facilitate positive Wellbeing in our communities supported by access to high quality Health and Social Care services.

The Scottish Government's Financial Planning Guidance for Health and Social Care Integration states that:

*“The Chief Officer of the Integration Joint Board is recommended to consult with the Local Authority and Health Board partners to make best use of existing resources and develop capital programmes. The Integration Joint Board should identify the asset requirements to support the Strategic Plan. This will enable the Chief Officer to identify capital investment projects, or business cases to submit to the Health Board and Local Authority for consideration as part of the capital planning processes, recognising that partnership discussion would be required at an early stage if a project was jointly funded.”*

East Ayrshire Council and NHS Ayrshire & Arran collectively own, lease or otherwise utilise a significant amount of property across East Ayrshire where health and social care functions are carried out. Following the establishment of the East Ayrshire Integration Joint Board (IJB) and the East Ayrshire Health and Social Care Partnership (HSCP), there is an opportunity and clear need to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and delivery of effective, efficient health and social care services in East Ayrshire.

A Premises and Accommodation Group has been established for the H&SCP to oversee the operational management of premises and accommodation, chaired by the Senior Manager Business Support, and attended by key stakeholders from the HSCP, East Ayrshire Council and NHS Ayrshire & Arran. The development of an agreed Property & Asset Management Strategy (PAMS) identified the need for the HSCP to establish a strategic oversight group to inform the work of this group going forward. This PAMS Board, chaired by Director of Health and Social Care, includes wider representation from integration partners, NHS Ayrshire and Arran and East Ayrshire Council.

## 2. OBJECTIVES

This strategy is ambitious, continues to be transformational when designing and developing services to ensure they are responsive to local community needs. It will endeavour to develop approaches that support overall wellbeing and in doing so, promote a trauma-informed approach to design which creates environments that inspire a sense of calm, safety, dignity, empowerment, and wellbeing for all occupants.

The key objectives of the Property & Asset Management Strategy are:

- To support the Strategic aims of the Integration Joint Board and the Community Planning Partnership.
- To gain best value from our use of property;
- To ensure that health and social care services are provided in and from fit-for-purpose, modern buildings, promote wellbeing and are trauma informed;
- To consider and maximise the use of digital and technology solutions;
- To enhance provision of health and social care services in local communities;
- To rationalise our estate in order to reinvest savings into frontline services;

## 3. PRINCIPLES

A number of principles will be adopted in the implementation of the Property & Asset Management Strategy, namely:

### 1) **Designing and delivering services to meet the needs of individuals, carers and communities**

Ensuring that decisions regarding the utilisation of property support delivery of the HSCP's Strategic Plan, and that our services are delivered from fit-for-purpose premises. Scottish Approach to Service Design (SAAtSD) framework and principles will be utilised to ensure person centred approach to service design. <https://www.gov.scot/publications/the-scottish-approach-to-service-design/>

### 2) **Being transparent and demonstrate fairness when allocating resources;**

With significant decisions as to resource allocation being taken in the appropriate public forum - through either the IJB, Council or Health Board decision making structure and subject to a clear strategic or operational business need being articulated. This will include a focus on our localities and the specific needs of those communities.

### 3) **Delivering services to people in their local communities;**

A fundamental aim of the Public Bodies (Joint Working) (Scotland) Act 2014 is to increase the amount of health and social care services delivered in people's own homes and communities as opposed to institutional or residential settings. We ensure that our use of property is focussed on achieving that aim.

#### 4) Making best use of the assets available to us

We will effectively manage our assets, be engaged in the Transformation Plans of both East Ayrshire Council and NHS Ayrshire & Arran, and rationalise our estate where appropriate. For example, by co-locating health and social care services where this would be of benefit to patients, service users and carers.

## 4. STRATEGIC CONTEXT

### Strategic Plan and National Policy

The East Ayrshire Health & Social Care Strategic Plan 2021-2024 states:-

***“We want to have a sustainable estate that is ‘fit for purpose’, that Partnership services occupy efficiently. We want to deliver health and social care services from premises that support integrated working and the wellbeing of our workforce and communities”.***

In addition, the National Health and Wellbeing Outcomes which the HSCP is required by statute to work towards includes:-

***Outcome 9 - “Resources are used effectively and efficiently in the provision of health and social care services.”***

It is within the context of both of these provisions that the objectives and principles of our Property & Asset Management Strategy have been developed, and within which decisions relating to use of property and assets will be taken.

## 5. LINKS TO PARTNER ORGANISATION STRATEGIES

The Property & Asset Management Strategy of the East Ayrshire Health & Social Care Partnership does not sit in isolation, and is linked closely to both East Ayrshire Council's Transformation Strategy and NHS Ayrshire & Arran's Caring for Ayrshire Programme. Both partners have a collaborative approach to modernise their property and estate portfolios to include community based health and social care requirements.

Additionally the strategy takes cognisance of the Strategic Housing Investment Plan (SHIP), which sets out the priorities for investment in housing in East Ayrshire over the next five years (2018-2023) the SHIP is the housing investment delivery plan for East Ayrshire Council's Housing Strategy including the development of the housing component of the social care and housing priorities.

It is acknowledged that outwith this plan the Property and Asset Management decisions of partners in Third and Independent Sector also make an essential contribution to Wellbeing in East Ayrshire.

The long term vision of the HSCP Property & Asset Management Strategy is that the property estate available to the Partnership will be utilised across East Ayrshire for the provision of health and social care services, with those properties being modern, fit for purpose premises which are utilised to their maximum potential.



There is work already underway across East Ayrshire to rationalise and modernise our property portfolio, which is focused on delivering through our 5 localities:

- Kilmarnock North ; Dunlop, Lugton, Kilmaurs and Stewarton
- Irvine Valley; Hurlford, Newmilns, Galston
- Kilmarnock town centre and wider communities; New Farm Loch, Shortlees, Riccarton, Crosshouse, North west Kilmarnock
- Cumnock and surrounding communities; Mauchline, Auchinleck, Cumnock, New Cumnock
- Doon Valley; Patna, Dalmellington, Bellsbank, Dalrymple, Drongan and Rankinston

## **6. GOVERNANCE**

Overall responsibility for the implementation of the Property and Asset Management Strategy rests PAMS Board which is chaired by Director of Health and Social Care with the Premises and Accommodation Group chaired by the Senior Manager Business Support overseeing the operational management of premises and accommodation.

Financial governance of all matters relating to property is through the existing governance and capital planning arrangements of East Ayrshire Council and NHS Ayrshire and Arran, acting under direction from the Integration Joint Board.

As the IJB does not own property of its own, decision making with regards to decommissioning, capital investment etc. rests with East Ayrshire Council and NHS Ayrshire & Arran, albeit with appropriate reference to the needs of the East Ayrshire Health & Social Care Partnership and any specific directions made to either body. An annual report on implementation of the Property and Asset Management Strategy will be provided to the IJB.

## **7. MONITORING AND SCRUTINY**

Monitoring and Scrutiny of the Health and Social Care Partnership's Property and Asset Management Strategy will be primarily carried out by the IJB's Audit and Performance Committee with reference to the full IJB where appropriate. Appropriate links will also be developed with the monitoring and scrutiny arrangements of East Ayrshire Council and NHS Ayrshire & Arran as necessary.

**THE FOLLOWING SECTIONS CONTAIN THE  
LOCALITY AND EAST AYRSHIRE WIDE STRATEGIES**

<b>Accommodation List 2018-2021</b>			
<b>Locality</b>	<b>Property</b>	<b>Owned By</b>	<b>H&amp;SCP Services</b>
North	Galston Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Hurlford Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Ross Court	East Ayrshire Council	Older Peoples Day Service, Short Breaks Service & Moving On Service
North	Stewarton HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
North	Stewarton Town House	East Ayrshire Council	Office Accommodation for Community Care Locality Team & Day Opportunities Service
South	Berryknowe	East Ayrshire Council	Housing Support Service
South	Boswell Resource Centre	East Ayrshire Council	Older People Day Service
South	Catrine Centre	East Ayrshire Council	Older Peoples Day Service
South	Cumnock HC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Dalmellington Area Centre	East Ayrshire Council	District Nurses & Health Visitors & Care at Home Team
South	Drongan RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	East Ayrshire Community Hospital	Leased from BAM	Community Hospital
South	Ellisland Court	East Ayrshire Council	Older Peoples Day Service
South	Muirkirk Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Netherthird Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors & Mental Health Team
South	New Cumnock	East Ayrshire Council	Older Peoples Day Service
South	Newmilns Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Patna Day Centre	East Ayrshire Council	Older Peoples Day Service
South	Patna RC	NHS Ayrshire & Arran	District Nurses & Health Visitors
South	Riverside Resource Centre	East Ayrshire Council	Day Opportunities Service
South	Rothsay House, Cumnock	East Ayrshire Council	Office Location for H&SCP Services
South	Sunnyside Children's House	East Ayrshire Council	Children's Residential House
Kilmarnock	Balmoral Road	East Ayrshire Council	Office Accommodation for H&SCP Teams & Day Opportunities Service
Kilmarnock	Benrig Children's House	East Ayrshire Council	Children's Residential House

Kilmarnock	Central Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
Kilmarnock	Crosshouse Resource Centre	East Ayrshire Council	District Nurses & Health Visitors
Kilmarnock	Kirklandside Day Hospital	NHS Ayrshire & Arran	Day Services & Community Rehabilitation
Kilmarnock	Montgomery Place Children's House	East Ayrshire Council	Children's Residential House
Kilmarnock	North West Kilmarnock Area Centre	East Ayrshire Council	Mental Health and Learning Disability Services
Kilmarnock	Rosebank Resource Centre	East Ayrshire Council	Older Peoples Day Service
Kilmarnock	Sir Alexander Fleming Centre	East Ayrshire Council	Day Opportunities Service
Kilmarnock	The Johnnie Walker Bond	East Ayrshire Council	Office Accommodation for H&SCP Teams
Kilmarnock	Treeswoodhead Clinic	NHS Ayrshire & Arran	District Nurses & Health Visitors
East Ayrshire Wide	Bentick Centre	NHS Ayrshire & Arran	East Ayrshire Addiction Services
East Ayrshire Wide	Crosshouse Campus	NHS Ayrshire & Arran	Office Base for Mental Health and Addiction Services Teams & AHP Teams
East Ayrshire Wide	HMP Kilmarnock	Scottish Prison Service	Justice Healthcare Services
East Ayrshire Wide	Lister Centre	NHS Ayrshire & Arran	Out of Hours Service and Crisis Mental Health Services Base
East Ayrshire Wide	London Road	East Ayrshire Council	HSCP Directorate Office Base

**PAMS Action Plan 2018-21**

<b>Locality</b>	<b>Issue</b>	<b>Proposal</b>	<b>Partners</b>	<b>Progress</b>	<b>Outcome</b>
North	<b>Galston</b> -HSCP Presence in Town Centre	To review options of a Wellbeing Centre within new build.	NHS AA, EAC and GP Practice	Not progressed	Completed no further action
North and Northern Area	Stewarton ( and wider area) – HSCP and GP Practice	To review accommodation options for services as a result of increased demand due to demographic pressures.	NHS AA, EAC and GP Practice	A Stakeholder Event took place on Saturday 19 <sup>th</sup> February 2020 to facilitate discussion with local residents, third parties and clinicians with regards to future provision of health care services within Stewarton.	Project has not been progressed further due to the COVID Pandemic and will therefore roll forward to the 2021-2024 Action Plan.
South	East Ayrshire Community Hospital	To analyse future requirement for this building.	NHS AA and EAC	A Stakeholder & Planning Event took place on Friday 25 <sup>th</sup> October 2019 to facilitate discussion with local residents, third parties, social care staff and clinicians with regards to future provision of health and social care services within Cumnock and the wider South Locality.	Project has been delayed due to the COVID Pandemic and will therefore roll forward to the 2021 – 2024 Action Plan.
South	Menzies Court	Relocate all staff from this Premises	Leased from Bield Housing	Relocated all staff from this premises in 2018 and lease was terminated	Completed

South	Netherthird Clinic	To relocate NHS MH Team to Rothesay House.	NHS AA and EAC	This project will commence as Phase 3 of the NWKAC Project.	Project will be progressed in 2021 – 24 Action Plan.
South	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.	Project will be roll forward to the 2021-2024 Action Plan.
Kilmarnock	Kirklandside Day Hospital – Day Services Hospital	To relocate NHS employees based at this location.	NHS AA and EAC	Kirklandside Hospital Closed in November 2018.	Completed no further action.
Kilmarnock	North West Kilmarnock Area Centre	To relocate NHS MH Team from Lister Street to NWKAC.	NHS AA and EAC	This project will commence as Phase 2 of the NWKAC Project.	Project will be progressed in 2021–24 Action Plan.
Kilmarnock	The Johnnie Walker Bond	To co-locate Community, Health and Care Teams within TJWB.	NHS AA and EAC	HSCP Managers & Employees relocated to TJWB between May and November 2019.	Other EAC Services relocating to TJWB with Enhanced Smarter Working, including piloting an electronic desk allocation system, to be progressed in 2021 - 2024 Action Plan.

Kilmarnock	Bentick Centre	To review solutions for the delivery of clinical services from alternative locations.	NHS AA and EAC	The relocation of staff from the Bentinck Centre is Phase 1 of the NWKAC Project. Phase 1 was being progressed in early 2020 and was put on hold due to the COVID Pandemic. This project has now recommenced with sub-contractor now onsite in the NWKAC.	Project will continue to be progressed in 2021 – 2024 Action Plan.
Kilmarnock	Other EAC and NHS AA accommodation	Continue ongoing review of existing accommodation.	NHS AA and EAC	This work was put on hold due to the COVID Pandemic however the Premises and Accommodation Group recommenced in August 2020 and operational issues and relocation requests are being progressed.	This work is ongoing and will continue in 2021 – 2024 Action Plan.
Kilmarnock	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.	This will be rolled forward into the 2021 – 2024 Action Plan.
East Ayrshire Wide	Civic Centre North – HSCP Protection Team Office Base North	Relocate team to TJWB	East Ayrshire Council	all HSCP Staff relocated to TJWB in 2019	Completed

East Ayrshire Wide	Crosshouse Campus	To co-locate Out of Hours services and Out of Hours Mental Health services.	NHS AA and EAC	This work was escalated due to the COVID Pandemic.	Completed no further action.
East Ayrshire Wide	Strategic Housing Investment Plan (SHIP)	To provide supported accommodation for adults with additional support needs within various locations in East Ayrshire.	EAC	Work has been delayed due to the COVID Pandemic.	Work will be rolled into the 2021 – 2024 Action Plan in line with the SHIP.
East Ayrshire Wide	HSCP Management Team	To relocate the team to Civic Centre South	NHS AA and EAC	Team relocated to The Johnnie Walker Bond.	Completed no further action.
East Ayrshire Wide	Primary Care Services	Ambitious for Ayrshire programme identified the need to review in line with new GP contract the premises utilised by GP practices	NHS AA and GP	EAIJB has lead partnership responsibility for Primary Care and GP contractual arrangements. Primary Care Improvement Plan (PCIP) 2018-21 has oversight of this action	In progress as part of PCIP – will be included in 2021-24 Action Plan
East Ayrshire Wide	HMP Kilmarnock	To improve the provision of healthcare by review of accommodation in collaboration with SPS and SERCO	NHSAA, SPS and SERCO	A separate action plan (Appendix 2 )is in place through leadership of Head of Service to oversee progress	Some progress – will be included in 2021-24 Action Plan
East Ayrshire Wide	Day Services	To review current buildings, ensuring utilisation that both maximises use of the facilities, and provides best outcomes for service users.	EAC	A BVSR of Day Services has been completed ( 2020) and implementation plan is in place and will be progressed	Some progress – will be included in 2021-24 Action Plan



East Ayrshire Wide	Children's services	To increase the amount of internal residential provision which will increase flexibility and placement choice.	EAC	A BVSR is underway – the option appraisal will include accommodation s part of an implementation plan. Completion date for BVSR is April 2021.	To be included in 2021-24 Action Plan
East Ayrshire Wide	Estate Investment Maintenance	To identify building elements which need repair or replacement to support the planning for future work.	NHSAA/EAC	Rolling programme	Add to 2021-24 Action Plan
East Ayrshire Wide	Agile/Mobile working	To scope and deliver agile/mobile working across the estate, including the IT systems and connectivity to meet the hot-desking requirements of the various staff groups	NHSAA/EAC	Rolling programme	Add to 2021-24 Action Plan.
East Ayrshire Wide	Record Storage	To centralise all NHS Mental Health and Learning Disability Case Files as part of the co-location of Mental Health Services in Kilmarnock.	NHSAA	A plan has been developed to oversee this review and will align with the relocation of staff.	Add to 2021-24 Action Plan.
East Ayrshire Wide	Accommodation portfolio	An ongoing review of the accommodation needs and requirements across centrally managed services	NHSAA/EAC	Rolling programme of review of accommodation requirements	Add to 2021-24 Action Plan

**HMP Kilmarnock**

Her Majesty's Inspectorate of Prisons (HMIP) inspected HMP Kilmarnock in November 2016 and the Healthcare Improvement Plan included the following property issues:-

<b>CONCERNS</b>	<b>ACTION</b>
Healthcare physical infrastructure is hindering the ability to deliver core and specialist clinics.	Work in partnership with SERCO and SPS in formulating and submitting a business case proposing renovations to existing Healthcare Department ensuring that the space is fit for purpose to enable all services to be delivered effectively
Due to the current lack of appropriate rooms progression of MH group work has been restricted	Work in partnership with SERCO to ensure appropriate PCO cover to ensure group work can be progressed out of hours.
Triage room not fit-for- purpose	Triage rooms will no longer be used for any clinical intervention. These rooms will only be used for administration of medications.
Due to the current lack of appropriate rooms progression of Addiction group work has been restricted.	Review clinic room availability to allow Addiction group work to be accommodated

**PAMS Action Plan 2021-24**

<b>Locality</b>	<b>Issue</b>	<b>Proposal</b>	<b>Partners</b>	
North and Northern Area	Stewarton ( and wider area) – HSCP and GP Practice	To review accommodation options for services as a result of increased demand due to demographic pressures.	NHS AA, EAC and GP Practice	A Stakeholder Event took place on Saturday 19 <sup>th</sup> February 2020 to facilitate discussion with local residents, third parties and clinicians with regards to future provision of health care services within Stewarton.
South	Doon Campus	To review options of a Wellbeing Centre within new build.	EAC, NHS AA and GP Practice.	HSCP High Level Key Requirements Meeting took place on Monday 8 <sup>th</sup> February 2021.
South	Cumnock Health and Wellbeing Hub (incorporating East Ayrshire Community Hospital)	The model of Health and wellbeing for the Cumnock Area and Surrounding Villages will respond to the strategic requirements of East Ayrshire Health & Social Care Partnership and Caring for Ayrshire & inform the required built environment of East Ayrshire Community Hospital and other facilities within this community.	NHS AA and EAC	<p>The whole system Health and Wellbeing model for the Cumnock Locality (of which EACH is part) is well developed to respond to the strategic requirements and will be refined further via the Steering Group to align with the development of the overarching model of care as part of the Caring for Ayrshire programme</p> <p>The Clinical Model and Workforce model at EACH is nearing completion informed by significant engagement of stakeholders. This has informed the required inpatient care requirements and bed capacity and when approved will inform any adaptations or reconfiguration required within the NHS Capital Plan to the building to deliver the model optimally.</p>
South	Netherthird Clinic	To relocate NHS MH Team to Rothesay House.	NHS AA and EAC	This project will commence as Phase 3 of the NWKAC Project.

South	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work has been delayed due to the COVID Pandemic and will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.
South	Rothsay House	To review layout and apply smarter working principles.	NHS AA and EAC	Project will commence Spring 2021.
Kilmarnock	Health & Wellbeing Hub	To develop proposals for a Health & Wellbeing Hub in Kilmarnock Town Centre.	EAC, NHS AA and GP Practice	A Stakeholder Event was held on Thursday 7 <sup>th</sup> November 2019 to facilitate discussion with regards to a Health & Wellbeing Hub being located within Kilmarnock Town Centre.
Kilmarnock	North West Kilmarnock Area Centre	To relocate NHS MH Team from Lister Street to NWKAC.	NHS AA and EAC	This project will commence as Phase 2 of the NWKAC Project.
Kilmarnock	The Johnnie Walker Bond	To co-locate Community, Health and Care Teams within TJWB.	NHS AA and EAC	HSCP Managers & Employees relocated to TJWB between May and November 2019. Other EAC Services relocating to TJWB with Enhanced Smarter Working, including piloting an electronic desk allocation system, to be progressed.
Kilmarnock	Bentick Centre	To review solutions for the delivery of clinical services from alternative locations.	NHS AA and EAC	The relocation of staff from the Bentinck Centre is Phase 1 of the NWKAC Project. Phase 1 was being progressed in early 2020 and was put on hold due to the COVID Pandemic. This project has now re-commenced with sub-contractor now onsite in the NWKAC.
Kilmarnock	Other EAC and NHS AA accommodation	Continue ongoing review of existing accommodation.	NHS AA and EAC	The Premises and Accommodation Group re-commenced in August 2020 and operational issues and relocation requests are being progressed.

Kilmarnock	Primary Care Service	To review Primary Care provision in localities.	NHS AA, EAC and GP Practices	This work will be progressed by the Programme Lead for MDT & Service Integration as part of Primary Care Transformation.
East Ayrshire Wide	Strategic Housing Investment Plan (SHIP)	To provide supported accommodation for adults with additional support needs within various locations in East Ayrshire.	EAC	Work will be progressed in line with the SHIP.
East Ayrshire Wide	Primary Care Services	Ambitious for Ayrshire programme identified the need to review in line with new GP contract the premises utilised by GP practices	NHS AA and GP	EAIJB has lead partnership responsibility for Primary Care and GP contractual arrangements. Primary Care Improvement Plan (PCIP) 2018-21 has oversight of this action
East Ayrshire Wide	HMP Kilmarnock	To improve the provision of healthcare by review of accommodation in collaboration with SPS and SERCO	NHSAA, SPS and SERCO	A separate action plan is in place through leadership of Head of Service to oversee progress
East Ayrshire Wide	Children's services	To reduce our internal children's house provision by having model of care that supports families together at home.	EAC	A BVSR is underway – the option appraisal will include accommodation as part of an implementation plan. Completion date for BVSR is April 2021.
East Ayrshire Wide	Estate Investment Maintenance	To identify building elements which need repair or replacement to support the planning for future work.	NHSAA/EAC	Rolling programme

East Ayrshire Wide	Agile/Mobile working	To scope and deliver agile/mobile working across the estate, including the IT systems and connectivity to meet the hot-desking requirements of the various staff groups	NHSAA/EAC	Smarter Working Rolling programme
East Ayrshire Wide	Record Storage	To centralise all NHS Mental Health and Learning Disability Case Files as part of the co-location of Mental Health Services in Kilmarnock.	NHSAA	A plan has been developed to oversee this review and will align with the relocation of staff as part of the NWKAC Project.
East Ayrshire Wide	Accommodation portfolio	An ongoing review of the accommodation needs and requirements across centrally managed services	NHSAA/EAC	Rolling programme of review of accommodation requirements



## Communication Strategy 2021-24

### Introduction

*Page 5 in Communications Strategy 2020-2021*

The East Ayrshire Health and Social Care Partnership [Communication Strategy 2020-2021](#) was published last year with the intention to revise it in 2021 to align with the three year lifecycle of East Ayrshire Health and Social Care Partnership's Strategic Plan. Much of the 2020-2021 plan is still current and relevant and this new three year strategy serves as a continuation, **to be used as an update in conjunction the 2020-2021 strategy document**.

East Ayrshire Health and Social Care Partnership is now in its seventh year, with significant achievements to recognise and celebrate. We also welcome its new director, Craig McArthur, who will build on the legacy of successes, and lead our health and social care integration and transformation ambitions for 2021 and beyond.

The communications strategy has been developed to support East Ayrshire Health and Social Care Partnership's Strategic Plan and Wellbeing Delivery Plan. It will also evidence how the partnership is delivering on our strategic priorities and contributing to public health priorities for Scotland and national health and wellbeing outcomes.

### Engagement

*Page 5 in Communications Strategy 2020-2021*

We need to encourage people to help shape the care and support they receive, and we recognise that to do this requires a strong commitment to continually improve how people and partners can become involved.

There is an ambition to have a Partnership Engagement Officer in post for two years, driving forward our strategic approach to participation and engagement. This would include reviewing the Participation and Engagement Strategy to ensure alignment with the Strategic Plan and Wellbeing Delivery Plan, and to refresh the associated action plan to reflect this.

The strategic overview of this post would also include dissemination of the participation and engagement strategy alongside the national standards for community engagement and the new framework currently under development.

Engaging with our communities and stakeholders remains a key aspect to ensure our communications strategy is effective, and so we would seek to develop this further with input from the Partnership Engagement Officer and in line with the Participation and Engagement Strategy.

### Audiences

*Page 7 in Communications Strategy 2020-2021*

Through our continuing work in communications and engagement, we understand more about the different audiences we have identified in our communications strategy. We will use this growing knowledge to build audience profiles that describe areas such as their significance to our priorities, what they currently think and do, what we would like them to think and do, and their needs and preferences.

## Communications Framework

*Page 8 - Communications Strategy 2020-2021*

The OASIS model continues to fit well with the way we work and supports the delivery of our communications strategy. Developing and delivering campaigns presents a method to continually engage our colleagues and partners with the framework and increase its wider usage.

The framework will be updated to reflect the new priorities of the Strategic Plan, Appendix 1, ensuring campaigns are contributing to our high level aims and objectives. In addition, we will work towards longer term campaign planning and prioritisation to improve and maintain our impact where it is needed most.

## Operational Framework

*Page 11 - Communications Strategy 2020-2021*

This updated communications strategy supports East Ayrshire Health and Social Care Partnership to achieve its priorities as set out in the overall Strategic Plan 2021-2024. It continues to support the delivery of the nine Scottish Government Health and Wellbeing Outcomes along with East Ayrshire's six additional Health and Wellbeing Outcomes for children, young people and people using the justice services. A two-page representation of the 2021-2024 Strategic Plan is included in Appendix 2.

Through the strategic development and delivery of our communications, including our campaigns, digital presence, engagement and research, our actions will align to supporting the strategic priorities: *starting well and living well, people at the heart of what we do, caring for East Ayrshire, and safe and protected.*

The coronavirus pandemic has had a significant impact on our working lives and how we have been delivering health and social care. Now, more than ever, the value and dedication of our workforce has been highlighted. We need to take care of them and support them to achieve our shared ambitions for people and communities. We have also adapted through technological and digital opportunities to allow us to continue delivering where possible during lockdown restrictions. The circumstance has presented both benefits and pitfalls, but has driven our need to innovate and demonstrated what we can be done.

These areas have been brought to the fore in the Strategic Plan as we look towards recovery and renewal and beyond, and the delivery of our communications strategy will recognise and support this.



## The Way Forward

### Page 14 - Communications Strategy 2020-2021

The 2020-2021 communications strategy had eight strands, much of which had long term or ongoing ambitions. Despite the challenges of the past year, a lot of progress has been made, providing a strong position to carry these forward through 2021 to 2024.

<p><b>1. Improved communication tailored to meet needs of individuals, people who use services, their families and carers.</b></p> <p>2020-21:</p> <ul style="list-style-type: none"> <li>• HSCP Bulletin established bimonthly with internal and external contributions and audiences</li> <li>• Service specific communications developed</li> <li>• CYSF produced with easy read version</li> <li>• Strategic plan and summary version produced</li> </ul> <p>2021-24:</p> <ul style="list-style-type: none"> <li>• Develop audience profiles</li> <li>• Increase range and scope of communications to meet broad audiences internal/external</li> <li>• Campaign and events calendar to support proactive communications</li> </ul>
<p><b>2. Closer communication links and early engagement with third sector, independent sector and wider community partners.</b></p> <p>2020-21:</p> <ul style="list-style-type: none"> <li>• HSCP Bulletin includes partners contributions</li> <li>• Wellbeing toolkits and specific workforce materials developed</li> <li>• Use of social media to promote and share communications across sectors and with partners</li> </ul> <p>2021-24:</p> <ul style="list-style-type: none"> <li>• Exploring digital opportunities as medium for collaborative approaches</li> <li>• New website to support sharing of wellbeing and partnership approach</li> </ul>
<p><b>3. The Oasis model of communications will be used in all campaigns.</b></p> <p>2020-21:</p> <ul style="list-style-type: none"> <li>• Checklist to support campaign created</li> <li>• Case studies developed for communications strategy</li> </ul> <p>2021-24:</p> <ul style="list-style-type: none"> <li>• Will use model to build evidence base and alignment to strategic priorities</li> <li>• Awareness of OASIS by all teams</li> </ul>
<p><b>4. All campaigns, including those around the Transformational change programmes, need to contribute to EAHSCP's Health and Wellbeing Outcomes or Strategic Plan priorities.</b></p> <p>2020-21:</p> <ul style="list-style-type: none"> <li>• Priorities included in OASIS checklist pro-forma</li> </ul> <p>2021-24:</p> <ul style="list-style-type: none"> <li>• Forward planning, longer term campaigns, strategic prioritisation</li> <li>• Collaborative approach to wider transformational change programmes</li> </ul>
<p><b>5. Closer communication links will be developed with locality groups, social enterprise, community justice and other partners working in communities and the OASIS framework will be introduced for future communication campaigns.</b></p> <p>2020-21:</p> <ul style="list-style-type: none"> <li>• Initial progress has been made</li> </ul> <p>2021-24:</p> <ul style="list-style-type: none"> <li>• Further developed as standard operational procedure</li> <li>• Proactive approach to campaigns to be developed</li> </ul>

6. Closer communication links with NHS Ayrshire and Arran and East Ayrshire Council Communications teams to ensure consistent management of any future press enquiries regarding the Transformation work-streams or Caring for Ayrshire agenda. Links with pan-Ayrshire communications team will also be developed to facilitate co-operation where required.

2020-21:

- Stronger links developed with EAC and links established to pan-Ayrshire engagement network
- EAC/NHS support during recruitment phase of Communications Programme Officer
- NHS focused on pandemic response – facilitating coordinated approach to COVID-19 communications

2021-24:

- Further develop engagement in wider networks aligned to strategic priorities and transformation programmes

7. Consideration of the feasibility and effectiveness of a standalone EAHSCP web presence.

2020-21:

- Proposal researched and presented to agree new website
- New website commissioned and development underway
- Working group established to progress

2021-24:

- Engagement plan to be developed
- Implementation plan in place aligned to review of Wellbeing Delivery Plan
- Further brand development
- Inclusion of Care Opinion, EA Money and Community Directory functions

8. Further develop communication of good news stories utilising a range of formats and mediums.

2020-21:

- Newsletter and ebulletins
- Wellbeing and recovery newsletters and Response to Covid 19 shared with IJB, EAC and NHS

2021-24:

- Website opportunities to be further developed
- Social media strategy to be aligned to website development

## Appendix 1

Appendix 2, Page 16 - Communications Strategy 2020-2021

### Strategic Plan Priorities & Outcomes

<p><b>Starting Well and Living Well</b></p> <p>More people and families have better health and wellbeing and we have fairer outcomes:</p> <ul style="list-style-type: none"> <li>• Children and young people have better life chances, particularly those with experience of care or who live in our most deprived communities.</li> <li>• More people of all ages, particularly those who live in our most deprived communities, are fitter, physically healthier and feel able to look after their own health and wellbeing.</li> <li>• People who have palliative or end of life care needs are supported according to their wishes.</li> <li>• Compassionate connections between people, families, colleagues and communities are valued as having a positive impact on the health and wellbeing of East Ayrshire.</li> <li>• Through these improvements, the Partnership will have successfully managed demand for its services.</li> </ul>
<p><b>Caring for East Ayrshire</b></p> <p>Health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.</p> <ul style="list-style-type: none"> <li>• Citizens recognise and value their contribution to the design of services, feel invested in their success and use them appropriately.</li> <li>• More people are able to live independently and according to their wishes, because they are able to better manage their own health and have easy access to local, effective support for long term conditions and disabilities.</li> <li>• When needed, complex or specialist treatment is provided quickly, effectively and to the highest standard.</li> </ul>
<p><b>People at the Heart of What We Do</b></p> <p>People, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support- they are at the centre of all we do and support is a positive experience.</p> <ul style="list-style-type: none"> <li>• Health and social care services work in a multidisciplinary manner as standard and job satisfaction is enhanced.</li> </ul>
<p><b>Caring for Our Workforce</b></p> <p>The health and social care workforce is well and we have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals.</p>
<p><b>Safe and Protected</b></p> <p>East Ayrshire is a safe place for people to live, work and visit.</p> <ul style="list-style-type: none"> <li>• People of all ages are actively involved in keeping themselves and each other safe, including online.</li> <li>• Multi-agency staff are trained and supported to confidently protect people at risk of harm.</li> <li>• When needed, support and protection is provided to vulnerable people to reduce risk of harm and improve safety.</li> <li>• Fewer people enter or are involved with the justice system, as a result of early and effective interventions.</li> <li>• Through work with both victims and perpetrators of harm, the risk of harm to children, adults and the public is reduced.</li> </ul>
<p><b>Digital Connections</b></p> <p>Digital technology has improved local wellbeing and transformed health and care.</p> <ul style="list-style-type: none"> <li>• People and families are able to better manage their health, wellbeing and safety and live more independently through inclusion in and new applications of technology.</li> <li>• Information is shared effectively between systems and partners, to support positive outcomes for people and families; personal experience of services is improved and risk is well managed.</li> <li>• The health and social care workforce is digitally connected, skilled and uses technology to improve practice.</li> <li>• High quality digital health and social care services are in place as part of wider delivery.</li> </ul>

## Appendix 2

*Appendix 5, Page 20 - Communications Strategy 2020-2021*

East Ayrshire Health and Social Care Partnership Strategic Plan 2021-2030

**[Two-page graphic to be updated once approved]**