

County Buildings  
Wellington Square  
AYR KA7 1DR  
Tel No: 01292 612436

15 October 2024

**To: Councillors Saxton (Chair), Bell, Cochrane, Cullen, Dixon,  
Lyons, Scott and Weir**

**All other Elected Members for information only**

Dear Councillor

## **SERVICE AND PARTNERSHIPS PERFORMANCE PANEL**

You are requested to participate in the above Panel to be held on **Tuesday, 22 October 2024 at 10.00 a.m.** for the purpose of considering the undernoted business.

This meeting will be held in the County Hall, County Buildings, Ayr on a hybrid basis for Elected Members, will be live-streamed and available to view at <https://south-ayrshire.public-i.tv/>

**Yours sincerely**

**CATRIONA CAVES**  
Chief Governance Officer

## **B U S I N E S S**

1. Declarations of Interest.
2. Minutes of previous meeting of 17 September 2024 (copy herewith).
3. Action Log and Work Programme (copy herewith).
4. 2022-25 Council Workforce Plan Annual Update – Submit report by the Chief Executive (copy herewith).
5. Integration Joint Board (IJB) Annual Performance Report 2023-2024 – Submit report by the Director of Health and Social Care (copy herewith).

For more information on any of the items on this agenda, please telephone Kayley Hancox, Committee Services on 01292 612724, Wellington Square, Ayr or  
e-mail: [kayley.hancox@south-ayrshire.gov.uk](mailto:kayley.hancox@south-ayrshire.gov.uk)  
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## **SERVICE AND PARTNERSHIPS PERFORMANCE PANEL**

Minutes of hybrid webcast meeting on  
17 September 2024 at 10.00 a.m.

Present  
in County  
Buildings: Councillors Philip Saxton (Chair) and Gavin Scott.

Present  
Remotely: Councillors Ian Cochrane, Chris Cullen and George Weir.

Apologies: Councillors Kenneth Bell, Mark Dixon and Lee Lyons.

Attending  
in County  
Buildings: M. Newall, Chief Executive; K. Braidwood, Director – Housing, Operations and Development; K. Anderson, Assistant Director – Corporate Policy, Strategy and Performance; G. Hunter, Assistant Director – Communities; W. Wesson, Chief HR Officer; J. Tait, Service Lead – Thriving Communities; W. Carlaw, Service Lead – Democratic and Governance; K. Hancox, Committee Services Officer; and C. McCallum, Clerical Assistant.

### **Chair's Remarks.**

The Chair

- (1) welcomed everyone to the meeting; and
- (2) outlined the procedures for conducting this meeting and advised that this meeting would be broadcast live.

### **1. Sederunt and Declarations of Interest.**

The Chair called the Sederunt for the meeting and having called the roll, confirmed that that there were no declarations of interest by Members of the Panel in terms of Council Standing Order No. 17 and the Councillors' Code of Conduct.

### **2. Minutes of previous meeting.**

The Minutes of 20 August 2024 ([issued](#)) were submitted and approved.

### **3. Action Log and Work Programme.**

There was submitted an update of the Action Log and Work Programme ([issued](#)) for this Panel.

Having heard the Assistant Director – Corporate Policy, Strategy and Performance speak in relation to the Action Log and Work Programme,

The Panel

**Decided:**

- (1) to agree the current position with regard to the Action Log; and
- (2) to otherwise note the current status of the Work Programme.

**4. Employee Absence 2023/2024.**

There was submitted a report ([issued](#)) of 10 September 2024 by the Chief Executive providing Members with detailed information and analysis of sickness absence across Council services for the period 1 April 2023 to 31 March 2024.

A Member of the Panel requested further information in relation to what policies were in place regarding the high figures for psychological illness absence. The Chief HR Officer stated that the Maximising Attendance Framework had been in place since 2014 and that the policy was under review to frame it around the Supporting Wellbeing at Work policy with a focus on supporting employees with psychological illness. It was also advised that there were other support options available which included the mental health first aid network and Access to Work.

Having heard a Member of the Panel seek clarification on the reporting within the appendices, the Chief HR Officer informed that the table displayed in Appendix 1 included a breakdown of all education departments and that Appendix 1A was an overall summary.

Following a question from a Member in relation to the effect of working from home on absence statistics, the Chief HR Officer stated that it had not currently been possible to measure the impact of absences with staff working from home; however it was hoped this would be possible in the future.

A further question had been asked by a Member of the Panel seeking further information regarding the direct cost of absence and the impact this had on the budget. The Chief HR Officer responded that the hidden costs were unable to be recorded due to the variation of requirements between departments, such as front-line services that required immediate cover for absence.

Having scrutinised the information in the context of the Local Government Benchmarking information previously reported, the Panel

**Decided:** to note the feedback from the Panel, as detailed above.

**5. Community Learning and Development Plan (CLD) 2021-2024 – Year 3 End of Plan Progress Report.**

There was submitted a report ([issued](#)) of 10 September 2024 by the Director of Communities and Transformation providing the Panel with the CLD 2021-24 End of Plan Report.

A Member of the Panel asked if there had been specific targets to measure the progress of Learners Achieving Learning Outcomes. The Service Lead – Thriving Communities advised that in CLD it was difficult to ascribe targets as progression varied largely due to the vast types of adult learning opportunities available such as those progressing on to college or volunteering.

Having heard a Member of the Panel share their concerns that there was an absence of activities in the evening for youths, the Service Lead – Thriving Communities informed that the youth work across South Ayrshire happened in the evenings connected to the work that had been carried out through schools to engage with young people.

The Panel

**Decided:** to approve the report and note the progress made by the CLD Partnership during 2021-2024 subject to a minor amendment in Appendix 1.

**6. UK Shared Prosperity Funding (UKSPF) Year 2 2023/2024 Progress Report.**

There was submitted a report ([issued](#)) of 29 August 2024 by the Director of Communities and Transformation providing the Panel with an update on the UK Shared Prosperity Fund Year 2.

A Member of the Panel requested information regarding employment and what organisations were engaging with people to get them in to work, the Service Lead – Thriving Communities advised that the Employability Team had been established for a number of years and were responsible for the modern apprenticeship programme and work in schools. It was also advised they worked with employers to secure work placements for young people.

A Member of the Panel asked, in relation to paragraph 3.3 of the report, which stated that funding was paid annually in advance, whether the Council had received all funding due for 2024/25. The Service Lead – Thriving Communities responded that the Council had received a letter of confirmation in respect of year three funding and would receive that funding at the end of the year.

The Panel

**Decided:**

- (1) to approve the UKSPF Year 2 Progress Summary Report 2023/24; and
- (2) to agree that the UKSPF Year 3 Progress Summary Report to be presented to the Panel in June 2025.

The meeting ended at 11.15 a.m.

Draft

**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – ACTION LOG**

<b>No.</b>	<b>Date of Meeting</b>	<b>Issue</b>	<b>Actions</b>	<b>Assigned to</b>	<b>Update</b>	<b>Completed</b>
1.	14 May 2024	Regeneration Capital Grant Fund – Update on Pinwherry and Pinmore and Maybole Stage 2 Applications	To provide an update regarding completion for the works at Pinwherry and Pinmore.	Maybole Regeneration Lead Project Officer	Update to be provided to Members by November 2024	No
4.	11 June 2024	Local Government Benchmarking Framework 2022/23	To provide figures relating to the Ratio of Financing Costs to Net Revenue Stream – Housing Revenue Account.	Service Lead – Corporate Accounting	Figures to be provided to Members by 10 September 2024	No
7.	20 August 2024	Local Performance Report: Police Scotland	To provide a response in relation to the percentages not displayed in the Public Confidence Survey.	Chief Superintendent	Update to Service and Partnerships Panel November 2024.	No
8.	20 August 2024	Local Performance Report: Police Scotland	To provide an update in relation to the policing at the Golf Open in Troon.	Chief Superintendent	Update to Service and Partnerships Panel November 2024.	No
10.	17 September 2024	Community Learning and Development Plan (CLD)	To provide correct figures in relation to the table under Key Youth Work Data – Learner Hours by Theme for 2023/24 in Appendix 1.	Service Lead – Thriving Communities	Figures provided to Members.	Yes

		2021-2024 - Year 3 End of Plan Progress Report				
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**SERVICE AND PARTNERSHIPS PERFORMANCE PANEL – WORK PROGRAMME**

	<b>Issue</b>	<b>Actions</b>	<b>Assigned To</b>	<b>Due Date To Panel</b>	<b>Latest update</b>
1.	2022-25 Council Workforce Plan Annual Update	Annual update for period 1 November 2023 to 31 October 2024	Chief Executive	22 October 2024	Report to this Panel
2.	Integration Joint Board (IJB) Annual Performance Report 2023-2024	Scrutiny of report (requires to be in format in line with the Council's performance reports)	Director of Health and Social Care	22 October 2024	Report to this Panel
3.	Ayrshire Shared British Sign Language (BSL) – Joint Action Plan	Update	Depute Chief Executive and Director of Education	14 January 2025	Item requires to be deferred
4.	FOISA / EIR Annual Report 2023/24	Scrutiny of report	Chief Governance Officer	19 November 2024	Awaiting Report

5.	Business Support – Refreshed AMBITION Programme	Performance Update	Director of Communities and Transformation	19 November 2024	Awaiting Report
6.	Complaints – Scrutiny Update – Period: 1 April to 30 September 2024	Provide statistics for scrutiny (6-monthly)	Chief Governance Officer	19 November 2024	Awaiting Report
7.	Council Plan (2023-2028): Second Year: Quarter Two Update (2024/25)	Scrutiny of report (including quarterly update re service plans)	Depute Chief Executive and Director of Education	19 November 2024	Awaiting Report
8.	Local Performance Report: Police Scotland	Provide Panel with info about full year performance	Depute Chief Executive and Director of Education	19 November 2024	Awaiting Report
9.	Local Performance Report: Scottish Fire and Rescue	Provide members with information about performance of the Scottish Fire and Rescue Service in South Ayrshire	Depute Chief Executive and Director of Education	19 November 2024	Awaiting Report
10.	Performance Review of Common Good Funds	3 yearly report on wider review (annual reports now go to LP)	Director of Housing, Operations and Development	19 November 2024	Awaiting Report
11.	Financial Inclusion Projects 2024/25 and 2025/26	Annual progress report	Director of Communities and Transformation	14 January 2025	Deferred from November 2024 Panel
12.	The International Ayr Show – Festival of Flight	Annual report providing overview of delivery	Director of Communities and Transformation	14 January 2025	Deferred from November 2024 Panel

**South Ayrshire Council**

**Report by Chief Executive  
to Service and Partnerships Performance Panel  
of 22 October 2024**

**Subject: 2022-25 Council Workforce Plan Annual Update**

**1. Purpose**

1.1 The purpose of this report is to provide an update on the Council’s 2022-2025 Workforce Plan and associated Action Plan

**2. Recommendation**

**2.1 It is recommended that the Panel:**

**2.1.1 notes the contents of the report; and**

**2.1.2 agrees amendments to related activities in [Appendix 1](#).**

**3. Background**

3.1 The Council’s current 3-year workforce plan was considered by the Panel on 25 October 2022 and approved by the Cabinet on 29 November 2022.

3.2 Section 9 of the workforce plan contained an Action Plan which set out a broad range of activities that would progress throughout 2022-2025.

3.3 Most actions within the Action Plan have been marked as complete with rationale provided to Panel at previous updates.

3.4 Audit Scotland undertook a thematic audit on ‘workforce innovation’ during January 2024. They presented their recommendations in full directly to the Audit and Governance Panel on 20 March 2024, and are summarised below.

Recommendation	Owner	Due Date
Develop performance measures and targets to monitor the impact of workforce planning, with data on future skills and capacity projections/scenario planning. Workforce data should also be reported regularly to members.	Depute Chief Executive	December 2024

Recommendation	Owner	Due Date
The council should measure and report on the impact that digital technology has on its service delivery and outcomes, including how this can shape its workforce of the future.	Assistant Director (Transformation)	December 2024
The council should prioritise the development of workforce planning reporting tools in Oracle Fusion to aid managers in decision-making.	Assistant Director (Transformation)	May 2025

3.5 As part of the Shaping Our Future Council programme, the Transformation service (created in May 2024) includes the ‘*Our Workforce*’ priority project portfolio, focusing on the following activities:

- Our people are productive and have the right skills to deliver our services
- Our people are empowered to respond to the needs of our customers
- Our people are inspired to identify and make improvements to service delivery
- We value the wellbeing of our people and promote healthy working lives.

3.6 Related projects within the portfolio include:

- Development and delivery of a consistent and efficient Business Support model, driven by the need to work differently with less resource.
- Incorporating Service Design principles into the Service Review process, with greater input from employees.
- Development of a Data Plan that will help increase employee data literacy.
- Development of a digital suite to support service-specific and corporate digital training.

3.7 Other Transformation projects (related to ‘*Our Delivery Model*’, ‘*Our Assets*’, and ‘*Our Technology*’) will also impact on elements of the workforce, and these include future consideration of how we interact with customers and process automation.

3.8 The previous report to Panel highlighted proposals to create Directorate workforce planning groups that would consider a range of workforce planning activities and actions, and report to the newly created Transformation Board.

3.9 As a result of a structural change, corporate workforce planning oversight moved to Human Resources on 9 September 2024.

## 4. Proposals

4.1 The Panel is requested to:

- 4.1.1 note the progress of the outstanding actions within [Appendix 1](#); and

4.1.2 approve the amendments to actions WOR 06.01 and 09.

4.2 A strategic workforce planning group will be formed, led by the Chief Executive. This will ensure workforce planning considerations are fully considered and move at pace

4.3 The strategic group will:

- Address the findings and recommendations related to Audit Scotland.
- Ensure the 2025-28 workforce plan defines and articulates the size and shape of the workforce required to deliver service priorities within current and future financial constraints. In effect, the future Council workforce (in terms of volume and skills requirements) will look markedly different.
- Ensure that a suite of workforce data is routinely presented to Panel and Elected Members.
- Review the Directorate working groups to ensure workforce issues, themes and trends inform the development of the 2025-28 workforce plan.

4.4 Additional information is provided in [Appendix 2](#), and the Council's 2025-28 workforce plan will be presented to Panel in October 2025.

4.5 The Panel is requested to note that both the Directorate sub-groups and the Transformation Board will progress the recommendations contained within the Audit Scotland report.

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

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 Not applicable.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 The risks associated with rejecting the recommendations are failure to meet the recommendations related to workforce planning contained within the 2024 Workforce Thematic Audit.

## **9. Equalities**

9.1 An Equalities Impact Assessment (EQIA), (including the Fairer Scotland Duty in respect of any Strategic decision), was completed as part of the development of the 2022-25 workforce plan.

## **10. Sustainable Development Implications**

10.1 **Considering Strategic Environmental Assessment (SEA)** - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued.

## **11. Options Appraisal**

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

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Effective Leadership that Promotes Fairness

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with Trade Unions and the contents of this report reflect any feedback provided.

**Background Papers**    **Report to Service and Performance Panel of 25 October 2022 – [2022-25 Council Workforce Plan](#) (Action Plan – Section 9)**

**Report to Cabinet of 20 June 2023 - [Equality Outcomes and Mainstreaming Report 2023](#)**

**Report to South Ayrshire Council of 6 March 2024 - [Shaping Our Future Council](#)**

**Report to Audit and Governance Panel of 20 March 2024 - [Audit Scotland: Workforce Innovation – How Councils are Responding to Workforce Challenges](#)**

**Person to Contact**    **James Andrew – Transformation Coordinator (Workforce)**  
**County Buildings, Wellington Square, Ayr, KA7 1DR**  
**Phone 01292 559371**  
**[james.andrew@south-ayrshire.gov.uk](mailto:james.andrew@south-ayrshire.gov.uk)**

**Date**    **10 October 2024**

**Amendments to Related Activities**

Number	Action	Due Date	Owner	Current Update and Status
WOR06	WOR 06 Development of Oracle Fusion workforce data reports.	December 2024	ICT Operations	Several working groups have been created to look at a range of corporate reporting requirements. The workforce data group is led by HR (with input from OD/Transformation) and has confirmed data requirements and parameters; HR resource has impacted required testing but will re-commence in Q3. Workforce reports are only one element of wider corporate data requirements and ICT require to consider requirements 'in the round' to ensure best value and maximum impact with Oracle. The Chief Executive will drive forward these groups directly with Service Leads and the proposed strategic workforce planning group. Currently, it is not clear if this action will be fully met by December 2024.
WOR06 (0.1)	M365 Power BI progression.	December 2024	Transformation	The 'Our Workforce' Data Transformation programme includes a Year 1 Data Analytics and Data Maturity (DAMA) project, with a Business Case due by Q1 2025. The DAMA project has a specific action to develop a Council Data Plan which will consider Business Intelligence and not limit itself to only one M365 solution. As this is a Year 1 high priority project, it is proposed that WOR06(0.1) is incorporated into the Data Transformation Programme and reported to the Transformation Board, with an update to Panel in October 2025 when the 2025-28 workforce plan is presented.
WOR09	Review of casual demand, processes, and development of an online sourcing and allocation tool to support future casual work allocation.	December 2024	Transformation	The 'Our Technology' Transformation programme includes a Year 1 project focused on a review of the Council-built online BOB system which sources and allocates casual staff within Education, Sport and Leisure, Libraries, and aspects of Facilities Management. The review will consider wider corporate requirements related to onboarding and deploying casual staff and explore opportunities to link to existing Council platforms such as Oracle Fusion. As this is a Year 1 high priority project, it is proposed that WOR09 is incorporated into the BOB review and is reported to the Transformation Board, with an update to Panel in October 2025 when the 2025-28 workforce plan is presented.
WOR14	Development of internal career pathways within services.	December 2024	Organisational Development	<p>To support Service Leads with workforce planning, OD developed and offered a dedicated Career Pathways facilitated session which has been running throughout 2024 The session focused on four key areas - Entry Points, Opportunities, Skills, and Planning. Each session is followed up with a summary report which includes internal actions for the service and actions that require further Directorate and corporate consideration.</p> <p>As of September 2024, 14 services have taken up the offer: Thriving Communities, Localities Social Work, Information &amp; Advice Hub, Organisational Development, Risk &amp; Safety, Education Support Services, Facilities Management, Professional Design Services, Neighbourhood Services, Trading Standards &amp; Environmental Health, Internal Audit &amp; Corporate Fraud, HR &amp; Payroll.</p>

Number	Action	Due Date	Owner	Current Update and Status
WOR18	Development of thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.	December 2024	Service Leads (reported by Organisational Development)	Service Leads are responsible for progressing this action and to continually review their recruitment requirements with support services such as HR and OD. Discussions related to recruitment are also incorporated within the 'Entry' theme of the career pathways session.
WOR 21	Review and streamline 'employee essentials' online courses.	June 2024	Organisational Development	OD has reviewed and made updates to ten of the Core Mandatory online courses and has agreed with HR to consolidate aspects of the Employee Essentials modules into a single programme.
WOR29	Increased undertaking of PDR across all services, and positioning that PDR is the key tool to capture and review corporate and personal objectives.	December 2023	Service Leads (reported by Organisational Development)	<p>Panel was advised in March 2024 that this action was not complete due to a 20% completion rate at that time. A further corporate focus and additional awareness sessions from OD have achieved a current completion rate of 32% (compared against 12% in 2022 and 16% in 2023.)</p> <p>The results from the 2024 Employee Engagement Survey confirmed a positive perception of PDR but highlighted some inconsistencies in delivery and impact. Whilst there has been an increased undertaking there is recognition that the current process requires a more fundamental review. On that basis, Organisational Development has recently been holding a range of engagement sessions with nominated employees (currently 70) from a range of services and job roles (including frontline and operational) to determine alternative approaches that would meet specific needs of services. The feedback will be used to consider options and recommendations of a revised PDR process. Any new process will be referenced in the 2025-28 Workforce Plan which will be confirmed to Panel in October 2025.</p>



Number	Action	Due Date	Owner	Current Update and Status
WOR30	Further recognition for innovation and 'best practice' through award schemes including COSLA, APSE, SAC Outstanding People Awards.	December 2024	Organisational Development	<p>Nominations for the APSE Service Awards closed in March 2024. OD received six nominations across five categories and the submission by Asset Management under the 'Best Climate Action or Decarbonisation Initiative' was shortlisted as a finalist.</p> <p>For the COSLA Excellence Awards nominations closed in May 2024 with seven nominations received across three categories.</p> <p>Nominations are currently open for the Scottish Public Service Awards 2024 (SPSA) and will close on Friday 27 September.</p> <p>The Outstanding People Awards Ceremony took place on Wednesday 29 May at Ayr Town Hall. OD received 239 nominations across six categories, 53 nominations more than the 2023 total. 21 finalists were shortlisted by ELT and invited along to the ceremony where the winners were announced and presented with their award. 27 employees who achieved 40 years' service in 2024 were also invited to the TOPA ceremony to recognise their achievement.</p> <p>An afternoon tea will take place in County Hall in November 2024 to recognise employees who have achieved 35 years' service in this calendar year.</p> <p>Going forward, the Chief Executive has taken the decision that employees with 40 Years' Service will continue to be recognised at the annual TOPA Ceremony and employees with 35 Years' Service will be invited to an annual afternoon tea event to recognise their achievement.</p>
WOR 31	Review and evaluation of Occupational Health services prior to re-tender.	August 2024	Human Resources	<p>As part of a Pan-Ayrshire procurement process, the Council successfully completed the re-tender of the provision of Occupational Health services, with the new provider (PAM Group) commencing August 2024. Whilst service provision broadly remains the same, a benefit of the new contract will be the introduction of an Employee Assistance Programme, which will include a 24/7/365 helpline and support related to triage, counselling, wellbeing, signposting, and legal and financial information.</p>

## Workforce Plans – Additional Information

It is recognised that both the Council and HSCP workforce plans will have close links and shared outcomes. Governance related to the HSCP 2025-28 workforce plan requires submission to the Scottish Government for review, and then approval by the Integrated Joint Board. Dates for submission of the HSCP 2025-28 plan are still to be confirmed by the Scottish Government.

Although development of Oracle workforce reports is ongoing, this report takes cognisance of the Audit Scotland recommendation that workforce data should be available to elected members.

The data below is presented to Panel for noting, and some aspects compare current workforce data to the position in 2022 when the plan began. (Workforce data related to equality and protected characteristics was presented to Cabinet in June 2023 via the Equality Outcomes and Mainstreaming report. An update of absence levels was reported to Panel in September 2024).

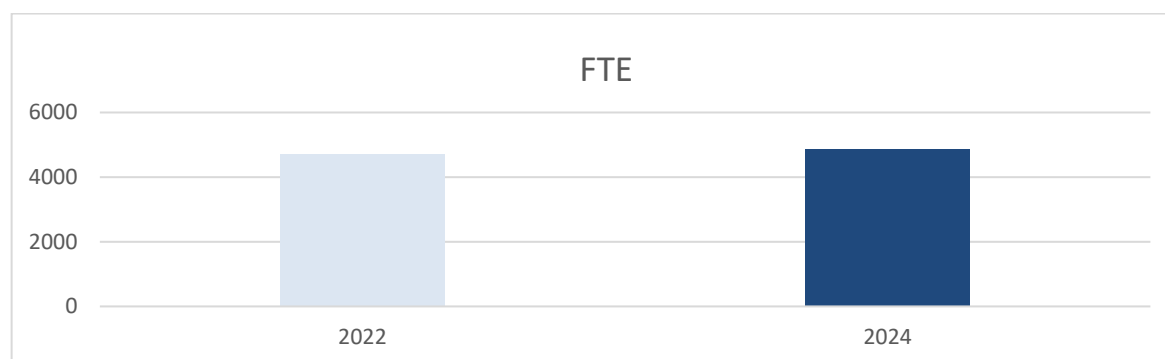
Future data will focus in-depth on themes and trends related to staffing numbers (permanent, temporary, supply), turnover, recruitment, training, absence, and skills gaps. The aim is to deliver a similar level of insight that was available prior to the implementation of Oracle Fusion, and which was contained within the 2022-25 plan,

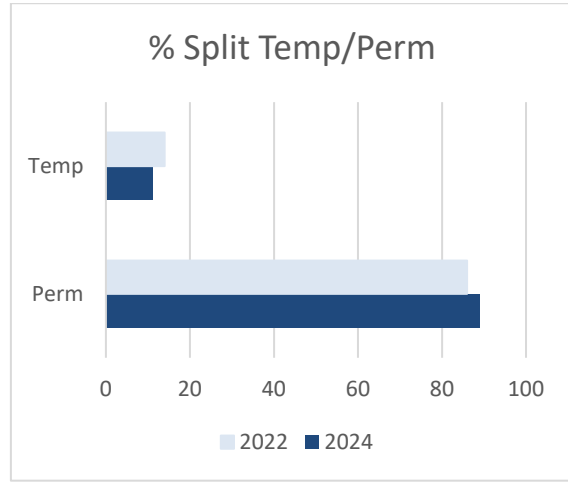
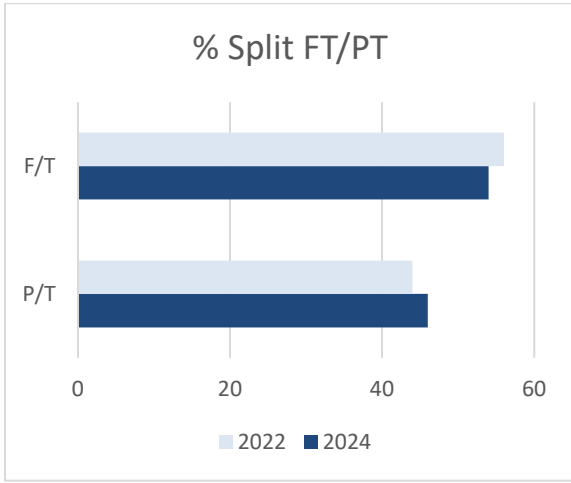
### **FTE, Full-time/Part-time, Permanent/Temporary**

In broad terms, the Council's size has remained unchanged since 2022.

The Council's FTE (full-time equivalent) has risen slightly, and the percentage split related to full-time/part-time and permanent/temporary has minor variances.

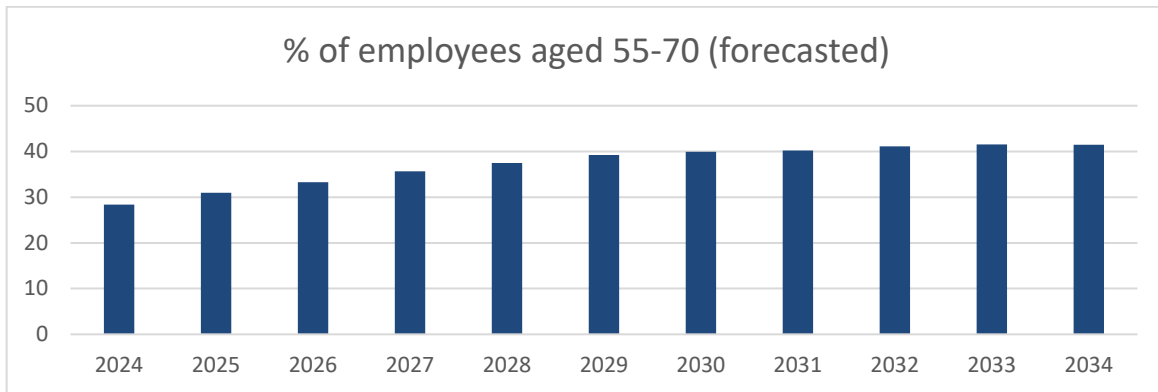
The 2025-28 workforce plan will define the anticipated reduced FTE required to deliver Council services over the next 5+ years.





**Age**

Updated age forecasting\* confirms the trend identified in the 2022-25 plan, reinforcing that 40% of the workforce will be aged 55+ within 6 years. An ageing workforce is reflective of the ageing demographic of the South Ayrshire region as over 60% of employees reside within the South Ayrshire boundary.



\*The proportion of staff aged 55+ has been modelled with an assumed static growth rate, that all staff aged 70 and over will retire, only those aged 55 and over are eligible for retirement, and any leavers not of retirement age are replaced by a person of the same age and pay grade.

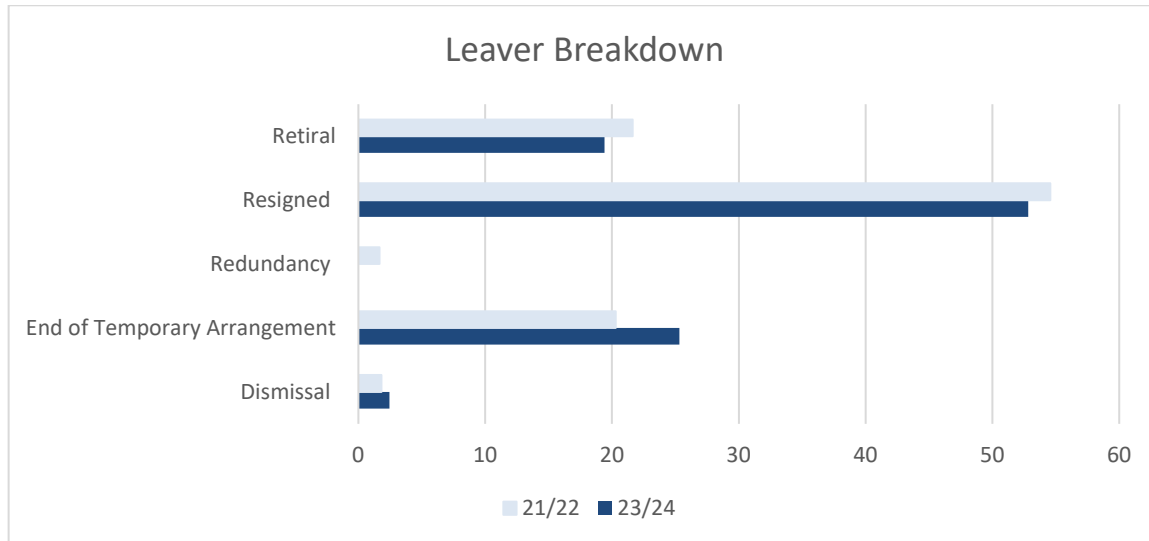
The 2024 Employee Engagement Survey identified 'motivators by generation', confirming that work/life balance and meaningful work are most important to employees aged 30+, and 'feeling appreciated' increases for those 50+.



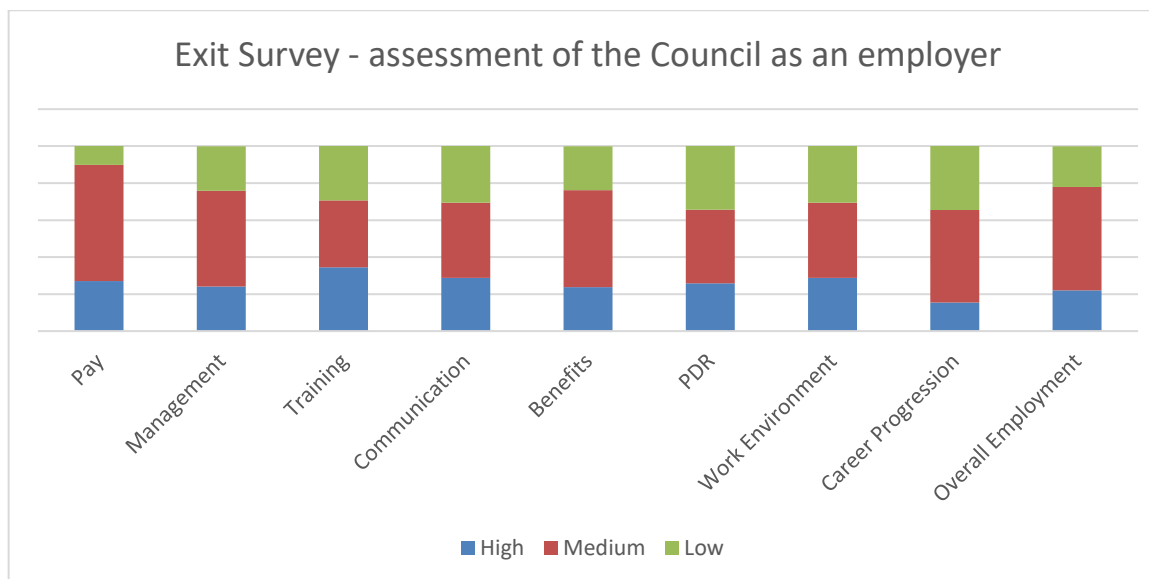
Whilst HR has considered the ageing workforce when reviewing people policies, the 2025-28 workforce plan will further consider the impact, benefits, and risks an ageing workforce brings.

**Leavers/Turnover**

Turnover has increased marginally (11% in 2022 to 12% currently), affected by a recent increase in temporary roles coming to an end.



The corporate exit survey was refreshed in December 2023, but the themes and trends are consistent since the survey was implemented in 2017. As below, leavers (those who resign/retire) assess the organisation mostly 'high/medium' but career progression continues to be viewed less positively.

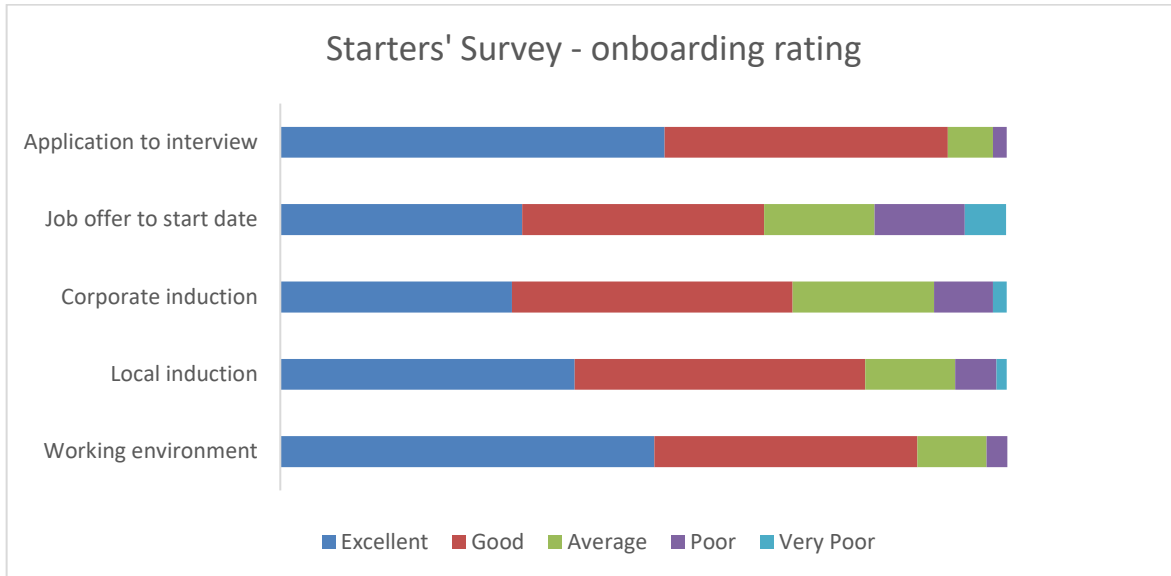


There has been a recent increase from those who resign highlighting morale/lack of recognition as a factor in their decision to leave, and this will be monitored further.

**Starters**

The starters' survey was re-introduced in November 2023 and asks new employees to rate their recruitment and onboarding experience 3-6 months after joining. Again, results are

broadly positive, and a forthcoming enhancement of the Council’s recruitment portal should provide a more streamlined and positive experience related to job offer and start date.



The survey also confirms that what most attracts candidates is the working patterns/hours offered by the Council.

**Engagement**

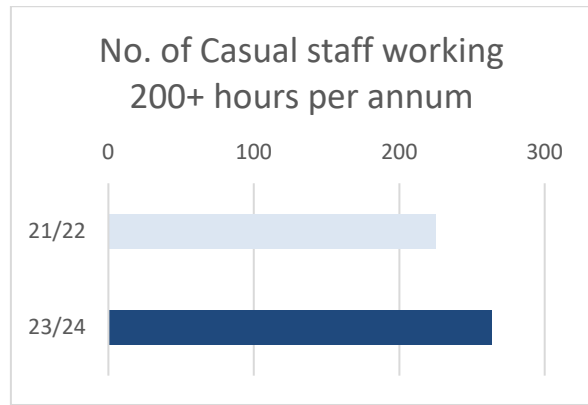
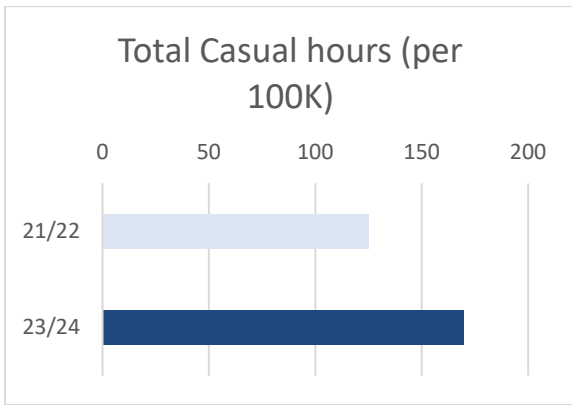
The Employee Engagement Survey results have been shared with employees and full responses can be found [here](#) and aspects will inform the development of the 2025-28 Workforce Plan.

The question that received less positivity from employees related to ‘*I am asked for my view and opinion when changes are proposed within my service*’. To help address those concerns, Service Design principles which focus on the importance of employee input into user research, problem definitions, idea generation, and co-design of solutions will be adopted by services within a revised approach to service reviews, now positioned as Service (Re)Design. These principles will be positioned further at the Leadership Engagement Event (CLT and Service Leads) in September 2024.

**Casuals**

As highlighted in the Council’s Audit Scotland workforce thematic review, there has been an increasing and significant reliance on casual staff. Enhanced workforce reports will provide more accurate reporting going forward, but high-level casual data has been shared with key services for further review and consideration.

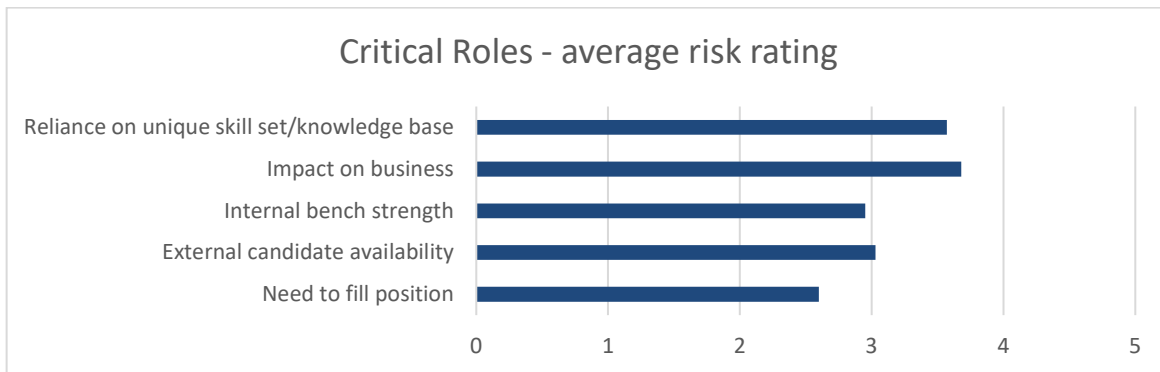
Appendix 1 (Action WOR09) confirms steps that will be taken to streamline and improve casual staff sourcing, allocation, and deployment.



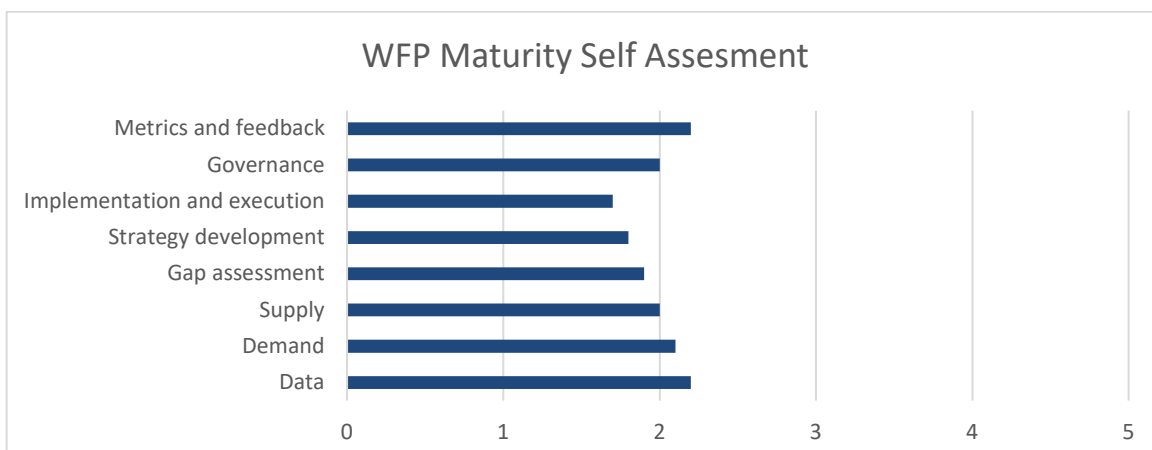
## **Critical Roles**

In early 2024 comprehensive reports were shared with Directorates that collated workforce and succession planning templates completed by Service Leads, which highlighted a range of workforce considerations, insight, and activities.

The succession planning template required critical roles to be identified and risk assessed using recognised criteria from the Local Government Association. Across the Council 142 critical roles were identified, with risks scored 1-5 (1 being low risk, 5 being very high/urgent).



In addition, Service Leads were asked to self-assess workforce planning maturity across key themes using the Local Government Association maturity matrix (0 = no maturity, 5 = integrated/system-wide).



The maturity matrix will be revisited to determine and evidence progress as to how well workforce planning is embedded corporately and locally within services.

**South Ayrshire Council**

**Report by Director of Health and Social Care Partnership  
to Service and Partnerships Performance Panel  
of 22 October 2024**

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**Subject: Integration Joint Board (IJB) Annual Performance  
Report 2023-2024**

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**1. Purpose**

- 1.1 The purpose of this report is to provide the Service and Partnerships Performance Panel with a copy of the Integration Joint Board (IJB) Annual Performance Report 2023-24 for scrutiny.

**2. Recommendation**

- 2.1 It is recommended that the Panel considers the contents of the IJB Annual Performance Report 2023-24 (Appendix 1).**

**3. Background**

- 3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 obliges all Integration Authorities to publish a Performance Report covering performance over the reporting year. Due to the Scottish Government extending the Coronavirus Scotland Act (2020) to 30 September 2021, Integration Joint Boards were advised that they can delay the release of their Annual Performance Reports to later in the year for the 2021-22 report. The submission date timeline for the 2022-23 report has returned to pre-covid arrangements with the report required to be submitted by 31<sup>st</sup> July 2024.
- 3.2 The Performance Report Regulations require Partnerships to assess their performance in relation to the National Health and Wellbeing Outcomes. These outcomes are set out in the [Public Bodies \(Joint Working\) \(National Health and Wellbeing Outcomes\) \(Scotland\) Regulations 2014](#) and provide a strategic framework for the planning and delivery of health and social care services. They focus on the experiences and quality of services for people using those services, carers and their families.
- 3.3 Performance must be assessed in the context of the arrangements set out in the IJB Strategic Plan and how the expenditure allocated in the financial statement have achieved, or contributed to achieving, the health and wellbeing outcomes. It should also cover how significant decisions made by the Partnership over the course of the reporting year have contributed to progress towards the outcomes. To support this, a set of core integration indicators have been developed. Partnerships should report against these core indicators in their Performance Reports.



3.4 The report contains the most up to date indicators available and a summary of in-year progress is also included (see Appendix 2), including key service highlights and examples of innovative work within the HSCP.

3.5 It is proposed that the Service and Partnerships Performance Panel notes the performance of the Health and Social Care Partnership from 1 April 2023 to 31 March 2024. The Covid-19 pandemic has continued to be prevalent during this reporting period although there has been less impact on performance and service delivery than previous reports. Detail on the Partnership's performance against the core integration indicators and the National Health and Wellbeing Outcomes, for the period 1 April 2023 to 31 March 2024, can be found in the Annual Performance Report.

#### **4. Proposals**

4.1 The Service and Partnerships Performance Panel is invited to consider the full IJB Annual Performance Report 2023-24 (Appendix 1).

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

5.1 The recommendations in this report are consistent with legal requirements of the Public Bodies (Join Working) Act 2014 - ie the publication of an Annual Performance Report.

5.2 There are no procurement implications arising from this report.

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

6.1 Not applicable.

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

7.1 Not applicable.

#### **8. Risk**

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

8.1.1 There are no risks associated with adopting the recommendations.

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

8.2.1 There are no risks associated with rejecting the recommendations.

#### **9. Equalities**

9.1 This is a performance report and therefore an Equality Impact Assessment is not required.

#### **10. Sustainable Development Implications**

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

## **11. Options Appraisal**

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

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to the IJB Strategic Plan 2021-2031.

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report. The report was previously submitted to the IJB (11 September 2024) and the Performance and Audit Committee (6 August 2024).

13.2 Consultation has taken place with the Chair and Vice Chair of the IJB, and the contents of this report reflect any feedback provided.

13.3 Consultation has taken place with Councillor Hugh Hunter, Portfolio Holder for Health and Social Care, and the contents of this report reflect any feedback provided.

**Background Papers**    **None**

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**Date: 10 October 2024**

# ANNUAL PERFORMANCE REPORT 2023-24



south ayrshire  
health & social care  
partnership



Appendix 1



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# Foreword - Linda Semple, Chair of Integration Joint Board

I am delighted to introduce to you this year's Integration Joint Board (IJB) Annual Performance Report for 2023-24.

This report is presented to offer assurance to all, whilst demonstrating and highlighting the range of services that the Health and Social Care Partnership (HSCP) deliver and commission.

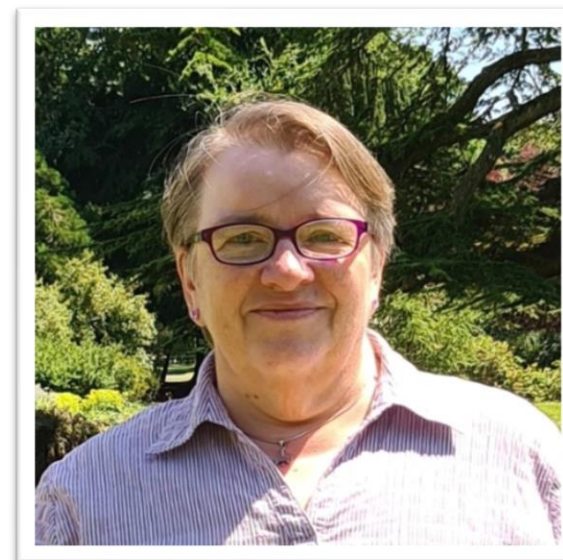
This report is presented with the awareness that for every service presented, there are others and more who have not been named, who similarly provide high quality services to our citizens and to include every service individually would result in a very lengthy report. As Chairperson of the IJB I extend my thanks and gratitude to all staff and the many volunteers and carers who are involved with keeping people safe, healthy and respected.

This reporting year saw us build on last year's progress. The impact of covid for some has become a distant memory and for the IJB we too have seen significant shift towards increased normality. We have been able to implement some fundamental changes to structures which has supported our move to a locality model, taking services to the heart of communities.

We have strengthened the relationships with our partners in service delivery, built on the information gathered through our consultations and continue to listen, act and review changes to make them work for our citizens whilst valuing our staff teams as our best asset.

This is the third Annual Performance Report during my term as chair which I am delighted to introduce. As Chair of the IJB I remain excited with the progress that has been made, sighted on the challenges that we face and proud that these are faced head on with an increased awareness of the commitment of individuals and teams to deliver high quality services.

This is balanced with equal measures of the aspirations and expectations the IJB has to maintain, sustain and foster services to deliver and meet the needs of those who use our services. We remain steadfast on the journey to make South Ayrshire the best place to start well, live well and age well.



# Foreword - Tim Eltringham, Director of Health and Social Care

I am delighted to be presenting the latest Annual Report for South Ayrshire Integration Authority. At the outset I would want to pay tribute to the wider staff team for their contribution over the last year. Despite the wide range of pressures on health and care services the last year has been one of great progress for the HSCP. Across all service areas there are so many achievements for which our team should be proud that it is difficult to choose which to highlight in my overview.



One of the most significant developments has been the remodelling of our community-based services for adults and older people. Following the Adult Social Work Learning Review and Community Nursing Services Review which both concluded in 2022 a new leadership and organisational structure was approved by the IJB and South Ayrshire Council which incorporated the recommendations of both reports.

During 2023-24 the new “Team around the Locality” (TATL) structure has been fully implemented with the appointment of a new leadership team. Over the latter part of 2023 the teams have been working with a wide range of local stakeholders to develop “Locality Plans”. Local conversations have involved staff, partner agencies in the statutory, third and independent sector as well as local people. One of the

objectives of the Locality Plan is to deliver change in line with the ambitions of “Caring for Ayrshire”, particularly around the support to people with Long Term Conditions (LTCs) such as heart disease or diabetes.

The new locality arrangements have had a galvanising effect on joint working between the HSCP, Voluntary Services South Ayrshire (VASA) and the wider Community Planning Partnership (CPP). During 2023-24 the CPP adopted the HSCP Localities as those to be used for broader community engagement. The CPP has also agreed to take ownership of the HSCP Wellbeing Pledge which it is recognised has much greater value if delivered across all agencies.

We are continuing to see a fall in the numbers of people who need to be admitted to hospital and have been particularly successful in enabling people in care homes have treatment in their place of residence rather than hospital. While the numbers of delayed transfers of care (DTOC) remain high, South Ayrshire has seen a sustained reduction which has brought our experience more into line with similar, often smaller partnerships with significant rurality.

In collaboration with the acute team at University Hospital Ayr, the HSCP is one of six areas of Scotland participating in the “Focus on Frailty” collaborative.

During 2023-24 a new stroke service has been piloted by South Ayrshire. With the support of colleagues in Public Health, the aim has been to provide safer stroke assessment and rehabilitation to reduce the number of people requiring in-patient stroke beds. The pilot in South Ayrshire has involved the commissioning of three beds from the care home sector where longer term rehabilitation can take place.

This has reduced delays for discharge and the numbers of acute beds needed at Crosshouse Hospital for stroke patients.

We continue to develop supported living projects for people with a Learning Disability and our 5<sup>th</sup> core and cluster accommodation opened during 2023-24. Providing ten tenancies and one respite flat in Ayr town centre, the care and support has been commissioned from the independent sector.

While first implemented in the Belmont School Cluster, the “Family First” approach has transformed the way that South Ayrshire cares for and supports children and families. Through the effective use of early intervention and keeping families together in their local schools and communities, South Ayrshire can evidence a significant reduction in the number of children removed from families and placed in residential placements.

In September 2023, the new Community Payback Workshop was formally opened. This new workshop provides the Justice Service with a high-quality workspace for the delivery of community payback services for the court. Local sheriffs were present at the opening and have expressed continued confidence in the Justice service to support the work of the court through this new facility.

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

Ageing Well Strategy and accompanying action plan to be approved in August 2024.

Throughout the year we have seen staff, carers and volunteers nominated for awards both within the Council and NHS, as well as nationally. In February 2024 South Ayrshire’s Children’s Health, Care and Justice Service received a silver award at the iESE Public Sector Transformation Awards. The award acknowledged the work done with the Family First model which was developed from the Belmont Family First approach with South Ayrshire Education Service colleagues. For some it was individuals who were nominated and others, it was teams or services. This included, South Ayrshire Parkinson’s Team who won Innovation in Practice and overall Excellence Award at the Parkinson’s Excellence Awards in Birmingham. Our Young Carers were recognised at the Great British Care Awards, making the national finals for their film “The Weekend”. They continued to be recognised and won the “Championing Diversity and Inclusion” Award at the 2023 Public Service Award ceremony. The Council’s Outstanding People Awards also included the Young Carers as winners in the Outstanding Improvement and Innovation category; At the same awards the Belmont Family First won the Outstanding Team.

In a summary of this sort it is inevitable that only a small number of initiatives can be mentioned by name. All of the work across the partnership is informed by our caring values and our desire to enhance the lives of citizens in South Ayrshire.

In addition to the staff team my thanks go also to members of the formal committees of the partnership; The Integration Joint Board, the Performance and Audit Committee and the Strategic Planning Advisory Group.

# Introduction

We are delighted to present the 2023-24 Annual Performance Report of the South Ayrshire Integration Joint Board, offering our third Annual Performance Report in line with the Strategic Plan 2021 – 31. Within this report, we will share details and information for some of the services delivered locally. Most of the services are embedded into the complex landscape of health and social care provided, some demonstrate innovation, some are longstanding and trusted models and all are symbols of our commitment to deliver care and support to our citizens. As we continue to build and strengthen our localities, where you can access the care you need in a way that suits you, we are also able to reflect on the staff, volunteers and carers who make this possible. We have included case studies from the individuals we serve, as well as including a snapshot of the achievements of our teams.

[Section 42 of the Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) obliges Partnerships to produce Annual Performance Reports setting out an assessment of performance in relation to planning and delivering their delegated functions. In addition, the Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014 (“the Performance Regulations”) sets out the content that Annual Performance Reports must contain.

As you review the report, you'll be presented with evidence of achievements and experiences. Our services go beyond simple checkboxes; they embody flexibility, showcasing our ongoing commitment to nurturing our communities across all stages of life.

In pursuit of our vision, we are dedicated to maximising opportunity and growth, and by supporting this through a holistic engagement approach. This approach actively involves individuals with lived experience, caregivers, professionals, service providers, and stakeholders from the outset of decision-making. We embrace a collaborative ethos where every voice is valued.

Our commitment to listening and valuing diverse perspectives has significantly influenced the design, implementation, and monitoring of our services. We take pride in our management team's ability to effectively communicate the substantial outcomes achieved through collaboration with our various partners, stakeholders, and community leaders. This ensures that our services not only deliver impact but also resonate with a spectrum of community needs.

This report is produced to meet the South Ayrshire Health and Social Care Partnership's obligations relating to performance reporting and is for the benefit of our local communities. It focuses on our performance against the National Health and Wellbeing Outcomes, Outcomes for Children and Young People and Justice and adheres to [national guidance](#).

The report is delivered in the context of the national and local policy framework, the South Ayrshire Health Social Care Partnership Strategic Plan 2021-31 and the South Ayrshire Local Outcomes Improvement Plan.

To access a more expansive range of similar statistical information relating to South Ayrshire, please see the latest data [South Ayrshire Strategic Needs Assessment - March 2023](#).



## Strategic Plan 2021 - 31

The Integration Joint Board (IJB) approved its first Strategic Plan at its inaugural meeting in 2015 followed by a revised Strategic Plan for the period 2018 - 2021. Our new ten-year Strategic Plan 2021 - 31 was approved by the IJB in March 2021.

The overarching aim of the Health and Social Care Partnership (HSCP) is to work together with partners and communities throughout South Ayrshire to improve health and wellbeing. The HSCP aim is to support, develop and encourage communities to be resourceful and supportive of family, friends and neighbours.

Our [Strategic Plan 2021 - 31](#) aims to provide a ten-year vision for integrated health and social care services which sets out objectives for the HSCP and how it will use its resources to integrate services in pursuit of national and local outcomes.

Our Strategic Plan vision, “Empowering communities to start well, live well and age well” will be achieved by addressing our five strategic objectives:

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



For more information on the South Ayrshire Health and Social Care Partnership visit:

<https://hscp.south-ayrshire.gov.uk/AboutUs>

# Measuring Performance Under Integration

In addition to the Core Indicators noted in Appendix 1 and following recommendations by the Ministerial Strategic Group for Health and Community Care (MSG), the following measures are also being used to track performance in Integration Authorities:

- Unplanned Admissions (Emergency Admissions).
- Accident and Emergency Performance (Emergency Department Attendances).
- Unplanned Bed Days (Emergency Bed Days for Acute, Geriatric Long Stay and Mental Health).
- Delayed Discharges (All Delayed Discharges and Code 9 Delayed Discharges).
- End of life care.
- The balance of spend across institutional and community services.

Chief Officers from each Integration Authority were invited to submit local trajectories on the proposed measures to the Scottish Government in January 2018 for the years 2017 / 18 and 2018 / 19. The South Ayrshire HSCP chose 2015 / 16 as the baseline year for all indicators with the exception of delayed discharges, where the baseline year is 2016 / 17.

Updated trajectories for 2019 / 20 were submitted in January 2019 and included a split by age for under 18's and 18 plus. The tables below show the South Ayrshire actual performance against the trajectories submitted for 2019 / 20 because Integration Authorities have not been asked to submit updated trajectories since 2019.

Calendar year 2023 is used here as a proxy for 2023 / 24 for some indicators due to the national data for 2023 / 24 being incomplete. We have done this following guidance issued by Public Health Scotland which was communicated to all Health and Social Care Partnerships.

**Table 1: South Ayrshire Progress Against MSG Indicators 2023/24 (Aged Under 18) (PHS June 2024 Release)**

Measure	Objective for 2023/24	2022/23 performance	Actual performance	Objective status
Unplanned Admissions	2% decrease	13.2% decrease	11.3% decrease (2023)	✓
ED Attendance	Reduce growth to 3%	13.7% decrease	18.1% decrease (2023/24)	✓
Unplanned Bed Days (Acute)	Maintain at 0%	8.1% increase	2.8% decrease (2023)	✓
Emergency Bed Days (Mental Health)	62% decrease	44.5% decrease	83% decrease (2023)	✓

Table 1 above (under 18 years), in comparison to 2022/23 stats demonstrates that we are continuing to deliver effective services. Improvements and continued reductions in **ED attendance** and **Emergency bed days (acute)**. The objective targets for both reporting periods remained the same.

**Table 2: South Ayrshire Progress Against MSG Indicators 2023/24 (Aged 18+) (PHS June 2024 Release)**

Measure	Objective for 2023/24 (financial year)	2022/23 performance	Actual performance	Objective status
Unplanned Admissions	Reduce growth to 10%	10.4% decrease	7.6% decrease (2023)	✓
ED Attendance	10% decrease	30.5% decrease	27.5% decrease (2023/24)	✓
Unplanned Bed Days (Acute)	1% decrease	5.7% decrease	11.8% increase (2023)	X
Emergency Bed Days (Mental Health)	19% decrease	55.9% decrease	51.9% decrease (2023)	✓
Emergency Bed Days (Geriatric Long Stay)	60% decrease	16.4% decrease	19.8% decrease (2023)	X
Delayed Discharges (All)	Reduce growth to 25%	115% increase	96.1% increase (2023/24)	X
End of Life Care - % of last 6 months of life in community	Increase by 1 percentage point	Increase of 1.5 percentage points (p)	Increase of 0.4 percentage points (p) (2023)	X
Balance of spend across institutional and community services	Maintain	N/A – not reported.	Increase of 0.4 percentage points (p) (2023)	✓

Table 2 above (Aged 18+) compared to last year’s report: continued an increase to the reduction of Unplanned Admissions in addition to similar continued achievements with ED Attendance and Emergency Bed Days (MH). Whilst Unplanned Bed Days, Emergency Bed Days and Delayed Discharges has dominated the performance targets there has been significant service development undertaken with additional care at home recruitment balancing the reduction in capacity across commissioned services; front door service activity reducing the need for admission, Hospital at Home service keeping people safe at home; reablement services increasing confidence, ability and progress as well as Racecourse Road assessment and review service continuing to reduce demand on service provision. Targets have not changed in the last three years.

1.	UNPLANNED ADMISSIONS 2023 (UNDER 18'S) (Calendar year)	UNPLANNED ADMISSIONS 2023 (18 PLUS)
<b>ACTUAL</b>	1,799 – below target - positive	13,374 – below target - positive
<b>TARGET</b>	1,987	15,927

<b>2.</b>	<b>ED ATTENDANCE 2023/24 (UNDER 18'S) (Financial year)</b>	<b>ED ATTENDANCE 2023/24 (18 PLUS)</b>
<b>ACTUAL</b>	6,186 – below target (positive)	22,819 – below target (positive)
<b>TARGET</b>	7,778	28,328

<b>3.1</b>	<b>UNPLANNED BED DAYS (ACUTE) 2023 (UNDER 18'S) (Calendar year)</b>	<b>UNPLANNED BED DAYS (ACUTE) 2023 (18 PLUS)</b>
<b>ACTUAL</b>	1,838 – below target	134,750 – above target
<b>TARGET</b>	1,891	119,328

<b>3.2</b>	<b>UNPLANNED BED DAYS (MENTAL HEALTH) 2023 (UNDER 18'S) (Calendar year)</b>	<b>UNPLANNED BED DAYS (MENTAL HEALTH) 2023 (18+)</b>
<b>ACTUAL</b>	135 – below target (positive)	16,686 – below target (positive)
<b>TARGET</b>	302	28,122

<b>3.3</b>	<b>UNPLANNED BED DAYS (Geriatric Long Stay) 2023 (Calendar year)</b>
<b>ACTUAL</b>	8,750 – above target
<b>TARGET</b>	4,362

<b>4.</b>	<b>DELAYED DISCHARGE (ALL) 2023 / 24 (18+) (Financial year)</b>
<b>ACTUAL</b>	36,909 – above target
<b>TARGET</b>	23,533

<b>5.</b>	<b>END OF LIFE CARE 2023 (Calendar year) - End of life – 6 months spent in a community setting (including Care Homes)</b>
<b>ACTUAL</b>	87.5% (p) target met.
<b>TARGET</b>	87.5%

<b>6.</b>	<b>BALANCE OF SPEND 2022/23 (65+) (Financial year)</b>
<b>ACTUAL</b>	95.5%
<b>TARGET</b>	95.1%

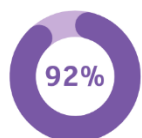
Further comparative and trend data can be found by [clicking here](#).

# Our Performance 2023-2024

The Scottish Government has set 15 [National Health and Wellbeing Outcomes](#) against which progress will be measured towards the aspirations for Integration as set out in the 2014 Public Bodies (Joint Working) (Scotland) Act. These Outcomes guide the activity of the South Ayrshire Health and Social Care Partnership. They are supported by a core suite of 23 National Performance Indicators. This report sets out local progress against these Outcomes. In addition, Appendix 1 details the 23 National Indicators and trends against time.

## Outcome 1

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



**92%** of adults able to look after own health very well or quite well. This is higher than the national level of 91% (HCES 2023-24 figure updated every two years)

### Smoking, Alcohol and Addictions



**15%** of adults in South Ayrshire smoke compared with **16%** across Scotland. South Ayrshire is ranked **joint 16<sup>th</sup> lowest** (alongside three other areas) out of 32 in terms of the level of smoking prevalence. This is a reduction from **18%** in the previous reporting period. (Source: Scottish Health Survey dashboard, 2018-2022).

The national action plan, Raising Scotland's Tobacco-free Generation, was published in June 2018. The Tobacco Control Action Plan for Ayrshire (2018-21) was agreed by partners in September 2018 and is now nearing the end of the lifespan of the Action Plan. The focus of the plan is on cessation, prevention and protection. This plan is overseen by the Ayrshire and Arran Tobacco Free Alliance.

There were **164** drug-related hospital stays per 100,000 age-sex standardised population in South Ayrshire for the most recent time period available (2022/23), which is a marked decrease from 341 in 2021/22. The Scotland wide rate is **150**.

South Ayrshire has the lowest rate of drug deaths in Ayrshire and Arran at 23 compared to 33.7 in North Ayrshire and 30.8 in East Ayrshire. However, Ayrshire and Arran had the second highest rate of drug deaths across Scotland in the period 2018 / 2022 at **29.5** per 100,000 population compared with Scotland at **23.4**.

The number of drug deaths per year has risen across Scotland between 2010 and 2021 however has shown a slight decrease from 1330 in 2021 to 1051 in 2022. South Ayrshire figures fell from **23** in 2021 to **15** in 2022.

Alcohol related hospital stays in South Ayrshire per 100,000 were 500.2 in 2022/23, which was below the national average, and a reduction from the previous year of 698.6 2021/22. Scotland also saw a decrease over the past year from 611.3 to 532.1. (PHS Alcohol Related Hospital Statistics Dashboard)



## Partnership Working for wellbeing

We have continued to work closely with a range of partners, this includes Voluntary Action South Ayrshire (VASA), the Third Sector Interface for South Ayrshire. SA HSCP has continued to support VASA to take forward a range of projects, some of which are highlighted below:

## Age Friendly Communities

VASA's Chief Officer has helped move this forward throughout the year. This has included the set-up of an Ageing Well Champions Board with over 150 members, facilitated Age Friendly related events including the launch of Age Friendly Communities at the Ayr Town Hall in June 2023, a week of celebrating the International Day of Older People and an intergenerational event bringing pupils from Belmont Academy and local older people to share skills and experiences of life. The promotion of the Champions Board and Age Friendly Communities has taken place throughout the year.



## South Ayrshire Lifeline


Connecting people with their communities is at the heart of the South Ayrshire Lifeline signposting service. It is also at the heart of the team as they continue to look at ways of connecting the people of South Ayrshire with their local and wider communities as well as support services and activities.

The South Ayrshire Lifeline website ([www.southayrshirelifeline.org](http://www.southayrshirelifeline.org)) is an easy to use, one-stop resource website used by the general public as well as agencies to find information, activities, events, services and resources within South Ayrshire. The reporting period has seen a huge increase of information available through the website, especially around Activities and Events. This is reflective of the overall changes noticed this year as groups, services and people themselves bounce back from COVID.

The 0800 432 0510 free helpline number is open Monday – Friday 9-5pm, taking calls from members of the public as well as colleagues from other agencies. Calls into the helpline can be as simple as someone looking for a contact number or can be very complex calls from vulnerable people requiring signposting to a variety of agencies. Some of our calls can require urgent, instant support, especially around food, utilities and even suicide. The team will do what they can and often go ‘above and beyond’.

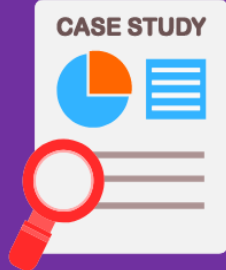
Monthly drop-in sessions are delivered by a South Ayrshire Lifeline team member at all local libraries across South Ayrshire. The sessions give local people the opportunity to pop in and access information on groups, activities and services. The Outreach team also now have a regular drop-in at Maybole Health Centre as well as a regular slot attending VASA Living Well Programme, delivered once or twice a month in Sheltered Housing, raising awareness of the service.

This year has also seen the team getting out and about to ‘map’ areas again. Focusing on a village or a town at a time, information for the website is gathered, contacts are made, and records updated.



**CASE STUDY**

Mrs G is a lady with a hearing disability looking for groups to attend. We created a list for her and also let her know about the phone app ‘Live Transcribe’ that can show a conversation on her phone in real time. Mrs G was delighted with this.



**CASE STUDY**

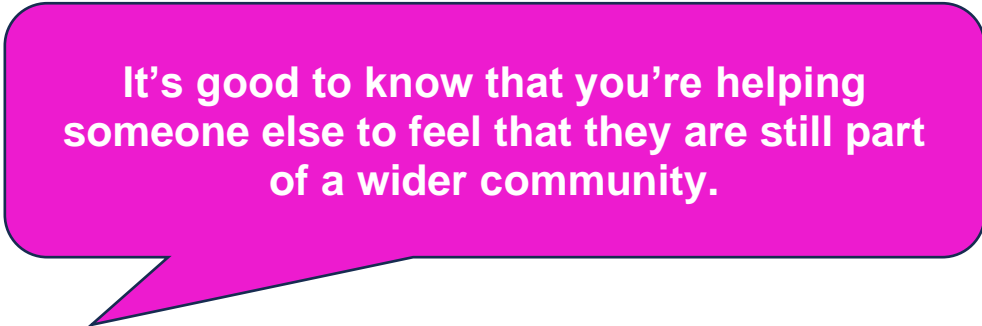
Mrs S calling to ask for help with her husband who had been in hospital for a long time but is now home and finding it difficult as he was previously very active. We referred her to our Out & About service and compiled a list of suitable walking groups in their area that may be suitable. Also referred to SAC Community Transport for day and half-day trips that would be suitable for both of them.

## Living Well / Self-Management

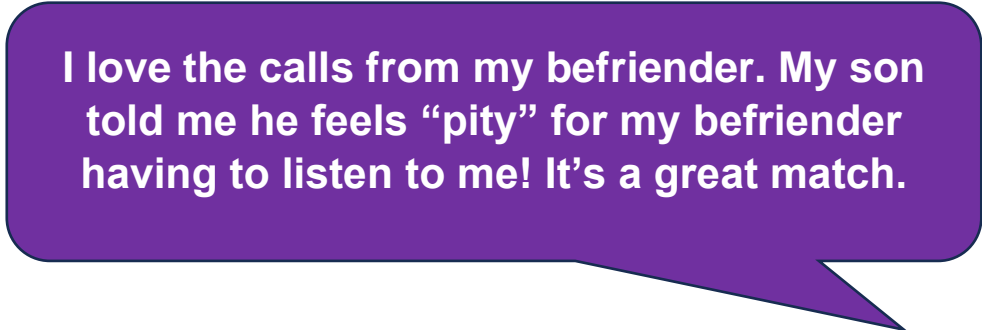
The Living Well Programme is a self-management programme open to any South Ayrshire resident who lives with the physical, emotional, and social impact of a long-term health condition. During 2023/2024 the service moved back into the community with face-to-face group delivery mainly within Sheltered Housing Units. The programme consists of four sessions, each bespoke, delivered over two weeks and designed around the needs of the residents within each Unit. **44** sessions took place within 11 Sheltered Housing Units with an average of 8 participants per session.

## Telephone Befriending

Telephone befriending has continued to maintain a steady number of clients and volunteers. The service is for referred clients who are feeling socially isolated and lonely. The service matches the client with a trained volunteer who is fully vetted. The volunteer contacts their client once a week. The telephone call offers a friendly voice and a listening ear, a social call to lift the client's mood and be upbeat wherever possible. The 'chat' could be about hobbies, days gone past or simply the unpredictability of the Ayrshire weather. The social call is not suitable for clients who have greater needs around counselling or severe mental health issues. Where referrals are made for people with more complex issues, VASA signpost them to other services and inform the referrer.



It's good to know that you're helping someone else to feel that they are still part of a wider community.



I love the calls from my befriender. My son told me he feels "pity" for my befriender having to listen to me! It's a great match.

This service is supported by **65** volunteers who have a social chat each week with **85** clients. During 2023, **45 matches ended** as some clients don't always need the service long and after a short intervention, some progress to other services, and in some cases, a client has gone on to be a Befriender. There were **23 new matches** made during 2023.



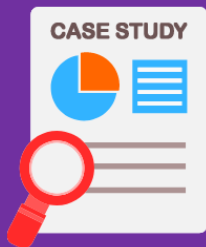
## Out and About

During the first half of 2023, a reduction in referrals had been noted for the Out and About service, as well as an increase in the ages of potential clients being referred. This service is now delivered on a part-time basis with the Co-ordinator also assisting part-time in the set up and development of our new Ageing Well movement. Referrals for the Out and About Service are now only being accepted for those aged 55+. These changes reflect what we are seeing across many of our services and support areas where the issues resulting from the COVID pandemic are not so prolific. This is allowing almost 'normal service' to resume where we can develop our projects again, identifying gaps and progress forward.

The Out and About Service continues to provide support to people in South Ayrshire, who are feeling isolated or are looking for support to boost their confidence in getting back into their local community, focusing on socialising and becoming more active. The service supports people for a maximum of 6 visits aiming to build their confidence and independence. The service is for clients who are feeling anxious about getting back out into the community. The service provides a 'buddy' to meet with them, go on the bus, attend new activities, or reconnect with an old activity, go for a walk or a coffee and ultimately find out more about them and signpost where necessary, often supported to do this as well. Clients usually require anything from one to five sessions to feel re-enabled. The idea is to build confidence and focus on socialising and getting active again.

The service looks to 'match' clients who have similar interests. Facilitation of occasional group sessions helps friendships to start up. Throughout the year over **400 hours** were spent with clients from Ballantrae to Dundonald.

Not all referrals end up in interactions, with some being signposted to other services. This year the service has seen **60+ referrals** with 42 being taken forward. This has seen over 400 hours of direct face-to-face contact and over 350 hours of travel across South Ayrshire.




Ms K was referred to the service by an Occupational Therapist as she had lost confidence and was struggling to get back out into the community and also to travel. Ms K had been invited to a family gathering but was unsure about attending due to having to travel in a car as well as being out of the house for an extended period of the day.

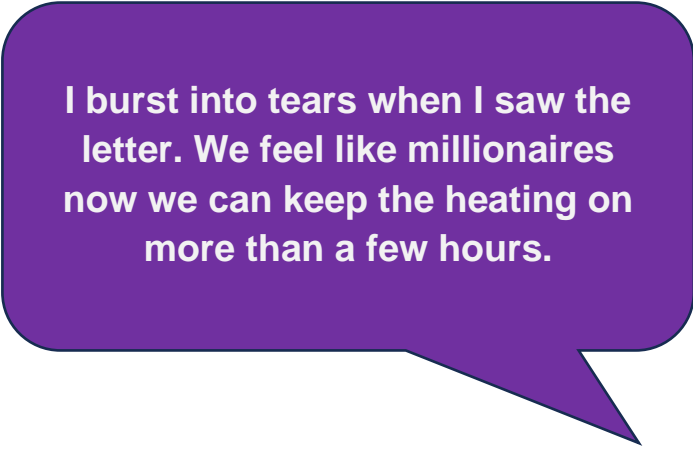
Through the service, Ms K was supported in taking a few small trips away for the afternoon, travelling in the car and going for a walk. After a couple of visits, Ms K was comfortably getting in and out of the car, without assistance and walking around. Ms K decided that she would be capable of attending the family event. Although she felt it would be tiring, she would find it not too difficult to manage. She enjoyed her event thoroughly, catching up with family and friends whom she had not seen for many months or years.

## The Attendance Allowance Service

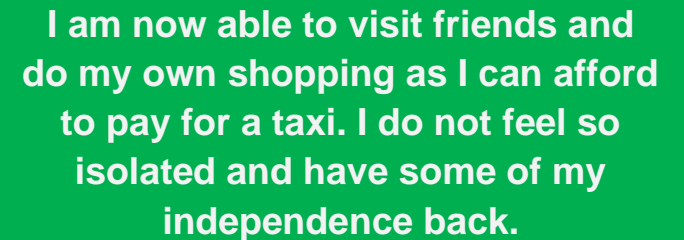
The Attendance Allowance service started in October 2022. It offers help to complete the Attendance Allowance forms and complete Blue Badge application forms. The visit also identifies the need for any aids or services and referrals are made to the Community Care Team, Sensory Impairment Team, and other agencies where appropriate. The referrals have been from a variety of healthcare professionals including occupational therapists, nurses, and physiotherapists, and from sheltered housing complexes, individuals, or family members. There have been **184 referrals** to the service, which have produced **148 visits** to members of the public. From these visits, 96 Attendance Allowance claims have been filed with a **96.9% success rate** over the last 12 months resulting in successful claims totalling **£9676.90 per week**, which works out to **£503,198** per year.



I don't know what we would do without this service.



I burst into tears when I saw the letter. We feel like millionaires now we can keep the heating on more than a few hours.



I am now able to visit friends and do my own shopping as I can afford to pay for a taxi. I do not feel so isolated and have some of my independence back.

## Digital Helpline

This year has seen the Digital Helpline grow from strength to strength with significant increases in interactions and community engagement. In that year, **273 individuals** were assisted through **791 interactions**, a rise of almost **70%** from 2022 where 161 individuals were supported. The Digital Helpline Service is free for everyone in South Ayrshire, offering them an opportunity to ask any questions about any devices, or to ask anything about the digital world in general. No question is too easy, silly, or complicated. Clients call into the free helpline number and are offered an initial 1-hour slot to discuss any digital concerns or queries they have.

This year the service has seen an increase in calls from people with sight and hearing impairments.. Many referrals have come from partner agencies, such as the Sensory Impairment Team within Social Work, Occupational Therapy, GP Practices and Third Sector Sensory Support Groups or from word of mouth.

One of the main reasons for such an increase is engagement with more individuals, is the increase of support offered remotely, face-to-face via the **12 drop in** options per month around South Ayrshire in Sheltered Housing Units, Public Libraries and Community Hubs, or a one-to-one pre-arranged 2 hour meeting if necessary. One drop-in session this year was attended by 13 people all of whom were seen that day and almost all of whom reached out to the Helpline for one-to-one support later on.

The Digital lead has also been out and about this year presenting group talks to vulnerable people around topics such as: Scam Awareness and Internet Jargon, helping to keep people safe. This includes presentations once or twice a month to the VASA Living Well participants, a series of Zoom talks for Third Sector organisations across North and South Ayrshire on keeping their organisations safe, and one-off visits to community groups around South Ayrshire on staying safe online.

*I would just like to say a big “Thank you” for coming along to the Sheltered Housing Unit so faithfully and helping myself and the service users with our mobile phones, tablets, etc, it is a wonderful service.*

*Nothing ever seems to be a problem and the service users look forward to the drop-in every month.*

*I am so glad that my friends recommended you - not only for your expertise but also for the clarity of your explanations and for your patience with elderly beginners like me.*

*It seems too good to be true that this service is free! I have been telling other friends about it, and about how you have helped me. I hope you will continue to provide this wonderful service.*

### **Low level Support**

Low level Support enhances the lives of older people within the community who have been referred by the Reablement Team for a finite period, delivering level 3 medication and supporting those with complex needs within the community.

This service has continued to produce successful outcomes for the client and also reduces the impact on other services.

### **Funding Support to Sector**

VASA has also been able to fund a further **28 organisations** to deliver projects during 2023 / 2024 (funding pot of **£333,412.08**) from the Scottish Governments Community Mental Health and Wellbeing Fund for Adults.

Most recipient organisations funded are small grass roots organisations who, for a small amount of funding, can make a huge difference to those within their local community.

This was the 3<sup>rd</sup> year that VASA has administered this fund for the Scottish Government which has seen over £1m brought into South Ayrshire since 2021.

### Ageing Well in South Ayrshire

As South Ayrshire became a member of the UK network of Age Friendly Communities in June 2023 we also began our whole system journey to support citizens of South Ayrshire to Age Well.

South Ayrshire has an age profile that is significantly older than the Scottish average. Whilst this presents potential challenges to the whole public and community sector, it is also something that should be celebrated. Older people are living longer, and we want as many of them as possible to live longer, healthier, active and purposeful lives. We also want to recognise and celebrate all that older people bring to families and communities.

In June 2023 VASA hosted an Ageing Well event at Ayr Town Hall bringing together a group of over 100 older people and members of the Community Planning Partnership to discuss how we can support older people to live well for



longer. At this event we set out our ambition to make real change and bring back an Ageing Well Strategy for South Ayrshire in 2024. This was driven by the Community Planning Partnership and supported by HSCP.

Following this, during 2023 Ageing Well Champions Boards were created across Ayr, Troon and Girvan to bring together older people to shape the strategy. There were also a series of webinars and themed discussions on key issues around ageing and how we can put supports in place.

A formal consultation period on the published draft strategy will be underway during the summer of 2024, with a final strategy taken to the Community Planning Board on 22<sup>nd</sup> August 2024 alongside a robust action plan.



### International Women's Day

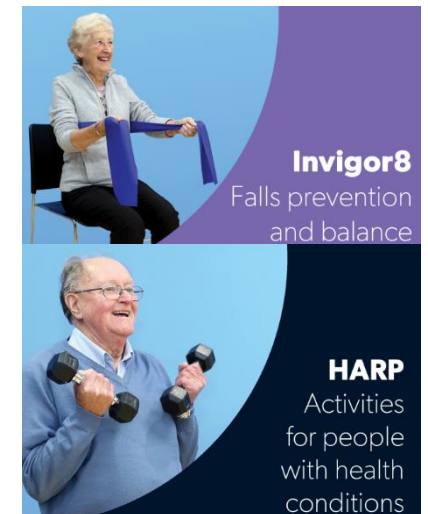
Female instructors at South Ayrshire Leisure worked together to provide a networking day of activities at the Citadel to celebrate International Women's Day.

Participants had opportunity to try Broadway Boogie, Chair Yoga, nature walks or even a go on a Rickshaw.

### Invigor8 and Healthy and Active Rehabilitation Programme (HARP)

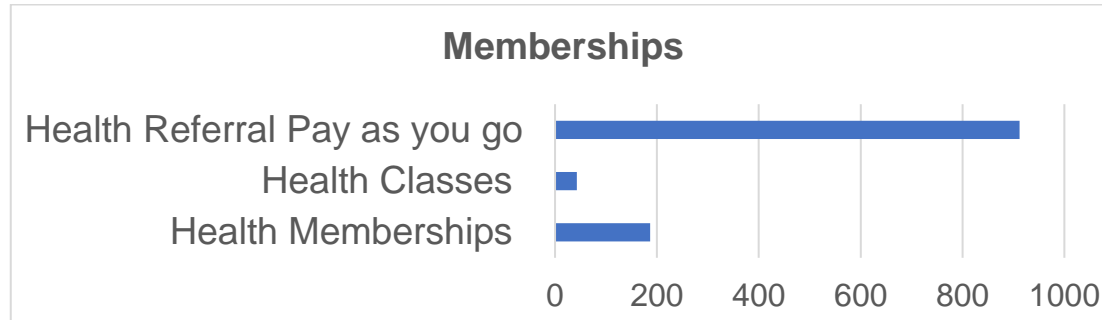
With pressures increasing across NHS and Health and Social Care Services and the life expectancy of South Ayrshire's older population set to increase, Invigor8 and HARP exercise and activity programmes assist in the prevention of falls or fear of falling in the over 60's and assist people with comorbidities including, cardiac, stroke, cancer, pulmonary, diabetic medical history, to self-manage their health via increased physical activity and exercise.

The programmes provide health benefits physically, mentally, and socially and assist in maintaining or improving health and independence.



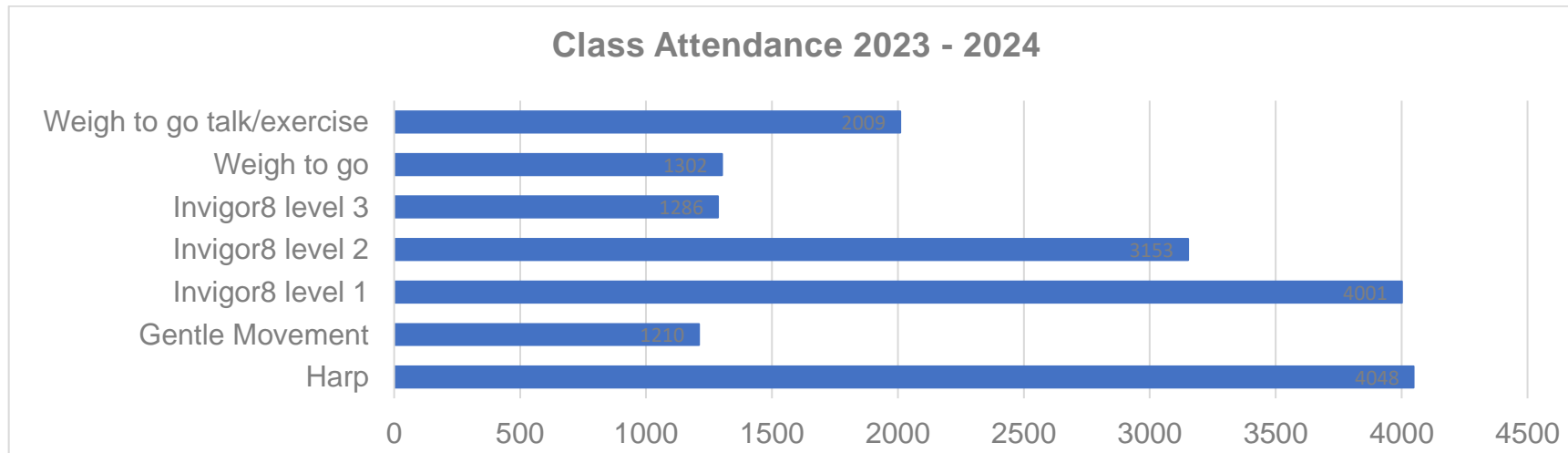
## South Ayrshire Council Leisure Membership

Health Referral Pay as you Go memberships continue to be the largest group and the introduction of a new health class pass in the community has had strong uptake.









## Class Attendances

Active Living operate from Maybole Community Campus, Citadel Leisure Centre, Heathfield Community Centre, Prestwick Community Centre and Troon Town Hall. Class numbers have increased in both attendance and class participation.



## Outcome 2

People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home in a homely setting in their community.

-  **71%** of adults supported at home agreed that they are supported to live as independently as possible. This is slightly lower than the national average of 72% (HCES, 2023-24). Information provided every two years.
-  The number of days people spend in hospital when they are ready to be discharged per 1,000 population decreased from 2,216 in 2022/23 to 1,943 in 2023/24. (NI-19 2023)
-  Emergency admission rates increased slightly from **14,303** to **14,722** per 100,000 population over the past year. (NI-12 2023)
-  Emergency bed day rate down from **172,992** to **168,754** per 100,000 population over the past year. (NI-13 2023)
-  Emergency readmission within 28 days increased from **100** to **104** per 1,000 discharges. This is in line with the National average of 104 (NI-14 2023).
-  **88%** of people's last 6 months of life spent in a community setting. (NI-15 2023)

### Supporting people with Dementia – Post Diagnostic Support

Everyone newly diagnosed with dementia in South Ayrshire is offered a year of post-diagnostic support delivered by a professional with training appropriate to that person's needs (Community Psychiatric Nurse, Liaison Nurse, Occupational Therapist, or Learning Disabilities Nurse where this is more appropriate). South Ayrshire's performance decreased over the past year from **89.5%** (2020/21<sub>R</sub>) to **83.9%** (2021/22<sub>P</sub>). However, performance across the HSCP has been consistently higher than the national average (**78%** 2021/22) over the past 4 years.

Source: PHS – Dementia Post Diagnostic Support LDP Figures 2021/22 (Published May 2024)

## Unscheduled Care and Support to Older People

Our response to the needs of people with unscheduled care needs remains a very high priority for the IJB. Recent data indicates a slight increase in Accident and Emergency admissions from 14,303 to 14,722 (per 100,000 population). We have though seen a decrease in the numbers of delayed transfers of care (DTC) per 1,000 population decreased from 2,216 in 2022/23 to 1,943 in 2023/24.

The following sections highlight some of the issues and initiatives we have adopted to limit the impact in the reduced care at home workforce.

### Demand and capacity

Following on from previous analysis activity as reported last year to help us understand demand, capacity and queue (DCAQ) the care at home team have worked hard to implement and use the data effectively. We have spent a considerable amount of time gathering and analysing data which has given us confidence in the efficiency of the service and can account for the use of capacity. We have also successfully recruited to some additional temporary posts to look at different ways of managing demand on the service, including a training post, a Community Care Assistant, and an Occupational Therapy Assistant.

Some of the challenges that have presented during the reporting period were felt by our partners, which is evident in the table below which shows a consistent reduction in commissioned services, and we have continued to support service delivery throughout. The in-house service increased their capacity to maintain provision.

The table below shows the previous 3 years care at home service activity. During the last two years the number of people supported has remained reasonably static with an increase in the number of hours delivered. Increased complexity in care needs, robust assessments and reablement activity has contributed to these factors resulting in a marginal increase in individuals being supported in their own homes with more complex care needs.

	Average number of service users March 2022 & March 2023 & March 2024	Hours March 2022	Hours at March 2023	Hours at March 2024
In house	300 / 367/444	2255	3170	4283
External	976 / 749/ 698	10058	6670	5778
Total	1276 / 1116/ 1142	12313	9840	10061



## Care at home

The IJB agreed to the investment in the in-house care at home team and the restructure is almost complete with the creation of a new support team, headed up by a new level 10 senior supervisor. This team consists of Quality Assurance, a Community Care Assistant, and an Occupational Therapy Assistant whose job roles are to manage demand, support people to live at home with other aids and adaptations and support the culture change towards a more re-enabling service.

In addition, we invested in 110 new carer posts which has seen an increase in capacity and a reduction in delayed discharges. The recruitment administrator post was made permanent as this has demonstrated with a focused and targeted approach staff can be in post in 4 weeks. This has also allowed us to be creative in the way in which we advertise, market and gather data and all of the additional posts were filled. We have also been able to offer a number of different contract types.

Workshops on personal leadership were provided to support the increased management team, in recognition of the new roles and responsibilities with the restructure.

## South Ayrshire Integrated Reablement Services (SAIRS)

SAIRS provides holistic assessment, goal setting and therapeutic intervention to adults over the age of 18 who have a care or support need. The service supports discharges from hospital and individuals living in the community.

The service is staffed by; reablement carers, assistant supervisors, supervisors, Occupational Therapy Assistants and Occupational Therapists.

Over the last year, reablement has been inspected by the Care Inspectorate and received grades of **5 (Very Good)** across the four areas inspected. The team continue to work effectively with Partners across Health and Social Care with team members integrated with the Intermediate Care Team and hospital Integrated Discharge Team.

The team have been supporting discharges in real-time from the hospital and the Reablement Unmet Needs Assessment Team (RUNAT), continue to support people in the community, preventing admission to hospital and providing alternative supports to formal care.

## Hospital at Home Team

Hospital at Home is an alternative to hospital admission for older frail patients, offering short term targeted acute care to individuals over 65 years old in their own home or homely setting. Studies show this cohort are more likely to be affected by delirium and institutionalisation. With 30-56% of older people experiencing a reduction in functional ability between hospital admission and discharge.

Hospital at Home in Ayrshire and Arran was established in January 2022, starting with a geriatrician, nurse consultant and Acute Care of the Elderly (ACE) practitioner. It has grown to encompass a team of 18 which includes Geriatricians, Frailty Nurse Consultant, Clinical Nurse Manager, 1 GP with extended roles (2 sessions) 7 Advanced Clinical Practitioners and 5 Associate Practitioners, 4 Staff Nurses and full-time Administrative Support. Patients within South and East Ayrshire covering a large geographical area of 959 square miles are cared for in their own homes receiving a variety of acute treatments for complex issues resulting from multiple morbidities and acute illness.

The Hospital at Home interventions can include the following:

- Comprehensive Geriatric Assessment
- Access to Investigations on same time scale as in-patient (X-ray, Ultrasound, CT etc)
- IV drugs (antibiotics / diuretics)
- IV Fluids
- Oxygen Therapy / Nebulisers
- Review of polypharmacy +/- de-prescribing
- Referral to other services – such as Delirium Nurse, Intermediate Care, Community Nurses.
- RESPECT documentation
- DVT pathway

During Autumn of 2023, a successful bid for funding was received and led to the recruitment of:

- 2 x Advanced Nurse Practitioners
- 1 x GP with extended roles

Current safe staffing can provide acute care to 25 patients per day maximum. (Depending on staffing, geographical location and complexity).

In total from 1 April 2023 until 31 March 2024 Hospital at Home have provided acute care and treatment to **820 individuals** in their own homes and **saved 5300 bed days**.

Date	Virtual Capacity	Length of Stay (days)	Bed days saved	Number of patients
Apr 2023	12	7.34	257	48
May 2023	16	7.21	238	46
June 2023	20	8.76	333	47
July 2023	24	7.75	310	51
Aug 2023	24	10.25	421	54
Sept 2023	24	10.1	366	50
Oct 2023	24	7.8	455	76
Nov 2023	24	8.16	498	80
Dec 2023	24	7.67	591	92
Jan 2024	25	8.6	639	93
Feb 2024	25	9.0	612	93
Mar 2024	25	7.6	580	90

Feedback – from Care Home Managers

Hospital at Home works well allowing residents to remain within their own environment and continuing to be cared for by the people who know them best. This stops otherwise unnecessary admissions into hospital where residents condition can deteriorate further without the care they receive everyday within a care home.

Hospital at Home appears to be well run and has met the needs of residents who have required it.

They have been very accommodating and have delivered excellent care and attention to our acutely unwell residents. In my opinion it is a great service and would be detrimental to residents' health and wellbeing to lose it within our community.

Feedback from Individuals

Many thanks to the Team for the wonderful service you provided twice for my lovely dad. We are so grateful to be able to keep him at home until the end, without you this would have been impossible.

Everyone was so helpful, efficient, professional and also kind and truthful with his prognosis. We will sing from the rooftops about this fantastic part of the NHS / HSCPs.

A big thank you for the care you all gave me in the house. I can't thank you enough for everything you did for me, you are a credit to the NHS.

I won't forget everything you did for me.

## Racecourse Road Intermediate Care Unit

Since opening its doors in 2022, Racecourse Road Intermediate Care Unit (RRICU) has admitted **129 patients** from the delayed discharge list across both acute sites.

During the reporting period the number of existing care visits assigned to patients at the point of admission equated to **276 per day**. The effectiveness of the service reduced this to **48 visits per day** by point of discharge.

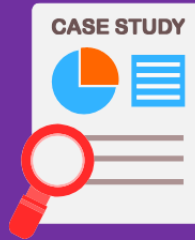
Without the service undertaking the reablement, review and activity that increased confidence, ability and reduced reliance on a carer, the pressure and demand on care at home services would have been significantly higher. Whilst there is an obvious potential financial impact on this, the greatest impact is realised by those individuals who have been able to return home, safe and well, to their own familiar environments. RRICU continue to support, re-able and empower people to live well in their own homes against a backdrop of financial benefit.

## Care Homes - Residential and Nursing Care

### Discharge to Assess Beds Initiative

Discharge to Assess Beds (DTABs) initiative began in August 2023. This initiative has supported patients currently within hospital to be discharged into a care home to allow SA HSCP to assess their needs in relation to long term care within a care home setting and also support SA HSCP address the ongoing critical issue of facilitating delayed transfers of care (DTC) from our acute and community hospital settings.

The patients within hospital had been identified as potential care home residents therefore discussions took place with them from social work regarding the proposed plan of being discharged into the care of an identified care home.



### Racecourse Road Intermediate Care Unit

M was adamant she wanted to return straight back home from hospital to her “wee dog” but, had no memory of her new home prior to hospital admission. M agreed to a short stay in RRICU and did not wish carers. It was agreed with M if she did well maintaining a safe routine and could manage her medication, this was something we could help her achieve.

In RRICU M used a cone cup machine to make hot drinks and a medication dispenser to support her with med prompts. She stated she was missing her wee dog, so staff supported a visit from her family with the dog. Her family noticed her confidence was increasing.

Within two weeks M had achieved all her goals, made her first home visit and was ready for discharge. Four weeks later at her follow up visit she continues to maintain her routine and confirmed she is enjoying being at home with her dog.

The initiative was funded by SA HSCP for a 4-week assessment period at the applicable National Care Home Contract (NCHC) rate. At the end of this period residents would be deemed as funded and would meet the required financial contributions themselves and had the choice to remain within the identified assessment home or move to another care home of their choice, both subject to availability and financial assessment.

At March 2024 **34 patients** have moved to DTABs with **33 patients** choosing to remain on a permanent basis.

### **Stroke Transitional Care Beds**

The Pan Ayrshire stroke pathway remains under extreme pressure mainly due to delayed transfers of care across Ayrshire.

Westbank Care Home in Troon have supported the stroke pathway in opening 3 pilot beds for patients within hospital. This initiative is to support patients currently within hospital to be discharged into a care home removing the patients from the Stroke Pathway and allowing the patients the opportunity to improve their health with a view to pursuing rehabilitation when they have the strength to do so. This has supported the Partnership to address the ongoing critical issue of facilitating delayed transfers of care (DTC) from our acute and community hospital settings.

The residents have been supported by a multi-disciplinary team approach, as individuals progress with their rehabilitation a social worker within the partnership had also been identified to lead on their assessment.

There is no definitive timescale with regards to the length of time that a patient would remain within care home as a resident due to the differing levels of health. It is however anticipated that most residents would require support for 3 to 6 months until they are physically able to begin rehabilitation. For those residents that can undertake rehabilitation, they may be able to return home with a package of care. For those residents who are unable to return home, ongoing assessment will take place to determine their longer-term needs.

Residents may at the end of their stay request to remain within the care home, one resident has made the decision to remain within Westbank. This would be subject to availability and financial assessments. Residents may choose to move to another care home of their choice following their stay within the care beds. This would also be subject to availability and financial assessments.

A Lead Stroke Nurse has also been available to support care home staff with required training requirements and ensure that the care home has appropriate equipment in place to meet the needs of the residents.

This has been successful to date with the dissolution of a waiting list of 12 patients within hospital setting. Feedback from patients and their families who have been on the pathway has been generally positive with agreement that moving was the right thing to do, to achieve earlier discharge from hospital (but not discharge from stroke care). Patients who moved into Westbank have voiced how moving into the home improved their mood which encouraged them within their physical health and strength. They were complimentary regarding the good care they have received, enjoying the company of others and opportunities to take part in activities.

People living in care homes across South Ayrshire are able to take part in a range of activities. Renowned wildlife and landscape photographer Gerard Connelly, who is living with dementia, was given a unique opportunity to showcase some of his stunning photographic captures, which serve as precious tools to help him remember. As a resident at Heathfield House nursing home, Gerard presented his debut exhibition titled “You Can See and I Can Remember” in March 2024. The exhibition featured a total of 32 pictures, displayed over a week-long period, allowing visitors to appreciate the beauty of his work and the powerful memories they hold for him.



## Micro-enterprise

The South Ayrshire Micro-Enterprise Project is led by the Ayrshire Independent Living Network (AILN) and Ayrshire Beats, in collaboration with South Ayrshire Health and Social Care Partnership, South Ayrshire Council, Growbiz, and Voluntary Action South Ayrshire. The project aims to enhance local social care by supporting small care providers, increasing choice, diversity, and addressing local care challenges. It also supports locals in establishing small care-based enterprises offering personal, flexible, and responsive care services.

By the end of the reporting year in March 2024, the project achieved the following:

- 11 Micro-enterprises listed in the directory.
- 7 new micro referrals
- 10 Micros engaged and supported.
- 3 newly added Micros to the directory
- 10 Micros in the process of being added to the directory.
- 10 Micros accessed set-up grants.
- 13 supported by GrowBiz
- 440 client support hours per month
- 8 clients using Self-Directed Support (SDS) funding.
- 10 clients using private or other funding.
- 32 clients accessing holistic therapy services.



### Microenterprise

In June 2023 Daniella met with AILN at a local job club. she felt the Microenterprise project was a great opportunity for her to fit her work around her family, with support from CAYR Local to get started. She was passionate about providing quality support to local people.

Ayrshire Beats contacted and completed Daniella's paperwork. She accessed the start up fund and built up good relationships with all partners involved in the project.

Daniella worked on her Directory entry with AILN before going live and started with her first client at the end of July. She provided 12-15 hours support and this was privately funded.




Daniella now supports six families in the Troon and Loans area. Four are self-funded and three are funded through Self Directed Support. In total Daniella supports families 45 hours a week, 180 hours a month. Since starting her business Daniella had support from DWP's self-employment advisor and is now looking to come off benefits.

Danielle works her timetable around her 3 children, making sure she is still there for them when needed. She does not work at weekends, although sometimes visits a gentleman that she cares for if needed. With this being on her doorstep she can carry this out flexibly when required by the client.




Daniella says that her business is the best thing she has ever done for her and her family. She is financially better off with no stress.

## Outcome 3

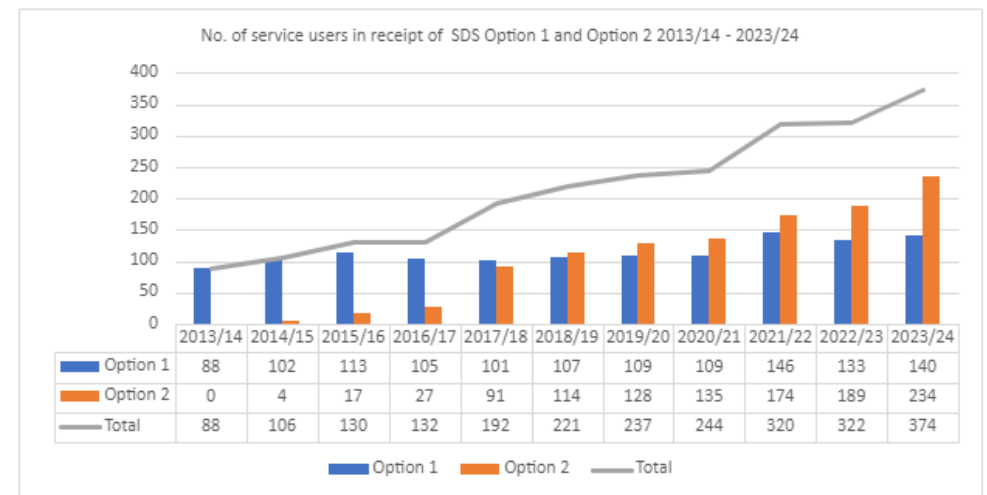
People who use health and social care services have positive experience of those services, and have their dignity respected.

- 
**60%** of South Ayrshire adults supported agree that they have had a say in how their help, care or support was provided. This is in line with the national average of 60% (HCES 2023/24).
  - 
**75%** of adults who receive any care or support rated it as excellent or good. This is higher than the national average of 70%. (HCES 2023/24)
  - 
**78%** of people reported positive experiences of the care provided by their GP practice. This is higher than the national average of 69%. (HCES 2023/24)
- (HCES 2023/24) Information above is provided every two years.

## Self-Directed Support (SDS)

- 
 The uptake of SDS options 1 and 2 have increased from **322** in 2022 / 23 to **374** in 2023 / 24.
- 
 Option 1 levels increased from **133** in 2022 / 23 to **140** in 2023 / 24.
- 
 Option 2 has increased from **189** cases in 2022 / 23 to **234** in 2023 / 24.

(Option 1- Direct Payment, Option 2- Individual Service Fund)





The table above shows progress made with regards to the uptake on SDS options 1 and 2 demonstrating a consistent upward trend.

To support our staff teams a new introductory SDS training module has been made available as part of our E-Learning suite of training packages. Staff are being encouraged to complete this and approximately 450 staff have completed the course so far. We are currently working on Practitioner-level training to further enhance our staff's skills and knowledge.

The SDS Lead Officer provides support and learning to staff teams with a number of joint working projects, such as the Working Together for Change Project.

The [SA HSCP SDS webpage](#) is live providing valuable information, this has received positive feedback regarding the availability of its content and ease of access. We have also facilitated new SDS information leaflets and postcard QR code system to make it easy for people to find the information they need. A rolling social media post cycle within the SA HSCP communications framework is in place to keep everyone informed about SDS developments.

On a broader scale, the SDS Lead has participated in several national development workstreams facilitated by Social Work Scotland and In Control Scotland, funded by the Scottish Government. This includes involvement in developing the new SDS Practitioner Toolkit, which is nearing publication.



## Self Directed Support

In South Ayrshire we want you to have choice, control and flexibility over the social support you receive so that you can start well, live well and age well.

With Self Directed Support (SDS) you can decide what support you need to achieve your goals.

Find out more about Self Directed Support (SDS) and the options available on our website:



[hscp.south-ayrshire.gov.uk/SDS](https://hscp.south-ayrshire.gov.uk/SDS)



south ayrshire  
health & social care  
partnership

## Outcome 4

Health and social care services are centred on helping to maintain or improve the quality of life of service users.



67% of adults supported at home agreed that their services and support had an impact in improving or maintaining their quality of life. This is lower than the national average of 70% (HCES 2023-24)

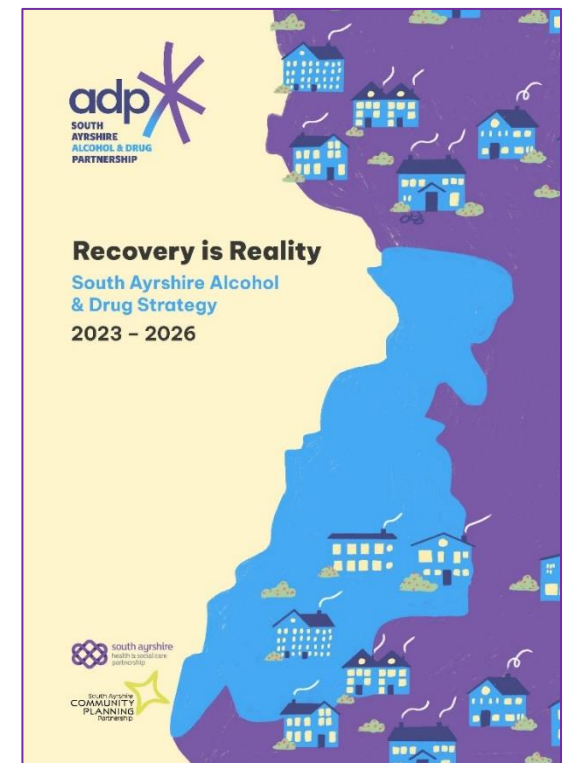


73% of care services were graded “good” or better. (NI- 17)

### Alcohol and Drugs Partnership (ADP)

During 2023-24 the Alcohol and Drug Partnership (ADP) published their [Recovery is Reality Strategy 2023 - 2026](#) which brings together the strategic commitments and commissioning priorities identified through their Learning Review and related research and scoping studies, all of which were informed by the views of individuals and families affected by alcohol or drugs, as well as practitioners and managers. The ADP strategy is also set in the context of the emerging Ministerial Priorities including the National Drug Mission to Reducing Drug Related Deaths and Harms. The ADP continued its work to develop a new Commissioning Plan and Performance Framework, both of which will be concluded in 2024 / 2025 and will continue to embed evaluative and ongoing service improvement approaches.

The ADP continued to work collaboratively and at pace to implement the Medication Assisted Treatment (MAT) Standards, including expanding the experiential data collection process to inform the development of ongoing improvement activities, achieving a Green RAGB status across MAT Standards 1 – 5 and Provisional Green status across MAT Standards 6 – 10. A Support for Women Scoping Study was undertaken, and a new study in relation to Alcohol Related Brain Damage began which will conclude in 2024 / 2025.





**Our Connexions Team offers a single point of access in South Ayrshire for young people looking for support with their own alcohol or drug use and whole family support for anyone affected by someone else's alcohol and drug use.**

**What do we offer?**  
A range of support and activities based on your needs and aspirations including:

- Individual and group work activities and support.
- Social and fun family activities.
- Peer based support (from individuals who have had similar experiences).
- Interactive information and advice on drugs and alcohol, keeping yourself and friends safe and where to go for help.
- Support to access specialist services and wider community support.
- Support at a time, and in a place, suitable for you.
- Opportunities to help us develop our activities and support.

**Is Connexions for me?**  
We can offer support for you if you are:

- A family member affected by someone else's alcohol or drug use.
- A child or young person affected by someone else's alcohol or drug use.
- A young person up to the age of 28yrs affected by your own alcohol or drug use.

**How do I access support?**  
You can contact us directly via the email or telephone number below or ask your support worker to make the referral for you.

✉ [connexions@barnardos.org.uk](mailto:connexions@barnardos.org.uk)  
☎ 01292 773162

**What happens next?**  
When we receive your referral one of our team will be in touch with you by phone to arrange a suitable time and place to meet to discuss the support you would like to offer and how we can work together.

The Connexions Team is a collaborative model between



The ADP continued to build on its activities to embed a whole family approach, securing additional external grant funding, launching the new multiagency ConneXions Team which offers support for young people affected by their own or someone else's alcohol or drug use, and support for the whole family. The ADP also secured additional funding to support the development of their new Hub & Spoke model, which will offer a wide range of drop-in support for individuals at high risk of alcohol or drug related harm, under one roof, including evening and weekend support. A suitable premises has been identified and Compass will open in June 2024.

They continued to develop our collaborative practices with Justice Services offering a range of peer led support for people involved with justice services, including in reach support in custody settings. Their lived experience and front-line practitioner led subgroup continue to take forward activities to implement their local Stigma Charter and Stigma Awareness sessions were rolled out across South Ayrshire.

The recovery community continues to go from strength to strength, offering a wide range of peer led recovery focussed groups, activities, volunteering, and training opportunities. RecoveryAyr, our local grassroots recovery charity, secured grant funding to take forward their ambition to open a vibrant and thriving community venue in the heart of Ayr. @48 will offer a range activity for the whole family including alcohol and drug free social events and activities.

On the 2<sup>nd</sup> September 2023, the ADP and RecoveryAyr hosted their first Recovery Festival since 2015. The sun shone at Belleisle Park as over 1,100 people from across the West of Scotland, including representatives from over 25 recovery communities, joined the free family focussed celebration of recovery event, enjoying activities including live music, a football tournament, a dog show, tug-a-war competition, and a memorial tree planting and our annual Flower Walk in memory of those who we have sadly lost to alcohol, drugs or suicide.

The new [ADP website](#) continues to be developed to improve access to information on support available to individuals and families and raise awareness of the work of the partnership.

For the year ahead the ADP will continue to conclude their new Commissioning Plan and Performance Framework and continue to drive forward their shared ambitions and priorities within the ADP Strategy. They will also host their Connecting Recovery Day which will incorporate the ADP annual Flower Walk to remember those we have lost to alcohol, drugs, or suicide, and formally launch Compass and @48.



## Learning Disability Strategy 2022-27

The South Ayrshire HSCP co-ordinated the design of the new Adult Learning Disability Strategy in August 2022 to ensure that organisations operating in South Ayrshire were able to meet the principles set out in the National Strategy for Learning Disability - The Keys to Life. The strategy focuses on empowering people with Learning Disabilities to have:

- A healthy life.
- Choice and control.
- Independence.
- Active citizenship.

This strategy is a bold five-year vision to ensure people with learning disabilities in South Ayrshire can achieve their full potential. The strategy was informed by engagement with service users, families, and carers and with professionals, managers and staff from organisations from across the sectors currently engaged in supporting people with a learning disability. These included the League of Champions, a group of people who have come together from across South Ayrshire to champion the rights of people living with a learning disability, made up of service users, family members and staff. Supporting this piece of work our new league of champions continue to work with the HSCP to embed the principles of the strategy into practice. The South Ayrshire Adult Learning Disability Strategy can be found on the [South Ayrshire HSCP website](#).

The Learning Disability service is pleased to report significant progress, with over **80%** of the strategy completed within 17 months. All actions in the strategy action plan are on track, with eight currently in progress and the rest completed. This five-year strategy requires continuous scrutiny and improvement to ensure we grow and adapt; particularly as new staff join the team. It is crucial that they are informed and trained to work in a trauma-informed, person-centred manner. We acknowledge the need to evaluate our progress and will collaborate with the Scottish Commission for Learning Disability, who assisted in developing the strategy in 2022, to explore evaluation methods.

As well as the actions in the strategy, the services have excelled at delivering support and opportunities to 'live their best life' in volunteering opportunities within our local communities, as well as grub clubs within our five towns in local pubs which ensures a more inclusive community approach.



## Care Opinion

Care Opinion was introduced as a way for service users, carers or others to provide and offer feedback on local services back in 2021. As an online platform, this is accessible to anyone 24 hours a day.

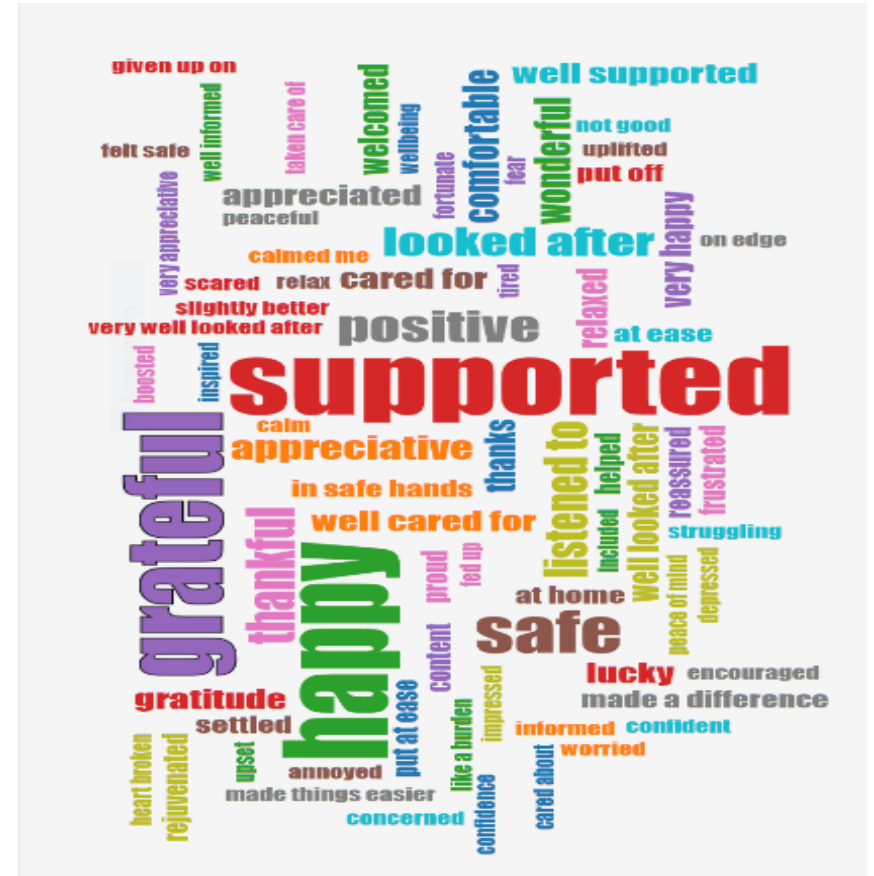
Since it was introduced carers and people who have been supported by the Care at Home service have submitted comments, praise and positive acknowledgements

for the high standards, quality, flexibility and professionalism of the team. This feedback is invaluable to not only the staff but to the management and leadership team who are responsible for service delivery and development.

Of the feedback submitted:

- **48.31%** are from service users directly.
- **18%** are from a relative.
- **3.37%** from carers.
- **30.33%** of feedback came via service users who have been supported by the staff who care from them - at the service users' request as they wanted to offer feedback and comments but needed some assistance to do so.

Care Opinion is just one of the ways in which we invite service users, carers and staff to share their experiences to allow the HSCP to understand the impact they make and consider improvements where these are needed.



## Outcome 5

### Health and social care services contribute to reducing health inequalities

#### Premature mortality



The death rates for those aged under 75 decreased from **451** per 100,000 in 2021 to **422** in 2022. This is lower than the Scottish average of **442**.

#### Life expectancy

In the latest time period available from 2020 - 22 (3-year aggregate), the average life expectancy in South Ayrshire was **76.6 years old** for men, and **80.9 years old** for women. This is higher than both the Ayrshire and Arran and Scotland wide life expectancies for females.

The table to the right provides the average life expectancy for men and women in different areas for the latest time period available. Please note that these are 3-year aggregates from 2020 - 2022 at HSCP, Health Board, and Scotland level.

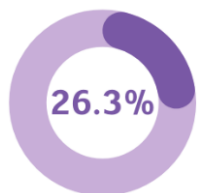
	South Ayrshire HSCP	Ayrshire & Arran Health Board	Scotland
Female	80.9	79.8	80.7
Male	76.6	75.3	76.5

Life expectancy in South Ayrshire varies between each Locality with Girvan and South Carrick Villages having the lowest average expectancy for males at **75.3** and Maybole and North Carrick Communities having the lowest for females at **81.2** compared to Prestwick which has the highest for males at **79.0** and Troon which has the highest for females at **82.7**.

We recognise the importance of prevention and early intervention approaches in improving opportunities and life chances for everyone in South Ayrshire. We believe that our prevention and early intervention approaches should be embedded across the life course, from pre-birth and parenting support to ensure our youngest children achieve their developmental milestones, to supporting our older population who may be socially isolated and turn to substances as coping mechanisms.

We believe that everyone has a role to play in prevention and helping to address the social causes of poor health and inequality. We are committed to working in partnership to reduce the gap in outcomes for individuals living in the most and least deprived areas within our communities.

## Long-Term Physical Health Conditions and Multimorbidity



In the financial year 2022 / 23, in South Ayrshire, **26.3%** of the total population had at least one physical long-term condition (LTC).

These include cardiovascular, neurodegenerative, and respiratory conditions, as well as other organ conditions (namely liver disease and renal failure), arthritis, cancer, diabetes, and epilepsy.

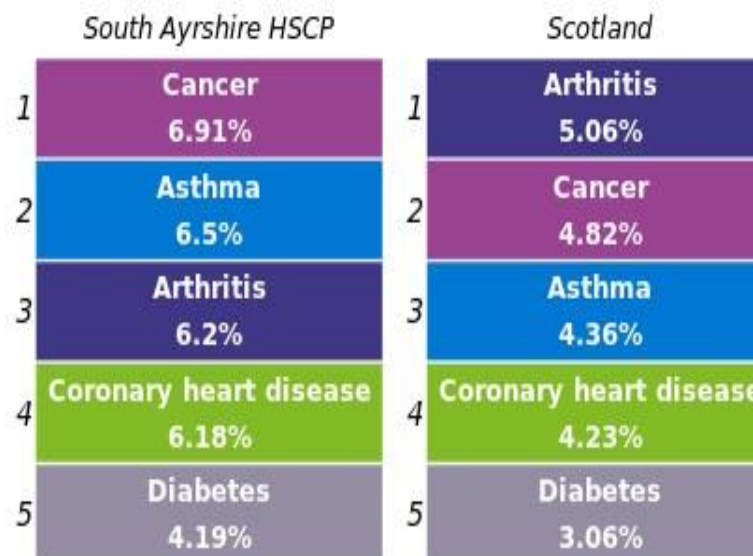
The co-occurrence of two or more conditions, known as multimorbidity, is broken down in the table below, distinguishing between age groups. Overall, 4.1% of those under the age of 65 have more than one LTC, compared to 34.5% of those aged over 65.

Below is a table demonstrating Multimorbidity of physical long-term conditions by age group in 2022/23 as well as a breakdown of the most common physical Long-Term Conditions (LTCs)

### Multimorbidity of physical long-term conditions by age group in 2022/23

	Proportion over 65 (%)	Proportion under 65 (%)
1 LTC	26.3%	13.1%
2 LTCs	15.8%	2.8%
3 LTCs	9.4%	0.9%
4+ LTCs	9.3%	0.4%

### Most common physical Long-Term Conditions (LTCs)

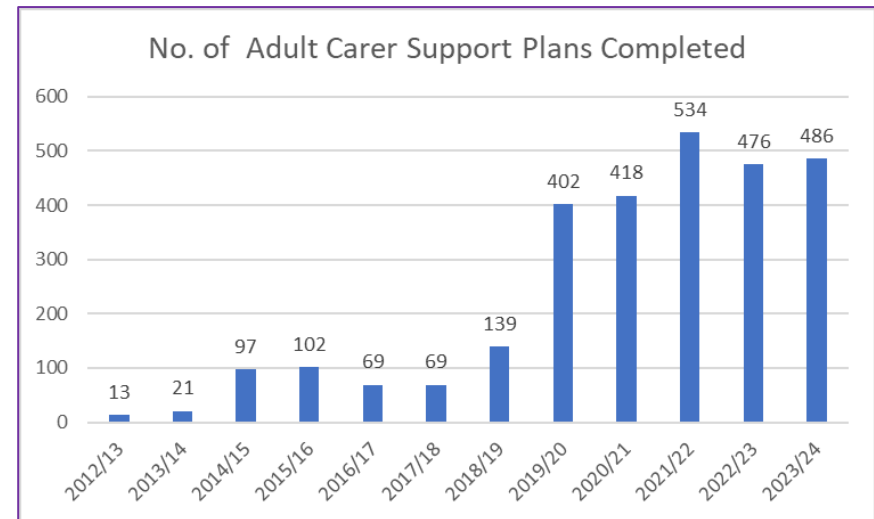


## Outcome 6

People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing

### Adult Carers Support Plans

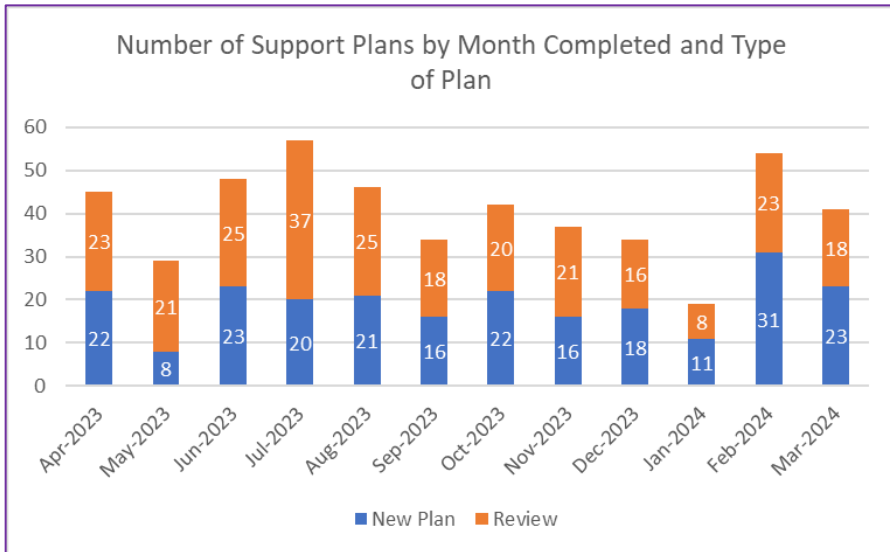
The Scottish Carers Census was last published in December 2022, identifying **44,310** carers known to Services across Scotland from 2022-2023. As South Ayrshire represents two percent of the Scottish Population this figure would mean by population average, we are presently supporting more than average (886) with **1,387** known carers presently active within our commissioned service – **1,053** Adult and **334** Young Carers, and a further **486** having been identified and opting to have a Support Plan completed via our Adult Services Teams in 2023 / 24. Within the 2011 Scotland Census 11,709 people in South Ayrshire had identified themselves as a carer, this number considers both adult and young carers and displays there are likely more carers within South Ayrshire to be identified by services and offered a support plan. Not every carer is known to the HSCP. Furthermore, of those who are, not all have requested or accepted an assessment. This is an area that we continue to raise awareness and actively promote.



The Carers (Scotland) Act imposes a duty on the Local Authority that a carer over the age of 18 must be offered an Adult Carer Support on being identified as carrying out a caring role for an individual or individuals. A support plan will look at the impact the caring role is having on them and explore ways that impact can be reduced for them to continue in their role as Carer for as long as possible. Adult Carer Support Plans are completed by our Adult Services Teams and by our commissioned Carers Service.

There has been an improvement in the numbers of Adult Carer Support Plans being offered and generated locally (formally Adult Carer Assessments) over the last five years which we expect to continue. A new electronic method of carer registration and completing Adult Carer Support Plans has been in place since May 2023. The forms can be accessed online by link or QR code, early feedback has shown a preference for this method alongside typical phone and in person options.





## Support Plan Audit

The sample size chosen to audit was 40 Adult Carer Support Plans completed over the past year and this was made up by taking a selection of completed plans from each of the seven Adult Community Teams. A proportion of the completed plans were part of our annual review processes, and a proportion were new cases. Overall, the findings displayed that the quality of narrative in the Adult Carer Support Plans were of a good standard, with some that could be used as exemplars for training and guidance in the future. The audit also found that most plans were written from the perspective of the carer themselves and clearly outlined the carer's outcomes, actions required to achieve these and the timeline for this.

## Adult Carers Strategy 2019 - 24

The [Adult Carers Strategy 2019 - 24](#), which was published in May 2019 has four Strategic Themes, a summary of progress against each of the Strategic Themes is provided below:

### I am recognised and valued in my caring role

The HSCP continue to develop and deliver a full programme of events including Local Carers Days and Carers Week. Planning includes exploring a further Carers Day in Girvan, Prestwick, and Troon to increase identification and the profile of celebrating Carers, drawing attention to support that can be accessed.

Prestwick Carers Day was held on 29 September 2023 and was attended by carers from Prestwick, Symington, and Monkton as well as other local representatives and organisations. The day was considered a great success by all in attendance based on the feedback survey. There was also a further Carers Day arranged in Girvan on 24 November 2023. These events increase identification and the profile of celebrating carers, drawing attention to support that can be accessed. Preparations are underway for Carers Week which will take place from Monday 10 June



2024, with the theme 'Putting Carers on the Map'. An in-depth program of events across South Ayrshire in several areas including Work and Employability, Mental Health, Wellbeing, Health and Social Care.

The wellbeing survey has continued to inform on carers related experiences within South Ayrshire in addition to the Carers Reference Group. A specific annual carers survey has continued to be developed as part of the recommissioning works with the Carers Centre. Representatives from the Carers Reference Group, who assist the HSCP in collecting the views of a wide range of carers, meet each month within the Carers Centre. This group gives carers the opportunity to comment on strategies and statutory services for carers and the people they care for, continuing to have seats on both the Integration Joint Board and Strategic Planning Advisory Group.

### I am not defined by my caring role

The South Ayrshire Volunteer Strategy 2021-24 is presently in progress and aims to help to provide carers opportunities to participate in volunteering. VASA are presently working alongside the Carers Centre to offer a variety of opportunities should a carer wish to volunteer.

Ayrshire College and UWS have continued to develop their carers programs and support during the application process. Both have published a standalone information guide, fully covering higher and further education to compliment the support offered to carers. These are available on their websites and are easy to locate / access. In support of carers, UWS is hosting an Alzheimer Scotland Carers Academy on Wednesday 29 May 2024, where Alzheimer Scotland Centre for Policy and Practice (ASCPP) Carers' Academy programme has been specifically designed to support the needs of family members in a caring role.

### I am supported in my caring role

South Ayrshire Carers Centre continue to deliver advocacy and support to carers as part of their commissioned services. There is a referral pathway in place for independent advocacy for carers where required through local organisations such as the Circles Advocacy Group. The Strategic Group will continue to review advocacy for carers and identify any gaps within the current provision.

South Ayrshire Carers Centre has continued to provide income maximisation / sign posting. Due to the wider cost of living crisis within society there has been increased demand on carers and increased need to maximise their income. This has been primarily completed through signposting to the Information and Advice Hub for their services in this area.



### I am able to take a break from caring and look after my own health

Carers continue to be supported to access short breaks through Self Directed Support. This forms part of the Support Planning process and completion of their Adult Carers Support Plan document. There has been real creativity within the exploration as to what can constitute as a 'short break' recognising that a 'break' can mean different things to different people. This has offered a more individual package of support for carers allowing for more a preventative approach in Support Planning.

Holistic and complimentary therapies for carers are presently accessible one day per week from the Carers Centre. This will continue and will be included as part of the Carers Service commissioning process with future providers.

Young Carers aged 5-18 are entitled to an Active8 leisure card which provides free access to sport-specific activities such as swimming, gymnastics, and access to gym facilities. This access was extended to adult carers for one month as part of 'Carers Active Week'.

Due to the very positive feedback from carers surrounding this month of access, discussions are underway as to how this may be repeated or be extended for the continuing benefit of Adult Unpaid Carers.

Additionally, the nationally recognised carers organisation, Carers UK, have requested additional details from South Ayrshire as they plan on using South Ayrshire as a best practice example for Carers Active Week.

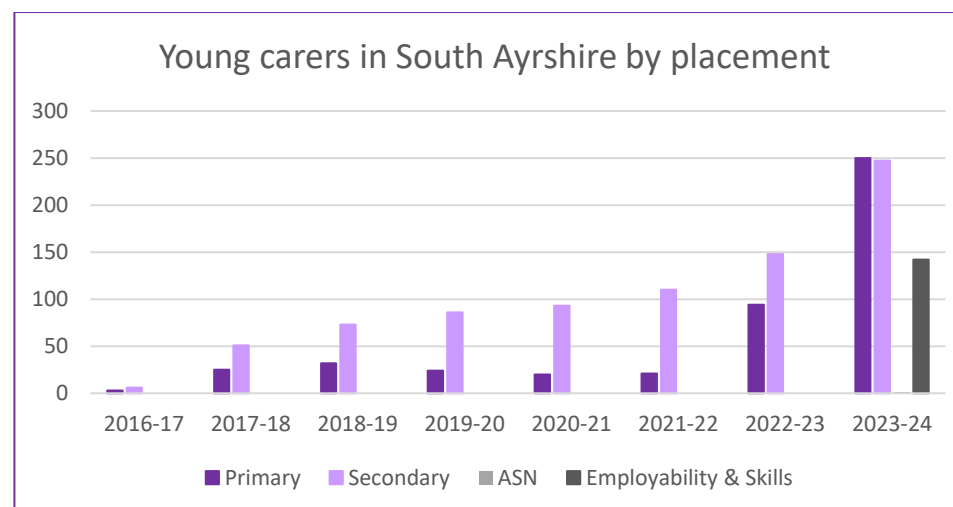
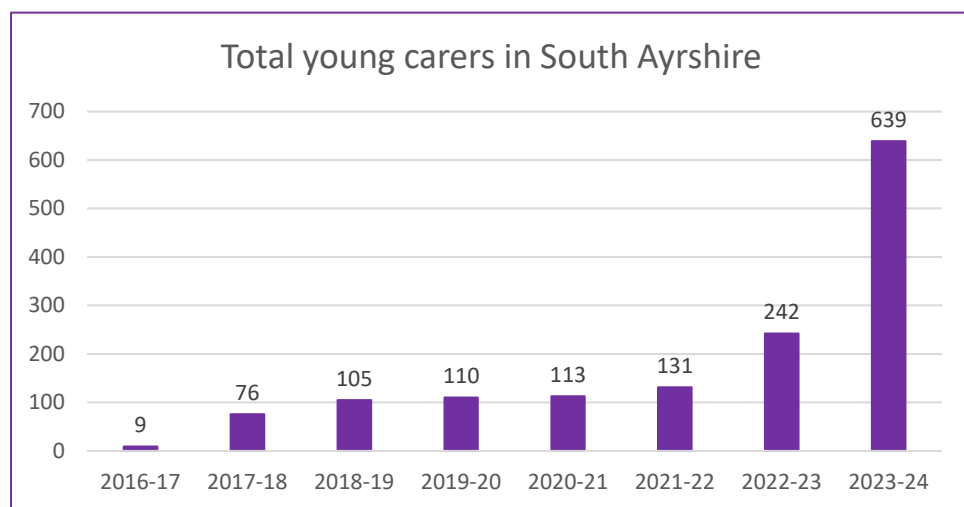
Due to the positive feedback discussions between the Partnership and Leisure have continued exploring pricing to investigate if this could be replicated and expanded in 2024.

The HSCP [Adult Carers Strategy 2019 - 24](#) is due for refresh and will be progressed in the early part of 2025.

## Supporting Young Carers

Young carers identified in South Ayrshire are as follows:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Primary	3	25	32	24	20	21	94	250
Secondary	6	51	73	86	93	110	148	247
ASN								1
Employability & Skills								142
<b>Total</b>	<b>9</b>	<b>76</b>	<b>105</b>	<b>110</b>	<b>113</b>	<b>131</b>	<b>242</b>	<b>639</b>



Source: SEEMiS & Datahub April 2023

Reporting has improved this year and now includes figures from Datahub which shows young carers who attend college and are supported by Employability and Skills. This provides a clearer picture of the number of known young carers in South Ayrshire, however, these figures are likely to be lower than the true figure for any given year due to the number of young carers who are unidentified.



## Young Carers Strategy

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

The Young Carers Strategy has the following three strategic themes, a summary of progress against each of the strategic themes is provided below:

### 1. I am safe, healthy and active

#### Work with schools

New policy/training/management guidelines – A draft school policy is with Education colleagues for sign off and then will be disseminated to all schools. We have amended the configuration of SEEMiS to record additional information for young carers. Updated work instructions, Management Guidelines and a training video will be shared with schools. All school staff will view the training video on the first in-service day of the new academic year. South Ayrshire Council are the first Local Authority to mandate young carer training for school staff in Scotland.

We have been chosen as a pilot area for Carers Trust Scotland (on behalf of Scottish Government) Schools Challenge Award. To obtain the award, all schools must meet the following criteria:

- Have a Young Carer Champion.
- Have a school policy for young carers.
- Have all young carers recorded on SEEMiS.
- All staff to be trained on young carers.

All schools in South Ayrshire will meet all criteria on the first in-service day of the next academic year (August).

#### Links with the Champions Board

For the second year, we joined with the Champions Board to host an event at Ayrshire College Ayr Campus. This provided an opportunity for young people to come along and see what the college has to offer, familiarise themselves with the building and staff to ease any anxieties, and meet with a range of partners who can provide advice and/or support. 82 young people attended and the feedback from young people, the college and organisations who attended was extremely positive.

We are now able to report on young carers who are also care experienced. We are working with the Champions Board and Education to create reporting on attendance and attainment for these children and young people and will be identifying any additional needs or barriers that we need to address.

We joined forces with the Champions Board to deliver an input to Police Scotland at Ayr Police Station. During the session, we were able to discuss the similarities and differences between young carers and care experienced young people, as well as raise awareness of both groups.

### Opportunities for young carers

Tutoring pilot – Our tutoring pilot with UWS was completed in June. Each pupil was matched with an Education student from UWS. The student liaised with the pupil’s class teacher and created fun and engaging sessions to support the pupil on a one-to-one basis.

Two pupils had face-to-face tutoring sessions and four pupils had online sessions. Feedback from the Head Teacher, class teachers, pupils and students has been extremely positive, and we are working with UWS to replicate this on a larger scale this academic year. The Head Teacher noted there had been:

- An increase in confidence in all pupils.
- A change in mindset – pupils developed a growth mindset.

I really enjoyed tutoring and my tutor was really nice. My tutor had fun activities for me to do each week.

I found it really helpful to have someone working with just me and was there to help whenever I was stuck.

I can't wait to go again.

It was awesome.

I loved it because we played games in the water

Free access to Active Communities – A code is available for young carers to allow booking of all chargeable holiday activities free of charge. This has been extremely popular with our young carers and families and provides respite, exercise and fun for our young carers during the school holidays.

We are partnering with Active Schools (Thriving Communities) and our commissioned carers service to offer swimming lessons to all young carers who live in the Maybole and North Carrick area. We have secured £3,000 which will cover the lessons, transport to and from school and any additional expenses (e.g., swimming costumes, goggles) that the young carers may have. The children and young people have been loving their weekly sessions.

## Period products initiative

Young carers and anyone who lives in their household were able to request a 3-month supply of disposable and/or reusable sanitary products. These were packaged discreetly and delivered to the young carer's home, or a mutually agreed community setting.

We supplied 123 people with almost 800 boxes of disposable products and over 220 reusable products. This has saved **26 families** a combined total of **£5,200** (or on average £200 per family). **80%** of respondents had tried reusable products for the first time and 100% of these people would continue using them. These products are normally available via schools and community settings, but uptake had been poor and stock was not being utilised. We know that young carers and their families are disproportionately affected by the cost-of-living crisis.

In a recent study by Carers Trust, 57% of respondents said that they either 'always' or 'usually' worried about the cost of living and things becoming more expensive (Carers Trust, 2023). In addition, 56% said that the cost-of-living crisis is either 'always' or 'usually' affecting them and their family (Carers Trust, 2023).

We have utilised the unused products normally assigned to schools and community buildings and the driver from our Learning Disability team delivered all packages to young carer homes or community buildings when out on daily business, therefore this initiative has had zero cost.

Great for my daughter... First time trying reusable products and she likes them.

Very grateful to be supplied with the reusable products for my daughter, she has not long started her period and is feeling far more confident using them.

Great initiative especially with a young girl just starting her period.

## Raising Awareness

We worked in partnership with the new Whole Family Approach Team (Connexions) to develop a secondary school roadshow. We decided to partner with Connexions on this project due to our short film, The Weekend, addressing parental substance use. It was important to highlight the drug and alcohol specific support available to young people and families in addition to, or instead of, support as a young carer. The roadshow consisted of assemblies each morning for S1, S2, S3, and S4-6, followed by a marketplace event where various organisations that can support young carers and families held a stall with information and advice. An electronic survey was completed by the young people who attended; 20% are supporting a loved one due to problematic substance use and 30% believe they are a young carer. All other secondary schools are now arranging a roadshow at their school. This has been delayed due to school holidays and exam leave, but it is hoped that all schools will have completed by the end of this academic year.

Work has begun on the Wee Carers movie. We have held multiple sessions with primary aged young carers to discuss their experiences, thoughts, and feelings on caring. Three fictional stories have been written based on this and two have already been filmed. Two of the young people involved in The Weekend have been assisting as peer mentors. We plan to have another Night at the Oscars event to launch this which will be hosted by

the children involved in the project. The film will then be disseminated to primary schools with an information package for them to share with all primary aged children.

Awareness raising and training has continued for a number of groups / services, including:

- Occupational Health
- Probationer teachers
- Small Steps Family First
- Wallacetown Group staff
- Pupil Support Coordinators
- Whole school staff (primary and secondary)

Young Carers Strategy Lead Officer has continued to attend parents' evenings and school events to raise awareness of young carers. These have been great opportunities to speak directly with families and staff, share information on young carers, alleviate any family fears of identifying their children as young carers and tackle stigma.

There are 7 GP surgeries who have volunteered to participate in a pilot to improve identification of young carers in primary care. All staff (admin and clinical) will complete an in-person training session and resources will be provided to the surgeries (leaflets, posters, visuals for screen displays). There will be a dedicated link/QR code to monitor the impact of this pilot. The baseline for referrals from primary care is zero. Primary care is a fantastic avenue for identifying young carers, meaning we can offer support to ensure they have similar outcomes to their peers who are not caring and ensure their caring role is sustainable reducing any potential impact on services.

### Funding for Young Carers

A funding source identified for professionals to apply for direct funding for young carers. This has been very successful, and the following have been secured to support our young people:

- Multiple P7 Dolphin House residentials
- iPads
- Laptops
- Instruments plus one year of lessons
- Sports memberships and travel costs



Our young carer film project, The Weekend, has won a number of awards, including:

- Scottish Public Services Award – Championing Diversity & Inclusion.
- Great British Care Awards, Scotland / North East England regional final, Unpaid Carer.
- Great British Care Award, grand UK Finals, Unpaid Carer.
- Finalist in National Youth Work Awards, Equality & Diversity (ceremony June 2024).

This has contributed to the awareness raising reach of the film due to wide-spread media coverage online, in printed press and national radio.

## 2. I am nurtured, achieving and respected

### Young carer participation

New young carer activities developed and/or supported by HSCP have included:

- 6-week figure skating block (Changing Lives Through Sport).
- Scottish Rowing sessions for secondary aged young carers.
- Free wristbands and scuba/mermaid sessions at Ayr Show.
- Family passes for free entry to Culzean.
- Christmas days out at Honey Pot House.
- Carers Parliament.
- Young Carers Festival.
- Little Art School sessions.
- Family residential at the National Sports Centre in Largs.
- Residentials at Honey Pot House.
- Concert for Carers.
- Wee Carer movie project.
- Alloway Tunnel project.
- Tempura mural.
- Scottish Parliament Cross Party Group.



**Dedicated time to spend as a family with no distractions. Loved seeing my kids having a great time and trying new activities. Fully inclusive where carers, and cared for, joined in all the activities and had a great time in an extremely supportive environment.**

**Especially loved seeing the smiles on all the kids' faces!**

**Thank you for organising and supporting this break. Loads of memories made for us, even if we are exhausted by the end!**

**Thank you for this wonderful opportunity – it really wouldn't have been possible for us otherwise.**

We have facilitated school drop-in sessions. Each secondary school in South Ayrshire has engaged in hosting monthly drop-in sessions, allowing consistent, local and easily accessible support for all teen young carers. This also provides an opportunity for young people who think they may be young carers to reach out for information and advice and reduces stigma due to increasing visibility in schools on a regular basis.

We have representation on the Young Carer Strategy Implementation Group of young carers. Ailish and Joshua who are Young Carer Ambassadors now attend each meeting to share their lived experience and views at a strategic level which is invaluable.

Due to the dramatic increase in the number of known young carers in primary schools, we prioritised establishing a voice group for their age and stage. The first meeting was a weekend away at Honey Pot House where we reviewed the new Wee Carers Statement, the Young Carer Strategy and priorities in relation to primary aged children. The children had lots of fun over the weekend and made new friends, as well as providing their valuable insight, views, and ideas.

### 3. I am responsible and included

#### Carer Celebrations

Young carers attended Prestwick Carers Day for the first time. **Over one third** (35%) of people who attended were young carers. The event consisted of stalls hosted by organisations who could provide additional support for carers and families, musical performances by Prestwick Academy pupils and an afternoon tea. The feedback was overwhelmingly positive from young and adult carers.

Young carers attended Girvan Carers Day for the first time. The day consisted of stalls hosted by organisations who could provide additional support for carers and families, musical performances by Girvan Academy pupils and staff, unpaid carers (young and adult) sharing their experiences, and an afternoon tea. The feedback was overwhelmingly positive.

Young Carers Action Day – our young carers were invited to Scottish Parliament to hear a debate on young carers. We were delighted to hear Elena Whitham, MSP, praise the work in South Ayrshire in her speech! We were invited to the Cross-Party Group on Unpaid Carers. Two of our young carers participated in the round table discussion, sharing their experiences of caring with MSPs.

Carers Week - This year was our most action-packed Carers Week to date! We worked in partnership with our commissioned carers service and partners to provide a bigger-than-ever weeklong celebration of young carers. There were a whopping 22 experiences on offer for our young carers, which included session with The Little Art School, a film screening, wellbeing walks, trips to the escape rooms, ice-cream days and park trips.

Employability and Skills hosted an amazing employability festival at the Cutty Sark for young carers with activities, stalls from various organisations, live music, and food. As well as having the opportunity to discuss opportunities with stall holders, the young carers who attended enjoyed interactive games wearing goggles which simulated the effects of drugs and alcohol which included trying to erect a tent!

As well as celebrating with our young carers, we had a social media takeover, articles in local press, held information stalls across South Ayrshire and participated in a Facebook Live session hosted by the Champions Board to raise awareness.

We are working closely with the staff at Wallacetown due to the prevalence of unpaid carers in lower deciles. This has proven to be very beneficial with whole families being identified as carers (young and adult) and then signposted and supported by staff to access additional support.

## Outcome 7

### People who use health and social care services are safe from harm

The IJB and HSCP have a key role in ensuring people are cared for well, free from harm and safe in their home or homely environment. Governance across this area is carried out by the Chief Officers Group, Performance and Audit Committee and Health Care Governance Committee. These groups seek assurance and hold managers to account across a wide range of performance measures.

#### Adult Protection

Responding timeously and appropriately to Adult Support and Protection concerns presents a continuous and increasing demand on the HSCP workforce and Council Officers in particular. Adult Protection covers basic principles of harm for example physical, verbal and financial abuse which are important when considering 'safe from harm'.

During 2023-24 there were **642 Adult Protection referrals**, which is an increase of **21%** from the 532 referrals received in the previous year. This increase is attributed to a combination of the impact of the reduction in pandemic lockdown measures and continued training and awareness raising across partners and the wider community.

The number of ASP Investigations carried out in 2023-24 was **157**; this was a **21%** increase on the number carried out in 2022-23. **28** of the ASP Investigations carried out in 2023-24 (18%) progressed to an ASP Case Conference, this is the same number as in the previous year, although the percentage of Investigations that progressed to Case Conference that year was 22%.



Throughout the year the Adult Protection Committee (APC) has continued to maintain oversight and scrutiny of services that improve the safety of adults at risk of harm in South Ayrshire. We continued with our planning to ensure adults at risk of harm are listened to, raising awareness of adult protection and any emerging threats to individual wellbeing.

The APC have created a programme of 'case study' presentations. This seeks to encourage APC partners to identify, promote and engage with lived/care experienced users of our services to bring their thoughts / views to the APC, either in person, by live or recorded video or through another's voice. This has already produced a case study, and this engagement work continues with some crossover with Circles Advocacy.

We supported our colleagues in ADP focusing on the need to increase our understanding of how the system can respond and adapt to support people with multiple and complex supports needs.

Once again, we participated and were committed to the National Adult Support and Protection (ASP) awareness day, this year focusing on Sextortion.

South Ayrshire APC hosted the Ayrshire based joint APC development event at UWS, which focused on the Significant Case Review (SCR) on Adult P19' carried out by Angus Adult Protection Committee, and an overview of the Care Inspectorate report 'Triennial Review of Initial Case Reviews and Significant Case Reviews for Adults (2019-2022): Learning from Reviews'.

Through our links to pan-Ayrshire ASP networks, we developed guidance to undertake Learning Reviews which was locally adapted based on the National Guidance for Adult Protection Committees Undertaking Learning Reviews (Scottish Government 2022).

Through our Communication and Engagement subgroup the APC continues to focus on, and develop the production of, public information to promote understanding of ASP in local communities. We created a members induction pack, detailing the expected contribution to debates, assessments, and decisions members will be committed to.

Through our Management Information, Evaluation and Improvement subgroup, and our Learning and Development subgroup, we continue to provide an integrated approach to the development of adult protection policy and practice, ensuring staff are confident and competent, and there remains continuous improvement through audit, review, training, and development of trauma informed focused practice.

The APC continued to have oversight of the ASP Improvement Plan, developed in response to the ASP Inspection Report (November 2021), and the actions taken to improve practice and keep people at risk of harm safe and protected.

There have been several exciting developments through the APC improvement plan; the creation and progression of ASP internal and external websites. A Council Officer Forum has been re-established and warmly welcomed, and for the first time, a Second Worker Forum has been created, focusing upon case studies.

## Child Protection

The Child Protection Committee (CPC) continued to ensure that at the core of all its business were the voices and influences of South Ayrshire's children. Whether it is through practice language or actions we must guarantee our children are respected and listened to.

The CPC 'Our Stories' program remained key to this success and members continued to influence and develop these processes.

The CPC focused on the cost-of-living crisis, mitigating child poverty, recognising, and assessing the increased threat of structural and societal neglect, recruitment and retention in practice, demographics, and service demands.

The CPC supported continuous improvement in Child Protection training and planning tailored to meet local needs while complying with national standards. It ensured a consistent delivery of an integrated approach confirming staff are confident and competent, encouraging policies and plans that centre around children's wellbeing. In that regard the CPC assisted with in person and online practitioner and manager events ensuring the seamless roll out of the revised child protection procedures.

The CPC continued to review and refresh multi-agency child protection policies and guidance, to ensure they are in-line with the National child protection Guidance. They are considering further development of a contextual safeguarding approach. Participation in and governance of audit activities continued, and, in that regard, it seeks to progress multi-agency self-evaluation and quality assurance strategy and planning.

The CPC membership and its subgroups, continued to reassure and develop systems across services that encouraged the early identification of concerns, so that in a Learning Review atmosphere we could identify and rectify any skills, knowledge, or training gaps within our child protection systems. Moreover, the CPC continued to seek out best practices from across the country and implement support mechanisms focusing on what are often complex children's stories, support for practitioner's and seeking resolution.

The CPC developed and endorsed the creation of pan-Ayrshire collaborative processes including Learning Review Guidance, Philomena Protocols, and Age of Criminal Responsibility direction.

The CPC promotes and grows its profile and broadens public information avenues and internal communications. It ensures information can be readily accessed by practitioners, communities, and families, and in that regard, it will continue to participate in national events, create induction guidance, develop websites, QR codes, leaflets, newsletters, and annual report visibility.



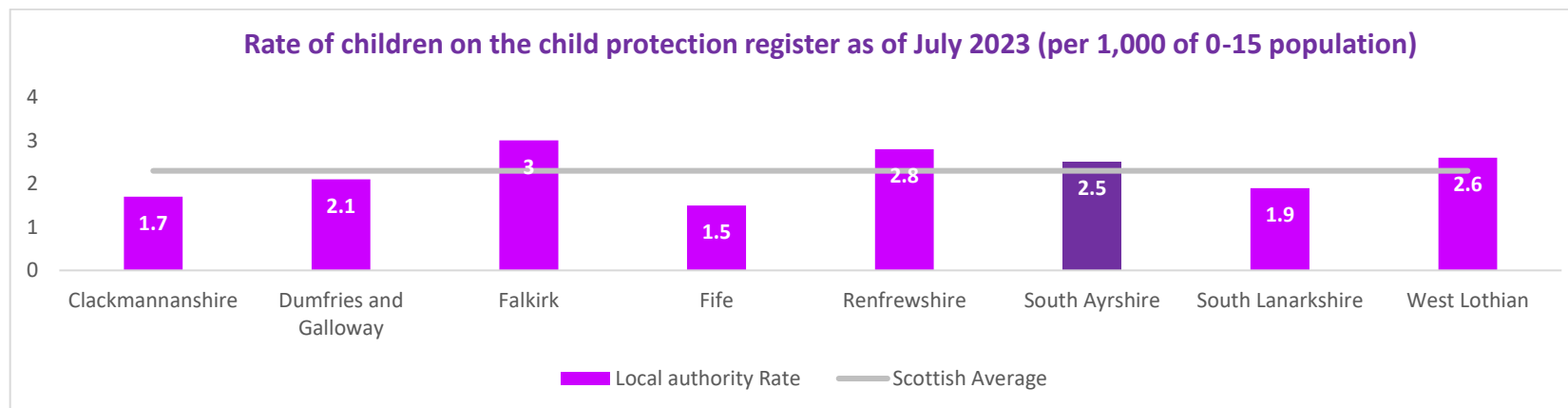
The CPC continues to ensure that there is a clear priority for the coming year in having up to date, clearly accessible and understood Policies and Procedures for Child Protection across all committee members. This remains an ongoing area for focus.

On 31 July 2023, there were 43 children on the Child Protection Register in South Ayrshire, compared to 22 children on 31 July 2022. This increase is primarily due to large family groups. As at 31 July 2023, there was four unborn babies on the Child Protection Register. This is an increase of three from 31 July 2022.

**Children on child protection register: Rate per 1,000 of 0-15 population**

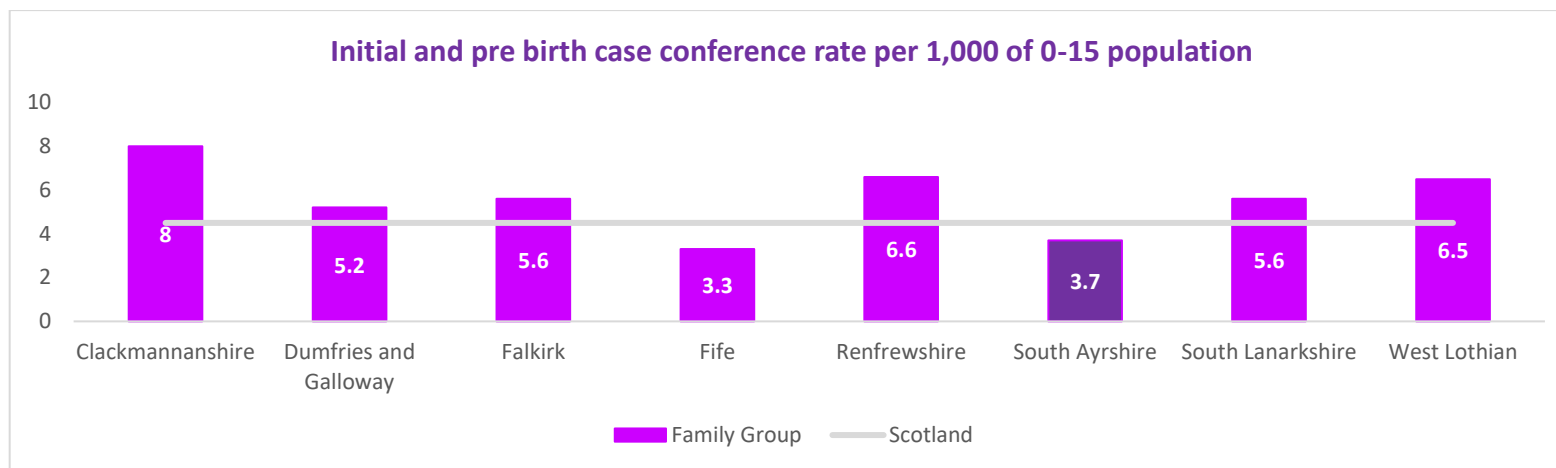
	2015	2016	2017	2018	2019	2020	2021	2022	2023
South Ayrshire	3.4	3.9	3.4	2.5	2.1	1.6	1.1	1.3	2.5
Scotland	3.0	3.0	2.8	2.8	2.8	2.9	2.3	2.2	2.3

The rate of children on the child protection register as of July 2023 (per 1,000 population) 0-15 in South Ayrshire is 2.5, a rise from 1.3 in 2022 primarily due to large family groups, some with up to 12 children. This is slightly higher than the Scottish average rate of 2.3 and our family group average of 2.2.



Source: Scottish Government – Children’s Social Work Statistics, SOLACE/COSLA and Improvement Service Family Group

The number of referrals resulting in a case conference in South Ayrshire in 2023 was 63 (an increase of 21% from 52 in 2022). South Ayrshire rate (per 1,000 pop 0.15) for 2023 is 3.7. This is less than the comparator average rate of 5.8 and less than the Scotland average rate of 4.5.



## Outcome 8

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

### Staff Wellbeing and engagement

#### iMatter survey

In common with all Health Boards in Scotland, Ayrshire and Arran NHS survey staff on an annual basis. This has been even more crucial following the changes and impacts of the pandemic and a meaningful tool for managers to evidence a strong effective relationship with their teams. Reports are detailed for NHS Ayrshire and Arran as a whole with subcategories provided for each of the three HSCP areas. For the second consecutive year South Ayrshire response rate was the highest out of the three HSCPs in NHS Ayrshire & Arran.

The table below is the collective in terms of improvements captured. Although there has been a reduction since the high of 2019 where response rate was **69%**, each service / team will have an action plan in place to progress and it is hoped that we will achieve increased engagement across the staff workforce. We will continue to encourage staff to engage with the iMatter survey annually, as further evidence of driving improvements and ensuring a positive employee experience, evidenced by the scores from the survey questions.

## Staff Response rate for South Ayrshire HSCP

	2021/22	2022/23	Progress
Response Rate:	65%	67%	Improved
Employee Engagement Indicator	79	80	Improved
Total Number of staff respondents	1025	1202	Improved
Overall Experience indicator	7.2 (Scale 0 – 10)	7.3 (Scale 0 -10)	Improved

Overall staff engagement in the survey has been positive and the uptake has increased as noted. A summary of the Directorate Report advises:

- **90%** of the management team are clear about their duties.
- **89%** of the staff indicate their line manager is approachable.
- **82%** of the staff would recommend their team as a good one to work in.

Whilst we celebrate the positives and will continue to work on these to ensure that the results remain high and where we strive to further increase and develop these, we also recognise that some areas need to be improved. From the survey results there are two key areas which we will aim to progress and improve.

- **58%** of staff feel they are not involved in decision making about their service with **11%** disagreeing they have any say.
- Staff members have indicated that they feel board members should and could be more visible.

Action plans will be developed during the months of July and August for progression.

## Workforce Plan

The South Ayrshire Health and Social Care Partnership has a statutory duty to provide a workforce plan with the Scottish Government requiring all Partnerships and Health Boards to provide 3-year plans for the periods 2022-25 and thereafter. The workforce plan primarily focuses on workforce requirements within South Ayrshire Council (SAC) and NHS Ayrshire and Arran (NHS A&A), but also elements within the Third and Independent Sector. There are close links between the HSCP workforce plan and the plans of SAC and NHS A&A.



The workforce plan contains an Action Plan which sets out a broad range of activities that have/will be progressed over the 3-year period, guided by the Staff Governance Group led by the HSCP Director which provides strategic direction and oversight. Existing sub-groups have been refined and now encompass Recruitment and Retention, Learning and Development, Wellbeing, and Safe Staffing. Membership of all groups consists of a range of expertise across both SAC and NHS A&A. Sub-groups meet bi-monthly and provide updates to the Staff Governance Group (which also meets bi-monthly). To ensure consistency and minimise any duplication, the Organisational Development Workforce Lead attends and supports all sub-groups and represents the HSCP at national workforce planning groups and is currently liaising with the Scottish Government in the development of 2025-28 reporting requirements.

Examples of recent activities include:

- Progression of an international sponsorship license within SAC primarily to support the HSCP.
- A short-life working group that reduced recruitment timescales and vacancy levels within Care at Home.
- Improved SVQ completion reporting and tracking.
- Development of a revised leadership accreditation programme.
- An HSCP-wide review of workforce and succession planning priorities and risks.
- A range of wellbeing activities and opportunities targeted at HSCP employees, with specific focus on Trauma Informed Practice.

Updates on the action plan are presented to the Performance and Audit Committee on an annual basis. The [Workforce Plan 2022 - 25](#) can be viewed on the SA HSCP website.

## Engagement and training

We believe we are 'Stronger Together' and improving skills, experience and confidence in the workforce is a key aspect of delivering quality services and supports. It is with this that we aim to bring together a workforce with common values and develop an empowered workforce, who are skilled and motivated in their role. Along with embedded Quality Improvement plans, we use and learn from external assessment or evaluation evidence.

### Practice Development

#### Development Training

During 2023, the Developmental Training on offer to HSCP services and staff has continued to grow where this has been primarily fed by service and/or staff discussion, Inspection Reporting and the continued development from the previous training needs analysis undertaken in 2021. The

development training has been made possible by utilising budgets and funding more effectively and by utilising savings made in other areas to develop further opportunities.

The scope of training now on offer has widened significantly where specific training topics were added after research and or request. As an example of this please see below:

- Working with children and young people with problematic and/or harmful sexual behaviours Delivered to Foster Carers, Residential Staff (Children) and Multi Agency Training.
- Dysphagia Level 2 – Adult Services Day & Residential
- Certificate in Team Coaching Practice. – Multi Services Linked to AAIFS
- Leadership and Management Training
- Sensory Loss
- COAST/Managers Scorecard
- Induction for SA HSCP
- Management Engagement Events

Through the 2023 Training Needs Analysis along with continued communication between staff and services, this has allowed Practice Development staff to collate and organise the 2024 Calendar of Training which cover the areas of:

- Developmental Training
- Public Protection Training
- Mandatory/Statutory Training
- Social Work Development.
- Practice Learning Programme

South Ayrshire Health and Social Care Partnership continues to facilitate its Practice Learning Programme with regards to meeting its primary objective of providing learning opportunities for social work students. South Ayrshire has been able to meet 100% of allocation as well as supporting placement opportunities due to placement shortages in other areas. The programme continues to be a key contributor in relation to the recruitment in social work positions in South Ayrshire

Practice Educator numbers remain healthy at 23 including 6 candidates on the Professional Development Award in Practice Learning.

We continue work in partnership with East Ayrshire and North Ayrshire in the delivery of Pan Ayrshire Social Work Student Group programme to enhance learning while on placement.

### Newly Qualified Social Worker Supported Year Early Implementation Project

SA HSCP is now well into its second year of the Newly Qualified Social Worker Supported Year. Implementation across Scotland was extended with an expected timeframe noted to be around September 2024. This brought about an opportunity for South Ayrshire to secure additional funding from the SSSC with financial investment from The Partnership that will consolidate the programme through increased capacity and more focussed support.

The combination of the funds secured alongside the remaining funds from our initial first grant will be used for the following 3 key areas:

### New Temporary Post (Senior Practitioner – Supported Year/Practice Teacher)

This post is anticipated to be a part time opportunity dedicated to the Supported Year. However, the funds would present an additional opportunity that could both make the post more attractive and support Adult Services in building capacity to support student placements. Increasing this to a full-time opportunity would enable the post holder to undertake a practice teaching role that could support up to 4 students in adult services.

### Responsibility Payments to Mentors

It is the intention to increase our capacity of mentors particularly across adult services. The funds would support the continued responsibility payments during this period.

### Mentor Training

Our initial experience in the supported year has observed varied approaches and styles of mentors. This is understandable to some extent given that this is new, however it is also felt that accredited mentor training would help to standardise this approach, upskill our workforce and introduce a new skill layer that does not currently exist. This could have greater benefits across the wider workforce going forward. Train the trainer options would also be pursued to build capacity for future delivery. The options above are supported by some additional commitments in monitoring and evaluation. These options are detailed and form part of the funding application to the SSSC. Any major variance from this would require a return to SSSC as this could impact the funding award.

## South Ayrshire HSCP Social Work Training programme

South Ayrshire's Social Work Training Programme is progressing well with 15 staff currently undertaking the PG Dip/Undergraduate Routes or the initial modules. We are due to embark on another cohort intake over the coming months and expect to congratulate our first qualifying social workers at the end of summer this year.

## Experiential Pathway for Public Protection

This project aims to be sector-leading and to deconstruct the current model of training delivery for social workers on child protection in local authority context and transform this, testing a new experiential workplace learning approach. In South Ayrshire currently, all social workers are required to attend a mandatory 5-day traditional style child protection training course in person. This is required by social workers before they can undertake specific practice tasks related to statutory duties. There is no standard or fixed child-protection training programme for social workers in Scotland and organisations provide bespoke local courses that rely heavily on a similar model to that of South Ayrshire HSCP.

The challenge facing the organisation is that child protection training is a high-stakes activity that requires to equip and support social workers to undertake critical frontline assessment and intervention with children and families. Upholding public trust and confidence in the social work profession is closely associated with how social workers are seen to respond to risk, and the measures they have taken to protect children.

The current model of training delivery is visible and tangible to internal and external scrutiny but is resource intensive; learning is not retained at optimum level from training to practice; and connections within the learning culture are not maximised. Organisations are hesitant to move to a more radical approach to learning in the workplace that harnesses the opportunities that daily work provides. Key variables within the ecology of the organisation can scaffold workplace learning when designed effectively. The team aim to harness the supports available in the workplace to deliver and evaluate a creative, new approach based on current research and evidence-based approaches to developing workplace learning for social workers.

The project aims to:

- deconstruct the current model of training content and delivery
- apply research evidence to the learning aims and mode of delivery
- develop a revised approach to mandatory child protection learning and development
- maximise connections between the revised approach and the organisational learning ecology
- evaluate whether the revised approach delivers necessary skills and knowledge to social workers and meets the organisational requirements.
- inform developments in social work education and professional learning frameworks

The project connects directly with research activity, specifically ideas that promote understanding about how social workers learn in the workplace (Ferguson, 2023) and seeks to apply these to change workplace practices.

The organisational impacts of this project would be an enhanced learning solution that supports social workers timelier and more effectively to learn core knowledge and skills in child protection practice for their unique role in a diverse workforce landscape. The beneficiaries of this project are multiple and include:

- social workers
- team managers
- learning and development leads
- children and families in need of support and protection

The project will support the organisation to develop and implement a high-quality effective and efficient approach to child protection learning and development with the potential to share findings across the network of 32 local authorities in Scotland.

#### External Training Opportunities promoted

In addition to the valuable opportunities, we have created and delivered, we continue to actively support and promote a range of further training and development opportunities for HSCP staff. These opportunities are offered both jointly and separately by our partnership agencies, ensuring our team has access to comprehensive professional growth and development.

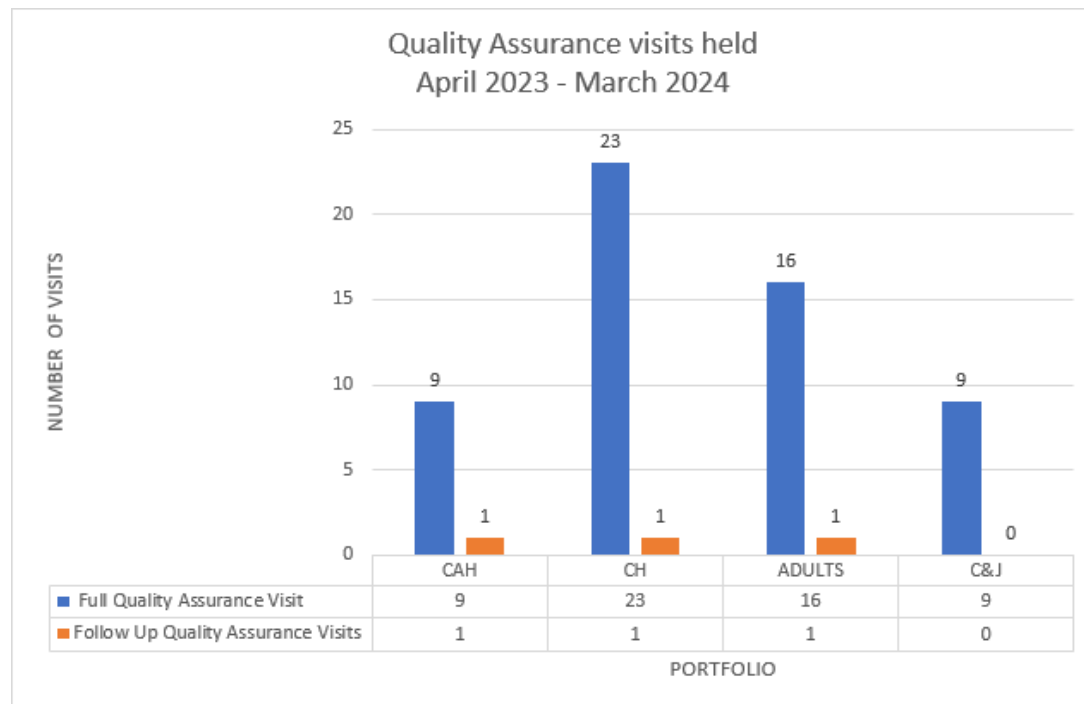
## Quality Assurance

SA HSCP ensure that external care providers are supported to deliver high quality care to those citizens who are in receipt of care and support. SA HSCP Quality Assurance Framework introduced in 2021 is underpinned by an intelligence-based approach to provide SA HSCP with assurance that our commissioned services are providing high quality care and support on a consistent basis.

Between April 2023 – March 2024, a total of 60 quality assurance visits took place equating to 57 full visits and 3 follow up visits.

The Framework sits alongside South Ayrshire Council’s Contract Supply Management (CSM) desktop evaluation tool administered by the Council’s Procurement Team. Between April 2023 – March 2024, 97 balanced scorecards were completed.

Collectively both methodologies offer a measured, evidence based consistent approach to evaluating the quality of care.



## Quality Improvement

South Ayrshire HSCP’s Framework for Quality Improvement was published in September 2022 and describes the HSCP’s desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.

In 2023/24, focus has been on empowering our workforce to strive for quality within their services; with an overall aim to improve staff knowledge of Quality Improvement (QI) and confidence in using QI tools to 75%, as determined by an annual HSCP wide survey undertaken annually each September. In pursuit of this we have focussed on building QI capacity/ capability through tiered training designed to meet the needs of all staff, based on their role and level of involvement in improvement work. Results from the annual survey undertaken in September 2023 showed 38% of respondents reporting confidence and competence in using the Model for Improvement and QI tools; and 65% reporting they were involved in QI activity.

To build improvement capacity and capability within our workforce, mandatory (Foundation Level) QI training was introduced for all staff in February 2023, with a June 2024 compliance target of 75%. Good progress had been made towards this with 64% of HSCP staff having completed their Foundation Level training as of 31 March 2024. These learning resources should provide a helpful introduction to quality improvement and widely used improvement methods which in turn will support staff to develop team plans using self-evaluation to identify areas for improvement, as well as providing the knowledge and tools needed to participate in improvement projects at team level.

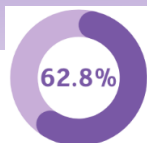
In addition, 50 staff completed the Ayrshire and Arran Improvement Foundation Skills (AAIFS) (Practitioner Level) training in 2023/24, supported by our colleagues in the QI Team within NHS Ayrshire and Arran, resulting in positive improvements being made through 46 QI projects progressed as part of their training and bringing the total amount of HSCP staff trained to Practitioner Level to 93. This training will continue to be rolled out in 2024/25 with a further 40 staff expected to complete their Practitioner Level training before the end of 2024. The expectation is that all staff undertaking Practitioner Level training will continue to undertake further improvement work post AAIFS graduation.

Staff have also been encouraged and supported to access national (Lead Level) QI training with 4 staff successfully securing places on Cohort 45 of the Scottish Improvement Leader (ScIL) Programme, which commenced in June 2023 and which will conclude in June 2024. Access to national training is limited due to availability of spaces and as such in May 2023 we also trialled a Certificate in Team Coaching for 13 staff to allow us to 'grow our own' mentors to support staff who are at an earlier stage of their QI learning journey.

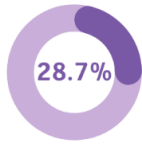
Progress made to date in implementing our ambitious plans to develop and mainstream a quality improvement agenda across the Partnership was acknowledged in the Care Inspectorate's March 2023 report, 'Joint Inspection of Adult Services Report on Integration and Outcomes for SA HSCP' where it was noted that the 'the partnership had made a major commitment to developing and implementing a framework for quality improvement that made improvement work a core element for all staff, tailored to their level. This reflected a visible commitment from leaders to ensure continuous improvement and ensure the partnership was equipped to rise to the challenges it was facing currently and may face in the future'. Further work will be progressed in 2024/25, to promote and raise awareness of QI; to continue to increase and develop our training offering to build capacity and competence in improvement techniques across our workforce; and to continue to build our community of improvers across our workforce to deliver high quality services across all areas of the HSCP.

## Outcome 9

Resources are used effectively in the provision of health and social care services, without waste



**62.8%** of adults supported at home agreed that their health and care services seemed to be well coordinated. This is higher than the national average of 61.4% across Scotland (HCES 2023-24).



**28.7%** of health and care resource in South Ayrshire in 2019-20 was spent on hospital stays where the patient was admitted as an emergency. This is higher than the national average of 24.0%. (NI-20) (These figures are the most up to date available).

## Governance and Performance management

Across service delivery areas, teams are actively supported and encouraged to ensure that people receive the right care, at the right time and in the right place. As a public service we have a duty to ensure that money spent results in positive impacts on those most in need. This requires us to continuously review service delivery, have oversight on unmet need, work in partnership with other services and locality groups well and maintain a holistic overview to a range of service areas.

Collection and analysis of performance data is a key part of this, from a strategic perspective, whilst remaining focused on the individual outcomes of citizens in South Ayrshire who access health and social care services. Governance and accountability of this sits within the Planning and Performance team, who provide regular and scheduled updates to the Strategic Planning Advisory Group, the Performance and Audit Committee as well as to the IJB.

There is a statutory requirement to provide relevant and pertinent performance information which not only supports national performance and development data but is used to validate local service delivery. Robust performance information will also form the foundations of service planning both at a local level and nationally.

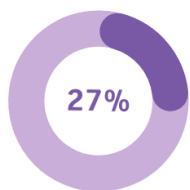
During 2023-24 the frequency of these governance meetings returned to normal following the Covid 19 Pandemic. The breadth of these reports can be reviewed on [the HSCP website](#).

## Outcome 10

**Our children have the best possible start in life**



## Breastfeeding rates



The percentage of babies who are exclusively breast fed at 6-8 weeks has increased over the past year from 23% in 2021/22 to 27% in 2022/23. This is higher than Ayrshire and Arran (22.8%) for the same period but lower than Scotland at 32%.

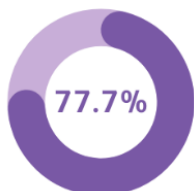


From 2021/22 to 2022/23, the overall percentage of those reaching the developmental milestones at the time of their 27 – 30-month review has increased slightly from 77.8% to 78.1%.

	2021/22	2022/23	Scotland average
% age of babies exclusively breast fed at 6-8 weeks	23%	27%	32%
% age reaching developmental milestones at 27-30 months	77.8%	78.1%	
Overall number of reviews and those reaching milestones	644	620	

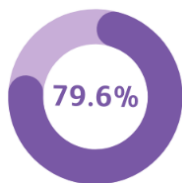
We will continue to focus on improving this across South Ayrshire.

## Healthy Weight in P1



The percentage of children with a healthy weight in P1 has increased from **72.2%** in 2021-22 to **77.7%** in 2022-23 in South Ayrshire. The national figure across Scotland (not all areas are included) was **76.8%** in 2022-23.

## Dental Health

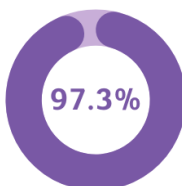


The oral health of children in South Ayrshire continues to perform slightly higher compared to Ayrshire and Arran. In 2022/23, **79.6%** of children in Primary 7 presented with no obvious decay experience compared with **78.5%** within Ayrshire and Arran, however slightly under the **81.9%** across Scotland.

## Outcome 11

**Our young people are successful learners, confident individuals, effective contributors and responsible citizens**

## Positive destinations for care experienced young people.



The recent School Leaver Destination Report (SLDR) follow up report, published 2024 recorded an outstanding **97.3%** of pupils across South Ayrshire progressing from school to a positive destination, with the national average at **92.8%**. This is an increase from last year which was **96.9%**

## Champions for Change - Champions Board

The Champions Board team continued to evolve in 2023 to include one research assistant and three additional young people with care experience. One young person joined us as a volunteer as part of the school week curriculum, another young person on a stage 2 employability offer and another two young people at the initial stages of their employability pathway. This offered us a fantastic opportunity to nurture, support and highlight opportunities for young people with care experience.

In addition, the team continues to support another 4 posts for people with lived experience 2 participation assistants and 2 sessional participation assistant positions. The team have also provided student placements for 2 social work students over the last year and one additional groupwork volunteer.

The network of young people who take part also continues to grow with over 100 young people with care experience aged 8-26 regularly connecting with the Champions Board through weekly groups in Ayr Academy, Queen Margaret Academy, and Belmont academy and evening groups in Ayr and Girvan supported by Thriving Communities.

The focus of the team remains to offer young people an opportunity to use their lived experience to influence positive change. This happens in a range of ways through a participation network which nurtures a sense of belonging and community. Through representation of prevalent themes and issues at Champions Board meetings with key decision makers across South Ayrshire Council. By delivering awareness raising sessions across South Ayrshire's workforce and nationally consulting with young people and their families as well as delivering an individual small grants scheme for young people with care experience.



## Feedback from members of the Champions Board

You (Champs) actually listen... no many folk do.

We (champs) ae like a family we look out for each other.

I didn't have one friend before champs now I've got lots.

I've had some really tough stuff to deal with I don't know how I should have managed without champs.

It's kind of hard to explain they've always been there for me champs, encouraging me.

I've got to do lots of new things and learn - but it's fun.

You get to make changes by speaking directly with the people... I had no idea we could do this.

She (Champs worker) is on of the people I trust most

Members of the champions board team used their lived experience and knowledge of care to facilitate a range of consultations and engagement activities with young people including.

- Signs of safety survey July 2023.
- Name change Looked after reviews February - April 2023.
- Stepping Stones for Families, Children 1<sup>st</sup> November 2023.
- Women's Aid February 2024.
- Care and risk management - young people's views September 2023.
- Advocacy Strategy March/April 2024.
- Care leavers App co-production session March 2024.
- Twilight training on the promise for all South Ayrshires teacher's production of podcasts October 2023.
- Promise awareness raising sessions throughout 2023.

2023 South Ayrshire Champions Board received 151 small grant applications totalling **£38,936**. This is an increase of 39 applications and £22,899 more funding from year 2021 until 2023. This shows growth of **142%** and represents The Champions Boards connection to care experienced young people and children in South Ayrshire growing, as well as increased resource and capacity thanks to administrative support from Thriving Communities. Additional funding was identified through whole family wellbeing fund for distribution in 2024. See [champs small grants analysis](#) report for details.

Summer programme 2023 saw Champions Board members taking part in 13 different activities over the 6 weeks of summer holidays starting with youtbeatz in Dumfries and ending with Bouncefest in Ayr. Other activities included Cornish Hill Walk, rowing on the river Ayr, cycling around Millport, outdoor activities picnics and film making.

The team also supported 25 young people to take part in 3 residentials at Dolphin House in June, October and November. Thanks to support from the staff at Dolphin House, the groups tried a treetops challenge, water sports, and gorge walking.

To round off the year we filled the back of the stalls when over 50 young people, joined by invited guests, attended the Gaiety Pantomime – oh yes, we did!

**What an amazing experience I have never been away without worrying before – I felt free!**  
(R – age 14)



## Cultural Programme

South Ayrshire Champions Board have worked with the Gaiety Partnerships Culture Collective and Playwright, Fiona Evans, to create a range of material over the last few years. In 2023, three young people worked with musician and playwright to write songs which a wider group of young people then devised music videos for. Please follow link [champs music videos](#).

The young people involved showcased their incredible work at a Care Day event at Cutty Sark on 16 February 2024. The songs have been played on Radio Scotland and all videos are available on YouTube and the music is streaming on Spotify.

I wanted to show what I think and feel and writing a song really helped me to do this.  
(Kaiden)



In December 2022, South Ayrshire secured **£229,937** to #keepthepromise across our school community. Our aim was to increase the participation of children young people and their families in education, leading to a co-produced curriculum offer. To do this we had to understand our school community in the round and ensure that we understood the people and agencies who young people and their families hold as key supports in their lives. A Research Assistant joined the Champions Board Team and spent 2023 getting to know young people, families and the workforce who are the school community.

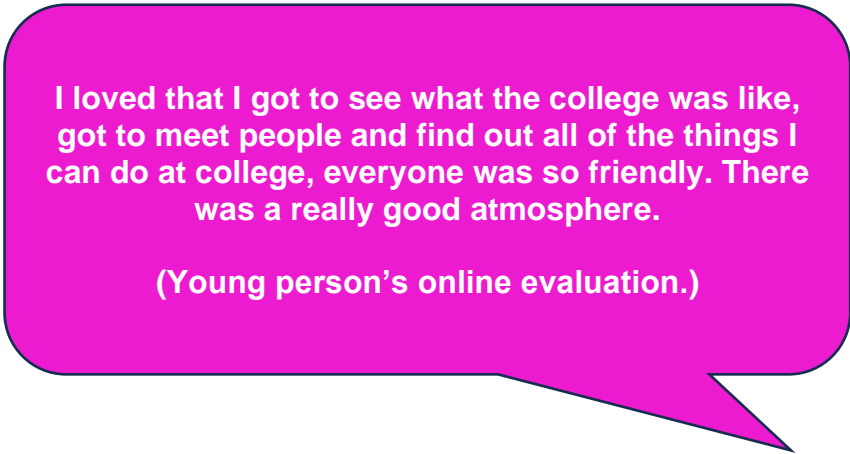
Care experience week took place in October 2023. The Champions Board worked with a range of partners, including young carers, to host a care week event at an Ayrshire College event. The event was the busiest yet with 70 young people and over 30 partners taking part.

### Quarterly Champions Board Meetings

2023 saw the revival of Champions Board quarterly meetings with senior decision makers across South Ayrshire. This has enabled the team to support young people to raise things that are important to them to work alongside decision makers to find a solution.

To date quarterly meetings have addressed how young people at college or in employment and living in temporary furnished accommodation are supported, reverse mentoring, access to support for funding for basic needs in cost-of-living crisis and young people's voices in Twilight training across schools.

Quarterly Champions Board meetings remain the single most important space for young people with lived experience of care to create positive change.



I loved that I got to see what the college was like, got to meet people and find out all of the things I can do at college, everyone was so friendly. There was a really good atmosphere.

(Young person's online evaluation.)

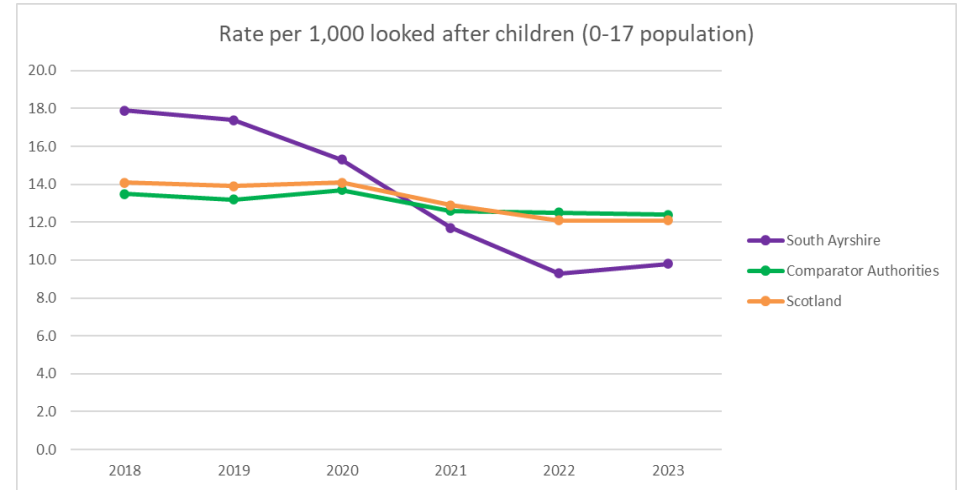
## Outcome 12

### We have improved the life chances for children, young people and families at risk

The number of children looked after in South Ayrshire in 2023 was **189** (an increase of 3.3% from 183 in 2022)

Our comparator authorities show a decrease of 2.5%, while Scotland figures show a decrease of 1.9%

The rate (per 1,000 pop 0-17) is 9.8. This is less than the comparator average rate of 12.4, and less than Scotland average rate of 12.1.

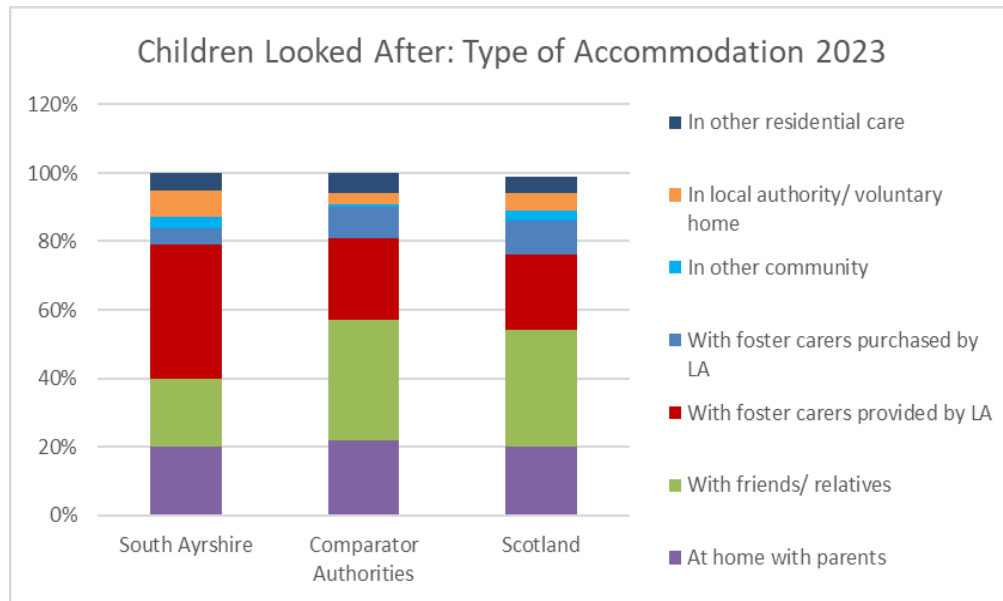


*Scottish Government CLAS Returns,  
Looked after children statistics 2023: local authority benchmarking tool*

As at 31st July 2023, the majority of children (**82%**) are being looked after in the community either at home with their parents, with friends / relatives or with foster carers.

12.6% of children looked after are in residential accommodation. 79% of children looked after across Scotland were being looked after in the Community and 81% across the comparator authorities.

The number of children in South Ayrshire who are Looked After and Accommodated has increased by 3.3% between 2022 and 2023.



Sources: Scottish Government CLAS Returns

Looked after children statistics 2023: local authority benchmarking tool

Achieving the positive outcomes for our young people is attributed to the continuous positive expansion of training and awareness, in conjunction with a range of services, which has and continues to be rolled out, to the following programmes introduced by the management team.

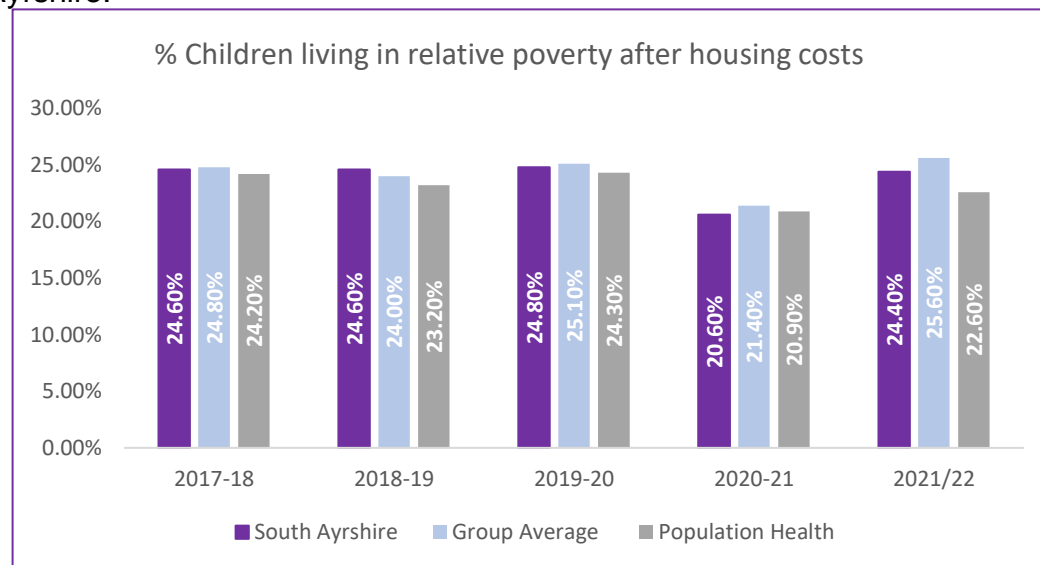
## Child Poverty

In 2021/22, South Ayrshire had the 10th highest child poverty after housing costs (AHC) rate nationally and was above the Scottish average - **24.4%** compared to **22.6%**. This is an estimate of **4,807** children in South Ayrshire.

In recognition of the fact that South Ayrshire had the 8<sup>th</sup> highest child poverty level in Scotland (2015), the Community Planning Partnership developed a Child Poverty Action Plan. The Partnership implemented one of their identified actions which was to develop a financial inclusion pathway to support families in need. Families are easily and quickly referred to the Information and Advice Hub for the support they need.

The Financial Inclusion Pathway was developed and circulated to all health and social care staff, training staff to support families to maximise their income by referring them to South Ayrshire's Information and Advice Hub. Support can also be provided from Home Energy Scotland to help reduce their energy costs. It is now mandated that all HSCP staff must ask all service users about income maximisation.

The table below details the number of families and the total income generated in the previous years.



<b>2020 / 21</b>	<b>357 Families</b>	<b>£1,109,400 generated income</b>
<b>2021 / 22</b>	<b>499 Families</b>	<b>£1,241,377 generated income</b>
<b>2022 / 23</b>	<b>801 Families</b>	<b>£857,021 generated income to date *</b>
<b>2023/24</b>	<b>Not available</b>	<b>Not available</b>

\* The income generated is expected to surpass previous year however, there is a significant backlog with DWP and Social Security Scotland processing claims.



## Signs of Safety

Children's Health, Care and Justice continue to practice with the Signs of Safety framework, and this is now well embedded. It is a relationship, strength-based approach which ensures that children and their families are at the centre. The second audit was undertaken in the last year and has shown improvement on several areas. The implementation of the model is to be understood as a continuous learning and development cycle with the practice approach at the centre. The baseline measures were split into 4 key areas providing a more holistic view of the organisation and its culture, namely -



- Parents/Caregivers and children's surveys
- Leadership and staff culture surveys
- Collaborative casefile audits – based on What Works in safety planning
- Core data set

The surveys gave an insight into how the changes were working for children and families. From the 8 questions asked in the 2021 audit to the repeat audit in 2023, there are significant improvements in all areas with parents/carers either agreeing or strongly agreeing that their social worker is practicing in a relationship-based manner with them and their family. This feedback arguably identifies improvements have been made and align with leadership's vision of embedding and growing relationship-based practice across South Ayrshire's Children's Services. Relationship based practice is critical to evoking change and improving outcomes for families, hence this is important evidence that helps explain the shifts in quantitative data (reduction in number of child protection registrations and children's hearing referrals for example) towards reducing intrusive practices done to parents.

In 2021, 71 % of assessment and plans audited did not have any evidence of the plan being shared with the child, this is in stark contrast to now when only 14% of assessments and plans audited had not been shared with the child. 88% of audited assessments and plans scored a 5 or higher, evidencing the language used through the assessment and plan was simple and free of professional jargon, thereby making them understandable and accessible to families. All of this contributes to better working relationships and most importantly is evidenced based practice, linked to improved outcomes for children and their families.

## Small steps to wellbeing – Family First

Following the impact of covid, 2022 and the subsequent years have been difficult for many children, young people and their families within South Ayrshire. Substantial increases on the cost-of-living, increased energy costs which all occurred as the country was in recovery from the financial and emotional implications of Covid-19.

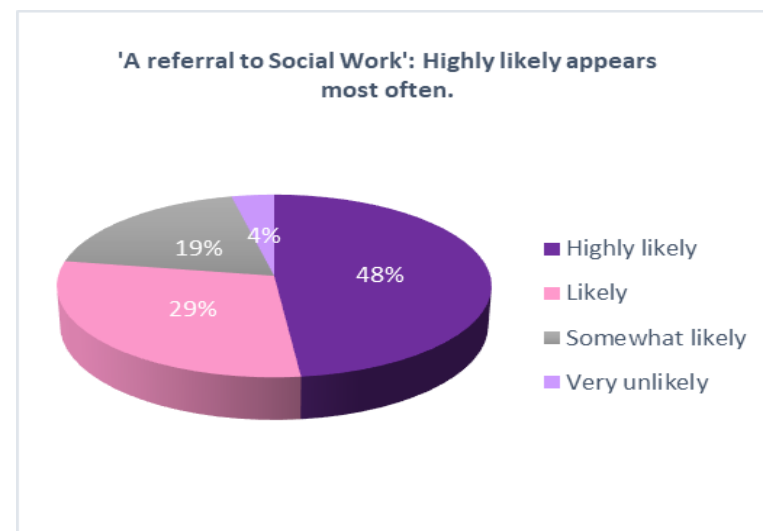
South Ayrshire Council were on the front line at exploring innovative ways to support their residents in dealing with the national crisis, supporting young people and families recover from Covid-19 Pandemic and beyond. One identified area for support was Small Steps to Wellbeing Service piloted in March 2022 to support young people within secondary education at early possible stages to avert crisis, made possible by funding via Scottish Government wellbeing recovery fund. The service was based within 4 secondary schools in South Ayrshire: - Marr College, Prestwick Academy, Queen Margaret Academy and Ayr Academy. Promoting The Promise by supporting young people in the heart of their communities, at early opportunities and providing the scaffolding required to ensure children and young people receive effective support to promote their wellbeing as they grow and develop. The service works collaboratively with education and partner agencies from health and police; to support the development of professional relationships, effective communication so that South Ayrshire's young people can get the right support at the right time.

To date, we are proud to have provided one to one support to 111 young people, their caregivers, and families through the Small Steps school-based programme. In addition to the core intervention service, we have run multiple group work sessions to support wider themes that emerge within school communities such as conflict with the law and developing healthy relationships. Groups are open to wider school members and do not require individual referral forms to be submitted. Through this method, we have been able to target a wider population of young people and provide early support, this will be a key focus in our future strategy and development.

It should be noted that since October 2023, the Belmont Family First Team amalgamated with Small Steps to Wellbeing, funding was approved until March 2026 to increase the number of staff to support the implementation of delivery to our 8 secondary schools and cluster Primary 7 pupils in transition to secondary education.

**How have we made a difference: - Looking at the 81 young people who previously worked with the service**

Prior to support requests being received, referrers were asked to rate likelihood they would refer to social work without the support: - Highly Likely, likely, somewhat Diagram 1 demonstrates only 4% of young people supported were unlikely to have a request for assistance submitted to social work services. With 48% of young people highly likely be referred to Social Work if support was not in place.



Within the first month following support closure, 88% of young people have required no further social work involvement, 3 young people were referred to Initial Response Team and 6 young people were referred directly to Locality Services from Small Steps.

Within 3 months (47 young people included in these statistics) 92% have received no additional social work support, 3 have received a referral to Initial Response with only 1 being referred to Locality Services. An additional 1 was referred to SCRA on attendance grounds from school and the

recommendation was a referral to Locality Services, this young person is now closed to Locality Services and no requirement for measures of supervision.

Within 6 months (18 young people included in these statistics) 78% have received no further referrals into social work services, 2 young people were referred to Whole Systems for coming into conflict with the law and 1 young person re-engaged with Small Steps for support with diversion. A further 1 young person was re-opened to the service to provide additional scaffolding support around the whole family.

Within 12 months of closing to Small Steps Service (12 young people included in these statistics), 3 young people came into conflict with the law, 1 was directed into locality services and 2 were re-opened to Small Steps for additional support.

At the start of March 2022, our primary aims of the service were: -

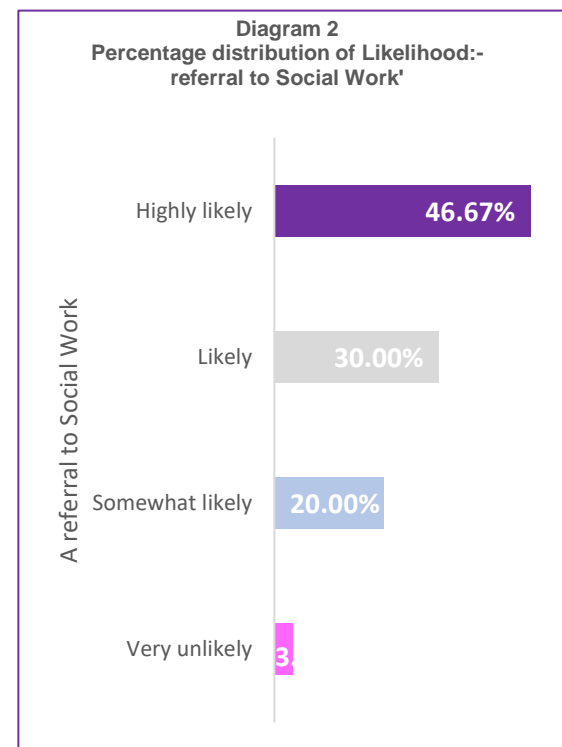
- Very effective early intervention model to reduce pressure on resources.
- Embedded practice within a multi-agency service, fostering a partnership approach.
- Continued development of communication, enhanced information transfer
- Reduced referrals to Scottish Children's Reporter Administration (SCRA)
- Young People and families feel more supported and confident with services. More amenable to services
- Young People feel connected to their Small Steps Worker and changing views of Social Work in communities.
- We take pride in supporting the implementation and delivery of service to meet these aims and continue to be on track in each of the service aims.

### Where are we now:

Currently Small Steps to Wellbeing are support 30 young people. During the last 6 months, support referrals have been received from Carrick Academy, Kincaidston, Symington and Dundonald Primary's.

Diagram 2 shows a consistent message that if Small Steps support was not available, schools would be considering a referral into a statutory Social Work Service.

With the development of South Ayrshire Councils Family First Model embedding multi-agency working throughout service delivery and implementation of Children's Service Plan, Small Steps to Wellbeing will be a key partner in the model moving forward. As such the service will now offer support to all 8 secondary schools within South Ayrshire Council and provide support with Transitions for all associated Primary 7s.



## Functional Family Therapy

The Intensive Family Support Service (IFSS) engage with families who require short-term, intensive and focused supports. Through relational and strength-based interventions, the team can support families to improve their situation, achieve their goals & provide positive outcomes for the whole family. The Intensive Family Support Team is comprised of six Intensive Family Support Workers and two Senior Intensive Family Support Workers. Included within the team is the Functional Family Therapy service which is a programme shown to be successful in reducing offending and improving family relations. The Intensive Family Support Service provides a whole family, strength-based approach and offers support with parenting strategies, mediation, improving family relationships, building on existing strengths, community engagement, income maximisation and any other area of need identified by the family. There are plans to begin delivering group work supports and better utilization of the Family Resource Centre.

Since November 2023 the team has undergone some changes in terms of team structure and roles. The Family Resource Centre has also seen some upgrades, bringing the centre to life and for use across the Partnership and the community. The core IFSS team have received 17 referrals since the end of January 2024 for Intensive Family Support. IFSS have commissioned an external provider 'Calm Chameleon' to provide alternative therapies for families. Tension Release Exercise, or TRE as it is known across the HSCP, has been well utilised with 14 being families referred to date. Our Functional Family Therapy Team deliver a specialist family service to improve family relationships. The service is run by Action for Children in partnership with SA HSCP. Since April 2023, 31 families have been referred.

## Early and Effective Intervention (EEI)

EEI is a voluntary process where concerns regarding a child's wellbeing have arisen in response to their alleged involvement in an incident which has brought them into conflict with the law, or where their behaviour raises concerns. It is responding to allegations of offending or concerning behaviour as potential indicators of wellbeing needs that may benefit from proportionate and appropriate support.

The current model utilised by South Ayrshire is a multi-agency approach whereby a Whole Systems Meeting is convened on a fortnightly basis to discuss the concerns and offer relevant supports where appropriate.

## Youth Diversion from Prosecution

Diversion is in relation to those aged 16 and 17 years who are diverted from prosecution by the Crown Office and Procurator Fiscal Service (COPFS). Where the offence does not demand a prosecution through court, COPFS have the option to utilise diversion from prosecution so that a meaningful intervention can be delivered to address the identified needs and risks for the individual in a timely manner. Youth diversions in

South Ayrshire are delivered by Young Persons Support and Transition Team (YPST) and in the time period of March 2023 to April 2024 there were 36 referrals for diversion from prosecution.

In addition to the above, YPST support young people who come into conflict with the law on a voluntary and statutory basis via the Children's Hearing and Court. Relevant assessments are undertaken, and a child's plan developed in conjunction with the young person and their family to address the identified risks and needs and build on strengths and protective factors.

## Children's Houses

In South Ayrshire's children's houses, we provide a nurturing, safe and loving home for our young people. We focus on establishing nurturing relationships whilst recognising that our young people have often faced adversities, we aim to support all our young people to flourish and reach their potential. We provide high quality care and strive to include young people fully in their plans, ensuring their voices are heard and listened to.

Our staff receive extensive training to provide a trauma informed approach and ensure a calm and protected environment. We work closely with a variety of organisations and departments to provide a multi-agency and dynamic approach to care plans. South Ayrshire Council have adapted the Signs of Safety approach and we continue to work hard to adapt our practice and paperwork to ensure that we fully embrace the changes of the wider organisation.

An independent flat was commissioned to be built at Cunningham Place, which welcomed its first resident in September 2023. Each children's house now have their own self-contained flat which allow us to offer a throughcare and aftercare service up to the age of 26, helping our young people transition from care whilst still having access to nurture and support from our staff teams.

An example over the last year, that demonstrates the perseverance and dedication of the staff teams within the houses, are the transitions in and out of the houses for our unaccompanied asylum-seeking children. As a service we have also very successfully transitioned a young person to her own tenancy with the support of a multitude of services to enable her to live in the community, as a new mother.



Our carers have adapted their practice to ensure that they uphold the dignity and rights of these young people, overcoming language and cultural barriers, for example, there have been 5 languages spoken within a single house at times. We have worked closely with our colleagues in Education Services and the Employability and Skills Team to provide tailored education and opportunities which have enabled us to support their personal goals, with many moving on to their own tenancies and supported accommodation in the local community.

## **Throughcare and Continuing Care**

The Throughcare / Aftercare Team (TC/AC) within the HSCP, along with Housing Services, are continuing to be involved in, and further developing various Housing Strategies in areas of housing for care experienced young people, care leavers, young people at risk of homelessness and unaccompanied asylum-seeking children and young people. This strategy continues to build on existing partnership working between partner agencies to improve outcomes for all young people involved with the TC/AC team.

The strategy is also led by the views and experiences of young people who have left care and young people who have experienced homelessness and the social issues that then impact on them. Further development in the involvement of young people, the processes involved and the best outcomes to be attained continues to be the main priority.

Throughcare and Aftercare support is available to young people who are care experienced and young care leavers in the form of emotional, practical and financial support.

Another expanding facet of the team's responsibilities is in supporting unaccompanied asylum-seeking children. We currently support 25 unaccompanied asylum-seeking children and young people, which includes 5 of them already at college with another 6 anticipated to go starting the term year 2024 – 2025.

In terms of Continuing Care, more young people are being supported under the auspices of Continuing Care, up to the age of 21, each year. This shows the desire of those young people wishing to be supported further into adulthood, the positive impact it is having on their life and the continued commitment of SA HSCP in making that happen.

## South Ayrshire's Parenting Promise

In 2020 South Ayrshire developed 55 [Calls to action](#).

Our calls to action were developed in response to the Promise and directly referenced the language of the Promise. They offered us a framework to understand the change required and became a primary source of motivation to achieve this change.

We have developed [ten promise improvement areas 2021-24](#), with thirty-two actions and a further forty-eight benefits (measurable improvements) connected to these actions for which baseline information has been established to allow us to measure the impact of our Promise activity. The process of 'benefit tracking' allows us to clearly identify how each benefit will be measured, as well as the data and collection method required to do so. This forensic project planning approach has helped us to understand the impact of each action we take to embed the Promise.



“We will place love and relationships at the centre of the experiences and outcomes for every child by implementing the Promise across South Ayrshire.”

[South Ayrshire Childrens Service Plan 2023-26](#)

In 2023 the Promise was agreed as a local priority area of South Ayrshire's LOIP (Local Outcome Improvement Plan) and our Children's Service Planning Partnership identified the Promise as one of the 6 priority areas of South Ayrshire's Childrens Service Plan 2023-26.

Between April 2023 and 31 March 2024, 39 of our 42 benefits were noted as on track and we are now in the process of concluding phase 1 of implementing the Promise in South Ayrshire (2021-24) and reviewing South Ayrshire's ten improvement areas, associated actions and measurable

improvements that have been aligned to Phase One. The learnings from this will inform our local plan 24 to 30. We will also review our 55 calls to action to ensure that areas that were identified as important locally are included as we move forward.

We chose to name our Corporate Parenting plan [South Ayrshire's Parenting Promise](#) to reflect the plan's close alignment with the Promise and a change in response to the challenge from children and young people to use language which is clear and relatable. South Ayrshire's Parenting Promise was launched in 2021 and aligns with the timeline of the Promise. Our Parenting Promise is aligned to South Ayrshire Community Planning Partnership in recognition of the fact that Corporate Parenting activity aligns with Children's Services Planning and implementing the Promise requires a far wider reach than may have been achieved had the strategy remained within the Health and Social Care Partnership.

In 2023 South Ayrshires Integrated Equalities Impact assessment (IIA) was developed to include The Promise Child Rights and Wellbeing, Trauma Informed Practice, Our Ageing Population, Health and Wellbeing and Rurality. Within the IIA we have recognised 'Care' as a protected characteristic specific to South Ayrshire Council, anyone introducing new policies, procedures, strategies, projects, and financial decisions whether working directly or indirectly with young people and their families will have to consider the Promise and acknowledge care as a protected characteristic as core to all new initiatives.

"Promising times ahead" events were held in Care Experience week 2023 and combined promise and signs of safety sessions were delivered to South Ayrshire's foster carers over a 6-month period.

A further £425,019 was secured from Promise partnership Corra Foundation, £229,937 under supportive school structure, and South Ayrshire has employed a Research Assistant as part of the Champions Board to work with young people and families to develop a co-produced curriculum. The Research Assistant spoke to the workforce, families, and young people. Five shared themes emerged across each group. These were the importance of

- choice when identifying a key person.
- a trauma informed approach
- the many benefits of positive trusting relationships
- creating safe spaces for young people to access when things become difficult.
- The difficulties caused by having too many people in a young person's life and the need for consistency when anyone new is brought into a young person's life.

The research has produced recommendations for us to implement and carry into promise actions 2024-30. You can read the full report [here](#).

A further **£195,082** has been secured through trauma informed practice to develop a supportive framework for workforce wellbeing. This additional resource has created a strong platform for local collaboration.

Signs of Safety is an approach which aligns the core values of the promise including **a shift from a deficit based to strengths-based approach** broadening **our understanding of risk and using simple caring language**. Signs of safety particularly supports South Ayrshire Promise improvement areas:

**Priority Area 5** - *South Ayrshire recognises that 'language creates realities' those with care experience must hold and own the narrative of their own lives.*

**Priority Area 8** - *South Ayrshire must support the workforce to contribute to a broader understanding of risk. South Ayrshire must understand, through its people and structures, the risk for children not having loving supportive relationships and regular childhood and teenage experiences.*



The full implementation of signs of safety requires a whole system commitment to build upon community and family assets. It supports the establishment of a common value base and common language for how services and systems work collaboratively to support children and families. The words and pictures example below illustrates how the approach has helped to use simple, caring language when communicating with children and their families with a focus on strengths.

As far back as 2018 our Champions Board told us of how different they felt from their non care experienced peers due to the language used around care. The term LAC was noted as particularly marginalising and derogatory. A series of events and awareness raising sessions have focussed supporting the workforce to talk differently and intentionally about care experience, and tell a new story, reframing care in 2023, fifty-five young people with care experience who responded to a questionnaire and focus group told us their preference was to change the name of LAC reviews to [name of young person's] meeting.

As a result, on 1 November 2023, we have made changes to the language used as noted in the table.

A change of language in the recording of social work files has also been noted in the most recent case file audit undertaken at the end of 2023. This audit indicated an increased awareness of the impact of the written word on anyone accessing their files. Some practitioners have explored writing directly to the person they are working with which has brought a softening of language and clarity. The adoption of a signs of safety approach has increased the prevalence of strengths-based language.

We have continued to provide updates on the implementation of the promise through regular communications and briefings. We have worked with young people to create a range of materials to tell workforce and wider public what we're doing to #keepthepromsie in South Ayrshire.

Engagement and communication of the Promise has also been a key strength for South Ayrshire to date signature line adopted by staff members includes a direct link to South Ayrshires parenting Promise. Analysis of visits to the webpage indicate it is one of the most visited pages. South Ayrshires Corporate Communications team issue regular reminders to all staff and Elected Members to add The Promise logo to their email

It is my meeting anyway I prefer people to use my name.  
(Jamie)

The word review is so triggering for me that I now can't take part in anything with the name review. If you haven't experienced this, it must be really hard to understand but trust me the name is so important'.  
(Taylor)

name before November 2023	name post November 2023
Initial LAC (ILAC)	Jacks First Meeting
LAC Review	Jacks Meeting
Substantive LAC	Jacks Next Steps Meeting

signature. Communications use a range of platforms to share the work of the Promise including Yammer (Viva Engage) SAC Community Hub, announcements on The Core, The South Ayrshire Council Weekly Round-up and Elected Members' Information Note. A link to the Promise is held on the landing page of South Ayrshire council website and a separate Promise resources page has been established with links to local presentations and short animations around key thematic areas <https://hscp.south-ayrshire.gov.uk/ParentingPromiseResources>

A range animations posters have been produced throughout 2023 including a short animation showing how we are keeping our promise: [South Ayrshire Parenting Promise - Keeping our Promise \(youtube.com\)](#)

## School Leaver Destination

The School Leaver Destination Report (2022/23) for care experienced young people confirms that 86.4% (19 young people out of 22 leavers) progressed to a positive destination.

In addition to the SLDR we continue to provide enhanced in school support for S4 – S6 and have provided support to 114 CE pupils across schools in South Ayrshire. We continue to work in partnership with Skills Development Scotland, Ayrshire College and Young Persons Support and Transition team to track Care Experienced and Young Carers who progress to Ayrshire College and ensure a quick response to preventing withdrawals but also to ensure people who do end up in a negative destination are quickly supported back in to training or employment opportunities.

Since August 2023 – April 2024 there were 33 withdrawals from Ayrshire College and 29 re-engaged with Thriving Communities and were supported back into positive destinations, 4 young people were unable to progress into destinations due to being economically inactive for health-related reasons.

# Outcome 13-15

## Justice

The National Outcomes for Justice Social Work are to work toward reducing reoffending, while aiming to gain and sustain the public’s confidence in the work of justice related services through promoting the values of safety, justice, and social inclusion.

### Performance against the National Outcomes for Justice Services

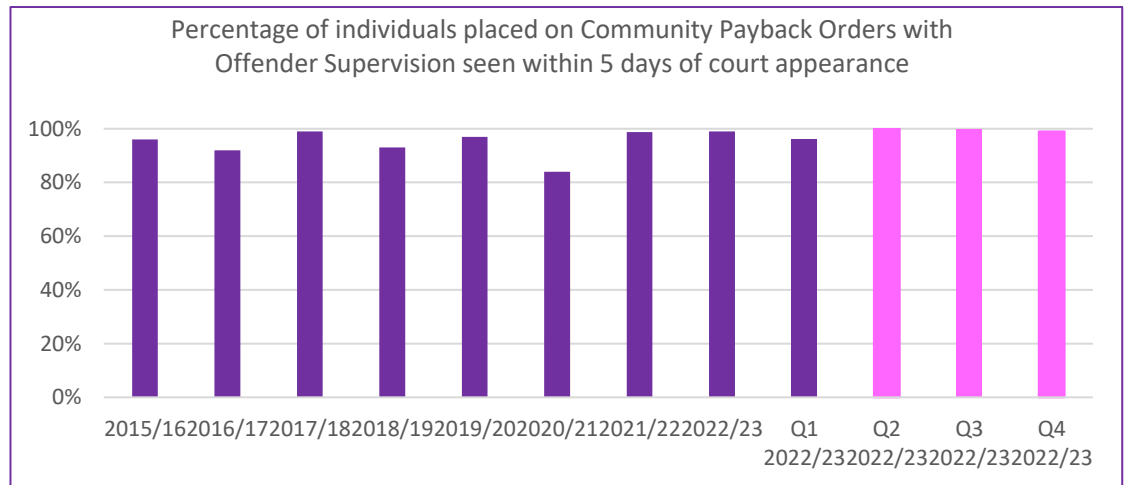
Performance against each of the National Outcomes for Community Justice Services and associated National Performance Indicators is detailed to the right. Where relevant, performance against associated Local Performance Indicators is also provided.

### Community Safety and public protection

Justice social work continue to monitor and provide interventions for individuals subject to sex offender registration, through the Multi Agency Public Protection Arrangements.

### Social inclusion to support desistance from offending

By working with Third Sector agencies, such as Barnardo’s, individuals appearing at court are supported to re-integrate back into the community. Justice links with South Ayrshire Alcohol and Drug Partnership are particularly strong and have joint support groups, including a service user engagement group.



## Justice

The aim of Justice Social Work continues to be working toward reducing re-offending, while promoting safety and social inclusion and reducing stigma.

Justice Social Work provides courts with robust risk assessments in relation to a number of individuals appearing for sentencing. This includes domestic abuse and sex offences. During 2023 all staff were trained in the Safe and Together model which encourages services to be domestic abuse informed, supporting child wellbeing and safety. It also puts a focus on the abusing parent. This links well with our Caledonian System which works with men on a behaviour programme while supporting the partners and children. The Multi Agency Public Protection Arrangements (MAPPA) continue to work with registered sex offenders, ensuring robust supervision and monitoring while addressing offending behaviour.

Justice Social Work supervises people subject to Community Payback Orders and Parole Licences to reintegrate back into their communities and address offending behaviour. This is done alongside third sector partners such as Barnardo's who support women leaving court with housing, benefits, health, etc. There are also very strong links with South Ayrshire's Alcohol Drug Partnership and the recovery community for those service users with substance use issues. A peer mentor is employed within Justice Services to support those within justice toward recovery.

Unpaid Work Requirements continue to use service user unpaid work hours to help within the community, with work being undertaken within schools, community centres and beaches across the authority.

The Justice Services Workshop on Viewfield Road officially opened in July 2023. This facility features a spacious open-plan workshop, an office area, and several private interview rooms. The new workshop is a valuable resource designed to assist residents in fulfilling their Community Payback Orders.

# Integration Joint Board – Governance and Decision Making

The table below highlights the key decisions taken by the Integration Joint Board in 2023-24. Copies of the relevant reports can be found on in the [committee reports and agendas section of the website](#).

Linda Semple remains as Chairperson of the Integration Joint Board during this reporting period.

In November 2023, Vice Chair, Cllr Lee Lyons stepped away from his position and remained on the IJB as a voting member. It was noted that Cllr Hugh Hunter would replace Cllr Lyons. This subsequently required a change to the Chairperson of Performance and Audit Committee (PAC), where in December Cllr Cameron Ramsay was voted in as Chair of PAC.

Date of Integration Joint Board	Key Decision
12 April 2023	Meeting Cancelled.
17 May 2023	Joint Inspection of Adult Services final report presented. Grades of Good across all areas. Very positive report with significant improvement evidenced by the inspection team.
14 June 2023	Reports presented included: Delayed Transfer of Care Action Plan; Medium Term Financial report.  June also saw an IJB development session where the Heads of Service and Chief Nursing officer presented updates on their service areas.
13 Sept 2023	A refreshed Risk Management Strategy was presented as was the Annual Performance report. Both were well received.
11 Oct 2023	Alcohol and Drug Partnership Strategy was presented and agreed. Strategic Risk Register was presented for its 6 monthly update and a paper detailing Locality Planning was also presented. All agreed.
15 Nov 2023	Reports on Focus on Frailty and Occupational Health in GP Practices was taken to the IJB.

13 Dec 2023	The final Chief Social Work Report was presented to the IJB. This has been agreed by South Ayrshire Council. Mark Inglis, Head of Children’s Health, Care and Justice presented a Signs of Safety update report which was well received by the IJB.
14 Feb 2024	Reports presented to the IJB include Care Opinion – detailing feedback by citizens in South Ayrshire as well as a series of inspection reports (8 in total) on in house services. The inspections had been undertaken during 2023.  The IJB also held a further half day development session which focused on Care at Home and Delayed Transfers of Care in February.
13 Mar 2024	The IJB was presented a report on Joint Community Planning.

## Strategic Risk

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

The Performance and Audit Committee (PAC), Health Care Governance, Adult and Child Protection Committees, have oversight to these and for transparency once agreed, these are shared with appropriate groups.

During 2023/24 there has been work undertaken to streamline the reporting of Strategic Risks aligning this to the format that is used by South Ayrshire Council. This format clearly details the high-level risks; Financial, Workforce and Premises. There is an agreed process for reducing risk, which includes the identification of mitigations, actions and reductions/improvements.

Strategic Risk and Operational Risks registers (where services have developed these) are co-linked and used to inform, hold account, drive change and improvements and benchmark positive outcomes or, where risk needs to be managed, ensure that the best practice is embedded and sustained to keep citizens across South Ayrshire safe, well, healthy and living their best life and to provide factual evidence of the HSCP achieving their Strategic Aims as detailed in the HSCP Strategic Plan 2021-31.

Reports can be accessed here: [Annual Performance Reports - Health and Social Care Partnership \(south-ayrshire.gov.uk\)](https://www.south-ayrshire.gov.uk/annual-performance-reports).

# Annual Financial Performance and Best Value 2023-24

## Summary of Financial Performance

Financial information is part of the performance management framework with regular reporting of financial performance to the IJB. This included an integrated approach to financial monitoring, reporting on progress with savings delivery, financial risks and any variations and changes to the delegated budget. This year's financial reporting included regular updates on transformation activity including projects approved within the Improvement and Innovation Fund.

This year's financial performance reflects the challenges in health and social care recruitment with underspends in both internal and purchased frontline health and care services. The performance is also reflective of transformation projects within children services focussing on early intervention approaches keeping children with their families or community-based services.

Within Community Care and Health there was significant underspends in relation to the ability to recruit to front line posts within Allied Health Professionals (AHP's), and both internal care at home and commissioned care at home services. The underspends in Care at Home were offset with overspends in care homes, direct payments and costs of beds within both community hospitals.

Last year the HSCP worked to mitigate the staff shortage risk by creating new models of care delivery focussing on early intervention within the community. This includes the Frailty Team, Reablement Unmet Needs Assessment Team (RUNAT) and Racecourse Road Intermediate Care Unit (RRICU), with teams focussing on supporting people to reduce their level of care needs and maintaining their independence for longer, ultimately reducing the level of mainstream care required. These new models of care have now been implemented operationally following successful evaluation during the year.

There continues to be an underspend in looked after children's placements, an anticipated demand in need for foster carers has not materialised and we have been supporting children in our neighbouring authorities. This can be attributed to the Whole Family, Whole System approach including the Signs of Safety training and Functional Family Therapy.

The overall financial performance against budget for the financial year 2023 - 24 was an underspend of £7.292m. The underspends are partially due to reserves carried forward not fully utilised.

On 14 June 2023, the IJB approved £4m to create an Improvement and Innovation Fund, at the end of 2023-24 £3.167m was committed to a variety of projects. On 12 June 2024 a further £2m was invested into The Improvement and Innovation Fund to be used over the next two years to provide investment in specific projects or services to embed future financial sustainability.

It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on that basis. Significant progress has been made during 2023-24 to ensure the ongoing financial sustainability of the IJB. This work will continue and be built upon moving into 2024-25.

Key successes for 2023-24 include:

- Overall reported surplus allows for the earmarking and protection of ring-fenced funding for Scottish Government priorities.
- Improvement and Innovation Fund approval of £3.167m of projects and earmarking of a further £2m to the fund to continue investment in early intervention approaches.
- Continued progress with reducing the number of children placed in out with authority and family placements in 2023-24 has been achieved through transformation in Children's Services.
- Investment in our internal Care at Home services increasing internal capacity to meet community care needs.
- Investment in new ways of working to provide care in the right place at the right time through Stroke Pilot and AHP Front Doors.
- Recurring investment in early intervention and prevention approaches including Frailty work and Racecourse Road Intermediate Care Unit.

Strong financial leadership will continue to be required to ensure that future spend is contained within the budget resources available, and the IJB moved into 2024-25 with an approved balanced budget.

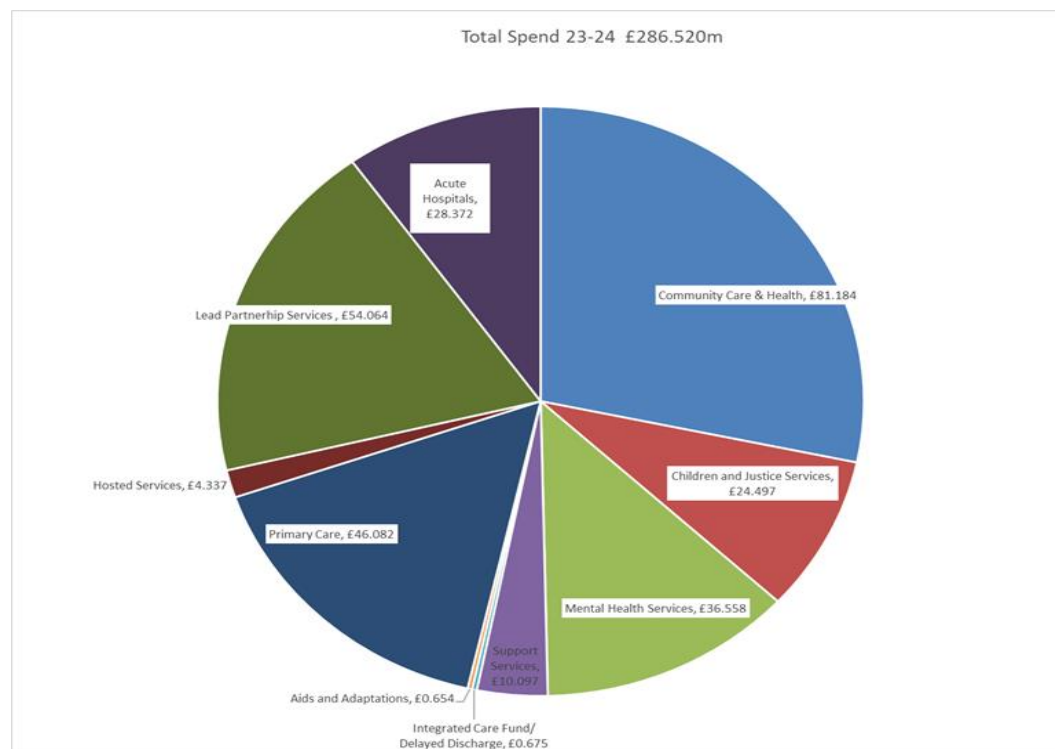


## Financial Reporting

Financial monitoring reports were presented to the Integration Joint Board throughout the year. A full analysis of the financial performance for 2023-24 is detailed in the [Year End Outturn report](#).

The financial funding made available from NHS Ayrshire and Arran and South Ayrshire Council to the IJB to deliver services and the costs associated with delivering these services over the last 5 years is detailed in the table below from 2019/20 to 2023/24.

Services	Total Spend 19/20 £m	Total Spend 20/21 £m	Total Spend 21/22 £m	Total Spend 22/23 £m	Total Spend 23/24 £m
Community Care & Health	62.164	62.666	69.152	76.624	81.184
Children and Justice Services	25.930	23.069	24.607	25.163	24.497
Mental Health Services	27.624	28.871	29.869	33.972	36.558
Support Services	6.555	4.697	7.909	5.835	10.097
Integrated Care Fund/ Delayed Discharge	1.674	3.057	1.052	0.845	0.675
Aids and Adaptations	0.550	0.785	0.780	0.797	0.654
Primary Care	42.381	44.026	44.403	44.814	46.082
Hosted Services	1.488	2.107	3.334	3.456	4.337
Lead Partnership Services	37.558	41.515	41.889	45.902	54.064
Acute Hospitals	24.884	27.54	28.311	30.626	28.372
Covid Costs		8.216	5.549	2.182	0
<b>Cost of Services</b>	<b>230.807</b>	<b>246.549</b>	<b>256.855</b>	<b>270.216</b>	<b>286.520</b>
<b>Funding</b>					
NHS Ayrshire and Arran	154.924	178.631	189.37	179.479	191.059
South Ayrshire Council	76.294	78.124	92.510	105.504	102.753
<b>Total Funding</b>	<b>231.218</b>	<b>256.755</b>	<b>281.880</b>	<b>284.983</b>	<b>293.812</b>
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(0.411)</b>	<b>(10.206)</b>	<b>(25.025)</b>	<b>(14.767)</b>	<b>(7.292)</b>



## Best Value

NHS Ayrshire and Arran and South Ayrshire Council delegate functions and budgets to the IJB in accordance with the provision of the Integration Scheme. The IJB decides how to use these resources to achieve the objectives set out in the Strategic Plan. The IJB then directs NHS Ayrshire and Arran and South Ayrshire Council to deliver services in line with the objectives and programme set out in its Plan.

The governance framework sets out the rules and practices by which the IJB ensures that decision making is accountable, transparent and carried out with integrity. The IJB has legal responsibilities and obligations to its stakeholders and residents of South Ayrshire. The IJB also has a duty under the Local Government in Scotland Act 2003 to make arrangements to secure Best Value, through continuous improvement in the way in

which its functions are exercised, having regard to economy, efficiency, effectiveness, the need to meet the equal opportunity requirements and contributing to the achievement of sustainable development.

During this year transformational change within services has continued as well as development of new ways of working to mitigate against challenges from lack of workforce capacity and improve services through early intervention and prevention approaches. It is recognised that transformation is key to shaping health and care services for the future, shifting the balance of care to more early intervention and prevention approaches and community-based services with less reliance on institutional based services.

Reports to the IJB this year included updates on [Improvement Projects](#) and use of the [Improvement and Innovation Fund](#). Within adult services the development of core and cluster in central Ayr provided the opportunity to create a Flexible Assessment Support Team (FAST) team utilising Scottish Government Community Living Funding to fund relevant technology and equipment in the flat. The team will work from the flat providing a 24/7 service to young people and adults whose health or social support needs are in crisis, providing short term support to reduce hospital and emergency respite admissions. The success of the Belmont Family First Schools project was a catalyst to the Family First model now embedded in South Ayrshire Children and Young People Services Plan 2023-2026. Funding for extending the model is provided through the Scottish Government Whole Family Wellbeing Fund. Implementation of the Family First “Team Around the Cluster model” is now in place and is a test of change led by Education. The model is based on early intervention and prevention, through locally based multi-agency teams working at the earliest opportunity to prevent needs arising.

In 2023-24 Scottish Government Care at Home Capacity funding and IJB reserves were used to continue to fund Racecourse Road Intermediate Care Unit (RRICU), based on the third floor of South Lodge Care Home. The unit was set up in December 2022 to reduce delayed transfers of care. The 12 intermediate care beds provide rehabilitation and care for people discharged from hospital who have been assessed as needing care at home but have rehabilitation potential. The unit is supported by a team of social care workers and occupational therapists and a local GP practice providing an enhanced service. An evaluation of the outcomes following an average 30 day stay at RRICU highlighted that 86% of service users are discharged home with no care at home package, 4% discharged with a reduction in care package and 8% discharged with the same care package assessed on discharge from hospital.

During 2023-24 £3.167m has been committed to various improvement and innovation projects, which are at various stages of implementation as noted in the report to IJB. These projects will be monitored during the year as part of the financial reporting process and also included in Performance and Audit Committee agenda’s focussing on progress against Key Performance Indicators approved as part of projects inception to ensure best value is achieved.

# Inspection Findings

External inspections are undertaken by the Care Inspectorate on all registered services. As the external regulatory body, the Care Inspectorate offer a robust process which whilst offering assurance of quality and attainment to the standards, also offering a supporting role to the identification of areas where improvements are sometimes needed. These inspections are welcomed by the HSCP and we strive to work to ensure that the outcomes for those who are supported by these services are safe, well, healthy and empowered to achieve their own individual outcomes.

During the reporting period five 'in house' adult services delivered by the HSCP were routinely inspected by the regulatory body, Care Inspectorate. The table here sets out the inspection summary findings.

The Care Inspectorate use a 6-point scale to evaluate quality where 1 is unsatisfactory and 6 is excellent. Grades across all 5 of the adult service areas inspected during 2023/24 in South Ayrshire ranged from 4 (good) to 5 (very good)

Full Inspection reports can be found here:

- [Arran View Support Services](#)
- [Hill Crest](#)
- [South Lodge](#)
- [Reablement](#)
- [Care at Home](#)

Each service strives to ensure that they are providing the best that they can and where necessary improvements are identified these are actioned and the progress is recorded against the relevant action plan. Regular updates on progress are presented to Performance and Audit Committee for scrutiny by the Head of Service for the service area.

These inspections follow on from previous inspections including the Joint Adult Services Inspection undertaken during 2022/23 reporting period of which there are associated action plans and updates also presented to PAC and the IJB.

Date	Service Area	Grades	Statement
June 2023	Arran View	Good 5,4	People were supported by friendly, caring staff. There was a wide range of activities for people to take part in
Oct 2023	Hill Crest	Very Good 5,5	Management and staff work well with external health professionals, enhancing the health and wellbeing of people. Staff were highly motivated, well trained and focussed on achieving good outcomes for people.
Aug 2023	South Lodge	Good 4,4	Management and staff knew each service user well and were very good at building positive relationships with people and their families. Staff were highly motivated and focussed on achieving good outcomes for people.
Nov 2023	Reablement	Very Good 5,5,5,5	There was very good communication between the staff in the team and sharing with other departments and organisations to work collaboratively towards shared goals. The service was being delivered by team of staff that were dedicated, caring and compassionate about the job they do.
Dec 2023	Care at Home	Very Good 5,5,5,5	Good teams of care staff delivering support to people in the community. Managers and coordinators working hard to maintain consistency of support. Consistently positive feedback from people who use the service. Staff described as caring, respectful, and helpful.

# Participation and Engagement

Meaningful participation, consultation and engagement is at the heart of achieving the vision and objectives of the South Ayrshire Health and Social Care Partnership (HSCP). The HSCP is required by the Public Bodies (Joint Working) (Scotland) Act 2014 to involve and consult with relevant stakeholders, including patients and service users, in the planning and delivery of services.

During 2024 we will work to develop a new Engagement Plan for the HSCP which will explore how we will engage with our staff and our communities.

A new Digital Programme Manager was recruited by the HSCP in late 2022 to progress work on a new Digital Strategy and programme of works for the Partnership. This work is now under way and the Digital Strategy 2024-29 has been drafted for approval by the IJB in June 2024.

There are formal consultation and engagement opportunities for people and organisations to share their views on specific proposals being developed for health and social care in South Ayrshire. This can include strategies, plans, service developments and service reviews among other areas. It is in addition to the ways in which people and organisations are already involved in shaping the work of the HSCP and Integration Joint Board, including membership on the Integration Joint Board and its Committees.

## Communications

### Press Activity

SA HSCP has seen a continued increase in press activity over the reporting period. Both in proactive and reactive activity.

- **17** Proactive Press Releases issued. These articles are developed and distributed to the local press to showcase good news and best practice. All are available on the HSCP website: <https://hscp.south-ayrshire.gov.uk/News>
- **16** Media Enquiries were received and responded to in line with our media protocol.
- **2** radio interview requests have been approved and co-ordinated.

## Social Media

The SA HSCP utilises three social media platforms: Facebook, Twitter, and LinkedIn. These accounts are manned by the Communications Officer. The volume of posts has continued to rise with a regular schedule maintained. This is a mixture of messaging from both internal teams within the SA HSCP as well as sharing posts from partners in particular South Ayrshire Council and NHS Ayrshire & Arran.

Posts > Social network	Average post engagement rate ...	Post impressions > Social netw...
Facebook Page <b>+18.3%</b> <b>1,829</b>	LinkedIn Page <b>+19.3%</b> <b>5.45%</b>	Facebook ... <b>+13.8%</b> <b>540,601</b>
Twitter <b>+16.2%</b> <b>1,698</b>	Facebook Page <b>+90%</b> <b>4.15%</b>	Twitter <b>+60.7%</b> <b>353,014</b>
LinkedIn Page <b>+166%</b> <b>618</b>	Twitter <b>-3.8%</b> <b>2.18%</b>	LinkedIn Page <b>+95.4%</b> <b>15,832</b>

## Public Website

The SA HSCP website was launched in 2021 as a subsite of the South Ayrshire Council website. This site has continued to grow over since its launch. In 2023 funding was sought through the Innovation fund identified by IJB to source a new Digital Systems Assistant to support the continued development and review of this site. Interviews took place for this role in early 2024. The new role will work directly with the Communications Officer to further develop the site in 2024.

Work is also underway to develop a new site in partnership with Voluntary Action South Ayrshire which will look to improve access to information for the communities of South Ayrshire providing a single point of access to information for all organisations within Community Planning. This will be further developed in 2024 with the help of the new Digital Systems Assistant.



### Wellbeing Pledge Showcase 2023

On Friday 2<sup>nd</sup> June 2023 South Ayrshire HSCP hosted its first in person networking event since the COVID-19 pandemic and was the first edition of this event which was created as a response to a request from DMT. Originally requested as a staff awards proposal it was agreed this showcase style event would provide more opportunities and would be more attractive to staff given the volume of alternative awards opportunities available through SAC / NHS etc.

This event was targeted at staff, partners and organisations around South Ayrshire who provide services and support to improve the wellbeing of our communities. The focus on this event being about networking with peers, a learning opportunity and a chance to celebrate success.

The event took place at the University of West of Scotland Ayr Campus, hiring out the large open plan atrium, a lecture theatre and 8 classrooms for the event. The atrium area hosted 53 marketplace stalls from a variety of staff, partners and voluntary sector organisations.

23 break-out presentations were scheduled within the 8 break out rooms with these being run in 3 phases throughout the event. The final presentation which took place in the lecture theatre contained a short introductory presentation by Tim Eltringham followed by a panel session featuring:

- **Linda Semple, South Ayrshire Integration Joint Board Chair**
- **Cllr Lee Lyons, South Ayrshire Integration Joint Board Vice Chair**
- **Marie Oliver, Chief Officer Voluntary Action South Ayrshire**
- **Tim Eltringham, Director of South Ayrshire Health and Social Care Partnership**
- **Dr Alan Gunning, Chair Ayr United Football Academy**
- **Prof. Ian Welsh, Former Chief Executive of the Health and Care Alliance**



Feedback from the event was extremely positive and agreement was made to carry out this event on an annual basis as an opportunity to network and share best practice as well as a chance to celebrate success.

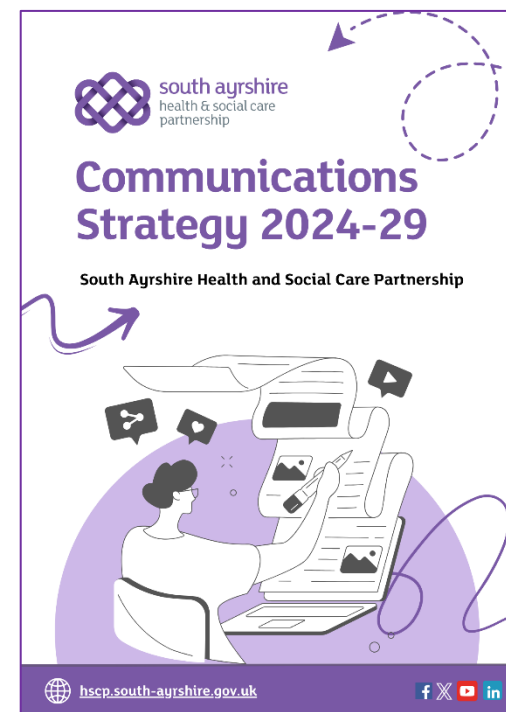
## Communications Strategy 2024 – 2029

Effective communication is at the very heart of achieving of the vision of the South Ayrshire Health and Social Care Partnership. A key objective of the IJB's Strategic Plan is for the HSCP to be transparent and listen to our communities.

The refreshed Communications Strategy 2024-29 has been developed during this reporting period. A Communications survey was developed and distributed in February 2024. This survey was open to both the general public of South Ayrshire as well as staff working in the South Ayrshire HSCP. This survey closed on Friday 15th March. Feedback from this survey has been used to further develop the content of the Strategy, in particular looking at the Action Plan for 2024-29. A full analysis has been done and this is incorporated in the strategy document.

There was input sought from the Communications Team within South Ayrshire Council who have previously agreed a new strategy specific to the Council. The HSCP communications officer engages regularly with both South Ayrshire Council and NHS Ayrshire And Arran Communications team to ensure good communication links are maintained and to work closer together on joint messaging where appropriate.

An initial draft of the strategy content was taken to SMT for comment and input on Thursday 25 March 2024. This Strategy is due to go to IJB for final approval in June 2024 with a view to publishing in the summer period.



## Locality Planning Partnerships (LPPs)

Following the restructure within the HSCP Community Care and Health Services, demonstrating the Partnership's ambition to work within our Locality areas across South Ayrshire, a substantial amount of work has taken place to agree new terms of reference for the LPP's, and in some areas agree changes to the boundaries. The localities affected by the boundary changes are Ayr North, Ayr South and Villages, and Prestwick. Previously the villages of Annbank, Mossblown and Tarbolton were part of the Ayr North LPP. They are now part of the Ayr South and Villages locality. In Prestwick, some smaller changes relating to areas around Heathfield and St Quivox have also seen their geographical coverage change.

The Chairs and Vice Chairs of the LPPs continue to be supported by the Senior Managers responsible for localities and are encouraged to share the progress and future action planning of their respective areas via tabling of papers to the Strategic Planning Advisory Group of the HSCP. To mirror the increased involvement and closer working with colleagues across the Community Planning Partnership (CPP), the Senior Managers have also become members of the Strategic Delivery Partnership's Chairs Executive Group – a key conduit for action within the CPP structure.

The LPPs have continued to meet throughout the year, both in person and via digital conferencing calls. A number of the groups have managed to maintain their membership and have been active across their locality areas. Others are striving to improve attendance and membership and will utilise the new Terms of Reference to encourage colleagues across different professions to contribute to the agendas of the groups, whilst ensuring the community voice continues to be key.

Across the groups, local discretionary funding has been distributed via a mix of Participatory Budgeting and Small Grant Funding. This distribution of funding has allowed local groups to benefit from small amounts of money to focus on local priorities.

## Locality Plans

To develop locality plans and actions there has been ongoing engagement and communication with key stakeholders. The Locality Planning Partnerships (LPPs) are key to the delivery of the Locality Plans and will ensure the communities voice is heard, and that all stakeholders are working together to plan for, resource and provide services, support and care in the local area, with a focus on tackling inequalities.

Through whole system partnership working, co-production and co-design, Locality Plans will articulate actions relevant to locality priorities with a clear, authentic, and transformational approach aligned to quality planning, improvement and assurance.

The ambition of the HSCP to work effectively and efficiently with communities to develop and deliver local services, is reflected within the Locality Plans. The structure has been endorsed by the Integration Joint Board and the Community Planning Partnership (CPP). This reflects a move to adopt a broader partnership approach to health and social care, integrating the wider services and organisations who ultimately provide support to our local communities.

The Senior Managers within the HSCP who have responsibility for the development and implementation of the actions within the Locality Plans, are working closely with colleagues within South Ayrshire Council's CPP team to ensure both HSCP and CPP structures are appraised of the progress of the Locality Plans.

Locality planning and plans incorporate the strategic objectives of the HSCP. By adopting a truly whole system and whole family approach beyond the services directly delivered by the HSCP, the locality plan will ensure priorities and actions identified are intrinsically linked to Local Outcome Improvement Plan priorities.



## Team Around the Locality

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

The HSCP Locality Management Team will be working in partnership with the locality and stakeholders to shape and deliver services to empower individuals and communities to start well, live well and age well.

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

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

The model will be based on the following principles:

- **Person centred**; Engage individuals in thoughtful dialogue and joint decision making. Providing the information, advice, and support needed to protect their independence.
- **Building local capacity**; strengthening local community capacity, promoting local responses, including volunteering, and developing micro-enterprises.
- **Partnership working**; fostering strong partnerships with the local community as well as with teams, partners and independent organisations.
- **Integrated care**: striving for coordinated, collaborative services that cater to specific needs and promote the wellbeing of local communities.
- **Community engagement**: active engagement with local residents to collectively shape services and support to address the needs of the local community.
- **Quality improvement**: integrating quality improvement approaches into our work, ensuring we provide the best outcomes for our communities.
- **Prevention/early intervention**; ensuring timely access to information, advice, and support, promoting independence and ageing well.
- **Strength / asset-based assessment**: building upon the strengths of individuals, their families, and the communities that support them to live well.

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

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

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

## **Maybole and North Carrick**

The membership for the Maybole and North Carrick LPP has increased especially since we moved to hybrid meetings which allows people to join face to face or via Zoom.

Maybole and North Carrick have provided funding to 16 projects this year, all of which make a great difference in the community as well as meeting our priorities. This year, we involved the community in deciding on what priorities we would work towards. We did this by distributing a survey and asked people to provide feedback on what is most important to them in relation to health and social care. This allowed us to select three priorities, which are:

- Tackling social isolation and loneliness
- Promoting good physical and mental health including Ageing Well
- Tackling drugs and alcohol issues

Engagement work has been taking place within the North Carrick area around the Team Around the Locality model. The plans have been well received by the community and the consensus is people would welcome more in person services as well as some outreach work within the surrounding villages.

## **Girvan and South Carrick**

Girvan and South Carrick LPP meetings are well attended and have good representation. We have introduced a hybrid approach to the meetings which allows people to join via Zoom if they are unable to travel to the meeting. This change has saw an increase in attendance. A

survey went out to the community to allow them to have their say on the health and social care priorities for the LPP. The response was good and allowed the LPP to decide on the following priorities:

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

The LPP funded and supported a Carers Days within Girvan Academy which celebrated and showed appreciated to the unpaid carers within the South Carrick locality. The day was very well received and a special thanks should be given to Girvan Academy who helped with the organising and running of the event.

The LPP organised and ran a successful Participatory Budgeting Event alongside our Thriving Community colleagues. Funding was provided from both the HSCP and the UK Shared Prosperity Fund. The event saw 17 groups attend and speak to the public about their project. The public was then encouraged to vote and give each group a score from 1 – 5. The votes were then counted, and 12 groups received funding. Over 200 people attended the event to vote.

Engagement work has taken place around the Team Around The Locality model and the plans have been well received. Notable feedback is that people would like to see Girvan Community Hospital being better utilised especially for clinics to support things like diabetes, hearing and minor injuries. People would also like outreach services within the villages as transport links continue to be an issue.

## Troon

Troon and Villages LPP has seen a reduction in attendance and this year brings a re-focus to establish attendance and contribution to the Troon LPP.

The Partnership Engagement Officer, with colleagues from South Ayrshire Council's Thriving Community, directorate are focussing on engaging with local groups and citizens within the Troon locality to promote and raise awareness of the role of LPP to encourage local citizen contribution and attendance at the Troon LPP.

Despite the Troon LPP not meeting formally ,14 organisations applied for, and were successful, for small grant funding.

## Prestwick

Monthly meetings of the Prestwick and Villages LPP have been held and attendance from the 'local' membership is very consistent. Meetings have a regular complement of 12 attendees.

Prestwick and Villages LPP in partnership with Prestwick Academy held a successful Celebration of Carers Event in 2023. Entertainment and refreshments were provided to celebrate unpaid carers across the locality. A number of information stalls were available on the day including Voluntary Action South Ayrshire, Dementia Friendly Prestwick as well as the Health and Social Care Partnership and Ayrshire and Arran teams.

In recognition of our young carers contribution there were specific stalls and entertainment, including a silent disco, for our young people to enjoy.

A partnership with Age Concern and Prestwick and Villages LPP was formed last quarter 2023. This resulted in an initial successful Social Isolation event with 56 citizens attending a Scottish themed lunch time event. The soup and cakes, refreshments and musical event was voted a success. A further event, Spring into Summer, was planned and held in May 2024. This event was very well attended with positive feedback received from citizens regarding the event but also provided suggestions for community groups and initiatives to be taken forward as consideration of the LPP priorities.

A Bereavement Group, meeting fortnightly in Prestwick, has been successfully established by a local member of the LPP. Attendance at the meetings has already regularly reached 8 members.

Our Participatory Budgeting took the approach of Small Grant and there were 10 successful groups who received funding. Prestwick and Villages LPP have established mentors for these groups and evaluation will be progressed around the use of the funding. This was all achieved by a small subgroup of the LPP members, and the Engagement Officer.

With the finalisation of the Terms of Reference for LPP 's, Prestwick and Villages LPP have started to address and compile the requirements for its implementation.

Team Around the Locality engagement with local groups has continued, and this will be a key focus going forward, with further events scheduled for future months with the aim to seek increased local understanding of LPP, its aims and to recruit more local membership.

## Ayr North and Ayr South and Villages

Ayr North and Ayr South and Villages Locality Planning Partnerships (LPP) have been active for a number of years and enjoyed support from community members and professional colleagues. Since the review of localities, there has not been the same level of support to the LPPs. A host of engagement opportunities have been undertaken, with valuable feedback from our community members regarding how they would like to see health and social care services delivered in their local area.

Despite this, there has been very little interest from the local community to participate in the LPPs. This has limited the amount of support to the development of the work of the LPP and the development of both Ayr Locality Plans. Key priority areas for each locality have been agreed, with an ambition of the LPPs to encourage community members to join the group, alongside the wider professional staff group identified in the new Terms of Reference. The plans represent a clear evidence base, aligned to population data, national and local drivers, professional advice and lived experience, and articulate the aspirations of the Ayr North and Ayr South and Villages Localities.

The LPP agreed that the work within Wallacetown would sit well as a subgroup of Ayr North and are delighted that the Co-ordinator for this work has agreed to bring updates to future meetings. Successful work that has taken place has been shared, including a weekly day of action which involved Police Scotland Community Wellbeing Unit, South Ayrshire Council (SAC) Anti-Social Behaviour Team, SAC Housing, SAC Homeless, SAC Community Co-ordinator, SAC Community Safety, Scottish Fire and Rescue Service and SAC Education. The purpose of this activity is to improve the safety and wellbeing of people, places and community within Wallacetown, identify addresses causing most concern and working in partnership to find solutions to these issues, and supporting those impacted by the behaviour, and connecting residents to appropriate services such as cost of living assistance, access to health care, social inclusion and opportunities in employment and further education.

Getting it Right for Ayr North (GIRFAN) is an approach bringing together a multi-disciplinary group of staff (from both current roles such as those working with our Homeless Services and newer posts, for example Community Nursing roles) to focus on those living in the area who are the most vulnerable, and often living the most chaotic lifestyles. As the groundwork in adopting this approach progresses, updates will be provided via the Ayr North LPP.

Ayr North LPP awarded £37,210.80 and Ayr South and Villages LPP awarded £32,688.93 of discretionary funding to local groups that met the priorities of each LPP.

# Clinical Care and Governance

South Ayrshire IJB are confident that Clinical Care and Governance; assurance; compliance and due diligence are key performance requirements. As we continue to move forward we have been preparing for new legislation being introduced, which has afforded additional assurance measures to have been put in place. The Health and Care (Staffing) (Scotland) Act 2019 was introduced and implemented with effect from 1 April 2024. This however required a significant period of engagement, preparation and implementation in order to understand and meet the requirements of this legislation.

Our governance meetings, in keeping with national guidance to ensure a joined-up approach to governance of both health and social work / social care services, are scheduled in advance in accordance with the decision making required.

Our governance arrangements include the Health Care Governance Group (HCGG). The HCGG received reports from each of the HSCP's service areas and other internal governance groups such as the Social Work Governance Board. During the early stages of 2023 the template for annual reporting was refreshed and the first generation of this revision will be presented in the summer of 2023 to the various Committees and Boards.

In addition to the regular Health and Care Governance business, the now well-established Community Services Oversight Group (CSOG), provides enhanced oversight of care homes and care at home services, built from the early days of the pandemic. The multi-disciplinary approach remains strong and has become an embedded work stream. Relationships which were borne out of necessity has developed positive and robust relationships and brings together partners to support improvement across services. These relationships have proven invaluable during some of the most challenging times experienced across health and care services. Engagement with the group is positive and supportive to embedding improvements, the membership of the group gives a platform for developing training and good practice across all services and is driven by professional intelligence, governance, and professional curiosity.

During 2023/24 we have continued to undertake Quality Assurance (QA) visits, using the QA Framework (QAF) as the template to evaluate our commissioned services a range of themes. The QAF is an evidence-based assessment from a strategic overview of service provision. The findings of the assessments are reported into the CSOG for awareness and approval. During the last year the teams have been able to offer a consistent approach to evaluation and engagement which is undertaken across all externally commissioned services and is carried out in parallel with Council processes led by our Procurement Team.

From a Public Protection perspective, Adult Support and Protection reports, along with Child Protection, reviews which support learning for the HSCP and these wider multi-agency protection-based Partnerships. Good governance arrangements (through the Adult and Child Protection Committees) ensure that all staff are supported to share issues in a safe and confidential environment. Learning Summaries are shared, and the

HSCP supports education and learning through the work done by the Education and Learning Sub-Group. This approach ensures that governance procedures improve, assure and, where necessary, result in remediation to drive the quality of our joint services. The Partnership Improvement Plan emanating from this governance approach, ensures that continuous improvement is embedded throughout every aspect of care delivery, from corporate leadership values to clinical and partnership support for staff. We continue to keep our governance processes under review and are constantly seeking to improve these.

## In year progress and year ahead

This year's Annual Performance Report covers the twelve months to 31<sup>st</sup> March 2024. We have faced many challenges head on, with delayed transfers of care being an area of focus nationally. South Ayrshire has consistently pursued options to bring improvements to the statistics as behind the numbers are real people who are victims of systems which are not always working effectively. The approach taken to address this key pressure point across the whole system though has been much wider. We recognise that this is not just a hospital challenge. Using innovation; developing pilot services; changing processes and giving locality teams more autonomy to address the challenges, we have been successful in some areas. Whilst we push hard, we recognise that the challenges faced in South Ayrshire are represented at a national level. We have shared our learning with other HSCP's and explored solutions in equal measures.

We have realised the complexity of the care requirements of many of the people who require health or care support impacts directly on our ability to shift the balance of care. We have built on our performance management information which informs service delivery, capacity and resources. We have introduced a specific fund for innovation to realise change effectively, putting opportunity in the hands of the teams who we trust to deliver their services in a timeous way. This has seen reductions in waiting lists, quicker and more effective access to supports and allowed people to return home sooner. Even with these, there is still more we can do to support and facilitate people who remain in hospital longer than necessary. Our investment in Care at Home staff, Telehealth, a Digital Strategy fit for the 21<sup>st</sup> century demands, investment in District Nursing, Occupational Therapy and other Third and Independent Sector supports are positively changing people's experiences.

We continue to push forward. As we move forward to face new challenges, our appreciation for resilience, innovation, durability and a sense of coming together remains strong. We are committed to developing and reviewing Strategy documents and during 2024/25 this will continue. Consultation and communications are critical to the success of any service changes as this gives us scope to listen to our citizens.

We know that good, qualified and skilled staff who are supported, valued and respected in their workplace remain committed to quality services. To achieve this, we have continued to develop training opportunities. We have put in place corner stones for future workforces linking directly with Colleges and University's as well as investing in Modern Apprentice programmes. New ways of working and using technology to reduce system pressures as well as empower our citizens to live an empowered, healthy and safe life.

# Lead Partnership Responsibilities

In 2023-24 South Ayrshire Health and Social Care Partnership was the Lead Partnership for the following services across Ayrshire and Arran:

## Family Nurse Partnership

The Family Nurse Partnership is a licensed, intensive home visiting service for first time young parents of 20 years and under and up to age 25 years with previous care experience. The service, delivered by specially trained Family Nurses, starts in early pregnancy and continues until the child is two years of age at which time the child is transferred to Health Visiting service. The aims of the service are to improve pregnancy outcomes, improve child development and improve parent's economic self-sufficiency.

To date almost **1000** young women have been offered the service in Ayrshire and Arran. The success of this programme has been highlighted in the Scottish Governments Family Nurse Partnership Annual Report with improvements noted in breastfeeding, reductions in harmful health related behaviour such as smoking and increases in uptake of education or employment.

## Continence

The Integrated Continence Service promotes continence by empowering patients to self-manage through behaviour and lifestyle interventions. The objectives of the service are:

- Intermediate clinics across Ayrshire, the Continence Team delivers clinics in 12 locations throughout Ayrshire, including a monthly clinic on Arran.
- An advisory and educational service to NHS clinicians thus enhancing the quality of evidence-based continence care being delivered to patients and carers. The service delivers an annual programme of education.
- An advisory service to patients, carers and voluntary organisations and a Monday to Friday helpline.

This year the national contract for the supply and provision of continence products was re-negotiated with Ontex being successful in the tender process and retained the contract. We continue to work closely with Ontex to ensure service delivery, effectiveness of products and cost efficiency.



The Team Leader role within the Continence Service has been supported to progress key areas of development across our Community Nursing and Care Homes in regard to ensuring cohesive links are made to provide referral pathways, supporting assessments, and appropriate interventions to support continence.

A number of improvement areas have been identified and the Integrated Continence Service are currently developing an action plan to progress this work.

## Other Lead Partnership Arrangements

[North Ayrshire Health and Social Care Partnership](#) is the lead Partnership in Ayrshire for specialist and in-patient Mental Health Services and some Early Years Services. They are responsible for the strategic planning of all Mental Health in-patient services, Learning Disability Assessment and Treatment Service, Child and Adolescent Mental Health Services, Psychology Services, Child Service, Children's Immunisation Team and Infant Feeding Service.

[East Ayrshire Health and Social Care Partnership](#) is the lead partnership with responsibility for Primary and Urgent Care Services. 'Primary Care' refers to the four independent contractors who provide the first point of contact for the Ayrshire and Arran population. 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
- Community pharmacy
- Community Optometry
- Dental Services: General Dental Service and the Public Dental Service
- Ayrshire Urgent Care Service

# Looking Ahead

## Children's Health, Care and Justice Service

As Head of Service, **Mark Inglis** is clear on his aims and aspirations for Children's Health, Care and Justice Services:

We have evidenced over the past year that our commitment to continuing to work on a preventative basis applying the Christie Commission principles, has resulted in improved outcomes for Children and Families, greater efficiency and greater Children and Family satisfaction with services.

The Transformational journey that Children's Services have been on, over the past five years in particular, was acknowledged this year with South Ayrshire Children's Services receiving an iESE Public Sector Transformation Silver Award in February 2024.

The work done to deliver on The Promise and The Plan 2020 – 2023 is clearly evidenced through the South Ayrshire's "benefit tracker" and also seen in delivering on our Corporate Parenting Plan, which we call our "Parenting Promise".

There has also been the production of South Ayrshire new Children Services Plan 2023 – 2026, which draws together the work that the Health and Social Care Partnership, Children's Services, with Education, Thriving Communities and all our Community Planning Partners to deliver on key priorities for the next three years. This plan was created through our engagement with Horizons research who supported our learning on "whole family wellbeing" which then informed the new Plan 2023 – 2026.

This past year has seen the investment in, and development of, a "Family First" approach in South Ayrshire through Locality School Clusters. In partnership with Education and Thriving Communities, embedding Partnership resources in School Clusters, to deliver on GIRFEC principles, being the right support at the right time from the right person, improving outcomes for children and reducing the escalation through the care system and the need for more intrusive and expensive interventions.

The Family First approach and Signs of Safety model has also resulted in a 79 per cent reduction in the number of children deemed to be at Risk of Significant Harm and registered on the Child Protection Register (CPR). There has also been a change in the overall balance of care, with a 53 per cent reduction in the number of children referred to the Scottish Children's Reporters Administration in need of care and protection from 2016, as well as a 67 per cent reduction in the number of children subject to Compulsory Supervision Requirements.

This past year also saw the second “audit” of the implementation of the Signs of Safety, being a framework for delivering Children’s Services which aligns strongly in delivering on the findings of The Promise. The retest of the 2021 baseline audit which was done in September 2023, demonstrated a positive shift in feedback from parents, carers, young people and staff. For example, 64 per cent of respondents said their social worker had been clear with them about how they see the concerns within the family, compared with 27 per cent in 2021. In relation to families feeling that social workers care whether their family resolves their problems, this improved from 35 per cent in 2021 to 69 per cent in 2023. Internal staff surveys have also found a significant decrease in differing views between staff and leadership. This is important in creating a positive climate and culture within South Ayrshire. The alignment of values between the leadership and frontline operational staff is more likely to contribute to a successful implementation and improved outcomes for children and families and I believe is seen in the continuing improved services being provided.

For the coming year, the team will continue to focus on developing:

- The embedding of the Family First approach applying the learning from the Small Steps to Wellbeing project and the Belmont First model.
- To have teams in localities working with partners to respond to local needs and develop strong community partnerships, applying “Whole Family” approaches.
- Transform and modernise the children with disability team.
- Create additional nursing support within Ayr North / Wallacetown.
- Develop further South Ayrshire’s Youth Justice “offer” through the Young Persons Support and Transition Team. With exploration of a Youth Court at Ayr Court.
- Develop trauma informed therapeutic services for children looked after in Foster and Kinship Care, including the continuation of the Play Therapist role and enhanced training to reduce the number of family care break downs.
- Contribute to Children’s Services Planning Partnership, Whole Family Wellbeing to ensure a coordinated and cohesive approach to Family Wellbeing as outlined within The Promise.
- To deliver on The Promise 2024 to 2030 and ensure that we can evidence that we are delivering on the findings of the Care Review and improving outcomes for our Looked After Children and those with Care Experience. In particular, the challenge to use care based language.
- To deliver on the Parenting Promise and our objective of loving our Care Experienced children and young people in word and in action.
- Improve the use of data and the presentation of it, to inform service design and resource allocation. To also devolve more data and local decision making to front line managers.
- To deliver on the UNCRC in South Ayrshire and ensure that not only Children’s Services, but the whole Council and HSCP understand their duties and responsibilities to uphold Children’s rights.

- Working with adult services and Education to deliver on the “liberation method”. This will consider new ways of working with those who need support in our localities through relationship practice and will enable staff to engage with local residents most in need of support in a creative and liberated manner.

## Community Health and Care Services for Adults:

During 2023-24 there have been several significant challenges and developments. Demographic changes continue to drive increased demand for services with increasing numbers of people and increasing complexity meaning that service demand across all health and care services are increasing whilst the available funding and workforce is diminishing. With these demographic pressures at the forefront of our thinking we are working hard with partners to redesign and transform South Ayrshire into a place where older people can thrive. In line with the “Life Curve” we are also prioritising investment in services that support prevention and early intervention. It is hoped that by focusing on enabling people to remain well, independent, and happy for as long as possible that they will live healthier, happier lives closer to home and will require fewer services for a shorter period.

As Head of Service for **Community Health and Care Services for Adults (including Mental Health, Learning Disability / Sensory Impairment and Adult and Older People)** Billy McClean has set his vision high across the service areas within his remit:

Across Community Health and Care Services we have invested significantly to drive quality improvement, professional standards and integrated working with a focus on prevention, early intervention and partnership working.” Building on the positive Joint Inspection of Adult Services, Billy McClean has set his vision high across the service areas within his remit to go from “Good to Great”, delivering and celebrating sector leading services.

The strategic change programme necessary to deliver on this ambition aligns to Caring for Ayrshire in the NHS and the Transformation Programme in South Ayrshire Council and is set out in three Service Level Improvement Plans or Strategies:

## Mental Health and Addictions

The previous Mental Health Strategy was completed in 2022 but development of the new strategy has been delayed due to the recruitment of a new Senior Manager. With our new Senior Manager in post since October 2023 we have now begun engagement with service users, workforce and partners in developing the new strategy which will focus on a tiered approach to service development and delivery with a heavy emphasis on prevention and early intervention. Building on our approach to integrated services closer to the community the strategy will consider how services will dovetail with the newly established “Team Around the Locality” model whilst maintaining specialist support for those that need it. Working

closely with Housing we have developed sector leading supported housing projects for our most vulnerable clients and this will remain an important aspect within the new strategy. The development of the new strategy will be complete by December 2024.

## Learning Disability and Sensory Impairment

Our new Learning Disability Strategy was published in 2022 and is celebrated as an excellent example of partnership working and service user engagement having been developed and being delivered in partnership with people who have a learning disability, and their carers. Held to account by our “League of Champions” we have already delivered on all the improvement actions set out in the strategy and are reaping the rewards with people being supported to have more choice, be more independent and be more engaged and actively participate in their communities. We have a number of sector leading supported housing projects one of which was completed in Ayr town centre during 2023-24 and have supported people to return to Ayrshire. During 2024-25 we will work with the Commission for People with a Learning Disability to evaluate the impact of our work before beginning the cycle of engagement and development for the new strategy.

## Adult and Older People

The Service Improvement Plan for Adult and Older People was originally developed in 2019 and refreshed and published in 2022. We have delivered on most of the ambitions set out in this plan including expanding reablement and the responder service, reviewing care at home services, strengthening micro-enterprise development, developing “home first” pathways and MDT discharge planning, review of community equipment services and implementation of the recommendations of the Community Nursing review.

In addition, during 2023-24 there has been significant progress made with the implementation of our new “Team Around the Locality” model, with key appointments into three new Senior Manager posts, three Clinical Nurse Manager posts and three Principal Social Worker posts. These new leadership teams have led engagement within our six localities and developed locality plans that set out the improvements that each locality will make over the coming three years. In addition, the recommendations of the Adult Social Work Review have been fully implemented and a new “Connect” model has been developed to provide easy to access information about services and alternatives to services in person, by phone and online within each locality. We have worked closely with Scottish Government through the ‘Getting It Right for Everyone’ programme where we have shared learning with other Health and Social Care Partnerships across Scotland.

As part of the Health Improvement Scotland Focus on Frailty Collaborative, we have developed a whole system approach to improving the services and alternatives to services to enable older people to thrive. This includes developing an Ageing Well Strategy and Movement (aligned to the Local Outcome Improvement Plan and reported through the Community Planning Partnership) which will be published for consultation in May 2024 and launched in August 2024, Ahead of the Curve which aims to identify people at risk of frailty early and support them to remain active with alternatives to services, coordinated proactive support for those with moderate frailty through our ‘Team Around The Locality’,

improved Future Care Planning and responsive community services for those at end of life, and seamless, joined up acute care for those who need it. We are making good progress in delivering on these actions and this work is now recognised as sector leading with a number of colleagues from across the UK and beyond looking to learn from our approach.

## Key Challenges

- Workforce recruitment, retention and wellbeing continues to be a challenge affecting many service areas although recruitment into Care at Home and the stability of the Care at Home private sector have stabilised.
- Large Scale Investigation successfully supported a care home to move from crisis into a stable position which had positive outcome for the residents.
- Ongoing challenges with the stability of the private care at home and care home sector.

## Key Successes and areas of continued focus

- Reduced delayed transfers of care from 176 in January 2023 to 60 in March 2024.
- Successful recruitment for all in-house Care at Home vacancies eliminating 30% vacancy rate and recruited to an additional 110 newly created carer posts.
- Trained over 67% (against a goal of 50%) of staff in foundation level and 100 staff (against a goal of 100 staff) in practitioner level Quality Improvement Science.
- Developed data dashboards at team and service level to provide better information for service planning and delivery.
- Established effective partnerships with University of West of Scotland and Stirling University to develop development and research pathways that benefit all partners.
- Finalists in the UK Nursing Awards and Winners of the Parkinsons UK Awards with our Parkinsons medication digital system.
- Certificate of Excellence Award Winners in the UK Public Sector Transformation Awards for our improvement approach to reducing delayed transfers of care.
- Presented work at several national and international events including the NHS Scotland, Royal College of GPs and Royal College of Occupational Therapy Conferences, UK Community Led Support Gathering, International Federation for Integrated Care Round Table.

## Allied Health Professionals:

**Louise Gibson, Professional Lead and Senior Manager Allied Health Professionals (AHPs)** describes the valuable work undertaken by the services:

The AHP services comprise of Dietetics, Physiotherapy, Occupational Therapy, Speech and Language therapy and Podiatry. The services cover all areas within the partnership linking with many of the teams from Community from both Health and social care, Adults and Older people and Children and Families services. They provide holistic rehabilitation and specialist treatment to many patients and clients from all ages.

This last year has seen AHP services undergo a review of governance and assurance structures to develop a South Ayrshire AHP Governance group. This has allowed for more robust reporting from the services to the South HSCP. In addition, an AHP Priority Plan has been developed which covers AHP services on a Pan Ayrshire basis. In addition to the South Ayrshire Strategic drivers, this will provide direction for AHP services to focus on service and staff development. The areas covered include workforce development, innovation, use of digital, data capture, quality improvement and communication as part of a 3-year vision.

AHP services are actively undergoing a redesign models of service delivery for Specialist and Core rehabilitation services across Ayrshire and Arran to support workforce development. Recruitment and retention of staff has been our biggest challenge which is a national issue for all our professional groups. There have been several Specialist and Advanced Practitioner roles developed in many clinical areas. The introduction of Healthcare Support worker posts within services to improve skill mix and create capacity within AHP teams for early intervention, health improvement and education and training of wider multi-disciplinary team.

The further role out of an early intervention approach has continued with the added capacity to the Staying Ahead of the Curve team, Community and Primary care teams and Diabetes prevention. Work continues with a focus on Frailty, Falls prevention and AHP services at the front door of the Hospital.

The focus on the coming year will include:

- Further work on Early invention, Falls and Frailty with a review of service delivery around these areas.
- Comprehensive development and review of our Data management which is already underway. This will significantly enable us to demonstrate the impact of our interventions.
- Continued focus on staff development and wellbeing, workforce development and maximising the rehabilitation contribution of our teams.

## South Ayrshire Health and Social Care Partnership

As Director **Tim Eltringham** celebrates the previous year's achievements and reflects on the strength of the current position:

As I noted at the beginning of this report, there have been many positives during the year and there are many services who are and continue to go above and beyond on a daily basis, who are not mentioned in this edition. We have seen growth, learning, opportunity and innovation again this year. During the last year, the structural changes implemented have settled and the benefits of working closer in the community is notable.

Our ethos of empowering and trusting our staff, volunteers and carers supports further improvements both the terms of quality of and access to services. We continue to pursue the right premises for our teams, where staff can feel valued, be proud of the facilities they work from and present to the wider community that the Health and Social Care Partnership is committed to building thriving communities where people can be supported.

As our best asset, our staff should feel valued and respected for the significant contribution that they make. We will continue to invest in training and develop processes which assist them in their roles, this includes technology and effective systems. We recognise that whilst Health and Social Care remains a challenging environment to work in, we have a responsibility to actively promote health and social care as a positive destination for employment, offer real career path opportunities and build a strength-based workforce who are committed to continuous improvement.








We will continue to build on the work with stakeholders and partners as an invaluable resource and make South Ayrshire the location of choice for people to live, learn and work in.











We strive to be sector leading in our determination to move from good to great.







# Appendix 1: National Health and Wellbeing Indicators Data

NATIONAL INDICATORS		South Ayrshire Health and Social Care Partnership Data										Scotland Latest Data	RAG STATUS
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24		
NI-1	Percentage of adults able to look after their health very well or quite well	N/A	95%	N/A	94%	N/A	94%	N/A	92%	N/A	92%	91% (2023/24)	
NI-2	Percentage of adults supported at home who agree that they are supported to live as independently as possible	N/A	83%	N/A	82%	N/A	82% <sup>1</sup>	N/A	76% <sup>1</sup>	N/A	71% <sup>1</sup>	72% <sup>1</sup> (2023/24)	
NI-3	Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	N/A	80%	N/A	77%	N/A	75% <sup>1</sup>	N/A	76% <sup>1</sup>	N/A	60% <sup>1</sup>	60% <sup>1</sup> (2023/24)	
NI-4	Percentage of adults supported at home who agree that their health and social care services seemed to be well coordinated	N/A	74%	N/A	85% (s)	N/A	72% <sup>1</sup>	N/A	63% <sup>1</sup>	N/A	63% <sup>1</sup>	61% <sup>1</sup> (2023/24)	
NI-5	Percentage of adults receiving any care or support who rated it as excellent or good	N/A	83%	N/A	85%	N/A	81% <sup>1</sup>	N/A	76% <sup>1</sup>	N/A	75% <sup>1</sup>	70% <sup>1</sup> (2023/24)	
NI-6	Percentage of people with positive experience of care at their GP practice	N/A	90%	N/A	88% (s)	N/A	86%	N/A	78% (s)	N/A	78%	69% (2023/24)	
NI-7	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	N/A	83%	N/A	87% (s)	N/A	81% <sup>1</sup>	N/A	72% <sup>1</sup>	N/A	67% <sup>1</sup>	70% <sup>1</sup> (2021/22)	
NI-8	Percentage of carers who feel supported to continue in their caring role	N/A	40%	N/A	36%	N/A	37%	N/A	34%	N/A	30%	31% (2023/24)	

<b>NI-9</b>	Percentage of adults supported at home who agree they felt safe	N/A	85%	N/A	85%	N/A	87% <sup>1</sup>	N/A	76% <sup>1</sup>	N/A	74% <sup>1</sup>	73% <sup>1</sup> (2023/24)	
<b>NI-10</b>	Percentage of staff who say they would recommend their workplace as a good place to work	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
<b>NI-11</b>	Premature mortality rate per 100,000 persons	391 (2014)	422 (2015)	451 (2016)	380 (2017)	419 (2018)	428 (2019)	435 (2020)	451 (2021)	422 (2022)	422 (2022)	442 (2022)	
<b>NI-12</b>	Emergency admission rate (per 100,000 population)	15,811	16,334	16,573	17,498	17,904	16,829	14,852	15,809	14,303	14,722 (2023) <sup>2</sup>	11,707 (2023) <sup>2</sup>	
<b>NI-13</b>	Emergency bed day rate (per 100,000 population)	166,173	176,340	178,190	179,753	166,658	165,627	139,251	153,725	172,992	168,754 (2023) <sup>2</sup>	112,883 (2023) <sup>2</sup>	
<b>NI-14</b>	Readmission to hospital within 28 days (per 1,000 population)	107	110	116	120	127	118	128	114	100	104 (2023) <sup>2</sup>	104 (2023) <sup>2</sup>	
<b>NI-15</b>	Proportion of last 6 months of life spent at home or in a community setting	86%	86%	85%	86%	86%	87%	89%	88%	88%	88% (2023) <sup>2</sup>	89% (2023) <sup>2</sup>	
<b>NI-16</b>	Falls rate per 1,000 population aged 65+	24.9	24.4	22.4	24.8	24.1	22.6	22.1	21.5	19.4	19.1 (2023) <sup>2</sup>	23.0 (2023) <sup>2</sup>	
<b>NI-17</b>	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections	86%	89%	86%	87%	80%	80%	79%	73%	68%	73%	77% (2023/24)	
<b>NI-18</b>	Percentage of adults with intensive care needs receiving care at home	67% (2014)	63% (2015)	64% (2016)	63% (2017)	61% (2018)	64% (2019)	69% (2020)	73% (2021)	63% (2022)	64% (2023)	65% (2023)	

NI-19	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population)	900	838	1,273	967	1,354	1,699	886	1,365	2,216	1,943	902 (2023/24)	
NI-20	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency	26%	27%	28%	29%	29%	29% <sup>3</sup>	N/A	N/A	N/A	N/A	24% <sup>3</sup> (2019/20)	
NI-21	Percentage of people admitted to hospital from home during the year, who are discharged to a care home	Indicator under development											
NI-22	Percentage of people who are discharged from hospital within 72 hours of being ready	Indicator under development											
NI-23	Expenditure on end of life care, cost in last 6 months per death	Indicator under development											

The above figures were provided by Public Health Scotland to all Partnerships for inclusion in Annual Performance Reports.

(p) provisional figures




(s) statistically significant difference in the percent positive result between SA THE PARTNERSHIP area and Scotland as reported through the Health and Social Care Experience Survey.

#### Notes

1 Please note results for indicators 2, 3, 4, 5, 7 and 9 for 2023/24 are not comparable to previous years due to changes in survey wording. Also results for 2019/20 and 2021/22 for indicators 2, 3, 4, 5, 7 and 9 are comparable to each other, but not directly comparable to figures in previous years due to changes in survey wording and methodology.

2 Calendar year 2023 is used here as a proxy for 2023/24 for indicators NI-12, NI-13, NI-14, NI-15, NI-16 and NI-18 due to the national data for 2023/24 being incomplete. We have done this following guidance issued by Public Health Scotland to all Health and Social Care Partnerships. Using more complete calendar year data for 2022 should improve the consistency of reporting between Health and Social Care Partnerships.

3 Indicator 20 - 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, PHS have not provided information for indicator 20 beyond 2019/20. PHS previously published information to calendar year 2020 using costs from 2019/20 as a proxy but, given the impact of the COVID-19 pandemic on activity and expenditure, PHS no longer consider this appropriate.

	No concerns		Some concerns		Major concerns
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Find out more about the South Ayrshire HSCP on  
our website: [hscp.south-ayrshire.gov.uk](https://hscp.south-ayrshire.gov.uk)

or follow us on social media:



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# Summary Annual Performance Report **2023-2024**



## Strategic Context

In South Ayrshire, the HSCP delivers and commissions a broad range of services, meaning the HSCP is in contact with citizens at all stages of life. Services delegated by South Ayrshire Council and the NHS cover:

- Adults and Older People's Community Health and Care Services;
- Allied Health Professions;
- Children's Health and Care Services;
- Community Nursing; and
- Justice Services.

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

All services are strategically driven by local and national priorities and full-service details are provided within the South Ayrshire Integration Scheme.

The Public Bodies (Joint Working) (Scotland) Act, establishing integrated health and social care partnerships on a legal footing, came into effect on 2 April 2014.

## Achieving Our Strategic Objectives

We are delighted to present the 2023-24 Annual Performance Report of the South Ayrshire Integration Joint Board, offering our third Annual Performance Report in line with the Strategic Plan 2021 – 31. Within this report, we will share details and information for some of the services delivered locally.

Most of the services are embedded into the complex landscape of health and social care provided, some demonstrate innovation, some are longstanding and trusted models and all are symbols of our commitment to deliver care and support to our citizens.

As we continue to build and strengthen our localities, where you can access the care you need in a way that suits you, we are also able to reflect on the staff, volunteers and carers who make this possible.

In pursuit of our vision, we are dedicated to maximising opportunity and growth, and by supporting this through a holistic engagement approach. This approach actively involves individuals with lived experience, caregivers, professionals, service providers, and stakeholders from the outset of decision-making. We embrace a collaborative ethos where every voice is valued.

## Ministerial Strategic Group for Health and Community Care: Core Indicators

The following measures are being used to track performance in Integration Authorities.

**Table 1: South Ayrshire Progress Against MSG Indicators 2023/24 (Aged Under 18) (PHS June 2024 Release)**

Measure	Objective for 2023/24	2022/23 performance	Actual performance	Objective status
Unplanned Admissions	2% decrease	13.2% decrease	11.3% decrease (2023)	
ED Attendance	Reduce growth to 3%	13.7% decrease	18.1% decrease (2023/24)	
Unplanned Bed Days (Acute)	Maintain at 0%	8.1% increase	2.8% decrease (2023)	
Emergency Bed Days (Mental Health)	62% decrease	44.5% decrease	83% decrease (2023)	

Table 1 above (under 18 years), in comparison to 2022/23 stats demonstrates that we are continuing to deliver effective services. Improvements and continued reductions in **ED attendance** and **Emergency bed days (acute)**. The objective targets for both reporting periods remained the same.

**Table 2: South Ayrshire Progress Against MSG Indicators 2023/24 (Aged 18+) (PHS June 2024 Release)**

Measure	Objective for 2023/24 (financial year)	2022/23 performance	Actual performance	Objective status
Unplanned Admissions	Reduce growth to 10%	10.4% decrease	7.6% decrease (2023)	
ED Attendance	10% decrease	30.5% decrease	27.5% decrease (2023/24)	
Unplanned Bed Days (Acute)	1% decrease	5.7% decrease	11.8% increase (2023)	
Emergency Bed Days (Mental Health)	19% decrease	55.9% decrease	51.9% decrease (2023)	



Emergency Bed Days (Geriatric Long Stay)	60% decrease	16.4% decrease	19.8% decrease (2023)	
Delayed Discharges (All)	Reduce growth to 25%	115% increase	96.1% increase (2023/24)	
End of Life Care - % of last 6 months of life in community	Increase by 1 percentage point	Increase of 1.5 percentage points (p)	Increase of 0.4 percentage points (p) (2023)	
Balance of spend across institutional and community services	Maintain	N/A – not reported.	Increase of 0.4 percentage points (p) (2023)	

Table 2 above (Aged 18+) compared to last year's report: continued an increase to the reduction of Unplanned Admissions in addition to similar continued achievements with ED Attendance and Emergency Bed Days (MH). Whilst Unplanned Bed Days, Emergency Bed Days and Delayed Discharges has dominated the performance targets there has been significant service development undertaken with additional care at home recruitment balancing the reduction in capacity across commissioned services; front door service activity reducing the need for admission, Hospital at Home service keeping people safe at home; reablement services increasing confidence, ability and progress as well as Racecourse Road assessment and review service continuing to reduce demand on service provision. Targets have not changed in the last three years.

## OUR PERFORMANCE 2023-2024

The Scottish Government has set 15 [National Health and Wellbeing Outcomes](#) against which progress will be measured towards the aspirations for Integration as set out in the 2014 Public Bodies (Joint Working) (Scotland) Act.

These Outcomes guide the activity of the South Ayrshire Health and Social Care Partnership. They are supported by a core suite of 23 National Performance Indicators. This report sets out local progress against these Outcomes.

### Outcome 1: People are able to look after and improve their own health and wellbeing and live in good health for longer.

In South Ayrshire **92%** of adults able to look after own health very well or quite well. This is higher than the national level of 91% (HCES 2023-24 figure updated every two years)

## Smoking, Alcohol and Addictions

**15%** of adults in South Ayrshire smoke compared with **16%** across Scotland. South Ayrshire is ranked **joint 16<sup>th</sup> lowest** (alongside three other areas) out of 32 in terms of the level of smoking prevalence. This is a reduction from **18%** in the previous reporting period. (Source: Scottish Health Survey dashboard, 2018-2022).

There were **164** drug-related hospital stays per 100,000 age-sex standardised population in South Ayrshire for the most recent time period available (2022/23), which is a marked decrease from 341 in 2021/22. The Scotland wide rate is **150**.

South Ayrshire has the lowest rate of drug deaths in Ayrshire and Arran at 23 compared to 33.7 in North Ayrshire and 30.8 in East Ayrshire. However, Ayrshire and Arran had the second highest rate of drug deaths across Scotland in the period 2018 / 2022 at **29.5** per 100,000 population compared with Scotland at **23.4**.

The number of drug deaths per year has risen across Scotland between 2010 and 2021 however has shown a slight decrease from 1330 in 2021 to 1051 in 2022. South Ayrshire figures fell from **23** in 2021 to **15** in 2022.

Alcohol related hospital stays in South Ayrshire per 100,000 were 500.2 in 2022/23, which was below the national average, and a reduction from the previous year of 698.6 2021/22. Scotland also saw a decrease over the past year from 611.3 to 532.1. (PHS Alcohol Related Hospital Statistics Dashboard).

## Ageing Well in South Ayrshire

As South Ayrshire became a member of the UK network of Age Friendly Communities in June 2023 we also began our whole system journey to support citizens of South Ayrshire to Age Well.

South Ayrshire has an age profile that is significantly older than the Scottish average. In response to this we have created an Ageing Well Strategy which will be agreed in August 2024.

**Outcome 2: People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home in a homely setting in their community.**



**71%** of adults supported at home agreed that they are supported to live as independently as possible. This is slightly lower than the national average of 72% (HCES, 2023-24). Information provided every two years.



The number of days people spend in hospital when they are ready to be discharged per 1,000 population decreased from 2,216 in 2022/23 to 1,943 in 2023/24. (NI-19 2023)



Emergency admission rates increased slightly from **14,303** to **14,722** per 100,000 population over the past year. (NI-12 2023)



Emergency bed day rate down from **172,992** to **168,754** per 100,000 population over the past year. (NI-13 2023)



Emergency readmission within 28 days increased from **100** to **104** per 1,000 discharges. This is in line with the National average of 104 (NI-14 2023).



**88%** of people's last 6 months of life spent in a community setting. (NI-15 2023)

### Unscheduled Care and Support to Older People

Our response to the needs of people with unscheduled care needs remains a very high priority for the IJB. Recent data indicates a slight increase in Accident and Emergency admissions from 14,303 to 14,722 (per 100,000 population). We have though seen a decrease in the numbers of delayed transfers of care (DTOC) per 1,000 population decreased from 2,216 in 2022/23 to 1,943 in 2023/24.

The following sections highlight some of the issues and initiatives we have adopted to limit the impact in the reduced care at home workforce.

#### Demand and capacity

Following on from previous analysis activity as reported last year to help us understand demand, capacity and queue (DCAQ) the care at home team have worked hard to implement and use the data effectively. We have spent a considerable amount of time gathering and analysing data which has given us confidence in the efficiency of the service and can account for the use of capacity. We have also successfully recruited to some additional temporary posts to look at different ways of managing demand on the service, including a training post, a Community Care Assistant, and an Occupational Therapy Assistant.

Some of the challenges that have presented during the reporting period were felt by our partners, which is evident in the table below which shows a consistent reduction in commissioned services, and we have continued to support service delivery throughout. The in-house service increased their capacity to maintain provision.

The table below shows the previous 3 years care at home service activity. During the last two years the number of people supported has remained reasonably static with an increase in the number of hours delivered. Increased complexity in care needs, robust assessments and reablement activity has contributed to these factors resulting in a marginal increase in individuals being supported in their own homes with more complex care needs.

	Average number of service users March 2022 & March 2023 & March 2024	Hours March 2022	Hours at March 2023	Hours at March 2024
<b>In house</b>	<b>300 / 367/444</b>	<b>2255</b>	<b>3170</b>	<b>4283</b>
<b>External</b>	<b>976 / 749/ 698</b>	<b>10058</b>	<b>6670</b>	<b>5778</b>
<b>Total</b>	<b>1276 / 1116/ 1142</b>	<b>12313</b>	<b>9840</b>	<b>10061</b>

**Outcome 3: People who use health and social care services have positive experience of those services, and have their dignity respected.**



**60%** of South Ayrshire adults supported agree that they have had a say in how their help, care or support was provided. This is in line with the national average of 60% (HCES 2023/24).





**75%** of adults who receive any care or support rated it as excellent or good. This is higher than the national average of 70%. (HCES 2023/24)




**78%** of people reported positive experiences of the care provided by their GP practice. This is higher than the national average of 69%. (HCES 2023/24)  
(HCES 2023/24) Information above is provided every two years.

## Self-Directed Support (SDS)

 The uptake of SDS options 1 and 2 have increased from **322** in 2022 / 23 to **374** in 2023 / 24.

 Option 1 levels increased from **133** in 2022 / 23 to **140** in 2023 / 24.

 Option 2 has increased from **189** cases in 2022 / 23 to **234** in 2023 / 24.

(Option 1- Direct Payment, Option 2- Individual Service Fund)

The table above shows progress made with regards to the uptake on SDS options 1 and 2 demonstrating a consistent upward trend.

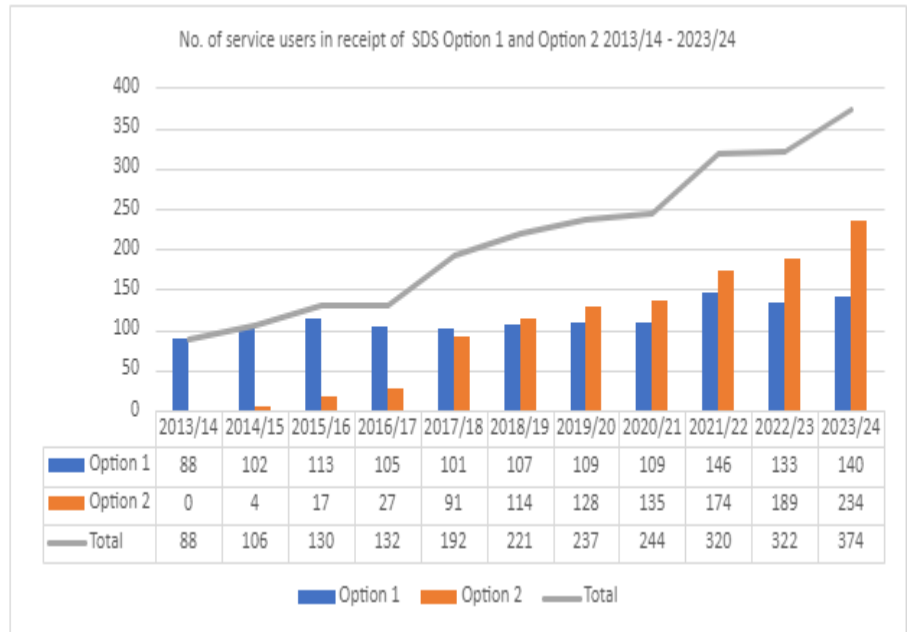
### Outcome 4: Health and social care services are centred on helping to maintain or improve the quality of life of service users.



**67%** of adults supported at home agreed that their services and support had an impact in improving or maintaining their quality of life. This is lower than the national average of 70% (HCES 2023-24)



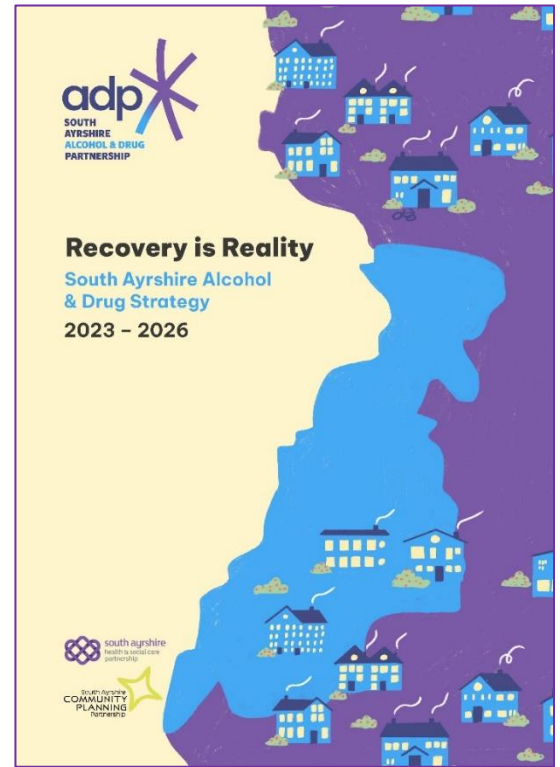
**73%** of care services were graded “good” or better. (NI- 17)



## Alcohol and Drugs Partnership (ADP)

During 2023-24 the Alcohol and Drug Partnership (ADP) published their [Recovery is Reality Strategy 2023 - 2026](#) which brings together the strategic commitments and commissioning priorities identified through their Learning Review and related research and scoping studies, all of which were informed by the views of individuals and families affected by alcohol or drugs, as well as practitioners and managers.

The ADP strategy is also set in the context of the emerging Ministerial Priorities including the National Drug Mission to Reducing Drug Related Deaths and Harms. The ADP continued its work to develop a new Commissioning Plan and Performance Framework, both of which will be concluded in 2024 / 2025 and will continue to embed evaluative and ongoing service improvement approaches.



## Outcome 5: Health and social care services contribute to reducing health inequalities

### Premature mortality



The death rates for those aged under 75 decreased from **451** per 100,000 in 2021 to **422** in 2022. This is lower than the Scottish average of **442**.

### Life expectancy

In the latest time period available from 2020 - 22 (3-year aggregate), the average life expectancy in South Ayrshire was **76.6 years old** for men, and **80.9 years old** for women.

This is higher than both the Ayrshire and Arran

	South Ayrshire HSCP	Ayrshire & Arran Health Board	Scotland
Female	80.9	79.8	80.7
Male	76.6	75.3	76.5

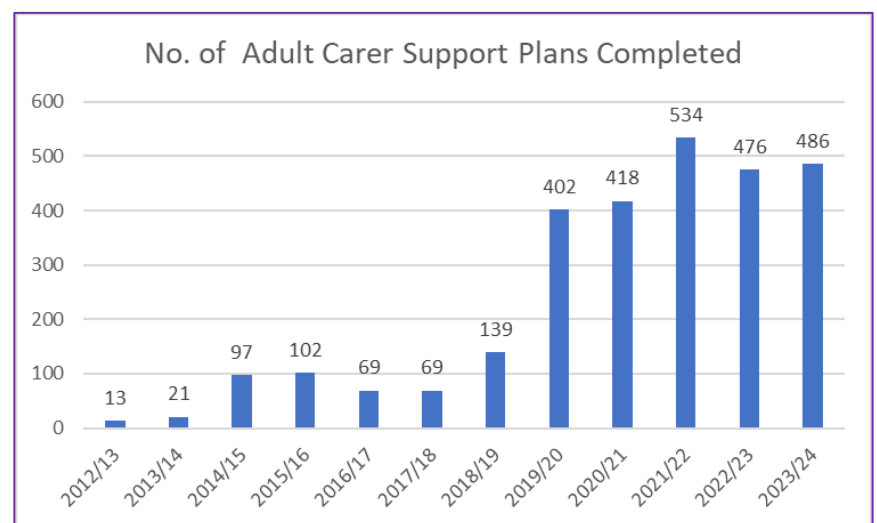
and Scotland wide life expectancies for females.

The table to the right provides the average life expectancy for men and women in different areas for the latest time period available. Please note that these are 3-year aggregates from 2020 - 2022 at HSCP, Health Board, and Scotland level.

Life expectancy in South Ayrshire varies between each Locality with Girvan and South Carrick Villages having the lowest average expectancy for males at **75.3** and Maybole and North Carrick Communities having the lowest for females at **81.2** compared to Prestwick which has the highest for males at **79.0** and Troon which has the highest for females at **82.7**.

## Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing.

The Scottish Carers Census was last published in December 2022, identifying **44,310** carers known to Services across Scotland from 2022-2023. As South Ayrshire represents two percent of the Scottish Population this figure would mean by population average, we are presently supporting more than average (886) with **1,387** known carers presently active within our commissioned service – **1,053** Adult and **334** Young



Carers, and a further **486** having been identified and opting to have a Support Plan completed via our Adult Services Teams in 2023 / 24. Within the 2011 Scotland Census 11,709 people in South Ayrshire had identified themselves as a carer, this number considers both adult and young carers and displays there are likely more carers within South Ayrshire to be identified by services and offered a support plan. Not every carer is known to the HSCP. Furthermore, of those who are, not all have requested or accepted an assessment. This is an area that we continue to raise awareness and actively promote.

Our Young Carers were recognised at the Great British Care Awards, making the national finals for their film “The Weekend”. They continued to be recognised and won the “Championing Diversity and Inclusion” Award at the 2023 Public Service Award ceremony.

## Outcome 7: People who use health and social care services are safe from harm.

The IJB and HSCP have a key role in ensuring people are cared for well, free from harm and safe in their home or homely environment. Governance across this area is carried out by the Chief Officers Group, Performance and Audit Committee and Health Care Governance Committee. These groups seek assurance and hold managers to account across a wide range of performance measures.

## Adult and Child Protection

During 2023-24 there were **642 Adult Protection referrals**, which is an increase of **21%** from the 532 referrals received in the previous year. This increase is attributed to a combination of the impact of the reduction in pandemic lockdown measures and continued training and awareness raising across partners and the wider community.

The number of ASP Investigations carried out in 2023-24 was **157**; this was a **21%** increase on the number carried out in 2022-23. **28** of the ASP Investigations carried out in 2023-24 (18%) progressed to an ASP Case Conference, this is the same number as in the previous year, although the percentage of Investigations that progressed to Case Conference that year was 22%.

Throughout the year the Adult Protection Committee (APC) has continued to maintain oversight and scrutiny of services that improve the safety of adults at risk of harm in South Ayrshire. We continued with our planning to ensure adults at risk of harm are listened to, raising awareness of adult protection and any emerging threats to individual wellbeing.

On 31 July 2023, there were **43** children on the Child Protection Register in South Ayrshire, compared to **22** children on 31 July 2022. This increase is primarily due to large family groups. As at 31 July 2023, there was four unborn babies on the Child Protection Register. This is an increase of three from 31 July 2022.

### Children on child protection register: Rate per 1,000 of 0-15 population

	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>South Ayrshire</b>	3.4	3.9	3.4	2.5	2.1	1.6	1.1	1.3	2.5
<b>Scotland</b>	3.0	3.0	2.8	2.8	2.8	2.9	2.3	2.2	2.3

The rate of children on the child protection register as of July 2023 (per 1,000 population) 0-15 in South Ayrshire is 2.5, a rise from 1.3 in 2022 primarily due to large family groups, some with up to 12 children. This is slightly higher than the Scottish average rate of 2.3 and our family group average of 2.2.

## Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged with the work they do.

In common with all Health Boards in Scotland, Ayrshire and Arran NHS survey staff on an annual basis. This has been even more crucial following the changes and impacts of the pandemic and a meaningful tool for managers to evidence a strong effective relationship with their teams. Reports are detailed for NHS Ayrshire and Arran as a whole with



subcategories provided for each of the three HSCP areas. For the second consecutive year South Ayrshire response rate was the highest out of the three HSCPs in NHS Ayrshire & Arran.

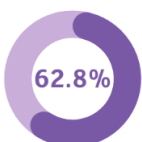
	2021/22	2022/23	Progress
<b>Response Rate:</b>	<b>65%</b>	<b>67%</b>	<b>Improved</b>
<b>Employee Engagement Indicator</b>	<b>79</b>	<b>80</b>	<b>Improved</b>
<b>Total Number of staff respondents</b>	<b>1025</b>	<b>1202</b>	<b>Improved</b>
<b>Overall Experience indicator</b>	<b>7.2 (Scale 0 – 10)</b>	<b>7.3 (Scale 0 -10)</b>	<b>Improved</b>

During 2023, the Developmental Training on offer to HSCP services and staff has continued to grow where this has been primarily fed by service and/or staff discussion, Inspection Reporting and the continued development from the previous training needs analysis undertaken in 2021. The development training has been made possible by utilising budgets and funding more effectively and by utilising savings made in other areas to develop further opportunities.

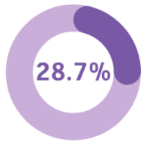
South Ayrshire HSCP's Framework for Quality Improvement was published in September 2022 and describes the HSCP's desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.

In 2023/24, focus has been on empowering our workforce to strive for quality within their services; with an overall aim to improve staff knowledge of Quality Improvement (QI) and confidence in using QI tools to 75%, as determined by an annual HSCP wide survey undertaken annually each September. In pursuit of this we have focussed on building QI capacity/ capability through tiered training designed to meet the needs of all staff, based on their role and level of involvement in improvement work. Results from the annual survey undertaken in September 2023 showed 38% of respondents reporting confidence and competence in using the Model for Improvement and QI tools; and 65% reporting they were involved in QI activity.

## Outcome 9: Resources are used effectively in the provision of health and social care services, without waste.

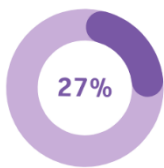


**62.8%** of adults supported at home agreed that their health and care services seemed to be well coordinated. This is higher than the national average of 61.4% across Scotland (HCES 2023-24).



**28.7%** of health and care resource in South Ayrshire in 2019-20 was spent on hospital stays where the patient was admitted as an emergency. This is higher than the national average of 24.0%. (NI-20) (These figures are the most up to date available).

## Outcome 10: Our children have the best possible start in life.

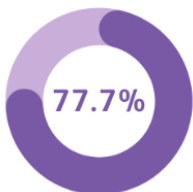


The percentage of babies who are exclusively breast fed at 6-8 weeks has increased over the past year from 23% in 2021/22 to 27% in 2022/23. This is higher than Ayrshire and Arran (22.8%) for the same period but lower than Scotland at 32%.

From 2021/22 to 2022/23, the overall percentage of those reaching the developmental milestones at the time of their 27 – 30-month review has increased slightly from 77.8% to 78.1%.

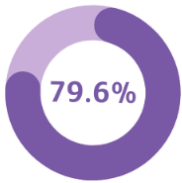
	2021/22	2022/23	Scotland average
% age of babies exclusively breast fed at 6-8 weeks	23%	27%	32%
% age reaching developmental milestones at 27-30 months	77.8%	78.1%	
Overall number of reviews and those reaching milestones	644	620	

### Healthy Weight in P1



The percentage of children with a healthy weight in P1 has increased from **72.2%** in 2021-22 to **77.7%** in 2022-23 in South Ayrshire. The national figure across Scotland (not all areas are included) was **76.8%** in 2022-23.

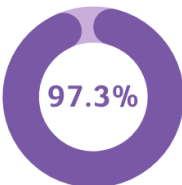
## Dental Health



The oral health of children in South Ayrshire continues to perform slightly higher compared to Ayrshire and Arran. In 2022/23, **79.6%** of children in Primary 7 presented with no obvious decay experience compared with **78.5%** within Ayrshire and Arran, however slightly under the **81.9%** across Scotland.

## Outcome 11: Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Positive destinations for care experienced young people.



The recent School Leaver Destination Report (SLDR) follow up report, published 2024 recorded an outstanding **97.3%** of pupils across South Ayrshire progressing from school to a positive destination, with the national average at **92.8%**. This is an increase from last year which was **96.9%**

The Champions Board team continued to evolve in 2023 to include one research assistant and three additional young people with care experience. The network of young people who take part also continues to grow with over 100 young people with care experience aged 8-26 regularly connecting with the Champions Board through weekly groups.

The focus of the team remains to offer young people an opportunity to use their lived experience to influence positive change. This happens in a range of ways through a participation network which nurtures a sense of belonging and community. Through representation of prevalent themes and issues at Champions Board meetings with key decision makers across South Ayrshire Council.

## Outcome 12: We have improved the life chances for children, young people and families at risk.

The number of children looked after in South Ayrshire in 2023 was **189** (an increase of 3.3% from 183 in 2022)

Our comparator authorities show a decrease of 2.5%, while Scotland figures show a decrease of 1.9%

The rate (per 1,000 pop 0-17) is 9.8. This is less than the comparator average rate of 12.4, and less than Scotland average rate of 12.1.

As at 31st July 2023, the majority of children (**82%**) are being looked after in the community either at home with their parents, with friends / relatives or with foster carers.

12.6% of children looked after are in residential accommodation. 79% of children looked after across Scotland were being looked after in the Community and 81% across the comparator authorities.

The number of children in South Ayrshire who are Looked After and Accommodated has increased by 3.3% between 2022 and 2023.

Achieving the positive outcomes for our young people is attributed to the continuous positive expansion of training and awareness, in conjunction with a range of services, which has and continues to be rolled out, to the following programmes introduced by the management team.

### **Child Poverty**

In 2021/22, South Ayrshire had the 10th highest child poverty after housing costs (AHC) rate nationally and was above the Scottish average - **24.4%** compared to **22.6%**. This is an estimate of **4,807** children in South Ayrshire.

The Financial Inclusion Pathway was developed and circulated to all health and social care staff, training staff to support families to maximise their income by referring them to South Ayrshire's Information and Advice Hub. It is now mandated that all HSCP staff must ask all service users about income maximisation.

### **Signs of Safety**

Children's Health, Care and Justice continue to practice with the Signs of Safety framework, and this is now well embedded. It is a relationship, strength-based approach which ensures that children and their families are at the centre. The second audit was undertaken in the last year and has shown improvement on several areas. The implementation of the model is to be understood as a continuous learning and development cycle with the practice approach at the centre.

In 2021, 71 % of assessment and plans audited did not have any evidence of the plan being shared with the child, this is in stark contrast to now when only 14% of assessments and plans audited had not been shared with the child. 88% of audited assessments and plans scored a 5 or higher, evidencing the language used through the assessment and plan was simple and free of professional jargon, thereby making them understandable and accessible to families.

### **Small Steps to Wellbeing**

Small Steps to Wellbeing Service piloted in March 2022 to support young people within secondary education at early possible stages to avert crisis, made possible by funding via Scottish Government wellbeing recovery fund. The service was based within 4 secondary schools in South Ayrshire: - Marr College, Prestwick Academy, Queen Margaret Academy and Ayr Academy. To date, we are proud to have provided one to one support to 111 young people, their caregivers, and families through the Small Steps school-based programme.

With the development of South Ayrshire Councils Family First Model embedding multi-agency working throughout service delivery and implementation of Children's Service Plan, Small Steps to Wellbeing will be a key partner in the model moving forward. As such

the service will now offer support to all 8 secondary schools within South Ayrshire Council and provide support with Transitions for all associated Primary 7s.

### **South Ayrshire's Parenting Promise**

In 2023 the Promise was agreed as a local priority area of South Ayrshire's LOIP (Local Outcome Improvement Plan) and our Children's Service Planning Partnership identified the Promise as one of the 6 priority areas of South Ayrshire's Children's Service Plan 2023-26.

Between April 2023 and 31 March 2024, 39 of our 42 benefits were noted as on track and we are now in the process of concluding phase 1 of implementing the Promise in South Ayrshire (2021-24) and reviewing South Ayrshire's ten improvement areas, associated actions and measurable improvements that have been aligned to Phase One. The learnings from this will inform our local plan 24 to 30. We will also review our 55 calls to action to ensure that areas that were identified as important locally are included as we move forward.

The School Leaver Destination Report (2022/23) for care experienced young people confirms that 86.4% (19 young people out of 22 leavers) progressed to a positive destination.

### **Outcomes 13-15: Justice**

The National Outcomes for Justice Social Work are to work toward reducing reoffending, while aiming to gain and sustain the public's confidence in the work of justice related services through promoting the values of safety, justice, and social inclusion.

During 2023 all staff were trained in the Safe and Together model which encourages services to be domestic abuse informed, supporting child wellbeing and safety. It also puts a focus on the abusing parent. This links well with our Caledonian System which works with men on a behaviour programme while supporting the partners and children.

The Justice Services Workshop on Viewfield Road officially opened in July 2023. This facility features a spacious open-plan workshop, an office area, and several private interview rooms. The new workshop is a valuable resource designed to assist residents in fulfilling their Community Payback Orders.

### **Financial Performance and Best Value**

The overall financial performance against budget for the financial year 2023 - 24 was an underspend of £7.292m. The underspends are partially due to reserves carried forward not fully utilised.

On 14 June 2023, the IJB approved £4m to create an Improvement and Innovation Fund, at the end of 2023-24 £3.167m was committed to a variety of projects. On 12 June 2024 a further £2m was invested into The Improvement and Innovation Fund to be used over the next two years to provide investment in specific projects or services to embed future financial sustainability.

It is essential that the IJB operates within the delegated budget and commissions services from the Council and Health Board on that basis. Significant progress has been made during 2023-24 to ensure the ongoing financial sustainability of the IJB. This work will continue and be built upon moving into 2024-25.

Key successes for 2023-24 include:

- Overall reported surplus allows for the earmarking and protection of ring-fenced funding for Scottish Government priorities.
- Improvement and Innovation Fund approval of £3.167m of projects and earmarking of a further £2m to the fund to continue investment in early intervention approaches.
- Continued progress with reducing the number of children placed in out with authority and family placements in 2023-24 has been achieved through transformation in Children's Services.
- Investment in our internal Care at Home services increasing internal capacity to meet community care needs.
- Investment in new ways of working to provide care in the right place at the right time through Stroke Pilot and AHP Front Doors.
- Recurring investment in early intervention and prevention approaches including Frailty work and Racecourse Road Intermediate Care Unit.

Strong financial leadership will continue to be required to ensure that future spend is contained within the budget resources available, and the IJB moved into 2024-25 with an approved balanced budget.

We will continue to build on the work with stakeholders and partners as an invaluable resource and make South Ayrshire the location of choice for people to live, learn and work in.

We strive to be sector leading in our determination to move from good to great.

The full Annual Performance Report for 2023-24 can be found [here](#).