

Agenda Item 11

Review of the Strategic Plan 2019 - 2022



Falkirk Integration Joint Board

3 September 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 outcome of the workshop held on 2 July to review the Strategic Plan 2019 – 2022 and to agree to the recommendation to extend the plan to March 2023.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 agree to extend the current Strategic Plan for 1 year from March 2022
- 2.2 note that a further review of the Plan will take place in March 2022.

3. Background

- 3.1 The Public Bodies (Joint Working) Scotland Act 2014 requires Integration Joint Boards to produce a Strategic (Commissioning) Plan and to review this at least once in every “relevant period”.
- 3.2 The “relevant period” 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.
- 3.3 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.
- 3.4 The Strategic Planning Group (SPG) has a key role and must be fully engaged in the preparation, publication and review of the plan, in order to establish a meaningful co-productive approach. The Act requires the SPG to

review progress and propose to the IJB whether to keep the current Strategic Plan or replace this.

3.5 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.

3.6 The Scottish Government recently advised the requirement is for IJBs, working with their SPG, to undertake a review (as opposed to necessarily creating a new plan). Therefore, a review could take place resulting in a decision to continue with the same plan for further period. 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.

3.7 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 A joint workshop was held on 2 July 2021 with IJB, SPG and HSCP Senior Leadership Team members. The purpose was to seek their initial views on the continued relevance of the Strategic Plan. This included their views on the vision, outcomes and priorities and whether the plan should be retained or replaced.

4.2 The majority of workshop attendees were in agreement that the Strategic Plan vision was clear and remained relevant (89% said yes, 10% said not sure). The majority were also in agreement that the outcomes and priorities within the Plan remain appropriate and reflect challenges identified through data and community and partner engagement activity that was presented to the meeting (80% said yes, 20% said not sure).

4.3 Opportunity was provided for discussion regarding the vision and outcomes. Key to the discussion was an acknowledgement of the Independent Review of Adult Social Care (ISRAC). The group noted that consultation and guidance development is ongoing, and that it would be more appropriate to understand the full implications of Scottish Government guidance prior to any revision.

4.4 The group discussed whether the plan should be retained or replaced. 72% voted for the plan to be carried forward for 1 year, with a new plan in place for April 2023, 27% voted to carry the plan forward for 2 years, with a new plan in place for 2024. Following further discussion it was agreed that carrying the plan forward for 1 year was the most appropriate option.

- 4.5 The rationale for a delay in producing a new plan that could be justified included:
- Covid-19 related factors, service disruptions and focus on recovery, which must remain a priority for services across the health and social care system. This has and will continue to require a lot of management and staff time. In turn this limits manager and partners availability for any Strategic Plan related development and consultation exercises. We need time reflect on what we have learned through the pandemic and to better understand future demand and capacity on services.
 - The number of significant work programmes underway over the same time frame. These include the redesign of the inhouse care at home service; the tender framework for care at home services; the redesign of older people's day services; the Community Hospital master planning work and the preparatory work for the joint inspection of Adult Support and Protection.
 - Enabling effective engagement as the usual processes are more problematic due to covid restrictions. Our Participation and Engagement Strategy sets out principles to make sure that people can be involved and actively engaged in the design and development of health and social care services. We are working to enable successful engagement and ensure the views of stakeholders inform our service planning activity.
 - Scottish Government guidance and policy is awaited on implementation of the wide-ranging recommendations of the Independent Review of Adult Social Care (IRASC). We need time to collectively reflect on and respond to this when this is produced.
- 4.6 The workshop considered options for the next Plan. The majority agreed to apply the scope within the legislation to extend the current Strategic Plan by 1 year from March 2022. This will give the IJB, HSCP and our stakeholders an opportunity to understand and evaluate how external factors will impact on the health and social care landscape for the short to medium term. It was also enable time for engagement work to take place. The Board is asked to agree to this recommendation.
- 4.7 The attendees were all supportive that we continue to respond to Covid-19 through our Remobilisation and Delivery Plans. An update will be presented to the IJB on a regular basis.
- 4.8 **Strategic Needs Assessment**
To support and inform the development of our next Strategic Plan, work has started to prepare our third strategic needs assessment. This will be a substantial project to engage with services and groups. We will also gather and analyse data and evidence on the impact of Covid-19; demographics, life circumstances (including inequalities), lifestyle and risk factors, population health, provision of health and social care services and carers.

4.9 Although this will be a resource intensive process it will allow us to undertake more in-depth analysis to ensure we have as much analysis and evidence on the impact of Covid-19 to help inform the next Strategic Plan.

4.10 **Annual Performance Report 2020 -21**

The Annual Performance Report will provide supporting evidence of progress and areas for improvement the Partnership has achieved in line with the Strategic Plan.

5. Conclusions

5.1 The report sets out the feedback and recommendation of the workshop held to review the Strategic Plan. The discussion concluded that the Plan should be carried forward for 1 year, with a new plan in place for April 2023.

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 as it has reviewed the plan and involved the Strategic Planning Group.

Consultation

The SPG views have informed the report.

Equalities Assessment

An equalities assessment was completed on the Strategic Plan. This is not required for this report.

6. Report Author

Suzanne Thomson, Senior Service Manager

7. List of Background Papers

None

8. Appendices

None