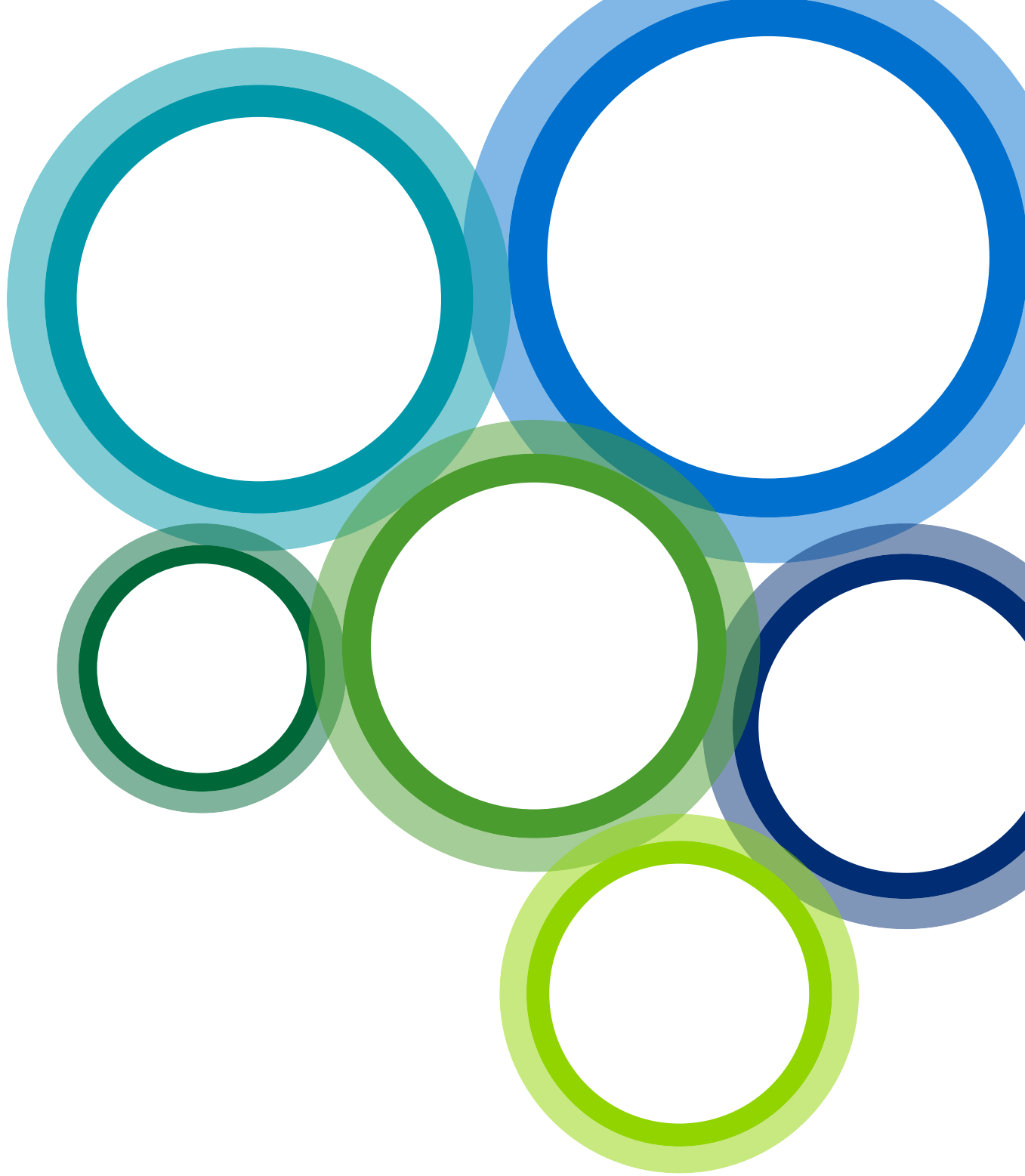
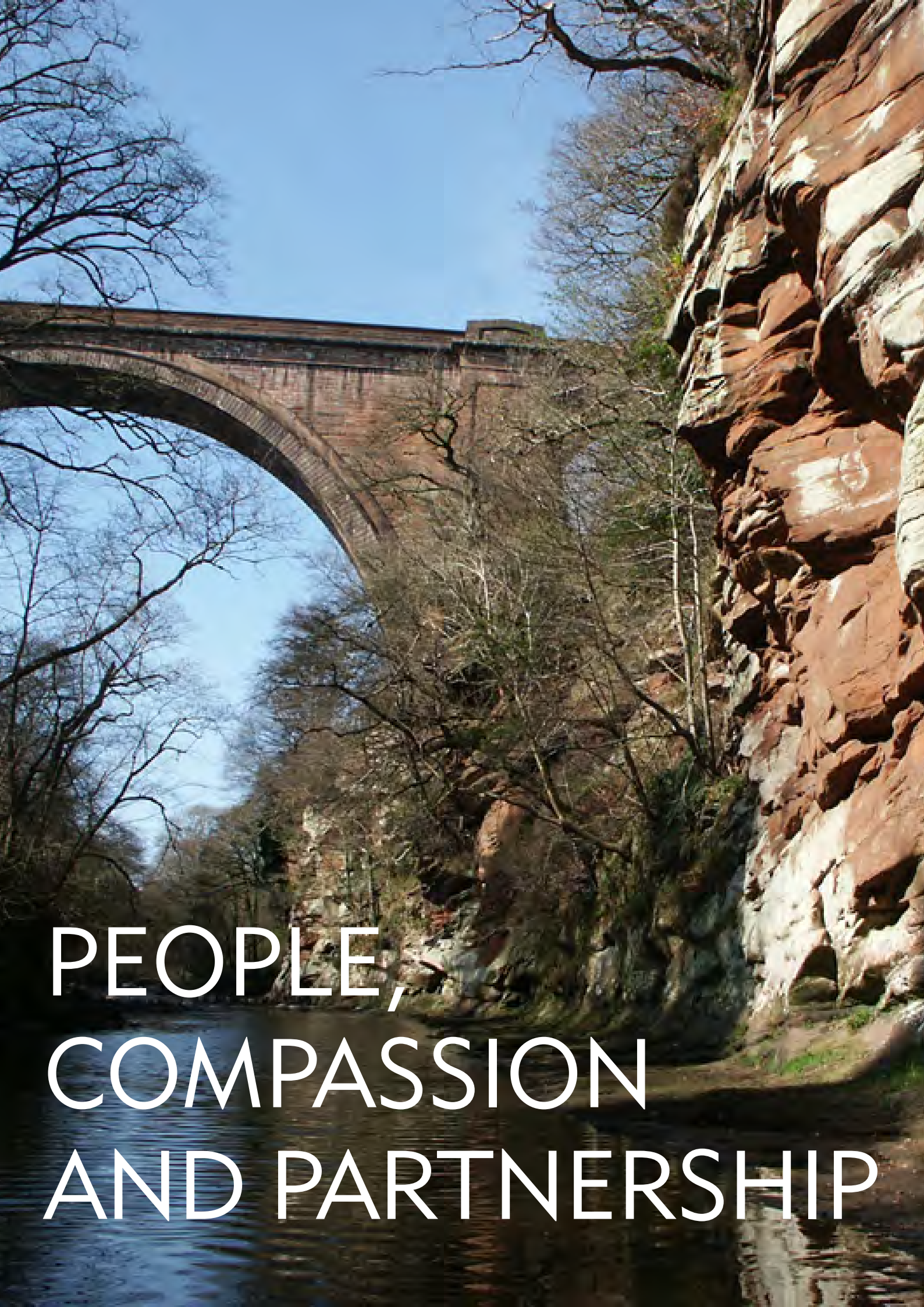




East Ayrshire Health & Social Care Partnership

STRATEGIC PLAN 2021-30

EAST AYRSHIRE
Health & Social Care
Partnership



PEOPLE,
COMPASSION
AND PARTNERSHIP

Welcome

Welcome to the third Strategic Plan for East Ayrshire Integration Joint Board. The plan covers our ambitions and shared priorities for health and social care over the next year, 2021 to 2024, and with a longer look towards 2030.

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

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

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

Our Strategic Plan will focus on recovery and renewal following the challenges we have all faced as a result of the Covid-19 pandemic. We have shown our strength, care and compassion by coming together to support people who need us the most. People who have felt isolated at home, our older residents in care homes, our young people whose education and learning has been disrupted - all of whom have been supported by our workforce and communities working together tirelessly.

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



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

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

Craig McArthur

Director

East Ayrshire Health and Social Care Partnership

Michael Breen

Chair

East Ayrshire Integration Joint Board

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

People, Compassion and Partnership

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

We have heard how citizens are choosing to make a positive difference in their own lives. Our part is to promote this approach in everything we do. Your part is to make these positive choices in your life and challenge us to live up to our pledge.



Ask 'what matters to me?'

'Having the time, slowing down and being able to look at my life has allowed me to identify what's important and been a great transition into the next phase of my life...'

Value their assets

...it has allowed me to appreciate what I have and what we have in the environment...

Embrace change

...I don't want to go back to normality, I want my new normal that I am crafting for myself...

Contribute to their community

...I appreciated the lovely concern by neighbours and friends for my wellbeing and there was a lovely community spirit that I hope we don't lose...

Take charge of their health and wellbeing

...I would say I have better mental health... walks every day... staying local really helped me appreciate Dean Park and all that it offers. My mental health could have been adversely affected by loneliness or isolation as I live on my own but I wanted to make sure that it wasn't so consciously made an effort to keep connected.

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

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

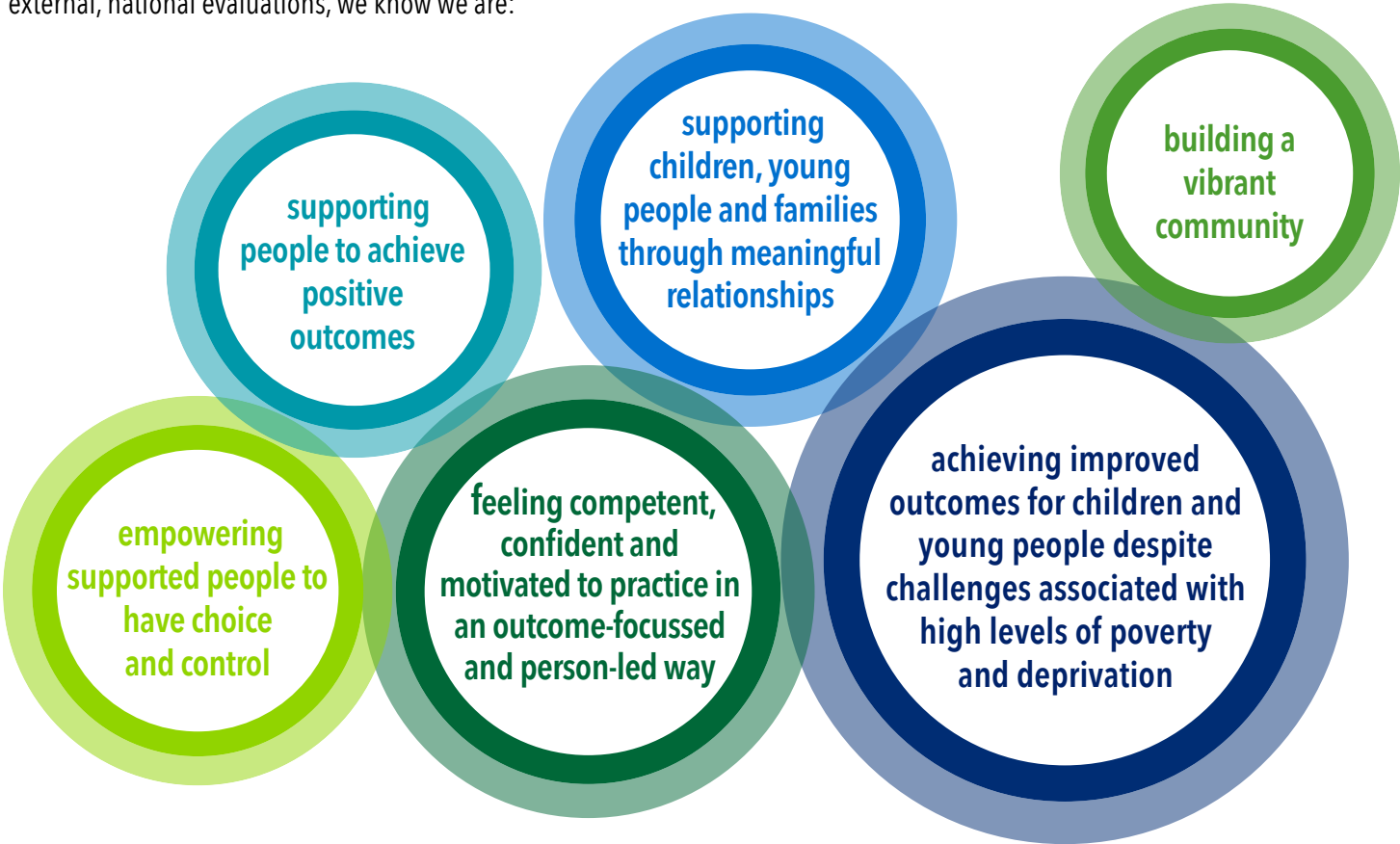
Our strengths are the relationships between partners - they are inclusive, honest, respectful and focussed on what matters to people and families. Through these relationships partners have built trust and the willingness to work together to get the best outcomes. We have committed to working by a number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

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

In all that we do, we work in localities. This is when local people work together with public, not-for-profit and independent sector organisations to improve health and wellbeing in their area. In East Ayrshire there are three localities: Northern (Annick and Irvine Valley), Kilmarnock (including Hurlford and Crosshouse), and Southern (Ballochmyle, Cumnock and Doon Valley). In each area, our Locality Groups play an active part in planning and implementing these improvements, maximising the contributions of local assets and partners. Our [Working in Localities](#) webpages have more information.

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

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



Towards 2030

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

Strategic Priority

Local Outcome

Starting Well and Living Well

More people and families have better health and wellbeing and we have fairer outcomes.

Caring for East Ayrshire

Health and social care is delivered in a way that promotes wellbeing and suits people and families, both virtually and through the buildings, places and spaces of the local environment.

People at the Heart of What We Do

People, unpaid carers, families and communities achieve their outcomes through seamlessly joined up support - they are at the centre of all we do and support is a positive experience.

Caring for Our Workforce

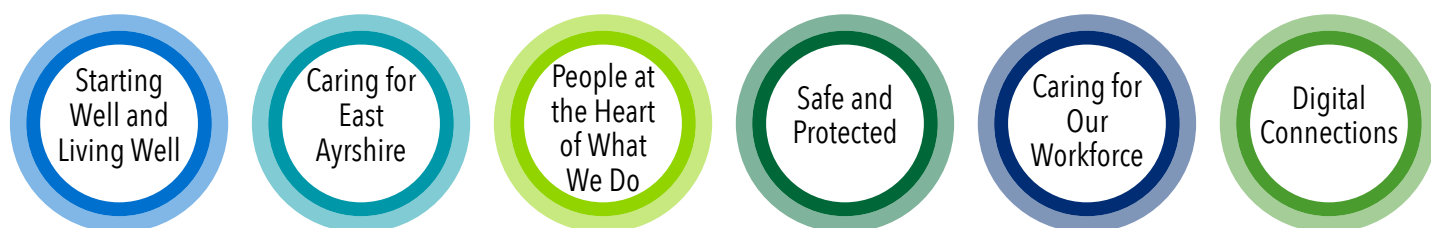
The health and social care workforce is well and we have the right people with the right skills in the right place at the right time, to support people, families and communities to achieve their goals.

Safe and Protected

East Ayrshire is a safe place for people to live, work and visit.

Digital Connections

Digital technology has improved local wellbeing and transformed health and care.



WITH...



PEOPLE

communities • carers
families • workers



choosing
to make a
difference

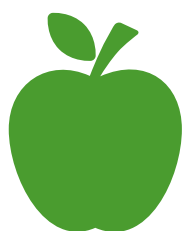


PARTNERSHIP



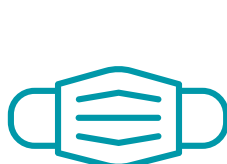
respect dignity
responsiveness
inclusion

FOCUSSED ON...



HEALTH AND WELLBEING
AT EVERY AGE AND STAGE

TACKLING INEQUALITIES



RECOVERY from Covid-19



**PREVENTION AND
EARLY INTERVENTION**

**IMPROVEMENT
AND INNOVATION**

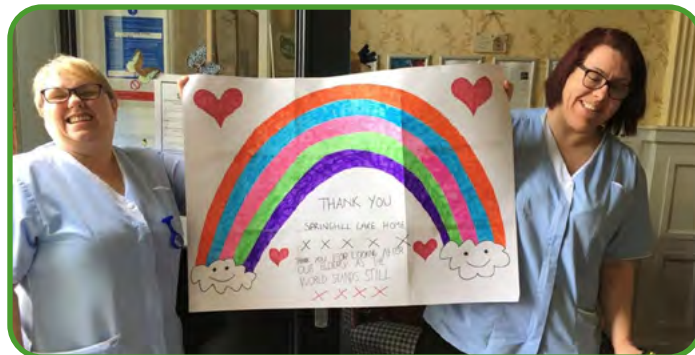
**CARE FOR PEOPLE AND FAMILIES
WHO NEED SUPPORT**

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

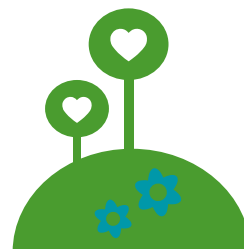
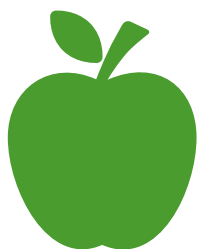


WE WILL...

- move support closer to families, homes and communities
- help people get better physically and mentally
- work with families and communities to help them achieve the things that matter most
- find new and better ways for supports to work together
- tackle poverty and stigma and help make people safe
- use new technology to make support better



TO ACHIEVE...



BETTER
HEALTH AND WELLBEING
WITH FAIRER
OUTCOMES

PEOPLE
CHOOSING
TO LIVE AS
INDEPENDENTLY
AS POSSIBLE

JOINED UP SUPPORT
WITH **PEOPLE**
FAMILIES
AND **CARERS**
AT THE CENTRE

SUPPORT THAT
FITS OUR
LIVES AND
THE **PLACES**
WE LIVE

2030 EAST AYRSHIRE

Strategic Commissioning Intention:



Starting Well and Living Well

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

Partners know that the way to achieve real improvement is to tackle (undo) the cause, rather than treat (mitigate) the consequences. We also recognise that Covid-19 has had more impact on those already facing unfair barriers in life. For these reasons we will carry on making a positive choice to scale up prevention and early intervention. The focus of our work with people of all ages will continue to be about their potential. It will be based on natural strengths and assets, on empowering people to connect through kindness, and on ensuring our resources are shifted to support people, families and communities holistically and early. Living well is also about dying well. We will continue to focus on compassionate conversations about dying and improving care and options when someone is at the end of their life.

In 2021/22 we will:

- Focus our response, renewal and recovery from Covid-19 on helping our most vulnerable and disadvantaged people and families, prioritising tackling poverty and inequalities, recovery from drugs and alcohol, social isolation and mental health.
- Recover in partnership, involving people who are vulnerable or socially disadvantaged as well as delivery partners in all sectors, making the most of their strengths.
- Further invest to improve access to mental health support, enabling more people and families to get help sooner.
- Challenge and tackle stigma wherever we find it, promoting recovery and equity.

Until 2024, our focus will be:

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

By 2030:

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

Strategic Commissioning Intention:



Caring for East Ayrshire

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

In 2021/22 we will:

- Build on the learning over the Covid-19 pandemic to maximise the continued use of new technology and maintain services to local people and families. We will ensure our services are accessible, available and provide face to face support with safe guarding in place.
- Adopt the Scottish Approach to Service Design to understand the needs of our citizens, workforce and stakeholders and create opportunities through a range of perspectives and collaboration in redesign solutions.
- Continue to progress redesign of place-based models of care in Cumnock and the Irvine Valley.
- Take forward place-based redesign through the Doon Valley Community Campus in Dalmellington, together with partners in East Ayrshire Council's Education Service, NHS Ayrshire and Arran and the East Ayrshire Leisure Trust.

Until 2024, our focus will be:

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

By 2030:

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

Model of Care

Home with Care / Self Care

Self / supported care provided in or accessed from individuals home setting

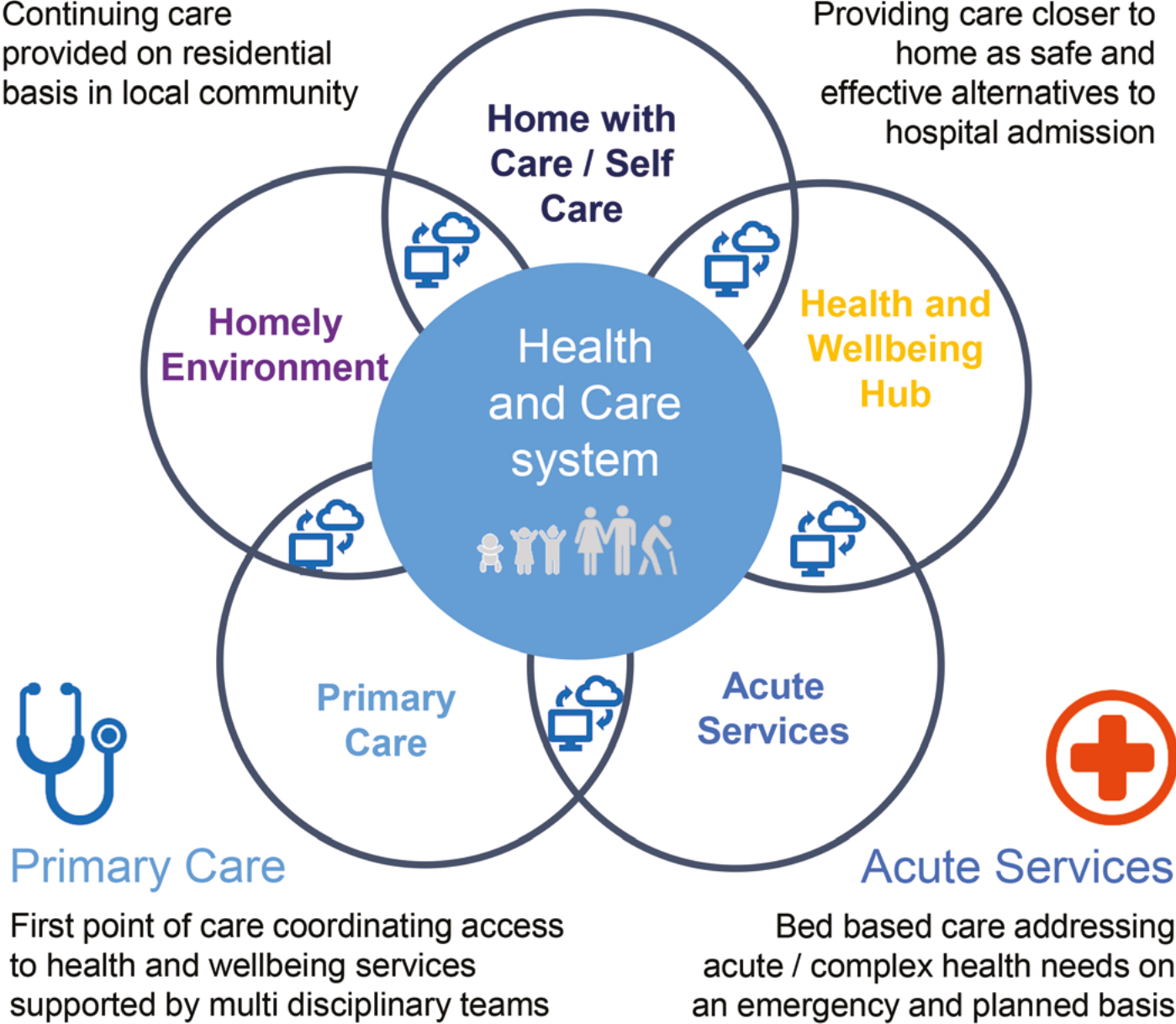


Homely Environment

Continuing care provided on residential basis in local community

Health and Wellbeing Hub

Providing care closer to home as safe and effective alternatives to hospital admission



Strategic Commissioning Intention:



People at the Heart of What We Do

Multidisciplinary working means organising the full range of health and social care professional and practitioner supports around a person, family or community, and working with them to achieve what matters most. Teams bring together different knowledge and skills and are empowered to make decisions close to the situation. Doing this effectively creates better experiences and outcomes for the citizens we serve, and is particularly important as we think about the long-lasting effects of Covid-19 on people's physical and mental health, either because they have had the virus, been affected by lockdown, or by a pause in diagnosis and treatment.

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

In 2021/22 we will:

- Focus on ongoing and intensive rehabilitation support for people to recover from the effects of Covid-19 and lockdown.
- Invest to increase the number of mental health practitioners across all GP practices.
- Design and implement a wellbeing-focussed service delivery model with children and families, to get it right for every child.
- Support our workforce to embrace and utilise the new ways of working, keeping both our workforce and citizens safe and supported.
- Progress service redesign across children's services, financial and welfare benefits and our support services.
- Work with partners to improve support for people involved in the justice system who have disabilities or additional support needs.

Until 2024, our focus will be:

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

By 2030:

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

Strategic Commissioning Intention:



Caring For Our Workforce

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

Even in the face of unprecedented challenge, due to the skills, flexibility and commitment of the workforce, we have been able to continue to deliver critical services. The impact of Covid-19 on those who work in health and care services, inclusive of all sectors and particularly on the front line, has been and will continue to be profound. It is imperative that we care for them, so that they can keep caring for us.

In 2021/22 we will:

- Value the workforce by ensuring they have training and resources to do their jobs well following Covid-19 and as part of service redesign.
- Invest in and deliver a comprehensive programme of wellbeing support.
- Develop and deliver our interim Workforce Plan for 2021/22.

Until 2024, our focus will be:

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

By 2030:

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



Strategic Commissioning Intention:



Safe and Protected

Everyone has the right to live in safety and be protected from neglect, abuse and harm. Covid-19 is an unprecedented threat to the safety of our lives, especially for our most vulnerable people, but it has been matched by our families, communities and partners coming together to protect each other in new and extraordinary ways. Health and social care services have a key role in helping to keep vulnerable people in our communities safe and in preventing harm and supporting people at risk of harm. We deliver these through a variety of multi-agency public protection arrangements with oversight from the East Ayrshire Chief Officer Group, including: Child Protection; Adult Support and Protection; Violence Against Women and Girls; Multi-Agency Management of Offenders (MAPPA) and the; Alcohol and Drugs Partnership. We also respond to new risks and vulnerabilities as these emerge, taking actions with our partners to prevent and respond, and learning from each other to improve the ways we support and protect vulnerable people.

In 2021/22 we will:

- Build on the learning over the Covid-19 pandemic to improve interventions to protect people through our multi-agency public protection arrangements.
- Deliver coordinated multi-agency public awareness raising around prevention and protection activities so that our communities can identify people at risk of harm and know how to get support.
- Develop our multi-agency arrangements to support women who are a serious risk of harm or death because of domestic abuse.

Until 2024, our focus will be:

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

By 2030:

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

Strategic Commissioning Intention:



In successive plans, we have had a focus on the opportunities offered by digital technologies to enhance how people are supported and how the workforce communicates. We know that some groups such as older people and people living with disabilities have tended to be less engaged online, and that access to the internet and digital devices varies across our communities. A lot has changed as a result of Covid-19; many organisations, including health and social care services, quickly found digital ways of working to be able to continue to provide support at a critical time. At the same time, people and families embraced new, digital ways of living to connect with each other and access services, which worked well and reduced the need for people to travel. Digital technology became a lifeline for many of us.

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

In 2021/22 we will:

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

Until 2024, our focus will be:

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

By 2030:

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



SUPPORT THAT
FITS OUR LIVES
AND THE PLACES
WE LIVE

Financial Framework

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

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

Service Division	Actual Delegated Budget 2021/22	Indicative Delegated Budget 2022/23	Indicative Delegated Budget 2023/24	Indicative Delegated Budget 2024/25	Indicative Delegated Budget 2025/26	Indicative Delegated Budget 2026/27	Indicative Delegated Budget 2027/28	Indicative Delegated Budget 2028/29	Indicative Delegated Budget 2029/30
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Public Protection									
ADULT SUPPORT & PROTECTION	0.185	0.188	0.192	0.195	0.199	0.202	0.206	0.210	0.213
ALCOHOL AND DRUGS SUPPORT	2.335	2.351	2.367	2.384	2.400	2.417	2.435	2.452	2.470
CHILD PROTECTION COMMITTEE	0.115	0.117	0.119	0.121	0.124	0.126	0.128	0.130	0.133
LEARNING AND DEVELOPMENT	0.287	0.292	0.297	0.303	0.308	0.314	0.319	0.325	0.331
	2.922	2.949	2.975	3.003	3.031	3.059	3.088	3.117	3.147
Non District General Hospitals									
EAST AYRSHIRE COMMUNITY HOSPITAL	3.642	3.663	3.685	3.707	3.729	3.752	3.775	3.798	3.822
KIRKLANDSIDE HOSPITAL LEGACY	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
	4.667	4.688	4.710	4.732	4.754	4.777	4.800	4.823	4.847
Hosted Services									
PRIMARY CARE (INCLUDING DENTAL)	89.382	89.904	90.434	90.972	91.521	92.078	92.640	93.214	93.797
PRISON AND POLICE HEALTHCARE	3.338	3.357	3.377	3.397	3.418	3.439	3.460	3.481	3.503
WAR PENSIONER	1.424	1.432	1.441	1.449	1.458	1.467	1.476	1.485	1.494
OTHER LEAD SERVICES	0.365	0.370	0.376	0.382	0.388	0.393	0.400	0.406	0.412
	94.509	95.064	95.628	96.200	96.784	97.377	97.975	98.586	99.206

Service Division	Actual Delegated Budget 2021/22	Indicative Delegated Budget 2022/23	Indicative Delegated Budget 2023/24	Indicative Delegated Budget 2024/25	Indicative Delegated Budget 2025/26	Indicative Delegated Budget 2026/27	Indicative Delegated Budget 2027/28	Indicative Delegated Budget 2028/29	Indicative Delegated Budget 2029/30
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's / Justice Services									
CHILDREN AND FAMILIES / WOMEN'S SERVICES	18.383	18.714	19.051	19.394	19.743	20.098	20.460	20.828	21.203
OUTWITH / SECURE PLACEMENTS	5.568	5.668	5.770	5.874	5.980	6.087	6.197	6.309	6.422
HEALTH VISITING	3.313	3.332	3.352	3.372	3.392	3.413	3.434	3.455	3.477
JUSTICE SERVICES	1.933	1.968	2.003	2.039	2.076	2.113	2.151	2.190	2.230
	29.197	29.682	30.176	30.679	31.191	31.712	32.242	32.782	33.331
MANAGED SERVICES BUDGET EXCL. SET ASIDE	273.987	276.730	279.520	282.356	285.247	288.186	291.169	294.208	297.299
SET ASIDE - INDICATIVE	27.583	27.997	28.417	28.843	29.276	29.715	30.160	30.613	31.072
MANAGED SERVICES BUDGET INCL. SET ASIDE	301.570	304.727	307.936	311.199	314.522	317.901	321.329	324.821	328.371

How We Will Know We Have Made a Difference

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

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

Alongside these we use local indicators aligned to the East Ayrshire Local Outcomes Improvement Plan and our Strategic Plan priorities.

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

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

Covid-19 has and will continue to have an impact on the availability and quality of data; it will be difficult to accurately compare one year with another as we move from the pandemic into the future. We will be transparent and flexible in our approach, recognising the importance of our public accountability.



**We use personal
experiences, views and
examples to describe how
improved outcomes are
being achieved**

East Ayrshire Context

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

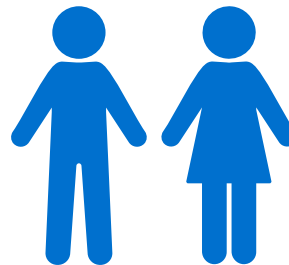


Population 122,010

which accounts for 2.23% of Scotland's total population



21,053
0 - 15 year olds
17% of population
(Scotland 17%)



76,005
16 - 64 year olds
63% of population
(Scotland 64%)



24,952
people aged 65+
20% of population
(Scotland 19%)

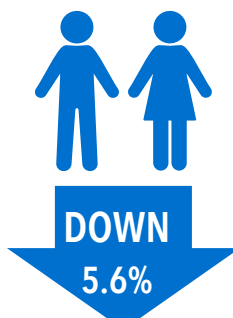
Population projection between 2018 and 2028

0 - 15 year olds



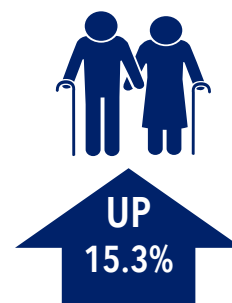
(Scotland DOWN 6.0%)

16 - 64 year olds



(Scotland DOWN 1.3%)

65 year olds and over



(Scotland UP 19.3%)

Life expectancy at birth



Males
76.0 years
(Scotland 77.1 years)
Females
80.0 years
(Scotland 81.1 years)

Population income deprived **15.2%**
(Scotland 12.0%)

Young people 0-25yrs living in the most income deprived quintile **31.4%**
(Scotland 21.7%)

Working age population employment deprived **31.4%** (Scotland 21.7%)



Population projected to **reduce** by a further **1.7%** (2,124 people) between 2018 and 2028 (Scotland up 1.8%)

22.1% of the population's daily activities are limited by long term health conditions/disability
(Scotland 19.6%)

Drug related hospital admissions, **359.7** (per 100,000 population)
(Scotland 200.2)

Alcohol related hospital admissions, **665.4** (per 100,000 population)
(Scotland 669.1)

The changing demography over the next ten years (fewer young people and more people aged 65+) will impact on the services and support required

25,320 people are prescribed drugs for anxiety/depression/psychosis
20.8% of the population
(Scotland 19.3%)

15.8% of mothers smoke during pregnancy
(Scotland 13.8%)

17.8% of babies are exclusively breastfed at 6-8 weeks
(Scotland 31.6%)

Partners in Positive Outcomes

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

Parent

Andrew Nisbet Place, Hurlford



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

Babies
born with
a healthy
birth
weight up from
89.6% to **92.7%**
2014-2020



Bed days
lost due
to delayed
discharge
DOWN
53%
2014-2020



Alcohol related
hospital stays
10.5%
(per 100,000 population)
2014-2019



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



Deaths per
1000,000
from all cancers
in under 75s
2013-2018
8% DOWN



65+ living in housing rather
than care home/hospital
increased from
96.8% to **97.4%**
2014-2020

"I have a totally different girl now! She was terrified going to school before and every morning was a nightmare. She now loves going to school and gets upset if she has to take time off. Her confidence has grown and I no longer worry about her all day long."

**Mother of a daughter supported by the
Home Link Team**

Focus for Improvement

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

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

Increasing number of probable suicides over last two years.

Personal Carers
Qualified to SSSC
Standard

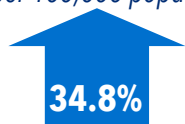
83.6%



66.3%
2014-2020

Drug misuse
related hospital
stays

Rate per 100,000 population



34.8%
2014-2018



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

East Ayrshire: **66%**

Scotland: **69%**

Benchmarking Family Group: **70%**



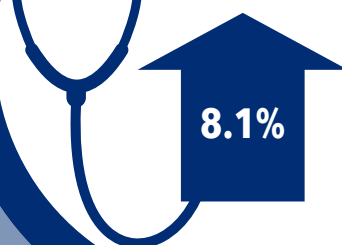
Reports submitted to SCRA by due date



88.4%
to
66.9%
2014-2020

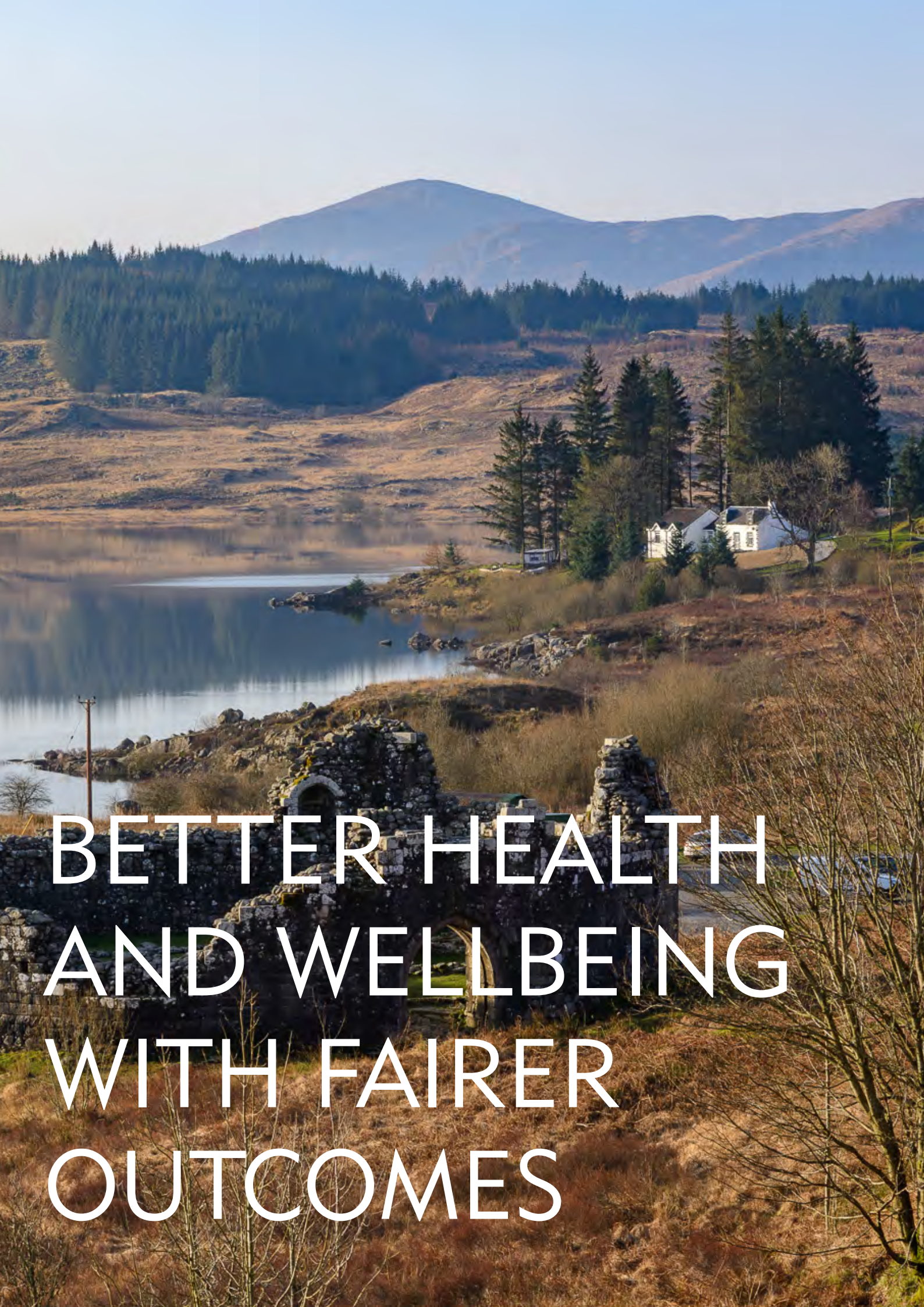
Unscheduled
admissions

Rate per 100,000
Population - all ages



8.1%
2015-2020

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



BETTER HEALTH
AND WELLBEING
WITH FAIRER
OUTCOMES

Partnership Services

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

Lead Partnership Arrangements

Lead partnership arrangements continue to be in place across Ayrshire and Arran.

East Ayrshire Health and Social Care Partnership

East Ayrshire Health and Social Care Partnership will continue to manage and deliver the following services on behalf of the north and south partnerships under the new arrangements established in 2020 for the Primary and Urgent Care Services Directorate:

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

The vision for primary care services in Ayrshire and Arran is to have sustainable, safe, effective and person-centred services, which will be delivered in partnership between communities, primary care, health and social care partnerships and the acute, third and independent sectors.

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

General Medical Services

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

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

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

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

Community Pharmacy

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

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

Community Optometry

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

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

The cohort of independent prescribing optometrists in NHS Ayrshire and Arran continues to grow. These contractors are able to manage and treat a wider range of presenting eye conditions than ECA, within the scope of their practice and in the community setting. This reduces the referrals made to the hospital eye service eye casualty department and supports the national Right Person, Right Place campaign.

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

Dental Services

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

New approaches will be introduced to facilitate treatment for older people who live in care homes or are cared for in their own home, and to enable those dentists with enhanced skills to provide services that would otherwise be provided in a hospital dental service such as oral surgery, treatment under sedation and complex restorative services. As with all primary care services, delivery of the OHIP programme has been put on hold until the full remobilisation of dental services due to the impact of Covid-19.



Working together alongside people and communities, we can make sure that when they need help, it is there and in a way that helps most.

Ayrshire Urgent Care Services

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

More recently, NHS Ayrshire and Arran was an early pilot in the Re-Design of Urgent Programme and began implementing the redesign programme from 3 November 2020, with the Redesign of Urgent Care Programme being rolled out nationally from 1 December 2020. This redesign has been welcomed to provide safe, person-centred urgent care now over a 24/7 period to support general practice and out of hours as well as emergency department and combined assessment unit in Ayrshire and Arran.

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



North Ayrshire Health and Social Care Partnership

North Ayrshire Health and Social Care Partnership will continue to manage and deliver the following services on behalf of the east and south partnerships.

Mental Health Inpatient Services

Mental health inpatient services across Ayrshire, including:

- Acute inpatient assessment for individuals experiencing functional and/or organic presentation
- Low secure male inpatient services
- Intensive psychiatric care provision
- Generic and forensic rehabilitation services
- Hospital based complex continuing care for individuals 65 and over on Ailsa site
- Inpatient addiction service, offering inpatient detoxification programme, residential and day attendance rehabilitation programme.

Also included within the inpatient portfolio of services are:

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

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

Crisis Resolution Team

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

Learning Disability Assessment and Treatment Service

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

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

Psychology Services

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

- Child psychology
- Adult mental health
- Older adults, physical health and neuropsychology
- Learning disability services.

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

Child and Adolescent Mental Health Service (CAMHS)

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

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

In addition, north Ayrshire has lead responsibility for the following early years services:

Child Immunisation Team

In east and south Ayrshire, the Health and Social Care Partnership 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.



**By working together,
we will draw together the
knowledge, experience and
compassion needed to get
to where we want to be
for people in
East Ayrshire.**

Community Infant Feeding Service

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

Child Health Administration

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

South Ayrshire Health and Social Care Partnership

South Ayrshire Health and Social Care Partnership 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 perinatal mental health service steering group to look at how it can best support clients both antenatally and postnatally 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.



PEOPLE LIVING AS
THEY CHOOSE AS
INDEPENDENTLY
AS POSSIBLE

Enablers

Workforce

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

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

Property and Assets

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

We have a Property and Asset Management Strategy which sets out how and where we currently locate and deliver our services. We had already begun to consider how best to use our building and facilities, and how new technology could assist to be more efficient. Our workforce were already changing how they worked by increasing the use of remote and homeworking. We were consolidating the location of our workforce in fewer buildings and increasing the opportunities of co-locating our professional staff alongside colleagues in GP practices and in community setting with partners. The impact of Covid-19 has meant that this has accelerated and we are now working in a way that safeguards both people we work with and our workforce. The increased use of more remote methods - telephone support, NHS Near Me, increased use of virtual meetings (using a range of mediums), and maintaining face to face support when it is safe and essential.

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

Thinking Differently

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

Key areas of focus are:

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

Leadership and Improvement

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

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

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



Housing Contribution

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

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

The [Local Housing Strategy 2019-2024](#) is the key planning vehicle that articulates how the council and its partners will meet the housing requirements of all those who reside in East Ayrshire. The strategic housing outcomes reflect and align across the published National Health and Wellbeing Outcomes Framework and set out the specific actions that the housing service will undertake to support independent living and the integration of health, social care and housing. The strategy provides details of the services and supports that are available to achieve this goal and provides an estimate of future specialist provision, need and delivery options.

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

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

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

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

Information and Communication

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

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



JOINED UP
SUPPORT WITH
PEOPLE FAMILIES
AND CARERS AT
THE CENTRE

Strategic Framework and Policy Context

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

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

- **[Protecting Scotland - Renewing Scotland](#)** published in September 2020 sets out the Programme for Government and recognises the priority will be to address the impact of Covid-19 as the single greatest public health crisis of our lifetimes and the impact on our health, economy and society, indeed our way of life. The priorities outlined are: national mission to create new, good and green jobs; emphasis on promoting lifelong health and wellbeing; and promoting equality and helping young people achieve their full potential. Local authorities and public bodies have an identified role to create new opportunities, support people to get into work and utilising digital innovation. Learning from the impact of Covid-19 which exacerbated the health inequalities across many of our communities there is a focus on developing better health services.
- As part of the Programme for Government, an **[Independent Review of Adult Social Care](#)** has been undertaken with the principal aim of recommending improvements across Scotland in terms of outcomes achieved by and with people who use services, their carers and families and the experience of people who work in adult social care. The review's report makes 53 recommendations across eight themes: a human rights based approach; unpaid carers; establishing a National Care Service for Scotland; closing the implementation gap; models of care; commissioning for the public good; fair work; and finance.
- National focus on young people emphasises improving access and equality to education and employment for all our young people including our looked after young people. This aligns with the outcome of the Independent Care Review for care experienced young people – **[The Promise](#)**. It works with all kinds of organisations to support shifts in policy, practice and culture so Scotland can #KeepThePromise it made to care experienced infants, children, young people, adults and their families - that every child grows up loved, safe and respected, able to realise their full potential.

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

- **[Ayrshire Growth Deal](#)** (AGD): a partnership being driven forward by the Scottish Government, the UK Government and East, North and South Ayrshire Councils that, through over £200 million investment, will transform Ayrshire's economic prospects by attracting new businesses, supporting existing companies to expand, creating more jobs and bringing in new opportunities across a wide range of sectors. In East Ayrshire, the National Energy Research and Demonstrator (NERD) project will transform the Cumnock and Doon Valley area, introducing energy as a service around a purpose built Centre of Excellence that will allow researchers and businesses to work together to find renewable energy solutions. In Kilmarnock, an Ayrshire Manufacturing Investment Corridor is proposed for Bellfield.
- Community Wealth Building (CWB): an alternative approach to traditional economic development, being promoted across Ayrshire. This approach is being encouraged by our local authorities, NHS Ayrshire and Arran, colleges, businesses and other anchor institutions by focusing on six pillars for harnessing existing resources to support the local economy:
- Procurement – using spend to actively encourage and support a growing, diverse and resilient business base, and to support net zero carbon ambitions
- Fair Employment – encouraging the creation of fair and meaningful jobs with progression opportunities to unlock the potential of local people

- Land and Assets – supporting wider community regeneration by maximising land and assets including through alternative uses for community and business benefit
- Financial Power – investing locally and encouraging regional and national institutions to invest in communities
- Plural Ownership of the Local Economy – supporting the creation and sustainability of a range of business models including SMEs, social enterprises, employee ownership, co-operatives, municipal activity and community enterprises
- Climate Action – the global climate emergency requires immediate and sustained action to reduce carbon and greenhouse gas emissions and remove them from the atmosphere.

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



Vision and Values

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

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

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

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

Specific health and social care partnership values encompass partner values:



East Ayrshire Council colleagues working with the health and social care partnership bring a suite of qualities and behaviours called FACE: Flexible, Approachable, Caring and Empowered to their work.

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

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

Equalities

We are fully committed to delivering services that are fair for all and uphold our responsibilities as specified in the Equality Act 2010 and the Equality Act (Specific Duties) (Scotland) Regulations 2012.

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

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

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

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

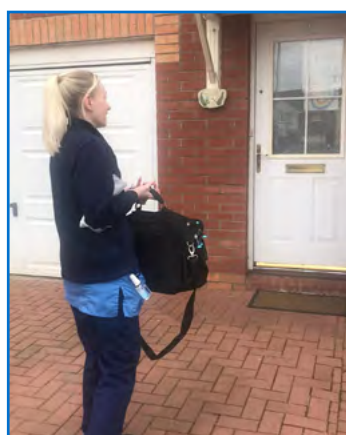
These activities have been focused on improving the lives of people across Ayrshire and East Ayrshire by reducing the significant inequalities and barriers local residents face to living a safe, healthy and active life.

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

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

THANK YOU

The people of East Ayrshire are its greatest strength, and you have come together as compassionate partners during these challenging times.



TO OUR WORKFORCE, PARTNERS, VOLUNTEERS
AND COMMUNITY MEMBERS – **THANK YOU**



EAST AYRSHIRE

Health & Social Care Partnership



<https://www.east-ayrshire.gov.uk/SocialCareAndHealth/East-Ayrshire-Health-and-Social-Care-Partnership/Health-and-Social-Care-Partnership.aspx>