

Agenda Item 10

Review of the Strategic Plan 2019 - 2023



Falkirk Integration Joint Board

10 June 2022

Review of the Strategic Plan 2019 - 2023

For Decision

1. Executive Summary

- 1.1 The purpose of the report is to advise the Board of the review the Strategic Plan 2019 – 2023.

2. Recommendations

The Integration Joint Board is asked to:

- 2.1 Approve review process as proposed by the Strategic Planning Group
- 2.2 Approve the revised terms of reference for the Strategic Planning Group

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 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 Review 2021

In September 2021 the Board agreed to extend the Strategic Plan for a further one year to 2023, with a review process to start from March 2022. This was in line with Scottish Government advice at the time of the requirement 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.

- 4.2 This decision was informed by a joint workshop with IJB, SPG and HSCP Senior Leadership Team members 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. There was also recognition of capacity and timing to prepare a new plan taking into account available information to better understand and evaluate how external factors will impact on the health and social care landscape for the short to medium term.

Associated Work Required

4.3 Strategic Needs Assessment

To support and inform the development of our next Strategic Plan, or any decision to retain the current 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.

- 4.4 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.

4.5 Medium Term Financial Plan

The 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.

4.6 **Housing Contribution Statement**

The HCS is a bridge between the Local Housing Strategy and the Strategic Plan. Work is ongoing to review this including the development of the Housing Need and Demand Assessment.

4.7 **Integrated Workforce Plan 2022 – 2025**

Work is ongoing to finalise the Integrated Workforce Plan 2021-2022 in line with the revised Scottish Government guidance, which states that Plans must be developed in line with the 5 Pillars of Workforce Planning and published by 31 October 2022. Further detail is provided within the Chief Officer's report.

4.8 **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.

4.9 Engagement with key operational, planning and commissioning managers will be essential in this process. There are existing care and thematic groups taking forward a range of work who will have a contribution to the review of the plan, and this will need to be co-ordinated and facilitated.

4.10 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 and ongoing work to involve people with lived experience in HSCP activity, will support this work.

4.11 We will also continue to work with other partners, including the Community Planning Partnership who are engaging with communities to develop Locality Plans. Work to date on Locality Plans for the Grangemouth, Denny, Dunipace & Dennyloanhead and Bainsford & Langlees Plans. The Plans have identified priorities for communities in line with the current Strategic Plan outcomes and priorities, namely substance use and mental health.

4.12 The Strategic Planning Group participated in a session to progress the review of the Strategic Plan on the 13 May 2022. An overview of the current plan was provided, along with initial findings from the needs assessment process. The group had the opportunity to discuss the alignment of emerging findings of the needs assessment with the outcomes and priorities of the current Strategic Plan. Options were also presented about the scope and scale of the review process achievable within the timescale for publication, which is 1 April 2023.

4.13 The following key points were highlighted by the group:

- It was agreed that Covid recovery should be considered as a cross-cutting theme across all areas of provision and therefore should not be a new or separate priority.

- Wider consultation is required regarding HSCP outcomes and priorities with staff, partners and communities.
- Review of current outcomes is required to reflect integration and the need for enhanced joined up working practice across the Partnership.
- Further consideration is required regarding the inclusion of long-covid as a condition, particularly in relation to workforce implications and support services required.
- A logic model should be developed to demonstrate how priorities link to outcomes and priorities and to help identify any gaps.

4.14 With regard to high level review process, the below table show the timescale and process presented and agreed.

Timescale	Action
May - June	<ul style="list-style-type: none"> • Finalise Strategic Needs Assessment (SNA)
June - July	<ul style="list-style-type: none"> • Assess implications of SNA • Review / develop strategic context (e.g. PESTLE* analysis)
July - September	<ul style="list-style-type: none"> • Consult on Outcomes & Priorities
October	<ul style="list-style-type: none"> • Seek IJB approval on Outcomes & Priorities
October - December	<ul style="list-style-type: none"> • Draft Strategy
January – February 2023	<ul style="list-style-type: none"> • Consult on Strategy
March	<ul style="list-style-type: none"> • Seek IJB approval for Strategy

* PESTLE analysis: Political, Economic, Social, Technical & Environmental

5. Strategic Planning Group: Terms of Reference

5.1 The terms of reference for the Strategic Planning Group are due for review. Draft revisions were considered by the group at their meeting on 13 May 2022. These are attached at appendix 1 and the Board is asked to approve the revised Terms of Reference.

6. Conclusions

6.1 The report sets out the proposed process to review the Strategic Plan. The timescales take into account the significant work required to prepare a new plan (and associated documents), including time for engagement with stakeholders. The SPG will have oversight of the review process.

- 6.2 The role of the Strategic Planning Group is set out in the Public Bodies (Joint working) (Scotland) 2014 Act 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.

Resource Implications

Existing planning and performance capacity will be used 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 in reviewing the plan and involving the Strategic Planning Group.

Consultation

The Strategic Planning Group views have informed the report. Communities, staff and partners will be consulted at various stages during the development of the Strategic Plan.

Equalities Assessment

An equalities assessment will be completed as part of the review and refresh of the Strategic Plan.

7. Report Author

- 7.1 Suzanne Thomson, Senior Service Manager

8. List of Background Papers

- 8.1 None

9. Appendices

Appendix 1: Strategic Planning Group Terms of Reference

Falkirk HSCP Strategic Planning Group Terms of Reference

JUNE 2022

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1. INTRODUCTION

- 1.1. The Strategic Planning Group (SPG) is a subgroup of the Integration Joint Board (IJB), established under section 32 of the Public Bodies Joint Working (Scotland) Act 2014.
- 1.2. The SPG membership is comprised of a wide range of representatives designed to reflect the interests of different local stakeholder groups across Falkirk as part of the IJB's strategic planning process
- 1.3. There will be clear lines of communication and direction between the Integration Joint Board (IJB) and the SPG. This will enable the work of the SPG to be aligned to meeting their role and remit as noted below.
- 1.4. Falkirk Strategic Planning Group and the Terms of Reference have been set up in line with the Public Bodies (Joint Working) (Scotland) Act 2014.

2. ROLE AND REMIT

- 2.1. The SPG will primarily:
 - support and inform the development process for the IJB's Strategic Plan, including ongoing review of the effectiveness of the Plan and the need for subsequent reiterations/revisions as appropriate.
 - provide stakeholder views and advice to the IJB for any emerging plans, programmes of work and service redesign (including significant decisions regarding service provision outside the strategic plan in accordance with section 36 of the Public Bodies Joint Working (Scotland) Act 2014).
- 2.2. The SPG will:
 - give due consideration to draft documents produced by the Strategic Plan Co-ordination Group, including the Strategic Plan, implementation plan and the Strategic Joint Needs Assessment

- review progress in the delivery of the Strategic Plan, in support of the IJBs key responsibilities to monitor implementation, including delivery against:
- local vision, outcomes and priorities and the wider integration delivery principles referred to under section 31 of the Public Bodies Joint Working (Scotland) Act 2014).
- national Health and Wellbeing Outcomes
- national integration indicators
- any other emerging requirements
- make recommendations to the IJB to improve the strategic planning process
- support work to enable the successful delivery of the Strategic Plan
- bring forward key issues of good practice and concern to ensure the plan clearly articulates stakeholder priorities and suggest ways to deal with these
- make recommendations to the Health and Social Care Partnership (HSCP) Senior Leadership Team on the allocation of Partnership Funding (this will be through consideration of information brought forward by the Partnership Funding Group, which is a sub-group of the SPG)
- Provide assurance to the IJB that Directions are implemented in line with the Directions Policy, this will involve regular review of the Directions log (in respect of new Directions issued to Partners following IJB decision making which results in significant service change), requesting progress reports from partners and escalating issues to the IJB as appropriate. A formal assurance statement on the operation of Directions will be provided to the IJB on an annual basis.

3. MEMBERSHIP OF THE GROUP

- 3.1. The SPG core membership is attached at Appendix 1, and complies with the prescribed membership as outlined in the Public Bodies Joint Working (Scotland) Act 2014.
- 3.2. It can be helpful to have the experience and views of new members, taking into account the need for continuity. The group may therefore consider a review of members and extend invitations to other stakeholders that it considers will add value to its work. This may be on a one-off basis, for the duration of a defined piece of work/agenda item, or on a recurring basis.

- 3.3. This will be arranged at the discretion of the Chair in agreement with the individual(s) to be invited.

4. OPERATION OF THE GROUP

4.1. Chair

The SPG will be chaired by the Chief Officer with the Chief Finance Officer acting as Vice Chair.

4.2. The Chair will:

- ensure papers are issued 5 working days in advance of the meetings
- co-ordinate the efficient operation of SPG meetings to ensure appropriate consideration of agenda items in the time available
- manage discussions during meetings to ensure these are balanced, productive and on point
- be responsible for facilitating consensus within the group and articulating the conclusions reached for the purpose of the minutes.

5. ROLE OF MEMBERS AND SUBSTITUTES

5.1. SPG members are expected to:

- attend at least 80% of meetings, and to consider the impact of non-attendance on other members and the work of the group. It is recognised there will be occasions where members are unable to attend. In these circumstances their substitute should attend.
- have read reports and papers in advance of meetings so that the time available can be used for productive discussions
- actively contribute to the SPG's discussions and articulate effectively the views, experiences and interests of their stakeholder group and represent the views of others
- support the IJB to achieve the national health and wellbeing outcomes via its Strategic Plan and through the work of the HSCP as the IJB's operational service delivery vehicle.

- act as a 'critical friend' to challenge any performance issues and improvement plans
- ensure linkages with other areas of work/groups they are involved in to ensure alignment with the IJB Strategic Plan
- act and behave in a way that supports and promotes the IJB and the HSCP's public reputation
- represent the IJB in their work within the group
- act as a conduit for communication with respective stakeholder groups
- maintain confidentiality when matters or papers of a confidential nature are discussed at meetings.

5.2. The IJB will provide reasonable support, including expenses, to enable SPG members to attend meetings and fulfil their duties. Members who need support to attend can be accompanied if this assists their participation.

6. QUORUM

6.1. The quorum for the SPG will be a representative from each of the following groups:

- IJB
- NHS Forth Valley
- Falkirk Council
- HSCP Localities
- Stakeholder – either Third Sector, carer or service user.

6.2. This will enable the SPG's ability to make progress, which should not be undermined by any non-attendance of members at meetings.

7. APOLOGIES AND SUBSTITUTES

7.1. SPG members are expected to submit their apologies in advance of any meeting they are not able to attend.

7.2. Members should nominate their substitute at the first meeting they attend. This should be someone who represents their stakeholder group and can fulfil the role of members as set out

above. Substitutes are expected to be representative of their stakeholder group and otherwise display the same behaviours expected of members.

8. WORK PROGRAMME AND FREQUENCY OF MEETINGS

8.1. The SPG will determine its programme of work in line with:

- the direction set from the IJB and
- legislative requirements and national guidance.

8.2. This will be done each year and a schedule of meetings will be agreed. This will synchronise with the IJB and be sufficient to deliver the priorities of the SPG programme of work.

8.3. A meeting forward planner will be agreed each year to include presentations and agenda items.

8.4. The core agenda items will include:

- IJB minutes for information following their approval by the Board
- Chief Officer update
- Chief Finance Officer update
- Strategic Plan update
- Consideration of new Directions

9. SUPPORT

9.1. Support will be provided to the SPG by the IJB Chief Officer.

10. MINUTES

10.1. The minutes of the SPG will be submitted to the Integration Joint Board for information at its next meeting following their approval by the group.

11. TERMS OF REFERENCE

- 11.1. The Terms of Reference will be reviewed each year, or at any time the IJB considers a review is necessary. This could be in the light of experience or emerging issues. The findings of the review will be recorded in the minute and submitted to the IJB as noted at 5.
- 11.2. The final determination on the suitability of the membership and Terms of Reference rests with the IJB.