

Subject: Strategic Plan

Purpose: To provide an update to the IJB following the Strategic Planning Group on the progress in creating a bridging strategic plan to March 2022 with a supporting vision to 2030.

Recommendation: The IJB to note the progress in creating the bridging strategic plan, to approve that further needs assessment work be undertaken, to promote the North Ayrshire Wellbeing Conversation across their networks, and to receive a first draft of the bridging plan in February 2021.

Glossary of Terms	
ADP	Alcohol and Drug Partnership
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
SPG	Strategic Planning Group
CPP	Community Planning Partnership
LPF	Locality Planning Forums
LP	Locality Partnerships
PSMT	Partnership Senior Management Team
RCOP	Reshaping Care for Older People
ASN R&R	Additional support needs residential and respite service

1.	EXECUTIVE SUMMARY
1.1	North Ayrshire IJB approval to create a bridging strategic plan with a longer vision to 2030 has resulted in the Strategic Planning Group (SPG) beginning this work. This paper highlights the outcomes of a review of the existing strategic priorities, areas of focus and review, findings from an initial analysis of needs and the commencement of the North Ayrshire Wellbeing Conversation.
1.2	The SPG reviewed the existing five strategic priorities and recommends continuing to use these until 31 March 2022; after which the priorities and their enablers will be reviewed, this approach will be incorporated into the bridging plan.
1.3	An initial analysis of needs has been produced and our Locality Planning Forums (LPFs) will undertake a review of this initial information. The Integration Joint Board will receive a needs assessment update in January 2021 as part of the budget development session.
1.4	The engagement plan is now complete having been discussed at the SPG, the Partnership Senior Management Team (PSMT) and discussed with our Third, Independent, Locality Planning Forums (LPFs), Community Planning Partnership (CPP) Locality Partnership (LPs) and NHS Caring for Ayrshire Programme. The North

	Ayrshire Wellbeing Conversation is our most ambitious to date and it will run for an 18-month period.
2.	BACKGROUND
2.1	The North Ayrshire IJB supported an approach to developing a bridging strategic plan with a longer vision to 2030 and through the Strategic Planning Group (SPG) this work is progressing at pace.
2.2	The SPG reviewed the existing five strategic priorities and recommend continuing to use these until 31 March 2022; after which the priorities and their enablers will be reviewed.
2.3	This paper highlights the areas of focus and review for the bridging plan, as noted in full at section 3.2 .
2.4	<p>Working with our NHS LIST analysts, the Strategic Planning and Transformation Team has undertaken an initial analysis of need. This area requires further work, with the information broken down to locality level to be considered by the LPFs to inform a review of priorities.</p> <p>Early discussions have taken place with the Community Planning Team to ensure that these priorities are included, where appropriate, within CPP Locality Partnerships as part of their locality priority review commencing in June 2021. The Integration Joint Board will receive a needs assessment update in January 2021 as part of the budget development session.</p>
2.5	<p>In order to provide us with an added level of accountability and transparency, whilst drawing on a wide range of expertise and knowledge, an engagement oversight group was established with representatives from the following areas: Community Planning, Housing, Contract Management, Planning and Performance, Community Link Workers, Health Improvement Scotland, third sector, independent sector, Libraries, NHS Person Centred Care Team and Caring for Ayrshire.</p> <p>An ambitious engagement plan was developed and agreed by the group, which will seek a wide conversation with the people of North Ayrshire, specifically targeting those who are often marginalised and/or excluded. The commencement of the North Ayrshire Wellbeing Conversation is our most ambitious programme of engagement to date and it will run for an 18-month period. For it to succeed, we need the IJB, our staff and partners to share the questions, ask the questions and answer the questions as much as possible. Full details are included in section 5.2</p>
3.	PROPOSALS
3.1	The SPG reviewed the existing five strategic priorities and recommends continuing to use these until 31 March 2022; after which the priorities and their enablers will be reviewed, this approach will be incorporated into the bridging plan.
3.2	<p>The SPG has developed a subgroup to support the development of the new bridging strategic plan. The subgroup is made up from a wide range of representatives, including:</p> <ul style="list-style-type: none"> • Public Health • Strategic Planning and Transformation • Planner Managers from each service area • Organisational Development • Workforce Development • Business Administration

- Contracts and Commissioning
- Carers representative
- Performance and Information systems
- Justice Services
- Independent Sector
- Voluntary Sector
- Housing Services
- Community Learning and Development
- Community Planning

The areas of focus and review for the bridging strategic plan identified to date are:

- **Achievements 2018/2021** - An overview of key achievements identified by services, partners and localities over the past three years,
- **Pandemic Reflections** - Providing an overview of how services, partners and localities have coped during the COVID-19 pandemic,
- **Priorities and Outcomes** - Underpins the existing 5 strategic priorities for a further year. Mapped to Scottish Government's Pandemic Recovery outcomes and other partner outcomes e.g. Public Health Scotland,
- **Challenges** – Linked to Strategic Needs Assessment information e.g. Inequalities (child poverty) at North Ayrshire and Locality level,
- **Actions** – Identified by Transformation Board and Service Ambitions,
- **Engagement** – Review historical activity from 'Thinking Different Doing Better', LPF activity, Mental Health Conversations, ADP consultation, Advocacy engagement, ASN R&R Engagement, and the new North Ayrshire Well-being conversation,
- **Strategies** - An overview of status and need to refresh relevant HSCP strategies during 2021/2022 e.g. Carers strategy (2021), Volunteer Strategy (2021), Participant and Engagement Strategy (2021), Workforce Development (2021), Older People Strategy (RCOP 2021), ADP Strategy (2024), Children services plan (2023) Children's Poverty Action Plan (2023), NAC Council Plan (2024) and Caring for Ayrshire (2030),
- **Workforce and Organisational Development** - Review of plans to further develop HSCP workforce including Leadership Programmes, Induction, Succession planning, Mental Health Action 15, Primary Care Improvement Plan and Caring for Ayrshire approach,
- **Finance and Transformation** - Review Transformation plans linked to service improvement activity, Medium Term Financial Plan and Commissioning Intentions,
- **Policy and Legislation** – Review the relevant issues e.g. Charging policy (2021) Public Sector Equality Duty, Fair access to Services, Transport Policy, Eligibility Criteria (Adults and Young People), Transitions Policy and Housing Contribution Statement), Independent Review of Adult Social Care,
- **Measuring our performance** Overall statement on performance obligations. Highlighting National Health and Wellbeing outcomes and other relevant indicators and
- **Lead Partnership Statements** - Providing oversight of each Ayrshire HSCPs lead responsibility areas e.g. North – Mental Health and some children's services, East Ayrshire for Primary Care and South Ayrshire.

3.3	The timescales for the work are noted in the diagram below and it hoped that an initial draft will be available for February 2021 for the IJB to review and feedback prior to approval in March 2021.
	<p>The diagram is a horizontal timeline with a blue arrow pointing to the right. It features five blue circular markers with dashed lines connecting them to text boxes. The markers are labeled with time periods: August, Sep.-Oct., Nov. 2020 – Mar. 2021, Apr. 2021, and Mar. 2022. The text boxes contain specific tasks or milestones corresponding to these periods.</p>
3.4	The IJB are asked to promote the North Ayrshire Wellbeing Conversation across their networks as described in section 5.2.
3.5	<p><u>Anticipated Outcomes</u></p> <p>The strategic plan will ensure North Ayrshire continues to meet its obligations in achieving the nine National Health & Wellbeing Outcomes, and other identified outcomes throughout its duration.</p> <p>In addition, it is also anticipated that the plan will provide local people and partners with our commitment to provide continued support and guidance to the local community, as we continue to manage our services through the Covid-19 pandemic and into our recovery.</p> <p>Further, we anticipate that through full support of our Locality Planning Forums and ensuring action on their identified locality priorities, we can achieve better outcomes for local people.</p>
3.6	<p><u>Measuring Impact</u></p> <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 • Quarterly Performance and Audit Committee Reports/Meetings • Medium Term Financial Plan • Strategic Plan progress reports to Strategic Planning Group
4.	IMPLICATIONS
Financial:	The Strategic Plan will include HSCP financial plans.
Human Resources:	The full impact on the Workforce is being considered, however it is not anticipated the impact on workforce over the 1-year life of the plan will be significant.
Legal:	In publishing this plan, the IJB are complying with the legal obligation to produce a new strategic plan with set timescales.
Equality:	An Equality Impact report will be completed on the new Strategic Plan prior to completion to ensure our intentions do not discriminate or adversely impact on any protected group.

	In addition, the bridging plan will also compliment the Ayrshire Shared Equality Outcomes that have been adopted by a number of public bodies across Ayrshire.
Children and Young People	In the development of this strategy, input has been sought from all service areas, including Children, Families and Justice Services. As such, all implications for children and young people will be accounted for and considered.
Environmental & Sustainability:	Environmental impacts are unknown at this stage, some key capital projects will continue to be developed or completed during 2020-21. It is assumed environmental impact has been assessed for these areas. In terms of sustainability, the strategic plan will set out the importance of delivering health and care service while still operating within the identified financial envelope.
Key Priorities:	The five strategic priorities established in 2015 will continue for the lifetime of this plan. In addition, during development, an exercise was undertaken to align the HSCPs 5 priorities to those of our partner and national bodies. This document is available as a supplementary to the main Strategic Plan document and demonstrates how our priorities compliment others.
Risk Implications:	N/A
Community Benefits:	We anticipate that through full support of our Locality Planning Forums and ensuring action on their identified locality priorities, we can achieve better outcomes for local people.

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	In addition to the SPG, the strategic planning subgroup, the engagement oversight group and Locality Planning Forums; the Strategic Planning and Transformation Team have also presented the approach to the CPP Senior officer Group, the CPP Board, and the six CPP Locality Partnerships. There is partner support for our approach and a willingness to be involved in community engagement work.
5.2	<p>Over the next 18 months, we will be speaking to people who live and work in North Ayrshire, to find out what matters to them. The North Ayrshire Wellbeing Conversation is our new programme of engagement, which aims to:</p> <ul style="list-style-type: none"> • Find out what people usually do to keep well, so that we can support them to do more of it. • Ensure people's voices and experiences are at the heart of our strategic planning process. • Build a network of people who are keen to help us shape and design the future of health and social care in North Ayrshire. • Target specific groups and individuals who are often marginalised and ensure their voices are listened to and acted upon.



	<p>We have two, quick and easy questions to ask people. Whether you are someone working within the HSCP, one of our partners, or someone who lives in North Ayrshire, we are keen to hear from you. Your answers can have a big impact on the future of health and social care.</p> <p>Please share the link to our online questionnaire with your friends, family, colleagues and networks: https://forms.office.com/Pages/ResponsePage.aspx?id=stT1vp5s4E-b30U5irQzJx5MHFoe6nROnMVDHw5seExUNUNWMzITVVo5NEFIQVMzUFg1U1BHUzhQRy4u</p> <p>We hope you will encourage people to answer the two questions within the online survey. If you work with or know someone who would be unable to answer the questions via the link, we would encourage you to ask them the two questions and complete the survey on their behalf. There will be further conversations and different ways to get involved once the current social distancing measures are relaxed.</p> <p>This is our most ambitious engagement programme to date and for it to succeed, we need our staff and partners to share the questions, ask the questions and answer the questions as much as possible.</p>
6.	CONCLUSION
6.1	This report highlights the progress towards the development of the bridging strategic plan and this work will continue during the pandemic working with partners and stakeholders.

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