

**South Ayrshire Council**

**Report by Director of Health and Social Care Partnership  
to South Ayrshire Council  
on 26 June 2025**

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**Subject: Integration Joint Board (IJB) Strategic Plan Refresh**

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**1. Purpose**

- 1.1 The purpose of this report is to present to the Council the refreshed IJB Strategic Plan for 2025-28 for approval.

**2. Recommendation**

- 2.1 It is recommended that the Council approves the contents of the refreshed IJB Strategic Plan 2025-28 (Appendix 1).**

**3. Background**

- 3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 established a legal framework for the integration of health and social care services in Scotland. The role of the South Ayrshire Integration Joint Board (IJB) is to plan delegated health and social care services in South Ayrshire.
- 3.2 The IJB agreed in 2020 that a Strategic Plan should be drafted that has a ten-year horizon. This approach would allow the HSCP to set long-term and ambitious strategic objectives at a crucial moment for the IJB while also maintaining stability and an ability to adapt to a fast-moving landscape at an operational level.
- 3.3 At its meeting on [24 March 2021](#), the IJB agreed a revised Strategic Plan for the HSCP, in keeping with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 3.4 A Strategic Plan update report was presented and agreed at IJB on 12 June 2024 which sets out in detail our progress and achievements during the first iteration of the plan and the accompanying operational plan.
- 3.5 In line with our statutory duties we must review the Plan every three years, the planning and scoping work for the refreshed Strategic Plan started in June 2024.
- 3.6 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 South Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.

- 3.7 Delivery of the Plan is underpinned by a number of Enablers including the Financial Framework, Commissioning, Property and Assets, Workforce, Digital Transformation and Data, Leadership and Culture of Continuous Improvement and Partnerships.
- 3.8 The arrangements for performance reporting are set out, where the HSCP demonstrates the difference being achieved through the Plan in terms of the national outcomes for health and wellbeing, children and young people and community justice, through national data indicators, local indicators aligned to the South Ayrshire Local Outcomes Improvement Plan (LOIP).
- 3.9 The plan describes the services and functions delegated to the HSCP's in Ayrshire, with a greater level of detail provided on the lead partnership arrangements. Also, an updated Housing Contribution Statement has been included as an appendix to the Plan.
- 3.10 A final draft has now been produced for consideration based on the following inputs:
- National and local policy;
  - Engagement feedback with people who use our services, unpaid carers, staff, our wider community and Strategic Planning Group Members (Engagement report attached as Appendix 2); and
  - Data and performance reporting.

#### **4. Proposals**

- 4.1 The Council is asked to approve the full IJB Strategic Plan 2021-31 2025 Refresh (Appendix 1).

#### **5. Legal and Procurement Implications**

- 5.1 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.
- 5.2 There are no procurement implications arising from this report.

#### **6. Financial Implications**

- 6.1 Not applicable.

#### **7. Human Resources Implications**

- 7.1 Not applicable.

#### **8. Risk**

##### ***8.1 Risk Implications of Adopting the Recommendations***

- 8.1.1 There are no risks associated with adopting the recommendations.

##### ***8.2 Risk Implications of Rejecting the Recommendations***

- 8.2.1 There are no risks associated with rejecting the recommendations.

## 9. Integrated Impact Assessment (incorporating Equalities)

- 9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report, which identifies potential positive and/ or negative impacts and/ or areas that require further consideration. The IIA Summary Report is attached as Appendix 3 which includes information on any mitigating or follow-up action required.
- 9.2 A copy of the fully completed IIA can be accessed here: [Health and Social Care IIA](#).

## 10. Sustainable Development Implications

- 10.1 **Considering Strategic Environmental Assessment (SEA)** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## 11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## 12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to the South Ayrshire Local Outcomes Improvement Plan 2024-29.

## 13. Link to Shaping Our Future Council Yes No

- 13.1 The matters referred to in this report contribute to the Council's transformation priority area(s): our workforce; our technology; our delivery model and will deliver qualitative and quantitative benefits

## 14. Results of Consultation

- 14.1 A full consultation exercise has been carried out consulting with staff, service users, carers, elected members and the wider public and its contents reflect what we heard from this feedback.
- 14.2 Consultation has taken place with Councillor Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.
- 14.3 Consultation has taken place with the IJB, and the contents of this report reflect any feedback provided.

## 15. Next Steps for Decision Tracking Purposes

- 15.1 If the recommendations above are approved by Members, the Director of Health and Social Care Partnership will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Following agreement the new Strategic Plan will be published	26 June 2025	Director of Health and Social Care Partnership

**Background Papers**    **None**

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**Date:**    **18 June 2025**



**south ayrshire**  
health & social care  
partnership



# Integration Joint Board Strategic Plan 2021 - 31 (2025 refresh)



This document can be made available in a range of formats and languages, for more information please see the back page of this document.



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We have tried to keep the language in this Strategic Plan simple and easy for all to understand.

We have also created a glossary of some of our key terms which can be found here.

# Foreword

South Ayrshire Health and Social Care Partnership (HSCP) delivers a broad range of health, care and social work services across South Ayrshire. The HSCP is accountable to the Integration Joint Board (IJB) (comprising members of the council and the health board with input from carers, the people we support and our Third and Independent Sector partners). Ultimately the HSCP is answerable to the community of South Ayrshire.

In 2021 we published our bold ten-year ambition for South Ayrshire to improve outcomes and tackle health inequalities in the area. Over the past three years we have made good progress towards our ultimate vision of **“Empowering Communities to Start Well, Live Well and Age Well.”**

This new plan sets out the next phase of our ambitions and the actions we will take to deliver them. The HSCP depends on collaboration with the community and a range of partner organisations in the Third and Independent Sector to help us to deliver our objectives. Without the commitment and skills of numerous individuals and those organisations, the significant improvements

our teams have made would not have happened. It is a testament to SA HSCP’s radical and innovative approaches that we have come so far since 2021.

Throughout this document, we reflect on national policies and the ambitions of the council and health board, mindful of the need to take a whole system approach to service delivery with the specific interests of local citizens at our heart. With this principle as the foundation to all our work, you will see examples of the improvements delivered and the ambitious forward plans we have. As an example, we have continued the commitment to our ‘Wellbeing Pledge’ between the HSCP and our communities – and we will look to build on this with our Community Planning Partners.

Writing this at the end of my term as Chair of the IJB, I can honestly say that I have been proud to be involved with such ambitious, caring and innovative teams across all the services we oversee. SA HSCP is leading the way in Scotland and across the UK in delivering for the people we serve; and that, after all, is why we all do what we do.



A handwritten signature in black ink that reads "Linda Semple". The signature is written in a cursive style.

**Linda Semple**  
Chair of Integration Joint Board

# Director's Introduction

I am delighted to introduce our refreshed Strategic Plan for South Ayrshire Integration Joint Board and look forward to continuing to lead on its implementation. This plan covers our priorities for health and social care for the next three years, with a look ahead to what we will strive to achieve by 2031.

We must start by celebrating the progress we have made since the last Plan was published in March 2021. At the time we were operating in the very challenging and indeed uncertain landscape of the Covid 19 Pandemic. The Pandemic has had a significant impact on everyone's lives, since then we have worked flexibility, with our partners to refocus our priorities and adapt to the needs of the rapidly changing environment.

To deliver on our objectives we will build further on the integrated working of our health and social care teams while strengthening our partnership working with South Ayrshire Council, NHS Ayrshire and Arran, wider Community Planning Partners and our vital Third and Independent Sector. We aim to make the best collective use of our resources for the wellbeing of our communities.

The Plan sets out our vision for a continued partnership with communities and individuals so we can work together to achieve the best possible outcomes for the people of South Ayrshire.

We know that what we do is all about the strength of our relationships with our communities, staff and partners and only a whole-system approach will improve health and wellbeing outcomes for all in South Ayrshire.

In writing this Strategic Plan we have considered how we can streamline our thinking and align closely to our vision of **"Empowering Communities to Start Well, Live Well and Age Well."**

I look forward to working with you all as we collectively take steps in realising our ambitions over the new few years.



A handwritten signature in black ink, appearing to read 'T Eltringham'.

**Tim Eltringham**  
Director of Health and Social Care

# IJB Strategic Plan

2021-31








# Background

The South Ayrshire Health and Social Care Partnership brings together a wide range of community-based health, social care and social work services in South Ayrshire. Services are provided by the HSCP or commissioned by us from another provider.

In South Ayrshire, the HSCP delivers and commissions a broad range of services, which means that the HSCP is in contact with citizens at all stages of life.

Services delegated by South Ayrshire Council and the NHS cover:

-  Community Health and Care Services.
-  Allied Health Professionals.
-  Children's Health and Care Services.
-  Community Nursing.
-  Justice Services.

This means that our services work more closely together to deliver streamlined and effective support to people that need it, bringing together a range of professionals including social work, nursing and our allied health professionals.

All services are strategically driven by local and national priorities and full service details are provided within the [South Ayrshire Integration Scheme](#).

## What is a Strategic Plan and why do we need one?

Our Strategic Plan is underpinned by what our communities, staff and partners have told us they would like their health and social care services to look like in the future. In 2021, we identified seven Strategic Objectives which we will focus on, these objectives will guide our activities in the forthcoming years as we look ahead to 2031.

A number of policies and strategies at a national level have shaped our Plan as well as the local context in which we operate. The plan describes the various activities that will enable us to deliver on our Strategic Objectives.

In 2021, the HSCP published a long-term Plan covering the period up to 2031. The Act states we must review our Plan every three years. This new plan will cover the period from 2025-28.



## The Integration Joint Board (IJB)

The Public Bodies (Joint Working) (Scotland) Act 2014, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014 and this is the fourth Strategic Plan of the South Ayrshire Integration Joint Board (IJB).

The HSCP is governed by the IJB – a separate legal entity in its own right - which is responsible for planning and overseeing the delivery of community health, social work and social care services. The IJB is responsible for allocating the integrated revenue budget for health and social care in accordance with the objectives set out in its Strategic Plan.

The IJB includes members from NHS Ayrshire and Arran, South Ayrshire Council, representatives of the Third Sector, Independent Sector, staff representatives and others representing the interests of patients, service users and carers.

## Our Plan in South Ayrshire

Our 2021-31 Plan aims to provide a ten-year vision for integrated health and social care services which sets out objectives for the HSCP and how it will use its resources to integrate services in pursuit of national and local outcomes. This plan has been refreshed for 2025-2028 to ensure our strategic direction is both relevant, and reflects the needs and ambitions of the population of South Ayrshire.

In developing this Strategic Plan, we reviewed our performance against our previous priorities, developed a Strategic Needs Assessment and locality profiles, considered the emerging risks and consulted with people who use our services, our partners and our staff. This helped us to clarify our vision, values and strategic objectives that are detailed in this plan.

## Our Partnerships

The overarching aim of the HSCP is to work together with the citizens of South Ayrshire to improve health and wellbeing and support communities to be resourceful and supportive of family, friends and neighbours.

We cannot achieve this alone. We need to work with partner organisations (including the Third and Independent Sector) to enable citizens to take control and take responsibility for their

own health and wellbeing – understanding that ultimately, most people do not want to have to reach for our services. The long-term health and wellbeing of citizens will only be improved if communities, organisations and individuals work together to take charge of the health and care needs of its citizens in South Ayrshire. The HSCP will support you to lead healthier lifestyles while you take charge of your own physical and mental health and wellbeing.

We are looking at building a system which looks at ‘care’ not just as ‘healthcare’ and formal support services but one that encompasses and supports informal care, communities and their citizens as crucial parts of the system.

## Planning our services

Our engagement and relationship with South Ayrshire communities is supported by our six Locality Planning Partnerships, enabling us to deliver supports and services in keeping with local need.

To facilitate this, Locality Planning arrangements are established in six areas of South Ayrshire and these feed into our Strategic Planning Advisory Group (SPAG) which is a sub-group of our Integration Joint Board.

Where specialist services are managed by a ‘Lead Partnership’ on behalf of all three

Ayrshire based Health and Social Care Partnerships, this Plan will include reference to the vision and priorities for those services.

Local priorities agreed between this Partnership and the Lead Partnership will be reflected in the respective strategic plans of both bodies.

(More detail on our Lead Partnership arrangements are provided at Appendix 1).



# Vision, Values, Principles and the ‘South Ayrshire Wellbeing Pledge’



It is important for the HSCP to have an overarching vision statement and values, through the engagement activity which has taken place we have arrived at the following which will be our vision to 2031.

## Our Vision

Empowering communities to start well, live well and age well.

## Our Values

The following are the values to which our staff and those contracted by the HSCP, or who are stakeholders in it, will be expected to demonstrate:

### **We will be:**

- Empowering
- Respectful
- Compassionate
- Open

### **We will demonstrate:**

- Equality
- Integrity
- Ambition

## Our Principles

We will work with our staff – including with our trade union representatives – and our partners to develop a full understanding of and buy-in to what these values mean for our day-to-day work. The following principles bring these values to life. The HSCP will be encouraged to work together to develop these at a service / team / staff level:

- Provide joined up services to improve quality of lives.
- People will have access to good information and advice at pre-crisis points.
- Putting individuals, carer and families at the centre of their own wellbeing and care.
- Support and services will be co-produced – ‘doing with not doing to’.
- Providing timely access to services, based on assessed need, resources and a rights-based approach.
- Being evidence informed and driven by continuous performance improvement.
- Bureaucracy will be the minimum it needs to be.

## South Ayrshire Wellbeing Pledge

While the HSCP is ultimately here to serve the public and offer high quality services, if we are to truly shift to a focus on prevention and enablement, we need to work with the community to achieve our objectives – together.

We hope a strong relationship between the HSCP and the community can allow us to harness, empower and build on the amazing resilience, spirit and mutual support our communities displayed during the pandemic.

The HSCP will make use of existing routes into the community (such as our Locality Planning Partnerships (LPPs) and Champions Boards) to develop the notion of a ‘Wellbeing Pledge’ further and we will also explore how this can be strengthened with our Community Planning Partners.

We will ensure that we are engaging with and listening to people who use our services and with those who have lived experience to shape how we deliver services. We will also

work with the Third and Independent Sector and community organisations to include them in this new relationship.

The ‘Wellbeing Pledge’ was inspired by our engagement on the Strategic Plan in 2021, reflecting the notion of two parties (public services and the community) contributing to a common goal.



# Population and Needs Profile

To make informed decisions about our strategic planning and commissioning, we need to fully understand our communities which can be done using a range of population data as well as our own local intelligence. From the data, it is clear that South Ayrshire faces particular challenges of inequality and community vulnerability and we are determined to target our services at these challenges using the resources we have at our disposal.

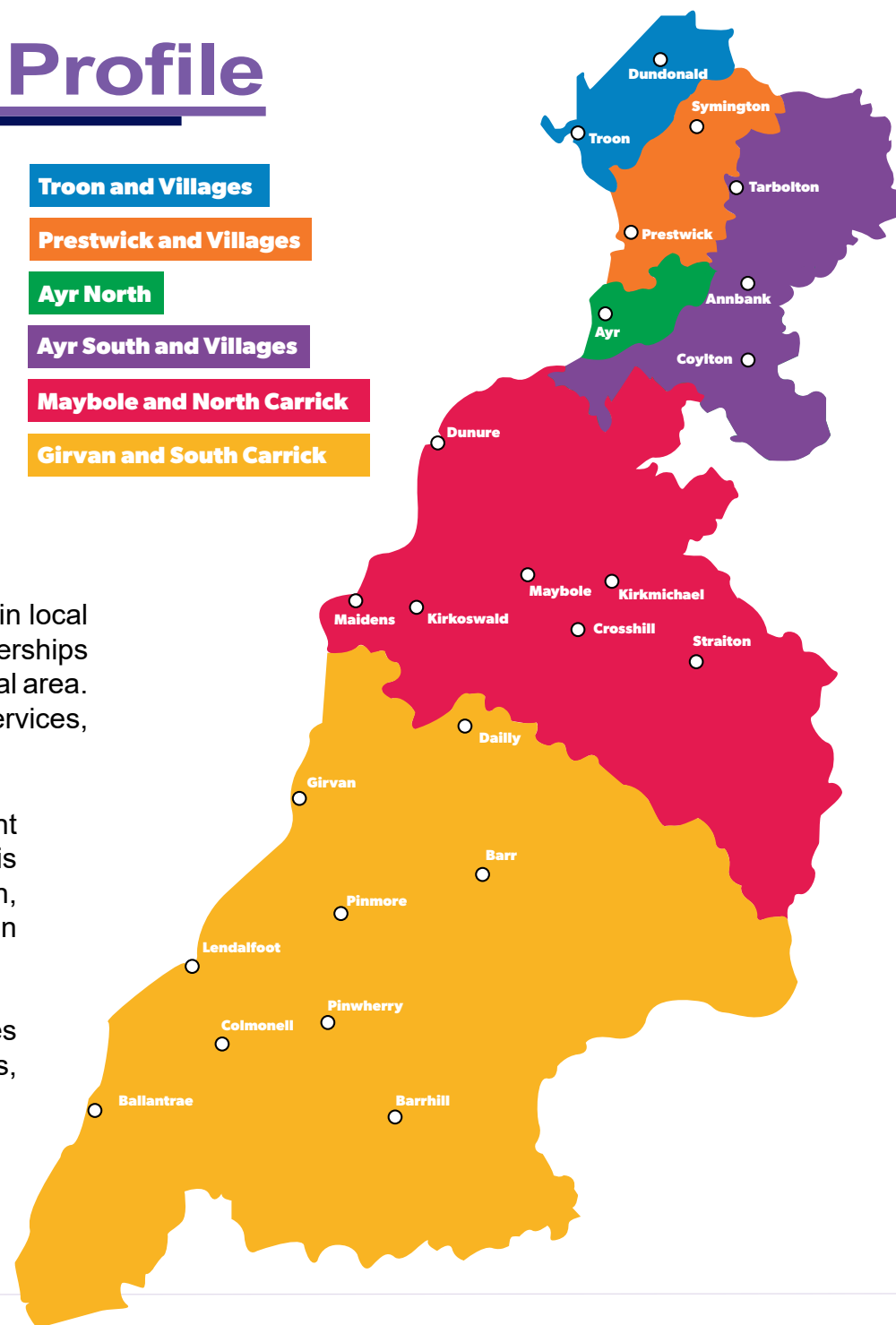
## Locality Planning

South Ayrshire is split into six localities.

The purpose of planning by locality is to ensure services are delivered in local communities according to their specific need. Locality Planning Partnerships (LPPs) are established in each locality with their own priorities for the local area. To support the assessment of need and decision making on local services, profiles of each locality area have been produced.

During 2022/23 the Integration Joint Board agreed funding for significant investment in the implementation of a new management structure. This includes the addition of three Senior Locality Managers for the North, Central and South areas of South Ayrshire, ensuring strong leadership in all six locality areas.

We have also seen some of our locality boundaries change. The localities affected by the boundary changes are Ayr North, Ayr South and Villages, and Prestwick. Previously the villages of Annbank, Mossblown and Tarbolton were part of the Ayr North LPP. They are now part of the Ayr South and Villages locality. In Prestwick, some smaller changes relating to areas around Heathfield and St Quivox have also seen their geographical coverage change.



## Inequalities

Each locality has its own unique strengths and assets, as well as its own challenges.

Severe deprivation continues to be concentrated around the Wallacetown, Ayr North, Lochside, Whitletts and Dalmling areas with Girvan, Barassie, Craigie, Kincaidston, Ayr Town Centre and Maybole also suffering deprivation.

By reducing inequalities, deprivation and the impact of poverty, we can make a long term improvement to the health of local people.



Around 1,700 people aged 16 and over in South Ayrshire were unemployed in the year ending December 2023. This is a rate of 3.7%.



The percentage of babies who are exclusively breast fed at 6-8 weeks has increased over the past year from 25.7% in 2022/23 to 29.5% in 2023/24.



This was a decrease compared with the year ending December 2022 when the unemployment rate was 4.2%.



This is higher than both Ayrshire and Arran (23.1%) and Scotland (28.3%) for the same period.

## Ageing Population

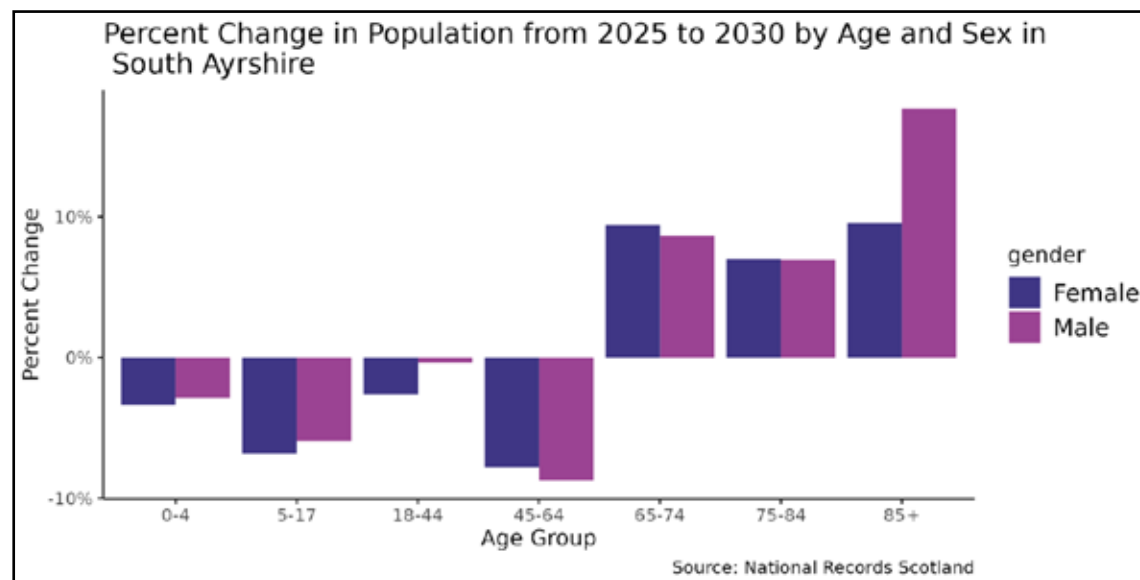
In South Ayrshire we have a significantly higher proportion of older people than across the rest of Scotland. Older people are valued members of our community and contribute so much to our society through volunteering and childcare for example.

We know we need to ensure that we are supporting people to grow older and live as independently and purposeful as they can.

The HSCP worked alongside our Community Planning Partners to develop an Ageing Well Strategy for South Ayrshire. This was launched on Tuesday 10th September 2024 and sets out how we will take steps to plan for our ageing population.



The number of people who are aged 65 and over is projected to increase over time within South Ayrshire. At the same time, the projected number of people aged under 65 is projected to decrease. Overall, the number of people who are aged 65 and over is projected to increase by 9% between 2025 and 2030.



As part of the Ageing Well strategy an Ageing Well Champions Board was created in order to bring the the voices of community into the discussion on how best to improve the health of our ageing population with a focus on prevention, early intervention and self help.

There has been great uptake in membership of this group since it's establishment and we have now got multiple Champions Boards which spread across our different locality areas.



## Shifting the Balance of Care

“Shifting the balance of care” is an objective for all of our services and for everyone we support: from childhood to old age.

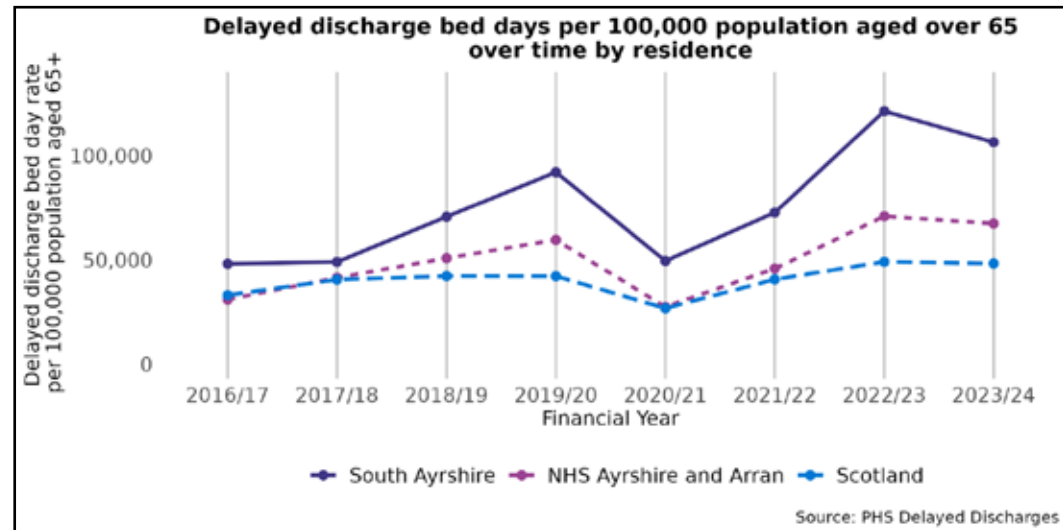
For older people’s services, a key priority that received concerted effort is bringing down delayed discharges.

A delayed discharge is defined by NHS Services Scotland as “a hospital inpatient who is clinically ready for discharge from inpatient hospital care and who continues to occupy a hospital bed beyond the ready for discharge date”.

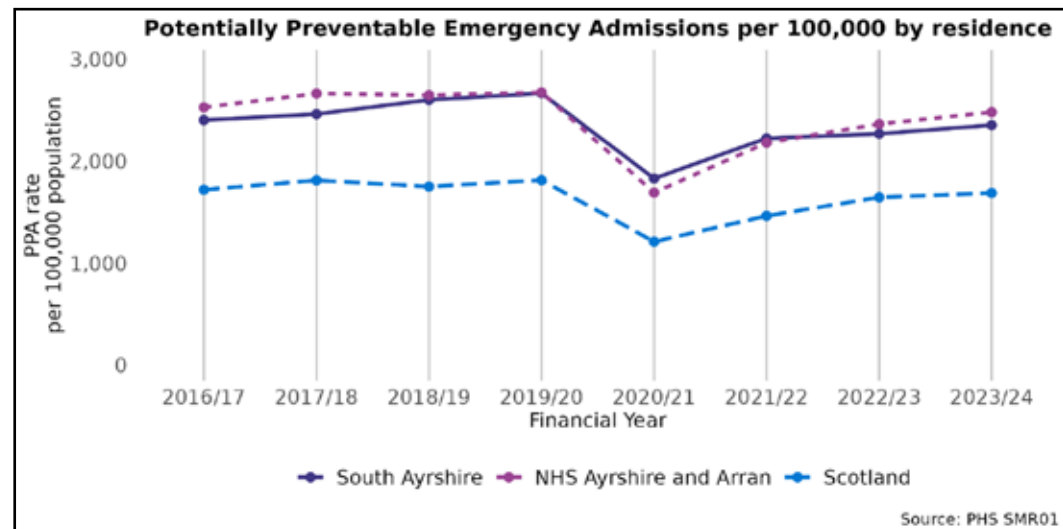
Reducing delays in discharge from hospital matters for many reasons, but most importantly it is almost never an appropriate place for someone to be if they no longer need hospital care. Time spent in hospital when medically fit is an unnecessary risk to health and welfare, involving risks such as hospital acquired infection and loss of mobility.

In children’s services “shifting the balance of care” is about our ambition to keep South Ayrshire’s children in South Ayrshire and within families wherever possible. This includes increasing the number of children and young people living within their own communities in South Ayrshire.

The number of delayed discharge bed days per 100,000 population aged over 65 has decreased between 2022/23 and 2023/24, however the rate for South Ayrshire is more than twice the rate for Scotland (106,635 and 48, 494 respectively).



South Ayrshire has a higher rate of potentially preventable emergency admissions in comparison to Scotland as a whole. For 2023/24, the rate for South Ayrshire was 2,357 per 100,000 population, compared to 1,691 for Scotland.



## Mental Health and Wellbeing

Mental wellbeing is closely linked to the influence and impact that structural and relationship inequalities play in the early years and across the life course.

We know that financial security, employment and location are influences that often have a bearing on these choices. Issues can develop when alcohol, smoking or drug use shape lives.



In 2023/24, 24% of people were prescribed medication for anxiety, depression, or psychosis in South Ayrshire HSCP.



This is an increase from 18.9% ten years earlier.



In 2022/23, the rate of alcohol-related admissions was 498 per 100,000 age-sex standardised population in South Ayrshire. This is a 51.9% decrease overall since 2002/03.



## Public Protection

The safety of South Ayrshire's citizens is fundamental to the work of the HSCP and its partners.

South Ayrshire Child Protection Committee and South Ayrshire Adult Protection Committee are the local strategic planning partnerships responsible for delivering continuous improvement in protecting children and adults at risk in South Ayrshire.



As of July 2023, there were 43 children on the child protection register. This is an increase from 22 in 2022. The rate of children on the child protection register per 1,000 population aged 0-15 was 2.5, which was slightly higher than the rate for Scotland (2.3).











In 2023/24, the rate of recorded crime was 503 per 10,000 population in South Ayrshire. This is lower than the rate for Scotland (550 per 10,000 population) and is 9% lower than the rate for ten years earlier.

## Equalities in South Ayrshire

A key consideration in the delivery of our local strategies is the Shared Ayrshire Equality Outcomes. Partners across Ayrshire work collaboratively towards the achievement of four equality outcomes whilst complying with the Public Sector Equality Duty in line with the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

South Ayrshire HSCP continues to be an involved and active member of the Ayrshire Equalities Partnership. In 2024, South Ayrshire Council launched a new Integrated Impact Assessment (IIA) Tool which replaces the traditional Equality Impact Assessments and Children's Rights and Wellbeing Impact Assessment. This has been created alongside the partnership and provides a comprehensive way to consider equalities when we are making changes or putting in place new strategies and plans. To allow South Ayrshire Council to increase opportunities for effective collaboration, and to also ensure that key local and national priorities are part of the decision-making process.

Our South Ayrshire Integrated Equalities Impact assessment (IIA) was developed to include The Promise, Child Rights and Wellbeing, Trauma Informed Practice, Our Ageing Population, Health and Wellbeing and Rurality. Within the IIA we have recognised 'Care experience' as a protected characteristic specific to South Ayrshire Council. Anyone introducing new policies, procedures, strategies, projects, and financial decisions whether working directly or indirectly with young people and their families will have to consider the Promise and acknowledge care as a protected characteristic as core to all new initiatives. We take our duty to reduce inequality seriously and it is critical that we assess the impact fully. The new IIA allows us to challenge the impact of change in a positive, inclusive way. South Ayrshire Health and Social Care Partnership (HSCP) will join South Ayrshire Council in adopting the new Integrated Impact Assessment. This reflects the HSCP's commitment to equalities as set out within this plan. The IIA will be fully adopted by the HSCP during 2025. The IIA will consider the following areas:

-  The impact of the proposal on different communities and groups of people.
-  Whether we are meeting the legal requirements in terms of Public Sector Equality Duty and Human Rights.
-  Whether we are meeting the legal requirements of ensuring that we are actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage (the Fairer Scotland Duty).
-  Whether we are meeting the legal requirements of assessing whether there is an impact on children's rights.
-  United Nations Convention on the Rights of the Child (UNCRC).
-  How the proposal will support our rural communities.
-  Recognising the impact that trauma can have on people's lives.
- 

# Local and National Policy Context

The HSCP operates within a complex system and evolving framework of legislation, regulations and national guidance that shape our responsibilities to the people of South Ayrshire and influence how we deliver our services.

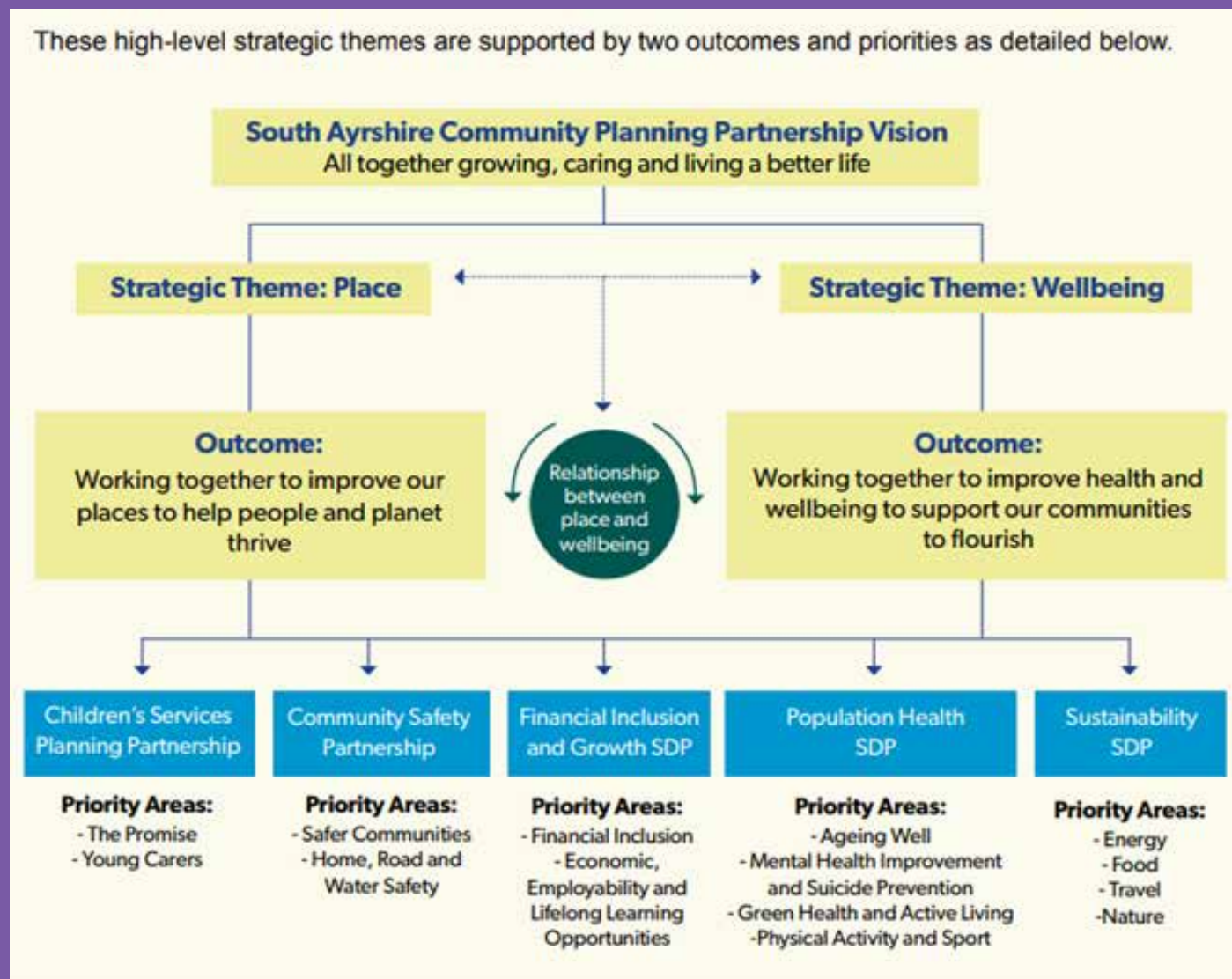
To provide the best possible care and support to our communities, the HSCP works closely with other organisations.

As a key partner of the Community Planning Partnership (CPP), we work with other services to deliver on priority areas set out in the [Local Outcome Improvement Plan 2024-29](#).

The Local Outcome Improvement Plan (LOIP) has two strategic themes of Place and Wellbeing.

This is achieved through five workstreams including: Childrens Services Planning, Community Safety Partnership, Financial Inclusion and Growth Strategic Delivery Partnership, Population Health Strategic Delivery Partnership and Sustainability Strategic Delivery Partnership.

The strategic themes are detailed in the diagram to the right:



The HSCP works together with the CPP to take forward work areas collaboratively and are a key member of the Population Health Strategic Delivery Partnership. Areas of focus include Ageing Well and Mental Health Improvement including Suicide Prevention.

The HSCP, alongside community planning partners, work together to achieve the strategic priorities set in the [Children's Services Plan 2023-26](#). The priority areas within the plan are The Promise and Young Carers. This is monitored by the Children's Services Planning Group.

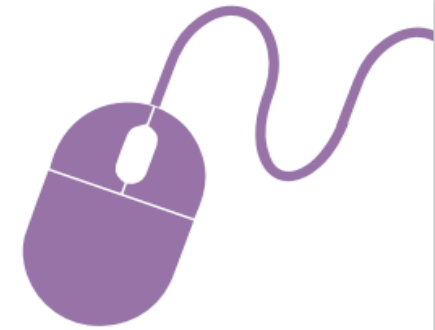
The HSCP is a key partner of Community Justice Ayrshire, which works to jointly plan and deliver improved outcomes for people within the justice system, their families and victims. Community Justice Ayrshire do this by delivering the [Community Justice Outcomes Improvement Plan 2024-29](#) which sets out our shared commitments for Ayrshire and outlines the work we are taking forward.

The HSCP is also a key partner in South Ayrshire Alcohol and Drugs Partnership (ADP). We will support the ADP in delivery of the [South Ayrshire Alcohol and Drug Strategy 2023 – 2026](#) 'Recovery is Reality' to ensure individuals, families and communities are able to build on their strengths and assets to help reduce the impact of alcohol and drugs on the population of South Ayrshire.

To deliver on the commitment in the [South Ayrshire Council Plan 2023-2028](#), the HSCP works alongside Council colleagues to improve outcomes of people living in South Ayrshire

[Caring for Ayrshire](#) is the strategic transformation programme that will build on developing an integrated health and care service model. This model will look at all aspects of health and care from birth, to end of life, with citizens being at the heart of the proposals ensuring our future services consider the changing population demographics (e.g. ageing population and increasing inequalities, particularly as a result of poverty) and the other key drivers as outlined within this document that impact on service needs.

The HSCP have developed a number of their own strategies that set out how we will deliver on the vision of the strategic plan at more local level with our services. These can be found on our website [here](#).



Age Well: Dementia Strategy 2024-29

Live Well: Adult Mental Health and Wellbeing Strategy 2024-29

Digital Strategy 2024-29

Communications Strategy 2024-29

Independent Advocacy Plan 2024-29

Ageing Well in South Ayrshire Strategy

Children and Young People's Services Plan 2023 -26

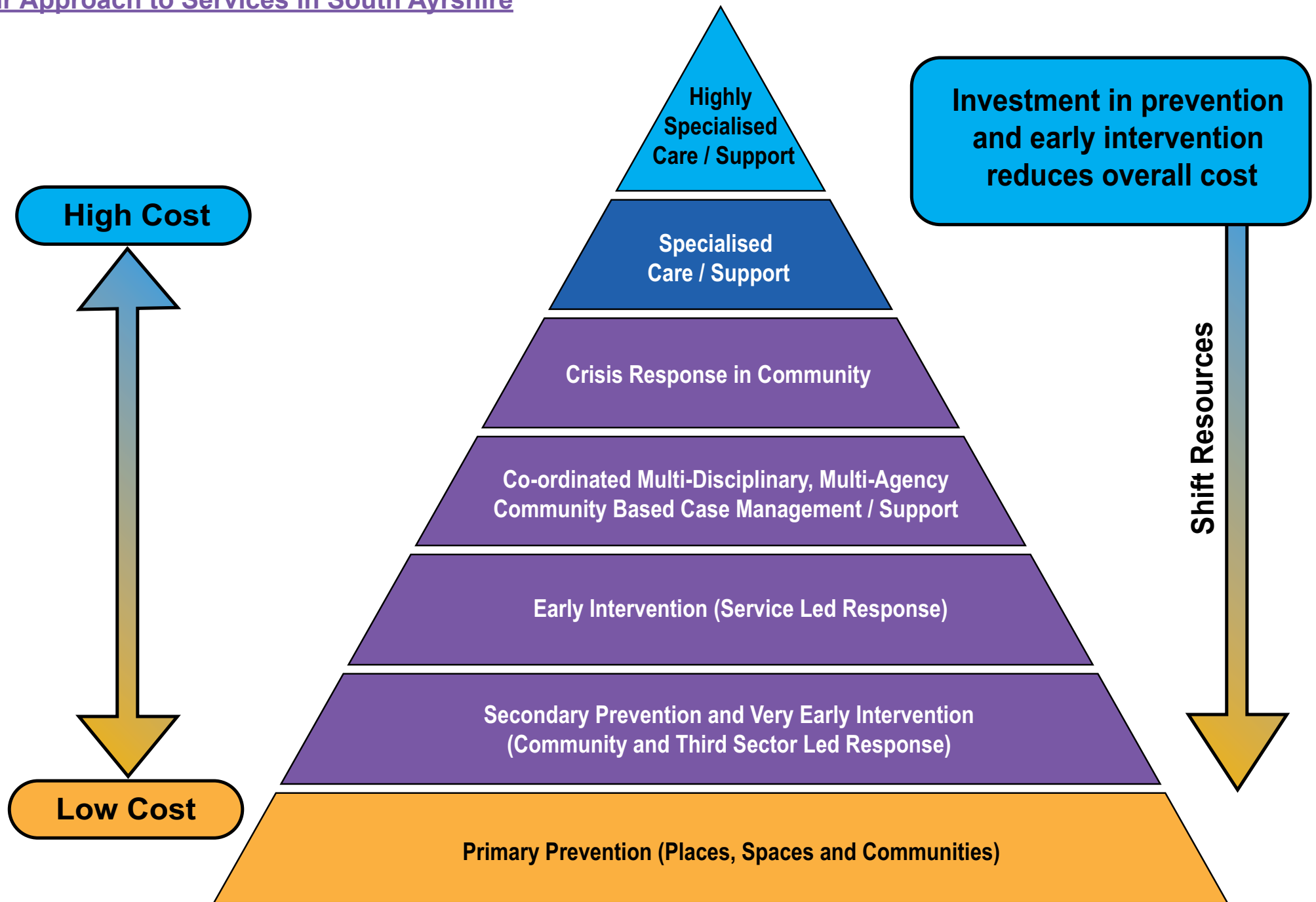
Learning Disability Strategy 2022-27

South Ayrshire HSCP Workforce Plan 2022-2025

South Ayrshire's Parenting Promise 2021-30

Underpinning the delivery of these strategies, is the Shared Ayrshire Equality Outcomes. Partners across Ayrshire work collaboratively towards the achievement of four equality outcomes whilst complying with the Public Sector Equality Duty in line with the Equality Act 2010 and the Equality Act (Specific Duties)(Scotland) Regulations 2012.

## Our Approach to Services in South Ayrshire



## Getting It Right For Everyone (GIRFE)

Getting It Right for Everyone (GIRFE) is a multi-agency approach to health and social care support and services from young adulthood to end of life care. It was a programme of work, co-designed by the Scottish Government, Health and Social Care Partnerships, and the people of Scotland.

South Ayrshire HSCP was a partner in this programme of work which included the co-design of a [national toolkit](#), focused on developing a 'Team Around the Person', which can help support the move towards a person-centred approach to care and support in Scotland. In South Ayrshire this involved working collaboratively with people with lived experience, lived expertise, and professional experience to inform the final toolkit.

Moving forward we will utilise the GIRFE toolkit and principles into our wider programme of work including Team Around the Locality and the ongoing development of Connect South Ayrshire. Ensuring the GIRFE approach and principle has synergy with our other workstreams will support our objective to deliver a preventative, consistent and individualised approach to health and social care support delivery.



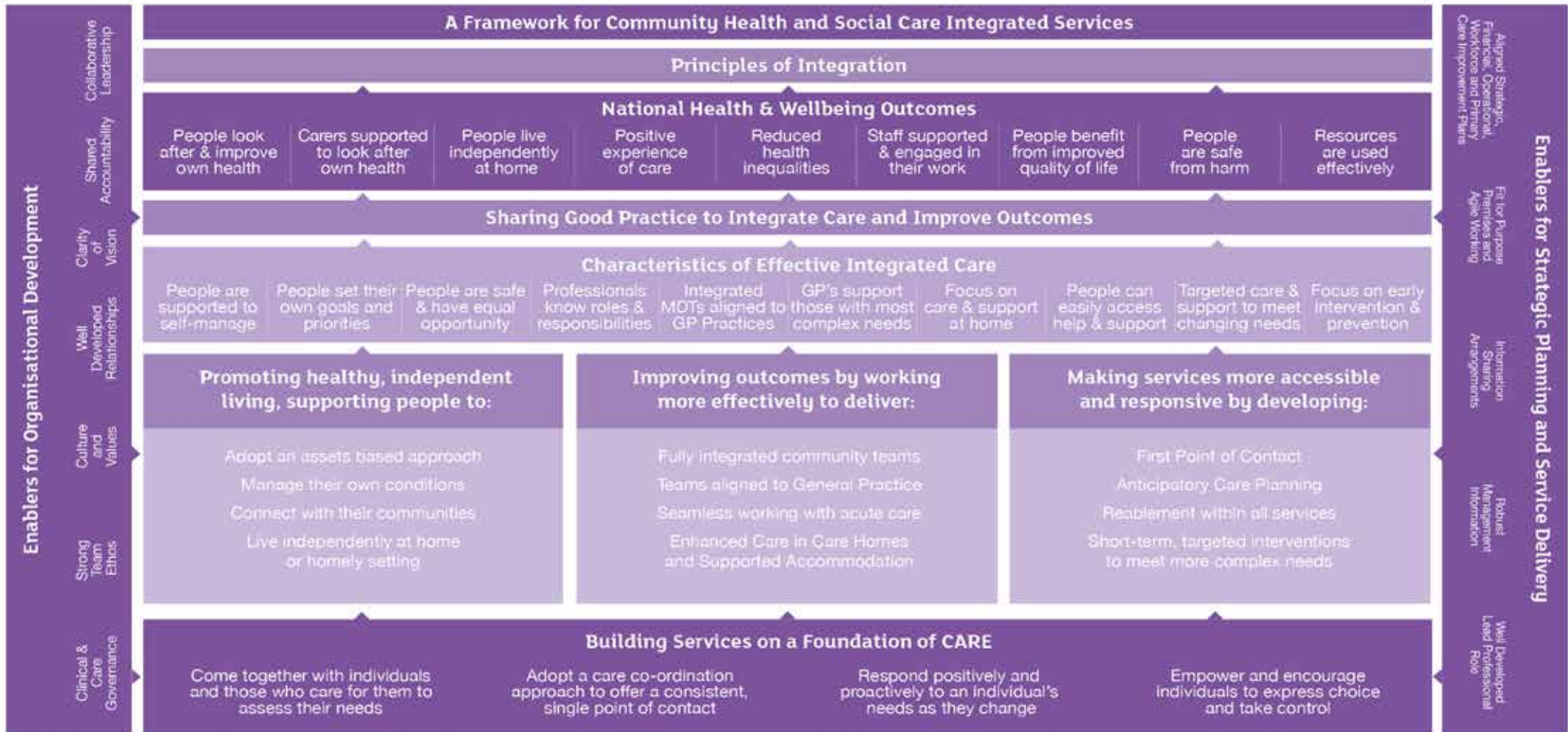
## National Policy

On a national level we must consider:

- ❧ Public Bodies (Scotland) Act 2014 Carers (Scotland) Act 2016
- ❧ Community Empowerment (Scotland) Act 2015
- ❧ Equalities (Scotland) Act 2010
- ❧ National Care Service
- ❧ Scotland's Digital Health and Care Strategy
- ❧ The Promise
- ❧ Scotland's Public Health Priorities
- ❧ Primary Care Improvement Programme
- ❧ Social Care (Self Directed Support) (Scotland) Act 2013 (and Framework of Standards)

We will also incorporate the Framework for Community Health and Social Care Integrated Services (see next page) into our work.

# Framework for Community Health and Social Care Integrated Services



# Challenges and Opportunities



As with other Health and Social Care Partnerships across Scotland, South Ayrshire HSCP was born into a context of significant demographic and financial challenge. Some of these challenges are Scotland-wide but some are more pronounced in South Ayrshire given our particular composition and geography. The data presented previously, combined with our own intelligence can be distilled into the following challenges and opportunities:

## Nationally there remain challenges in relation to:

- ❖ The demand for health and care services arising from the ageing of the population.
- ❖ A developing crisis in mental health and wellbeing and continued increases in suicide and drug-related deaths. The recovery from Covid-19 as well as

the long-term impacts on our mental health and physical health.

- ❖ The constraints associated with limitations of finance.
- ❖ The concerns matching workforce supply with increasing demand in health and care disciplines.
- ❖ Long-standing ICT issues, particularly with non-integrated systems within health and between health, care and others.
- ❖ The need to develop planning within the context of reducing carbon emissions in line with the Scottish target.

## Locally there remains challenges in relation to:

- ❖ South Ayrshire's dependency ratio is the highest in Scotland and this provides challenges in relation to service demand, finance and workforce supply.
- ❖ There are challenges associated with the current NHS estate and ICT infrastructure as more advanced service models emerge.
- ❖ There are barriers relating to digital exclusion that we must overcome in order to modernize services.

## Opportunities

There are many opportunities in South Ayrshire and offer us the ability to improve the services we provide.

- ❖ We have a committed and dedicated workforce as well as a resilient and engaged community.
- ❖ We have a strong partnership with our Third and Independent Sector and we have great examples of integrated working. This commitment is demonstrated in the 'South Ayrshire

Third Sector Interface and our South Ayrshire HSCP Partnership Agreement'

- There is a stronger and more strategic plan for investment in the area via the Ayrshire Growth Deal – and linked to this is Community Wealth Building initiatives.
- There are opportunities to deliver services differently with a focus on outcomes and co-produced by people using services as emphasised by the Independent Review of Adult Social Care and The Promise.
- The Caring for Ayrshire programme recognises that change is needed locally, regionally and nationally to develop health, care and wellbeing for the benefit of our communities.
- There is also significant investment and vision around transforming the way that we currently deliver services in both Children's Health, Care and Justice services and within Community Health and Care Services.
- The challenges brought about by the Covid-19 pandemic accelerated reform in how much of our work is delivered, such as: greater use of remote working for staff, access for patients through technology including the use

of NearMe videoconferencing for teams and a large community-based mobilisation as well as increased self-management. There has also been less dependence on physical spaces and reduced bureaucracy for information sharing and other technical challenges.

- There has been a greater focus on partnership working in South Ayrshire, particularly with our Community Planning arrangements and the progressing of priority work in relation to collective priorities (e.g. our approach to Ageing Well in South Ayrshire) and in relation to our focus on inequality through shared work directed towards our Ayr North locality. Building on the greatly improved approach to integrated children's services there are growing partnership relationships with Council departments such as Housing, Leisure, Community Learning and Development and Trading Standards, as examples. The Alcohol and Drug Partnership and arrangements for Public Protection are other examples.
- A clearer focus on the link between health and housing/homelessness. Housing Contribution Statement –of which is appended – bears witness to aligned priorities and joint working. We

have used this opportunity to consider how we 'plan for prevention' in relation to housing and meeting the housing needs of our Ageing Population in the future.

- The partnership with local primary care providers not least that with General Practice as set out within the Primary Care Improvement Plan and the investments that will grow Multi-disciplinary Team working around the Practice.

As well as the above a key opportunity is the considerable local assets that are available to us locally including our local area with natural, historical, and cultural assets and a transport infrastructure with good connections across Scotland.

We also have communities who are willing to play their part and have great examples of volunteering across life stages and in all communities.



# Our Journey to 2024

As a HSCP we have come a long way in working towards our vision since the last Strategic Plan was implemented in March 2021. A report taken to our Integration Joint Board in June 2024 set out some of our key achievements since our Strategic Plan was agreed in March 2021. The full report can be found [here](#).

It is impossible to capture all of the work that has taken place, below are a few case studies of work progressed since 2021:

## **Belmont Family First**

Belmont Family First Service was first introduced as part of a pilot project and was developed to support South Ayrshire to meet the aspirations of The Promise, Scotland's Independent Care Review, and our ambition that Children and Young People of South Ayrshire will Grow Well, Live Well and Age Well. Based on the Ten Principles of Family Support, the team delivers a family centred approach to early intervention and prevention.

The service received permanent funding in December 2022.

Belmont Family First Service is based in Belmont Academy and works in partnership with education, health, and community partners. The team offers support to young people and their families from Belmont Academy and the cluster primary schools. The aim of the service is to reduce the number of referrals to statutory services by providing early intervention and direct support to families. The support is timely and responsive, empowers families to strengthen their relationships, grow together, develop resilience, and reach their full potential. The team embrace a strength based, family centred approach and utilise a nurturing family-based approach as well as Signs of Safety and Safer Together models.

Belmont Family First Service actively support families who are struggling with the cost-of-living crisis and associated challenges such as food, fuel, and digital poverty. Since the service commenced the team have supported families to access over £16,410.28 in funding.

Due to the success of the model, this is now being rolled out across other school clusters in South Ayrshire.



## Young Carers in South Ayrshire

The Young Carers Strategy 2021 – 2026 sets out our local response to the statutory duties (responsibilities) of the Carers (Scotland) Act 2016 - which is a law that says what support must be given to carers, including young carers.

A Young Carers Officer was appointed in 2022 to drive the strategy and to take forward the actions identified to support our Young Carers including awareness raising and creating opportunities for young carers in South Ayrshire.

The Young Carers Strategy has the following three strategic themes including I am safe, healthy, and active, I am nurtured, achieving and respected and I am responsible and included.

In 2023, 'The Weekend' film was developed from a group of young carers' own personal experiences. The young people learned how to express and share in a safe environment and had the courage to open up about real issues as the project progressed. This, in turn, led to the development of a realistic storyline.

The young carers learned how to research a story, build a storyboard, and devise a piece of dramatic fiction based on this. The group learned to develop and produce a film practically, using professional film making equipment.

The project culminated in a night of celebration of the young people's achievements, A Night at the Oscars, which provided a local platform to raise the profile of young carers. The young carers involved in the project participated in a Question-and-Answer session and the event attended by almost 300 people.

The Weekend, has since won a number of awards. This has contributed to the awareness raising reach of the film due to wide-spread media coverage online, in printed press and national radio.

## Core and Cluster Housing Model

South Ayrshire HSCP have developed a housing model, Core and Cluster, for both Mental Health and Learning Disability service users who require additional support with housing, enabling people to live independently in their own homes and be active participants in their own communities.

We have seen a significant increase in demand for this type of housing over the last 4 years.

We received keys to the new Ayr housing development at Fort Street in March 2022. Fort Street has been developed in partnership with South Ayrshire Council's Housing team to provide a new supported accommodation facility. The accommodation has been specifically designed for adults with physical and mental health illnesses in South Ayrshire. This is just one example of developments introduced during this period through our new Core and Cluster Model.

The development consists of eleven 1-bedroom properties offering modern accommodation in the heart of Ayr town centre. Each new home has been designed to suit the needs of the individual, helping to support residents in a way that promotes independence as well as reducing risk.

## Learning Disability Strategy 2022-27

The South Ayrshire HSCP developed the new Adult Learning Disability Strategy in August 2022 to ensure that organisations operating in South Ayrshire were able to meet the principles set out in the National Strategy for Learning Disability - The Keys to Life. The strategy focuses on empowering people with Learning Disabilities to have: a healthy life, choice and control, independence, and active citizenship.

This strategy is a bold five-year vision to ensure people with learning disabilities in South Ayrshire can achieve their full potential. The strategy was informed by engagement with service users, families, and carers, as well as with staff from organisations from across the sectors currently engaged in supporting people with a learning disability.

These included the League of Champions, a group of people who have come together from across South Ayrshire to champion the rights of people living with a learning disability, made up of service users, family members and staff. Supporting this piece of work our new league of champions continue to work with the HSCP to embed the principles of the strategy into practice.

## Team Around the Locality

Team Around the Locality (TATL) is a key development enabling the operational implementation of the ambitions set out in the IJB Strategic Plan.

The model aims to deliver information, advice and support through a strength-based model to individuals and carers. Successful implementation of the TATL model requires several key elements: empowering leadership, a clear vision, defined roles, effective local operational arrangements - all of which are supported by an enabling infrastructure.

During 2023 Senior Managers and Professional Leads for each locality were appointed to new posts and there was a period of engagement with local communities and stakeholders. The output from the TATL engagement informed the development of new Locality Plans for each of the six localities during 2024.

The development of community front doors that provide the right information/support from the right person at the right time are key to the success of the TATL model. This is to ensure timely access to information, advice and support. To embed this our vision was to integrate hubs in communities acting as convenient points of access for individuals seeking support.

From this we have developed Connect South Ayrshire alongside our Third Sector Interface VASA, which bring together a streamlined approach to accessing information online via a website, via telephone and through in person hubs in each locality. Our first Connect Hub opened in Ayr on 1st November 2024 and is a convenient point of access for individuals seeking information, advice and various support services such all in one place. This will continue to develop across other localities with further hubs opening in 2025 as we strive to ensure we meet people at the right place and at the right time.

## Ageing Well in South Ayrshire

South Ayrshire has one of the oldest populations in Scotland. It is therefore fitting that the HSCP has been working with South Ayrshire Council and VASA to establish us as one of three Age Friendly Communities in Scotland. The work to develop an Ageing Well Strategy began in June 2023, bringing together key stakeholders from SA HSCP, Community Planning Partners, and Third Sector. Over the course of 2023, three Ageing Well Champions Boards have been established in Girvan, Ayr, and Troon.

A period of significant engagement was undertaken to inform the strategy which was co-produced with our Champions Boards and Community Planning Partners.

The strategy and action plan was launched at an event held at Ayr Gaiety on Tuesday 10th September 2024.

An Ageing Well Programme Officer has been appointed to take forward the actions identified in the strategy and progress will be reported via the Community Planning Board.



## Annual Performance Reports

There is much work that takes place each year as we move towards achieving our strategic objectives and it is impossible to highlight all of the good work which takes place every day. There is further detail and more examples of specific service led activities and progress demonstrated in our Annual Performance Reports which are published each year. The reports can be viewed [here](#).

The Scottish Government requires an annual report to be prepared by the Chief Social Work Officer (CSWO) which details the service quality, performance and key challenges of statutory social work services. The latest report can be found [here](#).

# Listening to you

In preparing this Plan, we have met with as many of you as possible in order to allow your views and opinions to shape what we do and how we do it.

This Strategic Plan has been developed by engaging and consulting with our staff, partners, and the communities we serve. This feedback along with the responses from our survey questionnaire, Strategic Needs Assessment and locality profiles has given us an understanding of local perspective and things that matter to people. The process of engagement led to revising and re-drafting of the plan to fully reflect what staff, our partners and communities were telling us. We believe that the plan is now much richer, thanks to the many helpful contributions we have received throughout the development process.

We will continue to seek out the voices of local people when reviewing and updating this Plan. Our initial engagement exercise began in August 2024. A number of methods were used to engage with stakeholders to inform the refresh of the Strategic Plan.

We developed a survey to find out what matters to our stakeholders in terms of health and social care in South Ayrshire.

The survey was targeted at the public and communities, the Third Sector and provider organisations and children and young people. The survey was shared with all of our internal and external networks and promoted on social media.

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We have produced a separate engagement and consultation report which sets out what we heard from the public, children and young people and people who use our services. This can be found [here](#)

.....

We want to build on the engagement that has already taken place and ensure that your views are constantly shaping the way services are delivered by the HSCP.

The Independent Review of Adult Social Care and The Promise emphasise the value of shaping services with the people who use them, their families, and carers. We will ensure that we are communicating effectively and in a variety of accessible ways. We need to know what is working and what is not working so we can make changes.

In 2024 we published a new [Communications Strategy 2024-29](#) for the HSCP. Effective communication is at the very heart of achieving our vision. A key objective of the strategic plan is for the HSCP to be transparent and listen to our communities.

The Communications Strategy sets out how we plan to use communications to keep our communities, our staff and our partners up to date with work being taken forward by the HSCP. This includes improving access to information, celebrating success, providing opportunity for engagement and raising awareness of the fantastic services and support available in South Ayrshire.

We will work on delivering a new Engagement Plan for South Ayrshire HSCP to help guide and inform consultation activity in the future. This will provide us with a framework on how we can improve our engagement with those who do not traditionally take part and provide direction on how best we can engage with communities. In doing so, we will ensure our engagement activity is aligned closely with South Ayrshire Council and NHS Ayrshire and Arran.

# Strategic Objectives to 2031

In 2021, we were ambitious in setting strategic objectives that can lead us to improving outcomes over the next ten years, we remain committed to these and can evidence progress being made.

As set out above, we are mindful of the fast-changing landscape in which health and social care services are operating, however we want to commit to a long-term horizon for our ambitious objectives.

Our Strategic Plan 2021-31 sets out seven strategic objectives for 2031. This document explains how we arrived at these objectives and how we will achieve them. During 2024 we have carried out engagement with our communities to ensure our objectives are still relevant and reflective of the needs of the people in South Ayrshire.

These strategic objectives will continue to drive the services provided and commissioned by the HSCP and are based on the engagement and conversations we have had with our partners and the community as well as reflecting existing commitments across the Council, the NHS and the broader Community Planning Partnership.

To achieve the priorities a range of activity is planned or underway. During the life of the Strategic Plan there will be further activity that emerges which the HSCP will deliver with its partners. All of the activity which is progressed will be relevant to one or more of the Strategic Objectives and will contribute towards meeting the national health and wellbeing outcomes set out by the Scottish Government.



We make a positive impact beyond the services we deliver



We focus on prevention & tackling inequality



We nurture & are part of communities that care for each other



We work together to give you the right care in the right place



We are transparent & listen to you



We help build communities where people are safe



We are an ambitious & effective Partnership

The activities we will undertake in South Ayrshire are informed by a number of factors:

- ❖ What people have told us is important to them. Many of the comments our stakeholders have made during the development of this Plan have influenced our objectives and our activities.
- ❖ Information that is routinely collected through the HSCP's performance management arrangements (such as locally defined performance indicators) and the national integration indicators. These help tell us where there are issues that need to be addressed in local operational performance and progress with integration.
- ❖ Information on the population profile of South Ayrshire from a wide range of sources including our Strategic Needs Assessment, provided by Public Health Scotland.
- ❖ Financial resources available to carry out the activity to meet our priorities.
- ❖ The following sections provide examples of what has influenced the content of this Plan and the activity that will be progressed. More examples of activity to be progressed is located on our website and will be kept under review during the lifetime of the Plan to ensure that we adapt to an ever-changing world.



## How Will We Get There and How Will We Know?

This section outlines some of the key, high-level actions we will take to achieve each of our strategic objectives, looks at how we will measure our progress against these objectives and sets out how this will relate to the South Ayrshire Wellbeing Pledge.

The Strategic Objectives have a ten-year horizon to 2031, but we understand these are uncertain times in which to be planning health and social care services so we will revise our operational and financial plans to adapt to changes in national policy and local context.

Building on these strategic objectives and reflecting where we are as a partnership, we will also be developing and publishing a range of supporting strategic documentation over the coming months, including a revised Adult Carers Strategy and Older People's Service Plan.

Underpinning all of the work we are undertaking in South Ayrshire, is our vision of **“empowering our communities to start well, live well and age well”**.



## Our Approach to Planning in South Ayrshire

In South Ayrshire, our Local Outcome Improvement Plan and the Health and Social Care Partnership's Strategic Plan are supported by Service Improvement Strategies/Plans and Team Plans to ensure that a 'golden thread' is in place to support delivery of Community and Partnership visions, strategic objectives and strategic outcomes.

We have a tiered approach to planning how we develop our strategies and plans. This means that we organise our planning across four different levels; Community Planning Level, Partnership Level, Service Level and Team Level.

The diagram to the right illustrates the 'golden thread' of key planning documents and how we link strategic high-level plans to each Team and valued member of staff.

As a previously stated, we are committed to our vision of "empowering communities to Start Well, Live Well and Age Well". This links to the outcomes of Place and Wellbeing identified by our Community Planning Partners and is at the heart of our Local Outcome Improvement Plan, which combines and focuses our joint resources towards achieving this.





## Objective 1: We focus on prevention and tackling inequality.

**As we move towards 2031, our services will continue to be targeted towards early intervention and preventative work. This, of course, means keeping people out of hospital and supporting people early to prevent them reaching our services. We will also continue to work to tackle the root causes of health inequalities, including poverty.**

### How Will We Get There?

We will work with our Community Planning Partners to tackle child poverty through [South Ayrshire's Child Poverty Strategy 2024-29](#). We will play a key role in developing opportunities for and make significant investment in our most economically deprived communities such as Ayr North and promote social justice. We will work with children and young people and their families to support them to be effective contributors and not engaged in offending behaviours.

The Family Nurse Partnership programme will work 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. We will continue our work in tackling social

isolation and improving mental wellbeing, ensuring we are working closely with our partners, particularly our Third Sector colleagues. We will better understand and address disparity in outcomes based on protected characteristics including ethnicity and gender.

### As we move towards 2028 we will focus on:

- Delivering improvement in the priority areas identified in the [Children and Young People's Service Plan 2023-26](#): The Promise, Families, Voice, Healthy, Included and People.
- Progressing our [Independent Advocacy Plan 2024-29](#) which we launched in June 2024 to ensure people in South Ayrshire have their voice heard, can express their needs, make informed decisions, and have their rights and interests protected.

- Working with our Community Planning Partners to embed the new Integrated Impact Assessment tool within the HSCP which will improve the way we consider the impact our decisions have on people as we prepare our strategies and make changes to our ways of working.
- Broadening the work of the [Social Isolation and Loneliness Strategy 2019-2027](#) alongside our Community Planning Partners and led by Public Health to ensure a wider impact.
- Delivering on our ambitious [Ageing Well Strategy for South Ayrshire](#) published in September 2024.
- We will develop a Health and Care Service Plan which will focus on how services will be shaped to support our approach to Ageing Well in South Ayrshire. This will complement the ambitions set out in our Ageing Well Strategy.
- We will focus on working with health and care services to deliver preventative and pro-active care by focusing on prevention, early intervention and self-management of health conditions to improve overall wellbeing.



## **Objective 2: We nurture and are a part of communities that care for each other.**

**Community resilience and the support of carers, parents, peers and social networks are fundamental to helping us improve health outcomes – it is not all about what services can deliver ‘to’ the people we support. Not everyone who uses HSCP services chooses or wants to – they may even be bound by legal measures – but when we do provide support, we will ensure that the service we provide is compassionate and honest.**

### **How Will We Get There?**

We value and support unpaid carers in their caring role and ensure they have a voice, including in the commissioning of services. We will support them to be able to take a break from caring and to look after their own health and ensure that unpaid carers are not defined by their caring role. Building on our commitment to putting Families First, and our Whole System ethos we will take a locality-based approach to supporting communities to be resilient and the HSCP being at the heart of communities supporting one another, including keeping South Ayrshire’s children within South Ayrshire and in families wherever possible and offering more support to Kinship and Foster Carers.

We will work with partners to build capacity within the community and, in particular, the HSCP will take a proactive approach to

improving mental wellbeing across South Ayrshire. In collaboration with our Community Planning Partners, we will continue to work on place-planning to build resilient and empowered local communities.

### **As we move towards 2028 we will focus on:**

- Developing a new Adult Carers Strategy which is forward thinking and co-produced with unpaid carers to set the direction for the next five years in South Ayrshire.
- Continued work with Community Planning Partners to embed our Corporate Parenting duties and implement the foundations of The Promise through our [Corporate Parenting Plan 2021-30](#).
- Considering options to work with our colleagues across South Ayrshire Council

and NHS Ayrshire and Arran to progress the development of a Living Well Village in Ayr Town Centre.

- Working towards the commitments set out within [South Ayrshire Adult Learning Disability Strategy 2022-27](#) which was designed to ensure that organisations operating in South Ayrshire are able to meet the principles set nationally and enable people to increase choice and control, independent living and active citizenship.
- Continuing our sector leading work for Young Carers in South Ayrshire through various programmes of work set out in our [Young Carers Strategy 2021-26](#), and co-producing a new strategy with our young carers.
- Develop trauma informed therapeutic services for children looked after in Foster and Kinship Care, including the continuation of the Play Therapist role and enhanced training to reduce the number of family care break downs.



## **Objective 3: We work together to give you the right care in the right place.**

**This objective is about continuing to shift the balance of care, ensuring people are supported within the community wherever that is possible rather than in a hospital or institutional setting. This will improve outcomes for our citizens and help us to contribute to national policy as well as the Caring for Ayrshire vision.**

### **How Will We Get There?**

This will involve further promotion of independent living, choice and control, and aspirational support instilling an enablement and 'Home First' ethos promoted by our professionals, collaborating with the Third and Independent Sector, service users and carers to design and commission appropriate models of service to deliver on this commitment. This will include our comprehensive reviews of Care at Home and Learning Disability services.

We will continue our focus on bringing down delayed transfers of care, to get people to the right place for their care needs in South Ayrshire with constant oversight of local performance. We will keep South Ayrshire's children in South Ayrshire (reducing out with authority placements) and within families wherever possible.

We will work with our housing colleagues to ensure that people are in housing to best meet their needs, including children and young people. In addition, we will support people to die with dignity in a place where they feel most comfortable.

### **As we move towards 2028 we will focus on:**

- Continuing with our focussed effort to address the number of Delayed Transfer of Care in South Ayrshire using innovative and forward thinking measures such as through the delivery of our Ageing Well strategy.
- Continuing to embed a new locality structure within adult services whilst delivering and continually improving our new Locality Plans for South Ayrshire which align to our Strategic Plan.

- Developing our new Connect South Ayrshire model which will see us open community hubs across each of our localities. We will progress our new single number telephone line to access our services and continue to develop our new Connect website alongside our Partners.
- Leading a comprehensive strategic review of rehabilitation in South Ayrshire led by Allied Health Professionals.
- Delivering our new [Mental Health](#) and [Dementia](#) strategies published in December 2024.
- Continuing to optimise health and care services delivery over the next 20-30 years across Ayrshire and Arran through Caring for Ayrshire.
- Delivering and embedding the Safe Staffing Act within our services in South Ayrshire.
- Producing a Technology Enabled Care Plan for South Ayrshire to support delivery of our [Digital Strategy](#) which sets out how we will use technology differently in future to support people to live more independently for longer.



## **Objective 4: We help to build communities where people are safe.**

**In the community, we are committed to keeping people safe, through our public protection agenda, the services supported by the Alcohol and Drug Partnership (ADP), our justice services and contributing to the community safety agenda, including the Violence Against Women Partnership. We will take a trauma-informed approach across these services.**

### **How Will We Get There?**

We will continue to work with partners to deliver robust public protection governance and share good practice between partners. This will include refreshing all relevant policies and procedures to support national policy commitments including the incorporation of the United Nations Convention on the Rights of the Child and delivering our commitment to The Promise.

The implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families) and our contribution to public safety through the Community Safety Partnership and tackling violence against women and girls in all its forms.

We will work with our Third and Independent Sector providers, building on recent

developments such as the Community Services Collaboration Group to ensure quality and safety across our commissioned services as well as those we directly provide.

Our Justice team will continue to support and manage those who have offended within our communities, including those who are within the Multi Agency Public Protection Arrangements (MAPPA), with integrity and compassion. We will work with partners – particularly across the ADP – to reduce suicide rates and drug related deaths in South Ayrshire and tackle these challenges in their context of economic inequality.

### **As we move towards 2028 we will focus on:**

- Continuing our targeted work in Ayr North through our evolving 'Connect' programme of work.

- Delivering our new Alcohol and Drug Partnership strategy – [Recovery is Reality – 2023-26.](#)

Develop further South Ayrshire's Youth Justice "offer" through the Young Persons Support and Transition Team.

- Developing a Missing Persons protocol for South Ayrshire along with our Partner agencies which will set out our approach to both missing children and adults in South Ayrshire.
- Contributing to and developing the Trauma Informed agenda along with South Ayrshire Council including progressing training for our staff and partners on how we can be more trauma informed in our work.
- Learning from our recent Adult Support and Protection Inspection and implementing a range of improvements to build on what we have already delivered.



## Objective 5: We are an ambitious and effective partnership.

**While our ultimate objective is to improve outcomes for our communities, it is important that we look inwards and consider how we undertake our business and run our services effectively. Our ambition is to move from “good to great” and be sector leading through a culture of positive performance, continuous improvement and strategic reform.**

### How Will We Get There?

We will work across the HSCP to further embed a sense of identity and cohesion, undertaking learning, development and improvement activities together. We support and nurture staff and ensure that the Partnership is an attractive organisation to work in. Our governance and accountability processes will be highly effective and we will take an approach to performance management that drives continuous improvement. We will forge an improved strategic relationship with our trade union representatives. We will focus on quality improvement, embedding an improvement and self-evaluation ethos across our services, working alongside our Third and Independent Sector providers on this journey. Our services and approach to commissioning will embrace innovation and new technology.

### As we move towards 2028 we will focus on:

- Working across services to deliver on the “[Liberated Method](#)”. This will consider new ways of working with those who need support in our localities through relationship practice and will enable staff to engage with local residents most in need of support in a creative and liberated manner.
- Delivering on the objectives set out within our new [Digital Strategy 2024-29](#) outlines a vision to transform our HSCP into a digitally empowered, data-informed, and user-centric organisation.
- Moving from ‘good’ to ‘great’ as a Partnership following the learning from our Joint Inspection of Adult Services.

- Delivering The Promise 2021-30 as we move into the second phase of delivery for 2025-29, continuing to support and care for young people with care experience in South Ayrshire.
- Striving to continue to develop our sector leading work and share our learning across Scotland and beyond.
- Delivering Quality Improvement activity and training opportunities, upskilling our teams to make real change within their service areas.
- Working with universities to learn from best evidence and best practice, and to evaluate and share our work.



## **Objective 6: We are transparent and listen to you.**

**Effective communication is at the very heart of achieving our vision. As set out in the South Ayrshire Wellbeing Pledge and throughout this Strategic Plan, the HSCP will involve the community, the people we support, carers and our partner organisations in the shaping of our services and maintain transparency and integrity along the way.**

### **How Will We Get There?**

We will improve our approach to communications and engagement and be transparent about how decisions are made.

This will involve constant dialogue with the community, our Locality Planning Partnerships, provider forums, Elected Members, Champions Boards and beyond.

We will listen to people who use our services, people who have lived experience, parents, carers and families and work to bring them into our decision-making forums, making better use of existing groups including Champions Boards and the Locality Planning Partnerships.

We will be transparent about the resources available and how these are utilised to meet the strategic objectives. We will listen to complaints and compliments made by the community and learn from them.

We will use best practice guidance such as the [National Standards for Community Engagement](#) and Scottish Government [Planning with People](#) guidance, revised for 2024.

### **As we move towards 2028 we will focus on:**

- Embedding and promoting our revised [Communications Strategy 2024-29](#) for the HSCP which was published in June 2024 and sets out how we plan to use communications to keep our communities, our staff and our partners up to date with work being taken forward by the HSCP.
- Developing an Engagement Plan for the HSCP during 2025 which will provide a framework and standard for our staff and partners to demonstrate how can achieve meaningful engagement with our

communities in South Ayrshire building on existing strengths. It will also set out for our communities the benefits of engaging with us and how people can get involved.

- Further development of our Locality Planning Partnerships and Champions Boards to ensure communities can engage and participate in conversations with the HSCP in a meaningful way which can bring about improvement.
- Developing a new agreement with our Third Sector colleagues, setting out a new relationship based on trust and collaboration.
- Leveraging new technology to find alternative ways we can communicate and engage with our stakeholders and communities.



## **Objective 7: We make a positive impact beyond the services we deliver.**

**The HSCP will be conscious of its social, economic and environmental impact as an organisation. This will inform the way we deliver and commission services and consider how we can benefit the local economy and maximise wellbeing as an anchor organisation e.g. through our contribution to the Community Wealth Building agenda.**

### **How Will We Get There?**

We will build upon existing strategic partnerships to contribute constructively to the aims of our partner organisations and be proactive about these relationships with a particular emphasis on our Community Planning Partnership and Pan-Ayrshire Leadership Network.

We will continue to work in true collaboration with our Third Sector Interface, Voluntary Action South Ayrshire.

### **As we move towards 2028 we will focus on:**

- Ensuring our services and our approach to commissioning align with and support the Community Wealth Building agenda.
- Continuing to support the Ayrshire Growth

Deal and ambitious set out in the Ayrshire Economic Development Strategy.

- Work with anchor partners to provide a platform to support wider economic regeneration and inclusive growth across the region.
- Continuing to build effective working relationships with our Community Planning Partners and undertake joint work areas to increase our impact.
- Making a concerted effort to understand and improve our environmental impact as an organisation supported by South Ayrshire Council and NHS Ayrshire and Arran.
- Developing our relationship with the University of the West of Scotland to make a formal strategic agreement that will

give us University status as an HSCP to enable us to so we have access to a future workforce and performance reporting and evaluation expertise so we can understand better the progress we are making.

- Ensuring the wellbeing of our workforce, and that of our partners, is positive and all members of staff have ready access to meaningful mental health, wellbeing and other supports.
- Continuing to support our colleagues in Public Health with broad health improvement work.
- Working collaboratively with colleagues in Pan-Ayrshire work and across Scotland including with our Community Planning Partners.

# Measuring our Impact

Measuring the performance and impact of our services is a vital part of what the HSCP does – it helps us to drive excellence across our services and provide accountability for our performance.

Our plans and performance measures will be aligned to each of our Strategic Objectives in order to ensure there is a golden thread that links the work that we do.

Our Annual Performance Report (APR) will continue to be approved and published annually by the Integration Joint Board as required under the Public Bodies (Joint Working) (Scotland) Act 2014.



The HSCP reports on a range of indicators determined by the legislation or by national agreement, including:

- ❧ The 15 National Health and Wellbeing Outcomes Progress (including the ‘National Outcomes for Children’ and ‘National Outcomes for Justice’)
- ❧ The Ministerial Strategic Group for Health and Community Care Core Indicators
- ❧ The National Outcomes for Community Justice Services
- ❧ Financial reporting through medium term financial forecast and regular budget monitoring reports to the IJB.
- ❧ Adult and Child Protection Data Performance Information reported to the Adult Protection and Child Protection Committees.
- ❧ The Local Government Benchmarking Framework (LGBF).

There is a need to establish more effective measures that promote whole system collaboration and prevention and early intervention rather than focusing on short term crisis and deficit measures within

individual organisations. We will continue to work with national organisations to influence these measures.

It’s important that we demonstrate our impact in a meaningful way against the Strategic Objectives so we will continue to develop a performance framework for the HSCP that looks at the story behind the numbers.

We will work with other organisations – including the Third Sector, the Independent Sector and our Community Planning Partners – to develop a whole system approach to performance that measures what is important to communities and not just to individual organisations.

This will combine performance information with service feedback, intelligence from community engagement and our Locality Planning Partnerships, indicators of wellbeing, socio economic indicators (to track our progress against tackling inequality) and we will place an emphasis on individual stories or qualitative data to reflect our person-centred approach to health and care.

# Locality Planning

Locality Planning in South Ayrshire remains an important vehicle of engagement and active participation for the HSCP.

Since the last plan was published in 2021, recommendations from the Locality Planning review have been implemented and embedded. These include:

- Ensuring a better and more appropriate local membership together with engagement from key HSCP staff.
- Utilising recent Locality Planning profiling to further refine local priority setting.
- Develop more extensive locality data to allow for greater dialogue regarding allocation of resources.
- Have clearer linkage with strategic HSCP planning function.
- Build on the successful Small Grant/ Participatory Budgeting work ensuring the link to other HSCP strategic work on local community capacity building.

In 2024, new Locality Plans for each area were developed in consultation with local people through our Locality Planning Partnership and Team Around the Locality conversations. These are linked to the objectives of our Strategic Plan and will help us to achieve our vision throughout our localities.

## Troon and Villages LPP priority areas:

- Supporting people living with long term health conditions
- Tackling Social Isolation & Loneliness
- Promoting Good Mental Health and Wellbeing

## Prestwick and Villages LPP priority areas:

- Tackling social isolation and loneliness.
- Carers and young carers.
- Positive mental health and wellbeing.

## Ayr North LPP priority areas:

- Promoting good mental health and wellbeing.
- Supporting an inclusive economy that reduces poverty and inequality.
- Reducing harms from alcohol, tobacco and drugs.
- Supporting our ageing communities.

## Ayr South and Villages LPP priority areas:

- Promoting good mental health and wellbeing.
- Community connectedness.
- Supporting our ageing communities.

## Girvan and South Carrick LPP priority areas:

- Tackling social isolation and loneliness.
- Promoting good mental health wellbeing and physical health.
- Managing long term health condition.
- Tackling drug and alcohol issues.
- Support unpaid carers in the community.

## Maybole and North Carrick LPP priority areas:

- Promoting good physical and mental health, including ageing well.
- Tackling drug and alcohol issues.
- Tackling social isolation and loneliness.

## Team Around the Locality



A key focus for the locality, and the golden thread throughout delivery of the locality plans, will be the design and implementation of the Team around the Locality model.

The HSCP Locality Management Team will be working in partnership with the locality and stakeholders to shape and deliver services to empower individuals and communities to Start Well, Live Well and Age Well.







The objective of the model will be to connect practitioners and people from health, social care, independent sector, the voluntary sector, and the community with a focus on the needs of individuals and their local community.

Within the model is a vision that includes integrated hubs serving as a convenient point of access for individuals seeking support. These hubs will provide information, advice, assessment, treatment and various support services all in one local location.

The model will be based on the following principles:

-  Person centred; Engage individuals in thoughtful dialogue and joint decision making. Providing the information, advice, and support needed to protect their independence.
-  Building local capacity; strengthening

local community capacity, promoting local responses, including volunteering, and developing micro-enterprises.

-  Partnership working; fostering strong partnerships with the local community as well as with teams, partners and independent organisations.
-  Integrated care: striving for coordinated, collaborative services that cater to specific needs and promote the wellbeing of local communities.
-  Community engagement: active engagement with local residents to collectively shape services and support to address the needs of the local community.
-  Quality improvement: integrating quality improvement approaches into our work, ensuring we provide the best outcomes for our communities.
-  Prevention/early intervention; ensuring timely access to information, advice, and support, promoting independence and ageing well.
-  Strength / asset-based assessment: building upon the strengths of individuals, their families, and the communities that support them to live well.

The Team Around the Locality model will bring into line clear alignment of support and care for individuals in the locality ranging from community led focus on prevention, early intervention and supported self-management to coordinated and integrated supports for adults with complex care needs.

The model will be aligned to clinical standards, evidence-based practice, professional development and staff governance to ensure that the workforce is prepared, competent and confident. This will mirror recognition within the NHS Staff Governance Framework that the workforce must be well informed, involved in decision making, appropriately trained, and developed, treated fairly and with respect, and working within a safe environment.

Fundamental to this approach across the locality and plan will be psychological safety and a culture where all key stakeholders are encouraged to be curious with a focus on learning and continuous improvements.

## Equalities and Human Rights

South 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 and human rights becomes part of everything we do, within our structures, behaviours and culture.





We continue our commitment to delivering rights-based care and support and ensuring people can access support at the point they feel they need it (including for advice and signposting to local community-based resources) as recommended in The Independent Review of Adult Social Care in Scotland (2021).

It is a key priority for the HSCP to respect and promote the rights of children and young people and involve them in all decisions made about them by further embedding the UN Convention on the Rights of the Child (UNCRC) in our policies and practices preparing for this to become law.

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 will engender a culture, which promotes equality, values diversity, protects human rights and social justice and tackles discrimination for both our workforce and 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 focused on improving the lives of people across Ayrshire a by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

The [Equality Outcomes and Mainstreaming Report for 2021-2023](#) 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.

A new Equality Outcomes and Mainstreaming Report will be written to detail our progress up to March 2025. We will also look to develop new Equality Outcomes for South Ayrshire following a period of consultation. The HSCP will work in partnership with our South Ayrshire Council colleagues to deliver this.

An Integrated 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. This Plan will be updated to reflect the new position once this is agreed later in 2025. Going forward, we will ensure human rights and equalities standards are prominent within our commissioning processes.

## Strategic Risk

The HSCP has identified a number of strategic risks which are detailed within Pentana. Risks are assigned to the relevant owners who are required to review and update these regularly. Strategic Risks are reported to the Council, NHS and governance committees within the HSCP.

Furthermore, there is oversight of these performance targets taken to the IJB. The Performance and Audit Committee (PAC), Health Care Governance, Adult and Child

Protection Committees, have oversight to these and for transparency once agreed, these are shared with appropriate groups.

During 2023/24 there has been work undertaken to streamline the reporting of Strategic Risks aligning this to the format that is used by South Ayrshire Council. This format clearly details the high-level risks; Financial, Workforce and Premises.

There is an agreed process for reducing

risk, which includes the identification of mitigations, actions and reductions/improvements. Strategic Risk and Operational Risks registers (where services have developed these) are co-linked and used to inform, hold account, drive change and improvements and benchmark positive outcomes or, where risk needs to be managed, ensure that the best practice is embedded and sustained to ensure citizens in South Ayrshire can Start Well, Live Well and Age Well.



# Enabling Our Plan

## Financial Resources

NHS Ayrshire and Arran and South Ayrshire Council delegate resources to the Integration Joint Board for services set out in the Integration Scheme. The delegated resources are used by the IJB to direct the two partner organisations to deliver health and social care services on behalf of the IJB. The IJB has a duty to set a balanced annual budget aligned to the Strategic Plan. It is up to the IJB to determine how the total delegated funding will be utilised. The IJB is a legal entity in its own right and is expected to operate under best practice governance arrangements.

The Health and Social Care Partnership and its partners face significant uncertainty and financial challenges over the next few years. This is driven by both demand and costs pressures. Over the last few years inflationary pressures have impacted costs associated with pay awards, energy prices, cost of living prices. This has impacted services delivered and commissioned from our partners.

The Medium Term Financial Forecast was approved in May 2023, and sets out the financial outlook covering 4 years to 2026-27. The purpose of the medium-term financial forecast is to assist in the strategic planning process ensuring financial resources are available to deliver the priorities in the Strategic Plan.

Funding levels from Scottish Government remain as annual allocations, planning assumptions on availability of financial resources are based on the Scottish Government Resource Spending Review and annual budget information. The Annual Budget Setting exercise for the Health and Social Care Partnership includes an update on the medium-term financial position for the following 4 financial years.

### Best Value

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent, and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

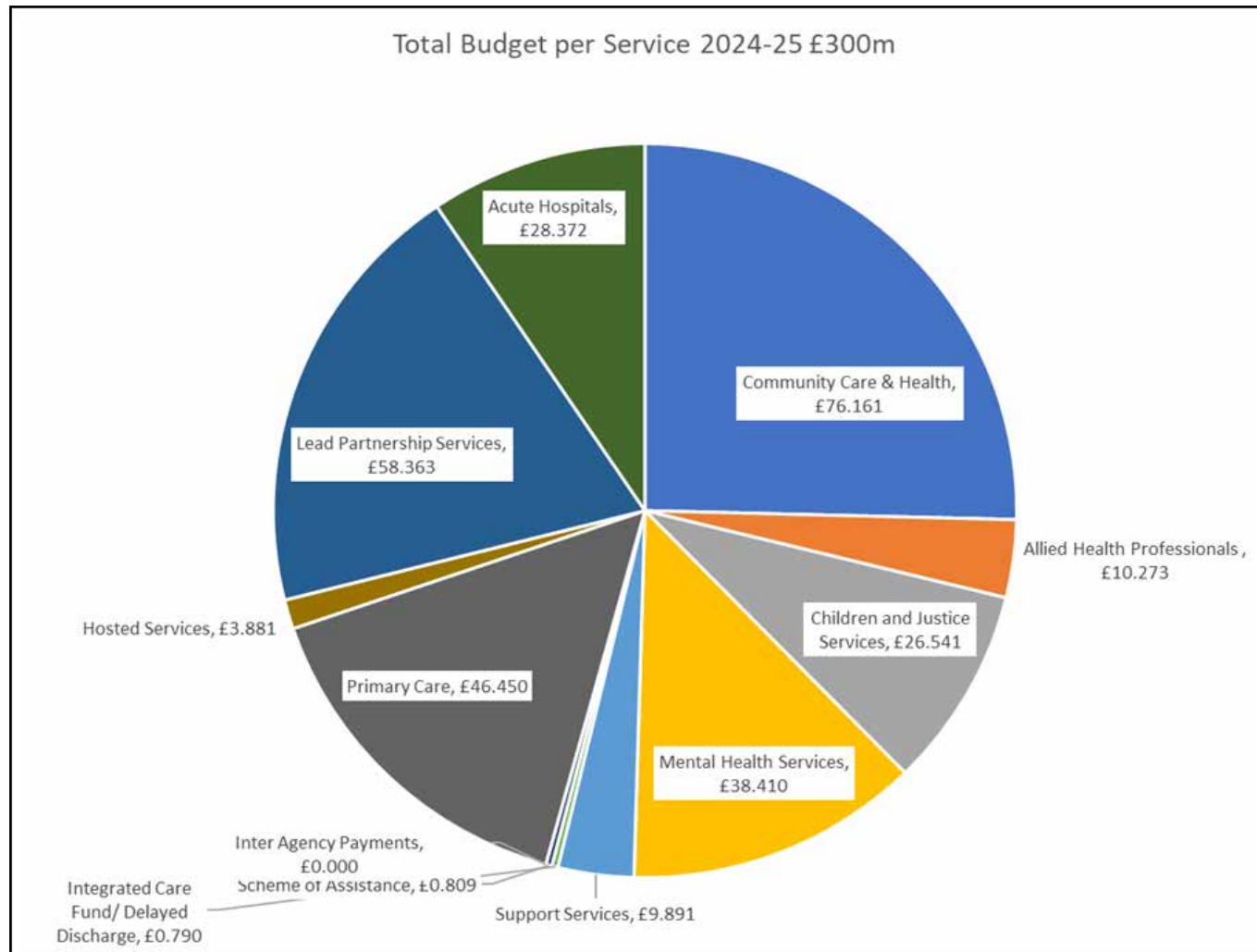
### Improvement and Innovation

The Integration Joint Board approved a £6m investment in an Improvement and Innovation fund. The fund is for services to invest in specific projects aimed at improving services to address current demand pressures and / or reduce future demand pressure through innovation and changes to ways of working. From a financial perspective improvement in services should ensure future financial sustainability in line with non-recurring funding. Quarterly highlight reports are provided to the IJB on the fund along with more detailed annual progress reports.

## 2025-26 Annual Budgeting Exercise

The annual budget setting exercise is required to direct funding to meet the health and social care needs of South Ayrshire citizens. This includes analysis of local, national and global factors impacting on the demand for, and cost of, services increasing at a faster rate than the available resources. The budget setting processes will ensure funding is allocated ensuring best value at the same time meeting the objectives of the Strategic Plan and encompassing the objectives set out in the Council Plan and the Caring for Ayrshire plan along with other strategies and plans e.g. Digital Strategy, Children and Young People's Service Plan and locality plans.

Resources available per service area in financial year 2024-25



## Commissioning for Services

It is important that the HSCP commissions its services in a way that works collaboratively with our partners to ensure best value and the achievement of excellent outcomes for the people those services support.

In South Ayrshire we understand the difference between 'commissioning' and 'procurement' of services. Commissioning is the whole approach taken, across the lifetime of service contracts where we use data that is gathered to inform us of service need. We 'procure' services at regular intervals to indicate the starting and end point of the service contract. Both parts work together in harmony here in South Ayrshire and are critical to the success of any ethical approach as both parts influence and inform the other.

Ethical commissioning is underpinned by collaboration:

- ❖ with the people we support and the wider population to tailor our commissioned services to local need – we listen well.
- ❖ with our 'provider' partners to co-produce services by working together to design services – we are innovative in our approach and make a positive impact beyond the services we deliver.

❖ taking an informed approach, taking a whole-system approach to the way we commission services – we work together to give the right care in the right place.

We will actively pursue a 'do with' approach and value the opportunity to encourage participation.

Priority areas for maximising the opportunities and driving improvement across our approach to ethical commissioning include:

- ❖ **Engagement with the those who have lived/living experience, our community and understanding our population:** we will draw on population data and ongoing engagement with the community to understand the need within South Ayrshire and our localities and take a strategic approach to commissioning services based on this information. We will co-produce services with the people who access our services.
- ❖ **Engagement with 'provider' partners:** we will work closely with our Third and Independent Sector 'provider' partners to collaborate on our commissions. This approach will be accompanied by our ongoing engagement with and support to 'provider' partners to ensure that we commission appropriate services which

deliver high quality care.

❖ **Quality assurance:** we will continue to develop our quality assurance approach in commissioned services, supporting 'provider' partners to provide high quality and safe services, encouraging a culture of self-evaluation and applying rigour to public protection in collaboration with Regulators and through good clinical and care governance.

❖ **Best value:** we will achieve best value in our commissioned services, to deliver fit for purpose contracts that will offer financial transparency, to support providers and outline theirs and our expectations and improve the outcomes for those people we support.

By taking an ethical approach to commissioning we will draw upon key policy drivers and national directives. We will also place existing assets at the heart of our approach to commissioning activity. We will work to encourage active participation in ethical commissioning, share learning and progress. We will continue to encourage and support improvements, sustainability, collaboration and review with Procurement the best procurement routes to achieve these outcomes.

## **Property and Assets**

The HSCP does not own any of its own buildings, instead we use those of South Ayrshire Council and NHS Ayrshire and Arran. This makes it even more important for us to work in close partnership with our partners and make sure we are taking a joined-up, strategic approach to the use of property and assets. This can look include the co-location of services, where we look to situate different services within the one building or location to enhance our delivery.

A big part of this will be working with NHS Ayrshire and Arran and others on the Caring for Ayrshire vision which seeks to enhance whole-system use of assets (including premises) to better support self-care and boost local resources through better linked up, partnership working with Third Sector, voluntary and independent organisations. We will continue to explore all opportunities to achieve best value by co-locating our services with partners.

A major focus for us will be working out what a modern footprint will look like for the HSCP, ensuring we are able to work flexibly, reduce our costs and our impact on the environment but in a way that does not compromise our accessibility to the public.

Transport is also a key enabler of easy access to our services for the people who use them and their families and carers.

## **Workforce**

People are at the heart of everything we do. The workforce of the HSCP is our greatest asset. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

Effective workforce planning is essential to deliver on our strategic objectives and to ensure we are an ambitious and effective Partnership. We will continue to assess local and national workforce challenges and consider the changing landscape as we plan the delivery of our services, whilst continuing to work in innovative ways.

We will deliver on a new one year Workforce Plan during 2025 which will look ahead to enable delivery of our strategic objectives.

## **Digital Transformation and Data**

Transformation of services is key to shift the balance of care to community-based services this can be achieved by creating new ways of working that are more effective and efficient in enabling the citizens of South Ayrshire to live better lives.

Digital transformation will be a core focus going forward. The rate of change in digital technology is rapid and growth in the uptake of technologies such as mobile devices, social

media, and high-speed broadband is changing the way we live, providing those living in our communities with greater choice and control than ever before.

This presents a huge opportunity for the HSCP to change the face of health and social care delivery and transform our services so that care can become more person-centred.

In June 2024, we launched our new [Digital Strategy 2024-29](#) which aligns closely with national and local strategies, including [Scotland's Digital Health and Care Strategy](#) and the digital strategies of both NHS Ayrshire and Arran and South Ayrshire Council.

Our Digital Strategy looks towards a future where technology and data are seamlessly integrated into our operations, service delivery, and decision-making processes. It outlines a vision to transform our HSCP into a digitally empowered, data-informed, and user-centric organisation.

The strategy presents a roadmap for enhancing digital access, services, foundations, and skills across all our teams. It also emphasises the importance of leadership in fostering a culture of digital literacy and innovation. In parallel, the strategy highlights our commitment to a robust, ethical, and privacy-compliant data strategy.

We aim to utilise both qualitative and quantitative data to inform decision-making,

improve service delivery, and demonstrate impact. The successful implementation of this strategy will transform how we work, how we deliver services, and how we engage with our communities.

It will enhance the efficiency and effectiveness of our services, support our teams in their roles, and ultimately, put people at the heart of their care.

### **Leadership and Culture of Continuous Improvement**

South Ayrshire's health and social care workforce is critical to the effective delivery of health and social care. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

We have a workforce of highly capable, committed and enthusiastic people, including skilled and dedicated leaders.

Our vision is for a culture which values leaders, regardless of hierarchy or experience or discipline. It is one in which people strive for continuous improvement, are enabled to be innovative. We want to see staff flourish and take pride and joy in their work.





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.


In South Ayrshire we are committed to a culture of Quality Improvement (QI). The Partnership's Framework for Quality Improvement was approved by the Health and Care Governance Group in February 2023 and describes the Partnership's desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.

A QI Delivery Group, consisting of a diverse group of passionate individuals, was established to oversee and support implementation of the Framework for Improvement, using improvement leaders from across the Partnership no matter their job role or level.

The Group has focussed on delivering against the following Primary Drivers:

-  An improvement culture is embedded at every level of the organisation;
-  A framework is in place to support a quality improvement approach;
-  A programme is in place to build capacity and capability;
-  A technology enabled community of

improvers are equipped and supported to deliver improvements;

-  A comprehensive communications plan ensures that a variety of methods are used to communicate and support the Partnership's model for improvement.

We have a number of staff who have undertaken national level training, and we continue to encourage and support participation where we can.

We know that despite challenges and budget pressures we must continue to ensure that our staff have the necessary training and support for them to undertake their roles.

### **Partnerships**

Partnerships are important because they enable action on the determinants of health, which is vital in addressing health inequalities. Our priorities are strongly connected to, and will help to build on our existing commitments, strengthen our contribution to local strategic planning and Community Planning Partnership activity, recognising that key partners will have a number of common priorities. A number of key multi-agency priorities are being progressed through our Community Planning Partnership and Locality Planning Partnerships. Co-production with communities and

especially with people with lived and living experience, must be at the core of designing, providing, and improving our services and achieving our strategic outcomes.

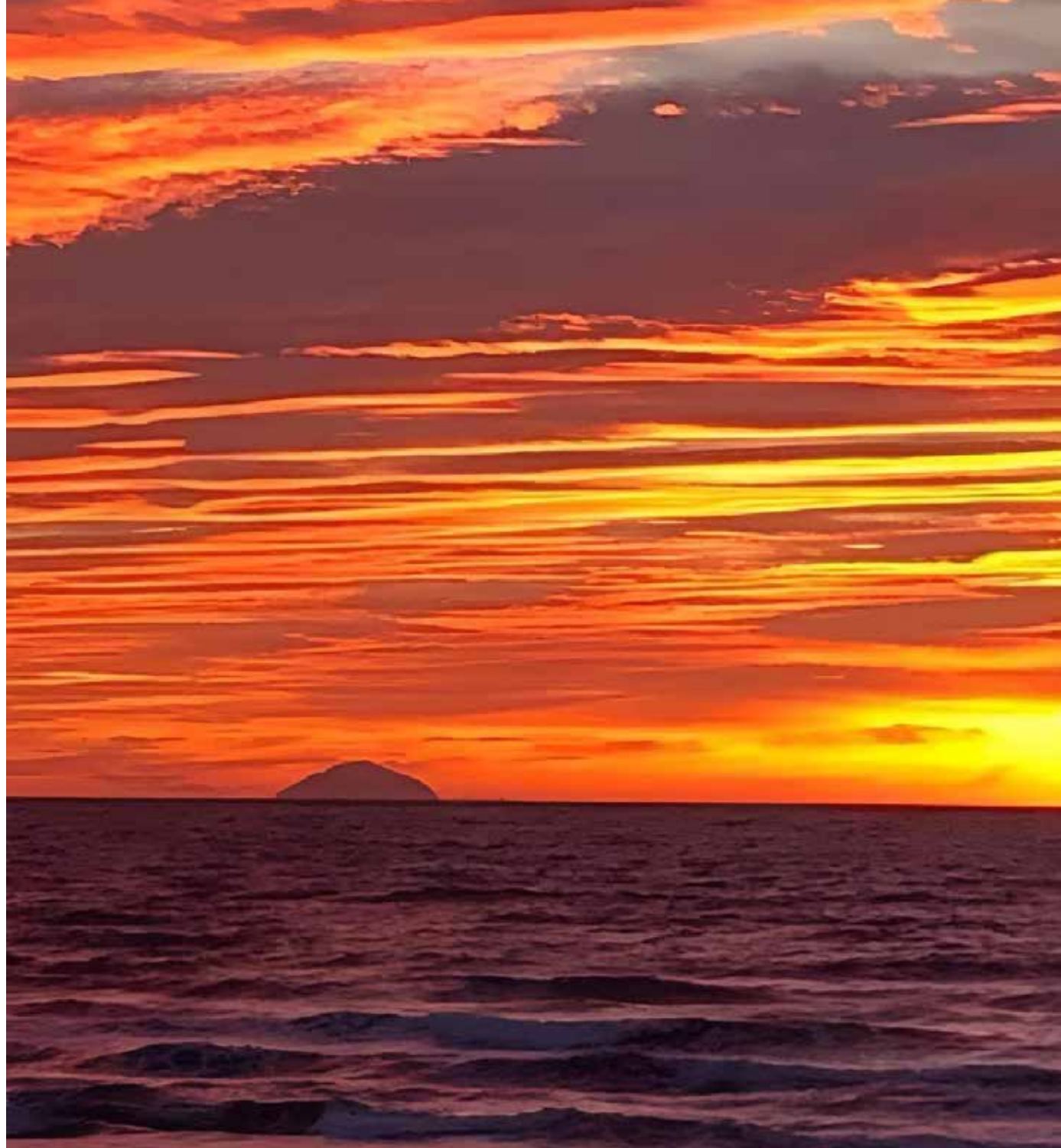
## **Housing**

Recent years have seen the development of closer working relationships between health and social care and housing.

At a strategic level, this has meant housing representation when developing key plans, including the Strategic Plan, Alcohol and Drug Partnership (ADP) Strategy, Ageing Well Strategy, and the Corporate Parenting Plan as it is recognised that good housing options has a significant positive impact on people's wellbeing.

Similarly, Health and Social Care have been involved in the development of key housing plans, including the Local Housing Strategy (LHS), the Housing Need and Demand Assessment (HNDA) and the Strategic Housing Investment Plan (SHIP).

This close working between Housing and Health and Social Care has supported the development of targeted projects to help meet the specific needs of certain groups within our population, including people with learning disabilities, people with poor mental health, people with experience of repeat homelessness and complex needs and young people leaving care.



# Appendix 1: Lead Partnership Statement

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

## 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.
- 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 antenatally 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.

## East Ayrshire HSCP

East Ayrshire HSCP will continue to manage and deliver primary care services across Ayrshire and Arran through Lead HSCP arrangements on behalf of the North and South Health and Social Care Partnerships:

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

In addition, NHS Ayrshire & Arran directly commission East Ayrshire HSCP to conduct Primary Care Contracting on behalf of the Board.

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

Primary Care is usually a patient's first point of contact, and it is estimated that around 90% of NHS contacts take place within general practice. There are 53 GP practices across Ayrshire and Arran who all operate as separate independent businesses in their own right.

General practice brings a range of healthcare services to work alongside people and families in local communities. To help strengthen this, a new control was introduced in 2018 to facilitate a refocusing of the GP role as Expert Medical Generalist (EMG). This is still being delivered locally through the Primary Care Improvement Plan (PCIP).

This integrated health and care model brings a number of additional professionals into general practice, including nursing staff, pharmacists, mental health practitioners, MSK physiotherapists and community link workers to promote the GP role as an EMG within the practice team. In addition, patients are also signposted, where appropriate, to other primary healthcare professionals within the community.

During the lifetime of the Strategic Plan, the Macmillan Improving the Cancer Journey service will also become a key partner providing primary healthcare in the community by supporting the clinical and social needs of people, families and carers

affected by cancer diagnoses. This aligns to the 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 further development of digital approaches and improvements with the remote access platform will be required and will support general practice and multi-disciplinary team members working across various sites. A review and scoping of GP practice premises to identify areas of greatest challenge and opportunities for future models of care will be included with the NHS Ayrshire & Arran whole system plan anticipated to progress during the lifespan of the Strategic Plan aligned to the organisation's short/medium/long term plans.

## **Community Optometry**

Community Optometrists provide a first point of treatment for minor eye ailments. If people require medicine for an eye problem this is provided free of charge from the community pharmacy through Pharmacy First Scotland.

Community Optometry provides a range of services in addition to routine eye examinations and dispensing glasses etc. Optometry practices can carry out post-operative cataract reviews, some are accredited to undertake Diabetic Eye Screening, and some provide the Low Vision Aid service. Geographical access to eye care

at optometrist practices across all HSCPs in Ayrshire & 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.

A number of Community Optometrists are becoming independent prescribers. These contractors are able to manage and treat a wider range of presenting eye conditions within the scope of their practice and in the community setting. Recently Community Optometrists were given increased digital access to clinical systems to enhance patient access and information sharing with secondary care services. This reduces the need for urgent referrals into secondary care services and supports the national Right Person, Right Place campaign.

## **Dental Services**

NHS General Dental Services (GDS) is typically the first point of contact for NHS dental treatment for patients within the community. People register with a dentist in order to receive the full range of NHS treatment available under GDS.

The Public Dental Service (PDS) acts as both a specialised and safety-net service providing care for individuals who are unable to obtain care through the GDS such as those with

special care needs, or patients living in areas where there were few NHS dentists providing GDS. The PDS provides out of hours dental care and a range of programmes supporting health inequality and dental education is also incorporated within the service.

Oral health prevention is a key priority across Ayrshire and Arran. 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.

The Child smile Toothbrushing Programme is a supervised programme that is also delivered by the oral health team aimed at helping children develop an important life skill at an early age, supporting positive development in their immediate social and physical environment.

## **Ayrshire Urgent Care Service**

Primary Urgent Care Services are delivered through the Ayrshire Urgent Care Service

(AUCS) which provides a 24/7 urgent care response to the population including out of out of hours General Medical Services.

Over recent years, the service has adopted a multi-disciplinary integrated approach to out of hours services in Ayrshire bringing together Primary Care services, social work, and mental health services. AUCS operates from the Lister Centre at University Hospital Crosshouse supported by local primary care treatment centres based at University Hospital Ayr and Ayrshire Central Hospital in Irvine and the home visiting service as required for patients who need urgent care when their GP Practice is closed. In partnership with NHS24, there is continued promotion of self-care and redirection to the most appropriate services, i.e. local pharmacists.

As well as providing General Medical Services during the out of hours period, AUCS acts as a 24/7 Flow Navigation Centre (FNC) to support patients navigation through various community led urgent care pathways. These innovative pathways support an improved patient journey with continued focus on community based services. The success of the new pathways and ways of working is a result of good working relationships across Ayrshire and Arran and wider system partners including NHS 24, Scottish Ambulance Service, Police Scotland, as well as strengthened connections with GP practices and Community Pharmacy.

Data from the service demonstrates the effectiveness of avoiding unnecessary hospital attendances or avoidable admission to hospital which has better outcomes for patients. AUCS continues to build on the unique 24/7 model which incorporates OOH and FNC through continuous review of all pathways to evaluate efficiency and effectiveness to create and sustain fully person centred pathways for all patients, getting the right care in the right place at the right time.

## 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, including community-based provision at Warrix Avenue, Irvine

- Hospital Based Complex Continuing Care for individuals 65 and over at the 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
- 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 at Ayrshire Central Hospital site in Irvine and at Ailsa Hospital site in Ayr, the majority of adult services being based at the new bespoke provision within Woodland View.

### **Pan Ayrshire Mental Health Unscheduled Care Service**

The Pan Ayrshire Unscheduled Care Mental Health Service is operationally managed by the North Ayrshire HSCP, however, has bases and touchdown points within East and South HSCP as well as its mainland Acute and Community Hospital sites. The following teams are included:

- Intensive CPN team
- Mental Health Liaison team
- Alcohol & Drug Liaison team
- Elderly Mental Health Liaison team
- Mental Health Advanced Nurse Practitioner team
- The Emergency Services Pathway falls within this service and is supported by the above teams. This pathway is operational 24 hours per day, 7 days per week, 365 days of the year and provides a professional-to-professional response to our colleagues from Police Scotland and Scottish Ambulance Services.
- The Mental Health Unscheduled Care Assessment Hub within Woodland View (Ward 7B) will also be supported and manned by the staff from the above teams. This service will provide an alternative setting of intensive assessment for adults aged 18-65 who would have been previously admitted to adult acute admission wards at Woodland View.

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

The Assessment & Treatment (A&T) Unit is a 7-bed inpatient admissions unit based in Ward 7A, Woodland View. The unit provides access to specialist intensive multi-disciplinary A&T services for adults living in Ayrshire who have a learning disability. 'People with learning disability have a significant, lifelong, condition that started

before adulthood, which affected their development, and which means they need help to:

- Understand information,
- Learn skills, and
- Cope independently.

The Multi-Disciplinary Team (MDT) consists of Learning Disability Nurses, Psychiatrists, GP, Psychologist, Pharmacist, Occupational Therapist, Speech & Language Therapist, Physiotherapist and Dietician.

Criteria for admission include:

1. The individual has an established diagnosis of Learning Disability.
2. The individual is aged 18 or over.
3. The individual is currently open to the Community Learning Disability Team or has been assessed as suitable for input from the Community Learning Disability Team.
4. The individual has severe emotional, behavioural or mental health difficulties
5. Provision of assessment and treatment in the community by appropriate members of the Community Learning Disability Team has been difficult or unsuccessful.
6. All less restrictive alternatives to admission have been considered.

7. There is a significant degree of risk to self or others.

8. It has been assessed that the individual would benefit from receiving Assessment and Treatment in a specialist Learning Disability inpatient setting.

Admission will not be considered appropriate in the following circumstances:

1. Where the reason for request for admission is because of a placement breakdown and where there has been no indication identified for assessment and treatment in hospital.
2. For respite.
3. Where an individuals' management plan clearly states that hospital admission would not be of benefit.
4. For assessment and treatment of physical health problems or for rehabilitation following a period of physical ill-health. Planned admissions should take place within hours whenever possible. Out of hours admissions will be facilitated to Ward 7A.

Only individuals who are receiving active input from the Community Learning Disability Teams should be considered for admission directly to Ward 7A. If an individual is not active to the CLDT they should be admitted

initially to an Adult Mental Health Ward. The admitting ward should alert Ward 7A MDT to the admissions and members of the Ward 7A MDT will arrange to carry out an assessment as soon as practicable.

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

- Child Psychology
- Community Paediatric psychology
- Medical Paediatric psychology
- Infant Mental Health
- Perinatal Mental Health
- Adult Mental Health
- Older Adults
- Clinical Health psychology
- Neuropsychology
- Staff Wellbeing service
- Learning disability services
- Adult Forensic psychology
- Adult Inpatient psychology
- NASIS
- Addictions psychological service

- Eating Disorders Psychological service
- V1P Veteran Service

The service deploys a range of staff within these specialist roles to undertake focused work and leadership roles.

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

The CAMHS service is a specialist Pan Ayrshire mental health services providing assessment, diagnosis, and treatment for young people with mental health conditions. CAMHS deliver services in line with the National CAMHS Specification published Sept 2021. CAMHS teams include:

- Specialist Community CAMHS (SCCAMHS)
- CAMHS Unscheduled and Intensive Treatment (CUAIT) Team
- Neurodiverse-CAMHS (N-CAMHS)

### **Ayrshire & Arran Perinatal and Infant Mental Health Service**

The Ayrshire & Arran Perinatal Team is a specialist, tertiary care community mental health service offering assessment, diagnosis and treatment to individuals in the perinatal period across Ayrshire. The team works with women who wish to start a family but are at

risk of becoming severely mentally unwell.

The service also treats women who are pregnant or in the post-natal period and have severe mental illness or are at high risk of becoming severely unwell. The Infant Mental Health Team “Mini Minds Matter” focus on both indirect and direct work. Indirect work includes teaching, training, consultation, supervision, reflective practice, and strategic input; a focus is on upskilling the other member of the IMH system. Direct work will include evidence-based assessment and intervention approaches (once appropriate clinical space has been found).

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

### **Community Eating Disorder Service (CEDS)**

Community Eating Disorder Services provide a Pan Ayrshire life span service for individuals experiencing an eating disorder such as Anorexia Nervosa and Bulimia Nervosa who require intensive community treatment, CEDS also provide input to acute inpatient 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 coordinates, 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.

# Appendix 2: Housing Contribution Statement 2025-2028

## Introduction

There is a clear link between the quality of people's housing and their health, wellbeing and wider social inclusion. A substantial national and international evidence base has shown that poor and insecure housing can have a negative impact on a household's health. Equally, health can have an impact on people's housing. Where a property no longer meets a person's health needs, it often becomes more difficult for them to live comfortably and participate in society. Analysis of homelessness and healthcare data in Scotland has demonstrated that spikes in health interactions often precede a homeless application, indicating opportunities for early intervention to prevent homelessness, as well as opportunities to address the underlying housing issues that may be contributing to poor health.

Joint working between the Health and Social Care Partnership (HSCP) and Housing is critical to ensure positive outcomes for certain populations, in particular; older people, people with disabilities, people with poor mental health, homeless people, people with multiple complex needs and young people leaving care. With regards to homelessness, South Ayrshire is in the

process of transitioning towards a Rapid Rehousing approach, with a focus on prevention, early intervention and targeted programmes to end homelessness at the centre of this. Within this approach there is a clear opportunity for South Ayrshire Council's Housing Service and Health and Social Care Partnership to work together more effectively to prevent homelessness where we can, and to ensure our most vulnerable clients receive the assistance and support they need from all relevant services. This approach to homelessness is part of a wider shift within Housing towards pro-active rather than reactive approaches to meeting people's needs.

We are keen to ensure that people with additional needs are able to live inclusive lives, with housing that is adaptable to their needs; our vision is to create lifetime homes, including for those with a learning disability and mental health issues. We have developed 'core and cluster' models of housing with care to support people to live within communities in their own tenancies in partnership with Registered Social Landlords. Care provision is commissioned to meet the individual needs whilst also offering social inclusion with community participation and access to other opportunities for example employment and wellbeing activities. Close joint working relationships between Housing and Health and Social Care teams

has highlighted the importance of planning for the future together in order to address the shared challenges we anticipate for the future. A commitment to continued communication and co-operation will ensure we are in a strong position to respond to the changing needs of the communities we serve.

## Housing's Role in the Partnership

A Joint Housing Development Group is at the core of the close working relationship between Housing and the Health and Social Care Partnership (HSCP). This is a co-chaired, bi-monthly meeting agreeing a strategic, multi-disciplinary response to local issues. Opportunities are provided for early involvement and influence in the provision of new affordable homes locally. At a strategic level there has been Housing representation when developing key plans including the Children and Young People's Service Plan, South Ayrshire's Parenting Promise, the recently launched Ageing Well Strategy and the review of the Mental Health and Dementia Strategies. Similarly, Health and Social Care Partners have been involved in the development of key Housing plans, including the Local Housing Strategy (LHS), the Housing Need and Demand Assessment (HNDA) and the Strategic Housing Investment Plan (SHIP). This close working relationship between Housing, Health and Social

Care has been the catalyst for targeted projects to meet particular needs, including, core and cluster models for those with learning disabilities and poor mental health, services for those with multiple complex support needs and young people leaving care and new affordable housing units that are easily adaptable to meet changing needs and support the Ageing Well agenda.

## Overview of Evidence and Key Issues

### Housing Need and Demand Assessment (HNDA) 2021-2026

There was a slight reduction in South Ayrshire's population over the last 20 years, decreasing only marginally. Projections suggest the population will continue to decline steadily to 2040.

Net migration has been relatively stable over the last twenty years. Natural population change (more deaths than births) is expected to be partially offset by an increase in net migration over the next ten years. This is primarily migration from elsewhere in Scotland, with migration from the rest of the UK also contributing.

While the overall population has been decreasing, the total number of households has been increasing. This tells us that people are tending to live in smaller households.

Within South Ayrshire, 72% of dwellings are houses with detached and semi-detached being most common. It is estimated that 65% of dwellings have 4 or more rooms. The predominant tenure in South Ayrshire is owner-occupation making up 67% of all dwellings. The social rented sector makes up 19% of all housing and the private rented sector accounts for 11% of the local housing stock.

South Ayrshire Council is the biggest social landlord owning 76% of the social housing stock. The second largest provider of social housing is Ayrshire Housing. West of Scotland Housing Association also makes a sizeable contribution. The remainder is made up by other local and national Registered Social Landlords (RSL's) operating in the area, offering a mix of general needs and specialist accommodation.

The private rented sector makes a valued contribution to South Ayrshire's Housing Market and new national regulations have further improved security and quality for tenants. However, affordability, landlord preferences and limits on housing costs paid to single people under the age of 35 create barriers for some households.

South Ayrshire's population is older than Scotland as a whole. It is estimated that 33% of households are 60 years or older compared to 25% for all of Scotland.

South Ayrshire is estimated to have a significantly higher proportion of 'older smaller' households (23%) than all of Scotland, estimated at 14%. These households have two adults and at least one of pensionable age.

Under-occupancy is common, particularly amongst older households. Around 72% of South Ayrshire's households are defined as under-occupying.

Overcrowding is most common in the social rented sector. It is estimated that 6% of households are overcrowded.

When two or more households are living together in a single dwelling, we refer to them as concealed households. This is often a cause of overcrowding. There are an estimated 348 concealed households.

Affordability can be an issue in accessing owner-occupation and given the prevalence of this tenure in South Ayrshire this can make it difficult for some households to find suitable housing.

More than a third of households (36%) would not be able to afford a property at the lower quartile sale price (£86,000), while 57% of households would not be able to afford a property at the median sale price (£135,000).

Around 4% of the local population live in an area defined as 'remote rural' while a further

15% of our population live in ‘accessible rural’ areas. The housing challenges in rural areas often differ to those in urban areas, particularly the hidden demand for housing.

An in-depth study of rural housing needs is underway out to ensure that housing responses in rural areas are targeted towards stemming rural depopulation and addressing local housing issues.

An estimated 7.2% of the local population is living with a physical disability with an estimated 1810 wheelchair user households. In the context of an ageing population, it is anticipated that the proportion of our population requiring accessible or adapted housing will increase.

To address these needs, new build social housing units are designed to meet the Lifetime Homes standard and Housing for Varying Needs making them as suitable as possible and adaptable by design. The Lifetime Homes Standard is a series of sixteen design criteria intended to make homes more easily adaptable for lifetime use at minimal cost. Our RSL partners contribute towards the delivery of specialist housing options and developing new housing to meet Lifetime Home and Housing for Varying Needs Standards.

The HNDA estimates that there are currently 101 households who require ground level accommodation and 179

households requiring wheelchair accessible accommodation giving an estimated total of 280 households whose needs will not be met by in-situ solutions.

A target has been set within our Local Housing Strategy to develop 20 units of affordable wheelchair accessible housing each year. This target will be kept under review within our Strategic Housing Investment Plan (SHIP). Consideration will also be given to an annual contribution from private developers.

South Ayrshire Council received 936 applications for assistance under homelessness legislation in 2023/24. This was an increase of 61 cases in the previous year. Over the same period, the Council let 793 properties. This was made up of 664 general needs lets and 129 supported housing lets. 54% of these lets were made to people on the homeless list.

The Council is required to provide temporary accommodation to any household they believe to be homeless. To achieve this, the Council utilises accommodation from a variety of sources, including from the Council’s own stock, RSLs, arrangements with private landlords and through a bulk leasing scheme with a private company. As at 31st March 2024, 393 units were provided from these sources for use at temporary accommodation.

It is difficult to predict future trends in

homelessness, however our approach remains to ensure a flexible supply of temporary accommodation to meet needs.

The key themes that have emerged from our data collection for our Housing Need and Demand Assessment are:

- an ageing population.
- smaller, older households.
- an increase in net migration.
- anticipated increasing need for accessible and adapted housing.

The confluence of the above themes results in South Ayrshire having a higher dependency ratio than the national average. Predictions suggest the gap between the dependency ratio in South Ayrshire and for all of Scotland will continue to widen over the coming years raising pressure on public services, particularly Housing, Health and Social Care services.

## [Shared Outcomes and Service Priorities](#)

### [Local Housing Strategy](#)

South Ayrshire Council has recently developed the Local Housing Strategy 2023-2028 in partnership with local people

and professionals from a wide range of organisations. This strategy recognises, from the outset, that good quality, affordable housing that meets our needs is fundamental to health and wellbeing.

The aims of the Local Housing Strategy over the next 5 years have clear links to health and social care priorities.

**People across South Ayrshire can find a good quality home that they can afford, that meets their needs and is in an area where they feel safe and connected;**

This outcome is about promoting the Placemaking principals in the design of new housing developments and working with partners to improve and regenerate existing neighbourhoods. Housing will continue to work collaboratively with services and local people to address complex issues within local areas.

**The possibility of homelessness is identified by a range of services at an early stage and homelessness prevention methods are utilised to assist. Good quality accommodation, advice and support will be available where it cannot be avoided;**

To achieve this outcome housing services will ensure that good quality housing advice is available and accessible to all in South Ayrshire. We will work with our partners to

ensure that they can recognise households at risk of homelessness at an early stage and take appropriate action to ensure homelessness is prevented where possible. The provisions of the national homelessness agenda will be implemented within South Ayrshire and we will continue our transition to Rapid Rehousing.

Our Housing First Service will continue to provide support, in line with a clear set of principles, for those who are experiencing homelessness and are assessed as having multiple complex support needs. The services provided for those who are homeless or at risk of homelessness will be trauma informed, person-centred and strength-based with data sharing arrangements in place.

**People with particular needs are able to live with freedom, choice and control in a home that maximises their health, wellbeing and independence;**

To achieve this outcome, we will work with Health and Social Care Partners and local people to ensure that appropriate housing options are available to meet local needs. Together we will ensure early interventions prevent housing crisis and housing solutions meet the needs of households. Effective information sharing arrangements between Housing, Health and Social Care are essential to support positive outcomes for people accessing multiple services. We also recognise that access to relevant information,

advice and support helps people to overcome adversity and live independently. Importantly, we will embed The Promise values within our approaches.

**People across South Ayrshire live in warm, dry, energy efficient homes which they can afford to maintain.**

Ensuring the housing stock meets local and national property condition standards and landlords and owners are meeting their legislative responsibilities is crucial to the health and wellbeing of the occupants. Delivery of this outcome will be supported by a range of measures including the provision of information, advice, assistance and training.

Improving energy efficiency and targeting these works at the people with the greatest need reduces instances of fuel poverty and carbon emissions. We will ensure that people living in all tenures can access local and national funding for energy improvements. Advice and assistance will continue to be widely available to help reduce the risk of fuel poverty and child poverty.

**Housing Related Challenges**

**Ageing Well-** The Community Planning Partnership has recently launched an Ageing Well Strategy, developed in recognition that by 2040 1 in 4 people living in South

Ayrshire will be older. As well as planning strategically for the future, it is hoped this strategy will become a local action plan and will encourage people to be active, connected and involved.

Housing has an important role in ensuring people can live well into their older years. The outcomes and actions set within our Local Housing Strategy aim to ensure that the local housing stock and the surrounding area is delivering good quality living standards where people feel safe and connected.

As the population ages, the need for ground level accommodation and wheelchair accessible housing is expected to increase. A target has now been set for the delivery of new affordable wheelchair accessible housing and consideration will be given to a target for private sector housing. New affordable housing developments are providing new units of ground level and amenity housing.

We will work collaboratively with the HSCP to review the use and allocation of South Ayrshire Council's sheltered housing to ensure those with the greatest need can access this housing with support model and the HSCP have a pathway for those who are unable to return home as a result of changing needs.

There are ongoing areas of work where collaboration between services assists in meeting health and wellbeing needs locally:

Social housing providers have been delivering new affordable housing to meet Lifetime Homes/Housing for Varying Needs standards for many years now ensuring that homes are adaptable to meet the changing needs of households.

Adaptations are delivered within the public and private sector to ensure that people can remain independent in their own home. However, there are budget constraints and in recent years a housing options approach has been taken to support people to make informed choices where adaptations are likely to be extensive and costly and in circumstances where housing cannot be suitably adapted to meet needs.

**People with poor mental health, learning disabilities or other support needs-** A number of developments have been taken forward by the Housing service and our RSL partners in recent years to meet the specific identified needs of HSCP clients. We intend to continue to work in partnership to identify similar opportunities to progress new build and buyback opportunities to meet specific housing and support needs in our community. In addition to meeting these specific needs, we again need to plan ahead for the future, thinking about different accommodation and support models. These considerations tie in with the response to the issue of social isolation amongst older people and people with disabilities. This is again something that requires partners to work together to provide

solutions at a neighbourhood level, as bricks and mortar solutions will only go so far in meeting these needs.

### **Rapid Rehousing Transition Planning-**

The Scottish Government set out a comprehensive and far-reaching vision to end homelessness and rough sleeping in Scotland in 2018. The cornerstone of recommendations is a transition to a Rapid Rehousing approach. This is a model that focuses on providing people experiencing homelessness with a settled housing option as quickly as possible, and minimising stays in temporary accommodation. A key element in this approach involves preventing homelessness from happening in the first place. Over the 5 year transition period, a number of significant challenges were brought about as a result of the Covid-19 pandemic, Britain's exit from the European Union, a Cost-of-Living Crisis and now, in year 6, a national housing emergency. All of these significant events have created challenges which have slowed progress. However, work continues towards the targets set within the Plan.

The Scottish Government introduced a Housing (Scotland) Bill in 2024, part of which is seeking to deliver on the ambition to end homelessness. This includes proposals for relevant public bodies including health boards to ask if an individual is homeless or at risk of homelessness, and to take action if they are. Locally this means working together

to better understand how we can prevent homelessness from occurring and ensure that appropriate pathways are in place for those at risk. Conversations are now underway to consider our future approach.

Housing First is a component of Rapid Rehousing and was introduced in South Ayrshire in 2019. It provides a multi-agency response to repeat homelessness for those with multiple complex support needs. Partners include Housing, Justice Services, Mental Health Services and the Alcohol and Drug Partnership. Homeless Network Scotland outline 7 principals for delivery of a Housing First approach and fidelity to these principals is key to delivering positive outcomes. The multi-agency group has a focus on ensuring the approach conforms with these national guidelines.

#### **Young people with experience of care-**

Joint working between Housing and Social Work colleagues has been in place for many years through the Youth Housing Support Group, and latterly the Improving Housing Outcomes for Young Care Leavers (IHOYCL) group. Through these arrangements, housing and HSCP staff have worked together to find solutions to issues as they arise, resulting in new ways of working and an ambition to create new models of housing and support for young people with experience of care. The IHOYCL group has set out its aim to ensure young people leaving care do not need to make a homeless application in order to meet

their housing needs, and work continues on this ambition.

A jointly funded and co-commissioned service to provide accommodation and support to young people aged 16-25 was introduced in 2021 and remains in place. Relationship and strength-based practice is central to the delivery of this service, ensuring a flexible and trauma-informed Housing Support service that is tailored towards meeting each young person's individual needs and supporting them in pursuing their goals and aspirations.

A decision has been taken recently by South Ayrshire Council to include Care Experienced as a local protected characteristic within our Integrated Impact Assessment. Partners are now in discussions about how this changes service provision for those who are care experienced.

#### **Resource implications**

It is not possible to produce a costed resource request in relation to this Housing Contribution Statement given the many variables involved. Funding discussions will typically take place between Housing and HSCP on a project-by-project basis.

# Appendix 3: National Outcomes for Health and Wellbeing, Children and Justice

We provide a report on our progress against these outcomes every year in our [Annual Performance Report](#).

## National Outcomes for Health and Wellbeing

<b>Outcome 1</b>	People are able to look after and improve their own health and wellbeing and live in good health for longer.
<b>Outcome 2</b>	People, including those with disabilities or 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.
<b>Outcome 3</b>	People who use health and social care services have positive experiences of those services, and have their dignity respected.
<b>Outcome 4</b>	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
<b>Outcome 5</b>	Health and social care services contribute to reducing health inequalities.
<b>Outcome 6</b>	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.
<b>Outcome 7</b>	People who use health and social care services are safe from harm.
<b>Outcome 8</b>	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.

<b>Outcome 9</b>	Resources are used effectively and efficiently in the provision of health and social care services.
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## National Outcomes for Children

<b>Outcome 10</b>	Our children have the best start in life.
<b>Outcome 11</b>	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
<b>Outcome 12</b>	We have improved the life chances for children, young people and families at risk.

## National Outcomes for Justice

<b>Outcome 13</b>	Community safety and public protection.
<b>Outcome 14</b>	The reduction of reoffending.
<b>Outcome 15</b>	Social inclusion to support desistance from offending.

# Appendix 4: National Indicators

1. Percentage of adults able to look after their health very well or quite well.
2. Percentage of adults supported at home who agree that they are supported to live as independently as possible.
3. Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided.
4. Percentage of adults supported at home who agree that their health and care services seemed to be well co-ordinated.
5. Percentage of adults receiving any care or support who rate it as excellent or good
6. Percentage of people with positive experience of care at their GP practice.
7. Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.
8. Percentage of carers who feel supported to continue in their caring role.
9. Percentage of adults supported at home who agree they felt safe.
10. Percentage of staff who say they would recommend their workplace as a good place to work.
11. Premature mortality rate.
12. Rate of emergency admissions for adults.
13. Rate of emergency bed days for adults.
14. Readmissions to hospital within 28 days of discharge.
15. Proportion of last 6 months of life spent at home or in community setting.
16. Falls rate per 1,000 population in over 65s.
17. Proportion of care services graded good' (4) or better in Care Inspectorate Inspections.
18. Percentage of adults with intensive needs receiving care at home.
19. Number of days people spend in hospital when they are ready to be discharged.
20. Percentage of total health and care spend on hospital stays where the patient was admitted in an emergency.
21. Percentage of people admitted from home to hospital during the year, who are discharged to a care home. \*
22. Percentage of people who are discharged from hospital within 72 hours of being ready. \*
23. Expenditure on end of life care. \*

\* Indicators under development

## MSG Indicators

- |   |  |
|---|--|
| 1. Unplanned admissions                   | 4. Delayed discharges  |
| 2. Occupied bed days for unscheduled care | 5. End of life care  |
| 3. A&E performance                        | 6. The balance of spend across institutional and community service |





# Strategic Plan 2021-31 2025 Refresh Engagement Report



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## Introduction

This report outlines the engagement activity that has taken place throughout the development of the refresh of South Ayrshire Health and Social Care Partnership's Strategic Plan 2021-31. A multifaceted approach to engagement was taken which included focus groups, online surveys and information sessions. Learning and feedback has also been incorporated from the development of other strategies over the past year to ensure we are reflecting as many views as possible into our strategic plan.

Targeted engagement took place from June 2024 until March 2025 and focused on people who use our services, staff, carers, the third sector, our stakeholder organisations and the wider public. Over the engagement period we have engaged with hundreds of people from ages 5 to 103 across all 6 localities in South Ayrshire.

## Engagement

In addition to the targeted engagement outlined below we have taken learning and feedback from other engagement we have carried out since the first iteration of the Strategic Plan came into place in 2021. We have valuable learning from the establishment of the Team Around the Locality Model, the Learning Disability Strategy, Ageing Well Strategy, the Independent Advocacy Plan, the Live Well Adult Mental Health Strategy and the Age Well Dementia Strategy.

Through engagement undertaken for these areas of work we know that people in South Ayrshire need us to work collaboratively with our partners to achieve the improved health and wellbeing outcomes we have set upon ourselves. With person centred care at the heart of our plan we look forward to working with our communities to achieve our ambitions.

## Community Planning Participation and Engagement Group

On the 26<sup>th</sup> of August the plans to refresh the HSCP Strategic Plan were taken to the Community Planning, Participation and Engagement Group. This group is held by Voluntary Action South Ayrshire (our third sector interface) and is multi agency group with membership spanning across the public and third sector. This was an opportunity to share the plan for engagement and link in with various services across South Ayrshire. We presented our plans to seven group members who then shared the information to their vast networks.

## Tier 1 Engagement Event

An engagement event was held at UWS in Ayr on the 29<sup>th</sup> of August to launch the formal consultation period for the Dementia and Adult Mental Health Strategies. We used this platform as an opportunity to link in with our third sector providers to provide an overview of the plans to refresh the Strategic Plan and to gather feedback on what was important to them. 48 people attended the event with presentations from 14 services across South Ayrshire.



The 14 organisations in attendance had the opportunity to ask and understand how their services fit into our strategic vision. The conversations generated were positive and highlighted the importance of communication and working together as we all aim to achieve a common goal together. This is highlighted in the Strategic Plan refresh. The organisations also took away our survey flyers in both physical and digital copies to share far and wide to ensure we gathered as much feedback as possible. This feedback is outlined in the survey responses.

## Participatory Budgeting Events

To engage with as many people as possible we linked in with the annual Participatory Budgeting (PB) events to engage with attendees. These events were held across all 6 localities and provided the opportunity to engage with almost 100 people.



We asked people at the events to take part in an awareness task. Two activities. Here people were presented with 3 questions:

- Have you heard of the Health and Social Care Partnership?
- Do you know what the Health and Social Care Partnership's Strategic Plan is?
- Do you know what the Health and Social Care Partnership's vision is?

To do this we gave each person 3 stickers to indicate their level of understanding. Following the sticker exercise conversations were held to help people understand what the HSCP is and to help us understand what they think is important to be included in the Strategic Plan.



## Tron and Villages

The Participatory Budgeting event in Tron took place on the 3<sup>rd</sup> of September 2024 and here we engaged with 24 people. Most people attending the Tron and Villages event told us that they had heard of the Partnership but few people knew about the Strategic Plan or the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	16	7	1
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	17	5
Do you know what the Health and Social Care Partnership's vision is?	2	15	5

## Prestwick and Villages

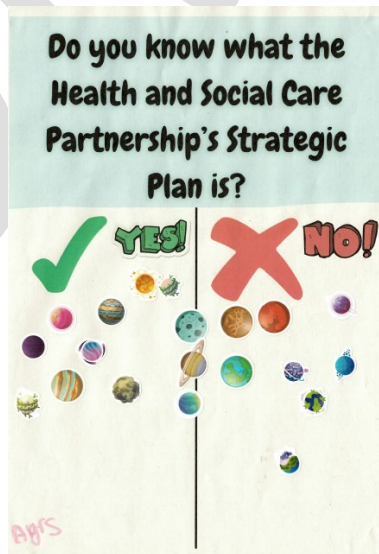
The Participatory Budgeting event in Prestwick took place on the 3<sup>rd</sup> of September and here we engaged with 11 people. Most people attending the Prestwick event told us that they had heard of the Partnership but less people knew about the Strategic Plan or the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	8	3	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	7	1
Do you know what the Health and Social Care Partnership's vision is?	3	7	1

### Ayr South and Villages

The Participatory Budgeting event in Ayr took place on the 9<sup>th</sup> of September and here we engaged with 20 people. Most people attending the Ayr South and Villages event told us that they had heard of the Partnership, a number of people had also heard of the Strategic Plan and the vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	18	2	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	9	7	8
Do you know what the Health and Social Care Partnership's vision is?	9	10	1

### Maybole and North Carrick

The Participatory Budgeting event in Maybole took place on the 12<sup>th</sup> of September and here we engaged with 20 people. Most people attending the Maybole and North Carrick event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	12	7	1
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	17	0
Do you know what the Health and Social Care Partnership's vision is?	3	17	0

### Girvan and South Carrick

The Participatory Budgeting event in Girvan took place on the 26<sup>th</sup> of September and here we engaged with 10 people. Most people attending the Girvan and South Carrick event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	7	3	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	2	8	0
Do you know what the Health and Social Care Partnership's vision is?	8	1	1

### Ayr North

The Participatory Budgeting event in Ayr took place on the 1<sup>st</sup> of October and here we engaged with 11 people. Most people attending the Ayr North event told us that they had heard of the Partnership but few people knew about the Partnership's Strategic Plan or vision.



Question	Yes	No	Unsure
Have you heard of South Ayrshire's Health and Social Care Partnership?	9	2	0
Do you know what the Health and Social Care Partnership's Strategic Plan is?	3	8	0
Do you know what the Health and Social Care Partnership's vision is?	2	9	0

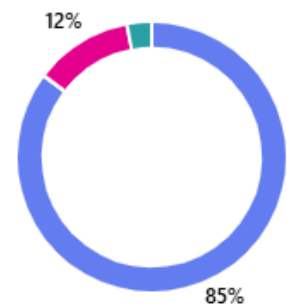
## Online Survey

A survey targeted at people living in South Ayrshire as well as staff and partners was developed to inform the plan. The survey aimed to gain an understanding of what people thought of our vision, values, strategic objectives and long term visions for health and social care in South Ayrshire.

The survey went live on the 29<sup>th</sup> of August and was available for just over 6 weeks with a closing date of the 11<sup>th</sup> of October. A total of 40 people responded to the survey.

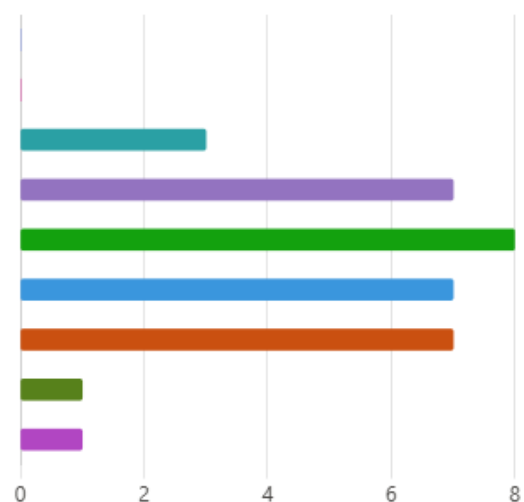
### 1. Which of the following best describes your gender identity?

● Female	29
● Male	4
● Non-binary	1
● Prefer not to say	0
● Other	0

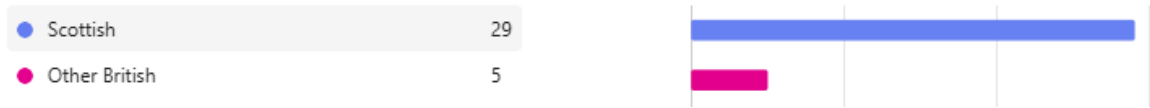


### 2. Which age group are you in?

● Under 16	0
● 16-24	0
● 25-34	3
● 35-44	7
● 45-54	8
● 55-64	7
● 65-74	7
● 75 or over	1
● Prefer not to say	1



3. What is your ethnic group?



4. Do you have a health condition, illness or disability which has lasted, or is expected to last at least 12 months?



5. Does your condition, illness or disability reduce your ability to carry out day to day activities?

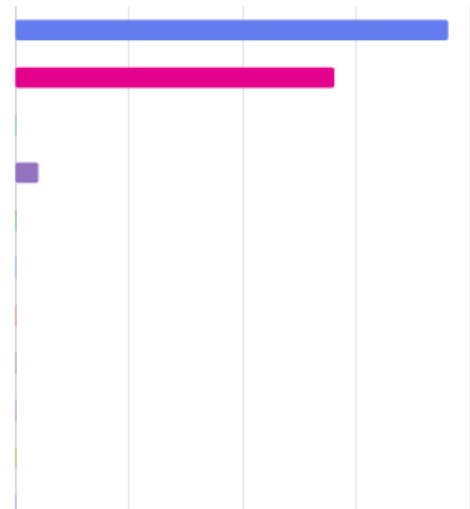


6. Which of the following best describes your sexual orientation?



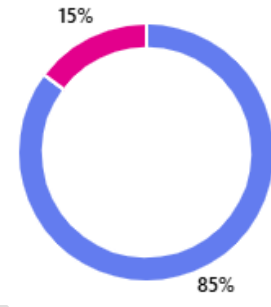
7. What religion, religious denomination or religious body do you belong to?

● No religion	19
● Church of Scotland	14
● Roman Catholic	0
● Other Christian	1
● Muslim	0
● Hindu	0
● Buddhist	0
● Sikh	0
● Jewish	0
● Pagan	0
● Other	0



8. Do you live in South Ayrshire?

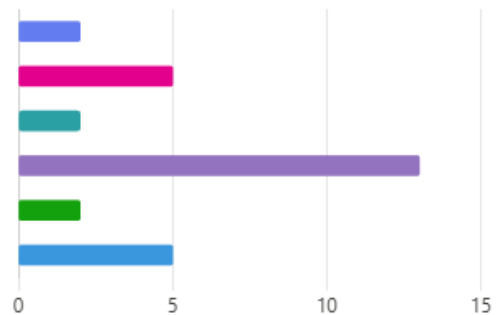
● Yes	29
● No	5



*'More*

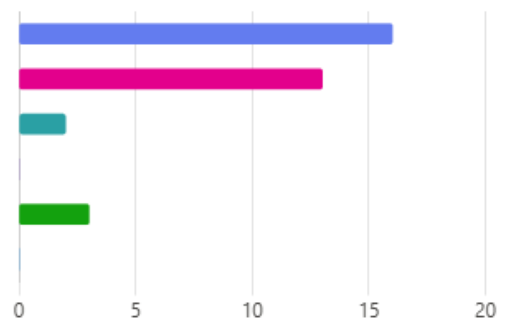
9. Which locality area do you live in?

● Troon and Villages	2
● Prestwick and Villages	5
● Ayr North	2
● Ayr South, Coynton and Villages	13
● Maybole and North Carrick	2
● Girvan and South Carrick	5



10. In which capacity are you completing this consultation?

● Member of the public	16
● Employee of South Ayrshire Council/ NHS Ayrshire and Arran (SAHSCP)	13
● Third Sector Representative	2
● Private Sector Representative	0
● Carer of someone who receives health/social care services in South Ayrshire	3
● Elected Representative	0



11. Do you think the vision 'Empowering our communities to start well, live well and age well.' Remains fit for purpose?



12. Please explain your reasoning.

'Yes I think it fits well due to the aging population in South Ayrshire.'

'It's what is needed.. should be the vision'

'Relevant to everyone, regardless of age and health/wellbeing.'

'Yes we need more support to be able to work and be healthy'

'I think the vision is fantastic but the carrying out is tricky'

'The vision is broad and ambitious'

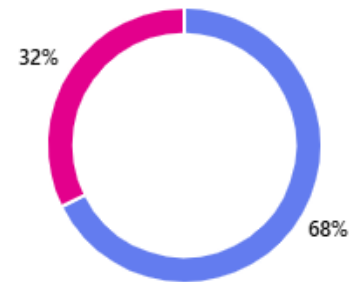


13. To what extent do you agree we are achieving our vision?



14. Do you think our values remain fit for purpose?

● Yes 23  
● No 11



15. Please explain your reasoning.

'Being open is very important along with honesty and clear expectations of services. Therefore supporting service users with the right information empower them'

'I think it needs to be clear and concise and that is what these values are.'

' These are the values that should be adhered to, but also should be evident in their actions. Unfortunately not always the case.'

'Necessary to recognise the contribution individuals can make to own and others wellbeing - and support this'

'I think sometimes there is long wait times and pressures on services though that we don't always deliver on compassionate care, but feel this is very important. Being open and honest about what we can deliver is important.'

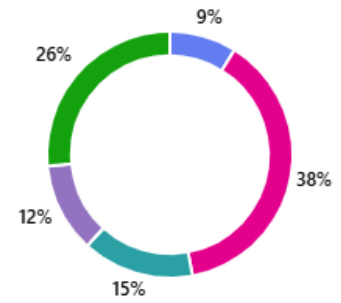
'They are ambitious and forward thinking'

'They are the important values'



16. To what extent do you think we are demonstrating our values?

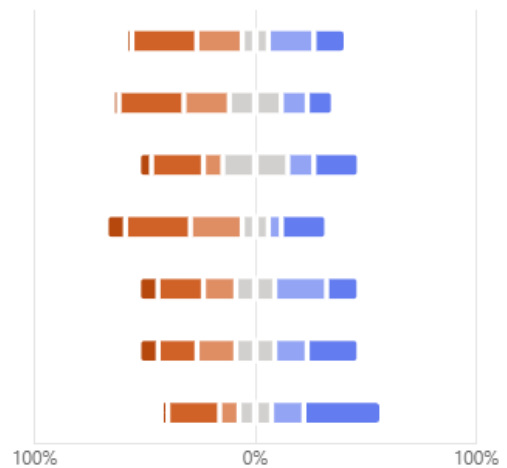
● Strongly agree	3
● Somewhat agree	13
● Neither agree nor disagree	5
● Somewhat disagree	4
● Disagree	9



17. To what extent do you think we are achieving our objectives?

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Very disagree
- Very agree

- We focus on prevention and tackling inequality
- We nurture and are part of communities that care for each other
- We work together to give you the right care in the right place
- We help build communities where people are safe
- We are an ambitious and effective Partnership
- We make a positive impact beyond the services we deliver
- We are transparent and listen to you



18. Do you think these objectives remain fit for purpose?

● Yes	18
● No	16



19. Please explain your reasoning.

'I think we need to be doing more, get back to basics, sometimes you cannot even get people to communicate with you when you work for the council so I can only imagine how members of the public feel. People should take pride in their jobs and we need to focus on prevention work rather than cure/crisis intervention.'

‘I think the objectives are inclusive and would be amazing if they could be achieved.’

‘There has been alot of work trying to give people the right support in the community to keep them safe and confident at home for as long as possible, and trying to put things in place before crisis point’

‘They are broad and inclusive’

‘I feel they are important objectives that should continue to be used’

‘I think we still have a way to go to improve the services people receive and to work on eliminating the postcode lottery that people currently experience.’



20. Do you know what the Wellbeing Pledge is?

● Yes 20  
 ● No 14



21. How can we further promote the Wellbeing Pledge?

‘I think just continue the work that is being done, a presence at team meetings, community meetings and online forums.’

‘Interactive Teams sessions, lots of information coming through via emails and becomes difficult to prioritise what is most important to read.’

‘I only know about it through being an employee of SAC. My family members are residents of SAC and pay large council tax bills and have never heard of this. We need to advertise this pledge all over the area and encourage participation in all aspects of engagements.’

‘By continuing to support staff to promote and stick to our part of the pledge and encouraging others to stick to theirs.’

‘More engagement with community councils and community groups’

‘Regular inclusions in staff bulletins’



## Consultation

Following a period of engagement to inform the Plan a Draft Plan was written to share for consultation and further comment/changes.

## Locality Planning Partnerships

Over the consultation period the Locality Planning Partnerships (LPPs) were presented with our Draft Strategic Plan to comment on and provide improvements or additions we could make. This outlook allowed us to reflect on the South Ayrshire wide Plan at a more localised level. In total we engaged with over 60 people across the 6 meetings.

The LPPs fed back that they were delighted with the contents of the plan and were encouraged by the spotlight on the Team Around the Locality Model. They agree that the move towards a more localised way of working will achieve improved outcomes for the people of South Ayrshire.

## Care Home Forum

On the 16<sup>th</sup> of January 2025 we attended the Care Home forum to give an overview of the draft Strategic Plan and the route than was taken to get there. The group highlighted the importance of collaborative working and were encouraged to see this was highlighted in the Plan. The group had no further comments or wished to amend.

## Ageing Well Board

Throughout the engagement period we attended the Ageing Well Board. The group fed back that they were encouraged to see the links to other plans and strategies at both a local and national level, in particular the Ageing Well Strategy. The Board highlighted the importance of bringing together the plethora of work happening across the Partnership into one centralised, overarching Plan.

## Third Sector Health and Wellbeing Forum

On 12<sup>th</sup> of February we attended the Third Sector Health and Wellbeing Forum at VASA. The Forum is a group that is run by VASA and meets every two months to ensure the Third Sector's voice is heard by strategic partners.

This group acknowledges that all Strategic Objectives were integral to achieve improved outcomes for people in South Ayrshire but they highlighted early intervention and prevention in particular.

## NHS Ayrshire and Arran's Transformation and Sustainability Directorate

NHS Ayrshire and Arran's Transformation and Sustainability Directorate provided detailed feedback around the inclusion of Caring for Ayrshire in the Strategic Plan. They provided additional information to include in the plan around Caring for Ayrshire and how the programme links with other services in South Ayrshire. The feedback also clarified where Caring for Ayrshire fits within the local and national picture at a strategic level.

## League of Champions

In February the League of Champions looked at the draft of the strategic Plan to provide us with valuable feedback. The League of Champions is a space for adults with learning disabilities to come together to support each other and champion the right of people living with learning disabilities.

The group took time to go through each strategic objective and provided the following detailed feedback.

Objective 1 – the group liked that “preventing and tackling inequality” was the first Objective. One person said that it should be “tackling and preventing inequality” and said that you can only prevent inequality if you tackle it first. The group were able to give good examples of where people have made assumptions about their learning disability and the importance of seeing them as “just people the same as you”.

Objective 2 – the group spent time reflecting on this and what it means to be part of a community that care for each other. The group felt that the League of Champions is a good example of this, being a voice for people whose voices are not often heard. Looking out for friends, talking about worries in the League of Champions.

Objective 3 – we work together to give you the right care in the right place. The group had good examples of where they have had negative experiences of care being provided to them where they haven’t felt involved in decisions or had choices. Several people in the group were able to give excellent examples of where they have worked with their service Provider and where they have been listened to and involved in planning their supports. When this happens, people feel their support is right for them.

Objective 4 – we help build community where people are safe – the group spoke about what they can do to keep themselves safe and times where they have encouraged others to get help when they need it. The group are inviting PC McGarva Community Police along to a future League of Champions meeting.

Objective 5 – ambitious and effective partnership – the group struggled to get this concept, but in further discussion a few said that this was like “thinking ahead and doing what you say you are going to do” “working together” and “listening to each other”.

Objective 6 – we are transparent and listen to you – one person in the group said it would have been good if this was objective 1 because it is so important to feel listened to.

## QR Feedback

We also circulated the draft to a wide range of people set out below. From this we received positive feedback appreciating the work that has gone into the plan as well as a few suggestions on how to improve wording. These were considered and incorporated into the plan.

- All HSCP Staff
- VASA
- Newsletter
- Social Media
- Website
- South Ayrshire Community Planning Partnership
- NHS Communications Team
- Carers
- LPPs



DRAFT

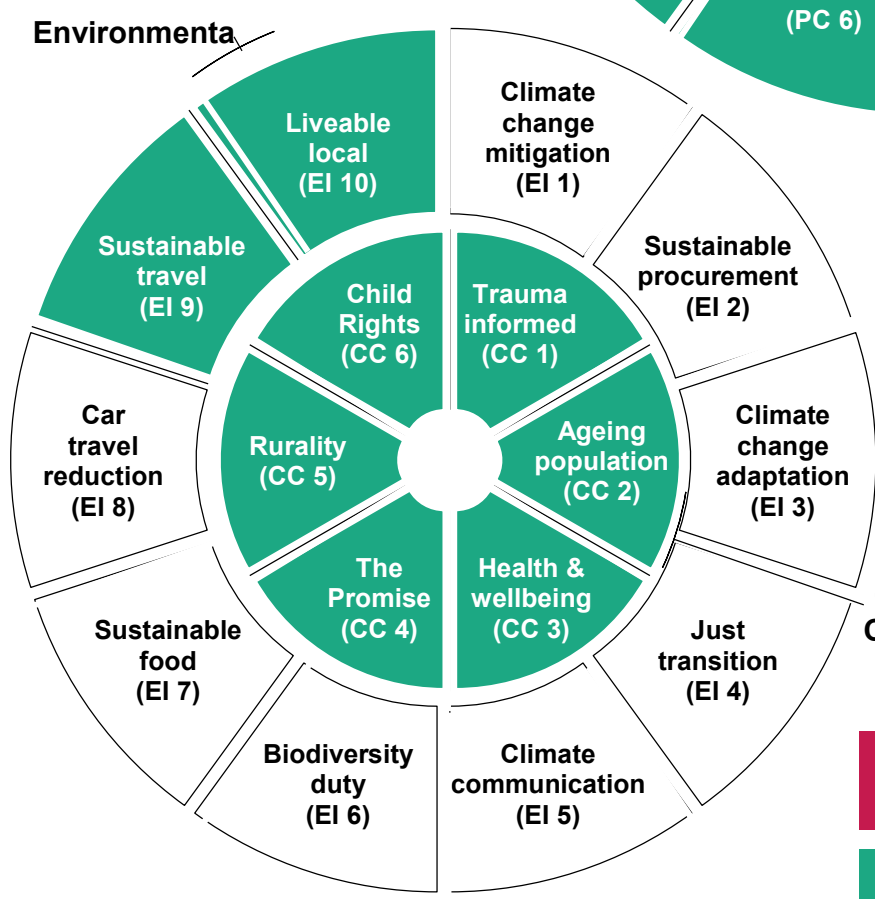
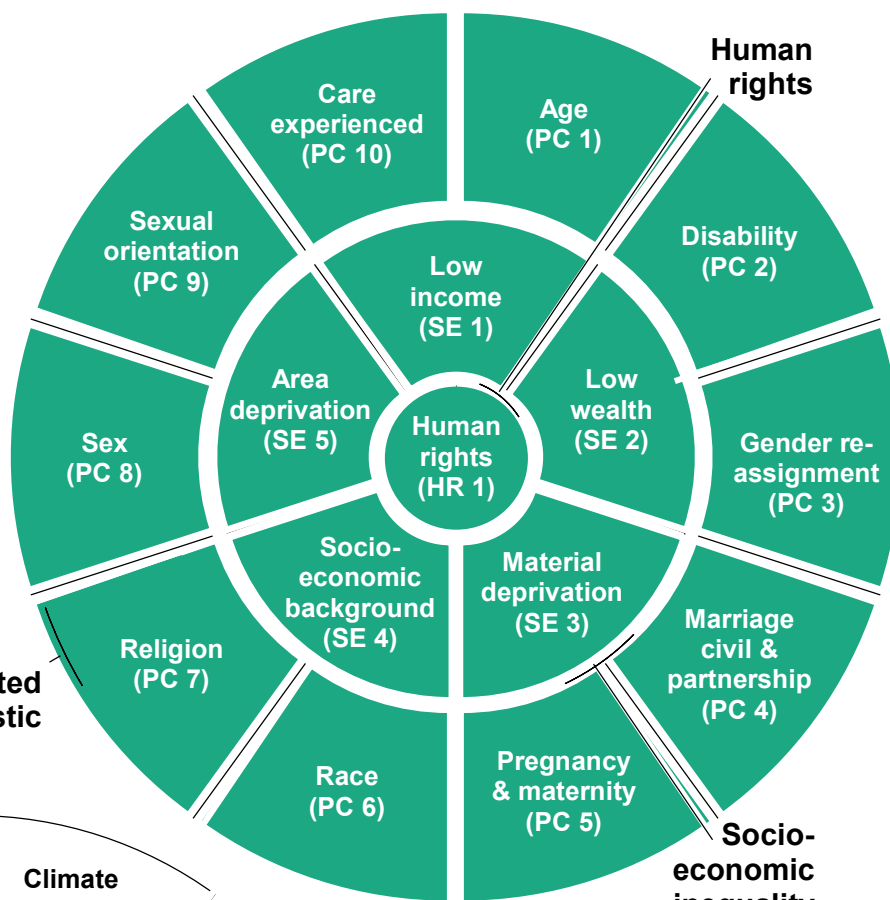
# Integrated Impact Assessment Summary Report

South Ayrshire HSCP Strategic Plan  
2021-31 2025 Refresh



Completed by:  
Hanna Dearie,  
Planning and Performance  
Officer,  
Planning and Performance

Date started 24th July 20



To be implemented on:  
2th March 2025  
Review date:  
2th March 2028  
Oversight Panel:  
South Ayrshire Health  
and Social Care  
Partnership

negative impact	uncertain / not clear
positive impact	no impact / not applicable

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**Public sector equality duty**

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Eliminating unlawful discrimination, harassment, and victimisation?

The refreshed Strategic Plan seeks to mainstream equalities in it's over arching outcomes and will ensure that any subsequent action points do not disproportionately disadvantage one community or group over another. South Ayrshire HSCP is committed to eliminating discrimination and stigmatisation and the structure which has been put in place will play a positive role in the contribution towards this vision.

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Advancing equality of opportunity?

The refreshed Strategic Plan is inclusive of everyone and ensures equality of opportunity to improve outcomes. The HSCP seeks to encourage and improve participation through our Champions Boards and Locality Planning Partnerships which represents 'communities of interest' across South Ayrshire.

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Fostering good relations?

The refreshed Strategic Plan is inclusive of everyone and ensures equality of opportunity to improve outcomes. In addition, the HSCP has identified key areas of focus within the plan taking into consideration our ageing population. The HSCP seeks to encourage and improve participation through our Champions Boards and Locality Planning Partnership which represents 'communities of interest' across South Ayrshire.

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**Consultation declaration**

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We confirm consultation has been carried out as part of this process.

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## Child Rights & Wellbeing Impact Assessment (CRWIA) summary

### CRWIA for a non-legislative policy/measure

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CRWIA title:

HSCP Strategic Plan 2021-31 2025 Refresh

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Publication date:

03/12/25

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Summary of policy aims and desired outcomes

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

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Executive summary

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

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Background:

The Public Bodies (Joint Working) (Scotland) Act 2014 sets a statutory duty for all HSCPs in Scotland to have a Strategic Plan in place. This plan must set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority

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Scope of the CRWIA, identifying the children and young people affected by the policy, and summarising the evidence base:

The Plan considers specific health, wellbeing and protection issues relating to children. The plan supports priorities such as Young Carers and embedding The Promise in South Ayrshire.

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Children and young people's views and experiences:

Children and Young People had an opportunity to contribute to the refreshed Strategic Plan and have done so as set out in the engagement report. Staff and Partners working with young people also had the opportunity to respond to the consultation and feed back on

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Key Findings, including an assessment of the impact on children's rights, and how the measure will contribute to children's wellbeing:

It is essential that all children and young people have equitable opportunities to improve their health and wellbeing outcomes and this may require promoting the interests of one group of children above another.

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Monitoring and review:

The Implementation Plan of the Strategic Plan will be reviewed on an ongoing basis and a progress report will be provided to the Integration Joint Board.

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### CRWIA Declaration Authorisation

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Policy lead:

Sheila Tyeson, Senior Manager Planning and Performance

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Date:

26th February 2025

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Deputy Director or Equivalent:

Sheila Tyeson

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