

**Name of Committee/Board**  
**17th March 2022**

<b>Subject:</b>	<b>Strategic Commissioning Plan 2022-30</b>
<b>Purpose:</b>	To seek IJB approval for publication and implementation of NAHSCP Strategic Commissioning Plan 2022-30
<b>Recommendation:</b>	IJB to approve 'Caring Together', the Partnership's Strategic Commissioning Plan for the period 2022-2030. IJB to approve publication and implementation of the plan from 1st April 2022

<b>Glossary of Terms</b>	
NHS AA	NHS Ayrshire and Arran
HSCP	Health and Social Care Partnership
SPG	Strategic Planning Group
MTFO	Medium Term Financial Outlook
GP	General Practice

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	Following the publication of the one-year Strategic Bridging Plan in April 2021, preparations began on the development of a new longer-term plan that would provide the North Ayrshire Health and Social Care Partnership with strategic direction over the next eight years from April 2022 to March 2030.
1.2	<p>Following a period of engagement and consultation with local people, stakeholders and partners, a new strategic commissioning plan "Caring Together" has been developed, and outlines the Partnership's Vision, Priorities and Ambitions for improving the health and wellbeing of local people up to 2022-2030</p> <p>From April 2022, the North Ayrshire Health and Social Care Partnership will seek to:</p> <ul style="list-style-type: none"> <li>○ Enable Communities</li> <li>○ Develop and Support our Workforce</li> <li>○ Provide Early and Effective Support</li> <li>○ Improve Mental and Physical Health and Wellbeing, and</li> <li>○ Tackle Inequalities</li> </ul>
1.3	The plan identifies our key assets and challenges, our local and national policy landscape and identifies our key enablers for success. It will be supported through a detailed action plan that has been developed through engagement with service areas.
<b>2.</b>	<b>BACKGROUND</b>

2.1	The Partnership's one-year Strategic Bridging Plan was published in April 2021 and will expire on 31 <sup>st</sup> March 2022. This short-term plan was produced to allow the Partnership to meet its statutory obligations while continuing to meet the demands of the on-going pandemic. The bridging plan set out the foundations for a longer-term plan from 2022-2030.
2.2	<p>A long-term successor plan has now been developed. '<b><i>Caring Together</i></b>', is the Strategic Commissioning Plan for North Ayrshire HSCP and will run from April 2022 until March 2030. The plan sets out:</p> <ul style="list-style-type: none"> <li>• Our vision for local people</li> <li>• Our Partnership Values</li> <li>• A reviewed set of strategic priorities</li> <li>• Our service ambitions to 2030</li> <li>• Our priorities for North Ayrshire localities</li> <li>• Key national and local policy developments</li> <li>• Our key enablers to support delivery this plan</li> </ul>
2.3	<p>The vision, values and priorities were endorsed by the Integration Joint Board (IJB) on 14<sup>th</sup> February 2022.</p> <p>The plan was endorsed by the Strategic Planning Group (SPG) on 1<sup>st</sup> February 2022.</p>
2.4	<p><u>Vision and Values</u></p> <p>The new Strategic Plan will maintain the Partnership's vision that:</p> <p style="text-align: center;"><b><i>'People who live in North Ayrshire are able to have a safe, healthy and active life'</i></b></p> <p>Following public engagement, the Partnership has revised its organisation values. The new set of values are:</p> <ul style="list-style-type: none"> <li>• Caring,</li> <li>• Empathy, and</li> <li>• Respect.</li> </ul>
2.5	<p><u>Strategic Priorities</u></p> <p>The plan introduces a revised set of strategic priorities. As a Partnership we will:</p> <ul style="list-style-type: none"> <li>• Enable Communities</li> <li>• Develop and Support our Workforce</li> <li>• Provide Early and Effective Support</li> <li>• Improve Mental and Physical Health and Wellbeing, and</li> <li>• Tackle Inequalities</li> </ul> <p>These priorities are underpinned by our service ambitions and will be supported in the medium term by a three-year strategic action plan. (Attached as appendix).</p>
2.6	<p><u>Delivering the plan</u></p> <p>The plan sets out a number of key sections that will inform and support service delivery:</p> <ul style="list-style-type: none"> <li>• <b>Strategic Needs Assessment:</b> highlighting the key health and social care pressures facing North Ayrshire</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Assets and Investments:</b> providing information on the local strengths and opportunities in North Ayrshire, including the Community Wealth Building Strategy, vibrant communities, and rich environment.</li> <li>• <b>Policy Developments:</b> providing an overview of the key local and nation policies and strategies that are likely to impact on local health and social care provision, for examples the development of a national care service, and the new Local Outcome Improvement Plan.</li> <li>• <b>Key Enablers:</b> providing an overview of our key support mechanisms, including our Medium-Term Financial Outlook, Transformation Plan, Workforce Plan and Engagement and Participation Strategy.</li> </ul>
<b>3.</b>	<b>PROPOSALS</b>
3.1	The Strategic Commissioning Plan 'Caring Together' 2022-30, is attached as an appendix to this report. It is proposed that IJB approve this document for publication and implementation from 1 <sup>st</sup> April 2022.
3.2	<p><u>Next Steps</u></p> <p>Following IJB approval, finalisation steps will include:</p> <ul style="list-style-type: none"> <li>• Final editorial amendments</li> <li>• Ensuring all relevant external links are functional</li> <li>• Publication on 1<sup>st</sup> April 2022</li> </ul>
3.2	<b><u>Anticipated Outcomes</u></b>
	<p>We anticipate that through delivery of the plan, we can improve the long-term health and wellbeing of the people of North Ayrshire.</p> <p>Over the life of the plan, we intend to ensure health and social care services meet the needs of local people. Through our various programmes and projects, people will be able to access the right health and care support for their need at the right time, in the right place. This will include improved community supports for low level concerns, and improved access to health and social care professionals when needed.</p> <p>We will also have developed an effective workforce that is ready to support the current and future health and care demands of local people.</p> <p>In terms of the Partnership's statutory requirements, the longer-term strategic plan will ensure North Ayrshire continues to meet its obligations in achieving the nine National Health and Wellbeing Outcomes, and other identified outcomes throughout its duration.</p>
3.3	<b><u>Measuring Impact</u></b>
	<p>North Ayrshire HSCP has a robust performance, commissioning and financial management framework incorporating multiple levels of scrutiny. This includes:</p> <ul style="list-style-type: none"> <li>• Publishing an Annual Performance Report</li> <li>• Quarterly Performance and Audit Committee Reports</li> <li>• Strategic Plan progress reports to Strategic Planning Group</li> <li>• National Scottish Government returns on workforce and commissioning.</li> </ul>

We will continue to monitor our progress against the nine national health and wellbeing outcomes as well as the key indicators set out by the Ministerial Strategic Group for Health and Social Care

To support progress towards the plan, a 3-year strategic action plan has been developed. All actions within this support plan will align to our strategic priorities and service ambitions. Where possible, actions will be supported by appropriate performance metrics.

Progress against this action plan will be regularly monitored through the internal performance reporting processes listed above.

#### 4. IMPLICATIONS

<b>Financial:</b>	The Strategic Plan is aligned to the partnership's Medium-Term Financial Outlook (MTFO).
<b>Human Resources:</b>	The Strategic Plan provides a focus on current workforce pressures and future workforce planning. The plan underlines the importance of valuing and supporting the HSCP workforce. The Strategic Plan will be supported by a 3-year workforce plan that will be published in July 2022.
<b>Legal:</b>	In publishing this plan, the Integration Joint Board is complying with the legal obligation to produce a new strategic plan with set timescales.
<b>Equality:</b>	An Equality Impact Assessment will be completed on the new Strategic Plan prior to publication to ensure our intentions do not discriminate or adversely impact on any protected group. The plan aligns to the high-level equality outcomes set forth by the Ayrshire Equality Partnership.
<b>Children and Young People</b>	<p>In the development of this strategy, input was provided from all service areas, including Children, Families and Justice Services. As such, implications for children and young people have been considered.</p> <p>Further, many of the Partnership's ambitions are focussed on improving the lives and opportunities for our young people.</p>
<b>Environmental &amp; Sustainability:</b>	No environment or sustainability issues have been identified as a result of the strategic plan. However, many programmes outlined within the plan will seek to improve the overall HSCP estate (including improvements to GP practices, re-design of Woodland View and locality-based working) or support the sustainability of local services and providers.
<b>Key Priorities:</b>	Through consultation and engagement with stakeholders, partners and local people, the HSCP strategic priorities have been revised. The new priorities provide a key focus for services to work towards in improving the health and wellbeing of local people and achieving the HSCPs Vision.
<b>Risk Implications:</b>	<p>It is recognised that the Health and Social Care sector is facing unprecedented demand at present. The on-going challenges of the Covid-19 pandemic continue to place pressure on services, staff and local people. Changes in Government advice and guidance can impact our ability to deliver aspects of this plan. In addition, the long-lasting impacts of the pandemic are yet unknown and present a possible future risk to the delivery of services.</p> <p>The plan has attempted to set out how we will mitigate the medium and long-term challenges we face.</p>

<b>Community Benefits:</b>	Not applicable. However, the plan contains an overview of commissioning intentions and the requirement to ensure any services procured or employed by North Ayrshire HSCP subject to ethical procurement practices, ensuring no detriment to local people and positively contributing to the local economy.
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<b>Direction Required to Council, Health Board or Both</b>	Direction to :-	
	1. No Direction Required	
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	✓

<b>5.</b>	<b>CONSULTATION</b>
5.1	<p>A public consultation on the Strategic Commissioning Plan was undertaken between the 1<sup>st</sup> December 2021 and 21<sup>st</sup> January 2022. Due to limitations on face-to-face engagements, most responses were received online.</p> <p>240 responses were received and identified:</p> <ul style="list-style-type: none"> <li>• High levels of support for the revised five strategic priorities</li> <li>• High levels of support for locality priorities</li> <li>• Three partnership values.</li> </ul> <p>Public engagement was also carried out through the <b>North Ayrshire Wellbeing Conversation</b>, which was live since October 2020. During that period, <b>726</b> people responded, telling us what they do to keep themselves healthy and well.</p> <p>Relevant stakeholders, service area leads, and senior leaders have been consulted throughout the development process.</p>
<b>6.</b>	<b>CONCLUSION</b>
6.1	<p>The North Ayrshire Health and Social Care Strategic Bridging Plan (2021-22) will expire on 31<sup>st</sup> March 2022.</p> <p>Work to develop a new plan has been completed. '<b>Caring Together</b>', the North Ayrshire HSCP Strategic Commissioning Plan 2022-30, is ready for final approval by IJB before publication on 1<sup>st</sup> April 2022.</p> <p>The plan provides the strategic vision, priorities, and ambitions for the HSCP to work towards over the next eight years as we continue to support and improve the health and wellbeing of local people.</p> <p>It sets out our key assets and challenges, our local and national policy landscape and identifies our key enablers for success.</p> <p>IJB are asked to approve the plan for publication on April 1<sup>st</sup> 2022.</p>

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