



Title/Subject: Strategic Plan and Strategic Planning Group
Meeting: Integration Joint Board
Date: 6 April 2018
Submitted By: Programme Manager
Action: For Decision

1. INTRODUCTION

- 1.1. The purpose of the report is to advise the Integration Joint Board of the requirement to review the Strategic Plan 2016-19. The report also advises on the role of the Strategic Planning Group; an overview of the activities required associated with the review of the plan; and an indication of the resource requirements to achieve this.

2. RECOMMENDATION

The Integration Joint Board is asked to:

- 2.1. note the requirement of the Public Bodies (Joint Working) (Scotland) Act 2014 to review the Strategic Plan, a minimum of once every 3 years
- 2.2. agree to hold a workshop with the Strategic Planning Group to consider the review of the Strategic Plan
- 2.3. note the role of the Strategic Planning Group in the review of the Strategic Plan
- 2.4. agree the Strategic Planning Group will consider their terms of reference and membership, and provide an update to the next Board meeting
- 2.5. agree that the partners will identify and make available the resources required to complete this work, including the production of the Annual Performance Report 2017-18

3. BACKGROUND

- 3.1. The Public Bodies (Joint Working) Scotland Act 2014 section 29 (1) requires Integration Joint Boards to produce a Strategic (Commissioning) Plan.
- 3.2. The Integration Joint Board approved and published its first Falkirk Health and Social Care Partnership Strategic Plan on 24 March 2016. The Board also approved a number of supporting documents including:
- Joint Strategic Needs Assessment
 - Participation and Engagement Strategy
 - Clinical and Care Governance Framework

- Risk Management Strategy
- Performance Management Framework
- Housing Contribution Statement
- Market Facilitation Plan (July 2016)
- Consultation and Engagement report.

4. FALKIRK STRATEGIC PLAN

- 4.1. The Board will be aware of the Strategic Plan vision, local outcomes and priorities, as summarised below:

Vision

To enable people in the Falkirk area to live full and positive lives within supportive communities.

Local outcomes

- ***Self Management*** - Individuals, their carers and families are enabled to manage their own health, care and well being
- ***Autonomy and Decision Making*** - Where formal supports are required, people are enabled to exercise as much control and choice as possible over what is provided
- ***Safe*** - Health and social care support systems help to keep people safe and live well for longer
- ***Experience*** - People have a fair and positive experience of health and social care
- ***Community based Supports*** - Informal supports are in place, accessible and enable people, where possible, to live well for longer at home or in homely settings within their community.

Priorities

These are attached as Appendix 1 for information.

5. REVIEW OF THE FALKIRK STRATEGIC PLAN

- 5.1. The Board members are aware that the Integration Joint Board (IJB) is responsible for the preparation of a Strategic Plan in relation to the functions delegated to it by the Council and NHS Board. This will ensure the IJB, through its Strategic Plan, will deliver on the priorities across the partnership area.
- 5.2. The Strategic Plan will set out how the IJB will plan and deliver services over the medium term, using the integrated budgets under their control and enable them to deliver the national outcomes for health and wellbeing, and achieve the core aims of integration to:

- improve the quality and consistency of services for patients, carers, service users and their families
 - provide seamless, integrated, quality health and social care services in order to care for people in their homes, or a homely setting, where it is safe to do so
 - ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.
- 5.3. The Public Bodies (Joint Working)(Scotland) Act 2014, section 37 states that the Integration Authority must, before the expiry of the relevant period, review the effectiveness of its Strategic Plan. The process of the review is to be determined by the Integration Authority.
- 5.4. In completing a review, the Integration Authority must:
- have regard to the Integration principles and national health and well-being outcomes
 - seek and have regard to the views of the Strategic Planning Group (SPG) on:
 - the effectiveness of the arrangements for carrying out the integration functions, and
 - whether the Integration Authority should prepare a replacement Strategic Plan.
- 5.5. It is recognised that since the production of the Strategic Plan, there has been significant change to the local and national policy context. This includes the Community Planning Partnership Single Outcome and Local Delivery (SOLD) Plan; Primary Care Transformation Programme and GMS Contract; Carers Act; Ministerial Strategic Group integration indicators; Regional Planning; and the national strategies for Mental Health and Dementia.
- 5.6. The Board will also be aware of the financial context and demographic changes that will impact on the delivery of the Strategic Plan. These factors include the budget settlements announcements; inflation; Scottish Living Wage; removal of the pay cap; and the National Care Home Contract.
- 5.7. Following the first publication of Strategic Plans in April 2016, the Scottish Government undertook a national review to consider the content and effectiveness of all 31 Partnership Strategic Plans. A report including findings and recommendations was issued to Integration Authorities in October 2016.
- 5.8. In order to inform the IJB and SPG of potential areas of review and improvement, a self-assessment has been undertaken to consider the current Strategic Plan against points identified for improvement or development within the national review. There has also been work undertaken to ensure alignment with the current Strategic Plan and these emerging areas of policy and legislation.
- 5.9. Given the challenging timescale to review the Strategic Plan, it is proposed that a joint workshop is held with the IJB and the SPG to seek views. This would be held as part of the Board development session on 4 May 2018. This alongside the

outcome of the self-assessment, financial and performance reports will help inform the IJB about the options for the review of the Plan.

5.10. The potential review outcomes are:

- retain the existing Strategic Plan – the main strategic direction remains relevant and no updating is required
- revise the existing Strategic Plan – the main strategic directions remains relevant and some aspects need updated with a revised Plan published by 1 April 2019
- replace the existing Strategic Plan – the main strategic direction is no longer relevant and a new Strategic Plan will be published by 1 April 2019.

5.11. Once the outcome of this workshop is known, a proposed process and timescales will be developed, recognising the statutory process, and will be reported to the Board.

5.12. The Annual Performance Report has provided a mechanism to report performance against the Strategic Plan. The Public Bodies (Joint Working) (Scotland) Act 2014 specifies that a performance report must be produced by an Integration Authority to ensure that performance is open and accountable and sets out an assessment of performance in planning and carrying out the integration functions for which they are responsible. This is to be produced for the benefit of Partnership and their communities.

5.13. The Board approved its first Annual Performance Report 2016 – 17 on 4 August 2017. It reports on performance against the Partnership's local outcomes as required by the legislation, and highlights our achievements throughout the year, with some case studies included.

6. STRATEGIC PLANNING GROUP (SPG)

6.1. Integration Authorities are required under Section 32 of the Public Bodies (Joint Working) (Scotland) Act 2014 to establish a (SPG).

6.2. The Act also specifies the membership, role and function of the group. The membership of this group is prescribed in the Public Bodies (Joint Working) (Membership of the Strategic Planning Group) (Scotland) Regulations 2014. Those stakeholders must be fully engaged in the preparation, publication and review of the strategic commissioning plan, in order to establish a meaningful co-productive approach.

6.3. The prescribed membership of the SPG is as follows:

- Users and carers of health care
- Users and carers of social care
- Health and social care professionals
- Commercial and non-commercial providers of health care
- Commercial and non-commercial providers of social care
- Non-commercial providers of social housing

- Third sector bodies carrying out activities related to health care or social care.
- 6.4. At the time of the establishment of the SPG, the membership of the group was augmented to include Community Planning, Procurement and Commissioning, planning and finance officers.
- 6.5. The Falkirk SPG meets approximately 6 times each year, co-ordinating with the IJB meetings to ensure the SPG can contribute to the Board business. The SPG has had a key role in the financial governance processes aligned to Partnership Funding; informing the development of the Annual Performance report and contributing views on the development of the Care at Home contract. In addition, many members of the SPG are involved in strategic planning or operational groups that are leading on business that is subsequently presented to the Board.
- 6.6. Section 37 of the Public Bodies (Joint Working) Scotland Act 2014 requires the SPG to review progress and propose to the IJB whether to keep the current Strategic Plan or replace this.
- 6.7. The need to review the Strategic Plan also provides a timely opportunity to consider the terms of reference for the group. The current membership is in line with the requirements, however it is proposed a review takes place to ensure the group remains able to discharge its responsibilities as well responding to further local and national developments as outlined at 5.3 and 5.4. It is proposed that the Strategic Planning Group will consider their terms of reference and membership and bring back an update to the next Board meeting.

7. PROCESS AND RESOURCE REQUIREMENTS

- 7.1. The SPG will be supported by a Strategic Plan Coordinating Group who will be responsible for supporting this work. This approach will also ensure a robust process and review the Strategic Plan within the timescales now available.
- 7.2. This group will report to the SPG and will comprise of service planning representatives from Falkirk Council and NHS Forth Valley, with Third and independent sectors, if practical.
- 7.3. These officers will identify where other work impacts on the content of the Strategic Plan and ensure cross cutting issues are addressed and brought back to the SPG for consideration where necessary. The group will work with the SPG to support any revision of the plan and associated documents and agree how these are to be developed and identify resources required from the partners.
- 7.4. Engagement with key operational, planning and commissioning managers will be essential in this process. It should be noted that there are some existing care and thematic groups that will be central to the development of various sections of the plan. Where input is required from specific groups, the process will be supported/facilitated to ensure consistency across the whole plan.

- 7.5. It should be noted that over this same time frame the IJB will be required to produce an Annual Performance Report 2017-18 by 31 July 2018. This will similarly require a level of support provided by the constituent authorities.

8. CONCLUSIONS

The report sets out the proposed process to review the Strategic Plan. The role of the Strategic Planning Group is set out in the legislation and it is for the group to provide the IJB with views on the effectiveness of the arrangement for carrying out the integration functions and whether the Integration Authority should prepare a replacement Strategic Plan.

It is the decision of the IJB whether to retain, review or replace the Strategic Plan, having regard to the views of the SPG.

Resource Implications

There will be resource implications for capacity to be made available by Falkirk Council and NHS Forth Valley, namely planning and performance capacity, to support the review process, engagement and consultation and refresh to the Plan and Annual Performance Report.

Impact on IJB Outcomes and Priorities

The report relates to the review of the Strategic Plan will ensure the partnership is continuing to work towards local priorities.

Legal & Risk Implications

The IJB will be compliant with the Public Bodies (Joint Working) (Scotland) Act 2014 if it undertakes the review and involves the Strategic Planning Group.

Consultation

The Strategic Plan 2016-19 was subject to engagement and consultation as prescribed by legislation and noted within the Consultation and Engagement report.

Equalities Assessment

An EPIA will be undertaken through the review process, but is not required for this report.

Approved for submission by: Patricia Cassidy, Chief officer

Author: Suzanne Thomson, Programme Manager

Date: 23 March 2018

List of Background Papers:

Self-Management	
<ul style="list-style-type: none"> We will lead the cultural change required across agencies and communities to support the change necessary to deliver integrated care We will redesign services so they are flexible and responsive, ensure feedback drives continuous improvement and are aligned to our outcomes We will continue to develop the ways in which we support carers We will support people to use technology solutions to support them to have more independence and control over their lifestyles and the management of their condition. 	<ul style="list-style-type: none"> We will implement our Organisational Development and Workforce Plan to support our staff and partners through training and organisational development Communication will be central to everything that we do. We will continue to engage with stakeholders to shape our services to meet needs We will provide information that enables people to manage their condition is accessible and delivered consistently
Autonomy And Decision Making	
<ul style="list-style-type: none"> We will develop a single point of contact for people and their carers to support access to a wide range of information on services across all sectors We will develop one Single Shared Assessment as standard across the Partnership We will promote the uptake of Anticipatory Care Plans that reflect the current views of people and their carers. 	<ul style="list-style-type: none"> We will ensure this information is shared where appropriate. We will continue to design community based models of care, such as Closer to Home and Advice Line For You (ALFY) Information sharing protocols are in place
Safe	
<ul style="list-style-type: none"> We will ensure there is a greater focus given to individual case management, enhanced by the provision of advocacy support, where required We will ensure risk is acknowledged and managed effectively and risk based support is in place We will continue to work across the partnership to ensure adults at risk of harm are supported and protected. 	<ul style="list-style-type: none"> We will implement our Clinical Care Governance framework We will continue to invest in Technology Enabled Care as an effective and appropriate way to support care. We will pursue co-location of staff and services where appropriate to support integration
Service User Experience	
<ul style="list-style-type: none"> We will ensure consistent high quality services are delivered, informed by a robust service evaluation framework We will ensure our decision-making processes are consistent, fair and transparent, and are based on reliable information and evidence based good practice. 	<ul style="list-style-type: none"> We will complete Equality and Poverty Impact Assessments for all subsequent changes to policies and services to ensure we identify and address inequalities We will implement our Participation and Engagement Strategy
Community-based Supports	
<ul style="list-style-type: none"> We will establish locality planning structures within the three local areas agreed which will align with the Community Planning Partnership We will adopt a consistent framework when commissioning services that will build sustainable capacity within all sectors 	<ul style="list-style-type: none"> We will build on existing strengths within local communities We will provide information about community based support is accessible and presented in a consistent manner

