
Integration Joint Board
19th April 2018

Subject: **NAHSCP Strategic Plan 2018-2021**

Purpose: To present the final version of the Partnership's new strategic plan for the period from 2018/21 to IJB and seek approval for publication and implementation

Recommendation: It is recommended that IJB:

- Approves the plan for publication, distribution and implementation
- Supports the implementation of the plan over its three year life

Glossary of Terms	
ASPIRE	All Service Performance Information, Review and Evaluation
HSCP	Health and Social Care Partnership
IJB	Integration Joint Board
NHS AA	NHS Ayrshire and Arran

1.	EXECUTIVE SUMMARY
1.1	Since May 2017, work has progressed in the development of a new North Ayrshire Health and Social Care Partnership (HSCP) Strategic Plan that will cover the period from April 2018 to March 2021.
1.2	Following a period of consultation in January and February 2018, the plan was revised and presented to Integration Joint Board (IJB) on the 15th March 2018 for comment and noting.
1.3	The HSCP Strategic Plan 2018-21 is now complete. Both a full publication version and summarised version has now been produced and once approved these will appear on the website on the 20 th April 2018. It will take 7-10 days to produce a modest print run of copies for distribution. [Appendix 1 & Appendix 2]
1.4	Approval is now sought from IJB to proceed with publication and implementation.
2.	BACKGROUND
2.1	It is a requirement of the Public Bodies (Joint Working) (Scotland) Act 2014 that integration authorities produce a Strategic Plan.
2.2	North Ayrshire HSCP published its first 3 year plan in April 2015. This will expire in March 2018.

2.3	In preparation, the HSCP has developed a new three year plan for publication that will replace the existing plan and inform the activity of the Partnership from April 2018.
3.	PROPOSALS
3.1	<p>It is proposed that IJB do the following:</p> <ul style="list-style-type: none"> ▪ Approve the HSCP Strategic Plan 2018-21 ▪ Approve the Summary HSCP Strategic Plan ▪ Approve the online publication of both the HSCP Strategic Plan 2018-21 and Summary plan on the: <ul style="list-style-type: none"> ▪ HSCP Website ▪ North Ayrshire Council Website ▪ NHS Ayrshire & Arran Website ▪ Any other online formats as considered appropriate ▪ Approve a modest print run of physical copies of the HSCP Strategic Plan 2018-21 ▪ Approve a larger print run of physical copies of the Summary HSCP Strategic Plan 2018-21 for wider distribution
3.2	<u>Anticipated Outcomes</u>
	<p>The strategic plan will ensure North Ayrshire achieves the nine National Health & Wellbeing Outcomes, established by the Scottish Government, the three national children's outcomes and three national criminal justice outcomes as detailed within the Scottish Governments National Performance Framework.</p> <p>In addition, through the enactment of the Partnership Pledge and the various community based developments outlined, we anticipate that local people in North Ayrshire will become more aware of how to make changes that will positively impact their health and wellbeing and that of those around them.</p>
3.3	<u>Measuring Impact</u>
	<p>North Ayrshire HSCP has a robust performance and financial management framework incorporating multiple levels of scrutiny. This includes:</p> <ul style="list-style-type: none"> • Publishing an Annual Performance Report • Bi-annual joint performance review meetings with the Chief Executive of both North Ayrshire Council (NAC) and NHS Ayrshire and Arran • Bi-annual service area performance review meetings (ASPIRE) • Quarterly Performance and Audit Committee Reports/Meetings • Medium Term Financial Plan
4.	IMPLICATIONS

Financial :	<p>The plan includes significant detail on the Partnership' budget position and sets out the need to work differently to ensure sustainability. The Medium Term Financial Plan is currently being updated.</p> <p>Implementing the plan should ensure cost savings can be made through better ways of working.</p>
Human Resources :	The plan incorporates elements of the Workforce Development plan and identifies the ongoing need to review the HSCP

	workforce to ensure it is suitable to address the challenges faced.
Legal :	The new plan sets out the direction for the North Ayrshire Health and Social Care Partnership for the period, 2018-21 and adheres to the requirements set out in the Scheme of Delegation
Equality :	An Equality Impact Assessment has been completed on the new Strategic Plan. Overall no negative impacts were identified as a result of the implementation of this plan. [Appendix 3]
Environmental & Sustainability :	The plan highlights the need for the HSCP to work better to ensure cost pressures are met (see Risk Implications below). In addition, through the priority of Bringing Services Together, much focus is on consolidating teams into shared areas to improve access for local people.
Key Priorities :	The new plan maintains the existing five strategic priorities and identifies new actions to address them.
Risk Implications :	The plan highlights potential funding gap of £39.2million, should the plan not be realised. As such the risk is associated with non-implementation of the plan, which could ultimately leave the Partnership unsustainable.
Community Benefits :	Non-applicable. Does not directly relate to any tendering or procurement activity

Direction Required to Council, Health Board or Both	Direction to :-	
	1. No Direction Required	X
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

5.	CONSULTATION
5.1	A consultation on the draft strategic plan was held from 9 th January to 16 th February 2018. The consultation resulted in 207 responses to an on-line survey and 174 face to face conversations with local people. Analysis of the survey highlighted a strong endorsement of the Partnership's vision and strategic priorities. Where feedback and narrative was provided, it was used to inform the final development of the plan.
5.2	It is intended that the consultation analysis report and the 'You said, We did' document is also published electronically alongside the strategic plan.[Appendix 4]
6.	CONCLUSION
6.1	The HSCP Strategic Plan for the period of 2018-21 is now ready for publication. It is recommended that IJB approve the new plan for publication, public distribution and implementation. IJB is also asked to fully support the implementation of the new strategic plan.

For more information please contact Michelle Sutherland – Strategic Planning & Transformation Change Lead on (01294) 317751 or msutherland@north-ayrshire.gcsx.gov.uk

Appendix 1

HSCP Strategic Plan 2018-21 – printed paper to follow

Appendix 2

HSCP Summary Strategic Plan 2018-21 – printed paper to follow



**North Ayrshire Council
Equality Impact Assessment Form**

Section 1 - Details

- 1.1. Service** **Section**
- 1.2. Name of Policy or Practice being assessed:**

Is it new ☒ Existing ☐
- 1.3. List of participants in Equality Impact Assessment**
- 1.4. Manager responsible for impact assessment**
Name:
Designation:
- 1.5. Timetable**
Date assessment started: (dd/mm/yyyy)
Completion date: (dd/mm/yyyy)

Section 2 – Aim and Relevance

- 2.1. What is the purpose of the policy or practice?**
- 2.2. What are the anticipated outcomes?**
http://www.gov.scot/Topics/Health/Policy/Health-Social-Care-Integration/National-Health-WellbeingOutcomes."/>
- 2.3. Who is affected by the policy or practice as an internal or external service user?**
 - Local people
 - Local communities
 - Users of services
 - Carers



North Ayrshire Council Equality Impact Assessment Form

- Members of staff
- Health & Care professionals and organisations

2.4. Please indicate the equality groups likely to be affected by the policy:

As the strategic plan will cover all people who access health and social care services, it is likely that all equality groups will benefit from the implementation of the plan.

However, due to the nature of services delivered it is likely that the plan will have greatest impact on the following groups:

Age (children, young people and older people)

Those with a disability (both learning and physical)

Pregnancy and Maternity

Other (carers, those impacted by poverty, those in rural areas, etc)

2.5 Which aspects of the policy eliminate unlawful discrimination, harassment and victimisation?

The plan identifies the HSCPs commitment to the Pan Ayrshire Equality Outcomes that have been established to ensure we meet the public sector equality duty.

The plan underlines the importance of working with people ensuring that there is no barrier to them accessing services, kept safe from harm and that their preferences and ideas are taken into account when planning any care activity.

2.6 Which aspects of the policy advance equality of opportunity between people which share a relevant protected characteristic and those who do not?

A key focus of the plan is to help reduce the many inequalities people face in North Ayrshire. Through implementation of the plan, the HSCP aims to improve access to quality health and care services for all people across Ayrshire to ensure that regardless of your history or background you can access the right services at the right time.

In addition a large focus of the plan is to engage more effectively in communities, empowering them and building up existing assets. This approach aims to make communities more supportive and resilient places which will facilitate local people in maintain and improving their own health and that of those around them.

A number of programmes will look to support vulnerable adults (perhaps subject to poor mental health, learning disability or addictions) to access employment support programmes

2.7 Which aspects of the policy foster good relations between people who share a protected characteristic and those who do not?

A large focus of the plan is to encourage local people to be more active in improving and maintaining their own health and care and supporting those



around them. A key element of this is educating communities to better support people who are vulnerable, socially isolated or excluded. Through community education, local communities will be more supportive and welcoming environments and the instances of stigma or discrimination will reduce.

2.8 Which equality groups and communities have been involved in the development of the policy?

The Strategic Plan's writing group had a broad membership from across the partnership, including representatives from each of the three service areas (Mental Health, Community Care and Children & Families) as well representation from the Third and Independent Sectors. Each representative of services that support a broad section of people in North Ayrshire. Several workshops were also held with representatives of Independent Sector Organisations, the HSCP IJB and Strategic Planning Group. Representatives from the HSCP Locality Planning forums also had the opportunity to contribute to plan.

2.9 Are there any other groups to be consulted?

Consultation with Strategic Planning Group on 27th February 2018 seeking endorsement to progress to IJB for approval.
Final approval will be sought from Integration Joint Board on 15th March 2018

Section 3 – Collecting Information

3.1. What evidence is available about the needs of relevant groups?

Source of Evidence

Demographic data,
including Census

National Records for Scotland Population statistics and projections

Research

Various strategies and policies were reviewed in the development of this plan. Including:

- Analysis of Deprivation, Disease and Practice Payments (NHS A&A)
- Learning Disability Strategy (NAHSCP)
- New Dementia Strategy
- Palliative Care Framework
- Adverse Childhood Events profiles

(Full list available)

Consultation &
survey reports

- What Matters to You? National Conversation (June 2016)
- Public Consultation (9 Jan – 16 Feb 2018)
- Mid-year financial plan



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	<ul style="list-style-type: none"> Change programme analysis Review of Scheme of Integration Stepping Stones to change review
Equality Monitoring Data	Scottish Index of Multiple Deprivation (2016)
Inspection & audit reports	NA
Service user feedback & complaints	NA
Ombudsman reports & case law	NA
Officer knowledge & experience	Michelle Sutherland – Strategic Planning and Transformational Change Lead Scott Bryan – Team Manager Planning HSCP Strategic Planning Group HSCP Extended Partnership Senior Management Team

3.2. Are there any gaps in evidence?

NA

Section 4 – Impacts

4.1. Could the proposed policy or practice have an impact on any of the following protected characteristics?

Protected Characteristic	Yes	No	Please explain
Age (Older people, children and young people)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through the implementation of the strategic plan, we will improve health and care services to young





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			and older people, particularly in their own communities.
Disability (Physical and Learning)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The HSCP is responsible for delivering health and care services to those with disabilities (physical and learning). The plan sets out intentions to review services to the benefit of service users. As such the implementation of this plan should positively impact this protected group.
Gender reassignment (Where a person is living as the opposite gender to their birth)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The implementation of the strategy is not anticipated to impact negatively on people who identify with this protected characteristic.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through delivery of our early years programmes providing support to pregnant women and new mums, it is anticipated that implementation of this strategic plan will positively impact on those within this protected group.
Race, ethnicity, colour, nationality or national origins (including gypsy/ travellers, refugees and asylum seekers)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The implementation of the strategy is not anticipated to impact negatively on people who identify with this protected characteristic.
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The implementation of the strategy is not anticipated to impact negatively on people who identify with this protected characteristic.
Sex (Women and Men)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The implementation of the strategy is not anticipated to impact negatively on people who identify with this protected characteristic.
Sexual Orientation (Lesbian, gay and bisexual people)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The implementation of the strategy is not anticipated to impact negatively on people who identify with this protected characteristic.



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Other (Poverty, homelessness, ex offenders, isolated rural communities, carers, part-time workers, or people in a marriage/civil partnership)



The strategy sets out the HSCPs intentions to tackle the various inequalities North Ayrshire, provide greater support to local carers, and improve services in rural communities and supporting the reintegration of offenders back into the community. The implementation of the strategy is anticipated to impact positively on a wide range of additional groups.

Section 5 – Assessment

5.1. Is there any evidence that the policy:

- may result in less favourable treatment for particular groups?
- may give rise to direct or indirect discrimination?
- may give rise to unlawful harassment or victimisation?

Yes ☐

No ☐

No evidence ☒

If yes, give details

In making services more sustainable in the long term, there is a risk many service users may see a reduction in their provided care packages following service reviews

5.2. If you have identified a negative impact, how will you modify this?

No clear negative impacts have been identified. Where service users see a reduction in existing care packages, meaningful alternatives will be offered, including access to a Direct Payment in order for individuals to have greater choice and control over their own care package. Further we will work with partners in the Third and Voluntary sector in develop suitable community based support options for local people.

5.3. Is the policy or practice intended to promote equality by permitting positive action or action to remove or minimise disadvantage?

Yes ☒

No ☐

If yes, please give details

The plan intends to help reduce the significant inequalities in North Ayrshire and improve the areas overall health and wellbeing.
The plan intends to develop, educate and encourage communities to better support local people to improve their health and wellbeing, be mindful of and care for neighbours

Section 6 – Consultation & Recommendations

6.1. Describe the consultation undertaken with equality groups, including details of the groups involved and the methods used.





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A public consultation on the plan took place between 9th January and 16th February 2018.

A focussed communication regarding the consultation was sent to various interest groups inviting them to participate in the online survey and attend many of the organised public events.

In terms of equality monitoring data, only Age and Gender information was collected.

7 Outcome of Assessment

7.1. Please detail the outcome of the assessment:

No major change

☒

Adjust the policy

☐

Continue the policy

☐

Stop and remove the policy

☐

7.2. Please detail recommendations, including any action required to address negative impacts identified

All potential negative impacts that would result from a review of any services will be mitigated through alternative methods, such as accessing direct payments and developing greater levels of community based support.

7.3. Is a more detailed impact assessment needed?

No



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Section 8 – Monitoring

- 8.1. Describe how you will monitor the impact of this policy e.g. performance indicators used, other monitoring arrangements, who will monitor progress, criteria used to measure if outcomes are achieved.**

HSCP performance is subject to multiple levels of scrutiny. Performance reports on progress made against the plan is reported in the following places:

- NAC & NHS Joint Performance Reviews
- Performance & Audit Committee Quarterly Performance Reports
- ASPIRE internal performance review process

- 8.2. Describe how you will publish the results of monitoring arrangements?**

HSCPs are required to publish an annual performance report setting out performance against the 9 National Health and Wellbeing outcomes.

- 8.3. When is the policy or practice due to be reviewed?**

This plan will expire on 31st March 2021. A new plan will be developed for the period 2021 onwards.

- 8.4. Head of Service who has approved impact assessment
Please insert name and title of the Head of Service who has approved this assessment**

Name:

Title:

Date:

Section 9 – Publication

- 9.1 All Equality Impact Assessments must be published on the Council website.**

Useful Guidance

Equality and Human Rights Commission: Assessing impact and the public sector duty: A guide for public authorities (Scotland) (2012)

<http://www.equalityhumanrights.com>



You said, we did

Output following Strategic Plan Consultation

North Ayrshire Health and Social Care Partnership published its second Strategic Plan (2018/2021) on 20th April 2018. A working group was established in May 2017 to progress this work and produced its consultation draft in December 2017.

This draft was subject to public consultation in January and February 2018. The aim of the consultation was to gather the views and feedback from various stakeholders, including:

- Members of the public
- Service users
- Carers
- Members of Staff
- Partner organisation
- Interest groups

In addition to the public consultation, feedback was also sought from internal stakeholders and representatives from NHS Ayrshire and Arran, as well as East and South Health and Social Care Partnerships.

Feedback gathered through the consultation and internal engagement was to inform the published version of the plan. We took on-board the comments you made and the ideas you gave us, which helped us to refine and improve the plan to make it more meaningful to you.

This paper provides a summary of the suggestions and comments you made and identifies what changes we made as a result (Section A: You Said, We Did). It will also highlight where we did not adopt a suggestion and explain the reason why (Section B: You Said, Why we did not).

Section A: You said, we did

Ref	You Said...	We Did...	Page Reference
A:1	The document was too long and often difficult to read	Reviewed the language used, removed and condensed information where appropriate and re-ordered chapters to improve the reader experience. Further, where appropriate we also moved sections to the appendix, for example the locality mini profiles.	Throughout document.
A:2	You had concerns for those in which English is not their first language, as this could lead to social isolation. The plan had no mention of supports available to those who do not have English as a first language	We developed an Action around working closer with our colleagues across Ayrshire to improve access to Translation and Interpretation Services including BSL	Page 41 (Strategic Priorities: Tackling Inequalities)
A:3	You agreed with our message of working closer with communities.	We revised our 'Partnership people and the future' chapter and moved the 'Working with you' section to the beginning.	Page 30
	You identified concerns regarding challenges in getting GP appointments and the availability of health related education in regards to alternative services (e.g. pharmacy, optometry)	We included many actions to improve how we deliver primary care services and improving local people's knowledge and confidence in using other community based health services that are easier to access. For example, some of our actions state we will: <ul style="list-style-type: none"> • Expand the role of Community Link Workers to help people understand the full range of services available to them, and • Implement a Primary Care Development plan to help people access the right services as soon as possible. 	Pages 42 and 46 (for example)
A:4	Certain information in the Independent Sector section was no longer true.	We removed the text in relation to the outdated information.	Page 38
A:5	Many of the actions could be worded better to improve their meaning. Members of staff helped identify better forms of wording.	We adopted the suggested changes from staff colleagues to improve the wordings of our actions	Pages 41 to 49
A:6	Asked us to include reference to the 'No Alcohol, No Risk' in pregnancy message as you identified a growing concern of Foetal Alcohol Spectrum Disorder (FASD)	We included an action to work with partners to raise awareness and help combat the prevalence of this condition.	Page 46

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A:7	The plan was not clear on the resources and finances we had available. Some concern was raised over how we would fund the implementation of the strategic plan and achievement of the HSCP Vision.	We enhanced the finance chapter with the most up to date finance information available. This included: Information on our Medium Term Financial Plan The IJB budget for 2017/18 and breakdown of how it is spent between our service areas Identifies the contributions from our Parent Bodies Identifies the potential funding gap if we do not change how we deliver services.	Page 24 -27
A:8	The plan was not clear on our intentions for the future commissioning of services	We included a section 'Strategic Commissioning of Services', underlining our commitment to the effective and efficient strategic commissioning of services at the local, pan Ayrshire and Regional level	Page 28
A:9	During the consultation you told us what you did to keep yourself and those around you, well. You also told us what more you could do to maintain or improve your health and wellbeing.	We took what you told us and included it in our Partnership Pledge, and in the 'You can help by,' boxes against each Strategic Priority	Pages 4, 42, 44, 46, 49, and 51

Section B: You said, why we did not

Ref	You Said...	Why we did not...	Page Reference
B:1	We received some feedback regarding our Vision for North Ayrshire. Some feedback indicated the vision in itself was meaningless without firm actions to back it up.	The majority of respondents agreed with the Vision (96% of respondents). As such, we made no changes to the wording of the Vision. However, we have made other changes to the document firming up the narrative to explain how the HSCP intends to achieve its Vision. This includes greater detail on the budget and our strategic commissioning intentions.	Page 6
B:2	You were concerned about the lack of support services and leisure opportunities for children and young people on Arran	We did not include a specific action around this concern. The plan contains a number of actions around engaging with communities to identify needs and priorities for action as well as actions around improving opportunities for vulnerable young people. For example, on page 41 within the Tackling inequalities section we have two actions: Communities: <i>Continue to work with communities to co-produce the highest possible quality of health and social care; supporting you to stay well and self-manage your condition as effectively as possible</i> Children & Families: <i>Implement the Children's Services Plan and Corporate Parenting Plan to support vulnerable young people to access the same opportunities as their peers</i> These actions would apply to young people across all of North Ayrshire.	Page 41
B:3	You highlighted many things during the consultation that you felt should be a priority for the partnership. These included concerns over <ul style="list-style-type: none"> • Transport • Self-management • Employability 	We did not create any new priorities based on this feedback. It was agreed that the priorities identified are covered within the existing five strategic priorities. In addition, the plan contains specific actions to address the issues raised.	Page 40 onwards.

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	<ul style="list-style-type: none"> Community support/Activities 		
B:4	Our finance and resource information should be as up to date as possible.	Due to publication timescales, we are unable to include the IJB budget for 2018-19. This is due in part to the different budget setting processes held by our parent bodies of North Ayrshire Council and NHS Ayrshire & Arran.	Most up to date budget information available on Page 24
B:5	You told us that you were supportive of developing an integrated care hub on Cumbrae, but you were concerned about the current lack of availability of care services on the Island of Cumbrae, e.g. a local care home.	<p>The IJB has concluded (meeting held on 14th September 2018) that building an integrated care hub is the preferred option to enhancing health and social care on the island. Information and evidence available indicates that building a care home would not be a financially sound investment.</p> <p>Through future engagement work, the HSCP will continue to listen to the concerns and issues of local residents and work to potentially develop the best care solutions for people on the island</p>	