

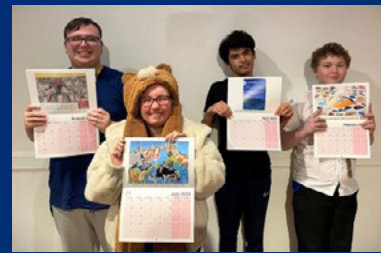
EAST AYRSHIRE

Health & Social Care Partnership



Annual Performance Report

2023/24



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1

Introduction

Welcome to the East Ayrshire Health and Social Care Partnership's Annual Performance Report, which covers the 2023/24 reporting period. This document provides details of our performance against national outcomes for health, wellbeing, children and young people and justice, and in relation to delivering on the priorities set out in our [Strategic Plan](#) throughout 2023/24, our ninth year of operation. This is evidenced through a wide range of qualitative and quantitative information, and the content in this document links to our previous Annual Performance Reports to provide a year-on-year assessment of our progress.

The Annual Performance Report provides an opportunity to reflect on the past year and to illustrate the work and achievements of our employees, services and partners in delivering positive outcomes for people and communities. It also allows us to acknowledge and highlight the key challenges that we currently face and will likely encounter in the future. Our progress is measured through continuous monitoring of service improvement and key performance indicators, in addition to assessing the impact of our service provision for residents in our communities. This Report outlines a range of measures to reflect local progress and sets out some of the areas that we have been working on to improve.

Section 42 of the [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) requires all Partnerships to produce Annual Performance Reports which provide an assessment of performance in relation to the planning and delivery of their functions. Furthermore, the Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014 ("the Performance Regulations"), specifies the content that Annual Performance Reports must comprise.

This Report is produced to meet the East Ayrshire Health and Social Care Partnership's obligation in regards to annual performance reporting and is for the benefit of our residents and communities. The Report maintains a focus on our performance under integration and our performance against the National Health and Wellbeing Outcomes, Outcomes for Children and Young People and Justice Outcomes, in addition to achieving our strategic priorities. The Report fully adheres to [national guidance](#).

The Annual Performance Report is delivered in the context of the national and local policy framework, the East Ayrshire Community Plan 2015-30 and the East Ayrshire Health and Social Care Partnership's Strategic Plan 2021-30. A comprehensive assessment and time series of our local performance is available within our [Performance Matrix](#), which can be accessed at www.east-ayrshire.gov.uk.

The East Ayrshire Health and Social Care Partnership ("the Partnership" / "HSCP") was established in April 2015, integrating health and care services in East Ayrshire. The Partnership comprises the full range of community health and care services and is also the 'Lead Partnership' in Ayrshire and Arran for Primary and Urgent Care Services. The HSCP is a large and diverse organisation, incorporating a wide range of partners, services and significant financial resources. The Partnership is responsible for contributing towards and achieving local and national objectives. It is therefore important to transparently report on how we are performing against the outcomes that we aspire to.

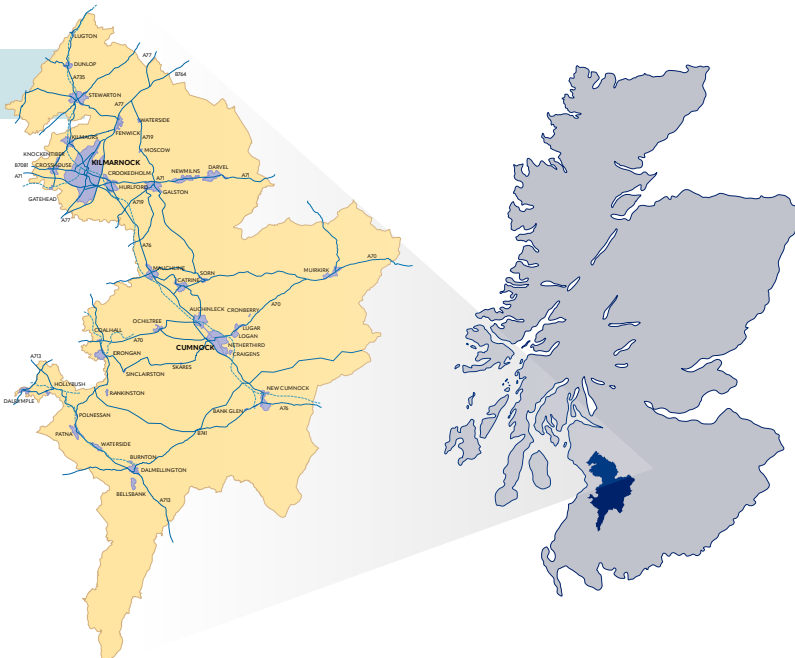
The Partnership's ambitions align with East Ayrshire's Community Plan for 2015-30. In taking forward our objectives, we work towards a vision of:

"Working together with our communities to improve and sustain health, wellbeing, care and promote equity."

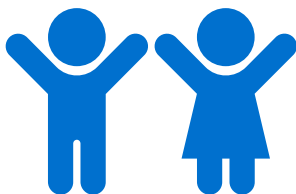
The infographics below display some characteristics of the East Ayrshire population in regards to health and wellbeing, demography and socio-economic circumstances within the authority. To access a more comprehensive range of information, please see our [Area Profile](#) available at www.east-ayrshire.gov.uk.

East Ayrshire Profile

- Spans 490 square miles in the South West of Scotland
- Incorporates both urban and rural communities
- Population 122,390 - 2.2% of Scotland's total population
- Population expected to fall by 1.1% by 2029



Age Profile



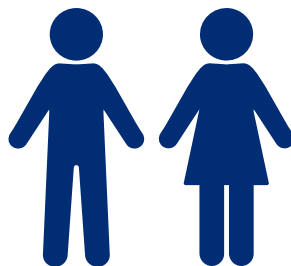
0 - 15 years

20,370

16.9% of population
(Scotland 16.4%)

Expected to decline
to by 5.8% by 2029

(Scotland 4.6%)



16 - 64 years

75,068

61.5% of population
(Scotland 63.5%)

Expected to decline
by 3.1% by 2029

(Scotland 1%)



65+ years

25,952

21.6% of population
(Scotland 20.1%)

Expected to increase
by 8.1% by 2029

(Scotland 10%)

Life Expectancy



Male

Life Expectancy 74.8 years
(Scotland 76.5 years)

Healthy life expectancy
56.8 years
(Scotland 60.4 years)

Female



Life Expectancy 79.1 years
(Scotland 80.7 years)

Healthy life expectancy
59.9 years
(Scotland 61.1 years)

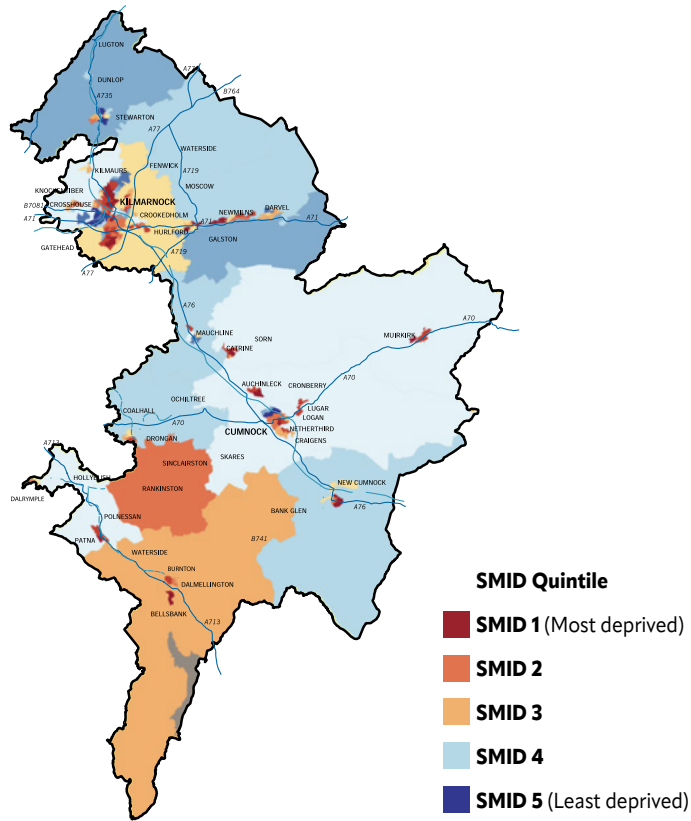
Deprivation

East Ayrshire has the 7th highest level of deprivation amongst Scottish Local Authorities

31.3% of the population of East Ayrshire live within the most deprived Scottish index of Multiple Deprivation Quintile (SIMD)

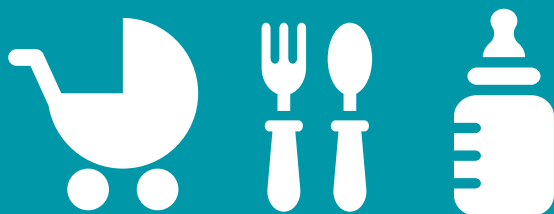


The table below details the percentage of the population within East Ayrshire living in the 2020 Scottish Index of Multiple Deprivation (SIMD) most deprived quintiles for each domain and the ranking of East Ayrshire amongst the 32 Scottish Local Authorities for each domain.



East Ayrshire	Income	Employment	Education	Health	Access	Crime	Housing	Overall
% of population	28.8%	32.5%	25.8%	28.2%	24.5%	22.7%	2.5%	31.3%
Rank	7	6	8	8	13	8	25	7

Early Years



21% of East Ayrshire babies are exclusively breastfed at 6-8 weeks (Scotland 32.2%)

72.9% of East Ayrshire children have no concerns across all domains at 27-30 month review (Scotland 73.2%)

63.9% of East Ayrshire children have a healthy weight in Primary 1 (Scotland 69.8%)

66.5% of children within East Ayrshire have no obvious dental decay in Primary 1
(Scotland 73.1%)

Health and Wellbeing



52% of adults in East Ayrshire have at least one long term illness (Scotland 48%)

64% of adults in East Ayrshire consider their health to be good or very good (Scotland 72%)

The rate of multiple emergency hospital admissions is 6,061 per 100,000 aged 65+ years population in East Ayrshire (Scotland 5,001)

The rate of premature deaths in East Ayrshire (under 75 years) is 521 per 100,000 population (Scotland 450 per 100,000)

Mental Health



21.8% of East Ayrshire residents are prescribed medication for anxiety/depression/psycosis (Scotland 14.4%)

East Ayrshire rate of deaths by suicide is 19 per 100,000 (Scotland 14.4)

The rate of psychiatric hospitalisations in East Ayrshire is 174.8 per 100,000 population (Scotland 229.8)

988 East Ayrshire Child and Adolescent Mental Health Service referrals were received 2022/23

Harmful Behaviours



The rate of alcohol related hospital admissions in East Ayrshire is 540.6 per 100,000 population (Scotland 611.1)

During 2021, there were 38 drug related deaths in East Ayrshire, a rate of 33.2 per 100,000 (Scotland 25.2%)

129 incidents of domestic abuse were recorded in East Ayrshire per 10,000 population (Scotland 118)

20.3% of mothers in East Ayrshire smoke during pregnancy (Scotland 11.9%)

Economic Status



In 2022, 25.5% of children within East Ayrshire were living in low income families (relative), up from 19.9% in 2021

70.6% of East Ayrshire residents are in employment (Scotland 75.2%)

20.9% of economically inactive East Ayrshire residents want a job (Scotland 18.2%)

3.8% of the 16-64 population in East Ayrshire claim out of work benefits (Scotland 3.1%)

Our Communities



The crime rate in East Ayrshire is 506.7 per 10,000 population (Scotland 528)

93% of adults in East Ayrshire rate their neighbourhood as a very/fairly good place to live (Scotland 94.9%)

The rate of non-accidental fires in East Ayrshire is 367.1 per 100,000 population (Scotland 282.1)

In East Ayrshire, the rate of antisocial offences is 99.7 per 10,000 population (Scotland 91.4)

Sources: National Records of Scotland; The Scottish Public Health Observatory; Public Health Scotland; Scottish Index of Multiple Deprivation; Scottish Government Statistics; NOMIS; Internal Recording Systems; and The Scottish Health Survey.

East Ayrshire Community Plan 2015-30

The East Ayrshire Community Plan 2015-2030 is the sovereign planning document for East Ayrshire, providing the overarching strategic policy framework for the delivery of public services by all partners in the authority. The vision set out in the Community Plan is that:

“East Ayrshire is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people’s needs.”

The most recent three yearly review of the Community Plan concluded in June 2024, with Community Planning Partnership (CPP) Board endorsement of the new Local Outcomes Improvement Plan 2024-2027 which reflects the agreed CPP priorities of: Growth, Wellbeing, Fairness and Sustainability. Three thematic Delivery Plans for 2024-2027 have also been developed, setting out the key partnership actions identified to support delivery of the shared CPP priorities:

[Economy and Skills](#)

[Safer Communities](#)

[Wellbeing](#)

The HSCP is responsible for leading on the Wellbeing theme and also contributes towards the delivery of the Economy and Skills and Safer Communities Plans. The Wellbeing priorities for 2024-2027 are:

[Starting Well;](#) [Living Well;](#) [Aging Well;](#) and [Dying Well.](#)

The Partnership’s commissioning intentions continue to have a focus on the ‘triple aim’ of the national [Health and Social Care Delivery Plan](#), summarised as:

- **Better Care:** improving the quality of care by targeting investment at improvement and delivering the best, most effective support;
- **Better Health:** improving health and wellbeing through support for healthier lives through early years, reducing health inequalities and focusing on prevention and self-management; and
- **Better Value:** increasing value and sustainability of care by making best use of available resources, ensuring efficient and consistent delivery, investing in effectiveness, and focusing on prevention and early intervention.

National Outcomes - Health and Wellbeing, Children and Justice

The [15 national outcomes](#) for health and wellbeing, children and justice, provide a framework for planning health and social care services, and continue to frame our local delivery activities and ambitions. Evidence of our performance aligned to each outcome is set out in section 3 within this Report.

Health and Social Care Partnership Strategic Plan 2021-30

Our third Strategic Plan was developed in 2020/21 and is in place for 2021-30. The Plan aligns with the Community Planning Partnership’s vision and strategic objectives. A strategic framework of enablers and local priorities, alongside the Partnership’s core values, are well established to deliver our strategic objectives and to achieve our vision. Section 3 within this Report illustrates our progress in relation to achieving the strategic priorities set out in our Strategic Plan. Following comprehensive consultation with the public, partners, our workforce and other stakeholders, a refreshed Strategic Plan covering the 2024-27 period, was developed and subsequently approved at IJB on 26 June 2024. The Plan was then presented to Council on 27 June and will be presented to NHS Board on 12 August 2024.

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Measuring Performance Under Integration

Partnerships have been working to local objectives and trajectories set out by the Ministerial Strategic Group for Health and Community Care (MSG) since January 2018, for monitoring improvement in relation to six key indicators which provide a whole system overview of performance. Analysis and narrative regarding our performance against the MSG measures is included within this Report across the appropriate health and wellbeing outcomes, and is summarised in the tables below.

This information reflects a range of activities under the umbrella of 'unscheduled care', activities that support people to remain in their own homes, return to their own homes as quickly as possible when hospital treatment is required, prevention of related re-admission to hospital and end of life care. Unscheduled care is a fundamental component of the health and social care system and as such, our services require to be responsive to need whilst being transformative in that, where appropriate, patient contact is moved from reactive to proactive planned engagement and from hospital settings to the community.

Throughout 2023/24, activity reports aligned to the MSG indicators were regularly presented to both the Audit and Performance Committee and NHS Ayrshire and Arran Health Board, which analysed performance in respect to pressures within the health and care system due to local demand for unscheduled care.

Table 1 - East Ayrshire MSG Trajectories and Performance: 2023/24

MSG Measure	Performance	Status
Unscheduled Admissions*	2023/24 Trajectory: reduce rate of growth to 5% 2023 Performance: number of admissions decreased by 3% from baseline	✓
Occupied Bed Days Unscheduled Care (acute)*	2023/24 Trajectory: reduce by 4% 2023 Performance: number of bed days (acute) increased by 5% from baseline	●
Emergency Department- Compliance with 4 hour standard	2023/24 Trajectory: 95% admitted, discharged or transferred within 4 hours 2023/24 Performance: 67.8% admitted, discharged or transferred within 4 hours	●
Delayed Discharge bed days (including Code 9)	2023/24 Trajectory: reduce delayed discharges (all reasons) by 20%; reduce delayed discharges (code 9) by 25%; reduce delayed discharges (other) by 8% 2023/24 Performance: number of bed days increased by 82% (all reasons) and 107% (code 9). Number of bed days increased by 24% for all other reasons	●
End of Life Care- Proportion of last 6 months of life spent in community setting*	2023 Calendar Year Trajectory: Increase to 91.7% 2022/23 Calendar Year Performance: 89.1%	●
Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home (supported and unsupported)	2022/23 Trajectory: N/A 2022/23 Performance: 96.4% of population aged 65+ living at home (supported and unsupported)	—

* Calendar year 2023 is used as a proxy for 2023/24 due to the national data for 2023/24 being incomplete, following guidance issued by Public Health Scotland.

Table 2. East Ayrshire Performance Against MSG Indicators: 2022/23 – 2023/24 Financial Years

MSG Indicator	East Ayrshire 2022/23	East Ayrshire 2023/24	Variance	
MSG01 - Unscheduled Admissions (all ages) (rate per 1,000 total population) *	126.3	136.5	8.1%	▲
MSG02 - Occupied Bed Days Unscheduled Care (all ages, acute specialities) (rate per 1,000 total population) *	893.9	903.1	1.0%	▲
MSG03 - Emergency Department: compliance with the four-hour standard (all ages)	67.0%	67.8%	0.8pp	▲
MSG04 - Delayed Discharge Bed Days (including code 9s) (rate per 1,000 18+ population)	100.8	110.5	9.6%	▲
MSG05 - End of Life Care – proportion of the last 6 months of life spent in community setting *	89.6%	89.1%	0.5pp	▼
MSG06 - Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home (supported and unsupported) **	96.4%	96.4%	0pp	

* Please note that the figures for MSG01 & MSG02 reflect calendar year 2023. Calendar year 2023 figures are used as a proxy for 2023/24 due to the national data for 2023/24 being incomplete, following guidance issued by Public Health Scotland.

** Figures for MSG05 & MSG06 compares 2022/23 to 2021/22 due to data availability, following guidance issued by Public Health Scotland.

2023/24 has been a challenging year, with all but two of the core MSG indicators showing a decline in performance when compared to the previous year, as displayed in the table above. During calendar year 2023, the rate of unscheduled admissions increased by 8.1%, however unscheduled care occupied bed days increased by only 1.0%. Compliance with the four-hour emergency department standard increased slightly by 0.8 percentage points in 2023/24 and the proportion of last 6 months of life spent in community settings decreased by 0.5 percentage points. From 2022/23 to 2023/24, the proportion of those aged over 65 who were living at home supported and unsupported remained unchanged at 96.4%. The rate of delayed discharge bed days increased by 9.6% in 2023/24, however this still represents an area of sustained strength, being significantly lower than the national level.

Table 3. MSG Indicator Benchmarking: 2023/24

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbartonshire	Glasgow City
MSG01 - Unscheduled Admissions (all ages) (per 1,000 population) *	108.4	136.5	114.9	134.1	130.7	136.8	106.0	118.6	107.1
MSG02 - Occupied Bed Days Unscheduled Care (all ages, acute specialities) (per 1,000 population) *	768.3	903.1	1027.5	698.9	1025.7	791.6	1016.9	1045.3	895.0
MSG03 - Emergency Dept: compliance with the four-hour standard (all ages)	68.1%	67.8%	95.2%	90.0%	66.7%	61.4%	76.2%	72.8%	66.6%
MSG04 - Delayed Discharge Bed Days (including code 9s) (per 1,000 18+ population)	150.0	110.5	298.8	107.6	219.7	144.1	101.4	193.5	149.1
MSG05 - End of Life Care – proportion of the last 6 months of life spent in community setting *	89.1%	89.1%	90.3%	90.0%	88.1%	89.0%	87.8%	87.7%	88.0%
MSG06 - Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home**	96.3%	96.4%	96.5%	96.0%	96.7%	96.8%	95.5%	95.6%	95.0%

* Please note that the figures for MSG01 & MSG02 reflect calendar year 2023. Calendar year 2023 figures are used as a proxy for 2023/24 due to the national data for 2023/24 being incomplete, following guidance issued by Public Health Scotland.

** Figures for MSG05 & MSG06 compares 2022/23 to 2021/22 due to data availability, following guidance issued by Public Health Scotland.

The table above displays East Ayrshire performance alongside comparator areas throughout 2023/24 within our benchmarking 'Family Group' developed by the Local Government Benchmarking Framework and the Improvement Service. The figures highlight that East Ayrshire has performed well in relation to delayed discharge bed days, balance of care and end of life care. However, the data indicates that improvement is required regarding unscheduled admissions, occupied bed days and compliance with the four-hour emergency department standard.

The Core Suite of Integration Indicators (CSII) brings together measures that are appropriate for the whole system under integration, developed to provide an indication of progress towards key outcomes that can be compared across partnerships and described at a national level.

Table 4. CSII (Outcome Indicators) Benchmarking: 2023/24

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbartonshire	Glasgow City
CSII-01: Percentage of adults able to look after their health very well or quite well	90.7%	89.1%	91.7%	88.3%	89.1%	87.4%	88.9%	88.4%	87.6%
CSII-02: Percentage of adults supported at home who agree that they are supported to live as independently as possible *	72.4%	81.2%	78.9%	77.1%	67.5%	67.7%	75.9%	62.7%	72.3%
CSII-03: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided *	59.6%	69.5%	69.0%	65.1%	50.6%	57.1%	67.8%	59.1%	61.5%
CSII-04: Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated *	61.4%	70.4%	63.2%	63.9%	55.5%	56.0%	68.7%	54.3%	65.2%
CSII-05: Percentage of adults receiving any care or support who rate it as excellent or good *	70.0%	78.6%	76.1%	68.0%	68.4%	65.8%	70.7%	66.9%	71.2%
CSII-06: Percentage of people with positive experience of care at their GP practice	68.5%	55.7%	85.5%	71.2%	60.0%	52.8%	65.0%	63.8%	73.7%
CSII-07: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life *	69.8%	74.0%	67.0%	71.3%	67.6%	67.7%	73.6%	64.0%	69.7%
CSII-08: Percentage of carers who feel supported to continue in their caring role	31.2%	36.0%	32.6%	34.3%	31.6%	28.5%	31.9%	26.7%	34.5%
CSII-09: Percentage of adults supported at home who agree they felt safe *	72.7%	75.8%	75.8%	76.5%	67.5%	68.4%	72.7%	66.7%	72.6%

**Due to changes in the HACE survey question definitions, the 2023/24 results for indicators: 2, 3, 4, 5, 7 and 9 are not comparable to the same indicators for previous years.*

The table above provides a comparison across the CSII 'Outcome Indicators' (sourced from the 2023/24 Health and Care Experience Survey), within East Ayrshire's 'Family Group' of comparators. The figures demonstrate that East Ayrshire has performed well in most areas relative to the family group. In particular, home care provision appears to be a strength, with relatively large proportions of adults agreeing that they are supported to live at home as independently as possible and agreeing that their services are well co-ordinated. A large percentage of people receiving care or support also rated their services as excellent or good. Despite being a challenging area nationally, East Ayrshire performed relatively well in terms of the percentage of carers who feel supported to continue in their caring role. However, the figures highlight experience of care at GP practices to be an area for improvement in East Ayrshire.

Table 5. East Ayrshire Performance Against CSII (Outcome Indicators): 2021/22 – 2023/24

MSG Indicator	East Ayrshire 2021/22	East Ayrshire 2023/24	Variance
CSII-01: Percentage of adults able to look after their health very well or quite well	89.5%	89.1%	0.4pp ▼
CSII-02: Percentage of adults supported at home who agree that they are supported to live as independently as possible *	76.1%	81.2%	5.1pp ▲
CSII-03: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided *	71.0%	69.5%	1.5pp ▼
CSII-04: Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated *	60.0%	70.4%	10.4pp ▲
CSII-05: Percentage of adults receiving any care or support who rate it as excellent or good *	79.6%	78.6%	1.0pp ▼
CSII-06: Percentage of people with positive experience of care at their GP practice	56.9%	55.7%	1.2pp ▼
CSII-07: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life *	75.7%	74.0%	1.7pp ▼
CSII-08: Percentage of carers who feel supported to continue in their caring role	27.6%	36.0%	8.4pp ▲
CSII-09: Percentage of adults supported at home who agree they felt safe *	73.0%	75.8%	2.8pp ▲

**Due to changes in the HACE survey question definitions, the 2023/24 results for indicators 2, 3, 4, 5, 7 and 9 are not comparable to the same indicators for previous years.*

The table above provides the data for the CSII 'Outcome Indicators'. Due to definitional changes in the HACE survey, previous years figures are only comparable for indicators 1, 6, and 8. Of these, the percentage of adults stating that they are able to look after their health either very or quite well has decreased slightly by 0.4pp, and the percentage with positive experiences of care at their GP practice has also decreased slightly (1.2pp). There has been a substantial increase of 8.4pp in the percentage of carers who feel supported to continue in their caring role.

It should be noted that the CSII 'Outcome Indicators' are sourced from the 2023/24 Health and Care Experience (HACE) Survey, which is distributed to GP practice populations across Scotland. Local and national feedback suggests that increased levels of demand and operational pressures has had a negative impact on patients' overall experience of GP services in recent years. It should also be noted that there were a significantly lower number of East Ayrshire responses to the HACE Survey in 2023/24 (1,877) compared to the previous 2021/22 reporting period (2,387), which could mean that the most recent findings are less representative of the wider East Ayrshire population than in previous years.

Table 6. CSII (Data Indicators) Benchmarking: 2023 Calendar Year / 2023-24 Financial Year

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbartonshire	Glasgow City
CSII-11: Premature mortality rate per 100,000 (2022) *	442	515	473	546	527	510	542	551	615
CSII-12: Emergency admission rate per 100,000 (2023) **	11,707	14,294	13,464	14,335	14,009	15,396	12,689	13,642	11,513
CSII-13: Emergency bed day rate for adults per 100,000 (2023) **	112,883	125,700	125,928	110,615	142,222	122,120	148,350	141,660	127,396
CSII-14: Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges) (2023) **	104	107	97	147	101	116	79	84	96
CSII-15: Proportion of last 6 months of life spent at home or in the community (2023) **	89.1%	89.5%	90.8%	90.7%	88.2%	89.1%	87.7%	88.2%	88.0%
CSII-16: Falls rate per population aged 65+ (2022) **	23.0	19.2	20.9	34.6	22.2	21.0	25.7	23.9	27.2
CSII-17: Proportion of care services graded 'Good' (4) / better in Care Inspectorate Inspections (2023/24 FY)	77.0%	78.0%	89.8%	77.5%	82.9%	75.8%	80.6%	81.4%	82.7%
CSII-18: Percentage of adults with intensive care needs receiving care at home (2023) **	64.8%	71.6%	60.2%	61.8%	77.7%	69.9%	67.4%	70.2%	59.3%
CSII-19: Number of days people aged 75+ spend in hospital when ready to be discharged, per 1,000 population (2023/24 FY)	902	700	1478	428	1087	973	554	1327	962
CSII-20: Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency (2019/20 FY) ***	24.0%	26.6%	19.8%	23.6%	30.0%	21.6%	25.3%	23.0%	25.8%

* 2022 calendar year figures have been applied for indicator 11 due to 2023 data not being available at the time of reporting.

** 2023 calendar year figures have been applied for indicators: 12, 13, 14, 15, 16 and 18. Calendar year 2023 figures are used as a proxy for 2023/24 due to the national data for 2023/24 being incomplete, following guidance issued by Public Health Scotland.

*** NHS Boards were not able to provide detailed cost information for 2020/21 due to changes in service delivery during the pandemic. As a result, Public Health Scotland have not provided information for indicator 20 beyond 2019/20. Public Health Scotland previously published information to calendar year 2020 using costs from 2019/20 as a proxy however, given the impact of the pandemic on activity and expenditure, it is no longer considered appropriate to include this information.

The table above provides a comparison across the CSII 'Data Indicators' within East Ayrshire's 'Family Group' of comparators. The figures indicate that East Ayrshire has performed well in a number of areas in relation to comparators, including: falls rate for older people, delayed discharge for older people and adults with intensive care needs receiving care at home. East Ayrshire is performing similarly to its family group in most areas, however a particular area where improvement could be made is the emergency admission rate.

Table 7. East Ayrshire Performance Against CSII (Data Indicators): 2022 / 2022/23 – 2023 / 2023/24

MSG Indicator	East Ayrshire 2022 / 2022/23	East Ayrshire 2023 / 2023/24	Variance
CSII-11: Premature mortality rate per 100,000 (2022 v 2023) *	515	TBC	TBC
CSII-12: Emergency admission rate per 100,000 (2022/23 v 2023) **	13,437	14,294	6.4% ▲
CSII-13: Emergency bed day rate for adults (per 100,000 population) (2022/23 v 2023) **	126,277	125,700	0.5% ▼
CSII-14: Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges) (2022/23 v 2023) **	108	107	0.9% ▼
CSII-15: Proportion of last 6 months of life spent at home or in a community setting (2022 v 2023) **	88.9%	89.5%	0.6pp ▲
CSII-16: Falls rate per population aged 65+ (2022/23 v 2023) **	18.5	19.2	3.8% ▲
CSII-17: Proportion of care services graded 'Good' (4) or better in Care Inspectorate Inspections (2022/23 v 2023/24)	71.8%	78.0%	6.2pp ▲
CSII-18: Percentage of adults with intensive care needs receiving care at home (2022 v 2023) **	69.8%	71.6%	1.8pp ▲
CSII-19: Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population (2022/23 v 2023/24)	654	700	7.0% ▲
CSII-20: Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency (2018/19 v 2019/20) ***	29.0%	26.6%	2.4pp ▼

* 2022 calendar year figure has been applied for indicator 11 due to 2023 data not being available at the time of reporting.

** 2023 calendar year figures have been applied for indicators: 12, 13, 14, 15, 16 and 18. Calendar year 2023 figures are used as a proxy for 2023/24 due to the national data for 2023/24 being incomplete, following guidance issued by Public Health Scotland.

*** NHS Boards were not able to provide detailed cost information for 2020/21 due to changes in service delivery during the pandemic. As a result, Public Health Scotland have not provided information for indicator 20 beyond 2019/20. Public Health Scotland previously published information to calendar year 2020 using costs from 2019/20 as a proxy however, given the impact of the pandemic on activity and expenditure, it is no longer considered appropriate to include this information.

East Ayrshire has achieved improved performance across the majority of 'Data' indicators within the CSII when comparing the latest period of reported data to the previous period. Most notably, there has been notable improvement in the proportion of care services graded 'Good' or better in Care Inspectorate Inspections, which increased by 6.2pp. Improvements were also made in: the emergency bed day rate (0.5% reduction), the rate of emergency readmissions within 28 days (0.9% reduction), and the percentage of adults with intensive care needs receiving care at home (1.8pp increase). The emergency admission rate increased by 6.4% in 2023 relative to 2022/23. Both the delayed discharge bed day rate and the falls rate increased, by 7.0% and 3.8% respectively, however East Ayrshire's performance in these areas remains strong relative to the family group.

A longer time series of all the data presented above is available within our [Performance Matrix](#), which can be viewed at www.east-ayrshire.gov.uk.

3

Our Performance 2023/24

National Outcomes 1-3:

- Our children and young people have the best start in life,
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens,
- We have improved the life chances for children, young people and families at risk

East Ayrshire HSCP Strategic Priorities:

- Starting Well, Living Well & Dying Well
- People at the Heart of What We Do

Our Performance



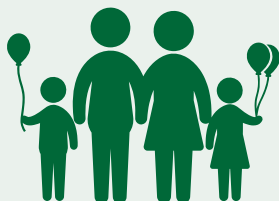
84% of babies born at a healthy weight, up slightly from 83.8%



Percentage of P1 children with a healthy weight has increased from 69.9% to 76.8%



Rise in Foster Carer recruitment during 2023/24



Looked After and Accommodated Children with 3 or more moves declined from 28.8% to 24.2%

Delivering our plan & What matters to you

Further embedding the aspirations and values of 'The Promise' across our services remains a key priority for the Partnership. Our Promise Participation team have continued to support 'ArtClub?', a co-curated group led by care-experienced young people with an interest in contemporary visual art and activism, over the last year. The group provides young people from various care backgrounds with an opportunity to creatively engage with issues and interests that affect them, providing a pathway into other participation work, such as the Care Experienced Cabinet (formerly 'Pizza and Coke').

ArtClub? held their first exhibition at the Dick Institute, Kilmarnock in 2023, entitled 'Agora', which displayed artwork inspired by the artists' own experiences of care.



The group also held an open day at the SL33 Hub to raise awareness of care leavers, and developed a calendar showcasing their artwork, with the proceeds being used to further develop youth-led participation events and projects. ArtClub? continued to gain widespread recognition during 2023/24, with our young artists nominated for several awards throughout the year, including the East Ayrshire Council Employee Awards, the Dick Institute Open and the UK Parliament Speaker's Art Fund.



The Participation team worked with our care experienced young people over the last year to refresh the Corporate Parenting Board, resulting in the Care Experienced Cabinet being formed. Numerous meetings of the Cabinet have taken place throughout 2023/24, focusing on different themes including: 'feeling safe and being safe' and 'standing on my own two feet'. The meetings have been attended by care experienced young people, Senior Council Officers, kinship carers and Elected Members, with the number of young people of varying backgrounds in attendance steadily growing. The team also held reading and wellbeing sessions for our care experienced young people at a local book shop, providing them with access to books, alongside the opportunity to participate in creative writing and mindfulness.

The team has continued to promote ‘The Promise’ and build strong relationships with partners, including: SL33, Vibrant Communities, East Ayrshire Leisure, Ayrshire College, East Ayrshire CVO, Action for Children, Active Schools and Columba 1400. Participation leads delivered 201 Promise participation activities within the reporting period, including: 1:1 sessions, home visits, external events, group participation events, various meetings and social events.

Our Children and Families Services provide important, compassionate and person centred support for children, young people and families who require social work intervention. In doing so, our staff endeavour to apply the principles of Getting It Right For Every Child (GIRFEC) and the values of ‘The Promise’, to ensure our young people grow up loved, happy and safe. The number of Children and Families Service referrals received has increased notably in the last year (5,288), following a period of decline between 2020/21 and 2022/23, as displayed in the table below.

Children and Families Service
Referrals Received 2019/20 to 2023/24

2019/20	2020/21	2021/22	2022/23	2023/24
7392	4268	4240	4056	5288

The Fostering service continued to undertake core functions throughout 2023/24 to support approximately 70 households in East Ayrshire, whilst also delivering wider social work duties. While there has been challenges to overcome, there has also been positive growth and development within the service during the reporting period, including further embedding elements outlined in ‘The Promise’. Despite a national recruitment and retention crisis in fostering, locally we have approved four new fostering households in the last year, with additional ‘Skills to Foster’ groups having taken place in March 2024. The Fostering service was inspected in October 2023 and performed strongly on a number of key quality indicators. More information about this inspection is available at section 9 within this Report.

The Foster Care Fortnight held in May 2023 celebrated the love, care and support that our foster carers provide, in addition to being a platform for recruitment in terms of promoting fostering as a life-enriching opportunity for

members of the public. A highlight of our activities this year was our fun day, where carers and young people came together to enjoy refreshments, social activities, professional entertainment and a fitness class.



Foster Carer:
“I have an excellent supervising Social Worker who always offers support, guidance and help on gaining access to training, which I feel benefits me”

Our annual Foster Carer Recognition event took place in Kilmarnock, which celebrated our foster carers’ contribution to the lives of our children, and was warmly received by all involved. Looking after our carers is a key priority for the Partnership, with the provision of various supports, good quality training and regular reviews being central to this. We are pleased to offer a diverse suite of training to our carers, including inputs from: Occupational Therapists, British Sign Language, Trauma trainers, the Scottish Children’s Reporter Administration, Dentistry and various other Social Work professionals. A new short life working group involving carers also commenced in 2024 to consider how we could better support our foster carers in their role and their wellbeing. The service has made significant progress in formally reviewing carers every three years at panel, in addition to exceeding its target for carers being reviewed on an annual basis.



Adoption is a lifelong undertaking and therefore has a significant impact on people's lives. As such, our Adoption service meets the needs of infants right through to older adults who have previously been affected by adoption. This support ranges from assessing prospective adopters, to supporting birth mothers and assisting adoptees with origins enquiries. This work is often emotional, however it is also very rewarding and we have been recognised for the innovative and compassionate practice that underpins children being placed for adoption with carers in East Ayrshire. The service was also inspected in 2023 and scored strongly in relation to various key quality indicators. More information about this inspection is available at section 9 within this Report.

The number of local adoptions continues to be lower in comparison to pre-pandemic levels, reflecting national policy changes, however there is still a need for adopters to be assessed and approved. We approved five adopters in 2023/24, with eight children being linked and matched with new adoptive families. The service continues to be involved with a number of families who require ongoing support after adoption orders have been granted.

2023/24 has been a year of considerable change for Kinship services across the wider Children's Health Care and Justice service, with a short life working group being established in October 2023 to assess how we can deliver the best possible service to our children in kinship care and kinship carers. The Kinship Carer team has also continued to embed the Implementation Plan of a recent Best Value Service Review, with numerous aspects aligning to the aspirations of the short life working group. This work has included the development of new Kinship Procedures, the training offered to carers and the workforce, and how we engage with kinship carers.

In addition to assessing and supporting kinship carers, the team reach out to carers across the authority on a monthly basis. This includes carer coffee mornings, which are a forum for kinship carers to come together for peer support and are also an opportunity to receive advice, support and signposting from the Kinship team and partners. Kinship Care Week was held in March 2023 and the team liaised with partners across the third sector, education and child health services to scope and share the events running for children and carers throughout the week locally and nationally.



A Kinship Carer Community event was also held in February 2024 to provide an opportunity for carers, HSCP colleagues and third sector providers to share their experiences of health and social care services in East Ayrshire, in addition to hearing from speakers including the Kinship Care Team Manager. A range of valuable feedback was provided about our services in relation to what works well, areas for improvement and hopes for the future, with some themes including: thankful, supported, frustrated, hopeful, worried, confused and compassion.

Attendees:

"Keep building trust/positive relationships with kinship carers"

"For kinship families to feel empowered and to thrive"

Kinship carers may experience challenges in their own lives and will need additional help to care for children requiring kinship care. Access to appropriate training is critical in many circumstances to assist our kinship carers in fulfilling their role. Kinship carers now have access to ongoing training provided by the team, with Trauma training delivered in 2023 being particularly well received by our carers.

Our Children's Residential Houses service continues to support and accommodate some of the most vulnerable children and young people in East Ayrshire. We strive to provide our young people with the best possible opportunities and encourage them to develop and reach their full potential in life. As such, we maintain close working relationships with colleagues from SL33 who help us to explore education and further training opportunities for our young people who experience challenges. In the last year, we were particularly pleased to see a young person complete their college course and progress to a further role in Childcare. Our Children's Residential Houses were also inspected in the last year and staff teams across the three houses received positive endorsement from the evaluation, particularly in relation to the strong quality improvement work undertaken. Further information about this inspection is available at section 9 within this Report.



Our young people have had the opportunity to enjoy holidays throughout 2023/24 in various places, with some having experienced their first plane journey. Accompanied by carers, they have visited: Palma, Barcelona, Paris, Flamingoland, Blackpool and numerous areas throughout Ayrshire over the last year. Our young people have also contributed to improving our houses, including setting up polytunnels and growing various vegetables and herbs in the gardens. Children and young people have also contributed towards their communities, and we were proud to see them raise over £120 for the Macmillan charity in October 2023.

The Children's Services Wellbeing Model is a transformational approach to improve how children and families are supported in East Ayrshire. The vision is to ensure that our children and families can access support at an early stage in their community, in a way that challenges discrimination and stigma. The model incorporates multi-disciplinary team working and the GIRFEC principles at its core, and was given the name 'HEART' (Help Everyone

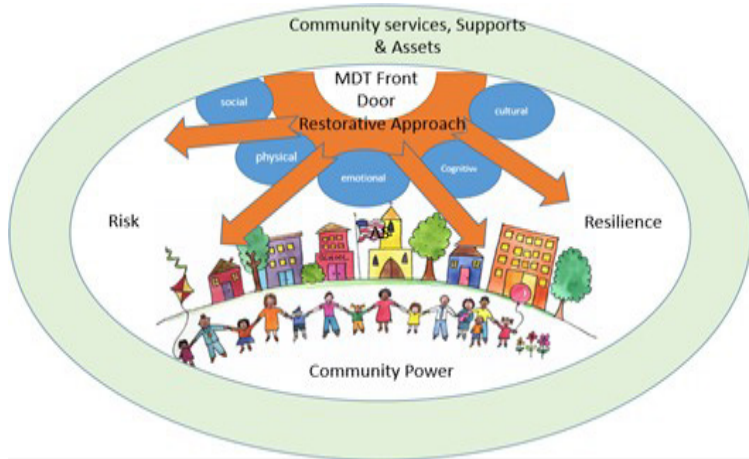


At the Right Time). A range of local services, including: Education, Early Years, School Nursing, Health Visiting, CAMHS, Vibrant Communities, Social Work, Housing and Allied Health Professionals, formally started to come together on a monthly basis from April 2022 in locality based HEART meetings.

Work continued throughout 2023/24 to progress the development of this model in East Ayrshire. The programme team carried out an evaluation of the HEART Locality Groups and have held two development days to support culture mapping, programme planning and further implementation of HEART. Existing data has also been reviewed and support has been given to identify where the areas of greatest need exist and to develop a shared language and approach to establishing an evidence based practice model. Four phases have been identified for the implementation of HEART:



- Creating the conditions for change;
- Developing the practice model at a locality level which is outcomes and evidence driven;
- Testing the robustness of the model; and
- Scaling and sustaining the model.



The HEART programme is currently focused on four core projects: Request for assistance; Restorative approach/ family group decision making; Community participation to Power; and ALISS - Digital mapping. These four projects are designed to understand what an effective early help model or 'blue print' for practice could look like. By understanding the social, environmental and cultural factors influencing the Shortlees locality, the intention is to ensure that supports are meaningful and targeted. Local community participation will improve our understanding of the root causes of inequalities and discrimination which impacts on the life chances and wellbeing of community members. This will inform the power and participation approach, alongside consistent modelling of restorative practices by Practitioners. The 3 to 5 year impact evaluation will consider how a framework can be developed which rebalances service responses from crisis intervention to building community resilience.

An East Ayrshire Hope Hackathon was hosted in partnership with The Hope Collective and What Matters to You in June 2023. The aim of the Hackathon was to create a listening space for young people to use their voices to drive change and generate creative solutions

to key problems identified. The full day event brought together 109 young people from across East Ayrshire to engage in interactive sessions regarding the following seven themes: education, employability and skills, youth activity, feeling safe in the community, physical and mental wellness, housing and the environment.



Working in groups based on their chosen topic, attendees shared their hopes and ideas about how we could work better to deliver meaningful change around these issues in our local communities. Lunch, entertainment and networking opportunities were also provided on the day. The event closed with each group delivering a presentation about their change ideas to leaders from East Ayrshire Council, Police Scotland and Scottish Government representatives.

Vibrant Communities' Young People Sport and Diversion team continued to deliver opportunities for children and young people in East Ayrshire who have a physical, sensory or learning disability, to participate in physical activities within local communities. CHAMPS Club is an inclusive community activity group for all children and young people with additional support needs, which offers opportunities to participate in a varied range of sports, activities and games in a relaxed and supportive environment.



Attendee:

"I love SOFA club, it keeps me fit and makes me feel special that I get to play with all my new friends"

The sessions are designed around the collective needs and choices of the children and young people who attend. 39 sessions were delivered in 2023/24, with a total of 667 participants and an average of 17 attendees on a weekly basis. SOFA Club is also an inclusive community club for all children and young people with additional support needs, offering sports focussed sessions where specific sports are adapted to suit the needs and requirements of the participants. During 2023/24, 43 sessions were delivered across East Ayrshire with a total of 637 participants, averaging 15 weekly attendees.



The East Ayrshire Children Protection Committee (CPC) has progressed various pieces of key work over the last year, including implementation of the pan Ayrshire Child Protection Guidance (2023), which is aligned to

the national implementation of the revised National Child Protection Guidance for Scotland (2021). It has also worked to build multi-agency workforce confidence, awareness and partnership collaboration in regards to child exploitation, in addition to promoting awareness of contextual safeguarding through the High Risk Vulnerable Young Person sub group of the Committee.

Good progress has also been made during 2023/24 to support the design and implementation of the [Cherishing Our Families Neglect Strategy](#), as well as working in partnership with the Alcohol and Drugs Partnership to develop the Whole Family Approach to Getting Our Priorities Right. The CPC continues to support the implementation of Safe and Together for the multi-agency workforce, with a commitment to this

assessment model being the established approach in East Ayrshire to working with families who experience violence and domestic abuse. The CPC has also identified key learning from reviews undertaken within the reporting period.

The Early Years service 'Babychat' groups have expanded substantially throughout 2023/24. At the time of reporting, there are 7 groups operating across East Ayrshire to support our children and families with the greatest needs. Parents and carers are identified by our Health Visiting staff and referred into the programme which runs for up to 6 weeks across numerous local venues where people can easily access the groups within their own communities. The sessions are delivered by Health Visitor Support Workers and are also supported by partners including Speech and Language Therapy and Dietetics. Various relevant topics are covered such as healthy eating, infant massage, bonding and attachment and infant feeding, in addition to topics that parents request. Staff are provided with age appropriate resources to ensure the sessions are useful and engaging. Feedback received to date has been hugely positive, particularly in relation to infant feeding, developing new friendships within communities and supporting family relationships.

The Early Years service carried out a test of change during 2023/24 to improve the uptake of childhood (aged 2-5 years) flu vaccines. In partnership with Education, the service delivered the flu vaccine within the majority of nursery settings across East Ayrshire, where most parents gave consent but did not need to be present when administering. As a result, our childhood flu vaccine uptake rates increased from 57.9% to 62.2% from the previous year. Feedback from parents highlighted that this method was more convenient than having to take time off work to attend other appointments within GP surgeries, community clinics or having to return to nurseries. Staff within nurseries also reported that the process was more efficient and less stressful for the children. Going forward, our aim for the 2024/25 flu campaign is to deliver the programme within all nursery settings across East Ayrshire to further increase uptake, however parents will always have the option to support their child whilst receiving their vaccines, should they wish to be present.

NHS Ayrshire and Arran's Child Healthy Weight team continues to support children and their families to achieve a healthy weight through the Jumpstart programme. Jumpstart works with families of children aged 5-17 years old and children with additional support needs, delivering four programmes: Junior (ages 5-9), Senior (ages 10-13), Teens (ages 14-17) and Jumpstart Plus (additional support needs). During 2023/24, 41 children and their families were referred to the Jumpstart programme and 31 continue to be supported at the time of reporting, whilst 10 withdrew. In addition, the team also supported 6 teenagers through a Teen Fit programme, delivered 92 group based physical activity and health education sessions and attended 14 events to promote the service over the last year.

The Scottish Government's Ready to Act Transformational Plan for Children and Young People highlights the importance of early intervention and support at the time of need, with a focus on Allied Health Professionals. Over the past two years, our Occupational Therapy service for children and young people has developed its model of service delivery to include a key focus on early intervention through universal and targeted inputs. Elements of this model include:

- introduction of a telephone line and clinical mailbox for open access to the service and provision of advice, reassurance and signposting information;
- parent/carer drop in sessions offered at local early childhood centres;
- virtual drop in clinics with Speech and Language Therapy colleagues established, without the need for a referral; and
- close working with the Neurodevelopmental Empowerment and Strategy Team (NEST) to offer workshops in relation to sensory processing, developmental co-ordination disorder and an introduction to anxiety management.

As a result, there has been a significant reduction in waiting times over the last two years. In May 2022, there were 49 young people on the waiting list with a longest wait of 61 weeks and an average wait of 32 weeks, whereas in May 2024 there were 18 young people on the waiting list with a longest wait of 17 weeks and an average wait of 7 weeks. This has enabled the service to offer earlier support and interventions to young people who require a specialist assessment.

A number of the above service developments and activities reflect key messages outlined by Independent Care Review Reports published in February 2020, particularly in relation to embedding the aspirations and values of 'The Promise' in our operational practice. The Partnership is committed to further embedding these aspects in its service delivery to ensure the best possible outcomes for our children and families.

National Outcome 4:

- People are able to look after and improve their own health and wellbeing and live in good health for longer

East Ayrshire HSCP Strategic Priorities:

- Starting Well, Living Well & Dying Well
- People at the Heart of What We Do

Our Performance



89.1% of adults able to look after their health very or quite well, down slightly from 89.5%



Alcohol-related hospital admissions declined from 552.9 to 540.6 per 100,000 population



Drug misuse related hospital stays declined from 367.3 to 331.4 per 100,000 population



98.4% of people started drug/alcohol treatment within 3 weeks (target = 90%)

Delivering our plan & What matters to you

The Community Connectors service commissioned by the East Ayrshire HSCP and delivered by East Ayrshire Council of Voluntary Organisations (CVO), continued to connect people in the community with non-medical support services and resources to help improve their health and wellbeing, with 1,920 East Ayrshire residents being supported by the Connectors during 2023/24. The majority of referrals continue to reflect welfare benefits, social activities, anxiety, depression and social isolation.

The team of 8 Community Connectors are aligned with GP practices, Health Practitioners and the University Hospital Crosshouse Emergency



Department to promote joint working and reduce pressure on other core services. The Community Connectors work holistically through a person-centred approach to encourage people to access and utilise relevant services within their local communities to achieve positive wellbeing outcomes and personal goals. The Connectors also have direct links into Advocacy and services that support children and families, and over the past year they have also worked with agencies in connection with refugees and displaced families to support people out of deprivation and poverty. The Connectors also attend joint forums and meetings with other partners, including Social Work Front Door Hub meetings, which supports continuity of services and allows immediate action to be taken when required.

NHS Ayrshire and Arran's Quit Your Way (QYW) Smoking Cessation Service continued to support people within hospital and pharmacy settings throughout East Ayrshire in 2023/24. During this period 1,012 referrals were received with 724 Quits set. A number of new targeted smoking cessation programmes were also delivered in various settings across East Ayrshire over the last year, including setting up a new smoking cessation clinic in the North West Area Centre Kilmarnock and in 'Our Wee Place' in Shortlees. A clinic within the Health and Wellbeing section of Centre Stage Kilmarnock was also delivered, and although referrals to this were relatively low, positive engagement took place with partners including Who Cares Scotland and staff within Centre Stage.

Service User:

"The encouragement from my advisor who, as a former smoker, knew what it's like to stop smoking and how hard it can be, really helped"

Over the last year, QYW Officers delivered Very Brief Advice Training to Money Advice Services and have developed links with Addiction services within East Ayrshire, in addition to engaging with SL33 in Kilmarnock to deliver smoking/vaping workshops, which were well received by young people and staff. East Ayrshire Campus Cops also invited QYW to their Pitching in Programme to deliver a workshop on smoking/vaping for young people who do not engage well with education, which was well-received.

Auchinleck Community Development Initiative (ACDI) Recovery, an initiative located in Auchinleck, has actively engaged with and provided support services to people struggling with drug and alcohol addiction. Over the past year, the approach has seen significant growth and momentum in its efforts to reach out to the community and provide essential assistance for those at risk of drug related harm and seeking support with alcohol and/or drug use.

ACDI Recovery has also been actively involved in various outreach activities to connect people with drug and alcohol, and other appropriate support services including Housing, Advocacy and Rapid Access to Drug and Alcohol Recovery (RADAR), through hosting a Peer Outreach Worker from the Peer Outreach Engagement Service. The initiative also offers a range of activities including breakfast drop-ins, an Art Detox group, and the 'Lost Girls' group, which provide a supportive environment to help people on their recovery journey.

The work of ACDI Recovery links closely with ACDI's wider community efforts, particularly employability and benefits advice, which is often how individuals requiring support are initially identified. Through collaborating with other community organisations and the wider East Ayrshire Recovery Network, ACDI Recovery has strengthened its impact and reach within the Auchinleck community, the southern locality and wider East Ayrshire.

Throughout 2023/24, NHS Ayrshire and Arran's Better Health Hub continued to provide support, signposting and onward referrals to address key issues which impact on people's health and wellbeing, including: mental and physical health, financial concerns, weight management, menopause, smoking cessation, food insecurity, housing and discharge aids. The service for East Ayrshire is delivered from within the Staff Wellbeing Centre at University Hospital Crosshouse, with staff, patients and the public being the key target groups.



From early 2024, the Better Health Hub also secured space for a half day afternoon session in Crosshouse for patients and the public to access health and wellbeing information on a drop-in basis, in addition to setting up post boxes within Pre-Op and Outpatient departments at University Hospital Crosshouse for people to access the service in a different way. Over the last year, the service has supported 94 staff and 52 patients / members of the public.

CASE STUDY



Mr M contacted the Better Health Hub for help to quit smoking before his replacement knee operation. The service was able to support him over the telephone providing Nicotine Replacement Therapy (NRT) and weekly contact. Mr M successfully managed to quit before his operation using NRT

and continues to remain smoke free. After he returned to work following his recovery, he has been attending the Weigh and Go programme offered and has lost 10kg so far.

wellbeing

in east ayrshire

The Council's [Wellbeing in East Ayrshire](#) website continued to be regularly updated and maintained throughout 2023/24 to support residents to improve their mental and physical health. The website contains a wide range of practical resources and links relating to numerous topics, including: general wellbeing, mental health, physical exercises, social activity ideas, financial advice, and children, young people, parents and carers.

The HSCP's [Living Well in East Ayrshire](#) website also provides useful resources to support people on their journey towards living well, by incorporating content on various themes such as: working well, healthy lifestyles, keeping safe, mental health, growing up well, staying fit and financial wellbeing. NHS Ayrshire and Arran also continued to provide a range of wellbeing material on it's [Better Health](#) website, with a particular focus on: physical activity, alcohol, smoking, mental health, oral health, green health and cost of living support.

National Outcome 5:

- 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

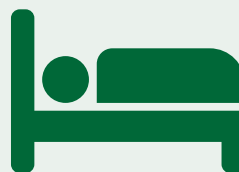
East Ayrshire HSCP Strategic Priorities:

- Caring for East Ayrshire
- Starting Well, Living Well & Dying Well
- People at the Heart of What We Do

Our Performance



81.2% of adults supported to live as independently as possible, up from 76.1%



Bed days lost to delayed discharge increased from 9,943 to 10,767



Emergency admission rate increased from 13,437 to 14,294 per 100,000 population



Emergency bed day rate fell slightly from 126,277 to 125,700 per 100,000 population



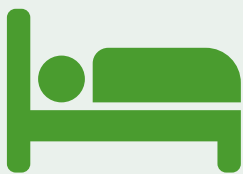
Rate of Emergency readmission within 28 days declined from 108 to 107 per 1,000 discharges



89.5% of people's last 6 months of life spent at home or in a community setting



97.3% of older people aged 65+ live in housing rather than a care home or hospital



Bed days per 10,000 population for asthma, COPD, heart failure and diabetes increased to 8,684

Delivering our plan & What matters to you

The Care at Home service is a fundamental element of social care provision which supports over 1,800 people in East Ayrshire to live safely and independently in their own homes. Over 2023/24, our Community Care Officers continued to deliver high quality, compassionate and person-centred care, which has been reflected in feedback received, with 90% of service users and relatives having rated the service as 'good' or 'very good' in a recent survey.

The service has continued to navigate challenging situations over the last year, with creating capacity to ensure continuity and consistency of staff and implementing an improved system for provision scheduling and monitoring being identified as key challenges. In response, the service is committed to establishing a collaborative Care at Home model for older people with five independent and our internal

East Ayrshire Care at Home service to further improve quality, capacity and wellbeing support for all, and to developing a revised specification to support procurement processes for an effective scheduling and monitoring system.

Family Member:

"I know it's your job, but your kindness, wisdom and support were very much appreciated. You respected and helped him to maintain his dignity, you encouraged his humour and even managed to get him singing – a memory I will cherish. You comforted me and your kindness will never be forgotten"

The Scottish Care Independent Sector Lead has participated in exemplar collaborative working in the restructuring of the commissioning approach to Care at Home within East Ayrshire, which has attracted two new providers to the area, improved the sustainability of existing local providers and most importantly, choice for East Ayrshire residents within the last year.

The HSCP's Reablement service commenced in August 2023 and has supported people to gain or regain their confidence, physical abilities and the necessary skills to live as independently as possible. This service is delivered through a person-centred approach, usually in the person's home, with outcomes-based goals agreed between the individual, family members/care givers and the Reablement staff. Between August 2023 and March 2024, 87% of the service users who completed the Reablement intervention required no ongoing care, achieving £126,000 in cost avoidance. In addition, of those requiring ongoing care, 67% had a reduction in hours of more than 50%.

Service User:

"I am so appreciative of the support I received from the carers... I would not have made such a quick recovery without it"

Our Intermediate Care Team (ICT) continued to deliver vital care and support for older residents during 2023/24 to enable timely hospital discharge, reduce avoidable hospital admissions and promote independence at home through identifying and contributing towards personal goals. Over the reporting period, the team delivered high quality, responsive and multidisciplinary input, which contributed towards preventing 443 hospital admissions and 520 supported discharges from hospital.

The work of the team also made notable contributions to Whole System Intervention events in acute hospitals in relation to Discharge without Delay objectives. These efforts supported people to return home more quickly and promoted alternative pathways which allow patients to return home directly rather than remaining in hospital for longer or awaiting a rehabilitation bed, which are associated with improved health and wellbeing outcomes. The service has identified re-establishing multidisciplinary approaches alongside other teams following the pandemic as a key challenge and aims to liaise more effectively with acute and community staff going forward to raise awareness of ICT criteria and the supports available.

Family Member:

"The carers are brilliant, superb, always happy and encouraging. They saw my dad at his worst but never let his spirits drop or let him think he wouldn't improve despite his slow progress at first, always happy, pleasant and singing they made him smile. [The Carers] were all a credit to their profession and brightened up my dad's day"

The HSCP's Community Alarm Emergency Response team provide a 24 hour emergency care service for residents in East Ayrshire who experience a fall, an unplanned care need or technical emergencies relating to their equipment. The service received 1,377 new referrals in 2023/24 and supported 5,541 people across the authority, with staff working compassionately and flexibly to provide timely care for vulnerable people.

There are three adult day service centres in East Ayrshire: Balmoral Road (Kilmarnock), Riverside (Cumnock) and the Sir Alexander Fleming Centre (Kilmarnock). This service fully considers people's abilities and personal interests to provide tailored and person-centred support, learning opportunities and social activities to meet individual outcomes. The three day centres continue to work collaboratively, share information and support each other, which has been important for operational delivery in recent years.

The centres also work in partnership with colleagues in Health and Education as well as across East Ayrshire Council services, in addition to collaborating with local communities to improve health and wellbeing and reduce health and social inequalities for adults with learning disabilities. The service aims to support people with learning disabilities to lead a more independent and fulfilling life, and promotes inclusion, personal choice and people's right to make their own decisions. The day centres continued to provide and organise a wide range of activities throughout 2023/24, including:

- Delivering numerous building-based activities including: gardening, arts and crafts, sensory baking, physical exercise, sensory room, karaoke and dancing;
- Organising various outings and activities at community venues, such as: pool, bowling, swimming, shopping and lunches;
- Parent/carer and volunteer-led evening clubs, such as the Marnocks Club at Balmoral Road;
- Celebrating and hosting numerous events such as Learning Disability Week and Animal Therapy Day;
- Holding various parties throughout the year including Christmas and Halloween;
- Work experience and volunteering opportunities; and
- Contributing towards local foodbank initiatives.

Following considerable dedication and planning from staff in continuing the roll out of a digital telecare service across East Ayrshire, our Analogue to Digital team were awarded the 'Gold One Digital Telecare Implementation Award' by Digital Telecare for Scottish Local Government in 2023. In order to achieve Gold Level One status, a telecare service provider must have completed robust testing of their end-to-end digital telecare solution, resolving any issues uncovered, and have a detailed deployment plan and all required contracts and resources in place for the roll-out of digital telecare.

To date, we have delivered a live digital telecare solution to 80% of all community alarm users in East Ayrshire, successfully completing their transition from analogue to digital equipment. As a result, over 3,000 residents are now supported digitally. Going forward, we will continue to increase this number and work with Digital Telecare as we progress towards the Gold Two Digital Telecare Implementation Award.



National Outcome 6:

- **People who use health and social care services have positive experiences of those services, and have their dignity respected**

East Ayrshire HSCP Strategic Priorities:

- **People at the Heart of What We Do**
- **Digital Connections**

Our Performance



78.6% of adults receiving care or support rate it as good or excellent (national average = 70%)



55.7% of people had a positive experience of GP-provided care, down slightly from 56.9%

Delivering our plan & What matters to you

Following consideration of the findings from the Technology Enabled Care Pathfinders Project, the HSCP introduced two part time Digital Health and Care Support Worker (DHCSW) roles as a solution to promote using Technology Enabled Care (TEC) as a key enabler for people to manage their long term health conditions and to improve health and wellbeing.

Within the reporting period, the DHCSWs have taken forward a number of initiatives including: utilising a

TEC Backpack to build people's confidence and digital skills, providing access to devices such as Komp that can address social isolation and loneliness, managing information screens in GP practices to ensure the health and wellbeing information is accurate and available, and supporting people to attend online multidisciplinary group consultations. Since August 2023, the DHCSWs have also:

- undertaken an extensive mapping exercise of the northern locality;
- raised the profile of their role and TEC adapting to the needs of people and communities;
- presented a TEC Backpack talk on the national 'Lunch Time Learning Bites' forum;
- delivered an 'open house' satellite session as part of the national programme;
- provided people with practical support such as demonstrating how to order prescriptions online and downloading apps onto devices;
- established a Facebook page to share information about TEC, health and wellbeing and accessing safe and trusted information on line; and
- linked with and delivered talks to a number of local groups across the Irvine Valley.



Service User:

"KOMP saves me attending everyday as you can tell so much from face to face contact"



An online Care Opinion feedback profile was created for East Ayrshire health and social care services in April 2022. This

platform allows people to share their experiences of the care that they received in a simple, safe and confidential way, as well as providing an opportunity to view other people's previous care experiences. Care Opinion is a non-profit organisation that has led the way in online, independent feedback since 2005, and has been used by all health boards in Scotland over the last nine years, with thousands of stories having been shared to date, informing many positive service improvements.

Care Opinion has been a valuable resource for evaluating our service delivery, recognising our strengths and identifying areas for improvement in ensuring we deliver positive outcomes and service experiences for people. 76 stories have been told on the platform to date in relation to our services, with a 95% response rate to these from professionals, up from 91% last year. Some of our areas of strength highlighted include staff going above and beyond for people, professionalism and friendliness, and areas for improvement identified include communication, GP practises and limited availability.

Service Users:

"Friendly, helpful and efficient experience"

"I found the sessions and material to be informative"

"Amazing social care support worker"

Service User:

"The care and attention given to my elderly mother (and our family) from the staff and representatives of East Ayrshire Council has been absolutely wonderful"

The East Ayrshire Advocacy Service continued to support vulnerable people in our communities over the last year to ensure that their voices were heard and their views were known when decisions were being made about their lives. Demand for the service increased in 2023/24, with the number of new referrals having risen by 29% from the previous year, with the highest increase being observed in advocacy services for adults (46%). Common reasons for referral included: housing (17%), care planning (12%), benefits (10%), financial (9%) and Mental Health Tribunals (7%). The average length of cases declined from 8.5 months in 2022/23 to 6 months in 2023/24, with 80% of cases being closed due to the advocacy issue having been resolved, and 15% being closed due to non-engagement.



The service has been involved in numerous HSCP projects and meetings in the past year, including: the Promise, Getting it Right for Every Child, the HEART model, Child Protection Committee, Adult Protection Committee, Adult Support and Protection Lived Experience Project, proving independent advocacy in care homes, delivering Trauma-Informed Practice training to staff and participating in large-scale investigations/inquiries. The service also launched a new website with the ability to receive online referrals.

The HSCP published its new [Independent Advocacy Strategic Plan 2024-27](#) in February 2024, which sets out our shared ambitions for improving opportunities for everyone in our communities to have their voice heard on matters that are important to them. Developed collaboratively following comprehensive engagement with stakeholders, the Plan describes the nature of independent advocacy and the different types of advocacy that exist to enable people to represent their views. It also sets out the scope of current advocacy provision in East Ayrshire provided by the East Ayrshire Advocacy Service and WhoCares?Scotland, alongside information about local partnership working and relevant regional activity.

Based in Ross Court, Galston, the HSCP's Smart Hub provides an innovative, yet homely space to showcase a variety of different smart home technologies and digital telecare equipment to keep people feeling safe and independent within their own homes. These technologies promote an early intervention and prevention approach, by supporting people before there is an escalated situation or need for social care involvement.

The Smart Hub is open every Wednesday from 9am to 5pm on an appointment only basis and people can attend with their allocated Worker. Up to April 2024, 28 sessions were booked, with approximately 50 Partnership Workers having utilised the resource with very positive feedback received. The Smart Hub has also been visited by external and third sector partners, who are interested in the exciting work taking place around technology enabled care.

Worker:

"Fantastic space - You can really get the feel for what these supports would look like in a home environment"



The Community Rehabilitation Occupational Therapy team delivered a Community Falls Education programme during the reporting period, based in the Ochiltree Hub. The aim of this initiative is to promote health education and self-management to enable people to avoid falls and maintain a healthy lifestyle. The programme incorporates various activities, including Otego exercises, mindfulness and relaxation. The group was attended by an average of 25 people per week from across East Ayrshire, which was supported by good transport links. Numerous positive outcomes have been captured from patient evaluation questionnaires, including attendees having reported improved confidence, wellbeing and overall physical function. Various intergenerational sessions also took place, where attendees participated with local primary school children.



Attendee:

"I enjoy going every week. It's really helped my M.S. I am able to move my legs now as I could only move my right leg before. It also helps my mental health"

The Partnership received 140 complaints in 2023/24, an increase from 120 in the previous year. 19% of the complaints received were upheld or partially upheld, and 6% were withdrawn. Withdrawn complaints are usually attributable to: duplicate complaints received; an issue that has already been managed; or where a person has withdrawn the complaint. The most common complaint theme was 'Care Services', accounting for 42 complaints. This includes Care at Home and wider areas such as care home related issues and residential accommodation. Complaints regarding staff was the next most common theme (28).

Over the last year, the time taken to close stage one complaints has reduced from an average of 11.7 days to 7.5 days, and for stage 2 complaints it has reduced from an average of 31.7 days to 25.5 days. Stage 2 escalated complaints timescales have risen from 6.8 days to 40.1 days over this period, mainly due to two particular complaints which took considerably longer to resolve due to the complexity of the complaint and multiple involved parties. The number of complaints being closed within Scottish Public Services Ombudsman timescales dropped slightly for stage 1 complaints, however increased for stage 2 and stage 2 escalated complaints. Key areas identified for our ongoing organisational learning include the complexity of complaints impacting on timescales and specific review components in the complaints process.

National Outcome 7:

- **Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services**

East Ayrshire HSCP Strategic Priorities:

- **Starting Well, Living Well & Dying Well**
- **People at the Heart of What We Do**
- **Digital Connections**

Our Performance



74% of adults supported at home agree their support is improving or maintaining their quality of life (national average = 69.8%)



78% of care services graded "good" or better, up from 71.8%

Delivering our plan & What matters to you

The CVO's Connect Call is a befriending service which provides free and confidential support over the telephone, offering friendship opportunities and assistance to East Ayrshire residents who may be socially isolated. Connect Call continues to help reduce social isolation and loneliness in our communities, in addition to promoting safety for people who previously received nuisance calls that had been blocked. At the time of reporting, there are currently 12 trained volunteers working in the service who contact 232 people on a weekly basis, with new referrals being received daily from over 30 different agencies. The volunteers deliver these weekly calls to people aged from 28 to 102, illustrating that social isolation and loneliness spans across the age spectrum.

In addition to its telephone befriending service, the CVO also delivers a weekly Brew and a Blether session at WG13 Kilmarnock, to provide people with an informal and relaxed opportunity to come together, connect and enjoy free refreshments. 14 to 24 people attend these gatherings each week, with a range of positive feedback having been received in relation to the impact that the group has made to the attendees' lives.



The NHS Health Information and Resource Service continued to provide quality assured health and wellbeing information to residents during 2023/24, covering a range of pertinent themes which influence quality of life and wellbeing. A total of 247 people from East Ayrshire were recorded utilising the Health Information and Resources Service, with 65 new users registered in 2023/24. 652 orders were placed from East Ayrshire in this period and popular topics included

tobacco use, mental health and wellbeing, and infant feeding. Team members have also attended a number of events throughout the year to promote the service and share information, including a recent HMP Kilmarnock Prison Health event, where 40 people visited the stall, with attendees commenting that the information provided was useful and relevant.

The Podiatry Service held a weekend Community Appointment Day at East Ayrshire Community Hospital, Cumnock in January 2024 to address significant and increasing waiting lists for the service. This appointment day was delivered with consideration given to waiting lists for people who live in the area, levels of deprivation (SIMD), a good practice example from another area, and feedback captured from previous Community Conversation events regarding health and social care service provision. A total of 103 patients were invited to the appointment day and 39 people attend, with all of whom being discharged with signposting to other appropriate services and resources.

Attendee:
"Staff were very welcoming and informative. Very impressed"



Attendees were able to access and engage with various services and organisations on the day, including: clinical assessments and advice, Occupational Therapy advice, functional fitness MOTs, third sector foot care, the Carer's Centre and energy advice, in addition to various take away materials. The appointment day was a success and a range of positive feedback was received, including:

- 97% overall satisfaction;
- 94% knew more about the Podiatry Service;
- 94% were happy with their outcome; and
- 94% would like to see more community appointment days.

Care homes are another key component in the social care system which provide accommodation, personal and nursing care for people who need additional support. The HSCP continued to work collaboratively with the Independent Sector Lead throughout the last year as part of oversight and support arrangements, ensuring that all available supports were offered inclusively and equitably to our partner care homes.

Staff across our eighteen partner care homes continue to provide high quality and person centred care and support for more than 650 residents in East Ayrshire, demonstrating commendable commitment and compassion. We also recognise the flexibility of these staff, given the increased national scrutiny following the Covid-19 pandemic.

Our partner care homes continued to receive a range of valuable supports from East Ayrshire Council, the HSCP and partners in 2023/24. Circumstances have been challenging given the recruitment difficulties in the sector, whilst auditing, reporting and scrutiny requirements have increased, which has impacted on resources and capacity. Despite this, our care home providers continue to develop their staff by utilising the resources made available to them by the Partnership, including the Care Home Professional Support Team. Some of our care



homes have experienced changes in management over the last year, with the HSCP and Independent Sector Lead having supported these transitions. The relationship between care home providers and the HSCP continues to be strong, supportive and collaborative.

A number of activities took place during 2023/24, including the 'Great East Ayrshire Care Home Bake Off', where thirteen of our care homes provided baking entries by residents which were judged by local Councillors. The event was hosted by Crossgate Care Home and was such an enormous success that it will now be an annual event. A popular East Ayrshire Care Home Olympics event was also held, with resident teams from all care homes participating in various sporting events hosted at the Kilmarnock Athletics arena.



National Outcome 8:

- **Health and Social Care Services contribute to reducing health inequalities**

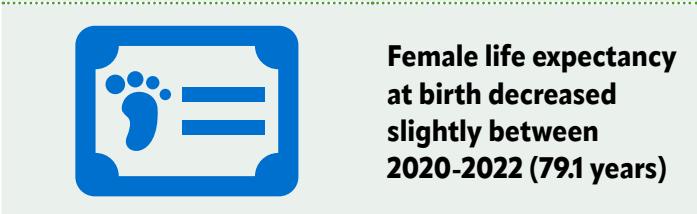
East Ayrshire HSCP Strategic Priorities:

- **Starting Well, Living Well & Dying Well**
- **People at the Heart of What We Do**

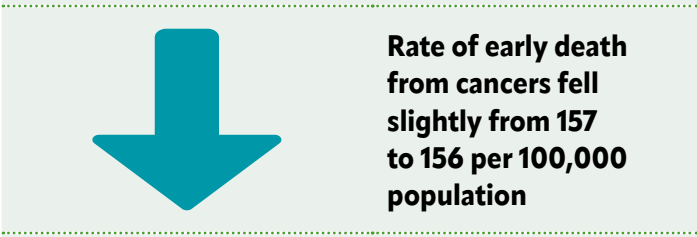
Our Performance




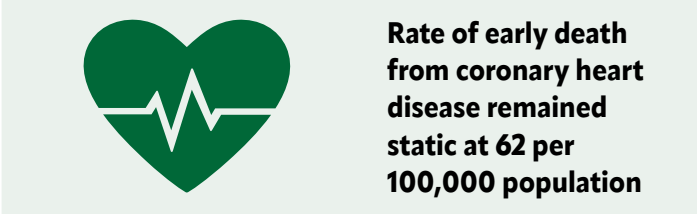
**Male life expectancy
at birth decreased
slightly between
2020-2022 (74.8 years)**



**Female life expectancy
at birth decreased
slightly between
2020-2022 (79.1 years)**



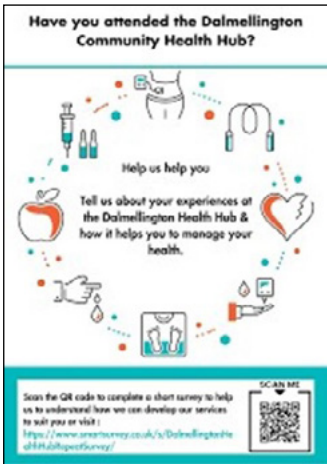
**Rate of early death
from cancers fell
slightly from 157
to 156 per 100,000
population**



**Rate of early death
from coronary heart
disease remained
static at 62 per
100,000 population**

Delivering our plan & What matters to you

The Dalmellington Community Health Hub opened in October 2022 and provides a weekly service held in the Dalmellington Community Centre, where a range of NHS and third sector organisations are present offering appointments and drop-in services. The services regularly



available to people include: diabetic eye screening, Community Treatment and Care nursing appointments, Quit your Way (smoking cessation), Vibrant Communities programmes, 'Lets Prevent Diabetes', Financial Inclusion, oral health services and weight management services and the foot care service

Feet First. Social and digital inclusion services are also delivered weekly to address social isolation and loneliness, and to encourage peer support in the management of chronic diseases. NHS Ayrshire and Arran maintain a dedicated webpage for the Community Health Hub with a weekly calendar of the services available.

The Ayrshire Out of Hours Social Work team continues to deliver essential services for Ayrshire residents in crisis situations 365 days per year, including weekends, evenings and all public holidays. The team actioned more than 9,000 referrals throughout 2023/24, with 3,160 of these being in relation to people from East Ayrshire. The team has worked closely with other services and partners including Police Scotland, Out of Hours Housing services, Out of Hours GP services, District Nurses, Children's Houses and Community Alarms to protect vulnerable people, with some examples including:

- ensuring that unaccompanied asylum seeking children receive appropriate support until further assessment can be undertaken;
- supporting elderly residents to remain in their own homes when main carers were admitted to hospital;
- supporting individuals who have died alone at home, ensuring regular visits and that people are treated with dignity and respect during their final hours; and
- enabling young people to return home by providing bus and train tickets and ensuring they access safe travel during the out of hours period.

A new web-based Child Protection database has been developed in the reporting period to replace the existing access database. Through secure networks, this new system will streamline the process of collating data from East, South and North Ayrshire Child Protection Registers and will reduce the need to share Child Protection information through emails, in addition to reducing administration tasks and staff workloads.



The Financial Inclusion Team (FIT) in collaboration with partners, continues to support East Ayrshire residents to maximise their benefit entitlement and provide holistic assistance

to achieve positive outcomes, which has been particularly important due to the cost of living crisis. Over the last year, the FIT structure and delivery model have undergone a transformation following the outcomes of a Best Value Service Review. The new structure reflects three key themes: child wellbeing, employability and health. With financial support from the Council and the Improvement Service, the FIT has embedded a model of delivery through a number of new projects within Education, Health and GP Practices, designed to reach out to and support vulnerable people in our communities. This restructuring of the FIT and the new projects continued throughout 2023/24.

A Health team was created to assist East Ayrshire residents with long-term illness and disabilities, and includes the Macmillan Team, the new Welfare Advice and Health Partnership based within selected GP Practices and the Community Team. A number of Child Wellbeing projects were also taken forward within the reporting period, including rolling out Financial Inclusion to all education networks within East Ayrshire. This work supports families and staff within the academies, and their related primary and early childhood centre networks.

The Community team received 3,088 enquiries to the central contact point in 2023/24, with referrals then allocated for appropriate identified supports following triage. 684 residents received direct advice/support from the Community team to claim or challenge benefit decisions, which in total generated financial gains of £3,161,080. The FIT Employability project received 182 referrals and assisted 118 people and families in 2023/24,

generating financial gains of £200,274. The In-Court Advice team received 125 referrals in 2023/24, assisting with 10 simple procedures and 116 reposessions, with the total amount of debt assisted with being £392,553, in addition to obtaining further financial gains of £37,884 for people. The Macmillan project supported 402 clients over the last year, resulting in financial gains of £1,647,134 for people. Over the same period, the FIT Welfare Advice and Health Partnership supported 199 clients, resulting in financial gains of £193,978. The FIT Early Years Project received 281 new referrals during 2023/24, generating £1,759,768 for families. Overall, the FIT achieved a total of £8,997,725 in financial gains for East Ayrshire residents in 2023/24.

CASE STUDY



A referral was received through a GP Practice and the client was referred by the Practice Nurse. The client was a male pensioner who lived alone and was widowed but had a son who provided support when he could. It was apparent that his mobility was poor and upon discussions,

his care needs had increased over the past year. A Financial inclusion Assistant helped him to complete an AA application and the client was awarded £68.10 per week. He also received a backdated payment of 8 weeks due to the timescale for awaiting a decision. Whilst awaiting the AA decision, the Assistant informed and supported the client to complete a Blue Badge application, and he was subsequently awarded this. The Assistant stayed in contact with the client until all applications had a decision.

The CVO's Open Doors Community Living Room project works to respond to the ongoing cost of living crisis by providing a warm, inviting and friendly space for East Ayrshire residents. Based across East Ayrshire, the project offers a safe and comfortable environment with free refreshments and activities for anyone experiencing financial struggles, social isolation or wellbeing issues.

Attendees can socialise with other people in their community, and have access to information and resources regarding various topics including health and wellbeing, financial support and other local social opportunities. The project has seen an increased number of people access the service throughout 2023/24, with attendees reporting a number of positive outcomes such as improved wellbeing, more willingness to attend other social or community activities, and an increased likelihood to seek help for financial or health issues.



CASE STUDY



Mr B is a 65 year old male who is a long time attendee of the Community Living Room. He has made many friendships within the group and loves to come along and chat with fellow members or just pick a good book to read. He has recently moved further away from the Hub, but

continues to attend using his bus pass. Fellow members of the group even helped him with the house move. Mr B has gained much confidence and now helps others in the group and lets them know of other activities they might like or would help them.

National Outcome 9:

- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being

East Ayrshire HSCP Strategic Priorities:

- Starting Well, Living Well & Dying Well
- People at the Heart of What We Do

Our Performance



36% of carers feel supported to continue their caring role, up from 27.6%

Delivering our plan & What matters to you

Unpaid carers provide a selfless and essential service to relatives, friends and communities, whom may greatly depend on their regular support. This responsibility is a part of everyday life for many people and some might not recognise themselves as a 'carer', which could mean that they may not be aware of, or receive important supports that would help them in their caring role. National research suggests that three in five people will become carers at some stage in life and that one in ten people are already fulfilling a caring role, illustrating the significance of supporting people who undertake such duties.

Supporting our unpaid carers to carry out their caring role effectively and to look after their own health and wellbeing, is a key priority for the HSCP, and is reflected in its strategic commissioning intention 'People at the Heart of What We Do'. Close working with local third sector organisations has remained central to delivering this throughout 2023/24. At the time of reporting, the HSCP is currently in the process of collaboratively developing a new local Carers Strategy alongside all key stakeholder groups.

The East Ayrshire HSCP's Thinking Differently team have an important role in supporting unpaid carers and work continued during 2023/24 to meet the needs of carers in East Ayrshire. The Thinking Differently team and key partners such as the East Ayrshire Carers Centre, established a Partnership Working Group in 2022. This Group aims to promote and achieve improved partnership working and process links between the local authority and our third sector partners in regards to delivering Self Directed Support. This Group has worked to strengthen communication and relationships between organisations following the Covid-19 pandemic, to ensure supported people and carers receive the right support at the right time. In 2023, the Partnership Working Group paused some actions to review what was working well and what could be improved, with the connections and link work having continued in a slightly different way since then.

Furthermore, the Thinking Differently team have worked closely with the Personal Outcomes Network and Matter of Focus since January 2023 to review our current practice in relation to personal outcomes, strength based and community led approaches and Self Directed Support, to subsequently embed good practice across the Partnership. This work has involved numerous workshops and meetings with Practitioners and Managers to assess current circumstances and co-produce a refreshed approach for how local social work practice and 'changing the conversation' contributes to improved outcomes for supported people and unpaid carers in East Ayrshire.

The Thinking Differently team is currently leading on developing the new East Ayrshire Carers Strategy at the time of reporting, with comprehensive consultation underway between June and July 2024 with all stakeholders to gather views to inform the new Strategy.

A working group has also been established to support and oversee its development, incorporating a range of relevant representatives including: three unpaid carers, Education, various independent organisations, Social Work staff, Scottish Care, Coalition of Carers, the Alcohol and Drugs Partnership and NHS Ayrshire and Arran. The new Strategy will be published in October 2024.

The Thinking Differently team have continued to build relationships and work collaboratively with professionals and partners such as: Social Work colleagues, Health colleagues, East Ayrshire Carers Centre, Shared Care Scotland, Coalition of Carers, and other community partners, to support our unpaid carers and meet the needs and outcomes outlined in the legislation over the last year. The Short Break Statement was reviewed in 2023 and Practitioner feedback will continue to inform colleagues of important carer policy updates and rights. The team are well connected and aware of the changing policy context, whilst attending national SDS and Care Lead meetings.

The East Ayrshire Carers Centre remains a key partner which provides valuable assistance for both adult and young carers in the authority. The supports and activities delivered during 2023/24 were wide ranging and included:

- 9,138 instances of 1:1 support for adults;
- delivery of training sessions, self-help groups and carer-led forums;
- 14,982 instances of 1:1 support for young people;
- provision of information, resources and signposting to other organisations;
- completing 501 Adult Carers Support Plans;
- delivery of various outreach work, including home visits;
- completing 91 Young Carers Statements;
- coordinating special events including day trips, garden parties, tea parties and festive celebrations;
- 502 new adult registrations;
- gifting Christmas presents to 352 young carers and their siblings;

- 165 new young people registrations;
- 109 successful Blue Badge applications;
- 530 income maximisation appointments, with 505 benefit applications completed for adults;
- 280 adult carers supported to access the Time to Live Fund to get short breaks from their caring role;
- Weekly age specific respite groups held in Kilmarnock, Cumnock and Dalmellington, incorporating various supportive, training and social activities; and
- working with schools to address stigma faced by young carers and to raise awareness of the challenges they face, and identifying 'Carers Champions'.

These supports have contributed towards a number of positive outcomes for our carers, including: reducing social isolation; increasing carers' confidence, resilience and self-esteem; improving health and wellbeing; reducing stress and anxiety and improving financial circumstances, collectively enabling carers to enjoy a better quality of life while caring.



The East Ayrshire Carers Centre continues to network with a range of local organisations including: Citizens Advice, The Zone, YiP World, Kilmarnock Railway Heritage Trust, CVO East Ayrshire, NHS Ayrshire and Arran, Developing the Young Workforce, Ayrshire Colleges and Skills Development Scotland, which has led to established referral pathways.



The East Ayrshire Carers Centre also has Hospital Discharge Carer Link Workers based in University Hospitals Crosshouse and Ayr, in addition to regularly working from East Ayrshire Community Hospital and Biggart Hospital. Their role is to support carers

to understand their rights under The Carers (Scotland) Act 2016, ensuring they are fully involved in the planned discharge of their loved ones. Supporting carers to understand the discharge process also helps to identify what assistance they may require from statutory and voluntary services to enable them to provide effective care and support, and to live a full life alongside their caring role, which will support their wellbeing and help to prevent readmission.

Unpaid Carer:

"Getting my weekly get away at the support group is my absolute life line. I laugh so much and there's always interesting things to do, but mostly I'm just me again having a blether, a cuppa and a cake"



CASE STUDY



Mr M cares for his wife who has a respiratory condition and arthritis. He did not think that he deserved a break as there are many others in worse situations than himself. Through completing an Adult Carers Support Plan, staff were able to advise him about and promote the benefits of getting a

short break that was meaningful to him and his wife. The Short Breaks Coordinator helped him find a lovely place to visit in Portpatrick and they went away as a couple and had a fabulous time. This break allowed the couple to spend quality time together in a desired setting and improved Mr M's mental wellbeing.

National Outcome 10:

- People using health and social care services are safe from harm

East Ayrshire HSCP Strategic Priorities:

- People at the Heart of What We Do
- Safe and Protected

Our Performance



75.8% of adults supported at home feel safe, up from 73%



Falls rate has increased slightly from 18.5 to 19.2 per 1,000 65+ population

Delivering our plan & What matters to you

Public protection matters in East Ayrshire are overseen by a Chief Officers Group, which incorporates the following representation: the Alcohol and Drugs Partnership (ADP), Child Protection Committee (CPC), the Adult Protection Committee (APC), the Protection and Learning Team, the Violence against Women Partnership (VAWP) and the Multi Agency Public Protection Arrangements (MAPPA) Oversight Group.

The Ayrshire Multi-Agency Risk Assessment Conference (MARAC) was established in August 2022 and has made a significant contribution to improving the safety of victims of domestic abuse at risk of harm or death during 2023/24. A MARAC is a meeting at which information is shared about the current risk of significant harm and safety plans are developed for victims, whom are represented in the meeting by Independent Domestic Abuse Advocacy Workers.

There are three local MARAC meetings, with one held in each of the three Ayrshire local authorities, which are centrally and consistently supported by the MARAC Coordination Team. The agency representatives in East Ayrshire including: Education, Police, Housing, Women's Aid, ASSIST, Social Work services, Justice services, Health services, and the Scottish Fire and Rescue Service, continue to support the meetings and a number of new agency representatives have been trained and supported to join the MARAC in 2023/24.

A pan-Ayrshire MARAC Governance Group provides strategic direction from MARAC Leads and quarterly reporting into the East Ayrshire Violence Against Women Partnership. In addition, a local Agency Representatives Group meets after every East Ayrshire MARAC to provide support to representatives and to support a two-way feedback process to the MARAC Coordination Team. A number of improvement activities have taken place throughout 2023/24, including:

- The Ayrshire MARAC Procedures and Operational Guidance were reviewed and updated to include various key areas such as: 16-17 year olds, MARAC transfers, conflicts of interest and interfacing with Adult Support and Protection;
- The East Ayrshire Adult Support and Protection Lead Officer shadowed several MARAC meetings to support an understanding of the local cross-over between adult protection and domestic abuse in MARAC, resulting in improved adult social work representation;
- Independent Domestic Abuse Advocacy service providers across Ayrshire have collected and analysed outcome and impact information from some victims supported through the MARAC process; and
- A learning and development session was held in June 2023, which supported representatives to reflect on and provide robust MARAC feedback from a local and Ayrshire perspective, informing the development of an Improvement Plan.

The East Ayrshire Violence Against Women Partnership (EAVAWP) continued to contribute towards the outcomes set out in the national Equally Safe Strategy for preventing and eradicating violence against women and girls during 2023/24. The EAVAWP is a proactive partnership, with comprehensive membership to collaboratively take forward key work. The EAVAWP's Strategic Plan for 2021-24 highlights core issues in relation to violence against women and outlines key actions to effectively address these. The Plan sets out national and local context and the Partnership's vision of: 'Working together to improve safety, wellbeing and equality for all women and girls in East Ayrshire'. A monitoring framework was developed to provide quarterly reviews and analysis of progress towards the key strategic themes and actions.



Within the 16 Days of Action to Eradicate Gender Based Violence 2023 calendar, the EAVAWP along with partners in North and South Ayrshire VAWPs and the Women's Support Project, launched a campaign on commercial sexual exploitation. The 'Imagine a Scotland without Commercial Sexual Exploitation' campaign included a practitioner event followed by the Inside/Outside exhibition, which promoted the voices of women with lived experience of child sexual exploitation. The aims of this event were to highlight the links between child sexual exploitation / child abuse and commercial sexual exploitation, and to establish a network of skilled professionals across Ayrshire to support women who sell or exchange sex. The event took place on 28 November 2023 at the Park Hotel, Kilmarnock and was attended by 150 people, including: Elected Members and staff from East, North and South Ayrshire Councils, NHS Ayrshire and Arran, Scottish Fire and Rescue, specialist VAWG services, third sector services, Police Scotland and Public Health Scotland.

Trauma Informed Contact and Care (TICC) is a joint Police and Education early intervention, safeguarding and wellbeing initiative. The aim of the initiative is to support children and young people exposed to domestic abuse by ensuring that a school is notified by Police Scotland, before the start of the next school day, when a child or young person in that school has been involved in, or exposed to, a domestic abuse incident in the previous 24 hours.



The TICC initiative was implemented in all schools across Ayrshire from March 2022 following a successful pilot, ensuring that all school children in Ayrshire are benefitting from a range of valuable supports including: active listening, time out from the classroom, nurturing, Home Link support, voluntary sector support and Social Work support. TICC was rolled out to all Early Childhood Centres across Ayrshire on 8 January 2024. There is now a better understanding of domestic abuse and support is offered in line with established GIRFEC processes and practice. There have been 193 TICC referrals between November 2021 and April 2024, with 220 schools involved in supporting children after a TICC referral (often multiple sites per referral).

Like many other areas across Scotland, East Ayrshire has experienced a rise in drug-related deaths in recent years, with our local rates having remained consistently above national levels. 30 people in East Ayrshire died as a result of drug misuse during 2022, which is a 21% decline from the previous year. Evidence suggests that drug-related deaths in East Ayrshire occur most frequently in males aged between 35 to 44, and are often associated with a combination of drugs and/or additional health conditions.

A range of substance misuse prevention and early intervention work is well established and ongoing in East Ayrshire, including the East Ayrshire Substance Related Death Review Group, which continued to meet frequently during 2023/24 to assess the circumstances involved in each death to identify any associating themes, patterns or service gaps to inform future local prevention work.

The ADP has also been involved in various other pieces of work to support people affected by substance misuse during the reporting period, including:

- supporting people with lived and living experience in 'getting ready to work' programmes such as volunteering and the East Ayrshire ADP Recovery College;
- hosting an event for International Overdose Awareness Day #KnowYourRoute, in Kilmarnock;
- working alongside colleagues from the Child Protection Committee and Practitioners from Alcohol and Drug services to develop an updated Practitioners Guidance for services working with families impacted by alcohol and drugs;
- supporting the roll out of a QI Framework for all suspected Drug Deaths in East Ayrshire to improve data collection and utilisation; and
- coordinating an annual ADP conference in December 2023, where over 150 practitioners, managers, members of the public, third sector providers, and people with living/lived experience met to discuss opportunities for extending and improving joint working to enhance service provision.



Further to the work highlighted within Outcome 4 above, the East Ayrshire Alcohol and Drugs Partnership (ADP) has expanded the opportunities available for people to engage in treatment, support and recovery during 2023/24. The EACH Recovery Matters initiative is dedicated to providing the support and resources that people need to successfully navigate their recovery journey. Its aim is to promote and develop visible recovery groups within East Ayrshire, including activities and opportunities to volunteer and obtain new skills.



The East Ayrshire Recovery Hub in Kilmarnock also provides space for other relevant partners to deliver focussed 1:1 and group work. Throughout 2023/24 this has included: music groups, personal development opportunities, family groups, women/men only groups, housing support and digital inclusion. In addition, the Hub also employs lived experience Community Recovery Engagement Workers (CREW) and hosts two Peer Outreach Workers (POW) for the Peer Outreach Engagement Service. The CREW and POW both provide 'buddy' type supports, to assist people to engage and remain engaged in services, whilst supporting them to maintain and progress their recovery.

Service User:

"They welcomed me and provided the support and guidance I desperately needed. I was assessed that day and put on a prescription and allocated a chemist the next day"

There has been a continued rise in the number of probable suicide deaths in East Ayrshire in recent years, with the local 5-year aggregate rate having increased

from 12.8 between 2014-2018 to 19.0 per 100,000 population between 2018-2022. Care should be taken when interpreting patterns in probable suicide statistics, however this remains an area of significant attention both locally and nationally to develop and improve preventative approaches. In response to this ongoing trend, a wide range of suicide prevention activity was undertaken in East Ayrshire by the Council's Health and Safety team, Vibrant Communities, the HSCP, NHS Ayrshire and Arran, and partners throughout 2023/24, including:

- delivery of pan-Ayrshire and local suicide prevention training programmes for staff, including: 'Ask tell save a life', 'safeTALK' and 'ASIST', with 124 East Ayrshire staff attendances in 2023;
- as part of the East Ayrshire Here to Listen campaign, there are now 683 Suicide First Aiders, 581 people trained in Mental Health First Aid and 260 suicide interventions have been carried out, with 68% being referred within a week for bespoke suicide prevention counselling;
- the Suspected Suicide Review Group met regularly to assess probable suicide cases to identify associated circumstances and service provision gaps to inform future prevention work;
- ongoing promotion of the East Ayrshire Suicide Prevention website, which contains key information including contact details for: Mental Health Practitioners, local GP Practices, Suicide First Aiders and other supports;
- the HSCP appointed a full time Suicide Prevention Lead Officer in February 2024 for an initial period of one year;
- work to develop a pan-Ayrshire suicide prevention and awareness Communications Plan commenced in the summer of 2023 to ensure consistency in the messages distributed across Ayrshire;
- Penumbra continued to help East Ayrshire residents by offering 1:1 support and guidance for people who have lost someone to suicide; and
- Children and Young People services reviewed their pathways to ensure appropriate information, awareness of increased suicide risks to young people and that young people receive relevant supports.

Training Attendee:

"Prior to this training, I did not feel confident in my responses when someone advised that they were feeling low or had thoughts of suicide. I now feel that I am far more able to explore this topic with people and hopefully be able to offer support at a crucial time"



**SUICIDE PREVENTION
HERE TO LISTEN**

National Outcome 11:

- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide

East Ayrshire HSCP Strategic Priorities:

- Caring for Our Workforce

Our Performance



61.5% of Personal Carers are qualified to SSSC standards, down from 63.1%

Delivering our plan & What matters to you

The HSCP aspires to have the right people with the right skills to deliver services in the right place at the right time. The Partnership's [Workforce Plan 2022-25](#) was published in October 2022 and outlines how we will fulfil the ambitions of recovery, growth and transformation of the Health and Social Care workforce in East Ayrshire over the period. The Plan incorporates a focus on: supporting workforce wellbeing with consideration given to the significant pressures experienced in recent years, attracting new people to work in the organisation, retaining experience in the workforce, and investment in learning and development. Core actions comprised within the Workforce Plan are aligned to the five Pillars of the workforce journey set out in the National Workforce Strategy for Health and Social Care: Plan; Attract; Train; Employ; and Nurture.

It is important for the HSCP to reflect on what it does well, however it is also vital to identify areas for improvement to ensure we continue to attract and retain the best possible workforce in line with our continuous improvement ambitions. Workforce surveys provide an opportunity to gain an insight in relation to various key themes, including how our staff feel about their role, their department, the organisation and those leading it.

1,721 staff across the Partnership participated in the most recent local workforce survey (iMatter) in 2023, with an overall 64% response rate. Responses suggest that the majority of our workforce have a positive experience of working for the East Ayrshire Health and Social Care Partnership, with strong engagement across role, line management and team levels having contributed towards a higher response rate compared to the previous year. High scores were recorded in a number of areas including: employees being clear about duties and responsibilities, management caring about health and wellbeing, and being treated with dignity and respect. Areas identified for improvement include employees being involved in decisions relating to the organisation, and visibility of board members.

A significant focus has been placed on increasing the percentage of staff with a completed annual Personal Development Review over the last year across both Council (FACE) and NHS (PDR) services, following a period of reduction associated with the Covid-19 pandemic. As a result, both staff cohorts have seen a notable increase in review completion over the reporting period, with an upward trend still evident at the time of reporting.



East Ayrshire Council achieved Bronze level of the Equally Safe at Work Employer Accreditation Programme developed by 'Close the Gap' in the reporting period. The tiered programme allows the Council to progress from building a foundation for change to embedding a strong culture of gender equality within the organisation. The Council is currently embedding the Bronze level and is scoping the Silver level, allowing time to embed the

principles of Bronze which is broken into sections and consists of, but is not limited, to:

- **Leadership:** A statement has been developed on behalf of the Chief Executive and the Council leader in Support of Equally Safe at Work;
- **Workplace Culture:** an internal awareness-raising campaign that highlights the links between gender inequality, women's labour market inequality and violence against women has been delivered;
- **Data:** Consideration of how gender disaggregated data is collected on composition of the workforce;
- **Flexible Working:** Availability of flexible working on job applications;
- **Occupational Segregation:** An equal pay statement is published; and
- **Gender Based Violence:** Development of a Sexual Harassment Policy.

The Care at Home service continues to exemplify our commitment to ensuring our workforce is fully supported and sufficiently skilled. The Care at Home (CAH) service and the Social Care Learning (SCL) Hub have worked to grow the partnership link between the East Ayrshire HSCP and Ayrshire College over the last year. Considerable structure and staffing changes took place within Ayrshire College during 2023/24, which delayed the partnership path, however both organisations remain committed to developing and offering new learning pathways for people, with a new direction and plan being set for 2024/25.

In the 2023/24 reporting period, the SCL Hub and CAH service reported on a new bespoke National Qualification in Community Care course, with the objective of allowing learners to complete their SVQ2 in Health and Social Care in a new way, as participants would be given the opportunity to be employed on a part time, temporary basis whilst completing their qualification. Both East Ayrshire and South Ayrshire HSCPs were working with Ayrshire College to progress this. South Ayrshire piloted recruitment into the course initially, however due to non-uptake and low numbers, Ayrshire College had to pause this development. Going forward, the new collaborative relationship will explore new opportunities with innovation at its core.

The SCL Hub and CAH (Adult) services had previously reported on the SVQ cohort that the East Ayrshire HSCP funded to complete their SVQ Qualifications through Ayrshire College. The SCL Hub have now brought delivery of qualifications in house and are successfully integrating this programme. There were 12 remaining learners that were delayed in completing their qualifications due to personal circumstances or learning requirements. Collaborative work by Human Resources, the SCL Hub and the CAH service has led to a supportive approach to guiding the learners to complete their qualification, in which a new suite of standard operating procedures around recruitment, SSSC qualifications and learners' commitment were designed, signed off and implemented.

Furthermore, the SCL Hub has continued to develop governance arrangements and establish positive working relationships with operational services within the East Ayrshire HSCP. The Hub's Programme Planning Group meets bi-monthly to discuss all aspects of learning, development and workforce training needs, swiftly designing and implementing any change where identified. The Group incorporates all relevant stakeholders, including: Locality Health and Care, Adult services, Human Resources, Organisational Development and Health and Safety, enabling effective and accountable decisions and implementation.

The SVQ teams within the SCL Hub are working closely with Human Resources and Planning and Performance colleagues to improve data quality and how this information is collated, stored and reported. The Scottish Social Services Council (SSSC) and Care Inspectorate guidance and requirements are woven into all improvement work.



The SCL Hub has continued to increase the skills and knowledge of the workforce and is having a positive impact on the standard of care and support offered to those who need it in our communities. Feedback also suggests that the workforce feel more empowered to deliver best practice services. A summary of the SCL Hub's activity throughout 2023/24 includes:

- delivered 12 x ten-day Induction courses to 150 Community Care Officers;
- supported a cohort of 17 people with their SSSC qualifications, with 6 Community Care Officers having completed their qualifications in full and the other 11 nearing the end of their awards;
- offered 273 learning days to the Social Care workforce;
- delivered 29 Moving and Handling full day courses;



- delivered 16 Safe Administration of Medication full day sessions in partnership with NHS Pharmacy staff;
- delivered 12 Dementia Skilled two-day sessions;
- introduced and delivered 3 'Playlist for Life' half-day training sessions; and
- continued to deliver a full programme of learning and development opportunities including: Food Hygiene and Nutrition, SSSC Codes of Practice, British Sign Language, Palliative and End of Life Care, Continuous Professional Learning, Best Practice Days, and eLearning suites on LearnPro.

Training Attendees:

"Even although I have worked in this field for many years I learnt new things in this induction"

"The training was of a very high standard and the best out of all the companies I have worked for. I learnt a lot of techniques and knowledge that will help me in my role"

The NHS Ayrshire and Arran Staff Wellbeing app continued to enable access to wellbeing information and guidance at a time that was appropriate and discreet to the individual, in addition to being beneficial to staff who do not have access to the intranet system. Since its launch in November 2022, the app has been downloaded 1,026 times with 95,906 user interactions. The app provides information and signposting to numerous NHS Ayrshire and Arran and validated partnership organisation resources that help to support the health and wellbeing of staff. The app promotes physical, emotional and mental wellbeing both whilst at work and at home, with advice, information and important contact details regarding a variety of health and wellbeing themes including: stress, financial wellbeing, peer support, occupational health and self-care.

More information about our Health and Social Care workforce can be found in section 4 within this Report.

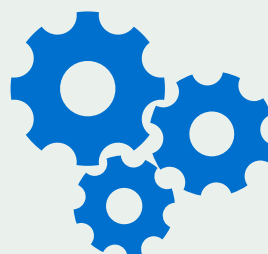
National Outcome 12:

- **Resources are used effectively and efficiently in the provision of health and social care services**

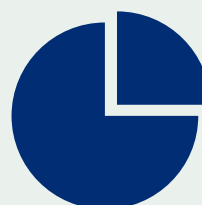
East Ayrshire HSCP Strategic Priorities:

- **Caring for East Ayrshire**
- **People at the Heart of What We Do**
- **Digital Connections**

Our Performance



70.4% of adults supported at home agree their health and care services seem well co-ordinated, up from 60%



Proportion of health and social care resource spent on hospital stays as a result of an emergency down from 29% to 26.8%

Delivering our plan & What matters to you:

The HSCP continues to invest strategically in key impact areas, informed by evidence and best practice, to utilise available resources effectively in line with our strategic objectives and the triple aim of 'better health, better value, better care'.

In the reporting period, the Community Occupational Therapy Service introduced new screening tools and a new assessment form to improve information gathering and reduce inappropriate referrals to the service.

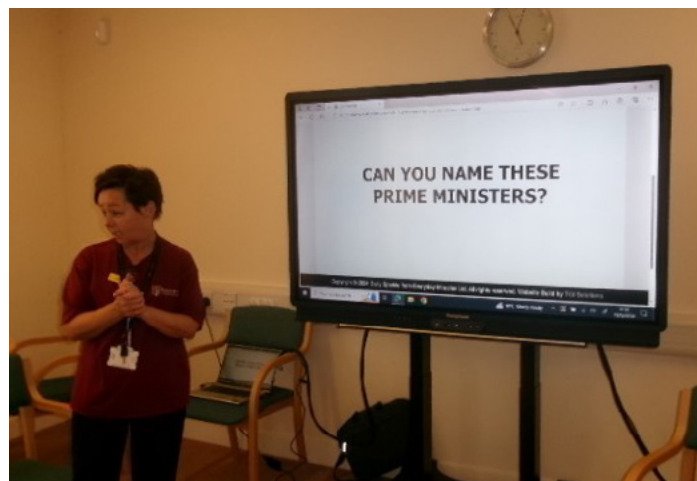
These new processes were designed to collect more relevant information at the initial referral stage to ensure that all referrals to the service are appropriate and the revised assessment form will ensure a holistic approach to improve outcomes and allow signposting to other relevant services, including falls management. The anticipated reduction in inappropriate referrals should also release capacity within the service.

The Community Equipment and Adaptations Service introduced two new innovative ways of working across the Partnership in 2023/24. An online self-referral tool for handrails and grab rails was developed, which required close collaboration with the Business Support team to create a new online platform to allow service users to request minor adaptations to their properties without the need for an Occupational Therapy Assessment. The Community Equipment and Adaptations Service also launched an online version of the Equipment Loan Management Service (ELMS) and is now using a Mobile Working App for Technicians.

By removing the need for Occupational Therapy Assessments, the online self-referral tool has quickened the process for service users and now allows resources to be used in a more effective way. The ELMS software rollout also provides service users with online access for ordering equipment and the Technician's App has eliminated the need to complete many paper-based tasks, which has increased productivity and addressed backlogs across the service.

Implementation of recommendations from a Best Value Review of the Older People's Day Care Service concluded in the summer of 2023. A phased Improvement Plan ensured the delivery of various actions which has subsequently led to numerous improvements in service delivery, operational performance and processes, including reducing the waiting time between referral and placement as a result of closer monitoring through an improvement dashboard. In addition to these operational benefits, improvements have also been made to facilities within the centres to enhance service user experience.

A key improvement area identified in the Review was to improve digital inclusion within the service. While this programme of work continues to progress, there has been early success with using newly installed promethean boards to expand the activity options



available in day services to include more digital pursuits. These interactive boards have introduced many new opportunities for service users such as reminiscing activities using web based resources, and have complimented existing activities including interactive quizzes and providing more variety into the chair based exercise programmes. Staff have been provided with training on using these devices from colleagues in Education, where the boards are a fixture of the modern classroom. Plans are also in place to develop Digital Champions to build a bank of digital resources that can be accessed by all day centres that have promethean boards, helping to share knowledge and reduce duplication in time spent developing new activities.

Development work to improve utilisation of the Partnership's social work information system (Liquidlogic) continued during 2023/24. The system is central to the management and storage of records for people in contact with our Social Work services. In collaboration with the Liquidlogic supplier, we continue to ensure that line of business system processes and workflow configurations are correctly aligned with, and fully support the continually evolving health and social care working practices to meet the operational requirements of services. A key piece of work over the course of this year has been upgrading to the latest software versions.

To further enhance our training portfolio, we are in the process of procuring the 'MeLearning' online training product which can be designed to fully incorporate our business process workflows. In addition, we are also purchasing bespoke Children's System classroom training for staff, scheduled to run in the third quarter of 2024 and to coincide with the latest software version release.

The Business Systems team also provide a day to day user support and helpdesk service to support HSCP staff in their use of Liquidlogic line of business system, as well as providing an in-house report development and building resource. In terms of future system developments, we continue to assess further add-ons, for example 'portals', to ascertain suitability for use by both frontline staff and service users. Throughout 2024/25, the Business Systems team will continue with its programme of improvement work, as approved by the Development Board, to build on the progress made to date.

The HSCP's finance system (ContrOCC), is fully established and integrated with the Liquidlogic Adults system universe, providing a number of operational benefits, particularly in relation to Self Directed Supports and Residential Accommodation payments. Full integration is now progressing at pace with the Children's system universe within Liquidlogic. To date, we have successfully introduced Option 1 Direct Payments and Adoption Payments, and will progress with Fostering and Kinship Allowance going forward.

The Speech and Language Therapy Children and Young People service held a development day in November 2023 where staff highlighted operational barriers and shared improvement ideas. Following this activity, it was identified that the team would work more effectively and efficiently within a locality based model and in line with the HEART model. Planning for this transition began in January 2024, however staff were given until early April 2024 to move into their new areas and transfer cases.

The new locality teams have regular clinic slots and work from identified hubs in each area, offering individualised, targeted and universal support as part of this model. It is anticipated that this approach will improve skill mix, succession planning and staff knowledge of local area needs and supports available, in addition to building stronger relationships with Education colleagues. The new approach has been found to reduce staff travel time, allowing a faster response to requests for assistance. A reduction in waiting times has also been observed, from 13 months in April 2023 to 6 months in April 2024.

Implementation of the Partnership's System Pressures Investment Plan has progressed throughout 2023/24, with oversight from the Strategic Change Programme. The Reablement service commenced in August 2023 and

activity monitoring is evidencing a significantly positive impact on outcomes. 79 people received a Reablement service between August 2023 and March 2024, with 87% no longer requiring ongoing care following the intervention, resulting in notable cost avoidance.

Following the findings from a Community Nursing review in 2021, NHS Ayrshire and Arran sought to establish a Nursing Care delivery model which better meets the needs of our changing population demographics. Feedback highlighted that I.T/digital services could be improved and that a number of calls received by Nurses could instead be handled by Administrative staff, thus releasing more capacity to provide care. The East Ayrshire District Nursing team were subsequently selected to deliver a test of change in relation to operating a single point of contact for receiving calls from patients and carers during administrative working hours. During the test of change, an average of 72 calls were answered by Administrative staff per day, releasing an average of 361 minutes back to Nurses per day.

A number of Health and Social Care service reviews were progressed throughout the reporting period, with the aim of securing improvement by identifying more effective and efficient ways of delivering services, through a person-centred approach based on collaborative design principles. Reviews of our: Family Support and Young People service, Justice services, Learning Disability and Mental Health Commissioned services, Allied Health Professionals services and Children with Disability services, were taken forward over the last year and are at different stages of completion at the time of reporting. Recommendations from Best Value Service Reviews of our: Fostering and Adoption, Kinship, Children's Houses and Older People's Day Care services, were also implemented during 2023/24, with numerous evidence-based improvements and new delivery models established to enhance service provision and outcomes for people.

National Outcome 13-15:

- Community safety and public protection, reduction of re-offending, social inclusion to support desistance from offending

East Ayrshire HSCP Strategic Priorities:

- People at the Heart of What We Do
- Safe and Protected

Our Performance



We continue to exceed the target for Social Enquiry Report submission by the due date (97.6%)



92.5% of Community Payback Orders successfully completed within the year



97.8% of Unpaid Work requirements completed on time



The HSCP's Protection and Learning Team held their first Public Protection Conference in Kilmarnock on 6 September 2023, titled 'No Closed Door - Protecting and Connecting People'. This event was aimed at frontline Practitioners and incorporated three Spotlight Sessions based on three areas of good practice and resources that exist locally. These were MARAC (Multi-Agency Risk Assessment Conference), ProTECHting People Digital Resources to promote safeguarding for people, the workforce and communities, and work on Hearing the Voices of those with Lived Experience. A further four conversation cafes were held with a focus on Public Protection and Safeguarding across all four Committees and Partnerships, entitled: 'Being Ben' (Adult Protection Committee), 'Fiona's Journey' (Violence Against Women Partnership), 'Pieces of the Puzzle' (Child Protection Committee), and 'Whole Family Approach' (Alcohol and Drugs Partnership). These sessions provided an opportunity for multi-agency staff to explore, respect and safely challenge how they work together to address various emerging practice themes, and to share learning and good practice examples, while supporting staff wellbeing. Over eighty multi-agency staff including: NHS frontline practitioners, Education, Housing, Health and Social Care, Alcohol and Drugs services, Police Scotland, East Ayrshire Recovery Network, Women's Aid, Violence Against Women Services and East Ayrshire Advocacy Services, were in attendance and positive feedback was received about the event.

Delivering our plan & What matters to you:

As highlighted earlier in this Report, public protection matters in East Ayrshire are overseen by a Chief Officers Group, including collaborative work undertaken by: the Alcohol and Drugs Partnership, Child Protection Committee, the Adult Protection Committee, the Protection and Learning Team, the Violence against Women Partnership and the Multi Agency Public Protection Arrangements Strategic Oversight Group.



Attendee:

"All of the inputs were really interesting and thought-provoking and really opened up the issue of how we can do more by working together"

Service User:

"We worked together and came to conclusions together, it wasn't about social work telling me what I should and shouldn't be doing, it was a joint effort"

A dedicated Advocacy ASP Development Worker was funded by the HSCP and recruited to establish a mechanism to assess the support and protection services that adults at risk of harm and their families/carers have received, as part of the 'Lived Experience Project', which went live in January 2023. An online referral pathway has also been set up and is accessible through East Ayrshire Advocacy Services and also on the East Ayrshire Council Website. All information gathered is analysed anonymously and used to improve future services for adults and their family/carers. This feedback will also contribute to the annual multi-agency self-evaluation of Adult Support and Protection in East Ayrshire, with all improvement activity identified being built in the 2025-26 Adult Support and Protection Improvement Plan.

The East Ayrshire Adult Protection Committee marked National Adult Protection Day on 20 February 2024 by pledging to support and protect all adults at risk of harm, in all its forms. The Committee also asked everyone to pledge to zero tolerance of harm for all people in East Ayrshire on social media.



NHS Boards across Scotland have been moving towards adopting a Public Protection approach. Child and Adult Protection advice and support services in NHS Ayrshire and Arran joined with the Ayrshire Multi-Agency Risk Assessment Framework (MARAC) Coordination Team in 2023 to form the NHS Ayrshire and Arran Public Protection Health Service. This new service model will provide the required governance structures and capacity to support improvements in the delivery of Public Protection across NHS services, reducing risk and building resilience across the organisation.



343
adult
protection
referrals and
2,728
adult concern
referrals
received in
2023/24

Health Boards also have structural and organisational responsibilities relating to Child and Adult Protection, which includes various factors such as:

- safe recruitment practices;
- ensuring adequate staff induction;
- relevant training;
- procedures for whistleblowing and complaints;
- robust governance arrangements; and
- promotion of a workplace culture that listens to service users and considers their views and wishes.

All NHS employees, GP and dental practices, and other independent contractors have a role in protecting the public, and all regulated staff in Health Boards and services have professional duties to protect children and adults at risk of harm. Staff in supporting roles such as Administration, Catering and Maintenance across primary, secondary, specialist, and community services, also have public protection responsibilities. A new Public Protection Advisor role (Adults) is also being introduced to support NHS staff to fulfil their duties under the ASP Act and to facilitate the collaboration required to support and protect adults at risk of harm.

The Scottish Care Independent Sector Lead participated in an Audit of Adult Support and Protection Procedures for self-neglect at both implementation group stage and the file auditing, which enhanced knowledge of how the Partnership is performing in supporting vulnerable people, in addition to gaining an understanding from the Independent Sector position in terms of working better to encourage professional curiosity and appropriate escalations across homecare and care homes.

The Mental Health Officer (MHO) service support and protect vulnerable people with a mental disorder, with responsibilities including: protecting people's health, safety, welfare, finances and property, safeguarding rights and freedom, court duties and public protection relating to mentally disordered offenders. The MHO service continues to meet statutory demand and requirements relating to the local authority's duties in respect of the Mental Health Act and Adults with Incapacity (AWI) legislation. The service continued to experience considerable challenges throughout 2023/24, with additional pressures associated with a back-log in MHO allocation to support AWI renewals, incoming new referrals for AWI applications, supporting decision-making processes and ongoing staffing issues resulting in limited capacity within the service. Despite these challenges faced, the service has maintained a high level of activity to support and protect vulnerable people in East Ayrshire over the past year, including:

- 150 MHO reports completed to support AWI Welfare Guardianship Applications;
- MHOs responded to 122 S44 Consent Requests;
- 117 Social Circumstances Reports were completed; and
- 27 Compulsory Treatment Order applications were lodged.





East Ayrshire Campus Officers delivered the 'Pitchin in Programme' during 2023/24 in partnership with the Killie Community, a Kilmarnock Football Club charity, which allowed the use of their facilities for the inputs and football activities. The Programme was designed to improve decision-making and resilience through a participant-centred course of discussion which encourages young people to think for themselves, to be more assertive and to develop skills in understanding the consequences of poor decisions. Three children were selected from each school to take part in the programme every Wednesday and data relating to attendance, referrals, crime involvement and concern forms was recorded anonymously to measure the impact achieved.

Police Scotland also delivered 'You Me Together' across all East Ayrshire schools in 2023/24, predominantly aimed at S3 pupils. This was a training programme for young people with a focus on domestic abuse, teenage relationships and coercive and controlling behaviour, with Ayrshire having been the pilot division for this education package prior to it being rolled out across Scotland. The learning intentions of the programme are: to be able to explain the different elements of coercive controlling behaviour, to identify when a relationship is becoming abusive as a result of coercive control, and to have an awareness of 'police powers' and legislation around coercive controlling behaviour. In participating, attendees were asked to: speak openly, be non-judgemental, use appropriate language, listen actively, ask pertinent questions, provide a safe space and be able to provide help and support.

Police Scotland's Partnership and Community Safety Officer has continued to work with East Ayrshire Trading Standards throughout 2023/24 as part of a joint approach and social media strategy to highlight fraudulent crimes attributed to bogus workman who target vulnerable members of the community. This project also introduced a 'Scam Van' to visit local communities across Ayrshire over the last year to raise awareness of frauds and scams.



Vibrant Communities, in partnership with Police Scotland, the Scottish Fire and Rescue Service and NHS Ayrshire and Arran, collectively delivered a series of workshops to all seven Secondary Establishments in East Ayrshire during 2023/24. The workshops, delivered to all S1 pupils, reflected pertinent topics to educate and encourage young people to make positive decisions and sensible choices when in the community with friends.

Service User:

"I see myself using what I've learned by always thinking before making an assumption on something or someone"

The Roadshows have been a valuable engagement opportunity in East Ayrshire to target young people and encourage active citizenship and responsible decision-making through a prevention and early intervention approach. The workshops included the following themes: anti-social behaviour, fire and water safety, peer pressure and stigma, awareness of alcohol and drugs, and youth action. The roadshows were a success, with many young people noting positive learning outcomes as displayed below:

- 1,372 young people participated in the roadshows;
- 85% felt more confident;
- 81% will feel safer in the community;
- 96% will be more responsible when out in the community;
- 76% felt they have improved their communication skills; and
- 92% had increased skills and/or knowledge.



The Young People Sport and Diversion programme maintained a presence in local communities throughout 2023/24, with the Youth Action Team and Premier Night Leagues operating weekly across East Ayrshire. Vibrant Communities works closely with Police Scotland to target interventions, including deploying the Youth Action Team to areas where higher levels of complaints are received in relation to youth disorder. The team engage with young people in a friendly manner and deliver brief interventions to promote positive behavioural and lifestyle choices. In delivering this approach, the Youth Action Team continues to work collaboratively with a range of partners to reduce youth disorder in our communities, including: Police Scotland, the Scottish Fire and Rescue Service, local youth work organisations, Education and the HSCP.

The Premier Night Leagues programme delivered at local leisure centres on Friday evenings, continued to be well attended during the last year, with up to 60 young people (predominantly males) taking part at some sessions. This initiative offers young people an opportunity to participate in football activities in a safe and fun environment where they can socialise with and make new friends, while reducing the likelihood of enacting anti-social behaviour. The Young People Sport and Diversion programme engaged with more than 9,000 young people in East Ayrshire throughout 2023/24.

NHS Ayrshire and Arran's Health Improvement Team have undertaken a range of work during 2023/24 to contribute towards reducing the likelihood of re-offending in Ayrshire. The team has supported people sentenced to an unpaid work order by utilising 30% of hours which can be delivered as a meaningful activity, with almost 50 people having received stress awareness, healthy eating and active living training over the course of a week.

NHS Ayrshire and Arran's Public Health Department in partnership with HMP Kilmarnock, hosted a Health and Wellbeing event which provided 101 prisoners with an opportunity to engage with 24 services that deliver information and support on a variety of health and wellbeing topics including oral health, mental health, speech and language and advocacy support. A number of services which support people on liberation were also in attendance such as Andy's Man Club, Christians Against Poverty and Kilmarnock Football Club.

Over the past year, team members from the Public Health Department, including Consultants, Research and Health Improvement staff, have been members of a working group taking forward the HMP Kilmarnock Health Needs Assessment. On completion of this work, Health Improvement staff were identified as a lead partner for two of the associated recommendations and partnership discussions have commenced in relation to implementing these recommendations.

The National Health in Custody Network (NHiCN) has created a Target Operating Model (TOM), which promotes a focus on public health approaches and recovery to ensure optimal physical and mental health wellbeing outcomes whilst reducing health inequalities for people in custody. Health Improvement staff have worked collaboratively with Healthcare colleagues at HMP Kilmarnock to map activity against the TOM and have shared this with the NHiCN for feedback. In addition, the Health Improvement Team also continues to work in partnership with Healthcare services in HMP Kilmarnock to provide effective pre-liberation support which facilitates reintegration into communities and improved outcomes. Prisoners nearing liberation receive quality assured advice and information on a varied range of health and wellbeing themes, including: how to open a bank account, CV writing skills, medicine management, fire safety, naloxone training and healthy eating.

Evidence suggests that a lack of suitable housing options and associated supports can be key factors in re-offending behaviour. East Ayrshire Council continues to work in partnership with SERCO, the HSCP, Community Justice Ayrshire, NHS Ayrshire and Arran and Ayr Housing Aid, to meet the SHORE Standards and to improve the preparation and support for those in and leaving custody. This includes a weekly Community Reintegration meeting within HMP Kilmarnock, at which Ayr Housing Aid attends to discuss people due to be liberated, in addition to information being provided by SERCO on a weekly basis to Housing Options for people who have entered prison and those due for release with an expected liberation date.

Service User:

"I would have been back in jail if I hadn't got housing first. That living in temporary accommodation didn't give you anything to look forward to and you might as well be in jail"

Ayr Housing Aid also make onward support referrals from the date someone enters prison to support the transition from prison to the community. 75 homeless applications were made following prison discharge in 2023/24 (87% males). This is an increase of 11.9% from the previous year when there were 67 homeless applications, and is in line with Justice Services returning to normal operating circumstances post pandemic. The Council's Housing First initiative, which is a collaborative trauma-informed approach to providing a stable home with intensive wraparound support for homeless people with multiple and complex needs, has also been found to have a positive impact on re-offending.

The East Ayrshire CVO's Gain Respect And Foster Trust (GRAFT) Project continued to operate during 2023/24 to provide valuable employment experience, volunteering and educational opportunities for people who have encountered the criminal justice system. Through tailored support programmes, participants have gained valuable practical skills and knowledge in various areas including: construction, cleaning, retail and hospitality within the organisation's social enterprises. GRAFT empowers people to overcome barriers and build successful futures beyond their past experiences, and shifts the balance of care from specialist services to community based interventions, moving away from a traditional clinical approach to an asset based approach to recovery which builds on the strengths of community action, lived experience and activity.

CASE STUDY



A participant directed to the GRAFT Project under a community payback order, was assigned to attend the programme one day per week. His duties involved landscaping, gardening, and providing logistical support in the foodbank warehouse. Initially, he showed signs of social

discomfort and had personal challenges, including daily alcohol consumption, poor dietary habits, and strained family relationships. The GRAFT Project provided him with a structured environment to not only contribute through physical labour but also to receive support in improving his physical and mental health. This support included setting personal and professional goals, fostering a sense of accountability and growth.

As the participant's involvement in the project increased, so did his confidence. His initial commitment of one day a week soon turned into full-time participation. He became a key player in constructing the project's new boxing gym, which rekindled his interest in personal health and fitness. Subsequently, he ceased his alcohol consumption and engaged in regular fitness training. Upon fulfilling his mandated hours, he had transformed significantly both personally and professionally. Recognising his dedication and the impact of his journey, the GRAFT Project offered him a full-time role as a mentor and supporter for others facing similar challenges. He now plays a crucial role in guiding new participants through their rehabilitation, using his lived experience as a foundation for empathy and encouragement.

Research indicates that up to 80% of adult prisoners have speech, language and other communication needs which can often be unmet. Effective speech and language interventions have been found to lessen the likelihood of re-offending in relation to a person's ability: to understand and engage with police and court processes, to engage with offender programmes, and to engage with other interventions which support their health and wellbeing. The Speech and Language Therapy team in East Ayrshire continued to identify such needs and provide bespoke input on an individual basis at HMP Kilmarnock during 2023/24. Following a successful bid for additional 'Action 15' funding, a new service commenced in April 2022 to provide support for people accommodated in low secure wards and in forensic rehabilitation wards. This service is also available to the Community Forensic Mental Health team and people who have been liberated from prison. The team have provided a wide range of supports in 2023/24, including:

- provision of speech, language and communication awareness training to all new custodial staff to reduce misunderstandings, problematic behaviours and aggression;
- 3-point screening for all new prisoners for speech, language and communication needs to identify those who would benefit from an assessment and specialist input;
- provision of easy read materials to help people understand prison processes, including rules, induction and orientation;
- specialist input for people with voice disorders and Dysphagia, including bespoke care plans;
- advice given to healthcare staff, prison custodial staff, Social Work and Forensic Psychology, in relation to adapting communication techniques to improve participation; and
- provision of Decider Skills workshops for prisoners to help them recognise their own thoughts and better manage their emotions.



Our Workforce

Workforce Planning

The Health and Social Care workforce is recognised as our greatest asset. This is consistently demonstrated in the work that we do, with the commitment, compassion and flexibility of our staff being integral to the delivery of effective services which protect and improve the wellbeing of East Ayrshire residents. Workforce planning is critical to achieving the right workforce, with the right skills to deliver services in the right place at the right time. As such, the Partnership has a dedicated Workforce Planning Lead to oversee this process.

Our workforce planning activity is directed towards supporting the delivery of the Partnership's Strategic Plan 2021-30 and to meeting the challenges of recovery, growth and transformation identified in the National Workforce Strategy for Health and Social Care in Scotland. As we continue to progress the growth and transformation of our workforce, we aim to build staffing capacity, develop knowledge and skills, and provide enhanced opportunities for career entry and progression across the organisation.

The Partnership's Workforce Plan 2022-25 sets out the vision for our workforce and supports the national ambitions for achieving recovery, growth and transformation. The Plan is fundamentally based on the five pillars of the Workforce Journey, namely: Plan; Attract; Train; Employ; and Nurture. The Workforce Plan also incorporates a focus on: supporting the wellbeing of our staff following the unprecedented pressures in recent years, attracting people to work with us, retaining experience in the workforce, and investing in staff learning and development. The key priorities of the Workforce Plan 2022-25 are:



- to ensure that our workforce planning is evidence based, and that we are investing in a talent pipeline to meet our future workforce needs;
- to equip our workforce with the knowledge, skills and confidence to deliver high quality and safe health and social care services; and
- to be an inclusive, empowering and supportive employer.

At the time of reporting, the foremost workforce challenges we are experiencing are in relation to staff recruitment, absence, and retention. In response, proactive work is ongoing to ensure the Partnership is an employer of choice, including ensuring competitive terms and conditions and career progression opportunities. A programme of recruitment campaigns and events is also underway to address the recruitment challenges in some service areas.

The Partnership's Workforce Planning Board is now well-established as a forum for discussion, information sharing, professional guidance, and decision making on workforce planning. The Board is leading on delivering the Workforce Plan 2022-25 to shape the workforce and ensure that our workforce planning is robust, evidence based and aligned to service and financial planning. The Board also has oversight of delivery against the Agenda for Change for NHS staff within the HSCP, with service leads represented on the Workstream Groups to ensure a consistent and coordinated approach.



Significant investment has been made to enhance and promote new career pathways across the Partnership. For example, the Social Work Trainee Programme is supporting employees to undertake accredited training, leading to new career opportunities for people. The Graduate Intern and Modern Apprenticeship programmes are also contributing towards developing our young workforce by providing new routes into employment and training within the Health and Social Care sector. A Career Pathways Framework has been developed for the Care at Home workforce, targeted at both internal employees and external service providers.

The development of relevant training materials including online modules, is also underway to support career progression within the sector. Arrangements are also underway across services to facilitate the local implementation of the Health and Care (Staffing) (Scotland) Act 2019, including applying the Common Staffing Method pyramid to support professional judgement and data-driven tools.

At January 2024, our workforce stood at 2316.9 WTE, up from 2235.4 in the previous year. The table below provides a breakdown by service area and employer.



Table 8. East Ayrshire HSCP WTE - January 2024

	East Ayrshire Council	NHS Ayrshire and Arran	Total
Allied Health Professionals		224.4	224.4
Business Support	96.9	25.9	122.8
Children's Health, Care and Justice	285.2	108.7	393.9
Directorate	4.0		4.0
IJB Finance	31.0		31.0
Locality Health and Care Services	660.4	360.1	1020.5
Primary and Urgent Care		164.0	164.0
Wellbeing and Recovery	269.1	87.2	356.3
Total	1346.6	970.3	2316.9

Workforce Wellbeing

Caring for our workforce has been identified as a key strategic priority for the Partnership, with a commitment to undertaking supportive and developmental actions to enable our staff to do their jobs to the highest standard. We also have a stated commitment to meeting their wellbeing needs through a comprehensive and accessible programme of wellbeing supports.

This has included access to a wide range of wellbeing supports and opportunities over the last year, such as:

- numerous wellbeing materials and signposting available on the 'Wellbeing in East Ayrshire' webpage, and NHS Ayrshire and Arran's 'Better Health' website;
- bespoke employee counselling;
- Council and NHS employee wellbeing newsletters, containing practical support information, signposting and resources such as Personal Wellbeing Plans;
- free health checks;
- physical activity opportunities, such as a cycle to work scheme, links to walking events and reduced gym memberships;
- a Mental Health First Aid course, the Mental Health Fitness Hub, 'ASIST' training for suicide prevention, a Healthy Habits course, 'Spaces for Listening' sessions, and employee mental health support sessions through the Access to Work Mental Health Support service;
- National Wellbeing Hub webinars and resources;
- financial wellbeing support from the Partnership's Financial Inclusion Team; and
- the Dumfries House Health and Wellbeing programme, which offered team building activities and holistic therapies to support wellbeing at work, with 262 HSCP staff attending in 2023/24.



Dumfries House Attendees:
"[The Wellbeing sessions] are so worthwhile and very much appreciated"

"Very enjoyable day. It definitely relaxed me and allowed me to prioritise my mental and physical health"

Prior to leaving post in September 2023, the HSCP's dedicated Health and Wellbeing Coordinator also continued to provide a range of inclusive wellbeing support activities for our workforce and partners within the reporting period, including: bespoke 1:1 Wellbeing sessions; team Wellbeing sessions; Wellbeing toolbox talks for Managers; 'Finding Inner Calm' programmes to manage anxiety and stress; Mindfulness programmes; and Wellbeing sessions as part of wider Community Care Officer Induction training.

The Partnership recruited a new Health and Wellbeing Coordinator in March 2024 and going forward this post will deliver an information and advice service. This holistic, person centred service was launched in May 2024 and offers all HSCP staff a friendly, confidential space to discuss a wide range of matters that can impact on health and wellbeing. Staff can self-refer into this service through a single point of contact email address and will receive confidential and empathetic support. Referral pathways have been established with Vibrant Communities to offer the Activity on Prescription service to support staff with their health and wellbeing. In addition, other referral pathways have also been created with the East Ayrshire Carer's Centre, food banks and our Financial Inclusion Team. Staff will also be supported to utilise the Holly Health app to assist with prioritising, achieving and sustaining new healthy habits across various health and lifestyle areas.

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Integration Joint Board - Governance and Decision Making

Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act 2014 sets out the membership of the Integration Joint Board (IJB), which includes members nominated by the two integration partners; East Ayrshire Council and NHS Ayrshire and Arran, professional advisors from health, Social Care and Public Health, partners from the third and independent sector, representatives of people who use services and unpaid carers.

The voting members of the IJB are appointed through nomination by NHS Ayrshire and Arran and East Ayrshire Council. The first Chair had been appointed for the first two years of the IJB from 2015 until the Local Government Elections in May 2017. Subsequently, the IJB Chair and Vice Chair post holders are appointed for a period, not exceeding three years, and in reality have alternated every two years between a Health Board and a Council representative. In June 2023, NHS Ayrshire and Arran confirmed that the Interim Vice Chair of the IJB, would assume the role on a permanent basis and would be the NHS appointed IJB Chair from 21 June 2023.

In November 2022, NHS Ayrshire and Arran had appointed, on an interim basis, a new voting member of the IJB until the recruitment process for a new Non-Executive Board Member was complete. The IJB was informed in June 2023 that the recruitment process was complete and a new NHS Ayrshire and Arran Non-Executive Board member had been appointed from 1 May 2023 who replaced the interim appointee as a voting member.

At a meeting in October 2023 the IJB was informed that East Ayrshire Council, at its meeting on 31 August 2023, had reviewed the Council appointed voting members and had made one change to the voting members.

In March 2024, the IJB was informed that one voting member nominated by NHS Board Ayrshire and Arran had reached the maximum term of office by end March 2024 and had been re-appointed at the NHS Board meeting on 5 February 2024. The table below lists the IJB Voting Members as at 31 March 2024.

Table 9. IJB Voting Members

Voting Members	Representing
Councillor Douglas Reid (Vice Chair)	East Ayrshire Council
Councillor Clare Maitland	East Ayrshire Council
Councillor Maureen McKay	East Ayrshire Council
Councillor Neill Watts	East Ayrshire Council
Dr Sukhomoy Das (Chair)	NHS Ayrshire & Arran, Non-Executive Director
Ms Sheila Cowan	NHS Ayrshire & Arran, Non-Executive Director
Ms Jennifer Wilson	NHS Ayrshire & Arran, Nurse Director
Mr Neil McAleese	NHS Ayrshire & Arran, Non-Executive Director

IJB Stakeholder Forum

The IJB recognises and promotes the importance of the active involvement of stakeholder representatives, particularly unpaid carers and people who use services. The IJB Stakeholder Forum provides an opportunity for people, service users, carers and third sector organisations to come together to share their views on what will be discussed at our IJB meetings. Forum members also share their experiences, local issues identified and make suggestions to inform ongoing service improvement.

The Forum continues to be represented at the IJB, with the Forum Chair attending along with the service user, carer and third sector representatives. To support this, the Forum meets in advance of the IJB to consider and comment on the IJB agenda to ensure that the views of people who use our services, unpaid carers and communities are represented at the IJB.

Following a development session in 2023, an Action Plan for the 2023/24 period was created which has focused on four key areas: remit, membership, training and support and increasing involvement opportunities across the Partnership. This has seen an updated Terms of Reference developed, a new Chair and Vice-Chair voted into those roles, the HSCP Director having a standing invite to Forum meetings, and a meeting and speaker schedule being agreed for 2024 including third sector providers along with Partnership services. The Stakeholder Forum has been actively seeking new members from across East Ayrshire and has seen a significant number of people attending the Forum for the first time over the last year. The development session in 2024 will review the progress made and also focus on the Partnership's Strategic Plan, supporting continuous learning and contribution to the direction of the Partnership's activities.

Directions / Decision Making

The Board continued to develop defined powers within the Public Bodies Act as set out in sections 26 to 28 of the Act, which takes the form of binding (legal) Directions. These Directions clearly outline how the Health Board and Local Authority are required to action Strategic Commissioning Plans and delegated budgets from the Integration Joint Board.

A Scottish Government Good Practice Note on Directions was published in January 2020. A pan-Ayrshire working group was reinstated in 2022 and the format for recording and monitoring Directions has been agreed on a pan-Ayrshire basis. This format will be used for Directions going forward and the IJB will receive reports on the Directions issued twice yearly.

Directions continue to be issued to integration parties by all three Ayrshire IJBs and details of [all Directions](#) issued to East Ayrshire Council and NHS Ayrshire and Arran can be found here.

The IJB Directions given throughout 2023/24 are displayed in the table below:

Table 10. IJB Directions: 2023/24

Direction Detail	Date
HMP Kilmarnock Health Needs Assessment - issue a Direction to NHS Ayrshire and Arran to implement the proposed staffing changes contained within the report.	21 June 2023
Extension to Supported Accommodation Housing Support Contract - issue a Direction to East Ayrshire Council in respect of the implementation of the revised contractual arrangements.	21 June 2023
Extension to Contract – We Are With You - Issue a direction in respect of the implementation of the revised contractual arrangements.	21 June 2023
Older People Care at Home Commissioning Model - issue a Direction to East Ayrshire Council to commence procurement arrangements on its behalf for a new collaborative commissioning model for Care at Home services.	11 October 2023
Orthotics Options Appraisal - issue a Direction to East Ayrshire Council and NHS Ayrshire and Arran to deliver in house NHS/Health and Social Care Partnership model of Orthotics Service and cease the commissioned model of service currently delivered through a service level agreement with private contractor.	13 December 2023
Learning Disability and Mental Health Commissioned Services Best Value Review - East Ayrshire Council is directed to implement the proposed contractual arrangements for Learning Disability and Mental Health Commissioned Services.	13 December 2023
Commissioning and Contracting Arrangements - issue a Direction to East Ayrshire Council to implement the commissioning and contracting arrangements for 18 East Ayrshire Health and Social Care Partnership services from 1 April 2024.	7 February 2024
Approved Budget Position - issue a Direction to East Ayrshire Council and NHS Ayrshire and Arran to deliver services on behalf of the IJB for 2024/25 within the total delegated resource.	20 March 2024
Social Care Contribution and Charging Framework and Approved Rates, Contributions and Charges 2024/25 - issue a Direction to East Ayrshire Council to implement the alterations to charges and contributions for social care services for the Financial Year 2024/25 and the rates paid for social care services.	20 March 2024
Extension of Contract – Respite Services - issue a Direction to East Ayrshire Council in respect of the revised contractual arrangements.	20 March 2024

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Audit and Performance Committee

In 2023/24, the Audit and Performance Committee considered internal audit reports from the IJB Chief Auditor and external auditor reports from Audit Scotland. In respect of financial assurance, the Committee received a clear audit report from Audit Scotland, as the external auditor, having considered four dimensions: financial sustainability, financial management, governance and transparency, and value for money. The Committee considered and provided a view on the governance and assurance arrangements and performance reporting to the IJB. The Committee received regular reports on performance, management and financial arrangements, including the IJB's Risk Register throughout the reporting period.

During 2023/24, the Committee were updated on the use of externally purchased placements, and of the arrangements in place to support children and young people both in and on the edges of care. The Committee also received regular updates on the progress against Service Improvement Plans for all service portfolio areas. Continued, good progress was noted across all of the plans and at each alternate meeting, individual services were subject to a detailed progress review. As recommended by IJB Internal Audit, the Audit and Performance Committee carried out a Self-Assessment during 2023/24 by means of an electronic survey. A workshop was held to discuss the results and an Action Plan was then produced. Progress on the Action Plan is reported to the Committee twice a year.

Strategic Commissioning Board

The Strategic Commissioning Board (SCB) is responsible for the management of the Transformational Change Fund (TCF), which is retained as an earmarked balance within the IJB Reserve to promote service redesign, identify efficiencies in service delivery, and to improve health and wellbeing outcomes for residents. Following IJB approval of the 2022/23 Audited Annual Accounts, the Transformational Change Fund balance was £4.320m. Over the course of 2023/24, costs of £0.936m have been incurred, leaving a balance of £3.384m at 31 March 2024. After taking account of agreed future commitments, as well as revised costs against previous commitments against this balance of funding, there remains an uncommitted balance of £0.667m, which will be used to offset future transformational change proposals.

A further £0.500m was initially approved by the IJB to be set aside for workforce development purposes in recognition of ongoing staff recruitment and retention challenges. Following IJB approval of the 2022/23 Audited Annual Accounts, the Workforce Development Fund balance was £1.269m. Over the course of 2023/24, costs of £0.312m have been incurred, leaving a balance of £0.957m at 31 March 2024. There are agreed future commitments against this balance of funding, leaving an uncommitted balance of £0.730m which will be used to offset future workforce development proposals.

The Board received progress updates regarding the programme of Best Value Service Reviews (BVSR), an integral part of the transformation required to address the challenge of financial sustainability detailed in the Strategic Plan and Medium Term Financial Plan. The programme identifies areas for review on the basis of strategic direction for service areas, potential risk and rewards, and is combined with cross-cutting review elements. During 2023/24, the Board received reports on progress made regarding various BVSRs including: Children's Houses, Fostering and Adoption; Business Support; Learning Disability and Mental Health Commissioned Services; Addictions Services; Financial Inclusion Team; Older Persons Day Services; Children with Disabilities; and Justice Services. Examples of additional resources approved by the SCB include: increasing capacity for Multi-Disciplinary Teams; purchase of Reminiscence/ Rehabilitation Therapy Activity; pilot for PainChek; and purchase of virtual reality headset for the Protection and Learning team.

The Board provides a bi-annual report to the Audit and Performance Committee.



Financial Performance

IJBs are specified in legislation as 'section 106' bodies under the terms of the Local Government (Scotland) Act 1973. The Financial Statements are therefore prepared in compliance with the Code of Practice on Local Government Accounting in the United Kingdom 2023/24, supported by International Financial Reporting Standards (IFRS), unless legislation or statutory guidance requires different treatment. The Local Authority (Scotland) Accounts Advisory Committee (LASAAC) issued Additional Guidance for the Integration of Health and Social Care in March 2019. This guidance has been developed to support consistency of treatment and the appropriate implementation of financial reporting for integration.

The 2014 Regulations require IJB Members to consider the unaudited accounts at a meeting to be held no later than 31 August. In addition, the IJB, or a committee whose remit includes audit or governance functions, must consider the audited accounts and aim to approve the Annual Accounts for signature no later than 30 September, with publication no later than 31 October. The unaudited Annual Accounts 2023/24 were approved by the IJB on 26 June 2024. Following discussions with Audit Scotland (the IJB's appointed external auditors) regarding the audit timetable, it has been agreed that the audited Annual Accounts 2023/24, along with the external auditors' ISA260 report on the outcome of the audit, will be submitted to the IJB on 25 September 2024 for formal approval.

The net cost of provision of services in 2023/24 was £310.396m. The net revenue expenditure represents the running costs of the IJB and indicates the significant size and complexity of the organisation. Directly managed expenditure for the 2023/24 financial year is £3.020m greater than the budget delegated to the IJB and is partially offset by an adjustment of £0.062m in respect of the Partnership's share of services managed on a pan-Ayrshire basis under lead partnership arrangements. Of the resultant population based £3.082m net overspend for 2023/24, £2.340m has been earmarked for specific commitments in future financial years. After taking account of earmarked commitments, there is a net overspend for 2023/24 of £5.422m.

Cost pressures and additional demand pressures, as well as under-achievement of approved cash releasing efficiency savings in various budgets, has contributed to the partnership spending more in 2023/24 than originally budgeted. These pressures have been partially offset by non-recurring balances drawn down from the IJB reserve, as well as additional non-recurring delegated funding £0.500m from East Ayrshire Council and cost reductions in certain service areas.

Specific commitments have been identified totalling £2.340m, resulting in a net overspend for the year totalling £5.422m. Recommendations relating to this overspend position are outlined within the month 12 Financial Management Report as at 31 March 2024, which was presented to the IJB on 26 June 2024. All recommendations set out within the Financial Management Report are subject to completion of external audit of the Annual Accounts 2023/24.

The IJB is required to operate within its delegated budget and work continues to be taken forward through the Strategic Commissioning Board (SCB), alongside the Budget Working Group (BWG) to drive delivery of transformational change and ensure that Strategic Planning outcomes are achievable within delegated resources going forward. A separate Workforce Development Board, reporting to the SCB, is established to address ongoing staff recruitment and retention issues impacting on health and social care services, both nationally and at a local level.

The East Ayrshire Health and Social Care Partnership continues to operate within a challenging financial environment as a result of real terms reductions in funding, increased demographic pressures and the cost of implementing new legislation and policies. In addition, ongoing legacy costs related to the Covid-19 pandemic over the course of 2023/24, as well as staff recruitment and retention difficulty, has once again impacted on service delivery and mainline budgets. Due to continuing pressures during 2023/24, management action savings agreed in-year as part of a Financial Recovery Plan to achieve financial balance were not deliverable. This is reflected in the final outturn position for 2023/24, with baseline budget pressures having been included in budget planning assumptions for 2024/25.

The Partnership Leadership Team with the support of the Integration Joint Board has worked throughout 2023/24 to manage and mitigate budget pressures and associated service implications, as far as possible, through strong financial governance. This work will continue in 2024/25 and going forward.

As set out in Financial Management Reports in 2023/24 and within the Annual Budget 2024/25 report to the IJB on 20 March 2024, there a number of continuing financial risks, which have the potential to impact upon both Council and NHS commissioned services and will require management action over the course of the 2024/25 financial year and going forward. This includes risks associated with delivery of significant additional savings and management of baseline budget pressures, at a time of increasing demand. The risks and potential consequences can be summarised as follows:

Risks:

- Increasing demand / complexity of care;
- Revisions to the Integration Scheme;
- Demographic changes;
- Wider political and economic uncertainty;
- Inflationary pressures (pay / contractual);
- Impact on performance and strategic planning priorities;
- Non-achievement of savings;
- Impact on services and people who use them; and
- Lead Partnership pressures impact;
- Managing public expectations.

Potential Consequences:

- Increased waiting times to access care;
- Additional strain on unpaid carers;
- Delays in hospital discharge;
- Impact on ability to respond to pressures; and
- Greater risk to those unsupported in community;
- Impact on IJB Reserve balances.

These key risks and potential consequences undoubtedly represent a challenging position for the IJB, however it is important to consider opportunities, in terms of reset and future planning through the Transformational Change Programme to ensure financial sustainability going forward. This will ensure alignment of budgets with strategic planning priorities, with commissioning of services that not only meet immediate demand, but also facilitate preventative activity that supports population wide health improvement and addresses inequalities. Viewing this in the context of longer term demographic change will be important.

Retained uncommitted balances have been important in ensuring that pressures can be managed, including Covid-19 legacy costs as part of the pandemic recovery process. As consistently highlighted in reports to the IJB, any draw on contingency balances will be time-limited with underlying action plans put in place to ensure financial sustainability.

The final outturn position for 2023/24 is an overspend of £5.422m. IJBs are required to operate within delegated resources and to achieve financial balance in 2023/24, it is proposed to draw on uncommitted balances. As a consequence of drawing down uncommitted balances to offset the £5.422m overspend, the £6.684m uncommitted balance at 31 March 2023 reduces to £1.262m at 31 March 2024.

The balanced budget proposal for 2024/25, which was approved by the IJB on 20 March 2024 includes allocation of resources from general reserves (£1.408m) to provide greater flexibility to manage cost pressures and demand fluctuations, and to support financial planning. In addition, there are further approved commitments against uncommitted balances of £0.597m. As a consequence of the proposal to draw down a further £5.422m to achieve financial balance in 2023/24, there is an over-commitment of £0.743m against general reserves, which has been resolved through an initial Financial Recovery Plan for 2024/25, approved by the IJB on 26 June 2024.

The requirement to draw down general reserves to achieve financial balance in 2023/24, and to set an initial balanced budget for 2024/25, represents a financial risk to the IJB going forward. Where required, it will be necessary to bring reports to the IJB over the course of 2024/25 to consider commissioning arrangements and issue Directions to maintain a balanced budget in line with strategic planning priorities, aligned to national health and wellbeing outcomes. The risk appetite statement previously agreed by the IJB will provide a framework to consider these challenges and associated proposals.

Due to delayed publication of the updated Scottish Government Health and Social Care Medium Term Financial Framework (MTFF), a high level Medium Term Financial Plan (MTFP) was included for noting within the Annual Budget 2024/25 report to the IJB on 20 March 2024.

It is anticipated that a fully detailed MTFP to 2030 will be finalised as soon as possible following publication of the updated Scottish Government Health and Social Care MTFF (anticipated 2024). The detailed MTFP will project forward and align with strategic planning priorities to 2030, with a focus on alignment of priorities, activities, budgets and outcomes, alongside population and demographic changes and will take cognisance of stakeholder input. At a local level, the MTFP will continue to underpin delivery of the Strategic Plan 2021-30, to ensure outcomes can be delivered in line with the core themes of the Plan. Going forward, the IJB will require to consider if the Strategic Plan in its current form is deliverable within an anticipated reduced level of delegated funding.

The table below displays the cost of providing services for 2023/24 according to accepted accounting practice, with comparable figures for the previous financial year. [Further tables](#) displaying these costs between 2018/19 and 2021/22 are available at www.east-ayrshire.gov.uk.

Table 11. Comprehensive Income and Expenditure Statement: 2022/23 - 2023/24

Gross Expenditure 2022/23 £m	Gross Income 2022/23 £m	Net Expenditure 2022/23 £m		Gross Expenditure 2023/24 £m	Gross Income 2023/24 £m	Net Expenditure 2023/24 £m
194.648	(7.222)	187.426	Core Services	204.802	(8.277)	196.525
4.045	0.000	4.045	Public Protection	4.663	0.000	4.663
4.206	0.000	4.206	Non District General Hospitals	4.327	0.000	4.327
30.140	0.000	30.140	Children's Health, Care and Justice Services	36.415	0.000	36.415
37.555	0.000	37.555	Lead Partnership Services	42.250	0.000	42.250
26.555	0.000	26.555	Set Aside	26.216	0.000	26.216
297.149	(7.222)	289.927	Cost of Services	318.673	(8.277)	310.396
0.000	(100.682)	(100.682)	East Ayrshire Council funding	0.000	(105.165)	(105.165)
0.000	(175.248)	(175.248)	NHS Ayrshire & Arran funding	0.000	(194.380)	(194.380)
0.000	(275.930)	(275.930)	Taxation and Non-specific Grant income	0.000	(299.545)	(299.545)
297.149	(283.152)	13.997	Deficit / (Surplus) on provision of services	318.673	(307.822)	10.851

The Comprehensive Income and Expenditure Statement highlights a net cost of provision of services for 2023/24 of £310.396m. The variance between this figure and the net expenditure figure of £338.166M reported in the service portfolio financial performance table is represented by the following:

Table 12. Net Expenditure 2023/24

	£m
Annual Accounts: cost of provision of services	310.396
Management Accounts: actual expenditure	338.166
Variance	(27.770)
Represented by:	
Funding delegated 2022/23	7.769
Lead Partnership income	(84.067)
Lead Partnership contributions	22.312
Large Hospital Set Aside	26.216
	(27.770)

The following table displays financial performance by Partnership service portfolio in 2023/24. Further comprehensive tables displaying our [financial performance by Partnership service portfolio](#) between 2018/19 and 2022/23 can be found at www.east-ayrshire.gov.uk.

Table 13. Service Portfolio Financial Performance: 2023/24

Service Division	Annual Estimate 2023/24 £m	Actual Expenditure to 31/3/24 £m	Variance Adverse / (Favourable) £m
Core Services			
LEARNING DISABILITIES	25.020	26.956	1.936
MENTAL HEALTH	8.545	8.087	(0.458)
OLDER PEOPLE	53.927	56.703	2.776
PHYSICAL DISABILITIES	3.816	4.244	0.428
SENSORY	0.245	0.269	0.024
SERVICE STRATEGY	8.534	8.315	(0.219)
TRANSPORT	0.496	0.496	0.000
HEALTH IMPROVEMENT	0.322	0.322	0.000
COMMUNITY NURSING	8.694	8.110	(0.584)
PRESCRIBING	29.590	29.590	0.000
GENERAL MEDICAL SERVICES	17.680	17.680	0.000
ALLIED HEALTH PROFESSIONS	8.259	8.425	0.166
INTERMEDIATE CARE AND REHABILITATION TEAMS	1.293	1.125	(0.168)
	166.421	170.322	3.901

Table 13. Service Portfolio Financial Performance: 2023/24

Service Division	Annual Estimate 2023/24 £m	Actual Expenditure to 31/3/24 £m	Variance Adverse / (Favourable) £m
Public Protection			
ADULT SUPPORT & PROTECTION	1.440	1.425	(0.015)
ALCOHOL & DRUGS SUPPORT	2.115	2.008	(0.107)
CHILD PROTECTION COMMITTEE	0.064	0.070	0.006
LEARNING & DEVELOPMENT	0.869	0.869	0.000
	4.488	4.372	(0.116)
Non District General Hospitals			
EAST AYRSHIRE COMMUNITY HOSPITAL	4.214	3.874	(0.340)
WOODLAND VIEW COMMISSIONED SERVICES	0.515	0.453	(0.062)
	4.729	4.327	(0.402)
Lead Partnership / Hosted Services			
STANDBY SERVICES	0.243	0.243	0.000
PRIMARY CARE (INCLUDING DENTAL)	114.785	113.730	(1.055)
PRISON AND POLICE HEALTHCARE	3.564	3.667	0.103
ALLIED HEALTH PROFESSIONS (LEAD)	4.514	4.304	(0.210)
WAR PENSIONER	0.000	0.000	0.000
OTHER LEAD SERVICES	2.026	1.986	(0.040)
	125.132	123.930	(1.202)
Children's Services			
CHILDREN & FAMILIES / WOMEN'S SERVICES	21.105	21.395	0.290
SECURE ACCOMMODATION / OUTWITH PLACEMENTS	5.998	6.620	0.622
JUSTICE SERVICES	2.728	2.728	0.000
HEALTH VISITING	4.545	4.472	(0.073)
	34.376	35.215	0.839
TOTAL DIRECTLY MANAGED SERVICES BUDGET	335.146	338.166	3.020
Hosted Services adjustments:			
RECHARGES OUT	(84.638)	(84.067)	0.571
RECHARGES IN	22.821	22.312	(0.509)
	(61.817)	(61.755)	0.062
SET ASIDE	26.216	26.216	0.000
TOTAL POPULATION BASED BUDGET INCLUDING SET ASIDE	299.545	302.627	3.082

Table 13. Service Portfolio Financial Performance: 2023/24

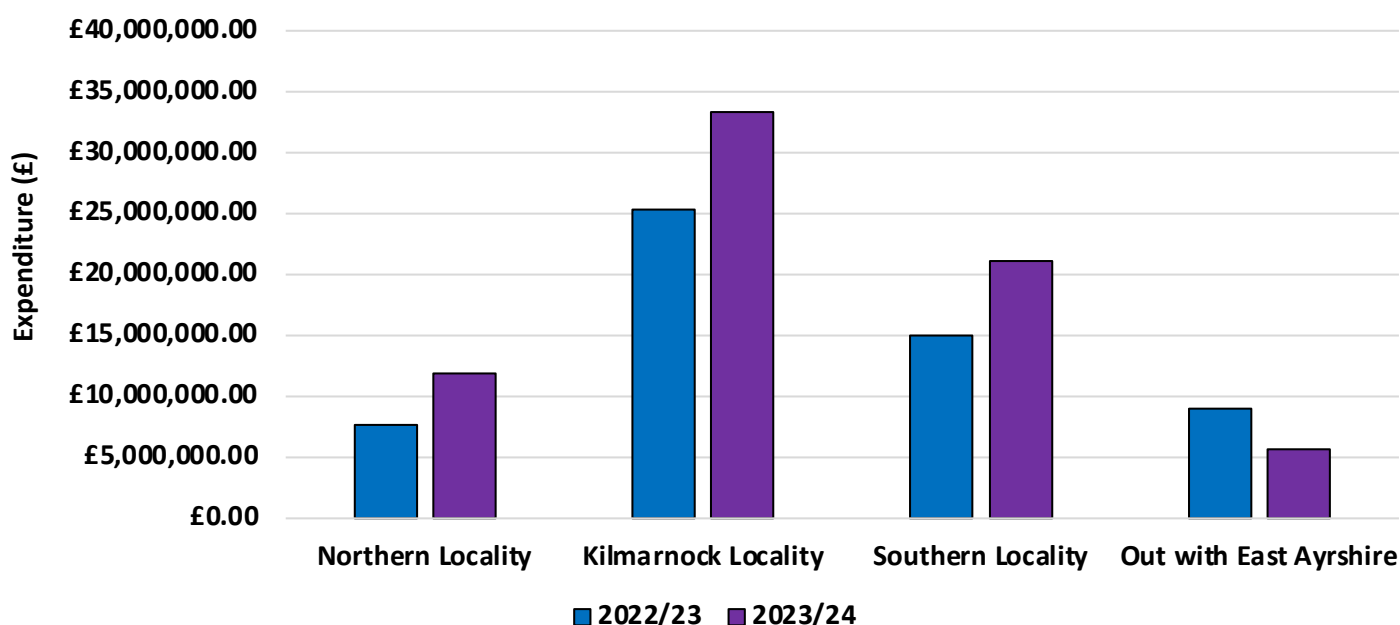
Service Division	Annual Estimate 2023/24 £m	Actual Expenditure to 31/3/24 £m	Variance Adverse / (Favourable) £m
Earmarked balances:			
UNDERSPEND RELATING TO EAC - EARMARKED BY IJB	0.000	0.672	0.672
UNDERSPEND RELATING TO NHS A & A - EARMARKED BY IJB	0.000	0.201	0.201
EA SHARE OF PCIF UNDERSPEND - EARMARKED BY IJB	0.000	0.459	0.459
EA SHARE OF ACTION 15 UNDERSPEND - EARMARKED BY IJB	0.000	0.244	0.244
UNDERSPENDS IN NHS A&A HOSTED SERVICES – EARMARKED BY IJB	0.000	0.235	0.235
EA SHARE OTHER HOSTED UNDERSPENDS - EARMARKED BY IJB	0.000	0.529	0.529
	0.000	3.690	3.690
NET UNDERSPEND AFTER EARMARKING	299.545	304.967	5.422
Uncommitted balances:			
UNDERSPEND/(OVERSPENDS) RELATING TO EAC - RETAINED BY IJB	0.000	(6.623)	(6.623)
UNDERSPEND/(OVERSPENDS) RELATING TO NHS A&A - RETAINED BY IJB	0.000	1.201	1.201
	0.000	(5.422)	(5.422)
TOTAL DELEGATED BUDGET	299.545	299.545	0.000

Financial Performance in Localities

The chart below displays the total service provision expenditure by locality area in 2023/24 compared to the previous year. This information is limited to services where detailed activity data is available to accurately apportion costs by locality, based on service user residence. Expenditure levels are fairly representative of the demography composition in each locality area. The information below refers to the provision of: Care at Home (older people, learning disability, mental health); Care Homes (older people, respite, physical disability, mental health, learning disability); Fostering; Kinship; Adoption; SDS Option 1 and 2 (adults and children); Community Alarms; and Community Meals. Out with expenditure represents provision costs for people who reside outside the geographical boundary of East Ayrshire.

Overall expenditure has increased from £56,981,400.70 in 2022/23 to £71,945,377.01 in 2023/24, with fairly proportionate increases across the three locality areas relative to the local populations. The provision expenditure out with East Ayrshire has decreased significantly from £9,005,578.85 to £5,603,539.71 over this period, reflecting the impact of recent improvement work. The overall £14,963,976.31 increase in expenditure is attributable to various factors, including financial uplifts and rising demand/placements across services.

Chart 2. Partnership Expenditure by Locality Area: 2022/23 - 2023/24



8

Best Value

The Partnership's Strategic Commissioning Board continued to drive forward our transformational change ambitions and activities in 2023/24, with ongoing oversight from the Audit and Performance Committee. The Strategic Commissioning Board continues to adopt an evidence-based approach to inform investment and disinvestment decisions and is guided by national advice in relation to key matters. This approach applies to all delegated resources held within the HSCP, including 'set-aside' hospital resource where a core planning role exists. More information in regards to the Board's activities within 2023/24 is included in the Audit and Performance section within this Report and detail regarding service specific improvement and transformational change activities undertaken can be found in our [Service Improvement Plans](#).

East Ayrshire Council's Strategic Plan 2022-2027 sets out local ambitions and priorities over the five year period, building on previous Transformation Strategies and local recovery and renewal work. The Strategic Plan identifies various key achievements over the last ten years, which the Council aims to further build upon, including:

- Prioritisation of early intervention and prevention approaches;
- Development of strong relationships and partnerships with communities;
- Embedding the flexible, approachable, caring and empowered qualities and behaviours in the workforce;
- Increased the number of services available online and more efficient use of property and office space;
- Embracing Health and Social Care integration, ensuring a person-centred, human rights and equality based approach to improving service delivery;
- Implementing new ways of working, including establishing an external Arms-Length Organisation for Leisure Services and the Ayrshire Roads Alliance;
- Maintaining a strong focus on building community power; and
- Supporting communities to develop their own community-led Action Plans, participatory budgeting and transferring 60 assets to local communities.

A strategic programme of best value service reviews commenced in 2019 for HSCP services, with the aim of securing service improvement through identifying more effective and efficient methods of delivery. The reviews are implemented through a person-centred approach based on collaborative design principles to provide better value for money and improved outcomes for our service users. Best value service reviews (BVSRs) comprehensively scrutinise services by following the Best Value Review framework to challenge the basis upon which these services are provided, consult with all stakeholders by following the Scottish Approach to Service Design principles, and include benchmarking to identify better ways of providing the service.

The reviews maintain a focus on the following strategic improvement themes: managing demand through early intervention and prevention; maximising choice, control, independence and inclusion; managing costs through efficiency; opportunities from deepening integration; considering the future workforce and shaping sustainable services; and identifying opportunities for reinvestment. Alternative forms of service review are also used to assess and deliver improvement in some HSCP services, for example services provided by the NHS, however these reviews follow similar methodology to the Best Value Review framework. The Strategic Commissioning Board is regularly updated in relation to the progress of all active reviews, and of the implementation progress of recently completed reviews.

A number of Health and Social Care service reviews were progressed throughout 2023/24, involving close collaboration and consultation with partners and stakeholders, particularly people who use services, their families and carers. A BVSR of the Family Support and Young People service was completed in the reporting period, with an enhanced service delivery model being identified by the Review Group following an options appraisal session. This model represented various structural and operational changes, with the formation of a single service going forward, named the Intensive Family Support Service. This option imposed the termination of the previous structure consisting of three discrete teams, with a move from having two Intensive Support teams and one Family Support team, to having three Intensive Family Support teams, ensuring a distribution of core intensive family support skills across the new service.

A BVSR of Justice Services concluded in October 2023, with the objective of achieving best practice through identifying an appropriate delivery model to effectively support people receiving Justice Social Work Services in East Ayrshire. The following areas were within the scope of the review: Locality Justice Social Work; the Unpaid Work Team; and Partnership Delivery Team (PDT) Services. Following extensive evidence gathering and analysis, three potential future delivery models were designed and considered within an options appraisal exercise. A service reconfiguration approach was selected as the preferred model, which incorporates a number of operational and staffing changes to increase the flexibility, effectiveness and sustainability of the service, including reducing the payment to North Ayrshire for partnership services. Implementation of this model is currently underway at the time of reporting.

The Children with Disabilities Social Work services BVSR continued to progress throughout 2023/24, with the scope of this review including: service capacity and adaptability, the structure of the service in the context of the wider Children and Families Locality service, commissioned services, partnership working and resource allocation. The review has followed the methodology set out in the Council's BVSR guidance and has undertaken comprehensive consultation with: current service users, previous service users, relatives/carers, partners, staff and other stakeholders, in addition to collating service activity data and undertaking a benchmarking exercise to consider best practice examples. The review is at an advanced stage at the time of reporting, with the Strategic Commissioning Board having approved the Interim Conclusions and Recommendations paper at its meeting on 30 May 2024. It is anticipated that the review will conclude in August 2024, pending IJB approval.

A BVSR of twenty five commissioned services which support people with learning disabilities or mental health problems was undertaken in 2023/24, which covered an area of spend accounting for more than £17million. Following a period of comprehensive evidence gathering, including consultation with service users, their families and carers and other stakeholders, a literature review, service activity data and financial information, potential alternative models were developed and an options appraisal session took place in August 2023. The review concluded in December 2023, with the recommendation of developing three new contract frameworks based on community supports, residential and supported accommodation. At the time of reporting, progress is being made through a collaborative commissioning approach to implement these new frameworks.

A full review of Allied Health Professions (AHP) Services commenced in June 2022, incorporating the following areas: Dietetics, Occupational Therapy, Orthotics, Podiatry, Physiotherapy, Speech and Language Therapy and MSK (Musculoskeletal). The review covered a range of services delivered by over 200 AHP staff in various settings including: HMP Kilmarnock, care homes, schools, primary care establishments, the community, acute and community hospitals. This review has incorporated aspects of the BVSR approach, as well as NHS review processes, with a focus on service remit and improvement. The findings from the review will provide a platform for the HSCP to ensure that our services are configured to meet current and future demands in the most efficient and effective way.

A significant amount of work has been undertaken to date, including gathering a range of quantitative and qualitative information in relation to each service, with staff and patient engagement being key to this process. A workforce review was completed across 86 teams using the Healthcare Improvement Scotland Health and Care Staffing Tools, as well as considering recruitment, retention and staff wellbeing. A detailed financial analysis was also undertaken across AHP services, including a review of annual spend and turnover.



Implementation of the recommendations from best value service reviews of our Corporate Parenting and Older People's Day Care services also continued in 2023/24, with evidence-based improvements and new delivery models established to improve service provision and deliver better outcomes for people. In relation to Corporate Parenting, improved in-house management and delivery approaches incorporating various improvement actions, were selected for Children's Houses and Fostering and Adoption services, and a service reconfiguration model was selected for Kinship Care, including the establishment of a dedicated Kinship Care Team within the wider Corporate Parenting Team. Ongoing operational challenges have impacted on implementation progress over the last year, however particular improvement areas have grown momentum, including:

- continuing care in terms of equipping our children and young people for moving on, in line with national policy and adapting frameworks to provide a more streamlined service;
- staff and carer access to quality training opportunities to ensure they are sufficiently skilled and trauma informed;
- a new staffing model for our Children's Houses; and
- embedding quality assurance and self-evaluation cultures across each of the services to drive ongoing quality improvement.

A service reconfiguration model, in addition to numerous identified service improvements, continued to be implemented for Older Persons Day Care Services throughout 2023/24. This approach incorporated re-provision of the Irvine Valley base and various improvement actions relating to: staffing and structure, efficiency, partnership working, operational processes and communication. A number of these improvement actions have been fully implemented within the last year, including: establishing a monthly scorecard to monitor performance and management information; undertaking consultation to improve service user choice in relation to activities, meals and scheduling; enhancing digital inclusion within the service; increasing awareness of the service; and developing communications with stakeholders.

Further information and examples relating to efficient utilisation of resources in providing health and social care services in East Ayrshire, is available in section 3 within this Report.



Inspection Findings

The HSCP welcomes scrutiny and evaluation from external audit and inspection agencies, recognising that such assessments provide valuable feedback which builds on our internal self-evaluation work and contributes towards our continuous improvement ambitions. Inspections provide assurance in relation to quality of care and support improvement activities, ensuring that people who use care services have positive experiences and the best possible outcomes. Our Care Inspectorate grades are regularly reviewed by IJB Finance and reported to the Audit and Performance Committee for ongoing improvement monitoring.

The Care Inspectorate has continued to inspect care services on a risk and intelligence led basis over the last year. A significant focus was given to the care home sector during the pandemic, and work continued during 2023/24 to build on this by prioritising services that were high risk or had evaluations of less than adequate, in addition to nurse agencies and care at home services that had no scrutiny intervention in the previous two years. The Care Inspectorate also continued to follow up requirements within timescales to ensure that the care people receive continually improves.

The Care Inspectorate reviews how it inspects regulated services on an ongoing basis and has carried out tests on a new inspection type called a 'Core Assurance Inspection' in the reporting period, and will continue to test this approach in 2024/25. This proportionate approach is one of the cornerstones of responsive regulation and is strongly linked to risk. From 1 July 2024, the Care Inspectorate will also pilot self-evaluation in some adult care services, including assessing and reporting on a service's self-evaluation of the core assurances during the usual inspections. It also continued to prepare the sector for the implementation of 'Anne's Law' and the Safer Staffing legislation, in addition to developing its quality frameworks, associated tools and guidance, including justice accommodation and appropriate adult services.

78% of East Ayrshire care services were graded 'Good' (4) or better in Care Inspectorate inspections in 2023/24, which is a 6.2 percentage point increase from our performance in 2022/23 and higher than the national average (77%) in this period. The latest Care Inspectorate inspection results for our [registered services](#) and details of the most recent inspections of [registered care homes](#) in East Ayrshire can be viewed at www.east-ayrshire.gov.uk.

In respect of Adult services, the changes made to the Quality Indicator Framework in 2022/23, which saw a return to the standard inspection methodology by adding a new quality indicator 1.5 (People's health and wellbeing benefits from safe infection prevention and control practice and procedures), was embedded in care inspections throughout 2023/24. Twelve of our partner care homes were inspected by the Care Inspectorate during 2023/24, achieving an average grading of 4.2 across the inspection themes, representing a general upward trend in quality grades.

The inspections identified minor issues at a number of care homes, including gaps in Care Home Business Continuity Plans, which prompted a review of the Plans to ensure they are sufficiently comprehensive and robust going forward. Many of our providers also attended an Emergency Planning Exercise delivered by the Partnership Resilience Group, which provided an opportunity to test their Business Continuity Plans and make any relevant changes required. Further discussions have taken place and additional resources were provided to care homes to support updating these Plans, and we expect to see a marked improvement in the coming year. With support from our Planning and Performance team, care home placement demand projections reflecting key factors such as admission type, age and gender, have helped Commissioning and Social Work teams to identify future areas of focus and to plan for using resources effectively going forward.

Eleven of our registered services, including: Care at Home, Day Services, Intermediate Care Team and Corporate Parenting services, were inspected by the Care Inspectorate during 2023/24, achieving an average grading of 4.1 across the inspection themes, and with requirements being identified for one service (Benrig Children's House). Inspection highlights for some services are provided below, however more information is available on the [Care Inspectorate website](#).

Our Fostering service was inspected in October 2023, and performed strongly on a number of key quality indicators. We were grateful for the positive messages outlined within the published report, including:

- Children experienced high standards of care. They had developed meaningful relationships characterised by security, predictability and love;
- Caregivers provided nurturing, trauma informed care. This was supported by staff who were skilled, knowledgeable and responsible;
- Children were supported to maintain meaningful relationships with extended family members, significant birth family members and were involved in the wider community;
- Evidence of positive outcomes for children. This was supported by the high-level of support provided to caregivers; and
- The service has been creative and proactive in their efforts to progress delays for children who require permanent care, with a positive impact on children's Plans.

Our Adoption service was also inspected in October 2023, and performed strongly on all quality indicators, with positive messaging in the Care Inspectorate's report which highlighted that:

- Young people developed meaningful, affectionate and secure relationships with their caregiver families;
- Children experienced highly personalised care and support;
- Caregiver families enjoyed positive, supportive relationships with staff within the service;
- The service comprehensively assessed caregivers; and
- The implementation of Post Adoption Support Plans was now standard practice.

Our Children's Residential Houses were also inspected within the reporting period and the three house staff teams received positive endorsement from the evaluation. There has been a strong drive in relation to quality improvement over the last year, with key areas of focus including developing how:

- We record information about our young people, particularly in relation to ensuring a right's based and trauma-informed approach;
- We care for our young people, ensuring that our houses are nurturing places where young people feel loved and safe, particularly in crisis situations;
- We support our young people as they approach adulthood, such as providing experience and responsibilities around budgeting, cooking, cleaning, and planning, to grow independent living skills; and
- We help our teams to meet needs, including access to training in relation to trauma, our environments, planning with children, and communication with children who have different communication styles.

Our Corporate Parenting services strive to continually improve and develop. Going forward into 2024/25, we are aiming to make further improvements in line with the asks of 'The Promise', particularly in terms of how we record information about young people and in creating holistic Plans for young people who have experienced trauma and neglect.

10

Caring for Ayrshire

Caring for Ayrshire is an ambitious change programme that will transform health and care services across Ayrshire and Arran, with a focus on implementing the best way to meet the needs of residents through delivering a range of accessible, safe, high quality, effective and sustainable services that will be fit for the future.

NHS Ayrshire and Arran along with the three Health and Social Care Partnerships in East, North and South Ayrshire, are working closely together to optimise future health and care service delivery in Ayrshire and Arran. The Caring for Ayrshire vision is that:



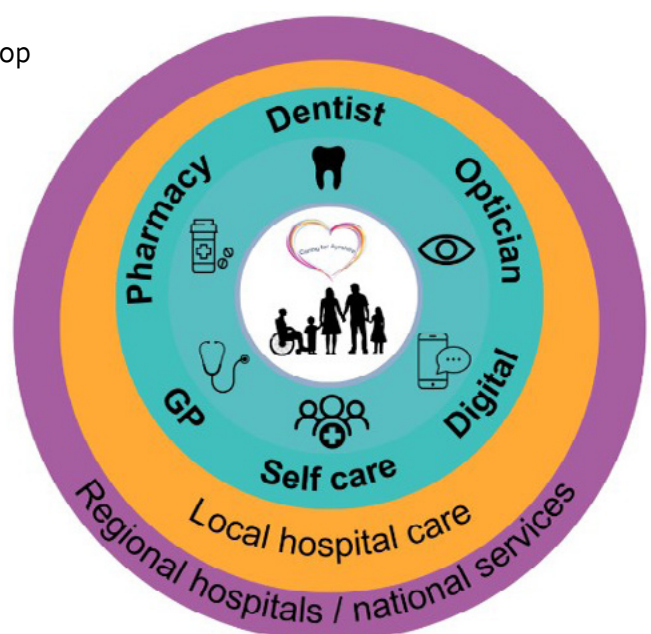
“Care shall be delivered as close to home as possible, supported by a network of community services with safe, effective and timely access to high quality specialist services for those whose needs cannot be met in the community”.

The Caring for Ayrshire vision is complex and is framed within a programme approach with an initial focus on developing an effective integrated Health and Care Service model. This model will cover all aspects of health and care from birth to end of life, with people being at the centre of care, while ensuring that our future services reflect changing demographics and socio-economic circumstances, as well as other drivers that influence service needs. The shared ambition is to develop a robust model of delivering effective services that is sustainable, evolves and adapts as our world changes. Caring for Ayrshire reflects the whole health and care system, with an aim of enhancing pathways of care from self management and care in people’s homes, through community support and primary and secondary care services in local communities, to specialist care in acute settings on a planned or emergency basis.

During 2023/24, work was progressed to build on the Caring for Ayrshire vision and define in more detail the way in which this will operate and what it will mean for the future configuration of health and care services across Ayrshire and Arran. This has included identifying best practice care and services for a person, population group or patient cohort as they progress through the stages of a condition, injury or event, with an aim to ensure that people get the right care, at the right time, by the right team and in the right place.

To facilitate this, a series of workstreams were established to develop the appropriate next level of detail shaped around a series of patient pathways/journeys and service settings. These will set out how in practice the vision will translate into future service provision shaped in a way that delivers the required rebalancing of operational provision and to identify the key changes required to achieve this. The following five patient pathways/journeys were identified:

- Frailty;
- Respiratory;
- Diabetes;
- Rehabilitation; and
- Palliative Care.



These were selected on the basis that work had already been undertaken in relation to service redesign which could be brought together and further developed to reflect a system wide approach. Two facilitated workshops were held for each of the patient pathways and this work was completed in January 2024. Stakeholders who attended the workshops included representatives from: the three Ayrshire Health and Social Care Partnerships, Acute services, Primary Care, Public Health, Leisure Services, the Hospice and third sector organisations. A number of high impact change proposals were identified at the workshops and these will be developed further to inform the programme. East Ayrshire HSCP colleagues from numerous disciplines and services participated at the workshops and will continue to have ongoing involvement in further developing the proposed changes identified.

Other key pieces of work were progressed during 2023/24, including the Triumvirate and Primary Care workstreams. NHS Ayrshire and Arran's Triumvirate workstream was established in 2023. Each Triumvirate is structured with three key representatives: a Clinical Lead, an Operational Lead and a Nursing Lead, complemented by supplementary representation from Finance, Transformation, Digital Services and other stakeholders. The aim of this workstream is to work with the NHS Ayrshire and Arran Triumvirates (Emergency Medicine, Medical Specialties, Surgical Specialties, Woman and Children and Diagnostics), to explore service scenarios that improve provision in the short-term and financial sustainability, whilst strengthening alignment with the wider Caring for Ayrshire vision. The aim of the Primary Care workstream is to establish an understanding of the Primary Care service requirements and associated infrastructure needs. An information gathering exercise was undertaken to establish the current service provision, infrastructure utilisation and opportunities for future redesign and investment. The findings were subsequently assessed to inform the wider programme from a Primary Care perspective.

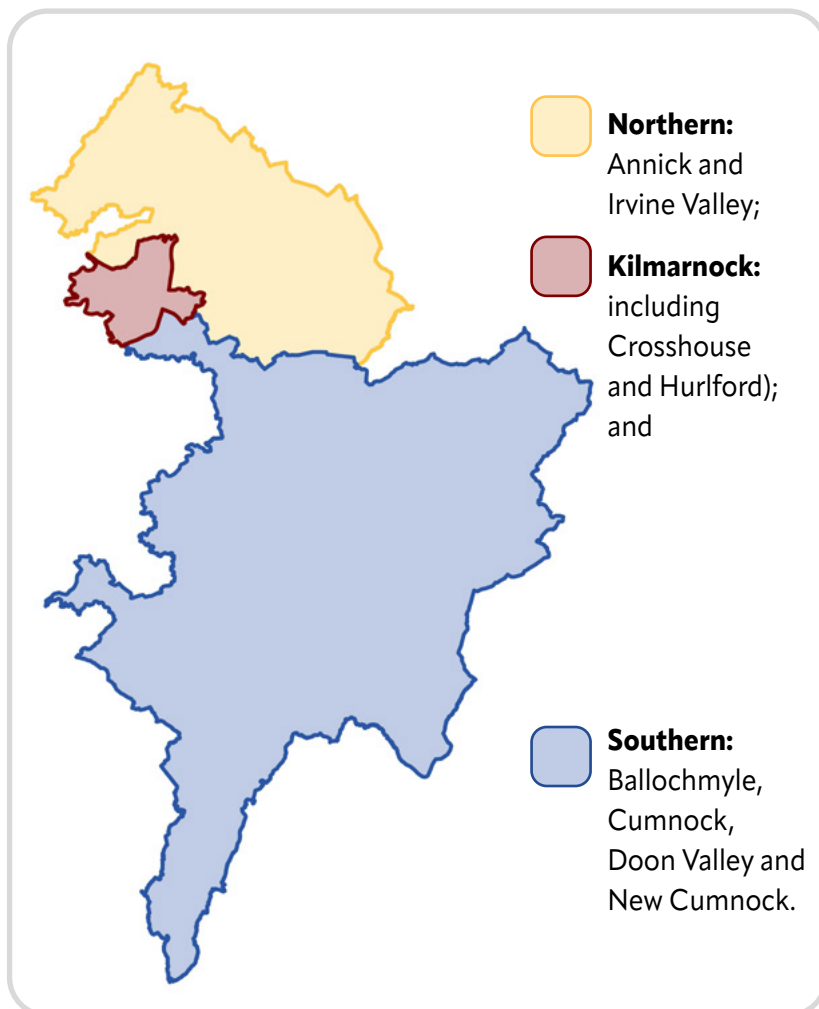
Going forward into 2024/25, there will be ongoing development of the proposed high impact change proposals identified at the workshops. Once the finalised proposals are approved, detailed Action Plans will be produced and implemented with ongoing monitoring. The outputs from the priority pathways work, Triumvirate and Primary Care workstreams will be utilised to develop a Delivery and Transformation Plan. A focussed piece of engagement work will then be undertaken with internal and external stakeholders in relation to this Plan. In addition, NHS Ayrshire and Arran in partnership with the three Ayrshire Health and Social Care Partnerships will prepare a Programme Initial Agreement which will set out a deliverable whole system service and infrastructure Change Plan for the next 20-30 years as required by the Scottish Government.

11

Localities

Locality Planning involves people and organisations coming together in communities to collaboratively plan and deliver effective services to improve the health and wellbeing of local residents. This includes input from various agencies such as statutory sectors, the third sector and community based groups, to make decisions and formulate actions to deliver service improvements and influence how resources are targeted for local priorities. There are three locality areas in East Ayrshire, with each having well established Locality Planning Groups:

- **Northern** - Annick and Irvine Valley;
- **Kilmarnock** - (including Crosshouse and Hurlford); and
- **Southern** - Ballochmyle, Cumnock and New Cumnock and Doon Valley.



The membership of the Locality Planning Groups (LPGs) is multi-disciplinary and multi-sectoral, and includes a range of professions, community groups and people from: Health, Housing, Education, Community Justice, Social Work, the third/voluntary sector and the independent care sector, in addition to people who use services and local residents.

Over the course of 2023/24, the LPGs have focussed on progressing the actions and delivering on the priorities detailed in each of the three Locality Action Plans. These locality priorities and associated actions reflect the following core areas: community participation and engagement; transportation and connectivity; addictions related stigma; social isolation and loneliness; poverty; and specifically child poverty. These priorities align closely with the strategic priorities outlined in the East Ayrshire HSCP's Strategic Plan 2021-30. Good progress has been achieved in 2023/24, including:

- a survey on attitudes towards stigma was launched in the summer of 2023 with a good response rate from residents. The findings will contribute to the development of a coherent and targeted approach to challenging stigma in our communities;
- a further stigma survey with a focus on capturing the views of young people in respect of stigma towards people experiencing problematic alcohol and drug use also went live in May 2024;
- in terms of social isolation and loneliness, each LPG have worked with a range of partners to develop a coordinated approach to signpost people to the relevant supports available across each of the localities;
- work undertaken with partners to raise awareness of and challenge child poverty in communities, with Social Security Scotland now represented on each LPG;

- each LPG now has representation in the six HEART Community Hubs, contributing towards improving and delivering children's services in communities; and
- the Southern LPG has worked with partners, including with the Pathfinder Project, to contribute towards improving community transport links in the Southern Locality.

The Locality Planning arrangements have remained unchanged since the formation of the LPGs in 2016 and following discussions with partners, an assessment and review of Locality Planning in East Ayrshire has been conducted. This review is also linked to the Council's initiative to establish a place-based approach to the provision of services. To date, the review has focussed on the arrangements and impact of the LPGs in order to improve and further develop our approach to Locality Planning and to consider how we best support key community priorities. The findings will also inform and contribute to the Council's wider planning agenda in respect of community empowerment.

An initial aim of the review was to refresh the membership of the LPGs and to encourage wider groups and organisations who were not previously represented on each of the Groups to participate. A number of linked activities have been undertaken and the Review Group has since made good progress in refreshing the LPG memberships. New members were identified and have been invited to attend a development session to outline the focus of Locality Planning and the key objectives of the Locality Planning agenda in East Ayrshire.

Over the next year, the LPGs will continue to focus on working with partners to deliver improved outcomes for local residents. We are hopeful that the findings and recommendations from the Locality Planning Review will help to improve the operational and strategic effectiveness of our Locality Planning arrangements going forward to allow us to continue delivering positive outcomes for the people and communities we serve.

The Wellbeing for All Participatory Budgeting (PB) Fund returned for a second year in 2023, offering community based groups and initiatives across East Ayrshire the opportunity to apply for funding to support priorities in their locality area. These PB events were promoted through our social media outlets and also by the three Locality Planning Groups.

Extensive evaluation and feedback sessions were carried out on the previous 2022 Fund, which highlighted areas for improvement in the delivery of the 2023 Fund. Improvements identified included: communication at each stage of the process, a cap on the maximum funding that could be applied for, events being held at separate times, and introduction of online voting to increase access. To support and implement these improvements, the HSCP Planning and Performance team worked in collaboration with Vibrant Communities, Public Health, the Community Led Regeneration team and community members to successfully plan and deliver the Fund.

The Fund opened for applications on 28 July 2023 and to support communities to access the Fund, application support sessions were held throughout August across East Ayrshire both in person and online, where potential applicants could ask questions and be supported to complete their application. A total of 121 applications were received and following a screening process, 92 of these applications progressed to the locality voting events.



Online voting was made available to residents in each locality over the age of eight years on 1 September and remained open until the first voting event commenced. The locality voting events took place in the first week of October in each locality area:

- **Kilmarnock locality:** 2/10/2023 - Park Hotel, Kilmarnock;
- **Northern locality:** 4/10/2023 - Morven Hall, Newmilns;
- **Southern locality:** 6/10/2023 - Cumnock Town Hall, Cumnock.



Residents were able to vote for five projects they felt best supported the needs of their local area, with 5,063 people casting their votes in total, a significant increase from 1,031 participants in the previous year. This was largely due to online voting having provided better access to participate for those unable to attend the in-person events. £150,000 in funding was made available, with £50,000 allocated equally to each locality area and up to a maximum of £5,000 per candidate group.

The groups and organisations that secured funding focused on a wide range of supports, with all sharing a common focus on improving the wellbeing of local residents. These included: supporting people with a cancer diagnosis; youth sports clubs; community-based food banks; addiction recovery; support for older and disabled residents affected by social isolation; craft activities; and support, outings and events for vulnerable children.

A series of Multi-Disciplinary Team (MDT) Conversation events took place in September 2022 with the HSCP workforce and partners, including third sector colleagues to improve MDT working in East Ayrshire and in doing so, contribute towards better outcomes for residents. Some of the consistent messages we heard in relation to building MDT momentum included that good relationships and a clear understanding of roles across services are vital. Furthermore, staff indicated that a shared space where they could come together to network, learn, problem-solve and build relationships, would be productive and valuable.

Three self-facilitating Communities of Practice (COP) groups were subsequently established in 2023 within each locality to provide a platform for achieving these aspirations to enhance MDT working across East Ayrshire. To date, each COP group has met three times, with diverse memberships which continue to rise. Examples of conversations that have been held between members include:

- agreeing the purpose and future success measures for each respective COP group, with consideration given to the overarching aim of improving local MDT working;
- sharing 'a day in the life of' each representative, to increase knowledge of each others roles and to allow members to identify opportunities for collaboration;
- exploring and increasing awareness of local community resources; and
- inviting guest speakers to present on an area of interest to the COP, for example statistics relating to the locality area.

The COPs are empowered to determine how they wish to use their time together to progress the overarching aim of building MDT momentum. Future areas of focus are therefore emerging, however confirmed activities in 2024 include:

- Convenors and Co-convenors will meet quarterly to share their activities to ensure the COPs learn and evolve with each other;
- the COP progress and measures of success will be monitored by members; and
- the Knowledge Hub will be introduced as a digital means of sharing information and resources.

12

Lead Partnership Arrangements

East Ayrshire

Strategic planning and delivery of Primary and Urgent Care Services are delegated functions within the scope of IJBs and contractual arrangements are a retained responsibility of NHS Boards. Under the agreed Integration Scheme, the East Ayrshire HSCP has Lead Partnership responsibility for Primary and Urgent Care Services in Ayrshire. Primary Care refers to the four independent contractors who provide the first point of contact for the population of Ayrshire and Arran. These contractors are: General Practitioners (GPs), Community Pharmacists, Optometrists and General Dental Practitioners. Leadership arrangements are well established across all contractor groups. This lead responsibility relates to:

- General Medical Services - 53 Independent GP Practices across Ayrshire and Arran and a Challenging Behaviour Service managed by the Board for patients who are unable to register in mainstream General Practice, with a total registered practice population of 389,562 at the time of reporting;
- Community Pharmacies - 97 Community Pharmacy outlets across Ayrshire and Arran;
- Community Optometry Practices – 49 across Ayrshire and Arran;
- Dental Practices - 65 Dental Practices providing general dental services; and
- Public Dental Service delivered under the management of the Primary Care Dental Team and employed dentists.

Primary and Urgent Care Services are delivered through the Ayrshire Urgent Care Service (AUCS), which provides a 24/7 urgent care response to residents, including out of hours General Medical Services. The service is the first point of contact for NHS 24, including further clinical assessment and scheduling appointments to the Minor Injuries Unit where appropriate. AUCS also provides a direct COVID-19 Therapeutic pathway for eligible patients to receive treatment for symptoms of the virus and to mitigate the need for further medical care or hospitalisation. The staffing model within the AUCS comprises: GPs, Advanced Nurse Practitioners (ANPs), Community Nursing, Crisis Mental Health Team, Social Work services and East Ayrshire Community Responders. Through the Redesign of Urgent Care (RUC) Programme, joint working through new pathways have been established with the Scottish Ambulance Service (SAS), supporting clinical decision making for the best place of care for patients.

Delivery of effective healthcare provision is a priority for all services to ensure our citizens can access the right care in the right place at the right time. Relationships with service providers across the whole of Ayrshire and Arran, including Independent Contractors, SAS, Mental Health teams and acute services, continues to be strengthened to ensure provision of priority care. The efficient handling of demand by in-hours Primary Care services has enabled Urgent Care to be accessible to those with the most urgent need.

General Medical Services (GMS)

All 53 Independent General Practices deliver a range of NHS core services through a GMS Contract. Many practices also provide Enhanced Services over and above the core contracted services to ensure patients can receive access to a wider range of clinical interventions without the need to access hospital services.

Data from the Primary Care Information System shows that there has been a 20% increase in consultations from 2019 to 2023, with patients contacting their GP with more complex conditions. Patient Consultations currently sit at 2.5 million per year compared to just under 2 million pre-pandemic.

Throughout 2023/24, General Practices have continued to experience high patient demand which at times has outweighed the clinical capacity available. Recent available data shows that 55% of practices offer a triage first model (or sort into order) for all requests for a Clinician, with the remaining 45% offering straight to clinical appointments. General Practices are being supported with a range of measures to allow them to continue to deliver and prioritise services, including:

- a schedule of Protected Learning Time throughout the year to allow Practices to bring staff together to review service models and consider new ways of working;
- support with recruitment due to the challenges being faced nationally to recruit to GP roles, including the Primary Care team holding recruitment events to provide information to people interested in joining General Practice teams and allowing them to meet representatives from GP Practice teams to discuss their work and benefits of working in Ayrshire and Arran;
- continuing to progress a programme of work to move General Practice to a single resilient digital telephony platform supported by NHS Ayrshire and Arran, which will offer increased functionality that will benefit General Practice and provide better access for patients;
- continued provision of a Centre of Excellence platform to support Practice Managers, and Administrative staff to provide robust training and mentorship; and
- an Urgent Care test of change (ToC) was initiated in December 2023 to support Practices with the high volume of unscheduled care demand. Generally, all clinical resource within the Practice is being utilised with unscheduled care presentations with no capacity for planned care. This involves the AUCS working alongside General Practices to support home visits between the hours of 3pm and 6pm. The model is being rolled out on a phased basis at cluster level, and following evaluation it is hoped to continue to roll this service out across Ayrshire.



Primary Care Improvement Plan (PCIP)

The 2018 GMS Contract, which continues to be implemented through the PCIP, provides the basis for an integrated Health and Care model with a number of additional professionals and services being aligned to General Practice. This is aligned to the NHS Ayrshire and Arran Caring for Ayrshire vision, developing a whole system Health and Care model which focusses on individuals, families and communities with General Practice and Primary Care providing accessible, continuing and co-ordinated care. In 2022, the Scottish Government advised that Boards should have a greater focus on delivery of the agreed three main contractual elements of the contract: Pharmacotherapy; CTAC; and Vaccinations. Detailed financial and workforce planning was carried out, working towards full task transfer requirements for each of these areas towards the end of 2022. Thereafter, Boards and IJBs were advised that the final date for task transfer had been delayed.

In September 2023, the Scottish Government provided an update on the implementation of the Memorandum of Understanding (MoU) nationally. This update confirmed that there was still commitment to the 2018 GMS contract and the principles within it, but it was recognised there was significant variation across the country. Board areas were advised that there was a need to understand what a sustainable model of full delivery of the 2018 GMS contract looks like, and what additional outcomes it will achieve.

NHS Ayrshire and Arran were successful in a recent bid to be a Primary Care Phased Investment Programme (PCPIP) Demonstrator site to work with the Scottish Government and NHS Health Improvement Scotland (HIS). This is to demonstrate what a model of full implementation of the MDT (focussing on CTAC and Pharmacotherapy teams) can look like in General Practice and to build evidence to understand the national context for full implementation and long-term Scottish Government investment. This is an 18 month programme which is nationally funded and will be delivered by a local programme team with local governance arrangements in place.

Having commenced in April 2024, Demonstrator sites will be supported to work at pace and use improvement methodologies to fully implement elements of the 2018 GMS Contract, focussing on Pharmacotherapy and CTAC services locally. It seeks to understand the impacts for people, the workforce and the healthcare system, with reductions in GP and Practice workloads being the key aims to improve patient outcomes. Data will be collected and utilised to model full national implementation of priority areas of the GMS 2018 Contract. Development work will also continue alongside this to further embed MDT teams into practice through the GMS Contract, which would continue in tandem with the focussed work on Pharmacotherapy and CTAC.

Pharmacotherapy

A three year trajectory was set (2018-2021) to establish a sustainable Pharmacotherapy Service to every Practice. This included a skill mix of Pharmacists, Pharmacy Technicians and Pharmacy Support Workers. The service was front-loaded in terms of recruitment and training with an agreed service specification in place. The delivery model has been continuously refined, adjusting the ratio of staff as required. The Pharmacotherapy Service is now made up of 112.5 WTE roles with all 53 Independent GP Practices having access. Although reaching the agreed compliment of staff, there are still a number of challenges with implementation, relating to various areas including:

- systems and processes;
- further development work required with current teams to embed the agreed service specification;
- improved digital enablers to reduce administrative burden; and
- developing central hubs to support remotely during periods of absence or high demand.

Recent data shows the Pharmacotherapy Team are delivering the majority of medicine reconciliation across all GP practices. Locality based hubs are in place to cover planned or unplanned leave to ensure work is not diverted back to the GPs. There is currently no resilience in these hub teams and the recent successful bid includes additional requirements. A target has been developed locally to enable Pharmacy Teams to manage acute prescribing workload safely and effectively. Current data demonstrates significant variation across Practices in the number of acute prescriptions. The additional Quality Improvement support from NHS HIS will facilitate a closer review of these processes at scale. Achieving and sustaining this target will be essential to delivery of this element of the contract. There is also variation in Pharmacist confidence in making prescribing decisions balancing risk and safety. The PCPIP includes clinical supervision funding to support Pharmacists to become more confident prescribers.

Community Treatment and Care (CTAC) Nursing

The CTAC model has been prioritised for delivery since the onset of the COVID-19 pandemic. The service is an integral support to sustaining delivery of specific nursing interventions and vaccine delivery within General Practice. Following further recruitment throughout 2023/24, there is a total of 107.9 WTE skill mix of staff in post, with an agreed service specification in place providing care and support in General Practice which otherwise would have been undertaken by Practice staff. A total of 52 GP Practices have full access to CTAC services. There is also a tested hub model which has supported areas where accommodation has been challenging.

Recent audits to understand what CTAC activity was still being undertaken by General Practice staff has identified that the main reasons for Practice staff still undertaking the CTAC interventions is due to CTAC allocation not being enough or CTAC staff being on annual leave or sick leave. The PCPIP will seek to increase the CTAC resource required to meet the gaps, as well as mitigate the need for General Practice to cover any leave to ensure full task transfer. A recent audit indicated that 72% of CTAC activity was undertaken by CTAC staff and 28% undertaken by Practice staff. In order to provide full task transfer to include additional resilience, there is a requirement to increase the workforce as well as a further review of the workforce skill mix. During the CTAC development phase, two Band 6 Practice Educator roles were introduced per HSCP to provide a robust education and supervision model whilst implementing the service specification. Due to the size of the workforce, and scale of working across a large number of Practices within each HSCP, it has been agreed the continuation of these roles is fundamental to the ongoing safe delivery of CTAC services. These roles will also be explored as part of the PCPIP work.

Multi Disciplinary Teams (MDTs) in General Practice

As part of the 2018 GMS contract, significant progress has been made to roll out additional professional roles within General Practice. 46 Practices have access to a first point of contact Musculoskeletal (MSK) Physiotherapist Practitioner. MSK models continue to be reviewed to understand the impact of accommodation challenges in practices. 51 Practices have access to a Mental Health Practitioner with most patients being seen in person. Recruitment plans are in place to restore this to all 53 practices.

Recruitment of key MDT roles will continue within the current financial allocation of the Primary Care Improvement Fund to ensure implementation of the PCIP to date is sustained. Due to national funding constraints, there is a high risk of not being able to provide these services across all practices in Ayrshire and Arran, creating variance across Practices and inequity of access. MDT Leads will continue to review their workforce and service areas to ensure equitable access across all GP practices. 52 practices across Ayrshire and Arran have access to Community Link Workers/Community Connectors. The delivery models vary across each HSCP due to the services aligning to the wider HSCP priorities based on population need. It should be noted that the analysis of the extended MDT workforce aligned to the GP Practices has been captured at a moment in time. The above figures are accurate as at 31 March 2024.

Ayrshire Urgent Care Service (AUCS)

During 2023/24, the service continued to develop models and pathways to meet the urgent care needs of communities across Ayrshire and Arran working alongside key partners. As well as providing General Medical Services during the out of hours period, this included further development of pathways supported by the Flow Navigation Centre (FNC) through the RUC and ongoing use of the COVID-19 Therapeutics pathway.

GP Out of Hours

The GP Out of Hours (OOH) Service operates between 6pm and 8am Monday to Thursday and from 6pm Friday through to 8am Monday, as well as providing 24 hour cover during public holidays. During the past year, the OOH Service completed 22,001 Primary Care Treatment Centre (PCTC) appointments, undertook 52,157 clinical assessment telephone calls and provided 9,922 Home Visits. On average, this accounts for approximately 60 PCTC appointments per day, 143 clinical assessment calls per day and 27 home visits per day. The demand varies depending on the day of the week and significantly increases at weekends and during public holidays. In 2022/23, the service reported an average 92% of patients being clinically assessed within the set timeframe from NHS 24. This has remained at this level (92%) in 2023/24 and reflects the continued improvements to pathways and clinical resources with a consistent number of Clinicians actively undertaking sessional shifts with the Service. Factors impacting this performance includes periods of high demand where Clinicians will prioritise the most vulnerable patients, particularly calls received with one and two hour response times, and patients who are non-contactable for several hours following receipt of the case from NHS 24.

Redesign of Urgent Care (RUC)

Throughout 2023/24, AUCS has continued to embed numerous pathways originally introduced by RUC through the FNC. The FNC supports a number of pathways to wrap professional services around the patient with an average of 954 calls per month over and above the GP OOH activity. Only 20% of the calls from patients received through the FNC attend hospital within 48 hours, 16% of which are appointed to a Minor Injuries Unit (MIU) or Emergency Department (ED). Therefore, only 4% of patients assessed through the FNC proceed to accessing unscheduled care. Data has been gathered in 2023/24 which demonstrates the success of AUCS, the COVID Therapeutic pathway and FNC.

The Care and Nursing Home Pathway provides direct access to the FNC within AUCS during the OOH period as an alternative to the NHS 24 process to expedite the management of Care Home residents' care, and to reduce any delay with using the NHS 24 route. The FNC receives an average of 640 contacts per month (an increase of 60% from the previous year), through this pathway for care/nursing home residents, with 577 treated within their own home. Only 10% of residents needed to attend hospital.

The Call Handling Service has the highest volume of activity within the OOH service, when acting as the single point of contact for various services across East, North and South Ayrshire. It includes calls from families and patients, Care at Home, Social Work and District Nursing Services. 2023/24 saw an increase in calls, primarily due to the District Nursing Service calls being recorded through Adastra. The Call Handling Service received 21,524 calls in 2023/24, reflecting an additional 1,794 calls per month.

The Scottish Ambulance Service (SAS) Pathway is accessible by SAS crews attending calls or reviewing calls on their dispatch screens to consider what input and support the FNC could provide. During 2023/24, monthly referrals through this pathway averaged 321 referrals compared to 213 in the previous year, 91% of which did not require a SAS crew to convey the patient to the hospital front door. The FNC also supports SAS crews in-hours to contact a patient's GP Practice when this is more appropriate.

The Palliative End of Life Support Line went live in early October 2023 and was created to facilitate a single point of contact for palliative patients in their last 30 days of life through the FNC using existing call handling services. The service is designed to enable timely management of unscheduled care episodes for palliative patients in the community, to address care needs effectively in their usual place of residence and to prevent avoidable hospital admissions. A total of 268 patients have been referred to the service between 7 October 2023 and 31 March 2024. Work continues to scope what a 24 hour telephone support service could like for the benefit of patients, their families and carers aligned to wider community services.

Patients who think they require to attend the Emergency Department are directed to contact NHS 24 (111) for their urgent care needs as a first point of contact. NHS 24 assess the patient's needs and then route those who require further assessment to the FNC operational within AUCS over the 24/7 period. The Senior Clinician (usually a GP), will clinically assess the patient remotely and determine the best outcome through the most appropriate care pathway which could include referral to Community Pharmacy, Opticians, Falls pathways, Mental Health teams or to GP in and out of hours services. During 2023/24, 457 Emergency Department (ED) appointments were made and 3,736 MIU appointments were also scheduled. 4,847 calls ended following a telephone assessment with the FNC, compared to 1,339 the previous year. On average, this relates to one patient being appointed to ED per day and 10 per day being appointed to MIU, with 13 being closed off as a telephone assessment.

COVID-19 Therapeutics Programme

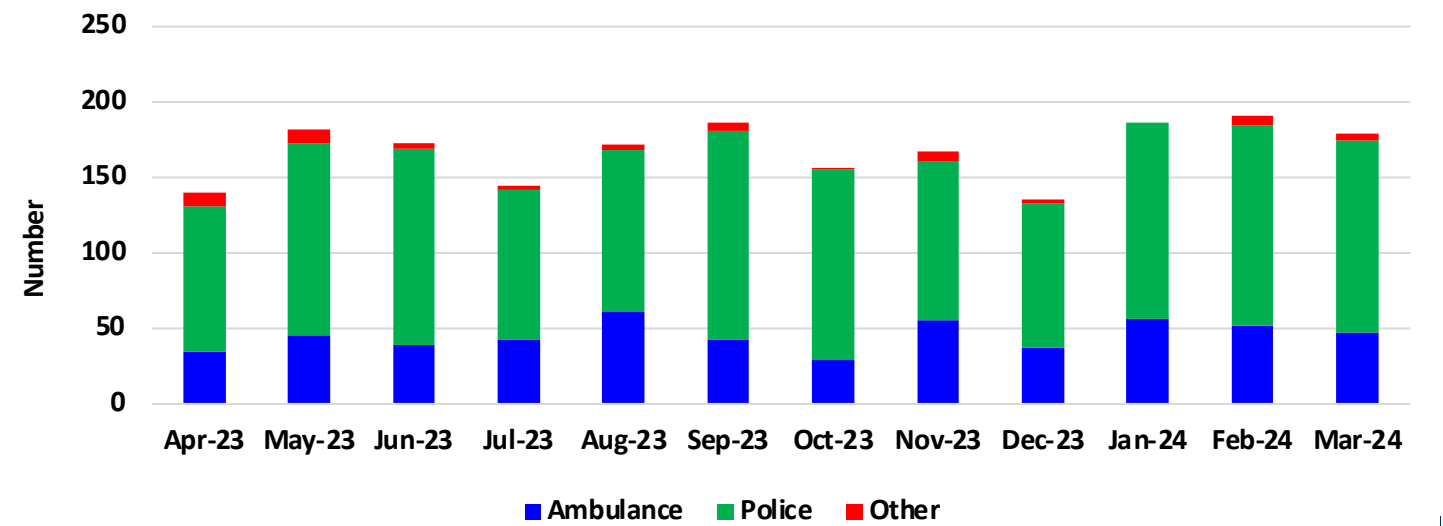
The COVID-19 Therapeutic service is delivered through AUCS within the COVID Treatment Centre. This supports a specific cohort of patients deemed as very high risk of progression to severe disease and/or death if they develop COVID symptoms and test positive for the virus. Whilst the frequency of COVID outbreaks has reduced throughout the past 12 months, the criteria of people identified as potentially eligible has increased, with those newly eligible having been notified by letter with information on how to access this treatment locally as part of their care. There remains a facility for patients to self-refer or access through their GP. In 2023/24, 445 patient referrals were received into the service with 308 going on to receive treatment. Following treatment, only a small number of these patients then went on to be admitted to secondary care services for further care specifically for COVID-19.

Urgent Mental Health Access in Primary Care

A patient pathway delivers Mental Health services using a multi disciplinary team approach across the Crisis Resolution Team (CRT), Psychiatric Liaison Service and the ANP Service. Telephone assessment and alternative in-person assessment options are available on both Ayr and Crosshouse hospital sites and at Woodland View (Irvine), covering 24/7 through Psychiatric Liaison, ANP and CRT services.

An additional Emergency Services Mental Health (ESMHP) pathway continues to be embedded following implementation in 2022. SAS and Police Scotland refer mental health related calls which do not require emergency medical intervention to the FNC. Activity averages 128 patients per month directed through this pathway with 100% being supported within the community. This mitigates the need to attend an Emergency Department which was not always the most appropriate setting for the specific care needed by these vulnerable individuals. NHS Ayrshire and Arran continues to promote the pathway and works across national improvement networks to refine and enhance the service. The chart below displays the total contacts to ESMHP during 2023/24.

Chart 3. ESMHP Contact Activity April 2023 - March 2024



Rapid Respiratory Response Service

Ayrshire and Arran has the second highest Chronic Obstructive Pulmonary Disease (COPD) rate in Scotland, with emergency COPD admissions being 34% longer than other emergency admissions. The vision for this service, which used a targeted and data driven approach to service delivery, is to enable patients to remain at home whenever possible. The main aims of this service are to: provide specialist respiratory support during exacerbations; improve patients’ ability and confidence to self-manage symptoms; and to support earlier discharge from hospital. An initial cohort of 17 GP practices able to refer to the pathway, have identified a 50% reduction in COPD related attendances to hospital. Recent recurring funding will support the service to expand to a pan-Ayrshire model collaborating with all 53 GP practices, making it available to all 12,312 patients currently diagnosed with COPD.

Community Pharmacy

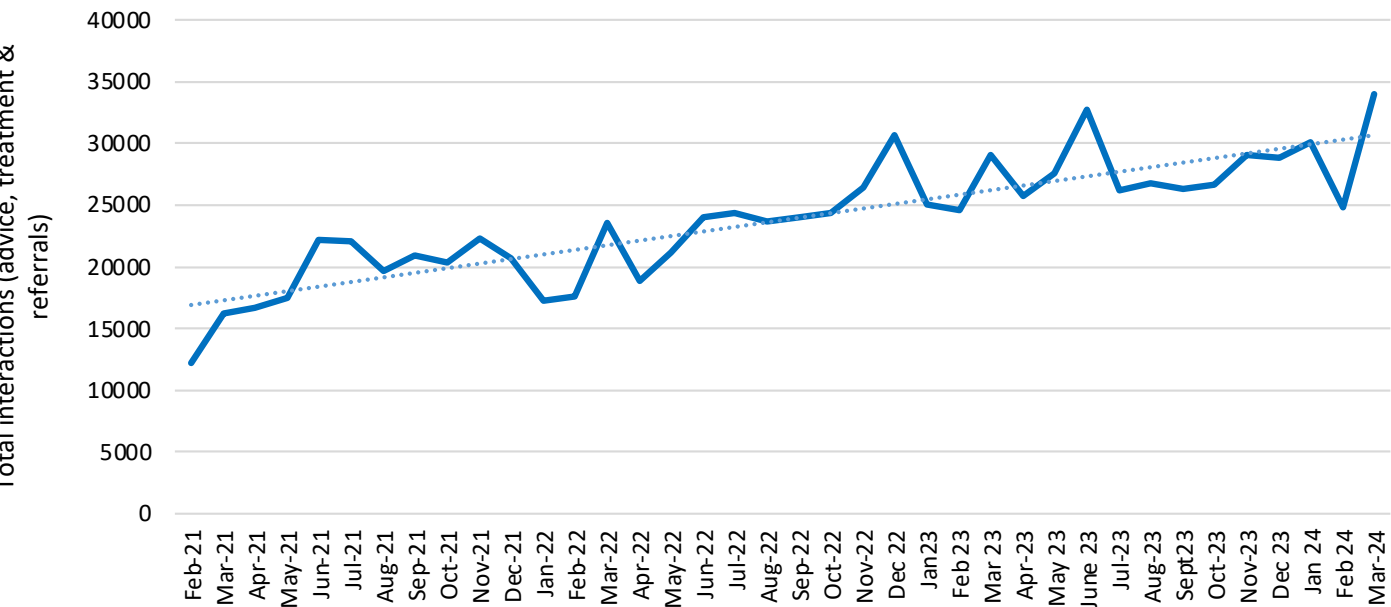
Throughout 2023/24, Community Pharmacies have continued to provide a fully comprehensive service as a first point of contact for the public as an alternative to attending a Primary Care provider. The NHS Pharmacy First Scotland service was introduced on 29 July 2020 in Community Pharmacies, which contributes to urgent care delivery being the first contact for patients for a range of common clinical conditions. Patients who may have previously needed to see a GP or attend out of hours services can now access appropriate care through this service, which is available to all patients resident in Scotland or registered with a Scottish GP. Currently, all 97 pharmacies in Ayrshire and Arran deliver this service, providing advice and treatment (if appropriate), which includes Urinary Tract Infections (UTIs) for women aged over 16, Impetigo, Shingles, skin infections and a newly introduced hay fever service where treatments that were previously only available through prescription can be provided from Community Pharmacy.

Activity levels over the last two years are displayed below. This significant increase in activity demonstrates the volume of patients attending their local Pharmacy throughout the last year.

Table 14. Community Pharmacy Activity: 2022/23 – 2023/24

Activity Claimed	2023/24	2022/23
Number of Items dispensed under Pharmacy First	289,170	253,469
Instances Where Advice given	34,702	30,363
Referrals	14,939	12,612

Chart 4. NHS Pharmacy First Scotland - Total Interactions



2023/24 saw the launch of the Community Pharmacy Ayrshire and Arran Hospital Discharge service from the Trauma and Orthopaedics Departments in our acute hospitals. Following a successful launch in 2023, this service was moved to operate from our Combined Assessment Unit and Emergency Department in March 2024. This service allows patients who are medically fit to return home, to be discharged from hospital without the need to wait for discharge medicines to be dispensed. Instead, people can collect these along with receiving appropriate advice from a Community Pharmacy that is convenient to them. This innovative service won the 'Working in Partnership' award at the Scottish Pharmacist Awards held in April 2024.

Community Optometry

Community Optometrists provide a first point of treatment for minor eye ailments. If people require medicine for a basic eye problem this is provided free of charge from the Community Pharmacy through Pharmacy First Scotland. An increasing number of Optometrists are now Independent Prescribers (currently 42), and can now also manage complex eye issues by prescribing medicines such as topical steroids and oral antibiotics. This reduces this number of referrals to secondary care. Community Optometry provides a range of services in addition to routine eye examinations and dispensing glasses. Optometry Practices can carry out post-operative cataract reviews, some are accredited to undertake Diabetic Eye Screening and some also provide the Low Vision Aid service.

Community Optometrists now have access to digital clinical systems such as Clinical Portal, which allows better patient management. Work is also underway to further develop new pathways and determine further areas of Ophthalmic care which can transition into a community setting. For example, three Community Optometrists have recently completed a training programme to deliver a Glaucoma Service (anticipated implementation in 2025) and a pathway for Anterior Uveitis/Juvenile Idiopathic Arthritis is near completion.

Dental

There are 65 General Dental Practices in Ayrshire and Arran which provide NHS dental care to patients, of which 30% are currently accepting new NHS patients (some with restrictions in place). Patients unable to register with a NHS Dentist are able to access routine and emergency appointments provided by the Public Dental Service (PDS). Recruitment of Dental Practitioners into vacant posts within General Dental Practitioners and the PDS continues to be a challenge across Ayrshire and Arran.

Recognising the workforce and access challenges, as well as the opportunity to enhance what we can deliver in Ayrshire and Arran collectively across all Dental services, a programme of work is underway to reset the vision and strategy for Dental services. This will allow greater understanding of the population need, the current status of all Dental services and to determine what a future delivery model for Dental services could look like. A number of key priorities will be taken forward in 2024, including:

- continuing to ensure the appropriate skill mix and workforce to maintain core PDS provision for vulnerable populations to access these referral based services;
- continuing to explore organisational resilience and how necessary processes could be supported and expedited such as recruitment and procurement;
- identification of funding sources and financial incentives for recruitment, retention and ongoing service provision; and
- continuing to prioritise prevention and oral health improvement to reduce the potential burden of dental disease and mitigate the impact of reduced dental access.

The table below displays the activity of the PDS since 2022. In 2023, 18% more patients accessed emergency care through the PDS compared to 2022. Based on activity during the first quarter of 2024, demand for emergency care is projected to match or exceed that of 2023. The referral demand into the PDS is a result of patients who had not seen a dentist for an extended period of time during the COVID-19 pandemic restrictions. Many of these patients now require more complex and extensive treatment which requires longer appointment slots, resulting in less capacity for routine care. This, along with a high demand for dental care and increased waiting lists results in patients seeking more emergency treatment.

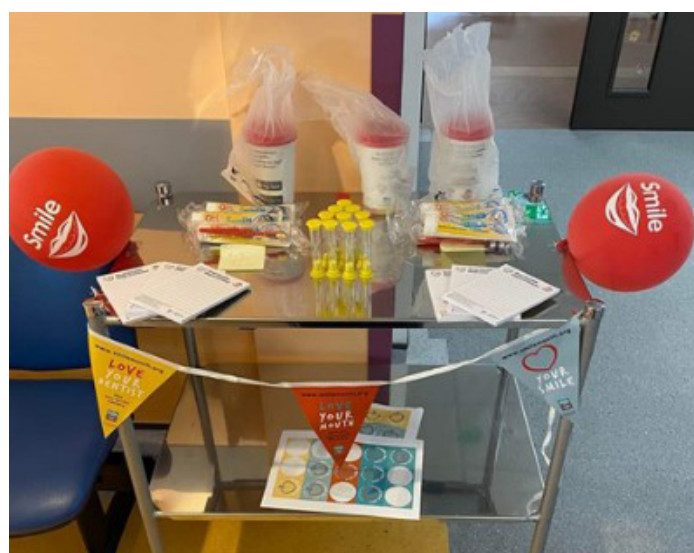
Table 15. PDS Activity: 2022 - 2024

Activity Claimed	2022	2023	2024 (up to 31.3.24)
Number of patients who attended for emergency care - weekday and weekend	3,851	4,566	1,250
Total number of patients contacting PDS - Weekday	6,845	6,321	1,511
Number referred back to GDP	1,966	1,704	435
Total being referred into PDS	2,576	3,072	687

Oral Health prevention is a key priority across Ayrshire and Arran. The Oral Health Improvement Team continue to strengthen links within the community, delivering local training programmes to educate the population on good oral health practices, with a focus on prevention and providing support for local groups and events. The team deliver training and interventions for priority groups, following recognised national training programmes. The programmes are tailored to the needs of the populations within each of the priority groups. In 2023/24, the team provided 122 training sessions across all programmes.

The Childsmile team is responsible for the delivery of the tooth brushing and Fluoride Varnish (FV) Programme. FV is delivered in all priority Early Years/Nursery schools and Primary schools from age 2 through to Primary 4, targeted to areas of highest dental decay and deprivation. In total, 6,641 children have received one fluoride varnish application between August 2023 and January 2024. A total of 1,288 children receiving fluoride varnish were then offered additional support from the Childsmile team. Supervised tooth brushing was also delivered in 259 early education settings across Ayrshire and Arran between August 2023 and March 2024. Over 2023/24, a Childsmile Dental Health Support Worker provided additional Childsmile information to families at local community events, with 35 referrals made to the Dental Access Programme.

The SIMD 1 project was launched in 2023 which focusses on reducing oral health inequalities, specifically targeted at 0-5 year olds in SIMD 1 areas and ethnic minority groups. A total of 554 children have been contacted and offered support by the Childsmile Dental Health Support Workers during 2023/24. These children were signposted to dental services, assisted with dental registration and offered oral health advice.



Quality Improvement in Dentistry

The Scottish Government launched a new dental payment reform on 1 November 2023 (Determination 1), which went live with the stated purpose of supporting the oral health needs of every patient in Scotland. The aim of the reform is to make it easier for patients to understand what treatments are available and it has also made changes to simplify the remuneration for Dental Practices. In order to evaluate the Determination 1 reform and to understand the ways in which the new payment structure has enabled Practices to improve the quality of care provided to their patients, the Quality Improvement Activity cycle for 2022-25 will gather information from practices through a team-based reflective report, an Equality and Diversity online training module and a practice-level Workforce Census.

Other Lead Partnership Arrangements in Ayrshire

The North Ayrshire HSCP is the lead Partnership in Ayrshire for specialist and in-patient Mental Health services and some Early Years services. These responsibilities include the planning of: all Mental Health in-patient services, Learning Disability Assessment and Treatment services, Child and Adolescent Mental Health services, Psychology services, the Children's Immunisation Team and the Infant Feeding service.

The South Ayrshire HSCP is the lead Partnership in Ayrshire for the Integrated Continence Service, the Family Nurse Partnership and the Community Equipment Store. These responsibilities include: 12 intermediate clinics delivered by the Continence Team across Ayrshire and Arran in addition to an advisory service, supporting first time parents aged 19 years or under to improve outcomes, and the provision of various equipment such as hospital beds, mattresses, slings and hoists.

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Looking Ahead

East Ayrshire HSCP Strategic Plan 2021-30

The Partnership's [Strategic Plan 2021-30](#) outlines our commitment to meeting the needs of local communities and to deliver the best possible outcomes for people at all stages in life, with a focus on six strategic priority areas to achieve these ambitions. A number of key enablers are associated with the Strategic Plan, including the HSCP's Workforce Plan 2022-25, Communications Strategy, Property and Asset Management Strategy, and our Thinking Differently approach.

The Strategic Planning and Wellbeing Delivery Group reviewed the Strategic Plan at a development session on 14 February 2024 and confirmed that the Partnership's Strategic Commissioning Intentions and priorities remain fit for purpose. A refreshed Strategic Plan covering the 2024-27 period, was approved at IJB on 26 June 2024. The Plan was then presented to Council on 27 June and will be presented to NHS Board on 12 August 2024. The refreshed Plan was informed by feedback from the public (including service users and unpaid carers), partners, our workforce and other stakeholders.

In working towards key ambitions, the Partnership has set out short, medium and long term objectives aligned to six core strategic commissioning intentions within its Strategic Plan, covering the 2021-30 period. A focus will be placed on the following areas throughout 2024/25:



Starting Well, Living Well and Dying Well

- Improve access to mental health and wellbeing support, enabling more young people and families to get help sooner;
- Deliver improved outcomes for our care experienced children and young people through implementation of our Corporate Parenting Action Plan and activity aligned to The Promise;
- Focus on implementing our [Cherishing our Families Strategy 2023-2026](#) to reduce the impact of neglect on children and families;
- Develop Equality Outcomes to ensure we are focusing on fostering good relations, advancing equality of opportunity and eliminating discrimination; and
- Challenge and tackle stigma wherever we find it, promoting recovery and equity.



Caring for East Ayrshire

- Continue to be a key partner through the Caring for Ayrshire strategic transformation programme;
- Maximise the continued use of new technology and maintain services to local people and families; and
- Continue to implement 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.

People at the Heart of What We Do

- Engage with our unpaid carers to inform the development of our new Carers Strategy;
- Continue to deliver integrated care through the Primary Care Improvement Plan;
- Continue to implement a wellbeing-focussed service delivery model with children and families, to get it right for every child;
- Improve our approach to Self-Directed Support by continuing our workforce development programme to support good conversations;
- Further develop our Locality Planning Groups to ensure communities can engage with the HSCP in a meaningful way;
- Further support the development of Communities of Practice and assess their maturity; and
- Support staff with skills development and the necessary training to embrace new ways of multidisciplinary working and shared learning to improve practice.

Caring for Our Workforce

- Value the workforce by ensuring they have training and resources to do their jobs well;
- Deliver a comprehensive programme of wellbeing support; and
- Build on and continue implementation of our [Workforce Plan](#) covering the period 2022-2025.

Safe and Protected

- Deliver coordinated multi-agency public awareness raising around protection activities through the Safer Communities Delivery Plan, 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 at risk of harm because of commercial sexual exploitation;
- Develop our multi-agency workforce to be confident to identify and respond to child exploitation;
- Develop our multi-agency prevention work in relation to self-neglect;
- Continue to improve our public protection arrangements based on learning from multi-agency quality assurance audits and Learning Reviews; and
- Develop a safe and therapeutic physical space for children & young people to participate in the Scottish Child Interview Model (Joint Investigative Interviews).

Digital Connections

- Focus on the development of a digital infrastructure to support the transition of the Community Alarm service from analogue to digital;
- Further promote the East Ayrshire Smart Hub, a new digital space showcasing the latest smart home technology and new digital telecare equipment to keep people safe and independent within their own homes;

- Further develop and promote the Living Well website so people can easily access health and wellbeing information and support;
- Assess the digital readiness of the workforce; and
- Improve information recording, management and performance monitoring across all social work functions through the further development of the Social Work Management System.

Service Improvement Plans

Service Improvement Plans were established in 2016/17 and are a key element of the Partnership's performance management and improvement framework, setting out the arrangements for delivering improvement activities across the HSCP's five main service portfolios. The current Service Improvement Plans were recently developed and cover the three-year period from 2024 to 2027 across: Locality Health and Care Services, Wellbeing and Recovery Services, Children's Health, Care and Justice Services, Primary and Urgent Care Services and Allied Health Professional Services. Our [Service Improvement Plans](#) intrinsically align with the Strategic Plan and can be found at www.east-ayrshire.gov.uk.

Integration Scheme Review

The Health and Social Care Integration Scheme is the legal agreement between East Ayrshire Council and NHS Ayrshire and Arran which sets out the governance and financial arrangements for the integration of health and social care. It also covers the range of functions that are delegated to the Integration Joint Board. The Integration Scheme is currently being reviewed in line with the health and social care legislation, in close collaboration with NHS Ayrshire and Arran and the three Ayrshire Councils, supported by the IJB Chief Officers.

Five sub-groups were commissioned on a pan-Ayrshire basis to lead on identified workstreams, namely: Scope of Services Delegated; Resources; Governance and Legal; Care Governance; and Communication and Engagement. The review is currently nearing completion at the time of reporting, with the outcomes due to be reported in the near future. The updated Integration Scheme will require to be approved by both East Ayrshire Council and NHS Ayrshire and Arran, as well as endorsed by the Integration Joint Board, prior to submission to Scottish Ministers for final approval.

National Drivers

The Partnership has fully considered the findings and proposals from the Independent Review of Adult Social Care in Scotland, which is reflected within the strategic framework and policy context of our Strategic Plan 2021-30. We have also assessed our local position and East Ayrshire continues to be well placed regarding many of the recommendations set out.

The Scottish Government's [National Care Service \(Scotland\) Bill](#) aims to make Scottish Ministers accountable for social care, as they are currently for health care, within Scotland. This would be one of the most significant reforms of public services since the creation of the National Health Service (NHS). The Bill allows Scottish Ministers to transfer social care responsibility from local authorities to a new National Service, which could include Adult and Children's services, as well as areas such as Justice Social Work. Scottish Ministers will also be able to transfer healthcare functions from the NHS to the National Care Service.

The Bill is currently at Stage 2 of its journey through the Scottish Parliament, with a call for views on social care, social work and community health systems expected to be launched in the summer. Once that process has concluded, consideration will be given to the evidence gathered before any further amendments are made. We have actively participated in conversations on the proposed National Care Service, and we will continue dialogue with local partners and the Scottish Government as the situation progresses.

As evidenced within this Report, good progress continued throughout 2023/24 in further embedding the aspirations and values of 'The Promise' in our operational practice. The HSCP is committed to developing its local approach to #KeepThePromise and ensure that our children and young people grow up loved, safe and respected. A wide range of delivery examples and data included in section 3 within this Report also illustrates our local progress in relation to the 15 national outcomes for health and wellbeing, children and justice, which we will continue to work towards to get it right for the people and communities of East Ayrshire.

Getting it Right for the People and Communities of East Ayrshire

In looking forward, our Strategic Plan 2021-30 will continue to provide a collective framework for the effective planning, commissioning and delivery of health and social care services in East Ayrshire. The Plan is fundamentally focussed on improving the health and wellbeing of our residents, and aims to deliver this through achieving the objectives aligned to our six strategic commissioning intentions, as set out above. Our empowered, flexible and place-based approach to service delivery, in addition to maintaining close collaboration between services, partners and communities, will continue to be crucial in this journey.

The Partnership's vision and strategic priorities continue to align with the Caring for Ayrshire model of Health and Social Care and the national Health and Social Care Delivery Plan's triple aim of better care, better health, and better value. We will continue to shift the balance of care to community settings through an early intervention and prevention approach, and work to ensure that people receive the right support, in the right place and at the right time. We recognise that the promotion of good health and wellbeing, and the provision of high quality, accessible and sustainable services, supported by open and positive commissioning conversations, will be central to achieving this.

A key priority for the HSCP going forward is to advance our innovation and service redesign work to develop and implement innovative solutions to system pressures and operational challenges, in addition to creating opportunities to bring together people with the right skills to collaborate on creative proposals. This will include the work of the Strategic Change Programme workstreams, outputs from Best Value Service Reviews, and projects managed by our Innovation Programme Lead. A particular focus will be placed on developing and expanding our use of data, digital resources, and Technology Enabled Care, as well as on prevention and early intervention, and demand management opportunities. This work will ensure the co-design and delivery of financially sustainable and high quality services in a backdrop of significant economic and service demand pressures.

We will continue to invest resources and effort to strengthen service integration in East Ayrshire, including promoting and embedding multi-disciplinary team working across our localities. Making connections and further developing relationships between services and delivery partners will be key to this and our recently established Communities of Practice Groups will provide a platform to facilitate this in 2024/25. The HSCP's Partnership Provider Statement as our Market Facilitation Statement, will be collaboratively refreshed with our commissioning and delivery partners in 2024 following the approval of our Strategic Plan 2024-27 update, to reaffirm our commitment to collaborative commissioning and the values and principles that we want to embed as a care community.

The East Ayrshire HSCP continues to be one of eight pathfinders in Scotland that are piloting the Getting it Right for Everyone (GIRFE) approach. This multi-agency approach is about placing people at the centre of decisions regarding their health and care in a joined-up, consistent way, regardless of the support required at any stage of life. Good progress has been made in testing GIRFE within our delivery models over the last year and this work will continue during 2024/25, with ongoing learning and feedback.

The HSCP is committed to involving stakeholders in the design and delivery of its services and has undertaken a range of engagement activities during the reporting period to inform various key pieces of work, including the Strategic Plan 2024-27 update and Best Value Service Reviews. Further engagement will take place over the next year including: to support the development of our next East Ayrshire Carer's Strategy, delivery of Community Appointment Days for Podiatry and MSK services, to support future service reviews, and to maintain an ongoing feedback cycle to inform continuous service improvement.

We remain fully committed to ensuring that when people need our help, they receive it in a way that best supports them, ensures their rights are upheld, and fully includes them in any decisions that affect themselves, their families and communities. The Thinking Differently agenda is well embedded within the HSCP, and a programme of workforce development in relation to Self-Directed Support is underway to further promote this approach, building on the SDS Improvement Plan 2023-27 and National Standards.

We recognise the Health and Social Care workforce to be our greatest asset, which is underlined in our Strategic Plan and associated strategic priorities. We will continue to value our staff by ensuring they have access to the training and resources required to do their jobs to a high standard, in addition to delivering a comprehensive programme of support to protect and improve their wellbeing. We will also continue to implement and build on our Workforce Plan 2022-25 over the next year.

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EAST AYRSHIRE

**Health & Social Care
Partnership**

