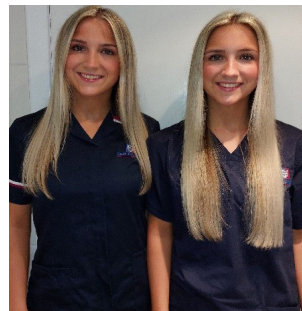


EAST AYRSHIRE

Health & Social Care Partnership



Annual Performance Report

2022/23



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1

Introduction

Welcome to the East Ayrshire Health and Social Care Partnership's Annual Performance Report, reflecting the 2022/23 reporting period. This document illustrates our performance against national outcomes for health, wellbeing, children and young people and justice, and in relation to achieving the priorities set out in our [Strategic Plan](#) during 2022/23, our eighth year of operation. This is evidenced through a wide range of qualitative and quantitative information. Furthermore, the content in this document links to the information published in our previous Annual Performance Reports, providing a year-on-year assessment of our progress.

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

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

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

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

The East Ayrshire Health and Social Care Partnership ("the Partnership" / "HSCP") formed in April 2015, bringing together health and care services in East

Ayrshire. The Partnership incorporates the full range of community health and care services and is also the 'Lead Partnership' across Ayrshire and Arran for Primary and Urgent Care Services. The HSCP is a large and complex organisation, comprising a range of partners, services and significant financial resources. The Partnership is responsible for achieving local and national objectives, therefore it is important to report transparently on how we are performing against the outcomes that we aspire to.

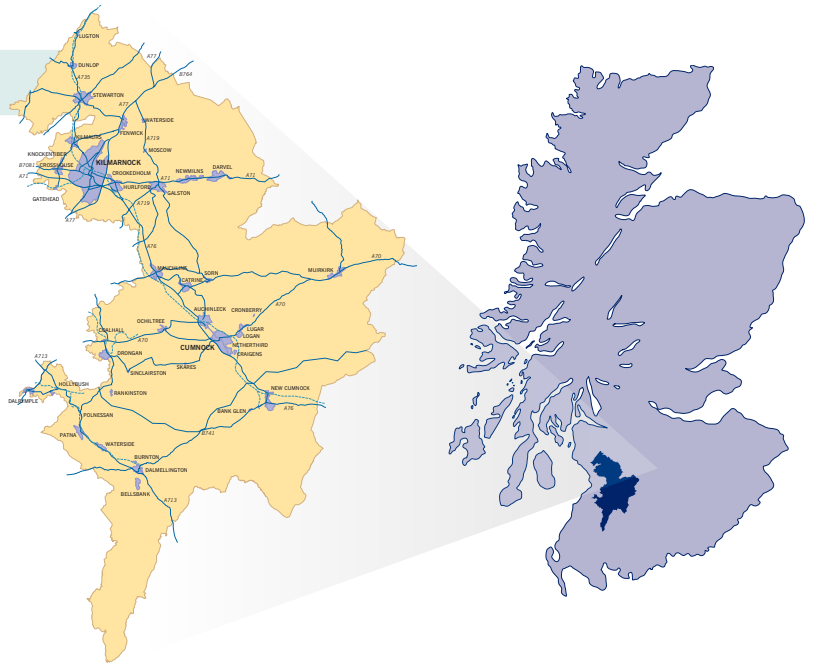
The Partnership's ambitions align with East Ayrshire's Community Plan for 2015-30. In taking forward our key objectives, we work towards a vision of:

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

The infographics below highlight key characteristics of the East Ayrshire population in relation to health and wellbeing, demography and socio-economic circumstances within the authority. To view a wider range of similar information relating to East Ayrshire, please see the East Ayrshire HSCP's [Area Profile](#).

East Ayrshire Profile

- Spans 490 square miles in the South West of Scotland
- Incorporates both urban and rural communities
- Population 122,020 - 2.2% of Scotland's total population
- Population expected to fall by 1.05% by 2028



Age Profile



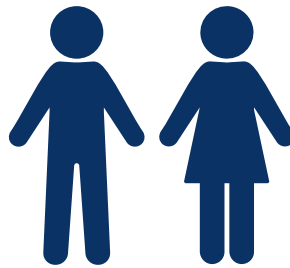
0 - 15 years

20,792

17% of population
(Scotland 16.6%)

Expected to fall to by
5.6% by 2028

(Scotland 4.6%)



16 - 64 years

75,654

62% of population
(Scotland 63.8%)

Expected to fall
by 3% by 2028

(Scotland 0.8%)



65+ years

25,574

21% of population
(Scotland 19.6%)

Expected to rise
by 7.9% by 2028

(Scotland 10%)

Life Expectancy



Male

Life Expectancy 74.9 years
(Scotland 79.3 years)

**Healthy life expectancy
56.8 years**
(Scotland 60.4 years)

**75.9% of life spent in good
health** (Scotland 78.9%)

Female



Life Expectancy 79.3 years
(Scotland 80.8 years)

**Healthy life expectancy
59.9 years**
(Scotland 61.1 years)

**75.5% of life spent in good
health** (Scotland 75.6%)

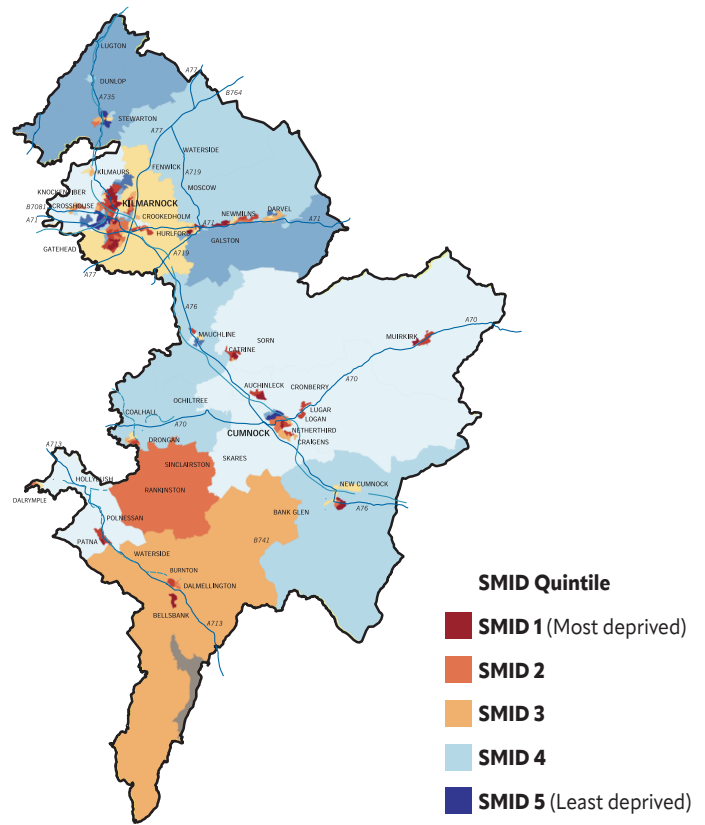
Deprivation

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

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

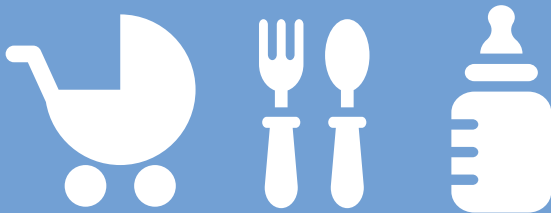


The table below details the percentage of the population within East Ayrshire living in the 2020 Scottish Index of Multiple Deprivation (SIMD) most deprived quintiles for each domain and the ranking of East Ayrshire amongst the 32 Scottish Local Authorities for each domain.



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

Early Years



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

75.5% of East Ayrshire children have no concerns across all domains at 27-30 month review (Scotland 14.7%)

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

71.1% of children within East Ayrshire have no obvious dental decay in Primary 1 (Scotland 75.2%)

Health and Wellbeing



54% of adults in East Ayrshire have at least one long term illness (Scotland 47%)

63% of adults in East Ayrshire consider their health to be good or very good (Scotland 73%)

The rate of multiple emergency hospital admissions aged 65+ years is 6,021 per 100,000 population in East Ayrshire (Scotland 4,998)

The rate of premature deaths in East Ayrshire (under 75 years) is 521 per 100,000 population (Scotland 449.8 per 100,000)

Mental Health



20.9% of East Ayrshire residents are prescribed medication for anxiety/depression/psycosis (Scotland 19.3%)

Within East Ayrshire the rate of deaths by suicide is **18.3 per 100,000** (Scotland 14.1)

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

In March 2023, the average waiting time for treatment from the East Ayrshire Primary Care Mental Health Team was **32 weeks**

Harmful Behaviours



The rate of alcohol related hospital admissions in East Ayrshire is **540.6 per 100,000** (Scotland 229.8)

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

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

171% of mothers in East Ayrshire smoke during pregnancy (Scotland 12.9%)

Economic Status



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

19.5% of East Ayrshire Children are registered from free school meals (Scotland 17.4%)

24.3% of economically inactive East Ayrshire residents want a job (Scotland 19.6%)

71.7% of East Ayrshire residents are in employment (Scotland 74.5%)

Community



The crime rate in East Ayrshire is **524 per 10,000 population** (Scotland 529)

91% of East Ayrshire residents feel positive about living in their community (Scotland 94%)

The rate of non-accidental fires in East Ayrshire is **518.8 per 100,000 population** (Scotland 298.7)

In East Ayrshire, the rate of violent crime is **13.5 per 10,000 population** (Scotland 16.4)

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

Community Plan 2015-30

The [East Ayrshire Community Plan 2015-30](#) is recognised as the sovereign planning document for East Ayrshire, providing the overarching strategic policy framework for the delivery of public services by all partners in the authority. The vision set out in the Community Plan is that:

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

The Community Plan is implemented through three thematic Delivery Plans, with key actions having been identified to support the delivery of shared strategic priorities for the current 2021-2024 planning period:

Economy and Skills

Safer Communities

Wellbeing

The Health and Social Care Partnership is responsible for taking forward the Wellbeing theme and also contributes towards the delivery of the Economy and Skills and Safer Communities Plans. The Strategic Priorities comprised within the Wellbeing theme of the Community Plan are:

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

The Community Planning Partnership reviewed the Community Plan in 2020/21, in the context of the Covid-19 pandemic and with a focus on tackling inequality. All recommendations from the review were endorsed on 10 June 2021. The outcomes of the review are reflected in a [Community Plan Review Supplement](#), which sets out two key strategic priorities over 2021-2024: The Ayrshire Growth Deal and Caring for Ayrshire.

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

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

National Outcomes - Health and Wellbeing, Children and Justice

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

Health and Social Care Partnership Strategic Plan 2021-30

Our third [Strategic Plan](#) was developed in 2020/21 and is in place for 2021-30. The Plan fully aligns with the Community Planning Partnership’s vision and strategic objectives. A strategic framework of enablers and local priorities, alongside the Partnership’s core values, are well established to deliver our strategic objectives and to achieve our vision. Section 3 within this Report provides evidence and examples of our progress in relation to achieving the strategic priorities set out in our Strategic Plan.

Strategic and Performance Frameworks

The range of content within this Report evidences the extent to which delivering our Strategic Plan has contributed towards the National Outcomes, through assessing our performance against key indicators, demonstrating the impact of local service delivery on people’s outcomes and in relation to the principles of integration. Our full [strategic and performance framework](#) can be viewed at www.east-ayrshire.gov.uk.

2

Measuring Performance Under Integration

Since January 2018, Partnerships have been working towards local objectives and trajectories set out by the Ministerial Strategic Group for Health and Community Care (MSG), for improvement in relation to six key indicators which provide a whole system overview of performance. Analysis and commentary relating to our performance against the MSG measures are provided within this Report across the appropriate health and wellbeing outcomes.

The MSG information covers a range of activities under the umbrella of 'unscheduled care'. These activities support people to remain in their own homes, return to their own homes as quickly as possible when hospital treatment is required, prevent related re-admission to hospital and include end of life care. Unscheduled care is a core element of the health and social care system and as such, our services need to be responsive to need whilst being transformative in that contact with patients is shifted from reactive to proactive planned engagement, and from hospital settings to the community where appropriate.

Table 1 - East Ayrshire MSG Trajectories and Performance: 2022/23

MSG Measure	Performance	Status
Unscheduled Admissions*	2022/23 Trajectory: reduce rate of growth to 5% 2022 Performance: number of admissions decreased by 9% from baseline	✓
Occupied Bed Days Unscheduled Care (acute)*	2022/23 Trajectory: reduce by 4% 2022 Performance: number of bed days (acute) increased by 5% from baseline	●
Emergency Department- Compliance with 4 hour standard	2022/23 Trajectory: 95% admitted, discharged or transferred within 4 hours 2022/23 Performance: 67% admitted, discharged or transferred within 4 hours	●
Delayed Discharge bed days (including Code 9)	2022/23 Trajectory: reduce delayed discharges (all reasons) by 20%; reduce delayed discharges (code 9) by 25%; reduce delayed discharges (other) by 8% 2022/23 Performance: number of bed days increased by 68% (all reasons) and 100% (code 9). Number of bed days fell by 6% for all other reasons	●
End of Life Care- Proportion of last 6 months of life spent in community setting*	2022 Calendar Year Trajectory: Increase to 91.7% 2022 Calendar Year Performance: Decreased to 88.9%	●
Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home (supported and unsupported)	2021/22 Trajectory: N/A 2021/22 Performance: 96.4% of population aged 65+ living at home (supported and unsupported)	—

* Calendar year 2022 is used as a proxy for 2022/23 due to the national data for 2022/23 being incomplete, following guidance issued by Public Health Scotland.

Throughout 2022/23, activity reports reflecting the MSG indicators were regularly presented to both the Audit and Performance Committee and NHS Ayrshire and Arran Health Board, which analysed performance with respect to pressure within the health and care system due to local demand for unscheduled care. It should be noted that some of the figures presented below may not be truly reflective of activity during 2022/23 due to the continued impact of COVID-19 on services across East Ayrshire. This is also reflected in the performance of other areas throughout Scotland during this period.

Table 2 - East Ayrshire Performance Against MSG Indicators: 2021/22 – 2022/23 Financial Years

MSG Indicator	East Ayrshire 2020/21	East Ayrshire 2021/22	Variance
MSG01 - Unscheduled Admissions (all ages) (rate per 1,000 total population) *	132.7	126.3	-4.8% ▼
MSG02 - Occupied Bed Days Unscheduled Care (all ages, acute specialities) (rate per 1,000 total population) *	843.2	893.9	+6.0% ▲
MSG03 - Emergency Department: compliance with the four-hour standard (all ages)	77.9%	67.0%	-10.9pp ▼
MSG04 - Delayed Discharge Bed Days (including code 9s) (rate per 1,000 18+ population)	65.0	100.8	+ 55.1% ▲
MSG05 - End of Life Care – proportion of the last 6 months of life spent in community setting *	90.1%	88.9%	- 1.2pp ▼
MSG06 - Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home (supported and unsupported) **	96.4%	Not available**	

* Please note that the figures for MSG01, MSG02 and MSG05 reflect calendar year 2022. Calendar year 2022 figures are used as a proxy for 2022/23 due to the national data for 2022/23 being incomplete, following guidance issued by Public Health Scotland.

** Figures for MSG06 relates to 2021/22 as figures for 2022/23 are not yet available.

2022/23 has been a challenging year, with all but one of the core MSG indicators showing a decline in performance when compared to the previous year, as displayed in the table above. During calendar year 2022, the rate of unscheduled admissions decreased by 4.8%, however unscheduled care occupied bed days increased by 6.0%. Compliance with the four-hour emergency department standard declined significantly by 10.9 percentage points during 2022/23 and the proportion of last 6 months of life spent in community settings decreased by 1.2 percentage points in calendar year 2022. The rate of delayed discharge bed days increased notably by 55.1% in 2022/23, however this still represents an area of sustained strength due to being considerably lower than the national rate and other comparable area rates.

Table 3. MSG Indicator Benchmarking: 2022/23

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbartonshire	Glasgow City
MSG01 - Unscheduled Admissions (all ages) (per 1,000 population) *	101.8	126.3	122.0	120.4	124.6	130.7	105.4	112.3	100.8
MSG02 - Occupied Bed Days Unscheduled Care (all ages, acute specialities) (per 1,000 population) *	752.1	893.9	1031.6	701.8	1029.2	780.9	1037.1	1005.0	857.0
MSG03 - Emergency Dept: compliance with the four-hour standard (all ages)	67.8%	67.0%	96.4%	88.7%	66.4%	61.8%	78.6%	71.2%	68.5%
MSG04 - Delayed Discharge Bed Days (including code 9s) (per 1,000 18+ population)	148.4	100.8	235.5	167.4	204.0	139.2	83.4	196.9	142.9
MSG05 - End of Life Care – proportion of the last 6 months of life spent in community setting *	89.3%	88.9%	89.6%	90.3%	88.5%	89.3%	87.7%	88.0%	88.2%
MSG06 - Balance of care: Percentage of population in community or institutional settings - Proportion of 65+ population living at home**	96.4%	96.4%	96.4%	95.8%	96.7%	96.9%	95.7%	96.0%	95.2%

* Please note that the figures for MSG01, MSG02 and MSG05 reflect calendar year 2022. Calendar year 2022 figures are used as a proxy for 2022/23 due to the national data for 2022/23 being incomplete, following guidance issued by Public Health Scotland.

** Figures for MSG06 relates to 2021/22 as figures for 2022/23 are not yet available.

The table above displays East Ayrshire performance alongside comparator areas throughout 2022/23 within our benchmarking 'Family Group' developed by the Local Government Benchmarking Framework and the Improvement Service. The figures highlight that East Ayrshire has performed well in relation to both delayed discharge bed days and balance of care. However, the data indicates that improvement is required regarding unscheduled admissions and compliance with the four-hour emergency department standard.

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

Table 4 - CSII (Outcome Indicators) Benchmarking: 2021/22

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbar-tonshire	Glasgow City
CSII-01: Percentage of adults able to look after their health very well or quite well	90.9%	89.5%	93.4%	88.6%	88.8%	87.5%	90.1%	89.9%	88.1%
CSII-02: Percentage of adults supported at home who agree that they are supported to live as independently as possible	78.8%	76.1%	82.5%	84.0%	81.3%	79.8%	82.9%	83.2%	80.3%
CSII-03: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	70.6%	71.0%	72.4%	75.0%	73.5%	67.1%	66.7%	75.1%	71.1%
CSII-04: Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated	66.4%	60.0%	70.8%	77.5%	64.4%	66.6%	68.6%	77.2%	70.1%
CSII-05: Percentage of adults receiving any care or support who rate it as excellent or good	75.3%	79.6%	82.6%	84.1%	75.8%	74.0%	81.3%	77.5%	74.9%
CSII-06: Percentage of people with positive experience of care at their GP practice	66.5%	56.9%	80.2%	66.6%	61.2%	51.8%	58.7%	64.6%	71.4%
CSII-07: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	78.1%	75.7%	84.2%	71.5%	77.6%	77.0%	79.6%	85.7%	79.6%
CSII-08: Percentage of carers who feel supported to continue in their caring role	29.7%	27.6%	41.2%	26.8%	30.8%	25.1%	28.7%	31.7%	33.7%
CSII-09: Percentage of adults supported at home who agree they felt safe	79.7%	73.0%	88.0%	77.1%	83.0%	79.8%	81.9%	87.9%	81.0%

The table above provides a comparison across the CSII 'Outcome Indicators' (sourced from the most recent Health and Care Experience Survey 2021/22), within East Ayrshire's 'Family Group' of comparators. The figures indicate that East Ayrshire has performed well in some areas including: adults being able to look after their health very well or quite well and care or support being rated as excellent or good. However, the figures also highlight numerous areas which could be improved in East Ayrshire, such as supporting people to live as independently as possible, health and social care services being well co-ordinated and people feeling safe.

Table 5 - East Ayrshire Performance Against CSII (Outcome Indicators): 2019/20 – 2021/22

	East Ayrshire 2019/20	East Ayrshire 2021/22	Variance
CSII-01: Percentage of adults able to look after their health very well or quite well	92.0%	89.5%	2.5pp ▼
CSII-02: Percentage of adults supported at home who agree that they are supported to live as independently as possible	86.2%	76.1%	10.1pp ▼
CSII-03: Percentage of adults supported at home who agree that they had a say in how their help, care or support was provided	78.8%	71.0%	7.8pp ▼
CSII-04: Percentage of adults supported at home who agree that their health and social care services seemed to be well co-ordinated	83.5%	60.0%	23.5pp ▼
CSII-05: Percentage of adults receiving any care or support who rate it as excellent or good	79.7%	79.6%	0.1pp ▼
CSII-06: Percentage of people with positive experience of care at their GP practice	70.3%	56.9%	13.4pp ▼
CSII-07: Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	87.1%	75.7%	11.4pp ▼
CSII-08: Percentage of carers who feel supported to continue in their caring role	35.8%	27.6%	8.2pp ▼
CSII-09: Percentage of adults supported at home who agree they felt safe	88.7%	73.0%	15.7pp ▼

The table above provides the data for CSII 'Outcome Indicators'. The figures for all indicators show a decline in performance with significant falls noted in the co-ordination of health and social care services (down 23.5pp), positive experiences of GP practices (down 13.4pp) and people feeling safe (down 15.7pp). The care and support rated as excellent or good measure fell minimally by 0.1pp, whilst the result for people being able to look after their health very well or quite well dropped slightly by 2.5pp in this period.

It should be noted that the CSII 'Outcome Indicators' are sourced from the 2021/22 Health and Care Experience (HACE) Survey, which is distributed to GP practice populations across Scotland. Local and national feedback suggests that the necessary adaptation of General Practitioner service delivery to minimise the risk of infection to staff and patients along with a significant increase in demand for GP services during the pandemic, has had a negative impact on patients' overall service experience. This changing perception, along with similar restrictions on other health and care services throughout the pandemic, may have influenced responses to questions across the HACE Survey. It should also be noted that there were a significantly lower number of East Ayrshire responses to the HACE Survey in 2021/22 (2,387) compared to the previous 2019/20 reporting period (3,127), which could mean that the most recent findings are less representative of the wider East Ayrshire population than in previous years. These factors may, to an extent, account for the decline in our local performance in relation to the CSII 'Outcome Indicators'.

Table 6 - CSII (Data Indicators) Benchmarking: 2022 Calendar Year / 2022-23 Financial Year

	Scotland	East Ayrshire	Eilean Siar	Dundee City	North Ayrshire	North Lanarkshire	Inverclyde	West Dumbar-tonshire	Glasgow City
CSII-11: Premature mortality rate per 100,000 (2022) *	442	515	473	546	527	510	542	551	615
CSII-12: Emergency admission rate per 100,000 (2022) *	11,155	13,437	14,667	12,795	13,312	14,765	12,378	12,744	11,079
CSII-13: Emergency bed day rate for adults per 100,000 (2022) *	113,134	126,277	135,776	106,307	148,978	120,073	145,349	143,361	126,318
CSII-14: Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges) (2022) *	102	108	110	140	102	114	78	85	96
CSII-15: Proportion of last 6 months of life spent at home or in the community (2021) *	89.3%	88.9%	89.6%	90.3%	88.5%	89.3%	87.7%	88.0%	88.2%
CSII-16: Falls rate per population aged 65+ (2022) *	22.2	18.5	25.3	33.1	19.3	19.5	23.3	22.5	27.2
CSII-17: Proportion of care services graded 'Good' (4) / better in Care Inspectorate Inspections (2022/23 FY)	75.2%	71.8%	83.0%	75.2%	77.6%	77.0%	80.4%	82.1%	81.7%
CSII-18: Percentage of adults with intensive care needs receiving care at home (2022) *	63.5%	69.8%	60.3%	60.6%	76.4%	71.0%	67.6%	71.3%	59.2%
CSII-19: Number of days people aged 75+ spend in hospital when ready to be discharged, per 1,000 population (2022/23 FY)	919	654	1,229	802	1,038	970	460	1,441	976
CSII-20: Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency (2019/20 FY) **	24.0%	26.6%	19.8%	23.6%	30.0%	21.6%	25.3%	23.0%	25.8%

* 2022 calendar year figures have been applied for indicators: 11, 12, 13, 14, 15, 16 and 18. Calendar year 2022 figures are used as a proxy for 2022/23 due to the national data for 2022/23 being incomplete, following guidance issued by Public Health Scotland.

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

The table above provides a comparison across the CSII within East Ayrshire's 'Family Group' of comparators. The figures indicate that East Ayrshire has performed well in a number of areas in relation to comparators, including: premature mortality rate, emergency bed day rate for adults, falls rate for older people and delayed discharge for older people. However, the figures also identify areas where improvement could be made within East Ayrshire when compared to other comparable local authorities, such as: emergency admission rate and the proportion of care services graded 'Good' or better in Care Inspectorate Inspections.

Table 7 - East Ayrshire Performance Against CSII (Data Indicators): 2021 / 2021/22 – 2022 / 2022/23

	East Ayrshire 2021 / 2021/22	East Ayrshire 2022 / 2022/23	Variance
CSII-11: Premature mortality rate per 100,000 (2021 v 2022) *	556	515	7.4% ▼
CSII-12: Emergency admission rate per 100,000 (2021 /22 v 2022) *	14,527	13,437	7.5% ▼
CSII-13: Emergency bed day rate for adults (per 100,000 population) (2021 /22 v 2022) *	126,889	126,277	0.5% ▼
CSII-14: Emergency readmission to hospital within 28 days of discharge (per 1,000 discharges) (2021 /22 v 2022) *	121	108	10.7% ▼
CSII-15: Proportion of last 6 months of life spent at home or in a community setting (2021 /22 v 2022) *	90.1%	88.9%	1.2pp ▼
CSII-16: Falls rate per population aged 65+ (2021 /22 v 2022) *	18.8	18.5	1.6% ▼
CSII-17: Proportion of care services graded 'Good' (4) or better in Care Inspectorate Inspections (2021/22 v 2022/23)	71.3%	71.8%	0.5pp ▲
CSII-18: Percentage of adults with intensive care needs receiving care at home (2021 v 2022) *	67.5%	69.8%	2.3pp ▲
CSII-19: Number of days people aged 75+ spend in hospital when they are ready to be discharged, per 1,000 population (2021 /22 v 2022) *	393	654	66.4% ▲
CSII-20: Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency (2018/19 v 2019/20) **	29.0%	26.6%	2.4pp ▼

* 2022 calendar year figures have been applied for indicators: 11, 12, 13, 14, 15, 16 and 18. Calendar year 2022 figures are used as a proxy for 2022/23 due to the national data for 2022/23 being incomplete, following guidance issued by Public Health Scotland.

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East Ayrshire has achieved improved performance across the majority of 'Data' indicators within the CSII when comparing the latest period of reported data to the previous period. Most notably, there has been improvement in emergency readmissions to hospital within 28 days of discharge, which decreased by 10.7%, alongside the emergency admission rate which decreased by 7.5% and the premature mortality rate which decreased by 7.4%. Additionally, the percentage of adults with intensive care needs receiving care at home increased by 2.3 percentage points, the falls rate for older people decreased by 1.6%, emergency bed days for adults decreased by 0.5% and the proportion of care services graded 'good' (4) or better in Care Inspectorate Inspections increased by 0.5 percentage points. The most notable challenge presented was the 66.4% increase in delayed discharges for older people. Additionally, the proportion of last 6 months of life spent at home or in a community setting decreased by 1.2 percentage points. Once more, the increase in delayed discharges for older people does not reflect that our local 2022/23 rate is well below the national average and that of most comparable areas.

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

3

Our Performance 2022/23

National Outcomes 1-3 :

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

East Ayrshire HSCP Strategic Priorities:

- Starting Well and Living Well
- People at the Heart of What We Do

Our Performance



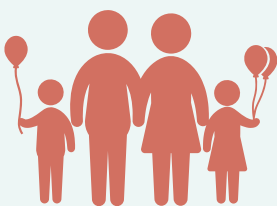
95.7% of babies born at a healthy weight



Percentage of P1 children with a healthy weight has increased from 63.9% to 69.9%



We experienced limited growth in Foster Carer recruitment during 2022/23



Percentage of Looked After and Accommodated Children with 3 or more moves declined from 32.7% to 28.8%

Delivering our plan & What matters to you

The Fostering service continued to deliver key functions throughout 2022/23 whilst also supporting wider social work duties during a period of significant system pressures. Whilst there have been challenges to overcome, there has also been growth and development within the service. Embedding 'The Promise' is a key priority for the service and a Promise Implementation development day was held in 2022 to reflect on how its messages can be incorporated more deeply within the service. The passion and commitment of our foster carers who support the service to deliver the key foundations of 'The Promise', has enabled a number of sibling groups to remain together, avoiding separation. This remains an ongoing priority for the service.



Foster carer recruitment has remained a key priority both locally and nationally. We experienced limited growth in recruitment during 2022, however early 2023 has seen several fostering households undertake the 'Skills to Foster' training and then progressing to assessment to become foster carers. Retention of foster carers is also an ongoing focus to ensure that local needs can be met. The annual Foster Carer's Recognition event was held in September 2022, allowing carers and staff to reflect on the previous year and to hear about how we will 'keep The Promise' in the year ahead. Our Foster Carer survey indicates that the vast majority of our carers intend to continue fostering in 2023, and ongoing review feedback consistently cites the support carers get from their supervising Social Workers as a key strength of the service.

Adoption continues to be uncertain nationally, with the number of prospective adopters vastly outnumbering children who have the potential to be placed for adoption. Locally there have been three children adopted during 2022/23. The Partnership has recruited a new Adoption and Kinship Manager and the service has continued to take a holistic approach to support anyone who has been impacted by adoption. This support ranges from assessing prospective adopters, to supporting birth mothers affected by adoption and helping adoptees with origins enquiries. This work is often emotive, however it is also very rewarding and we have recently been recognised for the innovative and compassionate practice that underpins children being placed for adoption with carers in East Ayrshire.



CASE STUDY



Through facilitation of a meeting between our adopters and a birth mother, our adopters were able to demonstrate their commitment to: raising the children to know their life story, having knowledge of their birth mother and their birth family, and to ensure that she had all the reassurance

that any mother would want. The facilitation of this meeting was recognised by partner agencies and led to the children's birth mother attending the adoption hearing to express that she felt the Adoption Order was in her children's best interests and her confidence in the adopters to meet her children's needs.

Our Kinship service focusses on assessing kinship carers, supporting kinship carers and providing social and training opportunities for carers. Kinship carers manage complex scenarios as they care for our children and young people who have experienced trauma and loss. It is therefore vital that they are provided with sufficient supports, guidance and training, which are key priorities for the Kinship service. Kinship Care week took place in March 2023 and was marked by coffee mornings in Netherthird Community Centre and WG13 in Kilmarnock. The team were joined by colleagues and partners from: the Financial Inclusion Team, East Ayrshire Advocacy Services, Barnardos and other stakeholders who came along to talk with carers about the services that are available to them.

Our Children's Houses service continues to meet the needs of the most vulnerable children and young people in East Ayrshire. Emerging from the COVID-19 pandemic, much of the work has focused on supporting our children and young people to enjoy normality again through school attendance and opportunities for them to reach their potential. Many young people from our houses have obtained apprenticeships within the Council or have enrolled in further education courses suited to their skills and abilities. We are extremely proud of their progress.

'The Promise' puts an emphasis on how we look after and support the people who directly care for our children. We were pleased to offer six day Social Pedagogy training to all Residential Workers during 2022/23, to equip our carers with the skills and resilience to meet the needs of our young people. The outstanding values of our staff were demonstrated in the Residential survey, with the top answer for what made their job most enjoyable in the last year being the relationships that staff had with our young people. This finding illustrates our commitment to 'The Promise' and the ask that we "find people who will be passionate and deeply care about the young people who we look after".

CASE STUDY



We were delighted to see one of our young people head off to St Andrew's University in September to undertake a degree. Our residential colleagues were able to help him set-up his accommodation and have been heartened to hear about how he has been getting on when he has come back to visit.

We continue to offer outreach support to all young people who move on.



The Children's Services Wellbeing Model is a transformational approach to improve how our children and families are supported in East Ayrshire. The vision is to ensure that children and families can access support at an early stage in their local community, in a way that challenges discrimination and stigma, with the model incorporating multi-disciplinary team working and the GIRFEC principles.



Considerable work has been undertaken during 2022/23 to continue the development of this model in East Ayrshire.

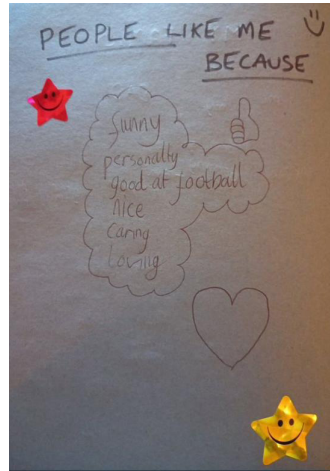
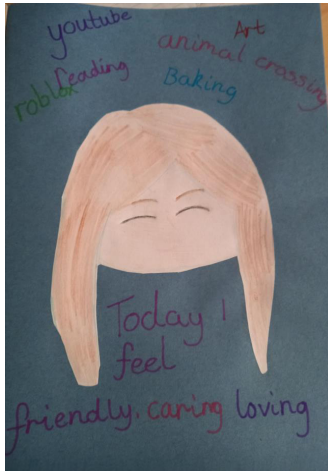
The model was given the name 'HEART' (Help Everyone At the Right Time), an idea suggested by a parent and chosen through a public vote. A range of local services including: Education, Early Years, School Nursing, Health Visiting, CAMHS, Vibrant Communities, Social Work, Housing and Allied Health Professionals, have developed Community Teams, which were formally established on 4th April 2022. Recruitment has been ongoing to develop these teams, following funding being secured for Implementation Coordinators who will work alongside the Programme lead to support the Community Teams to work effectively together. As HEART continues to embed over the coming months and years, we hope that families and communities will experience the anticipated benefits in terms of early help and support. Our HEART model won a Bronze iESE Customer Focus Award in March 2023, in recognition that the Partnership has delivered an outstanding service through a transformational approach, to children and families in East Ayrshire.

Throughout the last year, the School Nursing service has maintained a significant focus on listening to the voices of our children and young people and on adapting how it delivers engagement. The service recognises that all children are unique in how they prefer to engage with professionals and the complexity of children and young people presenting with emotional wellbeing concerns has challenged the service to be more creative in its approach to engagement. Sessions delivered have become more interactive and enjoyable, with new approaches, such as using play to allow children and young people to express their concerns, being highly successful.

Young person:

"I feel like my brain is a racing train and all my thoughts are like loads of passengers trying to jump aboard all at once. These sessions make me feel really calm and my brain gets to be an empty train"

Examples of other resources utilised include sand trays and iPads that allow children to relax and share their stories in a more natural way, which can be used both at home and at school, and additional fidget cubes and stress balls have supported young people to remember coping strategies when anxious.



Through building strong relationships with families and persistent follow-up and encouragement efforts, Staff Nurses within the Early Years team have continued to maintain the uptake of pre-5 childhood routine immunisations at a high rate of 98%. An opportunity to work more closely in partnership with education colleagues to test a model of delivery within East Ayrshire Early Childcare Centres was identified through changes to delivering the pre-5 flu vaccination

programme, with the core aim of flu vaccinations being delivered timeously, efficiently and locally to ensure ease of access for children and families. Children not yet enrolled in nursery were offered clinics within GP practices and sessions in local community venues. The uptake for the flu programme increased to 61% and the team are committed to using learning from this programme to further improve uptake in future years and support the development and implementation of the HEART community model.

Parent:
"We have had a really positive experience with our baby's immunisations. The process has been quick and efficient, and delivered by an empathetic, professional and highly skilled team. This gave us confidence as parents that our baby was getting the best start to his life"



In delivering our commitment to #KeepThePromise, we have prioritised listening to our children and young people and have provided opportunities for them to talk about issues that are important to them throughout 2022/23. The Promise Participation team established a visual art group called 'ArtClub?', led by care-experienced young people with an interest in contemporary visual art and activism.

The group has enabled young people from a range of care backgrounds to creatively engage with issues that interest and affect them. The team are also working with our care experienced young people to refresh our Corporate Parenting Board, to ensure that young people can influence positive change by raising their concerns directly with leaders and elected members. At a recent board meeting, a presentation from members of 'ArtClub?' influenced an increased offer of financial support to assist care leavers on low incomes through the cost of living crisis.

Our care experienced community also had an opportunity to share their views through the 'Brightspots' survey which the Promise Participation team implemented in 2022. Their feedback, along with the findings from a self-evaluation exercise regarding our progress in delivering on the Promise Plan 21-24 outcomes, has enabled the Promise Oversight Group to identify a number of key priorities within our Promise Implementation Plan.



Through access to Commissioned services via the CORRA Foundation, our Health Visiting team are supported by two Health Care Support Workers from Barnardo's, to provide additional supports to new parents affected by addictions. Families requiring this additional support are identified from the ante-natal period onwards by Midwives, Health Visitors or Addictions services. Timely person-centred support is then delivered at home with the families in a non-stigmatising way, with early intervention being key to maintaining the family as a unit upon the birth of their baby. The Support Workers role model and share effective parenting strategies to support families, whom may experience many complex issues as a result of addictions, to be the best parents they can. This initiative aims to provide a high level of care and support by building therapeutic relationships with parents, supporting families challenged by addictions to remain together whenever it is safe to do so, to give our children and young people the best possible start in life.

The Home Link Team continue to provide a range of supports for children and families in East Ayrshire. The team have made good progress across all 6 Education Groups over the last 12 months, providing tailored support where it is needed most to 248 children, young people and their families on a weekly basis. This support has included 4,998 coaching conversation telephone calls, 8,250 text messages, 1,620 home visits, garden visits and walk and talks, 188 Team Around the Child meetings and 442 requests from parents/carers for further general wellbeing support. Partnership working and communication continues to be strong between Home Link and Education, with 2,767 calls and other communications with colleagues, further bridging the gap between school and home. Positive relationships are key to this work. This has allowed the Home Link team to forward on 372

Parent:
"I feel less anxious about my child going to school after her positive experiences in the programme"

requests from parents/carers to other services and supports in the local community. The Home Link Team also coordinated and delivered a number of events throughout the year, including numerous Family Learning programme i-lunch sessions, which were well attended.

NHS Ayrshire and Arran's Child Healthy Weight team continued to support children aged 5-17 and their families to achieve and maintain a healthy weight through delivery of the Jumpstart programme.

During the reporting period, 26 children and their families were referred to the JumpStart programme, with 19 continuing to be supported over the long term. The team also continued to support children aged 2-4 who were above a healthy weight through the Jumpstart Tots programme, which is a targeted, family centred, lifestyle intervention delivered in homely settings, with a focus on family dietary habits as well as active play, screen and sleep time. Families are also offered free leisure passes to support physical activity if this is appropriate to their needs. 28 children were referred to Jumpstart Tots throughout 2022/23 and during this time, 19 children completed the programme, with results showing indications of positive impacts in relation to dietary and lifestyle markers. Quality assured health information was made available to families participating in the Jumpstart programmes and these resources were accessible in different and engaging formats such as online video demonstrations and apps.

A number of the service activities and developments highlighted above reflect key messages outlined by Independent Care Review Reports published in February 2020, particularly in relation to embedding the aspirations and values of 'The Promise' in our practice. The Partnership will continue to embed these elements in its service delivery.

National Outcome 4:

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

East Ayrshire HSCP Strategic Priorities:

- Starting Well and Living Well
- People at the Heart of What We Do

Our Performance



89.5% of adults able to look after their health very or quite well, down from 92%



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



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



99.7% of people started drug/alcohol treatment within 3 weeks
(target = 90%)

Delivering our plan & What matters to you

NHS Ayrshire and Arran's 'Quit Your Way' Smoking Cessation Service has continued to support patients within University Hospital Crosshouse during 2022/23. Due to ongoing pressures in the hospital setting, the service had limited access to some wards and therefore implemented a programme to support patients by telephone when unable to have a face to face consultation. 250 referrals were made during this period, with 33 patients setting an initial quit date where they continued to receive smoking cessation support on discharge from hospital. The service also delivered a number of targeted smoking cessation initiatives in various settings throughout East Ayrshire, including a 12-week programme at a workplace in Kilmarnock and weekly 'Stop Smoking' clinics in 'Our Wee Place' Shortlees and at Central Clinic Kilmarnock. The service recorded the following figures and outcomes throughout 2022/23: 2,733 referrals made to 'Quit Your Way' or pharmacy services; 1,986 quit dates set through 'Quit Your Way' or pharmacy services; 891 four week quits were achieved; and 437 twelve week quits were achieved.



The [Wellbeing in East Ayrshire](#) website continued to be maintained during 2022/23 to ensure the information remained relevant and up to date, to support residents to look after their physical and mental health. The website incorporates a range of practical content and links

relating to various themes, including: general wellbeing, mental health, social activities, physical exercises, financial advice, and children, young people, parents and carers. Similarly, NHS Ayrshire and Arran continued to publish a range of wellbeing material on its [Better Health website](#), with a particular focus on: physical activity, alcohol, smoking, mental health and oral health.

wellbeing in east ayrshire

A number of local addiction support developments were achieved during the reporting period. It is well documented that stigma around addiction has a negative impact on people seeking the support that they need to successfully recover. The Alcohol and Drugs Partnership (ADP) has taken positive and progressive steps to reduce stigma in East Ayrshire throughout 2022/23, and has employed a dedicated Stigma Officer to work with communities to promote social inclusion and engagement.

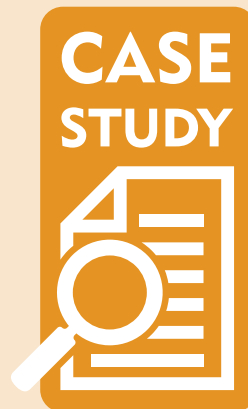


The ADP also supported the organisation of a walk through Kilmarnock in August 2022 to remember those who died as a result of drug use, and to highlight the potential impact on survivors. Over 200 people attended the walk, including a Member of the Scottish Parliament and local Elected Members. In recognising that the involvement and engagement of those with lived experience of drug and alcohol use is key to delivering effective prevention and recovery activities, the ADP have also established a lived experience panel that serves as both a reference group and advisors in the ADP planning structures to ensure that members' voices are central to decision making.

Throughout the reporting period, NHS Ayrshire and Arran's Better Health Hub continued to provide support, onward referrals and signposting in relation to a variety of topics which impact on health and wellbeing, including mental and physical health, weight management and financial concerns. The service is now delivered from within the Staff Wellbeing Centre at University Hospital Crosshouse, however the Better Health Hub can also support patients, staff and the public through 'Attend Anywhere', by telephone or email. Better Health Hub representatives also attended each of the three East Ayrshire local conversations to promote the service and engage with the staff and public in attendance. Over the last 9 months (since a new recording system was introduced), the service has supported 84 staff members and 41 patients/citizens with initial enquires, with many of which signing up to the programmes available.



East Ayrshire Council of Voluntary Organisations' (CVO) Community Connectors support Primary Care services and are aligned to GP practices across East Ayrshire. Their role is to strengthen the connections between GP practices and the Third Sector to enhance patient wellbeing. The Community Connectors work holistically and adopt a person-centred approach to encourage people to access and utilise appropriate services within their local communities to achieve personal goals and positive wellbeing outcomes. The service has witnessed the longer term impact of the COVID-19 pandemic and the current cost of living crisis, which are reflected in the following five most prevalent reasons for referral to the Community Connector service in recent months: welfare benefits, social activities, isolation, anxiety and depression.



CASE STUDY

Mr R is 90 and was referred by his GP as he had very little support and was very isolated. After visiting Mr R, the Connector saw that he resided in a one bedroom private let that had various health and safety issues including dampness, a permanent odour and windows that would not shut properly. Mr R has

COPD and his breathing was becoming worse due to the condition of the flat. Mr R was extremely isolated and felt he had nowhere to go and no one to talk with.

The Connector supported with the completion of an application for sheltered housing and a health and disability form, supported by a letter from the client's GP. The Connector then liaised with Occupational Therapy and referred Mr R to the Connect Call telephone befriending service to address his isolation. Sheltered housing soon became available and Mr R moved quickly afterwards. Mr R has settled in well and is delighted with the support he received and now feels that he can relax. Mr R also has access to various social activities within the complex and feels well looked after. Mr R continues to receive support from Connect Call on a weekly basis and joins in with lunch clubs within the housing complex.

National Outcome 5:

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

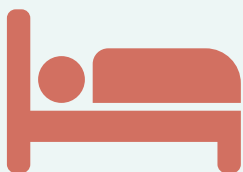
East Ayrshire HSCP Strategic Priorities:

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

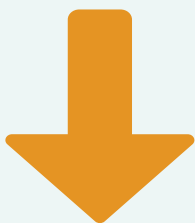
Our Performance



76.1% of adults supported to live as independently as possible



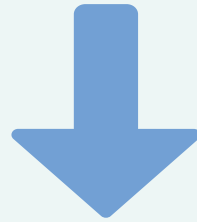
Bed days lost to delayed discharge increased notably from 6,408 to 9,943



Emergency admission rate declined from 14,527 to 13,437 per 100,000 population



Emergency bed day rate fell from 126,889 to 126,277 per 100,000 population



Rate of Emergency readmission within 28 days declined from 121 to 108 per 1,000 discharges



88.9% of people's last 6 months of life spent at home or in a community setting



97.4% of older people aged 65+ live in housing rather than a care home or hospital



Bed days per 10,000 population for asthma, COPD, heart failure and diabetes increased to 8,166

Delivering our plan and What matters to you

The Intermediate Care Team (ICT) continued to deliver crucial care and support for older people throughout 2022/23 to facilitate timely hospital discharge, reduce avoidable hospital admission and promote independence at home through identifying and working towards person-centred goals. The team received 1,200 referrals with approximately 400 unnecessary hospital admissions prevented and over 500 early discharges supported for patients within the reporting period. The team also made significant contributions to Whole System Intervention events in acute hospitals in line with Discharge without Delay work, which supported people to return home more quickly and influenced alternative pathways which enabled people to return home directly rather than remaining in hospital or awaiting a rehabilitation bed.

Family Member:

"My mum is elderly and lives alone, and unfortunately she fell in her home. We would not have managed this week without the support by the ICT team. The referral was made Thursday late afternoon and at Friday lunchtime, ICT staff were in my mum's house. At teatime, aids were delivered that made things easier for us and referrals made to other supports which have all responded swiftly. I am feeling overwhelmed by the kindness and care we have received"

Our Home from Hospital team have also arranged effective care for over 1,500 people leaving hospital through restarting existing care packages or commencing new care and support packages during 2022/23.

CASE STUDY



Mrs A was discharged home on Thursday with no Zimmer frame or hospital bed in place and was struggling to mobilise when the carer from Home from Hospital attended on Thursday night. The Support Assistant completed a joint home visit on Friday morning, sourcing equipment

including a hospital bed to be delivered and set up on Friday afternoon.

The Care at Home service is a core element of social care which supports over 1,800 people in East Ayrshire to live independently and safely in their own homes. Our Community Care Officers regularly manage challenging situations, while delivering compassionate and person-centred care. Implementation of the recommendations from the Best Value Review of our Care at Home service continued during 2022/23, with further improvements

made to systems, roles and responsibilities. New posts including Modern Apprentices have been created and recruited to, adding vital capacity to the service and providing development opportunities for people.

Throughout 2022/23, more than 1,000,000 hours of care were provided in East Ayrshire, with over 85% of this being delivered by East Ayrshire's internal Care at Home service and the remainder by our three independent framework providers. Despite a widely challenging sector position where the ability to recruit and retain sufficient staff remains a concern, our workforce has continued to provide high quality care to our most vulnerable residents, displaying exemplary compassion, flexibility and resilience.

Family Member:

"The world's a better place because of people like you"



The Community Alarm Emergency Response team have continued to provide a 24 hour emergency care service for East Ayrshire residents in the event of a fall, an unplanned care need or for technical emergencies to maintain equipment. This service supports more than 4,000 people in East Ayrshire and staff work collaboratively and flexibly to care our most vulnerable residents.

CASE STUDY



Our Community Alarms Service, together with colleagues from various other departments, recently helped a vulnerable resident following the collapse of his ceiling. Following a phone call from a concerned neighbour, staff from Out of Hours Social Work, Risk

Management Centre and the Community Alarms Service worked together to ensure the individual was safe after he was left without heating during sub-zero temperatures. The collective response to support the person was "exceptional", with staff taking responsibility and going above and beyond usual approaches to ensure a positive outcome.

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

The COVID-19 pandemic had a significant impact on day service provision, with longer term effects still being experienced. The centres continued to work within restrictive conditions until September 2022 in line with agreed risk assessments, however effective infection prevention control methods have been maintained and our service users and staff have welcomed a return to more normal delivery during the second half of 2022/23. The Balmoral Road Centre has seen almost a 50% reduction in building based attendance due to some people having chosen an alternative type of support in the community, however the centre has maintained its register at an appropriate level to ensure all attendees are supported in a person centred way and to provide staff with sufficient time to spend with people.



The centres have experienced some challenges within the reporting period, including the provision of additional support for service users who returned to building based services to enable them to transition back to settings with larger groups of people, and staffing capacity levels due to factors such as absence and retirement, resulting in additional pressures across the service. Recruitment has taken place to address these pressures, however it has been a lengthy process and new staff are also required to undertake mandatory training upon commencement. Despite these challenges, staff have displayed exceptional resilience and a strong commitment to meeting the needs and personal outcomes of our service users. In doing so, a wide range of activities were delivered throughout 2022/23, including:

- Organising numerous outings such as shopping, bowling, swimming and lunches;

Parent:
"We are very happy with Balmoral Road... my son is blooming there"

- Delivering various building based activities including: sensory baking, gardening, arts and crafts, physical exercise, karaoke and dancing;
- Creation of a pamper room at the Sir Alexander Fleming Centre for people to relax;
- Opening of a new kitchen at the Sir Alexander Fleming Centre to give service users an opportunity to learn new life skills and to encourage healthy eating;
- Contributing towards local foodbank activities;
- The resumption of work experience and volunteering opportunities; and
- Hosting various parties throughout the year such as Christmas and Halloween.



National Outcome 6:

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

East Ayrshire HSCP Strategic Priorities:

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

Our Performance



79.6% of adults receiving care or support rate it as good or excellent (national average = 75.3%)



56.9% of people had a positive experience of GP-provided care, down from 70%

Delivering our plan and What matters to you

The Technology Enabled Care (TEC) Pathfinder Programme continued to progress during 2022/23, working towards the aim of transforming health and social care services for those with long term health conditions living in the Irvine Valley. The team followed the Scottish Approach to Service Design to discover and define the challenges experienced by local residents and professionals in the area.



The evidence gathered informed five core solutions to overcome these challenges: improving access to devices and wellbeing; having digital noticeboards in GP surgeries; employing a dedicated Digital Health and Care Support Worker; having a 'TEC Backpack' available to demonstrate available technology in people's homes; and providing online multi-disciplinary group consultations to residents. The Pathfinder team presented their solutions to the Irvine Valley community and partners in February 2023, highlighting the digital solutions that were trialled with service users and gathering feedback on the options.

With the TEC Pathfinder programme nearing completion, a Digital Health and Care Support Worker will be recruited in the coming months to take forward delivery of the digital solutions and any outstanding actions, in addition to continuing public engagement and links with the NHS Ayrshire and Arran TEC team to support the design of new TEC pathways across wider health and care systems. The individual will also be responsible for sharing the experience and learning from the programme, with an ongoing focus on reducing digital exclusion and increasing digital capacity. The online multi-disciplinary team group consultation model will also be progressed in 2023/24 to further improve patient engagement, treatment and support.



East Ayrshire received the Bronze Digital Telecare Implementation Award in February 2023 in recognition of the excellent progress made in our analogue to digital (A2D) transition project. The A2D team have worked over the last three years to transition the Community Alarm service and associated TEC equipment, ensuring that residents continue to maximise their independence safety at home following the transfer.

Service User:

"[East Ayrshire Advocacy Services] attended hospital appointments and explained the information in a way I could understand. This allowed me to discuss my wishes for my ongoing treatment"

The East Ayrshire Advocacy Service continued to advocate for vulnerable people in our communities throughout 2022/23 to ensure that their voices were heard and their views were considered when decisions were being made about their lives. 2022/23 was another busy year for the service, with 1,033 new referrals being received (a 15% increase from 2021/22), in addition to an increase in Public Protection work, with 105 people referred through Adults with Incapacity legislation and 57 people through Adult Support and Protection procedures. The service has also been involved in several Large Scale Inquiries, ensuring that vulnerable people were supported to make their views heard.

Additional funding from the East Ayrshire HSCP enabled the recruitment of a new member of staff to further develop and improve the experience of people subject to Adult Support and Protection legislation. A key aspect of this role is to gather feedback from individuals, families and carers who have been involved in the process and to report findings to the Adult Protection Improvement sub-group.

The Social Care Review team has worked tirelessly during 2022/23 to complete more than 700 person-centred reviews of residents in East Ayrshire with Care at Home services, in addition to supporting numerous families and service users with the often difficult transition to long term care.

Family Member:

"Thank you for the practical support and kindness you showed to both my mum and myself, it really is appreciated. You were always so friendly and helpful when we met and that meant a lot"

The team has supported and promoted the choice of individuals involved in the Care at Home transition and have taken on additional responsibilities to review cases with carer respite supports, facilitating the work of teams within the wider service.

Care Opinion, the online feedback platform, launched for East Ayrshire health and social care services in April 2022.

Care Opinion is a non-profit organisation that has led the way in online,

independent feedback since 2005, and has been used by all health boards in Scotland over the last eight years, with thousands of stories having been shared to date, contributing towards many positive service changes and developments. Care Opinion allows people to share their experiences of the care that they received in a safe, simple and confidential way, in addition to providing an opportunity to view other people's care experiences.



This has been a valuable resource in terms of evaluating local service delivery, celebrating our strengths and identifying areas for service improvement to deliver positive outcomes and service experiences for people. 43 stories have been told on the platform to date in relation to our services, with a 91% response rate to these from professionals. Our areas of strength identified include staff helpfulness, assessments and communication, while service waiting times was identified as an area for improvement.

Service Users:

*"So easy to talk with"
"Being there lifts my spirit"
"Excellent care"
"Couldn't do enough for me"
"My visit was good, helpful and reassuring"
"Compassionate care from the Mental Health team"*

National Outcome 7:

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

East Ayrshire HSCP Strategic Priorities:

- **Starting Well and Living Well**
- **People at the Heart of What We Do**
- **Digital Connections**

Our Performance



75.7% of adults supported at home agree their support is improving or maintaining their quality of life (national average = 78.1%)



71.8% of care services graded "good" or better (national average = 75.2%)

Delivering our plan & What matters to you

Permanent funding was allocated to establish a GP based Primary Care Occupational Therapy service which provides early interventions to people aged 16+ with physical and/or mental health difficulties. The service covers the Doon Valley cluster (Dalmellington, Taiglum and Riverside) and Ballochmyle, accepting self-referrals and also referrals from professionals working within the practices. The service aims to see each patient within 2 working weeks and to provide short term interventions for around 6-8 sessions, including: activity analysis, activity scheduling, self-management, goal setting, environmental adaptations and workplace adjustments. The service has received 449 referrals to date, with very positive feedback received from the discharge questionnaires, including 100% of respondents: saying they would access the service again; believing they were offered an appointment within a reasonable timescale; and stating that the service was easy to access.

Patient:

"My OT was lovely and easy to talk to, no matter my concerns or issues. I felt that I was heard. I needed some aids for at home which was literally sorted the day of our discussion"

The NHS Health Information and Resources Service continued to provide quality assured health and wellbeing information to the public in relation to a range of health and wellbeing themes during the reporting period. A total of 489 users from East Ayrshire were recorded using the Health Information and Resources Service, with 136 new users registered during 2022/23. 620 orders were placed from East Ayrshire in this period and the three most popular topics were mental health and wellbeing, infant feeding and tobacco use. The service recently increased its resource catalogue with an additional 57 new items covering a variety of topics to benefit members of the public, in addition to promoting its services by distributing a set of 7 leaflets to 28 GP practices across East Ayrshire, and attending various East Ayrshire events throughout 2022/23.



CVO's 'Connect Call' is a telephone befriending service which provides free and confidential support in offering friendship opportunities, signposting and assistance to East Ayrshire residents who experience social isolation and loneliness. 'Connect Call' continued to be delivered throughout 2022/23 and has helped to reduce social isolation and loneliness, in addition to maintaining safety for people who previously received nuisance calls that were blocked. The service has 12 trained volunteers who deliver 210 calls weekly to clients which range from 29 to 102 years of age. The service recently recruited a Connect Call Support Worker through the Long-Term Unemployed Wage Incentive, who works alongside the Volunteer Partnership Manager and Lead Volunteer. In addition to its befriending and signposting offer, the CVO also delivers regular 'Brew and Blether' sessions at WG13 Kilmarnock, to provide people with an informal and relaxed opportunity to come together, connect and enjoy refreshments.

Service User:

"Thank you so much for your weekly call, especially as I don't see many folk. The others I see are carers or nurses which don't always have time to chat, so I am very appreciative of you girls phoning"



Care homes represent another core element in the social care system, providing accommodation, personal and nursing care for people who require additional support in daily life. As part of oversight and support arrangements, the HSCP has worked closely with the Independent Sector Lead during 2022/23 to ensure that all available supports were offered inclusively and equitably to our partner care homes.

Following the COVID-19 pandemic, staff across our nineteen partner care homes continue to navigate challenges to care for and support more than 650 residents in East Ayrshire, demonstrating their ongoing commitment, compassion and resilience. We also recognise the flexibility of these staff, with consideration of changing COVID-19 guidance and the increased national scrutiny during this period. This provision has demanded considerable personal investment, with some staff having made personal sacrifices to secure our services and protect vulnerable people.

Our partner care homes continued to receive a range of collaborative supports from East Ayrshire Council, HSCP and partners in 2022/23. The period following the pandemic continues to be challenging given the recruitment difficulties in the sector, whilst auditing, reporting and scrutiny has increased, which has impacted on resources and capacity. Despite this, our care home providers continue to develop their staff by utilising the resources made available to them by the Partnership, including the Care Home Professional Support Team. A positive relationship legacy has also been left by the pandemic in terms of care home providers coming together with the Partnership and each other, to work more collaboratively and supportively.



'Stroke Lifestyle Management' is a 6 week programme delivered by a Specialist Occupational Therapist, a Stroke Specialist Nurse and a Stroke Services Coordinator for Chest Heart Stroke at the North West Area Centre Kilmarnock, which continued to be delivered during 2022/23. Each week within the programme focuses on a different topic including stress and relaxation, confidence building, goal setting, fatigue and sleep management. Peer support is encouraged at the sessions and people are given the opportunity to share their experience of having a stroke and the impact it has had on their life. The programme supports lifestyle modifications to reduce the risk of further strokes, and each week the group are asked to set a small goal which supports their self-management journey. Participants are supported to develop knowledge, skills and confidence to manage their lifestyle and engage in meaningful activities following their stroke, in addition to exploring strategies to manage symptoms such as fatigue and anxiety to improve their physical and psychological wellbeing. People are also signposted to community resources that can further support them to continue to manage their condition.

National Outcome 8:

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

East Ayrshire HSCP Strategic Priorities:

- **Starting Well and Living Well**
- **People at the Heart of What We Do**

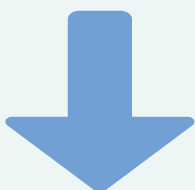
Our Performance



Male life expectancy at birth decreased slightly between 2019-2021 (74.9 years)



Female life expectancy at birth decreased slightly between 2019-2021 (79.3 years)



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



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

Delivering our plan and What matters to you

The Financial Inclusion Team (FIT) together with its partners, has continued to support East Ayrshire residents to maximise their benefit entitlement and provide holistic support to deliver positive outcomes for people. The EA Money team received a record 3,089 referrals and advice

enquiries throughout 2022/23, an 18.7% increase from the previous year. This figure does not include cases which were referred by partner organisations to the various new projects overseen by FIT during the year, in particular from Health and Education colleagues.

This has been a challenging year for many residents in East Ayrshire due to the cost of living crisis, however the FIT and its partners have provided vital support to ease financial pressures. Overall, the financial gains achieved for people in East Ayrshire totalled £4,981,700.68, which is an increase of over £1.5m on the previous reporting period. This takes the cumulative total amount of financial gains since the establishment of the team in November 2013 to £40,151,325.68.



The Community team supported 470 individuals and families during 2022/23, achieving financial gains of £2,707,260, a 15% increase on the previous reporting period. The Macmillan Project generated financial gains of £1,048,232 for people living with cancer in this period, representing an increase of 32.7% on last year. The in-Court Advice team based at Kilmarnock Sherriff Court reported a considerable increase in the average level of rent arrears during 2022/23, working with service users with a combined arrears total of £268,354.04. The team supported 108 new tenants and achieved financial gains totalling £81,944 for clients in this period. The Employability FIT has been invaluable to those looking to move into employment, achieving £248,661.76 in financial gains for clients and supporting 13 people to progress along the employability pipeline during 2022/23.

The FIT have been proactive over the last year by launching a number of projects, including: a schools-based pathfinder project to all secondary schools in East Ayrshire for one year, an Early Years project which works alongside Health Visitors to support families by ensuring their income is fully maximised at an important stage in the child's development, and a Welfare Advice in Health Partnerships project with FIT staff working within identified GP Practices.

The Ayrshire Out of Hours Social Work team continues to provide vital services to East, North and South Ayrshire residents 365 days per year, including evenings, weekends and all public holidays. The service dealt with over 7,000 referrals during 2022/23, of these 2,300 were in relation to East Ayrshire residents. A new staffing model was implemented in April 2022 following a service review and this is now embedded in the service. A test of change was recently implemented to consider an on-call service Monday to Thursday nightshift, however this model has been amended and reverted back to a waking nightshift on these days. The team continue to review their procedures and paperwork, working closely with its partners to ensure efficient processes. This has included merging 3 referral forms into one, which streamlined the referral process. Digital resilience has also improved, as staff are now able to access all 3 local authorities' recording systems remotely, offering flexible working and supporting business continuity. The team maintains strong and positive working relationships with colleagues in Police Scotland, Health and Education sectors, both locally and nationally.

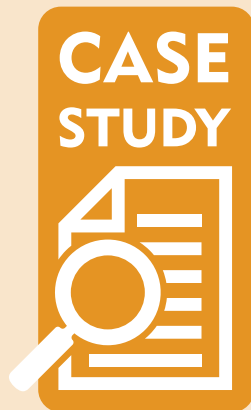


The CVO has also supported the refurbishment of six designated Community Living Rooms operating across purpose-built community hubs in East Ayrshire during 2022/23. The Community Living Room project aims to respond to the cost of living crisis and provide a warm, friendly and inviting space with free refreshments and social activities for local residents who are experiencing financial or wellbeing issues.

The CVO's Open Doors Community Wellbeing Hub continued to operate in the Kilmarnock town centre during 2022/23 to provide a safe place where people could access a wide range of activities and supports aimed at providing health and social benefits, improving life chances

and signposting to opportunities within the community. Open Doors addresses various priorities identified by the community, while ensuring maximum use of existing local resources and accessibility through a person-centred and joined-up approach. The Open Doors team and volunteers have organised and facilitated several groups and services that have helped to tackle food insecurity, social isolation and lack of opportunities throughout the reporting period, with a key focus on children and families to help create lasting memories, a safe space and healthy meals.

During the cold spell in December 2022, a



high volume of referrals were received due to people having burst pipes and their homes being flooded. A neighbour of an older person contacted the team advising he lived alone and had no family to support him. He was not known to services and had lost electrical power in his house and ceilings

had collapsed in some rooms. A home visit was carried out and it was quickly agreed that he could not remain in the property. Due to the high volume of accommodation demand within East Ayrshire Housing Department, the team was able to secure accommodation at a local hotel for the person. He did not require any medical assistance but he was distressed after this incident. Staff supported him to pack some belongings and accompanied him to the accommodation and then visited that evening to check on him. This was followed up with a phone call the next morning. A referral was made to Day Services to ensure he received any other support required.

The Universal Credit Support Team has continued to tackle poverty in East Ayrshire by increasing clients' income, identifying issues relating to food insecurity and energy poverty, and by linking with partners to collaboratively address challenging circumstances linked to poverty. The team have supported residents with: all aspects of claiming Universal Credit, maximising income by ensuring clients receive all entitled benefits, providing claim assistance, claim advice, debt advice and budgeting advice.

During 2022/23, the team generated £355,311 in financial gains for clients, dealt with 744 formal referrals and handled 48,427 different items of communication, which is reflective of the current economic climate.

Service User:

"You're kindness had me in tears yesterday. You have made me feel so happy and supported. I am so glad I met you and you should be so proud with all your work. You are making such a difference to people's lives"

East Ayrshire's Housing First programme continues to operate with the aim of providing a stable home with intensive wraparound support for homeless people with multiple and complex needs. This collaborative, trauma-informed approach incorporates wider homelessness prevention measures, accessible housing options advice, substantial investment in the increase of housing supply, robust partnership working and resourced, and flexible, wraparound housing support. Of the 1,096 homeless presentations in 2022/23, 300 households stated that they required support with a mental health problem and 117 households cited a drug and/or alcohol dependency. 34% of applicants indicated that they had multiple support needs, demonstrating the continued need for this approach.

A core group of partners meet on a monthly basis to discuss referrals and any issues arising. Single points of contact are established within Addiction and Mental Health Services and Children's Health, Care and Justice Services to target supports and ensure that Housing First Tenants are provided with prompt support. Housing First tenants are signposted through the Health and Homelessness Nurse and through the continuing open referral system for NHS Addiction Services to ensure the provision of health and wellbeing advice and an enhanced referral pathway for those with multiple/complex needs. The programme achieved its quota of creating five furnished Housing First tenancies in 2022/23 as set out in the 5-year Rapid Rehousing Transition Plan, and has maintained a 100% tenancy sustainment rate since launching in August 2021.

National Outcome 9:

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

East Ayrshire HSCP Strategic Priorities:

- **Starting Well and Living Well**
- **People at the Heart of What We Do**

Our Performance



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

Delivering our plan and What matters to you

Unpaid carers provide a vital and selfless service to relatives, friends and communities, whom depend on their support. However, for many people this responsibility is a part of everyday life and some may not recognise themselves as a carer, which could mean that they may not receive important supports that would help them in their caring role. Evidence suggests that three in five people will become carers at some stage in their lives and that 1 in 10 people are already fulfilling a caring role, which underlines the significance of supporting people who undertake such responsibilities.

Fully supporting unpaid carers to carry out their caring role while looking after their own health and wellbeing, is a key focus for the Partnership, reflected in its Strategic priority 'People at the Heart of What We Do'. Working in partnership with local third sector organisations remained imperative to delivering this during 2022/23.

At the time of reporting, the HSCP is currently in the process of creating its new local Carers Strategy, which will be collaboratively developed alongside all key stakeholder groups.

The East Ayrshire Carers Centre is a key partner which provides valuable assistance for both adult and young carers. The supports delivered throughout 2022/23 were wide-ranging and included the provision of:

- pertinent carer information and signposting to other relevant organisations;
- various outreach work, including home visits;
- personal finance, benefit and debt management advice, fuel poverty awareness, form completion and income maximisation;
- 1:1 practical, emotional and social support to improve health and wellbeing;
- respite breaks for young carers, adults and families;
- dedicated and age specific weekly young carers and young adult carers respite groups;
- group support via coffee mornings and dedicated carers support groups, days out and other social activities during festive and seasonal holiday periods;
- training sessions, self-help groups and carer-led forums;
- employability skills and training for young people aged 16 to 25; and
- dedicated hospital discharge support for carers.

*Parent:
"Is that the same child you have given me back? She is so happy and seems to have gained so much confidence"*

Furthermore, within the reporting period the East Ayrshire Carers Centre has also:

- achieved over £4 million in benefit awards;
- completed 593 Support Plans;
- received 718 new registrations;
- provided 29,304 instances of 1:1 advice, information and support;
- donated over 3,000 individual Christmas gifts to young carers;
- delivered 100 breaks/experiences through 'Respitality';
- supported 55 families to have a break away through the 'ScotSpirit' scheme; and
- delivered 13 weekly young carers groups throughout East Ayrshire, supporting over 230 young carers each week.



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



The East Ayrshire HSCP Thinking Differently Team also have a key role in supporting unpaid carers and work continued during 2022/23 to meet the needs of carers in East Ayrshire. The Thinking Differently team and partners including the East Ayrshire Carers Centre, established a Partnership Working Group in 2022. The Group is a solution-focused platform to achieve improved partnership and process links between the local authority and our third sector partners in relation to the delivery of Self Directed Support and implementation of Carers Legislation. This will include shared learning from national stakeholders, local experience and from the expertise of those with living experience of Self Directed Support, caring and social care, to generate innovative ideas.

The team continued to build relationships and work closely with professionals and key partners including Social Work colleagues, the East Ayrshire Carers Centre and the Ayrshire Brokerage Network, to assist unpaid carers and meet the needs and outcomes outlined in Carer Support Plans. The Thinking Differently team undertook various other work throughout 2022/23 including: informing colleagues of important carer updates; raising awareness of unpaid carers; identifying and supporting young carers following young carer statements to meet needs; and attending national Care Lead meetings. At the time of reporting, the team is also leading on the development of the Partnership's Short Break Statement and our new East Ayrshire Carers Strategy.

National Outcome 10:

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

East Ayrshire HSCP Strategic Priorities:

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

Our Performance



73% of adults supported at home feel safe (national average = 79.7%)



Falls rate has declined slightly from 18.8 to 18.5 per 1,000 65+ population

Delivering our plan and What matters to you

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

An extensive framework for assurance and oversight was established in April 2020 in response to heightened levels of vulnerability during the COVID-19 pandemic. The Partnership's Protection and Learning Team led on these arrangements involving multi-agency services in five themed oversight groups covering all public protection priorities. This framework was directly accountable to the Chief Social Work Officer and other Chief Officers in East Ayrshire and was in place until March 2022. During 2022/23, the legacy of these oversight arrangements has ensured closely integrated working across operational and strategic public protection work, despite the return to 'business as usual' for all of the Public Protection Committees. The Protection and Learning Team has been central to the coordination and delivery of this work and it has been an excellent example of social work leadership supporting multi-agency protection practice. The Protection and Learning Team led on an Ayrshire wide scoping exercise to establish the need for Multi-Agency Risk Assessment Conference (MARAC) arrangements in Ayrshire in 2021, and following a successful business case to Ayrshire Chief Officers, the Ayrshire MARAC was developed and implemented in 2022/23.

The East Ayrshire MARAC now takes place on a monthly basis and the Protection and Learning Team supports the multi-agency East Ayrshire agency representatives, including Social Work representatives from Children's, Justice and Adult services. The team is also supporting training for representatives and DASH-Ric and MARAC awareness raising for multi-agency partners within East Ayrshire. MARAC meetings support victims at risk of significant harm or death as a result of domestic abuse and as MARAC practice develops across Ayrshire, there will be a focus on integrating the Safe and Together model going forward.

The East Ayrshire Violence Against Women Partnership (EVAWP) continued to work towards the outcomes set out in the national Equally Safe Strategy for preventing and eradicating violence against women and girls throughout 2022/23. This continues to be a proactive partnership, with comprehensive membership to collaboratively progress actions.



The EVAWP's Strategic Plan for 2021-24 identifies key issues in relation to violence against women and outlines core actions to address these. The Plan sets out national and local context and the Partnership's vision of: **'Working together to improve safety, wellbeing and equality for all women and girls in East Ayrshire'**. Following publication of the Strategic Plan, a monitoring framework was developed and implemented to allow quarterly reviews and analysis of progress towards the key strategic themes and actions. The EVAWP Monitoring Group has continued to meet on a quarterly basis to review the progress made across the strategic actions and milestones contained in the EVAWP Strategic Plan. The findings demonstrate that the EVAWP has made good progress in achieving the actions and advancing its strategic aims within the reporting period.



A range of developments and collaborative multi-agency work took place during the reporting period to protect and support women, girls and young people, including:

- a calendar of events for the 2022 East Ayrshire 16 Days of Action to eradicate violence against women;
- the East Ayrshire Reclaim the Night walk took place in December 2022;
- St Joseph's and Kilmarnock Academies piloted the Equally Safe at School resource entitled '*A whole school approach to preventing gender based violence*';
- ASSIST continued to support victims of domestic abuse where a crime had been established and there was a case submitted to Court, receiving 271 East Ayrshire referrals in 2022/23;
- the STAR Centre (Ayrshire's Rape Crisis Centre) received 86 new referrals in 2022/23 and delivered 1,724 support sessions;
- East Ayrshire Women's Aid continued to provide a holistic pathway of services to support 632 women and children experiencing domestic abuse during 2022/23;
- Break the Silence supported 195 East Ayrshire residents and offered 1,697 sessions of professional support in 2022/23; and
- the EVAWP appointed a Violence against Women Lead Officer in January 2023 to support EVAWP work going forward.

Like other areas throughout Scotland, East Ayrshire has experienced a continued rise in drug-related deaths in recent years, with the local rate having increased from 12 in 2015 to 33.2 per 100,000 population in 2021. Trends indicate that drug-related deaths in East Ayrshire mainly occur in males and are often a result of a combination of drugs and/or additional health conditions.

The East Ayrshire Substance Related Death Review Group continued to meet regularly throughout 2022/23 to examine the circumstances in relation to each death to identify potential patterns, themes and service gaps to inform future prevention work.



In addition to the work highlighted under Outcome 4 above, the East Ayrshire Alcohol and Drugs Partnership has expanded the opportunities available for people to engage in treatment, support and recovery during the reporting period. The Recovery Hub has been recognised nationally for the positive work it carries out and now reaches across the whole of East Ayrshire, supported by a network of community based services and community outreach workers, all of whom have lived experience and are local to the area in which they are based. The focus on place-based support was further developed by the ADP during 2022, with the significant expansion of the ADP Grassroots Development Fund that awarded twelve local community groups £10,000 each to promote local community recovery.

The East Ayrshire Recovery community has grown significantly during 2022/23, with over 800 members engaging through the Recovery Network Facebook group. The network offers people access to a range of recovery opportunities and activities across East Ayrshire, from structured psychological interventions to leisure and recreation. The expansion of local community recovery and engagement opportunities has been associated with a notable increase in referrals to treatment services within the reporting period. The ADP has also expanded the roll out of the lifesaving drug Naloxone, training 30 Health and Social Care staff as first responders to drug overdoses, in addition to 431 Naloxone kits supplied in the community in 2022/23.



SUICIDE PREVENTION HERE TO LISTEN

There has been a notable rise in the number of probable suicide deaths in East Ayrshire in recent years, with the local 5-year aggregate rate having increased from 11.2 between 2011-2015 to 18.3 per 100,000 population between 2017-2021. Whilst care should be taken when interpreting overall patterns of suicide, this continues to be an area of focussed attention both locally and nationally to develop and improve preventative approaches. In response to this trend, a range of suicide prevention activity was undertaken in East Ayrshire by the Council, HSCP and partners throughout 2022/23, including:

- delivery of suicide prevention training across the workforce: 'Ask Tell Save a Life', 'safeTALK', and 'ASIST', to raise awareness of the signs of potential suicide;
- collaboration with Patchwork to deliver wider suicide prevention awareness training and promote the 'Here to Listen' campaign;

Training Attendee:

"Excellent training. I feel more comfortable in talking about this, knowing the signs and what action to take"

- Delivery of the Wellbeing Champion programme across schools;
- supporting and promoting the national suicide prevention campaign week in September 2022;
- the Suspected Suicide Review Group met frequently to assess probable suicide cases to identify associated circumstances and service provision gaps to inform future prevention work;
- a pan-Ayrshire Suicide Prevention Development session was held in December 2022 to: share specific areas of work at a local level, review the new national Strategy and to identify local needs; and

- promotion of the East Ayrshire Suicide Prevention website, containing key information and contact details for: Mental Health Practitioners, local GP Practices, Suicide First Aiders and other supports.

The local suicide prevention strategy 'Here to Listen' has achieved a far reaching and positive impact on both our communities and workforce, with nearly 500 suicide first aiders trained to date. Furthermore, bespoke suicide prevention counselling has been provided for those in crisis and to date, our suicide first aiders have delivered 191 crisis interventions, with approximately 70% of those cases being referred for suicide prevention counselling.

National Outcome 11:

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

East Ayrshire HSCP Strategic Priorities:

- **Caring for Our Workforce**

Our Performance



61.8% of personal carers are qualified to SSSC standards, up from 59.9%

Delivering our plan and What matters to you

The Partnership maintains the ambition to have the right people with the right skills in the right place at the right time. The HSCP's Workforce Plan 2022-25 was published in October 2022 and sets out how we will achieve the ambitions of recovery, growth and transformation of the Health and Social Care workforce in East Ayrshire. The Plan builds on the challenging and often innovative work carried out during the COVID-19 pandemic to ensure our workforce was able to deliver services to the most vulnerable people in our communities. The Plan focusses on supporting the wellbeing of our workforce following the significant pressures experienced during the last three years, attracting new people to work with us, retaining experience in the workforce, and continuing to invest in learning and development. The core actions in the Workforce Plan are aligned to the 5 Pillars of the workforce journey outlined in the National Workforce Strategy for Health and Social Care: Plan; Attract; Train; Employ; and Nurture.

Local surveys are distributed periodically to gain an insight in relation to a number of key themes, including how our workforce feel about their role, their department, the organisation and those leading it. It is important for the HSCP to reflect on what it does well, however it is also vital to identify areas for improvement to ensure we continue to attract and retain the best possible workforce. 1,505 members of staff across the Partnership participated in the most recent local workforce survey (iMatter) in 2022, with an overall 57% response rate. Responses showed an overall positive experience of working for the East Ayrshire Health and Social Care Partnership, with strong engagement across role, line management and team levels. High scores were achieved in areas including: work providing a sense of achievement; employees being clear about duties and responsibilities; and being treated with dignity and respect. Areas for improvement identified include visibility of board members and involvement of employees in decision making.

Members of staff from across the East Ayrshire HSCP workforce, alongside partners and the public, attended three Local Conversation events in February 2023 which were delivered in each of our three localities. The purpose of the events was to provide an overview in relation to how services are currently provided, and to highlight our successes and challenges experienced, to in turn generate conversations regarding how we address these collaboratively and to make suggestions for future service improvements.



The Care at Home service exemplifies our ongoing commitment to ensuring our workforce is sufficiently supported and skilled. Care at Home and the Social Care Learning Hub have worked together to grow the partnership links between the East Ayrshire HSCP and Ayrshire College. Working closely with the senior management and teaching team from the Health and Social Care Faculty, significant changes have been made to the way in which we work with the college to ensure our Care at Home workforce achieve the necessary qualification to meet SSSC registration requirements and to provide a safe and effective service.

The Partnership and Ayrshire College have worked collaboratively across 2022/23 to design a new and bespoke course: National Qualification in Community Care, allowing learners to complete their SVQ2 in Health and Social Care in a new way. Participants will be given the opportunity to be employed on a part time, temporary basis whilst carrying out their qualification, which should lead to a positive way of introducing people into Social Care as a career, whilst supporting them to learn best practice standards and gain the qualification they need for registration with the Scottish Social Services Council.

The East Ayrshire HSCP continues to work with Ayrshire College with a cohort of 23 learners completing their SVQ2 in Health and Social Care. This cohort includes students from 2020 onwards who have experienced delays in completion due to the COVID-19 pandemic.

This will be the last cohort of this composition due to the development of the Social Care Learning Hub and in-house learning and qualifications. Going forward into 2023/24, there will be further developments with Ayrshire College in relation to new courses and new ways of working together to promote Social Care as a positive and rewarding career choice.

The Social Care Learning Hub (SCL Hub) has continued to develop throughout 2022/23. The team are fully established and continuously building connections that focus on delivering best practice standards and effective governance models. A key SCL Hub focus over the past year has been the development of a full annual training programme to ensure that the Social Care workforce have access to an effective practice-based learning and development journey that meets their needs. The Hub has done this in collaboration with operational services across Community Health and Care and Adult Services, the Scottish Social Services Council and the Care Inspectorate.



In August 2022, the Hub commenced the first in-house cohort of learners, consisting of 17 Community Care Officers from across Community Health and Care and Adult Services, in addition to one Area Lead completing their SVQ3. The team has designed a cohort for April 2023 to support learners with conditions on their SSSC registration where their registration has either expired or been given an extension.



Successful Care at Home engagement sessions were delivered in May 2022, where Hub representatives met with 710 Community Care Officers to share knowledge, skills and practice guidance. Further events took place across March 2023 for Community Care Officers and Community Care Coordinators to take part in practice discussions covering: the Partnership's Escalation Process; caring for people at home who refuse or do not engage with supports; updates to the Safe Administration of Medication Guidance; recording and care diaries; an update on service changes; and the new Homefirst service.

The Social Care Learning Hub were Silver Award winners of the IESE People, Value and Culture Award in March 2023. This award captures the exceptional focus and effort of the Hub in embedding values, a culture and behaviours that enable the delivery of the best possible services to our residents.



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

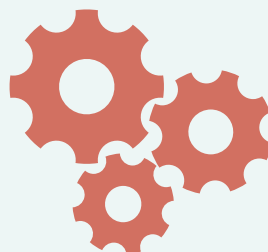
National Outcome 12:

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

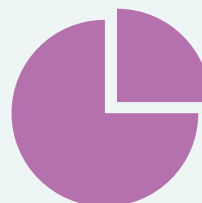
East Ayrshire HSCP Strategic Priorities:

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

Our Performance



60% of adults supported at home agree their health and care services seem well co-ordinated (national average = 66.4%)



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

Delivering our plan and What matters to you

The Partnership continues to strategically invest in key impact areas, utilising resources effectively in line with our strategic priorities and the triple aim of 'better health, better value, better care'.

The Community Equipment and Adaptations service has worked hard during 2022/23 to overcome significant labour and material shortages experienced following the pandemic to provide high quality and responsive aids and adaptations. The Equipment store relocated to Balmoral Road Kilmarnock in April 2022, which has been successful despite various logistical challenges.

The service has seen equipment referrals increase by 30% and the number of requests for adaptations increase by 15% from the previous year, while Occupational Therapy waiting lists are being reduced. At the start of 2022, Community Occupational Therapy waiting times were significant, at around six to nine months before an assessment visit could be carried out, however due to positive recruitment and improved processes, waiting times are now between one and three months with further reductions expected going forward.

The development of the HSCP's social work information system (Liquidlogic), has continued throughout 2022/23, with the system being integral in the management and storage of records for people in contact with our Social Work services. In conjunction with the Liquidlogic supplier, we continue to ensure that line of business system processes and workflow configurations are correctly aligned with, and fully support the continually evolving health and social care working practices. Over the course of the next year, we are implementing a dedicated resource to allow us to further develop our data management strategy.

The Business Systems team provides a comprehensive range of training and support sessions conducted both in person and virtually, which have been delivered to all staff from a dedicated training resource on a daily basis since September 2021. Staff feedback received regarding this training continues to be very positive. The Business Systems team also provide a day to day user support and helpdesk service to support HSCP staff in their use of Liquidlogic line of business system, as well as providing an in-house report development and building resource. In terms of future system developments, we continue to assess further add-ons, for example portals, to ascertain suitability for use by both frontline staff and service users. Throughout 2022/23, the Business Systems team will continue with its programme of improvement work, as approved by the Development Board, to build on the progress made to date.

Our relatively new finance system (ContrOCC), is fully established and integrated with the Liquidlogic Adults system universe, providing numerous operational benefits, particularly in relation to Self Directed Supports and Residential Accommodation. Electronic financial assessments are now completed within four weeks, whereas previously the process could take a number

of months to finalise, contributing towards improved resource efficiency and capacity. Business Objects is also now utilised for reporting from the Liquidlogic system, providing real-time information as required. Payments to providers and people in regards to Self Directed Support Option 1 are made directly from ContrOCC, amounting to between £40-£50m annually.

The Older People's Day Care Service provides high quality, needs led services for older adults with physical disabilities, frailty and/or cognitive impairments, to meet their identified needs and outcomes. The service also provides valuable respite for carers and enables people to live healthy and fulfilling lives, while remaining socially connected to the communities in which they live. Implementation of recommendations from a Best Value Review of the service concluded in May 2023 and this has led to numerous improvements in service delivery, processes and operational performance, including reducing the time between referral and placement as a result of closer monitoring through a service scorecard.

Service User:

"The care here has helped me gain confidence and I'm more talkative. My family have noticed the difference too. I have gained more friends and I'm able to speak more"

A number of Health and Social Care service reviews were progressed throughout the reporting period, with the aim of securing improvement by identifying more effective and efficient ways of delivering services, through a person-centred approach based on collaborative design principles. Reviews of our: Family Support and Young People service; Justice services; Children's Payments; Children with Disability service; and Allied Health Professional services, were taken forward in this period and are currently at different stages of completion at the time of reporting. Recommendations from Best Value Service Reviews of our Corporate Parenting and Older People's Day Care services were also implemented in 2022/23, with a range of evidence-based improvements and new delivery models established to enhance provision and outcomes for people.

National Outcomes 13-15:

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

East Ayrshire HSCP Strategic Priorities:

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

Our Performance



We continue to exceed the target for Social Enquiry Report submission by the due date (98.3%)



96.2% of Community Payback Orders successfully completed within the year

Delivering our plan and What matters to you



PROTECTING PEOPLE
in East Ayrshire

As previously highlighted, all public protection matters in East Ayrshire are overseen by a Chief Officers Group, including the work of the Alcohol and Drugs Partnership, Child Protection Committee, the Adult

Protection Committee, the Protection and Learning Team, the Violence against Women Partnership and the Multi Agency Public Protection Arrangements Strategic Oversight Group. The HSCP's Protection and Learning Team led on the arrangements of the extensive framework for public protection assurance and oversight since 2020, which has involved multi-agency services across five oversight groups reflecting all public protection priorities. This framework was in place until March 2022, and during 2022/23, the legacy of these oversight arrangements ensured effective and integrated collaboration across operational and strategic public protection work, despite the return to more normal circumstances. The Protection and Learning Team has been integral to the ongoing coordination of this, and the delivery of multi-agency protection work throughout the reporting period, with examples including:

- development of the East Ayrshire Adult Support and Protection (ASP) Improvement Plan 2023/24, which was endorsed at East Ayrshire Adult Protection Committee on 8 February 2023;
- support and promotion of the national ASP Day on 20 February 2023 (and week locally), with a focus on self-neglect;
- the Adult Protection Committee developed a newsletter that is circulated to all multi-agency staff, providing an insight into discussions held at Committee;
- an analysis of Initial Case Review and Significant Case Review activity within East Ayrshire between 2019-2022 has been completed, with shared learning activities ongoing;



354
adult
protection
referrals and
2,733
adult concern
referrals
received in
2022/23

- non-fatal overdose pathway established, including enhancement of liaison services to include drug and alcohol presentations;
- an ASP staff survey conducted in October 2022 identified numerous areas for further staff support and development, which was followed by four staff consultation sessions; and
- single agency ASP audits completed by Team and Service Managers were implemented from November 2022 to support improvements regarding quality assurance and practice oversight.



Member of Staff:
"Very good learning experience... highlights the need for curiosity and interagency communication"

Police Scotland's Partnership and Community Safety Officer has continued to work with East Ayrshire Trading Standards during 2022/23 as part of a joint approach and social media strategy to highlight fraudulent crimes attributed to bogus workman who target vulnerable members of the community. Going forward, this project is also looking to bring a 'Scam Van' to local communities to raise awareness of frauds and scams.

Police support has also continued locally across East Ayrshire for the Ukrainian, Syrian and Afghan refugee programmes. Community groups moving into local authority areas are identified at an early stage and details are added to the command and control system to notify attending Officers at incidents that displaced families are part of the programme. A Local Authority Liaison Officer and a Locality Policing Inspector organised a session

along with colleagues from the Scottish Fire and Rescue Service and East Ayrshire Council to provide an overview on Scots Law and Community Safety to 65 Ukrainians who resettled in the area. All local programme updates are fed into a national Community Impact Assessment document which is managed through the Prevention and Community Wellbeing team, and provides an overview to the National Team regarding resettlement numbers across Scotland.



Police Scotland's Local Authority Liaison Officers also continue to attend regular weekly partnership meetings with HMP Kilmarnock where individuals are discussed prior to their release dates. This enables a collaborative approach across NHS, Addiction services and Housing to confirm that suitable support is in place and to address welfare issues before the individual is released back into the community, supporting successful reintegration. In addition, the Community Wellbeing Unit identifies the most at risk individuals and engages with them on the day of release to offer any further support and signposting to relevant services such as the 'Open Doors' project.



Police records indicate that youth offending has increased across various areas in East Ayrshire, particularly during the end of the COVID-19 pandemic lock down rules.

Police Scotland have worked in partnership with Vibrant Communities, and in particular the Youth Action Teams, to allocate additional patrols to areas of increased disorder and where possible, engage directly with youths to deter offending behaviour and ease public concerns. Police Scotland in partnership with East Ayrshire Council, have also trained and launched Officers on motorbikes to combat anti-social behaviour and off-road motorcycling within the authority. At the time of reporting, Police Campus Officers are holding discussions with East Ayrshire Council, the Scottish Fire and Rescue Service and other partners to host partnership roadshows delivered within schools prior to holiday periods in 2023/24 to discuss subjects such as youth disorder and the impact of this offending.



The Young People Sport and Diversion programme continued to maintain a presence in our communities during 2022/23, with the Youth Action Team and Premier Night Leagues operating on a weekly basis throughout the authority. Vibrant Communities works in partnership with Police Scotland to ensure that the Youth Action Team are deployed to areas where there are higher levels of complaints about youth disorder. Staff engage with young people in a friendly manner and where possible deliver brief interventions to promote positive lifestyle and behavioural choices.



The Youth Action Team approach has seen a continued increase in partnership working over the last year with a number of partners including: Police Scotland, the Scottish Fire and Rescue Service, local youth work organisations, the HSCP and Education, whom all share the desire to reduce youth disorder in our communities.

The Premier Night Leagues continue to be well attended on Friday evenings at local leisure centres, with attendances at some of the activities reaching in excess of 75 young people per session. This programme offers predominantly young males the opportunity to participate in football activities in a safe and fun environment where they can socialise with friends, while reducing the likelihood of anti-social behaviour. The Young People Sport and Diversion programme engaged with over 10,000 young people throughout 2022/23.

The Young People Sport and Diversion team also delivered successful Youth Action Team themed roadshows in all East Ayrshire secondary schools during 2022 to raise awareness of various matters that were pertinent to young people highlighted by colleagues in Education and Police Scotland. The multi-agency approach to the roadshows saw workshops delivered by various partners including: Police Scotland, the Scottish Fire and Rescue Service, Barnardos and Vibrant Communities, to all S3 pupils prior to the summer holiday period, promoting key issues such as knife crime, alcohol, drugs and stigma of young people in our communities.

NHS Ayrshire and Arran's Health Improvement Team continue to work in partnership with healthcare services within HMP Kilmarnock to provide effective pre-liberation support. Prisoners nearing liberation receive advice and information on a range of health and wellbeing supports, including: opening a bank account, CV writing skills, medicine management, fire safety, naloxone training and healthy eating. Community re-integration meetings continue to take place with numerous partners to discuss and create Support Plans for liberated prisoners.

HMP Kilmarnock in partnership with NHS Ayrshire and Arran's Public Health Department, also delivered a number of activities within the reporting period to support wellbeing and to reduce the risk of re-offending. A health and wellbeing event gave 113 prisoners an opportunity to engage with 18 services which provide information and support on various health and wellbeing themes ranging from oral health and mental health support to speech and language and advocacy support. A 'Wellbeing Life Skills and Football' project was also delivered to 16 prisoners in the protection wing within the prison, whom received information relating to: gambling harms, employability, fire safety, defibrillator training, the benefits of physical activity on mental health, suicide prevention and managing anxiety. The individuals also received a weekly football session where they were able to gain a football coaching and communication SVQ.

A lack of suitable housing and associated supports are known to be influential factors in re-offending. East Ayrshire Council works closely with a number of organisations including SERCO, Community Justice Ayrshire and NHS Ayrshire and Arran to improve the preparation and support for those in and leaving custody, meeting the SHORE Standards. This involves a weekly community reintegration meeting to ensure the needs of people returning to the community from prison are fully met. East Ayrshire Council also works in partnership with Ayr Housing Aid to accommodate prisoners on release from incarceration from HMP Kilmarnock and HMP Barlinnie.

The completion of homeless applications at the earliest opportunity expedites the re-housing process and allows early intervention, housing options discussions and future planning prior to release, which can reduce the likelihood of re-offending. Individuals are included

and updated at all stages in the application process, enabling them to feel more prepared and less anxious prior to liberation. The number of discharge from prison homeless applications returned to pre-pandemic levels in 2022/23, with 74 homeless applications made following prison discharge.

Ayr Housing Aid encourages all service users, prior to liberation, to be referred to intensive housing support provided by SeAScape, with the aim of bringing stability to the lives of vulnerable people in our communities. Evidence suggests that nationally, single individuals with addiction needs leaving custody are disproportionately placed into hostel style temporary accommodation, which is not conducive to a person's recovery and negatively impacts on outcomes. In 2022/23, our Housing Options team ensured that everyone experiencing homelessness were offered a temporary furnished flat in an equitable way by taking a balanced risk-based approach to accommodating people struggling with addiction.

Mental Health Officers (MHOs) support and protect vulnerable people who have a mental disorder, with responsibilities including: protecting people's health, safety, welfare, finances and property, safeguarding rights and freedom, court duties and public protection relating to mentally disordered offenders. The MHO service continues to meet statutory demand and requirements in regards to the local authority's duties in respect of the Mental Health Act and Adults with Incapacity (AWI) legislation.

The service has experienced significant challenges during 2022/23, with additional pressures relating to the back-log of AWI renewals, incoming new referrals, supporting decision-making processes and limited team capacity. In response, a rapid review of the service is currently underway, which will identify the future strategic direction and configuration of the service to ensure safe delivery of statutory responsibilities relating to mental health legislation and policy guidance, and to ensure a sustainable model of delivery. East Ayrshire Council continues to support annual recruitment to the MHO Award, contributing towards the Retention and Recruitment Plan for the MHO service. Two candidates are currently nearing completion of the Post Graduate Certificate Mental Health Social Work Award, with qualification anticipated in July 2023 and a further two candidates will progress their applications in 2023/24.

Furthermore, a qualified MHO was recently appointed to the post of Practice Development Co-ordinator, with a remit of supporting the mental health training agenda across the Social Work workforce.



The East Ayrshire CVO continued to deliver a number of projects in the community throughout 2022/23 which involved people with direct experience of the criminal justice system. The Unpaid Work initiative provides community reparation, in addition to rehabilitative benefits and opportunities to develop life and vocational skills which are supportive of desistance. 23 people have enrolled since the first placements commenced in April 2022, with 10 placements having completed their hours and 10 currently on track to complete their hours. The GRAFT team and Unpaid Work placements built a gym area within their unit to encourage people with lived experience of the justice system to participate in exercise, which has been shown to decrease tension levels, elevate and stabilize mood, improve sleep and improve self-esteem. The CVO's wood workshop placements have also been an important source of support for service users, enabling people to increase their confidence, self-esteem and resilience, improve their social skills, and ultimately work towards further opportunities.

Up to 80% of adult prisoners have speech, language and communication needs, which can be difficult to identify and are therefore unmet in many cases. Speech and language interventions can impact positively on the likelihood of re-offending in terms of an individual's ability: to understand and engage with police and court processes, to engage with offender programmes and to engage with other interventions which support health and wellbeing. The Speech and Language Therapy team continued to identify such needs and provide input on an individual basis at HMP Kilmarnock throughout 2022/23. Following a successful bid for additional Action 15 funding, a new focussed service commenced in April 2022 for people accommodated in low secure wards, forensic rehabilitation wards and those in the community supported by the Community Forensic Mental Health Team. The team have provided a range of valuable supports during 2022/23, including:

- 3 point screening for all new prisoners for speech, language and communication needs to identify people who would benefit from an assessment and specialist input;
- provision of easy to read materials to help people understand prison processes, including rules, induction and orientation;
- specialist input for people with voice disorders and dysphagia, including bespoke care plans;
- provision of speech, language and communication awareness training to all new custodial staff, to reduce misunderstandings, problematic behaviours and aggression; and
- advice given to prison custodial staff, Social Work and Forensic Psychology, in relation to modifying communication techniques to improve participation.



Our Workforce

The Health and Social Care workforce is undoubtedly our most valuable asset. This was demonstrated throughout the COVID-19 pandemic, with the resilience, commitment and flexibility of our staff having been integral to the continued delivery of essential services to protect the wellbeing of East Ayrshire residents.



Workforce Planning

A range of workforce planning activities are in place to ensure that we continue to deliver the objectives of the East Ayrshire Health and Social Care Partnership Strategic Plan 2021-30 and meet the key challenges identified in the National Workforce Strategy for Health and Social Care in Scotland.

The Partnership's Workforce Plan 2022-25, published in October 2022, outlines how we will achieve the national ambitions of Recovery, Growth and Transformation in our Health and Social Care workforce. The Plan builds on the work undertaken during the COVID-19 pandemic in ensuring that our workforce was able to deliver services to vulnerable people in our communities. The actions comprised within the Workforce Plan are aligned to the 5 Pillars of the workforce journey outlined in the National Workforce Strategy for Health and Social Care; Plan; Attract; Train; Employ and Nurture. The Workforce Plan focusses on supporting the wellbeing of our staff following the significant pressures of recent years, attracting new people to work with us, retaining experience in the workforce, and continuing to invest in staff learning and development.

The internal and external drivers that will shape services during and beyond the lifespan of the workforce Plan are



coming into focus. We are currently operating in a period of economic and financial uncertainty, with Government finance settlement, high inflation and staff shortages

placing pressure on the ability of the Partnership to deliver the high quality services we aspire to.

Work is ongoing to improve workforce planning across the HSCP, including the establishment of the East Ayrshire Health and Social Care Partnership Workforce Planning Board in November 2022. The Workforce Planning Board provides a governance structure and co-ordination to our workforce planning activities, with oversight of various short-life working groups, including the Care at Home Workforce Planning Group, Recruitment Workstream Group, and the Mental Health Officer and Multi-Disciplinary Teams groups.

There are considerable challenges associated with recruiting to a range of roles across the Partnership, including Associate Health Professional, Social Work and Social Care. Regular recruitment events relating to Care at Home and Social Work are ongoing. As part of a long-term strategy to provide career pathways for our existing workforce and to mitigate difficulties in recruiting to Social Worker vacancies, a Social Work Trainee Programme was launched in September 2022. An initial cohort of 6 employees started the PGDip Social Work postgraduate course in January 2023, with a second cohort of 6 employees expected to commence study in 2023-24. A short-life working group is also examining Social Care career pathways within Locality Health and Care to improve succession planning and employee mobility across the full range of roles.

We continue to provide employment opportunities for young people in East Ayrshire and to attract younger people to join the organisation. 23 Modern Apprentices and 11 Graduate Interns were recruited across the Partnership in 2022/23, ensuring young people in East Ayrshire are supported to make their first steps on the employment ladder. The East Ayrshire Council Jobs and Training Fund also provides resource for a further 11 Modern Apprenticeships in 2023/24.

Going forward, the HSCP website will be developed to enhance career information for those looking to enter the Health and Social Care workforce and for



experienced employees looking to progress their careers. The emphasis on employee development is being taken forward by our Organisational Development and Learning and Development teams. Organisational Development are providing additional coaching and leadership training and the Learning and Development team are progressing the Social Care Learning Hub Learning and Development Framework. A new Learning and Development Strategy for Protecting People and Social Care 2022-24 has also been implemented.

We continue to invest in growing our workforce with WTE numbers increasing from 2072.1 to 2225.4 between May 2022 and January 2023, with Allied Health



Professionals and Nursing and Midwifery showing 32.3 WTE and 64.6 WTE increases respectively. The Personal and Social Care workforce also grew with an additional 31.4 WTE Community Care Officers and 11.9 WTE Day Care Officers employed within this period, adding capacity to support people to stay in their own homes for as long as possible.

Considerable challenges remain in relation to employee wellbeing. Sickness absence rates remain above pre-pandemic levels across the Partnership, with the focus of activity being on supporting employees to improve their physical and mental wellbeing. The Workforce Wellbeing Plan provides a renewed emphasis on building capacity across the HSCP by supporting leaders and Managers to sustain wellbeing conversations within their teams and to ensure that the full range of supports is accessible and well-promoted.



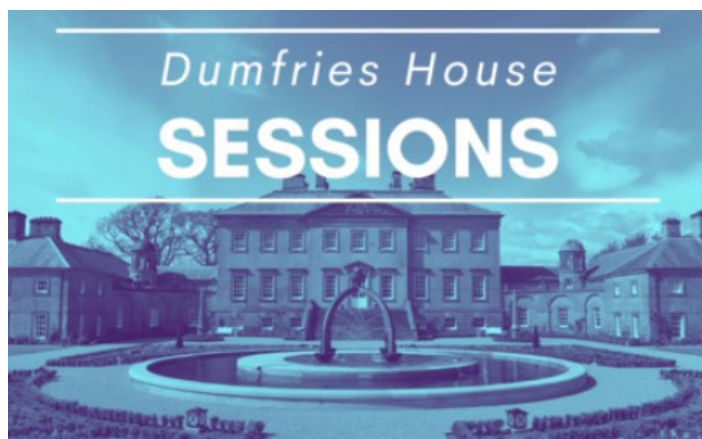
Workforce Wellbeing

Protecting and supporting the physical and mental health of our workforce continues to be a key priority for the Partnership. This has included numerous actions over the last year, from the continued provision of personal protective equipment where required, to a wide range of wellbeing supports and opportunities.

Examples of supports made available to our staff throughout 2022/23 include:

- regular distribution of Council and NHS employee wellbeing newsletters, containing practical support information, resources and signposting;
- a range of materials and signposting links on the 'Wellbeing in East Ayrshire' webpage, and NHS Ayrshire and Arran's 'Better Health' website;
- access to: a Mental Health First Aid course, 'Spaces for Listening' sessions, 'ASIST' training for suicide prevention, and 'Able Futures' which delivers 1:1 support sessions provided by The Better Health Generation's Mental Health Nurses, Occupational Therapists and Counsellors;
- physical activity opportunities, such as a cycle to work scheme;
- free health checks;

- access to National Wellbeing Hub webinars;
- access to the Dumfries House Health and Wellbeing programme, which offered various team building activities and holistic therapies; and
- access to financial wellbeing support through the provision of advice and resources from the Partnership's Financial Inclusion Team.



The HSCP's dedicated Health and Wellbeing Coordinator also continued to provide bespoke wellbeing support for our workforce and partners throughout 2022/23. The supports delivered were wide-ranging and fully inclusive, including the following activities:

- tailored one to one wellbeing sessions, which were attended by 157 staff;
- delivery of 12 team wellbeing sessions;
- a four-week 'Finding Inner Calm' programmes to manage anxiety and stress, which were attended by 280 staff;
- wellbeing 'Toolbox Talks' for Managers;
- delivery of four-week Mindfulness programmes;
- delivery of wellbeing sessions as part of wider Community Care Officer induction training; and
- delivery of bespoke wellbeing sessions for Foster Carers.

Participant:

"Great tools to start conversations with staff as well as managing my own fears and anxieties"

5

Integration Joint Board - Governance and Decision Making

Integration Joint Board

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

The voting members of the IJB are appointed through nomination by NHS Ayrshire and Arran and East Ayrshire Council. The first Chair had been appointed for the first two years of the IJB from 2015 until the Local Government Elections in May 2017. Subsequently, the IJB Chair and Vice Chair post holders are appointed for a period, not exceeding three years, and in reality have alternated every two years between a Health Board and a Council representative.

The membership of the IJB was renewed following local authority elections on 5th May 2022, resulting in a change in the nomination of three elected members, confirmed at the IJB meeting on 22nd June 2022. In October 2022, the IJB was informed by NHS Board Ayrshire and Arran that one of their nominated voting members who is also Vice Chair of the IJB, had tendered their resignation from the end of October 2022. The IJB were informed that a new Non-Executive would be recruited, but as this process was likely to take some time, the NHS Board had appointed an Interim Vice Chair and another voting member, also on an interim basis. At the IJB meeting on 19th October 2022, members formally thanked Michael Breen for his support and contributions during his tenure on the IJB.

In March 2023, the IJB was informed that one voting member nominated by NHS Board Ayrshire and Arran had reached the maximum term of office by the end of February 2023 and had been re-appointed at the NHS Board meeting on 30th January 2023.

Stakeholder Forum

The IJB continues to recognise the importance of the role and involvement of stakeholder representatives, particularly unpaid carers and people who use services, however membership is also open to representatives from the Third Sector Forum, patients and community organisations. The Forum Chair attends IJB meetings. A core membership meets six weekly in advance of the IJB to consider and comment on the IJB agenda, and to ensure that the views of both unpaid carers and people who use services are represented at the IJB and wider committees.

A review and evaluation of the Forum was undertaken between March and April 2022, with members and the Chairs of other governance groups. This provided an opportunity to establish what was working well with the Forum, what could be improved, and the current status of involving service users, carers and the public across our governance structures. The findings were very positive, including the practice of sharing the IJB papers in advance and having the opportunity to discuss these and share knowledge. Various improvement areas were also identified. The subsequent Development Plan focused on five key areas: remit; membership; training and support; meeting formats and locations; and increasing involvement opportunities.

Following a development session held in February 2023, which focused on the structure of Health and Social Care across Scotland, time was devoted to how we make cases for change and improvement. The findings from this will form the basis of the 2023/24 Action Plan for the Forum, and will be combined with the ongoing actions from the Development Plan.

Directions / Decision Making

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

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

Directions continue to be issued to integration parties by all three IJBs. Details of all [Directions](#) issued to East Ayrshire Council and NHS Ayrshire and Arran can be found at www.east-ayrshire.gov.uk.

A number of Directions were given throughout 2022/23, including an extension to services, with examples set out in the table below.

Table 8. IJB Directions: 2022/23

Alcohol and Drugs Partnership - issue a Direction to East Ayrshire Council in respect of the implementation of the revised contractual arrangement.	22nd June 2022
Older People's Day Services Best Value Review - issue a Direction to East Ayrshire Council to implement the outcomes for the Older People's Day Services Best Value Service Review.	17th August 2022
Extension to Adult Services Contracts - Wellbeing & Recovery - issue a Direction to East Ayrshire Council in respect of the implementation of the revised contractual arrangements.	19th October 2022
Hospital at Home – issue a Direction to NHS Ayrshire and Arran to deliver the Hospital at Home service as set out in the report.	14th December 2022
Improving the Cancer Journey – issue a Direction to NHS Ayrshire & Arran to recruit staff for Programme delivery.	14th December 2022
Annual Review of Strategic Plan - issue a Direction to East Ayrshire Council and NHS Ayrshire and Arran in line with the Strategic Plan, as refreshed by the Annual Review, and within the allocated budget for 2023-24.	29th March 2023

6

Audit and Performance Committee

Audit and Performance Committee

In 2022/23, the Audit and Performance Committee considered internal audit reports from the Chief Internal Auditor including a statutory annual opinion that continuing reasonable assurance can be placed upon the IJB's overall adequacy and effectiveness of the organisation's framework of governance, risk management and control in the year to 31 March 2023. In respect of financial assurance, the Committee received a clear audit report from Deloitte LLP, as the external auditor, having considered four dimensions: financial sustainability, financial management, governance and transparency, and value for money.

The Committee considered and provided a view on the governance and assurance arrangements and performance reporting to the IJB. The Committee received regular reports on performance, management and financial arrangements, including the Risk Register of the IJB throughout the reporting period.

During 2022/23, the Committee were updated on the findings of the HM Inspectors of Prisons for Scotland inspection of HMP Kilmarnock and the resulting actions to address healthcare issues raised. The Committee received regular reports on the NHS Scotland National Whistleblowing Standards, which were implemented from 1st April 2021. The aim of the Standards is to ensure that everyone delivering NHS services in Scotland is able to speak out to raise concerns, contributing towards ensuring that the NHS in Scotland is as well run as possible. The reports provide updates on the Standards, whistleblowing concerns relating to the IJB, and any local learning that can be applied following concerns raised across NHS Ayrshire and Arran.

Strategic Commissioning Board

The Strategic Commissioning Board (SCB) is responsible for the management of the Transformational Change Fund (TCF), which is retained as an earmarked balance within the IJB Reserve to promote service redesign, identify efficiencies in service delivery, and to improve health and wellbeing outcomes for residents. The TCF was initially funded via a £1m allocation from East Ayrshire Council in 2017/18. In subsequent years, the IJB has approved that an element of uncommitted balances be retained to continue the transformational change programme, and to promote continuous improvement across all Partnership services. Following IJB approval of the 2021/22 audited Annual Accounts, the TCF balance was £3.803m. Over the course of 2022/23, costs of £0.884m have been incurred, leaving a balance of £2.919m at 31 March 2023. After taking account of agreed future commitments against this balance of funding, there remains an uncommitted balance of £0.599m, which will be used to offset future transformational change proposals. A further £0.500m was approved by the IJB to be set aside for workforce development purposes in recognition of ongoing staff recruitment and retention challenges. There are agreed future commitments totalling £0.352m, leaving an uncommitted balance of £0.148m for workforce development at 31 March 2023.

The Board also received progress updates regarding the programme of Best Value Service Reviews (BVSR), an integral part of the transformation required to address the challenge of financial sustainability detailed in the Strategic Plan and Medium Term Financial Plan. The programme identifies areas for review on the basis of the clarity of strategic direction for service areas, potential risk and rewards, and is combined with cross-cutting review elements.

Over 2022/23, the Board received reports on progress being made regarding a range of BVSRs including: Financial Inclusion Team; Older Persons Day Services; Children with Disabilities; and Justice Services. Some examples of the additional resources approved by the SCB include: support to deliver service improvements within Kinship Care; the introduction of a mobile working application for the Equipment Loan Management System; and a programme of workforce development to support the ongoing implementation of Self-Directed Support across East Ayrshire. The Board provides regular update reports and a bi-annual report to the Audit and Performance Committee.

7

Financial Performance

Financial Performance

IJBs are specified in legislation as 'section 106' bodies under the terms of the Local Government (Scotland) Act 1973. The Financial Statements are therefore prepared in compliance with the Code of Practice on Local Government Accounting in the United Kingdom 2022/23, supported by International Financial Reporting Standards (IFRS), unless legislation or statutory guidance requires different treatment. The Local Authority (Scotland) Accounts Advisory Committee (LASAAC) issued Additional Guidance for the Integration of Health and Social Care in March 2019. This guidance has been developed to support consistency of treatment and the appropriate implementation of financial reporting for integration.

The 2014 Regulations require IJB Members to consider the unaudited accounts at a meeting to be held no later than 31 August. In addition, the IJB, or a committee whose remit includes audit or governance functions, must consider the audited accounts and aim to approve the Annual Accounts for signature no later than 30 September, with publication no later than 31 October. The unaudited Annual Accounts 2022/23 were approved by the IJB on 21 June 2023. Since the inception of the IJB in 2015, as part of our reporting arrangements, audited accounts were presented at the August meeting of the IJB for final approval, before submission to the Council and Health Board. Following discussions with Audit Scotland (the IJB's appointed external auditors) regarding the audit timetable, it has been agreed that the audited Annual Accounts 2022/23, along with the external auditors' ISA260 report on the outcome of the audit, will be submitted to the IJB on 11 October 2023 for formal approval.

The net cost of provision of services in 2022/23 was £289.927m. The net revenue expenditure represents the running costs of the IJB and indicates the significant size and complexity of the organisation. Directly managed expenditure for the 2022/23 financial year is £7.240m less than the budget delegated to the IJB and is partially offset by an adjustment of £0.174m in respect of the Partnership's share of services managed on a pan-Ayrshire basis under lead partnership arrangements. Of the resultant population based £7.066m net underspend for 2022/23, £3.690m has been earmarked for specific commitments in future financial years. After taking account of earmarked commitments, there is an uncommitted balance for 2022/23 of £3.376m.

Definitive management action to alleviate cost and additional demand pressures and achieve cash releasing efficiency savings in various budgets, has contributed to the Partnership spending less in 2022/23 than originally budgeted. In particular, ongoing staff recruitment and retention issues have impacted on the final outturn position. The 2022/23 budget was approved by the IJB on 23 March 2022 on a "business as usual" basis, however the COVID-19 pandemic has continued to impact on mainline service expenditure over the course of 2022/23 and is reflected in the draft final outturn position reported to the IJB on 21 June 2023. All COVID-19 attributable expenditure totalling £4.250m has been wholly offset by Scottish Government funding brought forward within the IJB Reserve from 2021/22. This funding balance of £11.363m has been drawn down to offset IJB delegated functions costs, with £7.038m returned in line with arrangements put in place by the Scottish Government. The £0.075m balance of funding has been earmarked within the IJB Reserve at 31 March 2023 (£0.072m repayment provision, £0.003m unpaid carers PPE funding). Going forward, no further funding is anticipated in relation to COVID-19 costs. Projected costs for 2023/24 therefore require to be reduced as far as possible, with containment of costs within delegated resources being a key requirement.

Specific commitments have been identified totalling £3.690m, resulting in a net uncommitted balance for the year of £3.376m. Recommendations relating to this balance are outlined within the Financial Management Report as at 31 March 2023, for consideration by the IJB. These recommendations were approved in principle by the IJB on 21 June 2023, subject to completion of the external audit of the Annual Accounts 2022/23.

The IJB is required to operate within its delegated budget and work continues to be taken forward through the Strategic Commissioning Board (SCB) to drive delivery of transformational change and ensure that Strategic Planning outcomes are achievable within delegated resources going forward. A separate Workforce Development Board, reporting to the SCB, has been established to address ongoing staff recruitment and retention issues impacting on health and social care services both nationally and at a local level. As in the previous two financial years, the 2023/24 Annual Budget has been approved on a "business and usual" basis. Additional savings totalling £6.228m have been approved as part of the initial balanced budget proposal for 2023/24. The financial and economic impacts of the COVID-19 pandemic represent a significant risk to the IJB and partners. It is intended that the uncommitted balance, and transformational change funding retained within the IJB Reserve, and elements of earmarked funding, will be used to mitigate risk going forward.

From a financial management perspective, the draft outturn position for 2022/23 is positive, with retained uncommitted balances having been accrued in line with the 2% aspirational target set out within the IJB Reserve Strategy. However, there are a number of continuing financial risks which have the potential to impact upon all service areas, which can be summarised as follows:

- Insufficient resources to deliver on strategic planning priorities;
- Funding allocations including earmarked funds (Scottish Government "claw back");
- Pay pressures in excess of budget;
- Contractual inflation (including care at home, National Care Home Contract, and children's placements);
- General cost of living pressures, including the risk that increasing prices will negate planned efficiencies;
- Provider sustainability;
- COVID-19 legacy costs;
- Lead partnership pressures impact;
- Increasing demand;
- Delivery of savings (including "flat cash" offsets) in the face of increasing demand and as services develop in response to COVID-19 remobilisation, recovery and redesign principles;
- Staff recruitment and retention;
- National Policy and new legislation (including the National Care Service);
- Wider political / economic uncertainty; and
- Impact on services and people who use them.

The contingency balance within the IJB Reserve, alongside funding set aside for transformational change purposes, will be important in ensuring that pressures can be managed and risks mitigated, including COVID-19 legacy costs as part of the pandemic recovery process. Any draw on contingency balances will be time-limited, with underlying action plans put in place to ensure financial sustainability. Any decision to divert uncommitted balances will be a decision for the IJB. Balances are earmarked within the IJB Reserve to offset future commitments. These balances include funding allocated by the Scottish Government, which is ring-fenced against specific Policy intentions. The non-recurring nature of all funding balances has been considered as part of the closure of 2022/23 Accounts and will require to be monitored during 2023/24.

The key risks highlighted represent a challenging position for the IJB going forward, however it is important to consider opportunities, in terms of reset and future planning through the transformational change programme to ensure financial sustainability. This will ensure alignment of budget with strategic planning priorities, with commissioning of services that not only meet immediate demand, but also facilitate preventative activity that supports population wide health improvement and addresses inequalities. The East Ayrshire Health and Social Care Partnership, like all others in Scotland, faces significant financial challenges and will be required to operate within tight fiscal constraints for the foreseeable future due to the continuing difficult national economic outlook, with notable factors including price inflation pressures, increasing demand for services and COVID-19 legacy issues.

A detailed Medium Term Financial Plan (MTFP) to 2030 will be finalised as soon as possible following publication of the updated Scottish Government Health and Social Care Medium Term Financial Framework (anticipated later in 2023). The detailed MTFP will project forward in the medium term (3 years) and provide indicative longer-term projections aligned to strategic planning priorities to 2030, with a focus on alignment of budgets and outcomes. The updated MTFP will require to take account of proposals for a National Care Service for Scotland and once completed, will be presented to a future meeting of the IJB for approval.

The table below displays the cost of providing services for 2022/23 according to accepted accounting practice, with comparable figures for the previous financial year. Further tables displaying these [costs between 2018/19 and 2020/21](#) are available at www.east-ayrshire.gov.uk.

Table 9. Comprehensive Income and Expenditure Statement: 2021/22 - 2022/23

Gross Expenditure 2021/22 £m	Gross Income 2021/22 £m	Net Expenditure/ (Income) 2021/22 £m		Gross Expenditure 2022/23 £m	Gross Income 2022/23 £m	Net Expenditure / (Income) 2022/23 £m
177,964	(6,868)	171,096	Core Services	194,648	(7,222)	187,426
0,000	0,000	0,000	Covid-19 Mobilisation Plan	0,000	0,000	0,000
3,216	0,000	3,216	Public Protection	4,045	0,000	4,045
4,018	0,000	4,018	Non District General Hospitals	4,206	0,000	4,206
29,527	0,000	29,527	Children's Health, Care and Justice Services	30,140	0,000	30,140
30,828	0,000	30,828	Lead Partnership Services	37,555	0,000	37,555
24,566	0,000	24,566	Set Aside	26,555	0,000	26,555
270,119	(6,868)	263,251	Cost of Services	297,149	(7,222)	289,927
0,000	(88,550)	(88,550)	East Ayrshire Council funding	0,000	(100,682)	(100,682)
0,000	(193,222)	(193,222)	NHS Ayrshire & Arran funding	0,000	(175,248)	(175,248)
0,000	(281,772)	(281,772)	Taxation & Non-specific Grant income	0,000	(275,930)	(275,930)
270,119	(288,640)	(18,521)	Deficit / (Surplus) on provision of services	297,149	(283,152)	13,997

The Comprehensive Income and Expenditure Statement highlights a net cost of provision of services for 2022/23 of £289.927m. The variance between this figure and the net expenditure figure of £294.855m reported in the service portfolio financial performance table is represented by the following:

	£m
Annual Accounts: provision of services cost	289.927
Management Accounts: actual expenditure	294.855
Variance	(4.928)
Represented by:	
Funding delegated 2021/22	21.063
Lead Partnership income	(71.404)
Lead Partnership contributions	18.858
Large Hospital Set Aside	26.555
	(4.928)

The following table displays financial performance by Partnership service portfolio in 2022/23. Further comprehensive tables displaying our [financial performance by Partnership service portfolio between 2018/19 and 2021/22](#) can be found at www.east-ayrshire.gov.uk.

Table 11. Service Portfolio Financial Performance: 2022/23

Service Division	Annual Estimate 2022/23 £m	Actual Expenditure to 31/3/23 £m	Variance Adverse / (Favourable) £m
Core Services			
LEARNING DISABILITIES	24.875	24.869	(0.006)
MENTAL HEALTH	8.064	7.451	(0.613)
OLDER PEOPLE	49.549	48.331	(1.218)
PHYSICAL DISABILITIES	3.821	3.804	(0.017)
SENSORY	0.184	0.176	(0.008)
SERVICE STRATEGY	6.566	6.077	(0.489)
TRANSPORT	0.491	0.491	0.000
HEALTH IMPROVEMENT	0.291	0.291	0.000
COMMUNITY NURSING	7.515	7.444	(0.071)
PRESCRIBING	28.010	28.010	0.000
GENERAL MEDICAL SERVICES	17.676	17.604	(0.072)
ALLIED HEALTH PROFESSIONS	11.383	11.194	(0.189)
INTERMEDIATE CARE AND REHABILITATION TEAMS	1.351	1.215	(0.136)
	159.776	156.957	(2.819)

Table 11. Service Portfolio Financial Performance: 2022/23 continued

Service Division	Annual Estimate 2022/23 £m	Actual Expenditure to 31/3/23 £m	Variance Adverse / (Favourable) £m
COVID-19			
COVID-19 MOBILISATION PLAN	(3.402)	(3.477)	(0.075)
	(3.402)	(3.477)	(0.075)
Public Protection			
ADULT SUPPORT & PROTECTION	0.150	0.152	0.002
ALCOHOL & DRUGS SUPPORT	2.569	2.347	(0.222)
CHILD PROTECTION COMMITTEE	0.062	0.065	0.003
LEARNING & DEVELOPMENT	0.821	0.820	(0.001)
	3.602	3.384	(0.218)
Non District General Hospitals			
EAST AYRSHIRE COMMUNITY HOSPITAL	4.070	3.732	(0.338)
WOODLAND VIEW COMMISSIONED SERVICES	0.503	0.474	(0.029)
	4.573	4.206	(0.367)
Lead Partnership / Hosted Services			
STANDBY SERVICES	0.202	0.202	0.000
PRIMARY CARE (INCLUDING DENTAL)	101.085	99.132	(1.953)
PRISON AND POLICE HEALTHCARE	3.392	3.178	(0.214)
WAR PENSIONER	1.424	1.424	0.000
OTHER LEAD SERVICES	0.100	0.080	(0.020)
	106.203	104.016	(2.187)
Children's Services			
CHILDREN & FAMILIES / WOMEN'S SERVICES	19.545	18.355	(1.190)
SECURE ACCOMMODATION / OUTWITH PLACEMENTS	4.974	4.852	(0.122)
JUSTICE SERVICES	2.580	2.568	(0.012)
HEALTH VISITING	4.244	3.994	(0.250)
	31.343	29.769	(1.574)
TOTAL DIRECTLY MANAGED SERVICES BUDGET	302.095	294.855	(7.240)
Hosted Services adjustments:			
RECHARGES OUT	(72.546)	(71.404)	1.142
RECHARGES IN	19.826	18.858	(0.968)
	(52.720)	(52.546)	0.174
SET ASIDE	26.555	26.555	0.000

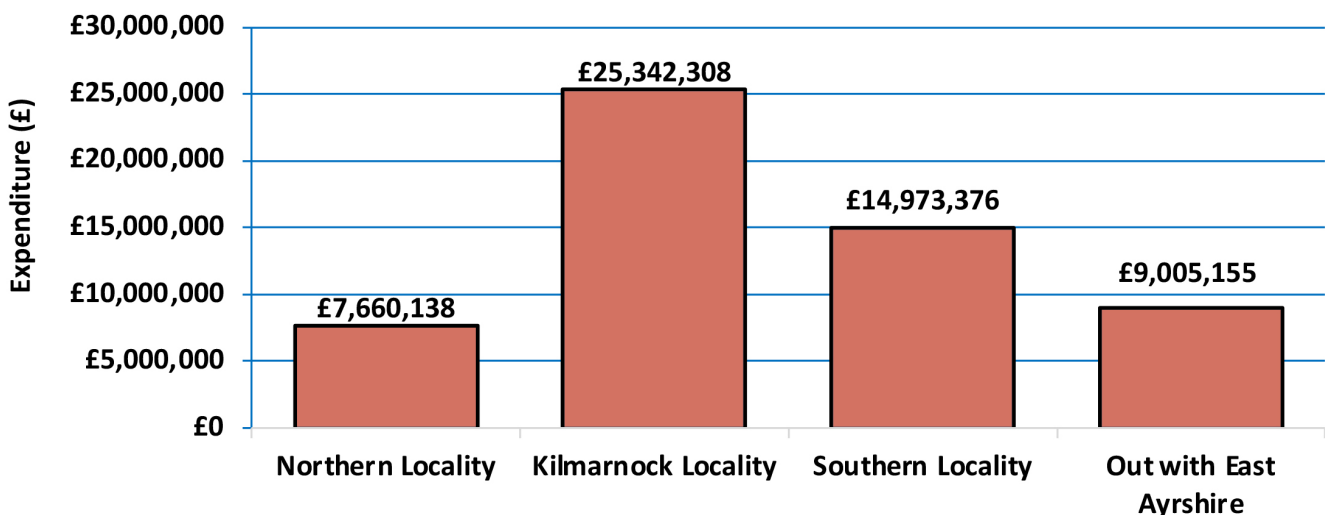
Table 11. Service Portfolio Financial Performance: 2022/23 continued

Service Division	Annual Estimate 2022/23 £m	Actual Expenditure to 31/3/23 £m	Variance Adverse / (Favourable) £m
TOTAL POPULATION BASED BUDGET INCLUDING SET ASIDE	275.930	268.864	(7.066)
Earmarked balances:			
UNDERSPEND RELATING TO EAC - EARMARKED BY IJB	0.000	1.428	1.428
UNDERSPEND RELATING TO NHS A & A - EARMARKED BY IJB	0.000	0.329	0.329
EA SHARE OF PCIF UNDERSPEND - EARMARKED BY IJB	0.000	0.466	0.466
EA SHARE OF ACTION 15 UNDERSPEND - EARMARKED BY IJB	0.000	0.255	0.255
EA SHARE OTHER HOSTED UNDERSPENDS - EARMARKED BY IJB	0.000	1.212	1.212
	0.000	3.690	3.690
NET UNDERSPEND AFTER EARMARKING	275.930	272.554	(3.376)
Uncommitted balances:			
UNDERSPEND RELATING TO EAC - RETAINED BY IJB	0.000	1.898	1.898
UNDERSPEND RELATING TO NHS A & A - RETAINED BY IJB	0.000	1.478	1.478
	0.000	3.376	3.376
TOTAL DELEGATED BUDGET	275.930	275.930	0.000

Financial Performance in Localities

The chart below highlights total expenditure by locality area in 2022/23. This information is limited to services where detailed activity data is available to accurately apportion costs by locality, based on service user post codes. Expenditure levels are fairly representative of the demography composition in each locality area.

Chart 1. Partnership Expenditure by Locality Area: 2022/23



The expenditure information above refers to the provision of the following services in 2022/23: Care at Home (older people, adults, learning disability and mental health); Care Homes (older people, respite, short-term, physical disability, mental health and learning disability); Fostering; Kinship Care; Interim Kinship Care; Child Protection; Supported Accommodation Allowance; Adoption; SDS Option 1 (adults and children); SDS Option 2 (adults and children); Community Alarms; and Community Meals. 2022/23 hospital expenditure information at a locality level was not available at the time of reporting due to data completeness issues, and is therefore not reflected in the chart above. Out with expenditure represents areas which are situated outside the geographical boundary of East Ayrshire.

8

Best Value



The HSCP's Strategic Commissioning Board continued to progress our transformational change ambitions and activities throughout 2022/23, with ongoing oversight from the Audit and Performance Committee. The Strategic Commissioning Board adopts an evidence-based approach to inform investment and disinvestment decisions and is guided by national advice on key matters. This approach applies to all delegated resources incorporated within the Partnership, including 'set-aside' hospital resource where a key planning role exists. Further information in relation to the Board's activities during 2022/23 is set out in the Audit and Performance section within this Report and detail regarding service specific improvement and transformational change activity can be found in our [Service Improvement Plans](#).

East Ayrshire Council's Strategic Plan 2022-2027 sets out local ambitions and priorities over the next five years, building on earlier Transformation Strategies and local recovery and renewal work. The Strategic Plan highlights a number of key achievements made over the last ten years, which the Council aims to further build upon, including:

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

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

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

A number of Health and Social Care service reviews were progressed during 2022/23, involving close collaboration with partners and stakeholders, particularly people who use services, their families and carers. Within this period, good progress was made in taking forward reviews of the Family Support and Young People Service, and Children's Payments, with both reviews having completed the second stage of the process and were planning for the options appraisal sessions at the time of reporting. A review of Justice Services was at an advanced stage at the time of reporting, having recently completed an options appraisal and successfully selected a preferred model, which will be recommended to the Strategic Commissioning Board for approval at its next meeting. Good progress was also made in advancing a best value review of the Children with Disability service, which at the time of reporting, had completed stages 2 and 3, and was in the process of developing potential alternative models of delivery for appraisal by the Review Group.

A full review of Allied Health Professional Services commenced in June 2022, covering a range of services delivered by over 200 staff in a variety of settings including: HMP Kilmarnock, care homes, schools, primary care, community, acute and community hospitals. This review has incorporated aspects of the best value service review approach, as well as NHS review processes, with a focus on service remit and improvement. The findings from the review will provide a platform for the HSCP to ensure that our services are configured to meet current and future demands in the most efficient and effective way. A significant amount of work has been undertaken to date, including gathering a range of quantitative and qualitative information in relation to each service, with staff and patient engagement being key to this process.

The recommendations from best value service reviews of our Corporate Parenting and Older People's Day Care services were also implemented throughout 2022/23, with evidence-based improvements and new delivery models established to improve provision and deliver better outcomes for our service users. In terms of Corporate Parenting, improved in-house management and delivery approaches incorporating various improvement actions, were selected for Children's Houses and Fostering and Adoption services, and a service reconfiguration model was implemented for Kinship Care, including the establishment of a dedicated Kinship Care Team within the wider Corporate Parenting Team. A service reconfiguration model, alongside a range of identified service improvements, was implemented for Older Persons Day Care Services during 2022/23. This approach comprised a re-provision of the Irvine Valley site and various improvements relating to: staffing and structure, efficiency, partnership working, operational processes and communication.

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

9

Inspection Findings

The Partnership welcomes scrutiny and evaluation processes which provide constructive feedback including from internal and external audit and inspection agencies, in recognition that such assessments will contribute towards our continuous improvement ambitions. Inspections provide assurance regarding the quality of care and promote improvement, ensuring that people who use care services enjoy positive experiences and the best possible outcomes.

During 2022/23, the Care Inspectorate continued to use an intelligence and risk based approach to inspection planning in adult services. Priorities directed and guided an overarching inspection plan, with a focus on: care homes that had no scrutiny intervention in the previous two years; any service type that had a high scrutiny assessment tool or minimum evaluations of one or two; and care at home and combined housing support services that had not been inspected during 1 April 2020 and 31 March 2022. The Care Inspectorate connected with people who use services and staff, and were able to resume visiting people in their own homes during inspections of care at home and combined housing support services within this period. Quality frameworks were updated in 2022/23 and the frameworks for care homes for adults and care homes for older people were brought together to reflect the range of different supports for people with a variety of needs and outcomes. The Care Inspectorate continued to carry out follow up inspections to ensure that requirements were met, in addition to developing self evaluation toolkits and methodologies to support the care sector.

71.8% of East Ayrshire care services were graded 'Good' (4) or better in Care Inspectorate inspections in 2022/23, which is a 0.5 percentage point increase from our performance in 2021/22 and lower than the national average (75.2%) in this period. The latest Care Inspectorate inspection results for our [registered services](#) and details of the most recent inspections of [registered care homes](#) in East Ayrshire can be viewed at www.east-ayrshire.gov.uk.

In respect of inspection activity noted for Adult services which were inspected within the reporting period, direct care and support (Key question 1: How well do we support people's wellbeing?), has been graded well for the majority of providers. It has been recognised that staff and key workers know their service users well, people are experiencing compassion, dignity, and respect, and support staff have a good knowledge and understanding of the needs of individuals. This is reflected in their gradings, with services achieving grades 3 (Adequate) to 5 (Very Good). However, some Adult services experienced a reduction in gradings relating to quality assurance/continuous improvement (Key question 2: How good is our leadership?), with noted improvements required around support planning, training and quality assurance audits/processes. Grading in this area averaged 3 (Adequate). Although gradings have reduced for some providers, these grades may reflect post-pandemic circumstances, including difficulties in social care recruitment.

Our Benrig Children's House was inspected in March 2023 in relation to how well we support children and young people's rights and wellbeing. The service was evaluated as performing 'Adequately'. The inspection highlighted evidence of young people making good progress in regards to their care plans, in addition to a strong commitment to continuing care. Going forward, the service is aiming to make improvements in line with the asks of 'The Promise', in terms of how we record information about young people and in creating holistic plans for young people who have experienced trauma and neglect.

10

Caring for Ayrshire

Caring for Ayrshire is a transformative change programme that provides an opportunity to focus on the best way to meet the health and care needs of citizens through delivering a range of accessible, high quality, safe, effective and sustainable services that are fit for the future.



NHS Ayrshire and Arran along with the three Integration Joint Boards of the Health and Social Care Partnerships in East, North and South Ayrshire, will outline plans to optimise future health and care service delivery across Ayrshire and Arran. The Caring for Ayrshire vision is that:

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

The Caring for Ayrshire vision is complex and is therefore framed within a programme approach with an initial emphasis on further developing an integrated Health and Care Service model. This model will consider all aspects of health and care from birth to end of life, with citizens being at the heart of the proposals, while ensuring that our future services reflect changing population demographics and socio-economic circumstances, in addition to other key drivers that influence service needs.

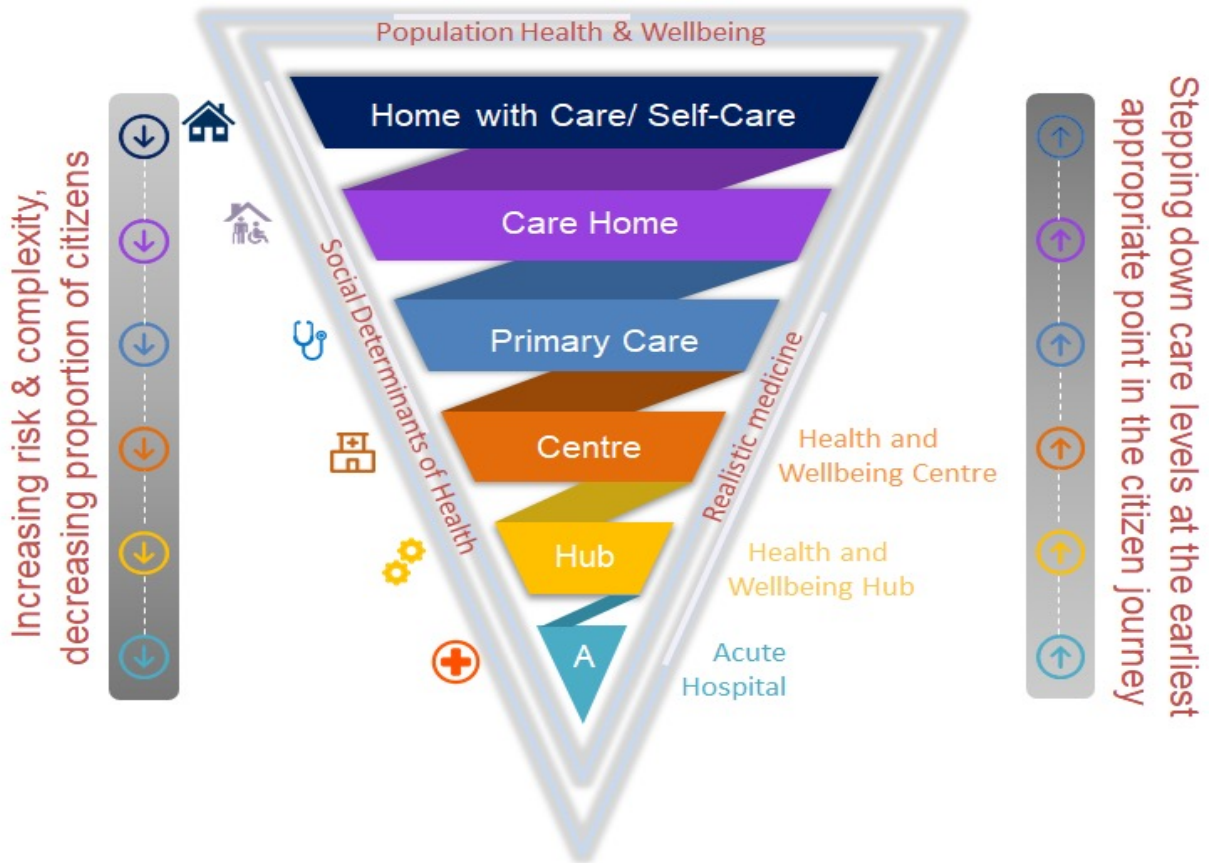
Our shared ambition is to develop a way of delivering effective services that is sustainable, evolves and adapts as our world continues to change, and enables us to provide excellent care for every person, every time. Caring for Ayrshire reflects the whole health and care system, with a view to enhancing pathways of care from self-management and care in the home setting, through community support and primary and secondary care services in community environments, to specialist care in acute settings on a planned or emergency basis.

Collaborative work will be undertaken by health and social care partners and wider community planning partners to improve planning and investment in our communities, to optimise population health not only through better provision of health and care services, but through wider economic means, regeneration and growth in our communities.

Our services have faced a period of sustained pressure and demand over the last two years that has been challenging to navigate. Going forward, COVID-19 will no longer be the focus around which we organise services, however lessons learned will be considered as part of a bigger, evolving picture.

This whole system approach to our health, care and wellbeing services combines a focus on being person centred, with a vision to transform our services to ensure that they are more accessible and closer to home where it is safe and practical to do so. In developing our Health, Care and Wellbeing model, we need to balance service access against risk and complexity, recognising that some of the highest risk care can take place in a person's own home.

The diagram below illustrates how these factors inter-relate and impact on the volume of health and care that will be provided within each of the layers of our service model.



Going forward into 2023/24, we will build on the conversations from the re-launch event in Kilmarnock in November 2022, where we gathered reflections on local context, priorities and opportunities aligned to Caring for Ayrshire.

To develop our Caring for Ayrshire vision, we will review and progress a Whole System Health and Care Service Framework, which will identify how we can change the balance of what we do and where. We will reflect on the considerable landscape changes since 2018, and the positive and negative aspects of the COVID-19 pandemic as part of the change process. We will also assess the capital infrastructure challenges and opportunities, while recognising the fragility of our health and care system.

HSCP Director, Craig McArthur:
"We want to keep people well as opposed to just treating illness. We want to help people live independently, in an innovative and person-centred way, and to involve them in the improvements we make"

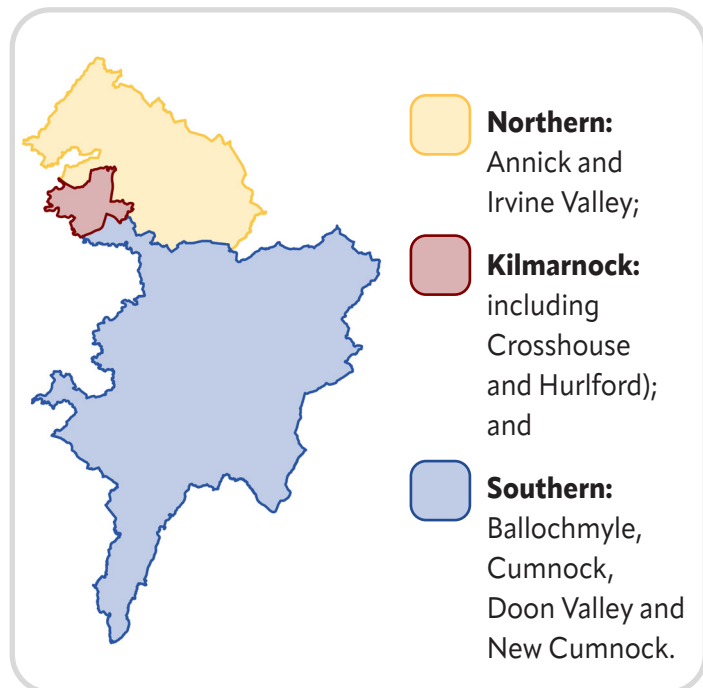


11

Localities

Locality Planning involves collaborative working in communities to plan and deliver effective services to improve local residents' health and wellbeing.

There are three localities in East Ayrshire, with each having established Locality Planning Groups:



Over the course of 2022/23, the Locality Planning Groups (LPG) have focussed on progressing the actions and delivering on the priorities detailed in each of the three Locality Action Plans. The locality priorities and associated actions reflect the following areas: community participation and engagement; transportation and connectivity; addictions related stigma; social isolation and loneliness; poverty; and specifically child poverty. These priorities align closely with the strategic priorities outlined in the East Ayrshire HSCP's Strategic Plan 2021-30.

Steady progress has been achieved during 2022/23 in taking forward each of the locality priorities. This has included working with Ayrshire College to design and launch a survey across East Ayrshire to capture people's perceptions of addiction, recovery and stigma. In terms of social isolation and loneliness, each of the LPGs have worked with a range of partners to develop a coordinated approach to effectively signpost people to appropriate supports available within the localities. Work has also been undertaken with partners to challenge and raise awareness of child poverty, with Social Security Scotland now being represented on each of the Groups. The Southern LPG has also worked with partners, including the Pathfinder Project and Vibrant Communities, to

improve community transport links in the area, and discussions have been ongoing with the Pathfinder Project to identify and find solutions to transport issues in the Northern Locality.

All three LPGs contributed towards a hugely successful 'Wellbeing for All' Participatory Budgeting (PB) initiative in 2022/23, which distributed just under £260,000 to organisations, groups and projects across the three Localities. The LPGs had responsibility for coordinating the PB exercise and in doing so, helped to promote greater engagement with residents, community groups and organisations. Engagement with local residents, groups and volunteers helped to attract a total of 89 applications for funding from local groups and organisations, with 62 of these applications progressing to the voting events. Five voting events were held in Kilmarnock, Dalmellington, Cumnock, Stewarton and Darvel, with over 1,000 local residents casting a total of 8,248 votes at the events. This process recognised people's right to choice and control over the things that help them to live well and ensured that local residents had a direct say on which projects received funding and how the funding was spent in their locality.



Following the voting process, 32 groups received funding to promote local wellbeing, with £259,300 in total distributed accordingly.



The groups and organisations that secured funding focused on a wide range of supports, with all of which sharing a common focus on improving the wellbeing of local residents. These included: supporting residents with a cancer diagnosis; providing bereavement support; community-based food banks; support for older and disabled residents affected by social isolation; clubs and groups providing exercise classes for elderly residents; craft activities; and outings and events for vulnerable children. A number of groups and organisations that received funding also deliver activities including: mindfulness for all ages; personal development sessions; creative art therapy; and a range of other wellbeing activities to help promote positive change in people's lives.

Over the next 12 months, the LPGs will continue to focus on working with partners to deliver improved outcomes for local residents. Each of the Groups will review the actions and priorities set out in the 3-year Locality Action Plans and where appropriate, introduce new activities to further progress locality priorities in 2023/24. The LPGs will also contribute to East Ayrshire Council's work on establishing a place-based approach to the provision of services and ensuring that proposed place partnerships are co-produced, co-designed and co-led with our local

communities, stakeholders and residents. The LPGs will also come together to help coordinate the 2023 Participatory Budgeting exercise across the localities, providing residents with the opportunity to cast their PB votes online for the first time. This will increase community participation and ensure that residents who are unable to physically attend the voting events are still given the opportunity to have a direct say in choosing the services and supports that help them to live well.

Three Local Conversation events took place in February 2023, which were delivered in each of our three localities: St. Kentigern's Church, Kilmarnock; Netherthird Community Centre, Cumnock; and Galston Community Centre. The purpose of these events was to provide an overview of how health and care services are currently delivered, and to highlight areas of success and also key challenges faced by services, to in turn generate discussions about how we could address local issues collaboratively and to identify areas for future improvement. All three events were very well attended by members of the public, Health and Social Care Partnership staff and partner organisations, whom provided valuable input for consideration. A wide range of productive feedback was gathered from these events, with various themes for local improvement identified, including: service access; primary care service communication; grassroots education and awareness; recovery and addiction services; integration of information systems; and using people's experiences to shape future service delivery.



Attendee:

"It was good to share information. The wellbeing workshop was a benefit to me and something I will take to my groups"

12

Lead Partnership Arrangements

East Ayrshire

The strategic planning and delivery of Primary and Urgent Care Services are delegated functions within the scope of IJBs, and contractual arrangements are a retained responsibility of NHS Boards. Under the agreed Integration Scheme, the East Ayrshire HSCP has Lead Partnership responsibility for Primary and Urgent Care Services. '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: 53 GP Practices in Ayrshire and Arran with a practice population of 388,145;
- Community Pharmacies: 98 community pharmacy outlets across Ayrshire and Arran;
- Community Optometry Practices: 50 across Ayrshire and Arran;
- Dental Practices: 67 dental practices providing general dental services (4 are orthodontic practices); and
- Public Dental Service: delivered under management of Primary Care Dental Team and employed dentists.

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

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

General Medical Services (GMS)

All 53 General Practices provide a range of NHS core services through a GMS Contract. Many practices also support numerous Enhanced Services over and above the core contracted services to ensure patients can access wider clinical interventions, often without the need to access hospital services. Practices introduced new ways of working to continue to see patients throughout the COVID-19 pandemic, including the use of remote technology. Since March 2022, GP Practices have moved back to a mixed model, offering a blend of in-person and remote consultations based on clinical need. The table below demonstrates that, using data from December as a snapshot, 2022 activity levels were notably higher than in 2019. 75% of consultations were carried out in-person, compared to 82% pre-pandemic as more assessments were conducted remotely.

Table 12. General Practice Activity Snapshot: 2019 and 2022

Month	Patient Reviews	In-Person Reviews
December 2022	250,000	75% (187,500 reviews)
December 2019	193,000	82% (158,260 reviews)

Throughout 2022/23, General Practices continued to experience high patient demand which at times can outweigh clinical capacity available. Practices will often triage or sort the patient contacts into order to ensure that those with the most urgent clinical need are prioritised. GP practices continue to safely manage patients with a lesser need for onward referral. General Practices are being supported with a range of measures to allow them to continue to deliver and prioritise services, including:

- Periods of protected learning time to bring practice staff together to review service models and consider new ways of working;
- Support with recruitment due to the challenges being faced nationally to recruit to GP roles;
- Developing a programme of work to move General Practice on a per Practice basis to a single resilient digital telephony platform supported by NHS Ayrshire and Arran, offering increased functionality that will benefit general practice clinicians and patients; and
- Relaunch of the Centre of Excellence to support new Practice Managers, training and mentorship.

The delivery of all adult vaccines including flu, was intended to be removed from General Practice in 2021/22 through implementation of the Vaccination Transformation Programme (VTP), with responsibility moving to the Health Board. However, due to the pandemic, the VTP was unable to be fully delivered within this timescale. Throughout 2022/23, all vaccination workload was transferred from General Practice to the NHS Ayrshire and Arran mass vaccination teams. A local enhanced service was implemented as part of the transitional arrangements within practices for non-routine vaccinations. This has now ended with all vaccinations fully transferring to the Health Board in April 2023.

Primary Care Improvement Plan (PCIP)

The new GMS contract, being implemented through the PCIP, provides the basis for an integrated health and care model with a number of additional professionals and services, as well as signposting patients where appropriate, to other primary healthcare professionals within the community. This is aligned to the NHS Ayrshire and Arran Caring for Ayrshire vision in developing a whole system health and care model which focusses on individuals, families and communities with General Practice and Primary Care providing accessible, continuing and co-ordinated care. The most recently agreed PCIP included local workforce planning, infrastructure development and patient engagement to allow task transfer to take place. The PCIP covered the five areas from the Memorandum of Understanding: Pharmacotherapy; Community Treatment and Care Service (CTAC); Vaccinations; Urgent Care; and additional Multi-Disciplinary Team (MDT) roles.

Following the Scottish Government announcement in 2022 to ensure greater focus on the agreed three main elements of the contract (Pharmacotherapy; CTAC; and Vaccinations), detailed financial and workforce planning were carried out working towards full task transfer requirements for each of these areas towards the end of 2022 when Boards and IJBs were advised that the final date for task transfer had been delayed. Updates regarding each contractual element are outlined below.

Pharmacotherapy

The Pharmacotherapy Team have continued to refine the service delivery model over the last five years in addition to sharing and utilising best practice nationally to ensure safe, effective, and quality service provision. This has resulted in a change of skill mix in terms of the ratio of Pharmacists, Pharmacy Technicians and the introduction of Pharmacy Support Workers, aiming for a 50:50 split of Pharmacists to Technical Team. Following a series of very successful recruitment rounds over the last five years, the challenges with recruiting to vacancies is impacting on the ability to provide a full service.

As at 31 March 2023, all 53 GP practices had access to Pharmacotherapy services, however the level of Pharmacotherapy service delivered differs between practices. To understand the position against the required task transfer, an audit was carried out in December 2022 to rate GP Practice progress:

- 58% of practices were on track to support delivery of level one task transfer;
- 32% still required some improvement on systems and processes to achieve level one task transfer;
- 8% of practices still required a significant amount of input.

Work continues to support the improvement of acute prescription processes and to reduce the number of acute requests, and a move to repeat prescriptions. In addition to this project, there has been targeted local acute prescribing quality improvement work within two practices in each locality. The Pharmacotherapy workforce will be reviewed to ensure equitable access across GP practices wherever appropriate and to ensure all opportunities are implemented whilst awaiting updated National Framework for Pharmacotherapy task transfer.

Primary Care Nurse

The CTAC model has been prioritised for delivery since the onset of COVID-19. The service is an integral support to sustaining delivery of specific nursing interventions and vaccine delivery within General Practice. Following further recruitment throughout 2022/23, as at March 2023, there were 76.1WTE Primary Care Nurses and 35.3WTE Health Care Support Workers in post across Ayrshire and Arran. This facilitates 2,365 weekly CTAC appointments which would previously have needed to be absorbed by the GP practice staff. A resilience model was also introduced during 2022/23 to provide cover for CTAC when staff were on long-term sick and maternity leave to ensure the workload did not fall back to General Practice. To secure a robust and sustainable education and supervision model, in addition to creating resilience, 6WTE temporary Practice Educator roles were also created.

A test of change was undertaken in South Ayrshire HSCP to test hub working for the practices in South Ayrshire who were unable to take their full allocation within the practice due to space constraints. This was carried out over a three month period and evaluated positively with good feedback from patients, staff working at the Hub and participating GP practices. There was agreement that the approach will now be implemented and spread across all three HSCPs.

A week of care audit was undertaken within General Practices in November 2022 to identify how much CTAC nursing activity was being undertaken by CTAC staff and what was still being undertaken by practice-employed staff. A snapshot of activity was taken over a one-week period to estimate how much task transfer had taken place. This showed that 72% of all consultations were undertaken by CTAC staff and 28% were undertaken by practice staff. The CTAC workforce will be reviewed to ensure equitable access across GP practices wherever appropriate and to ensure all opportunities are implemented whilst awaiting updated National Framework for CTAC task transfer.

Vaccination Transformation Programme (VTP)

The VTP, launched in 2017, has the responsibility for delivering vaccination transfer from GP practices to alternative service delivery models and had an original completion date of 1 April 2021, which was extended due to the pandemic. All vaccination workload has transferred from General Practice to the NHS Ayrshire and Arran mass vaccination teams throughout 2022/23, and was fully transferred by 1 April 2023.

Multi Disciplinary Teams (MDT) in General Practice

41 practices have access to a first point of contact Musculoskeletal (MSK) Physiotherapist Practitioner with 670 weekly appointments available within General Practices. MSK models continue to be reviewed to understand the impact of accommodation challenges in practices. 51 practices have access to a Mental Health Practitioner with recruitment plans in place to restore this to all 53 practices. 1,282 appointments are available every week for patients to access a Mental Health Practitioner in General Practices.

Recruitment into key MDT roles will continue within the current financial allocation of the Primary Care Improvement Fund to ensure progress in implementing the PCIP is sustained. Due to the national funding constraints there is a high risk of not being able to provide these services across all practices in Ayrshire and Arran, creating variance across practices and an inequality of access. MDT Leads will review their workforce and service area to ensure equitable access across GP practices wherever appropriate, maximising the current Contract. All practices across Ayrshire and Arran have access to Community Link Workers / Community Connectors, with 635 weekly appointments available. The delivery model is different within each Partnership area, as the services align to the wider HSCP services based on population need and priorities.

Urgent Care

Urgent Care is an area still being explored locally and nationally to understand how this element of the Contract aligns to the urgent care programmes launched nationally. Potential options have been considered locally to support practices linked to the AUCS, as well as increased Advanced Nurse Practitioner support in GP Practices. This can only be progressed further when there is clarity around the funding.

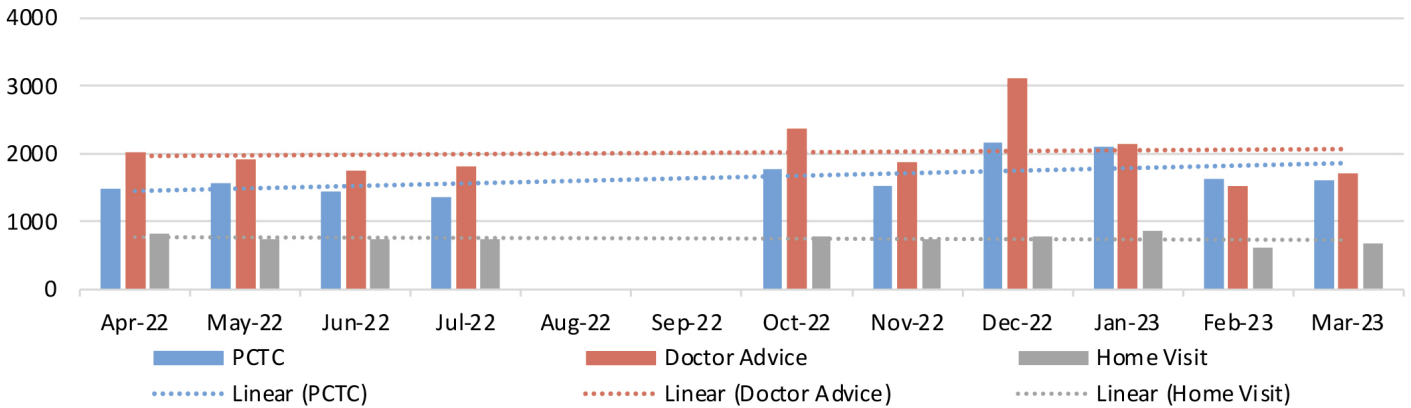
Ayrshire Urgent Care Service

During 2022/23, the AUCS continued to develop models and pathways to meet the urgent care needs of communities across Ayrshire and Arran by working alongside key partners. As well as providing General Medical Services during the out of hours period, this included the further development of pathways supported by the Flow Navigation Centre (FNC) through the RUC and the continued use of the COVID-19 Therapeutics pathway. Please note that, due to a national system outage of Aداstra (the out of hours electronic patient management system), during August and September and in some cases October 2022, some data for AUCS and RUC for these months is not available. The following charts and data reflect this.

GP Out of Hours

The GP Out of Hours (OOH) service operates between 6pm and 8am Monday to Thursday and from 6pm Friday through to 8am Monday, in addition to providing 24 hour cover during public holidays. The chart below displays activity within GP OOH throughout 2022/23.

Chart 2. GP Out of Hours Activity: April 2022 - March 2023



The activity of the AUCS rose by over 10% in 2022/23 from the previous year. The GP OOH service had 16,616 Primary Care Treatment Centre (PCTC) visits (1,616 more than in 2021/22), undertook 20,187 doctor advice telephone calls (2,457 more than in 2021/22), and provided 7,452 home visits (548 less than in 2021/22). These totals exclude August and September, therefore the total activity was actually significantly higher. On average, this accounts for approximately: 55 PCTC visits per day, 66 doctor advice calls per day and 25 home visits per day. Demand varies depending on the week day, however it is significantly higher at the weekends. The ability to effectively manage patients remotely by a telephone/video call or an in-person appointment at a PCTC has resulted in a further decrease of home visits by 6% from the previous year. This is due to the continued use of an enhanced clinician-led hub model, along with the FNC.

Redesign of Urgent Care (RUC)

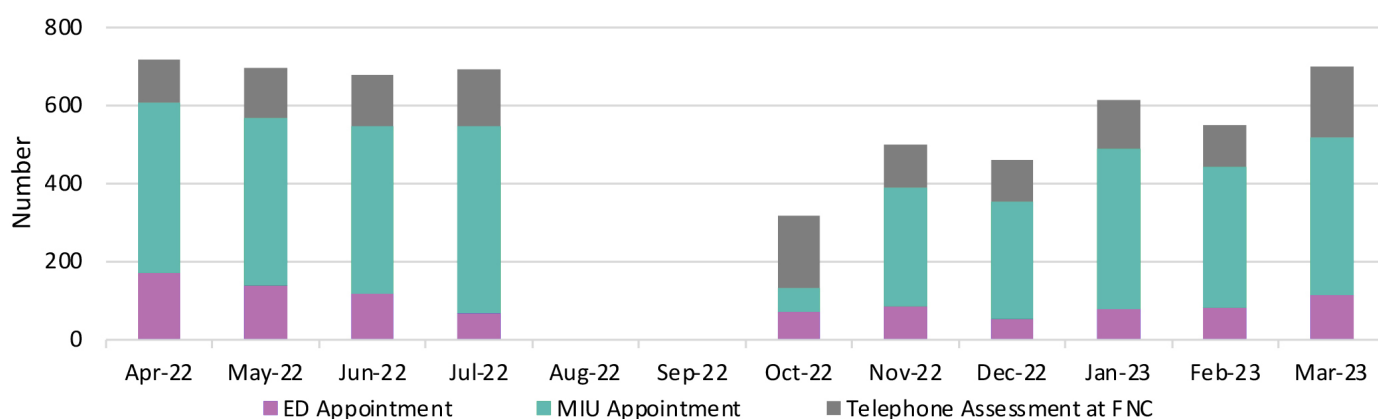
Throughout 2022/23, the AUCS has developed and embedded Phase 2 priorities that build on the earlier de Minimis specification to deliver 6 principles of care through the FNC. The FNC supports a number of pathways to wrap the professional services around the patient with an average 1,576 calls per month over and above the GP OOH activity. 17% of the calls from patients received through the FNC attend hospital within 48 hours, 14% of which are appointed to a Minor Injuries Unit (MIU) or Emergency Department (ED), therefore only 3% of patients assessed through the FNC go on to access unscheduled care. Data gathered during 2022/23 demonstrates the success of the AUCS, the COVID Therapeutic pathway and FNC as part of the RUC programme. Key areas of success includes:

- Care and Nursing Home Pathway - provides direct access to the FNC within the AUCS during the OOH period as an alternative to the NHS 24 process to expedite the management of Care Home residents' care, and to reduce any delay with using the NHS 24 route. The FNC receives an average of 399 calls per month through this pathway, with 8% of nursing home residents needing to attend hospital.
- Community Pharmacy - a dedicated professional to professional pathway into AUCS in the OOH period should a patient present at a Community Pharmacy and the Pharmacist is unable to fully treat them or needs support from a senior clinical decision maker from the FNC. 61 patients per month receive enhanced care at their pharmacy supported by the FNC who may otherwise have attended an ED.

- Referral process in place for GP Practices to schedule Minor Injury Appointments through the FNC where patient transport can also be arranged.
- The SAS Pathway is accessible by crews attending calls or reviewing calls to consider what input and support the FNC could provide. During 2022/23, monthly referrals through this pathway averaged 213, 88% of which did not require a SAS crew to convey the patient to the hospital front door. The FNC also supports SAS crews in hours to contact a patient's GP Practice when appropriate.

Throughout 2022/23, the FNC has dealt with calls originating from NHS 24 (111) and has scheduled appointments to ED or MIU as necessary, with the remainder of the calls being closed off as advice or referred elsewhere, such as to Community Pharmacy, Opticians, Falls pathways, Mental Health teams or GPs. The chart below displays this activity over the 2022/23 period.

Chart 3. Flow Navigation Centre Activity: April 2022 - March 2023



982 ED appointments were made and 3,605 MIU appointments were scheduled in 2022/23, with 1,339 calls ended following a telephone assessment with the FNC. On average, 3 patients were appointed to ED and 12 appointed to MIU per day, with 4 being closed off as telephone assessment. Due to the national Adastra system outage, some data is not available and therefore the totals shown do not reflect full year figures.

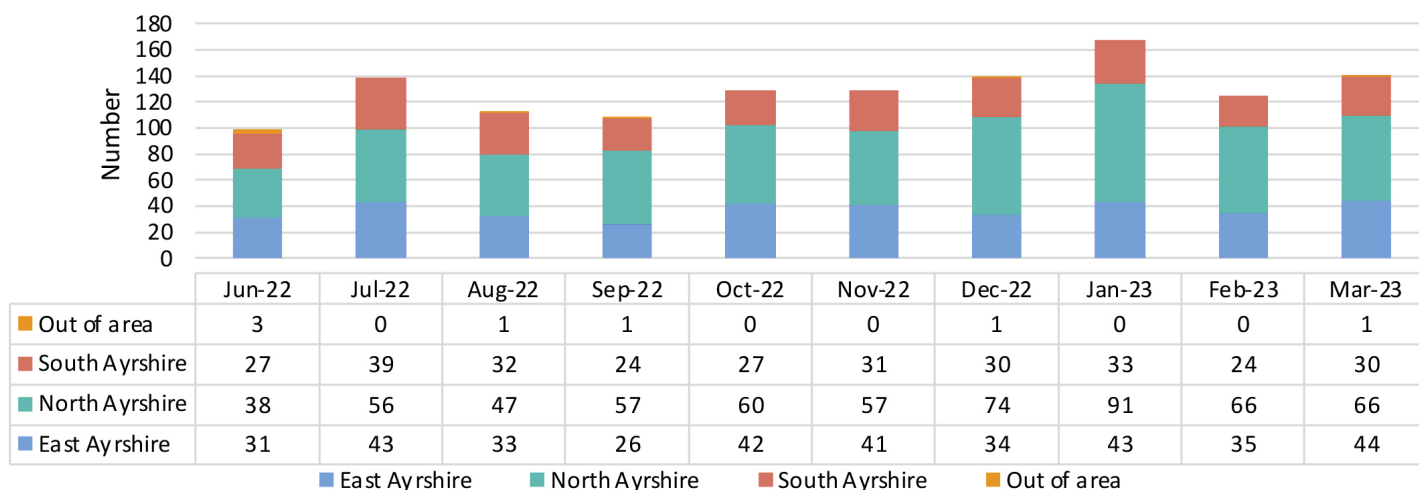
COVID-19 Therapeutics Programme

The 7 day COVID-19 Therapeutic service is delivered through AUCS within the COVID Treatment Centre. This supports a specific cohort of patients deemed as very high risk of progression to severe disease and/or death if they develop COVID symptoms and test positive for the virus. During 2022/23, 1,524 patient referrals were received into the service, with 824 going on to receive treatment. Following treatment, only 11 of these patients then went on to be admitted to secondary care services for further care specifically for COVID-19.

Urgent Mental Health Access in Primary Care

A patient pathway delivers Mental Health services using a multi-disciplinary team approach across the Crisis Resolution Team (CRT), the Psychiatric Liaison Service and the ANP Service. Telephone and in-person assessment options are available at both Ayr and Crosshouse hospital sites and at Woodland View (Irvine), providing a 24/7 service. An additional Emergency Services Mental Health (ESMH) pathway was fully launched on 30 May 2022 following a successful pilot in early 2022. SAS and Police Scotland refer mental health related calls which do not require emergency medical intervention to the FNC. Activity averages 128 patients per month directed through this pathway with 100% supported in the community, mitigating the need to attend an ED, which was not always the most appropriate place for the specific care required by vulnerable people. The chart below shows total contacts by HSCP since June 2022.

Chart 4. Emergency Services Mental Health Pathway Activity by HSCP: June 2022 - March 2023



This new pathway is the first in Scotland to be embedded within the FNC and has gained national recognition and interest from other NHS Boards. NHS Ayrshire and Arran continues to promote the pathway and work across national improvement networks to further refine and enhance the service.

Community Pharmacy

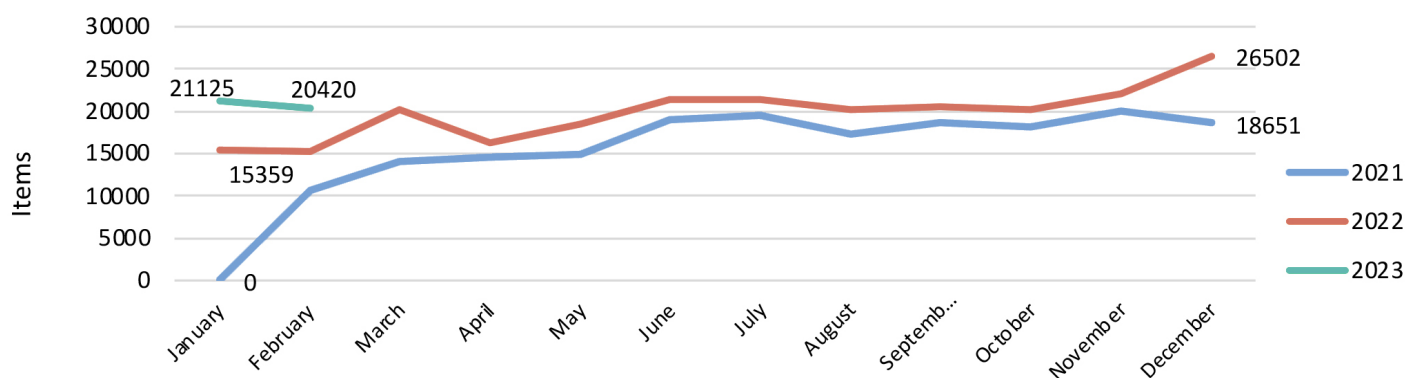
Community Pharmacies have continued to provide a fully comprehensive service as a first point of contact for the public as an alternative to attending a primary care provider. The NHS Pharmacy First Scotland service was introduced on 29 July 2020 in Community Pharmacies which contributes to urgent care delivery being the first contact for patients for a range of common clinical conditions.

Patients who may have previously needed to see a GP or attend out of hours services can now access appropriate care through this service which is available to all patients resident in Scotland or registered with a Scottish GP. Currently, all 99 pharmacies in Ayrshire and Arran are signed up and providing advice and treatment if appropriate, which includes urinary tract infections (UTIs) for women aged 16 to 65, impetigo for patients over 2 years old, shingles and minor skin infections. Community Pharmacies were also able to provide bridging contraception to women from July 2021. Activity levels are displayed below. This significant increase in activity demonstrates the volume of patients attending their local Pharmacy in the last year.

Table 13. Community Pharmacy Activity: 2021/22 - 2022/23

Activity Claimed	2022/23	2021/22
Number of Items dispensed under Pharmacy First	253,469	204,974
Instances Where Advice given	30,363	20,193
Referrals	12,612	9,116

Chart 5. NHS Pharmacy First Scotland Items Supplied: 2021 - 2023



Most of the 12,612 referrals were to GPs (4.25% of overall Pharmacy First activity), and 11.5% were referred back to their GP for assessment of a suspected UTI who presented with symptoms out with the scope of Pharmacy First Scotland. The Patient Group Direction was extended in September 2022 to allow women over the age of 65 to be treated in Community Pharmacy where clinically appropriate.

During 2022/23, 43 Community Pharmacies also supported the delivery of flu vaccinations to patients who would normally receive this at a NHS mass vaccination centre in order to provide patients with alternative options. Community Pharmacy delivered 4,040 flu vaccinations on behalf of NHS Ayrshire and Arran in the 2022/23 winter flu season, a decrease of 25% from the previous year. Pharmacy Contractors indicated that this was due to increased efficiency of the mass vaccination programme in appointing patients for the flu vaccine when attending for their COVID booster. The majority of people attending Community Pharmacy for the flu vaccine were those ineligible for a COVID booster (mainly education and prison service staff).

Community Optometry

Community Optometrists provide a first point of treatment for minor eye ailments. If people require medicine for an eye problem, this is provided free of charge from the Community Pharmacy through Pharmacy First Scotland. Community Optometry provides a range of services in addition to routine eye examinations and dispensing of glasses. Optometry Practices can carry out post-operative cataract reviews, some are accredited to undertake Diabetic Eye Screening and some provide the Low Vision Aid service.

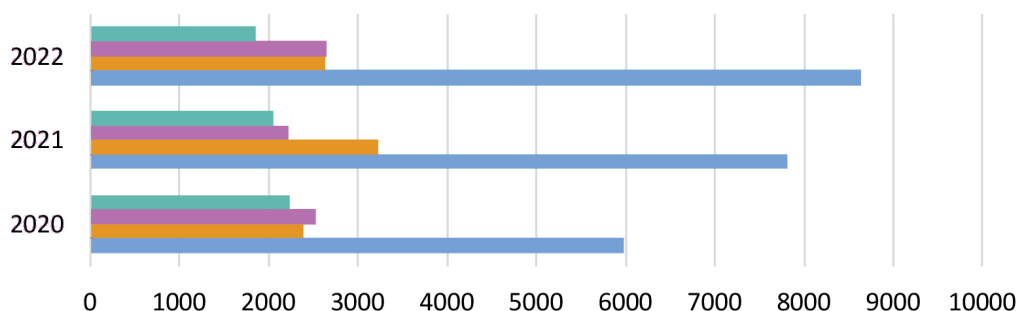
In 2022/23, Community Optometrists were given increased digital access to clinical systems to enhance patient access and information sharing with secondary care services. Work is also underway to further develop new pathways and to determine further areas of ophthalmic care which can transition into a community setting. This includes numerous Community Opticians undertaking training to deliver a Glaucoma Service (anticipated in 2024/25), and a pathway for Anterior Uveitis / Juvenile Idiopathic Arthritis.

Dental

Across Ayrshire and Arran, the average activity based on income for Dental Practices for March 2023 was 100%. Dental Practices accepting new NHS patients is 45% (some with restrictions in place), however this is still down from 87% pre-pandemic levels and will continue to be kept under review. Patients unable to register with an NHS Dentist are able to access routine and emergency appointments provided by the Public Dental Service (PDS). Recruitment of Dental Practitioners into vacant posts within General Dental Practitioners and the PDS continues to be a challenge across Ayrshire and Arran.

The chart below displays PDS activity over the last three years. In 2022, 11% more patients accessed care through the PDS compared to 2021 and 44% more compared to 2020. The demand into the PDS is a result of patients who had not seen a Dentist for an extended period of time during COVID-19 pandemic restrictions. Many of these patients now need more extensive treatment which requires longer appointment slots from the Dental Practices, resulting in less capacity for routine care. This, along with the high demand for dental care in general and increasing waiting lists, results in patients seeking more emergency treatment.

Chart 6. Public Dental Service Activity: 2020 - 2022



	2020	2021	2022
■ Total No. of Emergency Dental Service Attendances	2238	2048	1849
■ Total No. Patients contacting PDS - registered with a GDP	2530	2216	2653
■ Total No. of Patients contacting PDS - not registered with a GDP	2389	3229	2630
■ Total No. of patients accessing PDS	5973	7803	8637

To support remobilisation of the Childs Oral Health Improvement (OHI) programme following the pandemic, a community pathway for the Dental Health Support Workers (DHSW) is being rolled out, which will address health inequalities in the most deprived areas. The pathway focuses on health inequalities in the most deprived areas such as Scottish Index of Multiple Deprivation area 1. DHSWs will carry out a holistic oral health needs assessment, will be responsible for onward referral, and will provide assistance where required.

Childsmile has fully remobilised, with the full tooth brushing and fluoride varnish programmes being provided in all schools. The consent rates for the programmes are down on pre-pandemic levels, mainly due to staff previously not being permitted to visit schools and attend pupil inductions and parents evenings. These restrictions have now eased and consent rates are increasing. The Childsmile team will also be attending school health events going forward.

Due to the delays in recruitment of 8 new DHSWs, work and progress in relation to the SIMD 1 project has been slow and sporadic due to covering other priorities. The mapping of stakeholders and engagement with different groups has been achieved and there are ongoing long term support programmes underway. The programme to improve the registration rate with Dentists for 3 years olds has been started and although delayed, it is intended that the first year of the project will be completed in late summer 2023. The outcomes will then be reviewed and the project refined before starting on the next programme of work.

Quality Improvement in Dentistry

The implementation of the National Education Scotland (NES) training programme for Enhanced Domiciliary General Dental Practitioners (EGDP) within high street Dental Practices has restarted following the remobilisation of Dentistry. A further General Dental Practitioner (GDP) has completed their mentoring sessions with the PDS and has been approved to become an EGDP for domiciliary care. Upon NES restarting the training programme, no requests were received from GDPs locally to undertake the training which was anticipated. With Dentistry only being able to fully remobilise in April 2022, GDPs were focused on prioritising the examination and treatment backlog of their registered patients rather than undertaking additional training.

Other Lead Partnership Arrangements in Ayrshire

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

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

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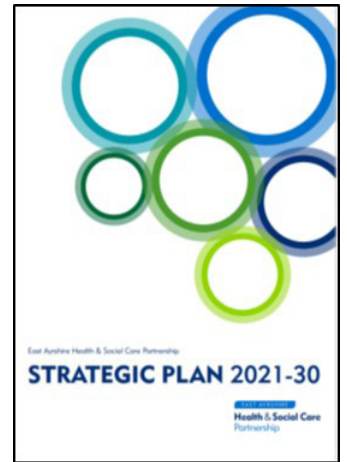
Looking Ahead

East Ayrshire HSCP Strategic Plan 2021-30

The Partnership's [Strategic Plan 2021-30](#) outlines our commitment to meet the needs of local communities and to deliver positive outcomes for people at all stages in life, with a focus on six strategic priority areas to achieve our ambitions.

A number of key enablers are also associated with the Strategic Plan, including the HSCP's Workforce Plan 2022-25, Communications Strategy, and Property and Asset Management Strategy. An Annual Review of the Strategic Plan was undertaken by the Strategic Planning and Wellbeing Delivery Group on 21 February 2023. The Group concluded that the Strategic Plan remains fit for purpose, continues to reflect the Partnership's strategic intentions and that no replacement Plan is required. The Strategic Plan Review was presented to the IJB on 29 March 2023, where it was subsequently approved.

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



Starting Well and Living Well

- Delivering improvement in the priority areas identified in the new Children and Young People's Services Plan 2023-2026.
- Improving access to comprehensive wellbeing and self-management information, resources and supports.
- Integrating alcohol and drug treatment and recovery services into a Recovery Oriented System of Care through delivery of the Alcohol and Drugs Partnership Strategic Improvement Plan.
- Continuing to increase choice and co-ordination of support for people who need palliative care or who are at the end of life, striving to make this as close to home as possible.

Caring for East Ayrshire

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

People at the Heart of What We Do

- Implementing effective multidisciplinary teams and models around localities, learning communities, GP clusters and community assets through investment in service redesign.
- Developing aligned service redesign in day opportunities for older people, local residential services for adults, and across our prevention and early intervention programmes and initiatives.

- Improving support for people, families and carers affected by recent cancer diagnoses, for both clinical and social needs.
- Reviewing rehabilitation and recovery services to ensure people who need them are able to access the care and support they need to live well.
- Making access to services easy and transition between services seamless for people and families.
- Respecting and upholding the rights of people and families who use services, removing any associated stigma, and ensuring equity of service for those who are socially disadvantaged.
- Enabling implementation through organisational development, physical or virtual co-location and learning and development, facilitating cross-fertilisation of skills.

Caring for Our Workforce

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

Safe and Protected

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

Digital Connections

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

Service Improvement Plans

Service Improvement Plans were established in 2016/17 and are a key part of the Partnership's performance management and improvement framework, setting out arrangements for implementing improvement activities across the HSCP's five main service portfolios. The current Service Improvement Plans cover the three-year period from 2021 to 2024 across: Locality Health and Care Services, Wellbeing and Recovery Services, Children's Health, Care and Justice Services, Primary and Urgent Care Services and Allied Health Professional Services. COVID-19 has presented both significant challenges and opportunities within service improvement planning in the recovery context in terms of managing COVID-19 and conventional service improvement. Our [Service Improvement Plans](#) can be viewed at www.east-ayrshire.gov.uk.

Integration Scheme Review

The Integration Scheme is the legal agreement between East Ayrshire Council and NHS Ayrshire and Arran which sets out the governance and financial arrangements for the integration of health and social care, in addition to covering the functions delegated to the Integration Joint Board. The East Ayrshire Integration Scheme was last updated in 2018 and is legally required to be reviewed by the Council and NHS Board in 2023, in line with the 5 year expiry period specified within legislation. An updated Integration Scheme will require to be approved by both East Ayrshire Council and NHS Ayrshire and Arran, as well as being endorsed by the Integration Joint Board, prior to submission to Scottish Ministers.

This review will be progressed in close liaison with North and South Ayrshire Councils to ensure that a consistent approach is taken, in addition to securing an opportunity to appropriately review lead partnership (hosted) services. At the time of reporting, local Officers are working closely with colleagues at North and South Ayrshire Councils and with NHS Ayrshire and Arran to undertake the review, with a high level plan to conclude by December 2023. The initial consultation phase is also ongoing and this work has already been discussed through the Integration Joint Board, the Strategic Planning Group and at the HSCP's Local Conversation events which took place in February 2023.

National Drivers

The Partnership has fully considered the findings and proposals from the Independent Review of Adult Social Care in Scotland, which is reflected within the strategic framework and policy context of our Strategic Plan 2021-30. We have also actively participated in the National Care Service for Scotland consultation and we will continue dialogue with local partners and the Scottish Government as the situation progresses.

As demonstrated in section 3 within this Report, good progress continued during 2022/23 in embedding the aspirations and values of 'The Promise' within our local practice. The HSCP will continue to develop its local approach to #KeepThePromise and ensure that our children and young people grow up loved, safe and respected. A range of delivery examples and data highlighted in section 3 within this Report also illustrates our local progress in relation to the 15 national outcomes for health and wellbeing, children and justice, which we will continue to work towards.

Getting it Right for the People and Communities of East Ayrshire

In our recovery and renewal from COVID-19, we adopted an empowered, flexible and place-based approach, ensuring that appropriate supports were in place to best serve and protect our communities. Our commitment to close collaboration between services, delivery partners and communities was crucial to our recovery and renewal, and this will continue to shape our approach as we look to the future.

In looking ahead, our Strategic Plan 2021-30 will continue to serve as the collective framework for the planning, commissioning and delivery of Health and Social Care services in East Ayrshire. The Plan is firmly focussed on improving the health and wellbeing outcomes of our communities, with people, families and carers being at the heart of what we do.

The East Ayrshire HSCP has been confirmed by the Scottish Government as one of eight pathfinders in Scotland that are currently testing and piloting the Getting it Right for Everyone approach. This is about placing the person at the centre of decisions regarding their health and care within a joined-up, consistent approach, regardless of the support needed at any stage of life. Getting it Right for Everyone (GIRFE) is a multi-agency approach and the shared learning will help to shape the future practice model of all Health and Social Care professionals across Scotland.

In February this year, we hosted Local Community Conversation events in each of our three HSCP localities, which provided an opportunity for the Partnership and delivery partners to engage directly with our communities to reflect on what is working well and where we need to improve. The feedback from these events helped to inform the annual review of our Strategic Plan, and a Participation and Engagement Strategy for the HSCP is currently in progress that will set out how we take this work forward.

We remain fully committed to ensuring that when people need our help, they receive it in a way that supports them most, ensures their rights are upheld, and fully includes them in any decisions that affect themselves, their families and communities. The Thinking Differently agenda is well-embedded within the HSCP, and we are currently delivering a programme of workforce development around Self-Directed Support to further embed this approach, building on the SDS Improvement Plan 2023-2027 and National Standards.

Our vision in East Ayrshire is firmly aligned with the Caring for Ayrshire model of Health and Social Care. This is one of resilient communities taking charge of their wellbeing, with an open, flourishing, high quality and sustainable care community that has the right commissioning conversations. Where people need support, it should be the right support, from the right person, in the right place and at the right time.

Over the past year, we have continued to invest time and effort into making integration as effective as possible for East Ayrshire, with multi-disciplinary teams operating across our service areas, building on strong relationships with our delivery partners. Our Partnership Provider Statement, co-designed and co-produced with our commissioning and delivery partners, sets out our commitment to collaborative commissioning and the values and principles that we want to embed as a care community.

A key priority for the HSCP going forward will be to sustain our work around innovation and service redesign, to help identify and develop innovative solutions to system pressures and challenges, in addition to creating opportunities to bring together the right people to work on new and creative proposals. A significant focus will be placed on developing and scaling-up our use of data, digital, and Technology Enabled Care, as well as on demand management, early intervention and prevention, and benefits realisation. This work will help to accelerate the co-design, co-development and co-delivery of financially sustainable services, in order to effectively fulfil the HSCP's strategic priorities and to help us to get it right for the people and communities of East Ayrshire.

EAST AYRSHIRE

Health & Social Care Partnership



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