

Agenda Item 11

Review of the Strategic Plan 2019 - 2022



Falkirk Integration Joint Board

4 June 2021

Review of the Strategic Plan 2019 - 2022

For Decision

1. Executive Summary

- 1.1 The purpose of the report is to advise the Board of the requirement to review the Strategic Plan 2019 - 2022. The report also advises on the role of the Strategic Planning Group and a proposal to review the plan.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 note the requirement to review the Strategic Plan, a minimum of once every 3 years.
- 2.2 agree to the proposals to review of the Strategic Plan.

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. This is in relation to the functions delegated to it by the Council and NHS Board. This will enable the IJB, through its Strategic Plan, to deliver on the priorities across the partnership area.
- 3.2 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. It will also set out how the IJB will deliver the national outcomes for health and wellbeing, and achieve the core aims of integration to:
 - improve the quality and consistency of services for people 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.
- 3.3 The Strategic Planning Group has a key role in the review and development of the Strategic Plan. They must be fully engaged in the preparation, publication and review of the plan, in order to establish a meaningful co-productive

approach. Section 37 of the Act requires the SPG to review progress and propose to the IJB whether to keep the current Strategic Plan or replace this.

- 3.4 The Annual Performance Report provides a mechanism to report performance against the Strategic Plan and progress towards meeting the national health and wellbeing outcomes. This will ensure that performance is open and accountable and sets out an assessment of performance in carrying out the integration functions.

4. Review of the Strategic Plan

4.1 Legislation

The Public Bodies (Joint Working) (Scotland) Act 2014 places legislative requirements on integration authorities to review their Strategic Commissioning Plans at least once in every relevant period.

- 4.2 Section 37 of the Act 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.

- 4.3 In subsection (1) of the Act, “relevant period”, in relation to an integration authority, means

- (a) the period of 3 years beginning with the integration start day (as defined in section 29(6)), and
- (b) each subsequent period of 3 years beginning with –
 - (i) where a replacement strategic plan is prepared following a review under subsection (1), the day specified under subsection (9)
 - (ii) where no replacement strategic plan is prepared following such a review, the day on which the integration authority decides not to prepare a replacement strategic plan.

- 4.4 The legislation outlines two options for Integration Authorities:

- retain the current plan restarting the relevant period at the date of this decision, or
- replace the plan at the end of the current relevant period.

- 4.5 When considering whether to retain the current Strategic Plan, 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 SPG on:
 - the effectiveness of the arrangements for carrying out the integration functions, and
 - whether the Integration Authority should prepare a replacement Strategic Plan.

4.6 **Scottish Government Advice**

The Scottish Government has written to Chief Officers to confirm the reporting arrangements for Integration Schemes, Strategic Commissioning Plans and Annual Performance Reviews for the current reporting year.

4.7 In relation to the Strategic Plan, the requirement is for IJBs, working with their Strategic Planning Group, to undertake a review (as opposed to necessarily creating a new plan).

4.8 Therefore, a review could take place resulting in a decision to continue with the same plan for a period of 12 months. This would be followed, in due course, by a subsequent review resulting in a comprehensive period of consultation and engagement and, ultimately, the creation of a new Strategic Plan.

4.9 In summary a review of plans must be completed if due but can be a review only and we do not require creation of new plan.

4.10 **Review proposal**

The review of the Strategic Plan was discussed with the Strategic Planning Group. The timing and scale of work required to prepare a new Strategic Plan along with associated documents was considered. It was acknowledged this would be significant alongside recovery work, and we need time reflect on what we have learned through the pandemic and to better understand future demand and capacity on services.

4.11 The SPG supported a review process to consider if the current Plan remains 'fit for purpose' and to provide assurance of that to the IJB. It is proposed this process would include a survey to IJB, SPG, HSCP Senior Leadership Team and HSCP Management Team members for their initial views on the continued relevance of the Strategic Plan vision, outcomes and priorities.

4.12 A joint workshop would then be held with the IJB and the SPG to discuss the findings of the survey. This would be held as part of the Board development session on 2 July 2021. This will then inform a subsequent report to the IJB about the options for the Plan and a proposed process and timescales will be developed, recognising the statutory process.

4.13 **Associated Work Required**

4.14 **Strategic Needs Assessment**

To support and inform the development of our Strategic Plan, we have undertaken two strategic needs assessments, the most recent in [2018](#).

4.15 The initial needs assessment was a substantial project that involved engaging with many services and groups as well as gathering and analysing data and evidence on our demographics, life circumstances (including inequalities), lifestyle and risk factors, population health, provision of health and social care services and carers.

- 4.16 As the initial needs assessment was extensive and included robust trends to inform the strategic plan it was felt that many of the conclusions from the evidence gathered were still relevant by the time it came to start planning for the second iteration of the Strategic Plan. This allowed a more focussed approach to the needs assessment where the priority was to fill key gaps from the first iteration and refresh some areas as appropriate.
- 4.17 Discussions have started as to the approach to the further development of the Strategic Plan and therefore also strategic needs assessment. The impact of COVID on our population and services is likely so great that we are unable to confidently make the decision of taking a similar approach to needs assessment as we done for the second iteration of the Strategic Plan. A more robust approach and similar to that for the first iteration is likely required. Although this will be a more timely and resource intensive process it would allow us to undertake more in depth analysis to ensure we have as much analysis and evidence on the impact of COVID to help inform the next Strategic Plan.
- 4.18 **Medium Term Financial Plan**
Will set out the overall resources available to the Partnership to support delivery of the Strategic Plan. The plan will help to ensure that resources are directed to the delivery of IJB outcomes. This work is essential given the financial position, impact of pandemic on budget; demands for service etc.
- 4.19 **Housing Contribution Statement 2019 – 2022 –**
Is a bridge between the Local Housing Strategy and the HSCP Strategic Plan. Work is ongoing to review this including the development of the Housing Strategic Needs Assessment.
- 4.20 **Integrated Workforce Plan 2022 – 2025**
The Interim Integrated Workforce Plan 2021-2022 is attached as a separate agenda item with further work required to prepare a 3 year plan.
- 4.21 **Consultation and Engagement**
In preparing and publishing Strategic Plans, IJBs must ensure stakeholders, including the SPG, are fully engaged in the preparation, publication and review of the Plan, in order to establish a meaningful co-productive approach.
- 4.22 Engagement with key operational, planning and commissioning managers will be essential in this process. There are existing care and thematic groups taking forward the HSCP Delivery Plan and Covid-19 Remobilisation Plan who will have a contribution to the review of the plan, and this will need to be co-ordinated and facilitated.
- 4.23 We need to ensure we build in more time to effectively engage with people, carers, staff, communities, and partners, taking into account covid restrictions and how we can look at alternative methods. The Participation and Engagement Strategy attached as a separate agenda item will support this work.

- 4.24 We will also continue to work with other partners, including the Community Planning Partnership who are in the process of completing significant community consultation. Early indications of this feedback are assuring that the Strategic Plan outcomes and priorities remain current and relevant.
- 4.25 **Annual Performance Report 2020 -21**
Over the next 3 months we will produce the Annual Performance report, which will also provide supporting evidence of progress and areas for improvement to support the review process.

5. Conclusions

- 5.1 The report sets out the proposed process to review the Strategic Plan. This takes into account the SPG, the significant work required to prepare a new plan and associated documents, and recovery and remobilisation.
- 5.2 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.
- 5.3 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

Planning and performance capacity will be required from Falkirk Council and NHS Forth Valley to support the review process, engagement and consultation and refresh of the plan.

Impact on IJB Outcomes and Priorities

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

Directions

A new direction or change to an existing direction is not required.

Legal & Risk Implications

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

Consultation

The SPG views have informed the report.

Equalities Assessment

This is not required for this report.

6. Report Author

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7. List of Background Papers

None

8. Appendices

None