

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Tuesday 23 May 2023
Title:	East Ayrshire Health and Social Care Partnership (EA HSCP) 2022-23 Annual Review of Strategic Plan; Workforce Plan; Communication Strategy; and Property and Asset Management Strategy
Responsible Director:	Craig McArthur, Director East Ayrshire Health and Social Care Partnership
Report Author:	Jim Murdoch, Senior Manager, Wellbeing, Planning and Performance

1. Purpose

This is presented to the Board for:

- Discussion

This paper relates to:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The Strategic Planning and Wellbeing Delivery Group has undertaken the 2022-23 Annual Review of the Health and Social Care Partnership (HSCP) Strategic Plan 2021-30. The Annual Review concluded that the Strategic Plan remains fit for purpose and reflects the Partnership's strategic intent. The Group reaffirmed the vision, values and Strategic Commissioning intentions as set out in the Plan and identified key priorities for 2023 and beyond. The report sets out the findings from the 2022-23 Annual Review of the Workforce Plan; Communications Strategy; and Property and Asset Management Strategy. The report was approved by East Ayrshire IJB on 29 March 2022 and by East Ayrshire Council on 18 May 2022. The report is presented for Board members discussion and endorsement.

2.2 Background

The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty (Sections 29-39) on the Integration Joint Board (IJB) to develop a Strategic Plan for the integrated functions and budgets under its control. The Strategic Plan is the document setting out the arrangements for carrying out the integration functions and how these are intended to contribute to the achievement of the relevant national health and wellbeing outcomes for the HSCP. Due to the scope of the delegated functions to East Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.

2.3 Assessment

Strategic Plan 2021-30

The Strategic Plan 2021-30 serves as the collective framework for the planning, commissioning and delivery services of health and social care services in East Ayrshire. The Plan is focussed on improving health and wellbeing outcomes and is driven by the core values of People, Compassion and Partnership. The Plan sets out the role of the Partnership and delivery partners in meeting the health and social care needs of our communities, through joined-up support with people, families and carers at the centre.

This strategic planning approach continues to centre on the 'triple aim' of better care, better health and better value. The strategic priorities and commissioning intentions set out in the Strategic Plan are summarised in the table below:

Strategic Priority	Commissioning Intentions
Starting Well and Living Well	Children and young people; prevention and early intervention; tackling inequalities; physical health and fitness; wellbeing across the lifecourse; compassionate connectedness.
Caring for East Ayrshire	Person centeredness; place-based, empowered multi-disciplinary teams; improving service quality.
People at the Heart of What We Do	Right service, right person, right place, right time; transformation; Scottish approach to service design; independent living and long term conditions.
Caring for Our Workforce	Workforce wellbeing; workforce planning.
Safe and Protected	Reducing risk to vulnerable children, adults and the public.
Digital Connections	Enhancing support delivery and experience; improving self-care and self-management; building digital skills, capacity and connectedness.

Each strategic priority is further described in the Strategic Plan 2021-30, setting out strategic commissioning intentions and delivery activity.

The Strategic Plan 2021-30 describes the services and functions delegated to HSCPs in Ayrshire, with a greater level of detail provided on Lead Partnership arrangements.

To help inform the Annual Review, local conversations were held during February 2023 in each of the three Partnership localities. These were public events and provided the opportunity for the Partnership and delivery partners to engage directly with local communities and the people who use services and their carers.

The local conversations were designed to bring in the voice of lived and living experience of health and social care services, ensuring that local communities were fully engaged in the review process. A wide range of feedback was generated, with a summary provided to the Strategic Planning and Wellbeing Delivery Group to help inform the Annual Review.

The Strategic Planning Group formed under Section 32 of the Public Bodies (Scotland) Act 2014 and the Wellbeing Delivery Group established to lead the implementation of the Wellbeing theme of the Community Plan 2015-30 were brought together during 2018.

At the Strategic Planning and Wellbeing Delivery Group Workshop on 21 February 2023, the Annual Review of the Strategic Plan was undertaken. The review was based around reflective conversations, informed by the key integration principles and the following challenge questions:

- Is our Strategic Plan fit for purpose?
- Do our commissioning intentions provide the right focus for East Ayrshire?
- Are there any other priorities that should be included our Strategic Plan?

During the review, the Group reflected on the feedback from the local conversations, the progress of the Strategic Plan and whether a replacement Plan was required. A number of presentations were delivered, which evidenced the progress made by delivery partners against the Strategic Plan over the previous year.

The Group concluded that the commissioning intentions set out in the Strategic Plan are appropriate and should remain stable. Partners reflected on the strong and positive collaborative leadership and the key achievements across strategic priorities.

The Strategic Plan 2021-30 contains a Financial Framework section, which included the IJB budget for 2021/22 and indicative budgets for 2022/23 to 2029/30.

Medium Term Financial Plan

The Annual Budget 2023/24 report, presented for the approval of the IJB on 29 March 2023, highlights that the Scottish Government Health and Social Care Medium Term Financial Framework (MTFF) has not yet been published and that the detailed Medium Term Financial Plan for the IJB will be updated following consideration of the content of the MTFF. The detailed Medium Term Financial Plan will align with the Strategic Plan 2021-30 and will take account of proposals around the National Care Service.

Workforce Plan

The Workforce Plan 2022-25 was approved by IJB on 22 June 2022 and outlines key actions for the recovery, growth and transformation of our workforce. The Plan

is aligned to the Caring for our Workforce strategic priority and sets out how we will meet our current and future workforce needs as an inclusive, empowering and supportive employer.

The key actions highlighted in the Workforce Plan 2022-25 that are currently in progress include:

- A Partnership Workforce Planning Board, providing a forum for discussion, information, professional guidance and decision making on workforce planning;
- A Social Work Trainee Programme, whereby six employees are currently receiving support to undertake the Post Graduate Diploma Social Work;
- A Learning and Development Strategy for the social work workforce, supporting trainees and qualified social workers to fulfil their roles;
- Work to support employability, recruiting a younger workforce through new Modern Apprenticeships and Graduate Internships;
- A Care Experienced employment pathway to support care experienced young people transition into, and sustain employment; and
- Enhanced multi-disciplinary team working, bringing together Partnership employees and delivery partners within an integrated approach.

Property and Asset Management Strategy

The Property and Asset Management Board has oversight of the Property and Asset Management Plan 2021-24. The Annual Review has provided the opportunity to reflect on progress over the previous year and to confirm priorities for duration of the current Plan. These are to further develop proposals across five localities in East Ayrshire; Northern, Kilmarnock, Irvine Valley, Cumnock and Doon Valley. The Plan is strongly aligned with the Caring for Ayrshire and EAC Transformation programmes and key areas of progress include:

- The Doon Valley Community Village programme, which re-launched in June 2022 with an initial stakeholder event focussing on the outline design and use of space within the new facility. Larger stakeholder engagement events took place in December 2022, with the feedback helping to influence and shape the programme, which remains on track for completion by June 2025;
- East Ayrshire Council's requirements for a strategic approach to the regeneration of Kilmarnock Town Centre, following an Elected Members session held in November 2022, including the scope for health and wellbeing facilities;
- The Irvine Valley Technology Enabled Care Pathfinder, which has progressed around the Scottish Approach to Service Design by engaging local communities on the use of new technology and smart supports to transform care;
- The essential capital works that are being progressed at the Cumnock Health and Wellbeing Centre to meet regulations and improve facilities for staff and patients; and;
- The consideration of potential sites for Stewarton Medical Practice and the proposals to deliver this in the coming years.

Communication Strategy

The Communication Strategy 2021-24 aligns with the three year lifecycle of the Strategic Plan and was developed to support delivery of the Plan. Over the past year work has progressed in a number of key areas including:

- A campaign calendar to facilitate a more proactive approach to recognising awareness days, campaigns and initiatives, working alongside East Ayrshire Council's communications team;
- Publication of the Partnership Newsletter on a monthly basis, with articles from across services and partners including good news stories, up-coming campaigns, and training opportunities;
- The Partnership Living Well Website, providing a consistent online channel for communications and a focal point for campaign information;
- Social media platforms, which continue to engage with all stakeholders and grow the visibility of the Partnership;
- Paid marketing activity to support campaigns and improve our ability to communicate with various audiences; and
- Ongoing and consistent engagement with all partners to strengthen relationships.

A Partnership Engagement Officer and is now in post and is developing a Participation and Engagement Strategy to drive forward our strategic approach to participation and engagement.

2.3.1 Quality/patient care

The 2022-23 Annual Review of the Strategic Plan; Workforce Plan; Communications Strategy; and, Property and Asset Management Strategy have significant implications for people who use service and carers. The outcomes from these reviews confirms the Partnership's strategic planning and delivery arrangements for integrated health and social care services.

2.3.2 Workforce

Caring for Our Workforce is one of the six strategic priorities set out within the Strategic Plan, with supporting workforce planning activities described within the body of the report.

2.3.3 Financial

Under Scottish Government guidance, developed by the Integrated Resource Advisory Group (IRAG), the Strategic Plan should incorporate a medium term financial plan for the resources within its scope. The IJB in leading on the preparation of the Strategic Plan should set out the total resources included in each year of the plan in order to ensure that there is appropriate resourcing and devolution of responsibility to deliver in line with the outcomes and priorities set out in the plan.

According to statutory guidance, the relevant resources are:

- The payment made to the Integration Joint Board by the Local Authority for delegated services
- The payment made to the Integration Joint Board by the Health Board for delegated healthcare services
- The amount set aside by the Health Board for any delegated services provided in large hospitals for the population of the Integration Joint Board.

In keeping with the guidance cited above, parties to the Integration Scheme are expected to provide indicative three year allocations to the IJB in line with the Strategic Plan.

This rolling indicative allocation is subject to annual approval through the budget setting processes. The Annual Review of the Strategic Plan aligns these processes.

An indicative integrated budget for delivering the Strategic Plan 2021-30, as updated by the Annual Review, was presented to the IJB on 29 March 2023. Detailed budgetary information will be presented in this Approved Budget Position Report.

The IJB must be assured that the resources available are, within the strategic context of the NHS Ayrshire & Arran and East Ayrshire Council, consistent with the delivery of the Strategic Plan 2021-30, taking into account the changing policy environment as presented in this report.

2.3.4 Risk assessment/management

Risk implications are identified and managed through strategic and operational Risk Registers. IJB risk appetite and prioritisation will continue to be reviewed in relation to the Strategic Plan.

2.3.5 Equality and diversity, including health inequalities

There are no equality implications arising directly from this report. However, the outcomes of the 2022-23 Annual Reviews reaffirms our commitment to mainstreaming equality, diversity and human rights across all our commissioned services.

2.3.6 Other impacts

The 2022-23 Annual Reviews align with the strategic direction of the East Ayrshire Community Plan 2015-30 and the partnership actions set out in the Wellbeing Delivery Plan 2021-24.

2.3.7 Communication, involvement, engagement and consultation

Engagement has been carried out by the IJB as required. NHS Board engagement is not required.

2.3.8 Route to the meeting

East Ayrshire Integration Joint Board, 29 March 2023
East Ayrshire Council, 18 May 2023

2.4 Recommendation

For discussion. Members are asked to discuss and endorse the Strategic Plan Update and accompanying suite and implement the Directions in respect of commissioning services from East Ayrshire Council and NHS Ayrshire & Arran in line with the Strategic Plan, within the allocated budget for 2023/24.

3. List of appendices

The following appendices are included with this report:

- Appendix 1 - East Ayrshire Health and Social Care Partnership 2022-23 Annual Review of Strategic Plan; Workforce Plan; Communication Strategy; and, Property and Asset Management Strategy.

EAST AYRSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP**INTEGRATION JOINT BOARD: 29 MARCH 2023****2022-23 ANNUAL REVIEWS: STRATEGIC PLAN, WORKFORCE PLAN,
COMMUNICATION STRATEGY, PROPERTY AND ASSET MANAGEMENT
STRATEGY****Report by Senior Manager: Wellbeing Planning and Performance**

Direction to: ~~No Direction required~~ / East Ayrshire Council / NHS Ayrshire & Arran

PURPOSE

1. To present the outcomes from the 2022-23 Annual Reviews of the Strategic Plan, Workforce Plan, Communications Strategy and Property and Asset Management Strategy.

RECOMMENDATION

2. It is recommended that Board Members:
 - i. Consider and approve the findings from the 2022-23 Annual Reviews of the Strategic Plan, Workforce Plan, Communications Strategy and Property and Asset Management Strategy;
 - ii. Endorse the Strategic Commissioning Intentions set out in the Strategic Plan 2021-30;
 - iii. 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;
 - iv. Otherwise note the content of this report.

SUMMARY

3. This report presents the outcomes from the 2022-23 Annual Reviews of the Strategic Plan and associated enablers, namely the Workforce Plan, Communications Strategy, and Property and Asset Management Strategy.
4. The 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.
5. The outcomes from the Annual Review were presented to Integration Joint Board (IJB) at the Development Session on 1 March 2023. This report will be presented to East Ayrshire Council on 18 May 2023 and onwards to NHS Board Ayrshire and Arran on 23 May 2023.

BACKGROUND

6. The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) places a duty ([Sections 29-39](#)) on the IJB to develop a Strategic Plan for the integrated functions and budgets under its control. The Strategic Plan sets-out the arrangements for carrying out the integration functions and how these are intended to contribute to the achievement of the relevant national health and wellbeing outcomes for the Partnership. Due to the scope of the delegated functions to East Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.
7. The [Strategic Plan 2021-30](#) serves as the collective framework for the planning, commissioning and delivery services of health and social care services in East Ayrshire. The Plan is focussed on improving health and wellbeing outcomes and is driven by the core values of People, Compassion and Partnership. The Plan sets out the role of the Partnership and delivery partners in meeting the health and social care needs of our communities, through joined-up support with people, families and carers at the centre.
8. The strategic planning approach continues to centre on the 'triple aim' of better care, better health and better value. The strategic priorities and commissioning intentions set out in the Strategic Plan are summarised in the table below:

Strategic Priority	Commissioning Intentions
Starting Well and Living Well	Children and young people; prevention and early intervention; tackling inequalities; physical health and fitness; wellbeing across the lifecourse; compassionate connectedness.
Caring for East Ayrshire	Person centeredness; place-based, empowered multi-disciplinary teams; improving service quality.
People at the Heart of What We Do	Right service, right person, right place, right time; transformation; Scottish approach to service design; independent living and long term conditions.
Caring for Our Workforce	Workforce wellbeing; workforce planning.
Safe and Protected	Reducing risk to vulnerable children, adults and the public.
Digital Connections	Enhancing support delivery and experience; improving self-care and self-management; building digital skills, capacity and connectedness.

9. In reviewing activity on an annual basis, partners must have due regard to the integration delivery principles in [Public Bodies \(Joint Working\) \(Scotland\) Act 2014 \(Section 31\)](#), the [National Health and Wellbeing Outcomes](#), together with the [National Outcomes for Children and Young People](#) and for [Justice](#).

LOCAL CONVERSATIONS 2023

10. To help inform the Annual Review, local conversations were held during February 2023 in each of the three Partnership localities. These were public events and provided the opportunity for the Partnership and delivery partners to engage directly with local communities and the people who use services and their carers.

11. The local conversations were focused around the following challenge questions:

- What is working well?
- What could be better?
- How can we improve to best serve our communities?

12. The local conversations were designed to bring in the voice of lived and living experience of health and social care services, ensuring that local communities were fully engaged in the review process. A wide range of feedback was generated, with a summary provided to the Strategic Planning and Wellbeing Delivery Group to help inform the Annual Review. The feedback is summarised in the table below:

Challenge Question	Summary Feedback
What is Working Well?	<ul style="list-style-type: none"> • Everyone coming together to improve partner working • Focus on doing the right thing for people - not cost • Staff working really hard • Pharmacy always go above and beyond • Community focussed, localised and accessible • Lots going on – lots of different services and supports
What could be better?	<ul style="list-style-type: none"> • Not being able to access doctors for an appointment • Rural nature – travel is expensive and there is resistance to travel • Local people not always aware of the services available • Better integration of support services i.e. social work and housing • Access to mental health supports
How can we improve to best serve our communities?	<ul style="list-style-type: none"> • Feedback taken into consideration • Spreading the word about groups, additional services, alternatives • Local people having more of a say and involved in local decision making • Face-to-face contact with doctors – phone apps can't pick up on everything • Digital accessibility, digital supports, digital assessment • Improve follow-up i.e. appointments and correspondence to ensure people stay well

2022-23 ANNUAL REVIEW OF STRATEGIC PLAN

13. The Annual Review of the Strategic Plan was undertaken by the Strategic Planning and Wellbeing Delivery Group on 21 February 2023. The review was based around reflective conversations, informed by the key integration principles and the following challenge questions:

- Is our Strategic Plan fit for purpose?
- Do our commissioning intentions provide the right focus for East Ayrshire?
- Are there any other priorities that should be included our Strategic Plan?

14. During the review, the Group reflected on the feedback from the local conversations, the progress of the Strategic Plan and whether a replacement Plan was required. A number of presentations were delivered, which evidenced the progress made by delivery partners against the Strategic Plan over the previous year.
15. These included an update on Starting Well, focussing on the new HEART Children's Services Model and the pathway of available family support services. In relation to Living Well, the Group considered the range of support arrangements around mental health and wellbeing, and the key role of community and third sector partners in providing preventative services at an early stage.
16. For Digital Connections, discussion focussed on the outcomes from the Irvine Valley Technology Enabled Care Pathfinder, and how the Scottish Approach to Service Design has been applied to develop new digital solutions and smart supports to improve the quality of care. With regard to Caring for East Ayrshire, the model of care set out in the Strategic Plan was revisited and confirmed as the right approach to achieve a fully integrated health and care system, reflecting the wider Caring for Ayrshire transformation programme.
17. In summary, the Group concluded that the commissioning intentions set out in the Strategic Plan are appropriate and should remain stable. Partners reflected on the strong and positive collaborative leadership and the key achievements across strategic priorities.
18. Participation and engagement continue to be seen as critical enablers of strategic planning, to ensure the meaningful involvement of our workforce and the people who use services and their carers. Partners noted the range of activity undertaken to strengthen our approach, ensuring that the community voice is reflected in all our activity.
19. The ongoing financial challenges facing the IJB have been highlighted in successive Annual Reviews of the Strategic Plan. The IJB's external auditors, Audit Scotland, have highlighted financial sustainability as being a key risk for the IJB and its partners, going forward.
20. The Annual Budget 2023/24 report, presented for the approval of the IJB on 29 March 2023, highlights that the Scottish Government Health and Social Care Medium Term Financial Framework (MTFF) has not yet been published and that the detailed Medium Term Financial Plan for the IJB will be updated following consideration of the content of the MTFF. The detailed Medium Term Financial Plan will align with the Strategic Plan 2021-30 and will take account of proposals around the National Care Service.
21. In conclusion, the Strategic Plan 2021-30 was assessed as fit for purpose taking into account the current policy, legislative and financial landscape and that no changes are required.

WORKFORCE PLAN 2022-25

22. The Workforce Plan 2022-25 was approved by IJB on 22 June 2022 and outlines key actions for the recovery, growth and transformation of our workforce. The Plan is aligned to the Caring for our Workforce strategic priority and sets out how we will meet our current and future workforce needs as an inclusive, empowering and supportive employer.

23. The key actions highlighted in the Workforce Plan 2022-25 that are currently in progress include:
- A Partnership Workforce Planning Board, providing a forum for discussion, information, professional guidance and decision making on workforce planning;
 - A Social Work Trainee Programme, whereby six employees are currently receiving support to undertake the Post Graduate Diploma Social Work;
 - A Learning and Development Strategy for the social work workforce, supporting trainees and qualified social workers to fulfil their roles;
 - Work to support employability, recruiting a younger workforce through new Modern Apprenticeships and Graduate Internships;
 - A Care Experienced employment pathway to support care experienced young people transition into, and sustain employment;
 - Enhanced multi-disciplinary team working, bringing together Partnership employees and delivery partners within an integrated approach.

COMMUNICATIONS STRATEGY

24. The Communication Strategy 2021-24 aligns with the three year lifecycle of the Strategic Plan and was developed to support delivery of the Plan. Over the past year work has progressed in a number of key areas including:
- A campaign calendar to facilitate a more proactive approach to recognising awareness days, campaigns and initiatives, working alongside East Ayrshire Council's communications team;
 - Publication of the Partnership Newsletter on a monthly basis, with articles from across services and partners including good news stories, up-coming campaigns, and training opportunities;
 - The Partnership Living Well Website, providing a consistent online channel for communications and a focal point for campaign information;
 - Social media platforms, which continue to engage with all stakeholders and grow the visibility of the Partnership;
 - Paid marketing activity to support campaigns and improve our ability to communicate with various audiences;
 - Ongoing and consistent engagement with all partners to strengthen relationships.
25. A Partnership Engagement Officer and is now in post and is developing a Participation and Engagement Strategy to drive forward our strategic approach to participation and engagement.

PROPERTY AND ASSET MANAGEMENT PLAN

26. The Property and Asset Management Board has oversight of the Property and Asset Management Plan 2021-24. The Annual Review has provided the opportunity to reflect on progress over the previous year and to confirm priorities for duration of the current Plan. These are to further develop proposals across five localities in East Ayrshire; Northern, Kilmarnock, Irvine Valley, Cumnock and Doon Valley. The Plan is strongly aligned with the Caring for Ayrshire and EAC Transformation programmes and key areas of progress include:

- The Doon Valley Community Village programme, which re-launched in June 2022 with an initial stakeholder event focussing on the outline design and use of space within the new facility. Larger stakeholder engagement events took place in December 2022, with the feedback helping to influence and shape the programme, which remains on track for completion by June 2025;
- East Ayrshire Council's requirements for a strategic approach to the regeneration of Kilmarnock Town Centre, following an Elected Members session held in November 2022, including the scope for health and wellbeing facilities;
- The Irvine Valley Technology Enabled Care Pathfinder, which has progressed around the Scottish Approach to Service Design by engaging local communities on the use of new technology and smart supports to transform care;
- The essential capital works that are being progressed at the Cumnock Health and Wellbeing Centre to meet regulations and improve facilities for staff and patients;
- The consideration of potential sites for Stewarton Medical Practice and the proposals to deliver this in the coming years.

PEOPLE WHO USE SERVICES AND CARERS IMPLICATIONS

27. The 2022-23 Annual Reviews of the Strategic Plan, Workforce Plan, Communications Strategy and Property and Asset Management Strategy have significant implications for people who use service and carers. The outcomes from these reviews have confirmed the Partnership's strategic planning and delivery arrangements for locally integrated health and social care services.

FINANCIAL IMPLICATIONS

28. Under Scottish Government guidance, the Strategic Plan should incorporate a Medium Term Financial Plan for the resources within its scope. The IJB, in leading on the preparation of the Strategic Plan, should set out the total resources included in each year of the plan in order to ensure that there is appropriate resourcing and devolution of responsibility to deliver, in line with the outcomes and priorities set out in the Plan.
29. According to statutory guidance, the relevant resources are:
 - The payment made to the Integration Joint Board by the Local Authority for delegated services;
 - The payment made to the Integration Joint Board by the Health Board for delegated healthcare services, and;
 - The amount set aside by the Health Board for any delegated services provided in large hospitals for the population of the IJB.
30. In keeping with the guidance cited above, parties to the Integration Scheme are expected to provide indicative three year allocations to the IJB in line with the Strategic Plan.
31. This rolling indicative allocation is subject to annual approval through the budget setting processes. The Annual Review of the Strategic Plan aligns these processes.

32. An indicative integrated budget for delivering the Strategic Plan 2021-30, as updated by the Annual Review, will be presented to the IJB on 29 March 2023. Detailed budgetary information will be presented in this Approved Budget Position Report.
33. The IJB must be assured that the resources available are, within the strategic context of the NHS Ayrshire and Arran and East Ayrshire Council, consistent with the delivery of the Strategic Plan 2021-30.

HUMAN RESOURCE IMPLICATIONS

34. There are no human resource implications arising directly from this report.

POLICY/LEGAL IMPLICATIONS

35. The Annual Review of the Strategic Plan is presented in accordance with legal requirement on the IJB to review the Strategic Plan on a periodic and regular basis, to involve the Strategic Planning Group in this review and to decide whether a replacement plan is required.

COMMUNITY PLANNING IMPLICATIONS

36. The 2022-23 Annual Reviews align with the strategic direction of the East Ayrshire Community Plan 2015-30 and the partnership actions set out in the Wellbeing Delivery Plan 2021-24.

EQUALITY IMPLICATIONS

37. There are no equality implications arising directly from this report. However, the outcomes of the 2022-23 Annual Reviews reaffirm the Partnership's commitment to mainstreaming equality.

RISK IMPLICATIONS

38. Risk implications are identified and managed through strategic and operational Risk Registers. IJB risk appetite and prioritisation will continue to be reviewed in relation to the Strategic Plan.

COMMUNICATIONS IMPLICATIONS

39. There are no communications implications arising directly from this report.

Jim Murdoch
Senior Manager: Wellbeing, Planning and Performance
15 March 2023

Implementation Officer:

Craig McArthur
Chief Officer

Background Papers:

[Strategic Plan 2021-30](#)

[Workforce Plan 2022-25](#)

[Communications Strategy](#)

[Property and Asset Management Strategy 2021-24](#)