

**Subject: Strategic Plan Update**

**Purpose:** To outline the next steps to produce a new strategic commissioning plan and seek support from the IJB for the recommended approach.

**Recommendation:** IJB to approve:  
a) Production of a one-year bridging strategic plan covering the period April 2021 to March 2022. This will reflect on the current plan, outline the recovery and the 2030 vision.  
b) During the recovery period, develop a longer-term detailed strategic commissioning plan setting out the IJBs direction to 2030, to be published by March 2022.

Glossary of Terms	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
Strategic Plan	Strategic Commissioning Plan

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	The existing strategic commissioning plan ceases on the 31 March 2021 and there is a statutory requirement to have a new plan in place from 1 April 2021. The provisions in the Coronavirus (Scotland) Act 2020 do not permit any change to the requirements and publication of the Strategic Plan.
1.2	Due to the recent pandemic there are significant barriers in place to successfully producing a strategic plan which is meaningful and realistic, including our ability to carry out meaningful engagement with communities.
1.3	As a result, the partnership has sought legal and Scottish Government advice and it is proposed to develop a 1 year 'bridging plan' to be published by March 2021. This plan will reflect on the current plan, set out the IJBs intention to recover and renew partnership services, post pandemic, and enable the development of a longer-term detailed plan from April 2022. This document will also, where possible, describe a 2030 vision.
<b>2.</b>	<b>BACKGROUND</b>
2.1	There are a range of legislative requirements which require to be developed to inform a new strategic plan. It is proposed to bring together a Strategic Planning Working Group, with a range of sub-groups and use existing governance groups e.g. Transformation Board to develop the new strategic plan:

	<p><b>Strategic (Commissioning) Plan</b></p> <ul style="list-style-type: none"> <li>➤ Needs Assessment</li> <li>➤ Planning using Outcomes</li> <li>➤ Performance approach based on outcomes</li> <li>➤ Medium Term Financial Plan Update</li> <li>➤ Transformation Plan</li> <li>➤ Organisational Development Strategy re-refresh</li> <li>➤ Participation and Engagement strategy re-refresh</li> <li>➤ Workforce strategy re-refresh</li> <li>➤ Commissioning Strategy at locality level for services and Lead Partnership arrangement</li> <li>➤ Update of older people strategy as 'Reshaping Care for Older People' is due to expire.</li> </ul>
2.2	<p>Discussions were held with the HSCP Director early in the new year and this was followed up by the Strategic Planning and Transformation Team holding two 'think tank sessions' to support the production of a draft approach for consideration. The Finance and Transformation senior team considered approaches and in late January the Strategic Planning Group, which has responsibility to produce the strategic plan, began their work by considering these three questions:</p> <ul style="list-style-type: none"> <li>• What value should the next strategic planning process add?</li> <li>• What key contributions have you made to the HSCP, in the last 18 months, of which you are most proud?</li> <li>• What more could you do working with services and communities, to co-produce longer term solutions, building on our existing engagement approaches and community assets, to ensure HSCP sustainability?</li> </ul> <p>Further work on the outcome and proposals from the strategic planning group were placed on hold as a result of the pandemic.</p>
2.3	<p>Due to the pandemic there are now barriers in successfully producing a plan which is both meaningful and relevant. There are several issues:</p> <ul style="list-style-type: none"> <li>- The requirement for a new needs' assessment was highlighted as an action in the recent Joint Inspection, however the implementation of 'test and protect' approaches for an estimated 18-month period impacts on the ability to develop a robust needs assessment, as public health teams who usually support this work, are deployed to the pandemic;</li> <li>- The re-mobilisation plans across key services areas and the independent/third sector providers are in place to March 2021, however the impact and outcomes of attempting re-mobilisation during the pandemic are unknown. It is unlikely that the outcomes of recovery plans will be clear until the end of 2022. This in turn has an impact on the requirement for the HSCP to successfully develop its financial and transformation plans, organisational development and integrated workforce plan;</li> <li>- There remain considerable financial uncertainties which make longer term financial planning challenging;</li> <li>- There has been a review of performance measures during COVID resulting in changes to the current baseline performance data and the need to produce new/amended performance measures. It will take time in the recovery phase to</li> </ul>

	<p>identify the required performance information moving forward to meet new strategic requirements;</p> <ul style="list-style-type: none"> <li>- There is a risk that demographic and data analysis will be based on old data and unreflective of the impact of the pandemic. There may be some lag in the publication of more recent and meaningful data to inform a new strategy;</li> <li>- The requirement to social distance requires engagement approaches to be virtual for the foreseeable future and this presents challenges in consulting on plans and developing a new participation and engagement strategy. There is also a concern that people's current pandemic mindset may limit the ability for individuals to look to the future without bias;</li> <li>- The delay to iMatter reduces the ability to compare outcomes and improvements based on staff views;</li> <li>- The joint inspection identified a gap in terms of a requirement to have a new adults and older people strategy and it had been planned to develop this at the same time as the new strategy. However, the national review of adult social care may have an impact on current commissioned models and workforce planning arrangements.</li> </ul>
2.4	<p>The Strategic Planning and Transformation Team lead chaired two meeting with South and East Ayrshire to determine their current approaches and to ensure a consistency of approach in planning the Lead Partnership arrangements.</p>
2.5	<p>In July 2020 the Chief Finance and Transformation Officer chaired a meeting with civil servants from the Scottish government about the challenges being faced in developing a strategic plan post pandemic.</p> <p>The key areas to consider were:</p> <ul style="list-style-type: none"> <li>- Learning from pandemic,</li> <li>- Recovery, renewal and enable process,</li> <li>- The big ambitions, which remained relevant during the pandemic and bridging these to the new environment,</li> <li>- The review of adult social care at national level and its future impact.</li> </ul> <p>The development of a one-year bridging plan was proposed that would take the partnership from April 2021 to March 2022 when a more informed longer-term plan would be published.</p> <p>It was agreed that as there were several HSCPs across Scotland, in the same position e.g. Shetland; that the Health and Care Directorate team would host a meeting at the beginning of August to agree a way forward.</p>
2.6	<p>A meeting with Scottish Government leads was held early August, with representatives from HSCPs who also require to review Strategic Plans by April 2021, including East Ayrshire, South Ayrshire, East Renfrewshire, East Dunbartonshire, Scottish Borders and Dumfries and Galloway.</p> <p>Overall, the feedback highlighted a shared concern in relation to developing a meaningful strategic plan by March 2021, considering the various barriers put in place as a result of the Pandemic.</p>

	<p>Most areas represented, agreed the 'one-year bridging plan' approach proposed by North Ayrshire was sensible. This should allow Partnership's to adhere to their strategic review obligations, a 'rolling on' of current plans for a fixed period would not fulfil our statutory responsibilities.</p> <p>The outliers to the proposal include East Ayrshire, who intend to develop a full long-term plan to 2030, for publication by April 2021; and Dumfries and Galloway, who will seek a six-month extension to their existing plan as they prepare a refreshed 3-year strategic plan.</p> <p>Further meetings of this group have been proposed to allow areas to work together and share learning and ideas to co-ordinate plans, Scottish Government colleagues are keen to support this work.</p>
<b>3.</b>	<b>PROPOSALS</b>
3.1	<p>IJB to approve:</p> <p>a) Production of a one-year bridging strategic plan covering the period April 2021 to March 2022. This will reflect on the current plan, outline the recovery and the 2030 vision.</p> <p>b) During the recovery period, develop a longer-term detailed strategic commissioning plan setting out the IJBs direction to 2030, to be published by March 2022.</p>
3.2	<b><u>Anticipated Outcomes</u></b>
	The partnership Strategic Planning and Transformation Team has worked with the Performance and Systems Team to map existing outcomes to both the National Health & Wellbeing outcomes, National Recovery outcomes and the National Mental Health Quality Indicators.
3.3	<b><u>Measuring Impact</u></b>
	With the creation of a new strategic plan a new set of performance indicators, linked to revised outcomes will be identified.
<b>4.</b>	<b>IMPLICATIONS</b>
<b>Financial:</b>	The plan will provide the relevant financial information.
<b>Human Resources:</b>	The plan will provide the relevant workforce information.
<b>Legal:</b>	Legal advice has been sought to ensure this planning proposal meets the required legislation.
<b>Equality:</b>	An Equality Impact Assessment will be developed.
<b>Children and Young People</b>	This will be considered as part of the new Equality Impact Assessment.
<b>Environmental &amp; Sustainability:</b>	This will be considered as part of the new Equality Impact Assessment.
<b>Key Priorities:</b>	As part of the planning process the key priorities and plans will be reviewed.
<b>Risk Implications:</b>	The new plan will consider HSCP risks and challenges.
<b>Community Benefits:</b>	N/A

	Direction to :-	
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<b>Direction Required to Council, Health Board or Both</b>	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	x

<b>5.</b>	<b>CONSULTATION</b>
5.1	<p>There has been consultation with the Strategic Planning Group, the three Ayrshire HSCPs, NAC legal services and the Scottish Government Health and Care Directorate.</p> <p>The Strategic Planning Group considered this approach on 10 August 2020 and there was support. It was also proposed that a small subgroup of the Strategic Planning Group be formed to progress key elements of the work e.g. the engagement plan. The Third Sector lead and the Programme Manager for 'Caring for Ayrshire' have already offered support for this work, creating synergy across the sectors.</p>
<b>6.</b>	<b>CONCLUSION</b>
6.1	<p>The approach outlined will allow the IJB to meet the statutory requirements to review the Strategic Plan whilst giving a period of reflection on the existing Strategic Plan, reflecting on the response and recovery phase of the pandemic and will provide an opportunity to carry out meaningful engagement and planning exercise to inform a longer term plan.</p>

**For more information please** contact Michelle Sutherland on 01294 317751 or [msutherland@north-ayrshire.gov.uk](mailto:msutherland@north-ayrshire.gov.uk) or Scott Bryan on 01294 317747 or [sbryan@north-ayrshire.gov.uk](mailto:sbryan@north-ayrshire.gov.uk)