

EAST AYRSHIRE COUNCIL**COUNCIL - 18 MAY 2023****Report by Director of Health and Social Care Partnership**

**EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP -
2022-23 ANNUAL REVIEW OF STRATEGIC PLAN; WORKFORCE PLAN;
COMMUNICATION STRATEGY; PROPERTY AND ASSET MANAGEMENT
STRATEGY**

PURPOSE

1. To present the outcomes from the East Ayrshire Health and Social Care Partnership 2022-23 Annual Review of the Strategic Plan; Workforce Plan; Communications Strategy; and, Property and Asset Management Strategy, for endorsement.

RECOMMENDATIONS

2. Members are asked to:
 - i. Endorse the findings from the [2022-23 Annual Review of the Strategic Plan; Workforce Plan; Communications Strategy; and Property and Asset Management Strategy](#);
 - ii. Endorse the six Strategic Commissioning Intentions and the longer-term approach to collaborative commissioning set out in the Strategic Plan 2021-30;
 - iii. Note that the report has been approved by the Integration Joint Board at the meeting on 29 March 2023;
 - iv. Note that the reports will be presented to NHS Ayrshire and Arran Board on 23 May 2023;
 - v. Note that Directions will be issued by the IJB in respect of commissioning services from East Ayrshire Council and NHS Ayrshire & Arran in line with the Strategic Plan, as refreshed by the Annual Review, and within the allocated budget for 2023-24;
 - vi. Otherwise note the content of this report.

BACKGROUND

3. The Strategic Planning and Wellbeing Delivery Group has undertaken the 2022-23 Annual Review of the HSCP Strategic Plan 2021-30. The Annual Review concluded that the Strategic Plan remains fit for purpose and reflects the Partnership's strategic intent. The Group reaffirmed the vision, values and Strategic Commissioning intentions as set out in the Plan and identified key priorities for 2023 and beyond. The report also sets out the findings from the 2022-23 Workforce Plan; Communications Strategy; and Property and Asset Management Strategy. The report has been approved by the Integration Joint Board on 29 March 2023 and will be presented to NHS Board Ayrshire and Arran on 23 May 2023.
4. 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. 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.

STRATEGIC PLAN 2021-30

5. The [Strategic Plan 2021-30](#) serves as the collective framework for the planning, commissioning and delivery services of health and social care services in East Ayrshire. The Plan is focussed on improving health and wellbeing outcomes and is driven by the core values of People, Compassion and Partnership. The Plan sets out the role of the Partnership and delivery partners in meeting the health and social care needs of our communities, through joined-up support with people, families and carers at the centre.
6. This strategic planning approach continues to centre on the 'triple aim' of better care, better health and better value. The strategic priorities and commissioning intentions set out in the Strategic Plan are summarised in the table below:

Strategic Priority	Commissioning Intentions
Starting Well and Living Well	Children and young people; prevention and early intervention; tackling inequalities; physical health and fitness; wellbeing across the lifecourse; compassionate connectedness.
Caring for East Ayrshire	Person centeredness; place-based, empowered multi-disciplinary teams; improving service quality.
People at the Heart of What We Do	Right service, right person, right place, right time; transformation; Scottish approach to service design; independent living and long term conditions.
Caring for Our Workforce	Workforce wellbeing; workforce planning.
Safe and Protected	Reducing risk to vulnerable children, adults and the public.
Digital Connections	Enhancing support delivery and experience; improving self-care and self-management; building digital skills, capacity and connectedness.

7. Each strategic priority is further described in the Strategic Plan 2021-30, setting out strategic commissioning intentions and delivery activity.
8. 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.
9. Key enablers to the delivery of the Strategic Plan 2021-30 are set out in the final sections of the Plan covering:
 - workforce;
 - information and communication;
 - property and assets;
 - 'thinking differently';
 - housing contribution, and;
 - Leadership and improvement.

10. In reviewing activity on an annual basis, partners must have due regard to the integration delivery principles set out in the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014 \(Section 31\)](#), the [National Health and Wellbeing Outcomes](#), together with the [National Outcomes for Children and Young People](#) and for [Justice](#).
11. 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.

National Outcomes for Children	
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.
Health and Wellbeing Outcomes	
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.
National Outcomes Justice	
Outcome 13	Community safety and public protection.
Outcome 14	The reduction of reoffending.
Outcome 15	Social inclusion to support desistance from offending.

LOCAL CONVERSATIONS 2023

12. To help inform the Annual Review, local conversations were held during February 2023 in each of the three Partnership localities. These were public events and provided the opportunity for the Partnership and delivery partners to engage directly with local communities and the people who use services and their carers.
13. The local conversations were focused around the following challenge questions:
- What is working well?
 - What could be better?
 - How can we improve to best serve our communities?
14. The local conversations were designed to bring in the voice of lived and living experience of health and social care services, ensuring that local communities were fully engaged in the review process. A wide range of feedback was generated, with a summary provided to the Strategic Planning and Wellbeing Delivery Group to help inform the Annual Review. The feedback is summarised in the table below:

Challenge Question	Summary Feedback
What is Working Well?	<ul style="list-style-type: none"> • Everyone coming together to improve partnership working • Focus on doing the right thing for people - not cost • Staff working really hard • Pharmacy always go above and beyond • Community focussed, localised and accessible • Lots going on – lots of different services and supports
What could be better?	<ul style="list-style-type: none"> • Not being able to access doctors for an appointment • Rurality – travel is expensive and services to be local • Local people not always aware of the services available

	<ul style="list-style-type: none"> • Better integration of support services i.e. social work and housing • Access to mental health supports
How can we improve to best serve our communities?	<ul style="list-style-type: none"> • Feedback taken into consideration • Spreading the word about groups, additional services, alternatives • Local people having more of a say and involved in local decision making • Face-to-face contact with doctors – phone appointments can't pick up on everything • Digital accessibility, digital supports, digital assessment • Improve follow-up i.e., appointments and correspondence to ensure people stay well

2022-23 ANNUAL REVIEW OF STRATEGIC PLAN

15. The Annual Review of the Strategic Plan was undertaken by the Strategic Planning and Wellbeing Delivery Group on 21 February 2023. The review was based around reflective conversations, informed by the key integration principles and the following challenge questions:
- Is our Strategic Plan fit for purpose?
 - Do our commissioning intentions provide the right focus for East Ayrshire?
 - Are there any other priorities that should be included our Strategic Plan?
16. During the review, the Group reflected on the feedback from the local conversations, the progress of the Strategic Plan and whether a replacement Plan was required. A number of presentations were delivered, which evidenced the progress made by delivery partners against the Strategic Plan over the previous year.
17. These included an update on Starting Well, focussing on the new HEART Children's Services Model and the pathway of available family support services. In relation to Living Well, the Group considered the range of support arrangements around mental health and wellbeing, and the key role of community and third sector partners in providing preventative services at an early stage.
18. For Digital Connections, discussion focussed on the outcomes from the Irvine Valley Technology Enabled Care Pathfinder, and how the Scottish Approach to Service Design has been applied to develop new digital solutions and smart supports to improve the quality of care. With regard to Caring for East Ayrshire, the model of care set out in the Strategic Plan was revisited and confirmed as the right approach to achieve a fully integrated health and care system, reflecting the wider Caring for Ayrshire transformation programme.
19. In summary, the Group concluded that the commissioning intentions set out in the Strategic Plan are appropriate and should remain stable. Partners reflected on the strong and positive collaborative leadership and the key achievements across strategic priorities.
20. Participation and engagement continue to be seen as critical enablers of strategic planning, to ensure the meaningful involvement of our workforce and the people who

use services and their carers. Partners noted the range of activity undertaken to strengthen our approach, ensuring that the community voice is reflected in all our activity.

21. The ongoing financial challenges facing the IJB have been highlighted in successive Annual Reviews of the Strategic Plan. The IJB's external auditors, Audit Scotland, have highlighted financial sustainability as being a key risk for the IJB and its partners, going forward.
22. The Annual Budget 2023/24 report, presented for the approval of the IJB on 29 March 2023, highlights that the Scottish Government Health and Social Care Medium Term Financial Framework (MTFF) has not yet been published and that the detailed Medium Term Financial Plan for the IJB will be updated following consideration of the content of the MTFF. The detailed Medium Term Financial Plan will align with the Strategic Plan 2021-30 and will take account of proposals around the National Care Service.
23. In conclusion, the Strategic Plan 2021-30 was assessed as fit for purpose taking into account the current policy, legislative and financial landscape and that no changes are required.

WORKFORCE PLAN 2022-25

24. The Workforce Plan 2022-25 was approved by IJB on 22 June 2022 and outlines key actions for the recovery, growth and transformation of our workforce. The Plan is aligned to the Caring for our Workforce strategic priority and sets out how we will meet our current and future workforce needs as an inclusive, empowering and supportive employer.
25. The key actions highlighted in the Workforce Plan 2022-25 that are currently in progress include:
 - A Partnership Workforce Planning Board, providing a forum for discussion, information, professional guidance and decision making on workforce planning;
 - A Social Work Trainee Programme, whereby six employees are currently receiving support to undertake the Post Graduate Diploma Social Work;
 - A Learning and Development Strategy for the social work workforce, supporting trainees and qualified social workers to fulfil their roles;
 - Work to support employability, recruiting a younger workforce through new Modern Apprenticeships and Graduate Internships;
 - A Care Experienced employment pathway to support care experienced young people transition into, and sustain employment;
 - Enhanced multi-disciplinary team working, bringing together Partnership employees and delivery partners within an integrated approach.

COMMUNICATIONS STRATEGY

26. The Communication Strategy 2021-24 aligns with the three year lifecycle of the Strategic Plan and was developed to support delivery of the Plan. Over the past year work has progressed in a number of key areas including:

- A campaign calendar to facilitate a more proactive approach to recognising awareness days, campaigns and initiatives, working alongside East Ayrshire Council's communications team;
 - Publication of the Partnership Newsletter on a monthly basis, with articles from across services and partners including good news stories, up-coming campaigns, and training opportunities;
 - The Partnership Living Well Website, providing a consistent online channel for communications and a focal point for campaign information;
 - Social media platforms, which continue to engage with all stakeholders and grow the visibility of the Partnership;
 - Paid marketing activity to support campaigns and improve our ability to communicate with various audiences;
 - Ongoing and consistent engagement with all partners to strengthen relationships.
27. A Partnership Engagement Officer and is now in post and is developing a Participation and Engagement Strategy to drive forward our strategic approach to participation and engagement.

PROPERTY AND ASSET MANAGEMENT PLAN

28. The Property and Asset Management Board has oversight of the Property and Asset Management Plan 2021-24. The Annual Review has provided the opportunity to reflect on progress over the previous year and to confirm priorities for duration of the current Plan. These are to further develop proposals across five localities in East Ayrshire; Northern, Kilmarnock, Irvine Valley, Cumnock and Doon Valley. The Plan is strongly aligned with the Caring for Ayrshire and EAC Transformation programmes and key areas of progress include:
- The Doon Valley Community Village programme, which re-launched in June 2022 with an initial stakeholder event focussing on the outline design and use of space within the new facility. Larger stakeholder engagement events took place in December 2022, with the feedback helping to influence and shape the programme, which remains on track for completion by June 2025;
 - East Ayrshire Council's requirements for a strategic approach to the regeneration of Kilmarnock Town Centre, following an Elected Members session held in November 2022, including the scope for health and wellbeing facilities;
 - The Irvine Valley Technology Enabled Care Pathfinder, which has progressed around the Scottish Approach to Service Design by engaging local communities on the use of new technology and smart supports to transform care;
 - The essential capital works that are being progressed at the Cumnock Health and Wellbeing Centre to meet regulations and improve facilities for staff and patients; and
 - The consideration of potential sites for Stewarton Medical Practice and the proposals to deliver this in the coming years.

POLICY/COMMUNITY PLANNING IMPLICATIONS

29. The 2022-23 Annual Reviews align with the strategic direction of the East Ayrshire Community Plan 2015-30 and the partnership actions set out in the Wellbeing Delivery Plan 2021-24.

LEGAL IMPLICATIONS

30. The Annual Review of the Strategic Plan is presented in accordance with legal requirement on the IJB to review the Strategic Plan on a periodic and regular basis, to involve the Strategic Planning Group in this review and to decide whether a replacement plan is required.

HUMAN RESOURCE IMPLICATIONS

31. There are no Human Resource implications arising directly from this report.

EQUALITY IMPACT IMPLICATIONS

32. There are no equality implications arising directly from this report. However, the outcomes of the 2022-23 Annual Reviews reaffirms the commitment to mainstreaming equality, diversity and human rights across all commissioned services.

FINANCIAL IMPLICATIONS

33. Under Scottish Government guidance, 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.
34. 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.
35. 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.
36. This rolling indicative allocation is subject to annual approval through the budget setting processes. The Annual Review of the Strategic Plan aligns these processes.
37. An indicative integrated budget for delivering the Strategic Plan 2021-30, as updated by the Annual Review, was presented to the IJB on 29 March 2023. Detailed budgetary information was presented in this Approved Budget Position Report.

RISK IMPLICATIONS

- 38.** Risk implications are identified and managed through strategic and operational Risk Registers. IJB risk appetite and prioritisation will continue to be reviewed in relation to the Strategic Plan.

TRANSFORMATION STRATEGY

- 39.** The 2022-23 Annual Reviews align with the vision and principles set out in the Council's Transformation Strategy.

NET ZERO IMPLICATIONS

- 40.** There are no net zero implications arising from this report.

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