

**Subject:** **Strategic Plan 2022-30 Development**

**Purpose:** To provide IJB with an update on the intended approach to developing the longer-term Strategic Plan from 2022 to 2030.

**Recommendation:** The IJB to approve and support the development and engagement proposals to support the creation of a longer-term Strategic Plan.

### Glossary of Terms

The Partnership	North Ayrshire Health and Social Care Partnership
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

### 1. EXECUTIVE SUMMARY

- 1.1 Following the publication of the Partnership's Strategic Bridging Plan (2021-22), preparations are now underway for the further development of a longer-term plan that will support the direction of the Partnership from April 2022 until March 2030.
- 1.2 Over the coming months, we will undertake a series of stakeholder engagement exercises and policy development, building on the intentions and ambitions outlined in the Bridging Plan.
- 1.3 Following the engagement sessions and key policy development, the partnership will seek to produce a more interactive and engaging publication format utilising graphical and rich art approaches, as well as short videos and animations.
- 1.4 This approach was reviewed by both the PSMT on 29<sup>th</sup> July and SPG on 3<sup>rd</sup> August where senior leaders and stakeholders provided both their support and commitment for this work moving forward.

### 2. BACKGROUND

- 2.1 The Partnership published its Bridging Strategic Plan in April 2021. Its aim was to provide strategic continuity between April 2021 and March 2022 following the expiration of the previous plan (Let's Deliver Care Together 2018-21) and offer the Partnership scope to better understand the impact of the Covid-19 Pandemic on our communities and services.

2.2	It is still the intention for the Partnership to publish a longer-term plan in April 2022 that will inform our strategic direction to 2030.
2.3	This time period brings the Partnership's strategic plan into alignment with both the Local Outcome Improvement Plan (LOIP) and Caring for Ayrshire development.
2.4	The development of the Strategic Bridging Plan offers a strong starting position for further development of a longer-term plan. The Bridging plan helpfully sets out a set of proposed longer-term strategic ambitions and highlights the Partnership's key policy development areas.
2.5	<p>The review activity to be undertaken to inform a longer-term plan includes:</p> <ul style="list-style-type: none"> <li>• Reviewing the Partnerships' vision and values,</li> <li>• Reviewing the identified long-term ambitions with a view to updating the existing strategic priorities,</li> <li>• Update the Partnership's needs assessment to offer service demand forecasts and likely impact of Covid-19</li> <li>• Review the Partnership's strategic performance framework</li> <li>• Update essential policies including: <ul style="list-style-type: none"> <li>• Locality priorities with locality Planning Forums and joint working opportunities with CPP Locality partnerships,</li> <li>• Medium Term Financial Plan, 5-year commissioning plan and Transformation Plan, including the impact of Covid-19 remobilisation,</li> <li>• Carers Strategy,</li> <li>• Older People's strategy,</li> <li>• Caring for Ayrshire Priorities,</li> <li>• Partnership People's strategy (including 3-year Workforce plan and Organisational Development Plan),</li> <li>• Equality Outcomes,</li> <li>• Participation and Engagement strategy, and</li> <li>• New digital strategy.</li> </ul> </li> </ul>
2.6	Going forward, it is intended that to effectively develop the new plan we collaborate with staff, service users, commissioned services, families and unpaid carers to co-produce engagement methods and approaches which ensure involvement of key groups.
3.	<b>PROPOSALS</b>
3.1	<p>Proposals for the development of the longer-term plan can be covered in two areas</p> <ul style="list-style-type: none"> <li>• Content development</li> <li>• Publication format</li> </ul>
3.2	<b><i>Content Development</i></b>
3.2a	Through development of the bridging plan, the key development groups to support the production of a new plan have already been established and it is proposed that these structures will continue to be used. Reporting to <b>the Strategic Planning Group, the Strategic Plan Development Group</b> and the <b>Engagement Oversight Group</b> will be used to oversee the development of the key areas as listed above, engaging with stakeholders, partners, and service areas as appropriate.
3.2b	Planning sessions will be organised with each service area (Children Families and Justice, Mental Health, Learning Disability and Addictions, Health and Community

	Care, and Business Support) to identify and confirm ambitions over the next three to five years.
3.2c	In addition, front line teams and practitioners will be invited to develop HSCP team story boards (images, cartoons and team rich-art) or other suitable coproduced engagement methods to ensure their voices are included in the plan.
3.2d	Locality Planning Forums are now in the later stages of reviewing local priorities. A report paper will now be finalised and submitted to LPF chairs for validation before submission to PSMT and SPG.
3.2e	During the North Ayrshire Wellbeing Conversation, there was significant interest in being part of the 'Care Improvement Network' which will develop into a wide-ranging engagement resource for the HSCP. Work will be undertaken to identify members experiences of health and social care, and areas of interest for future engagement work. It is envisaged that network members can be tasked with specific pieces of engagement work, within their locality, to help inform change and improvement activity across all Partnership services. The Network will be invited to participate in the review of the Partnership's Vision, Values and Strategic Priorities.
3.2f	A joint IJB/SPG/LPF member session will be arranged to review and finalise the Partnership's strategic intentions.
3.3	<b><i>Publication format</i></b>
3.3a	It is agreed that the traditional use of designed and published plans can be effective in some areas, but are not truly inclusive, easily accessible, or interactive. Anecdotally, it is felt that traditional published documents are rarely read out with key-stakeholder groups.
3.3b	It is proposed to develop a more interactive art/graphical based strategic plan document with graphics and storyboards, that will be co-produced by local people and stakeholders.
3.3c	An example of a more visually appealing medium is the short comic published by Scottish Government to help explain how the Scottish Index of Multiple Deprivation (SIMD) works. <b>See appendix A.</b>
3.3d	This will be accompanied by a short film highlighting the partnership's vision and key priorities. Local artists and film makers have been identified for possible support.
3.4	<p>The proposed timeline for development is as follows:</p> <ul style="list-style-type: none"> <li>• June and July 2021 – develop methods and identify costs of supporting resources for future PSMT approval (completed).</li> <li>• August to October – develop HSCP team story boards (images, cartoons and team rich-art).</li> <li>• August to December – develop involvement of LPFs, Care Improvement Network, wider public engagement and develop public story boards.</li> <li>• September to December – Deliver planning sessions with Service Management Teams.</li> <li>• December 2021 - joint IJB/SPG/LPF member session to review and finalise the Partnership's strategic intentions.</li> <li>• January 2022 – Produce storyboards and film (with subtitles and sign language so fully accessible).</li> </ul>

	<ul style="list-style-type: none"> <li>• March 2022 – Launch with museum launch/Harbour Arts centre.</li> <li>• April 2022 to March 2030 - interactive plan produced with supporting 3-year implementation plans/Policy re-fresh.</li> </ul>
3.5	<b><u>Anticipated Outcomes</u></b>
	<p>In terms of the Partnership’s statutory obligations, the longer-term strategic plan will ensure North Ayrshire continues to meet its obligations in achieving the nine National Health &amp; Wellbeing Outcomes, and other identified outcomes throughout its duration.</p> <p>In relation to the development proposal, it is anticipated that through the suggested approach, the longer-term plan will be produced through close collaboration with local people, members of staff and key stakeholders. Hopefully this will imbue a stronger sense of ownership with the plan.</p> <p>In addition, it is anticipated the more graphically appealing and interactive publication methods proposed will ensure the plan reaches a wider population.</p>
3.6	<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>• Bi-annual joint performance review meetings with the Chief Executive of both North Ayrshire Council (NAC) and NHS Ayrshire and Arran</li> <li>• Quarterly Performance and Audit Committee Reports/Meetings, including benchmarking across Scotland,</li> <li>• Medium Term Financial Plan</li> <li>• Strategic Plan progress reports to Strategic Planning Group</li> <li>• National Scottish Government returns on workforce and commissioning.</li> </ul> <p>It is also anticipated that the reach of the published plan can be monitored through digital means (hits on website, number of views, etc).</p>
<b>4.</b>	<b>IMPLICATIONS</b>

<b>Financial:</b>	The Strategic Plan will be aligned to the updated Medium-Term Financial Plan
<b>Human Resources:</b>	The impact on workforce will be considered in the new Partnership People’s strategy that is under development.
<b>Legal:</b>	In publishing this plan, the IJB are complying with the legal obligation to produce a new strategic plan with set timescales.
<b>Equality:</b>	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, a revised set of Equality Outcomes will also be published along with the new Strategic Plan and will be mainstreamed into service.
<b>Children and Young People</b>	In the development of this strategy, input will be 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. The findings of the forthcoming children’s’ inspection will also be reflected.

<b>Environmental &amp; Sustainability:</b>	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.
<b>Key Priorities:</b>	The five strategic priorities established in 2015 have continued into the Bridging plan, along with the revised longer-term ambitions. The 5 strategic priorities and longer term ambitions will be subject to consultation and review as part of this development. Following consultation, IJB will be asked to agree and approve a revised set of key priorities.
<b>Risk Implications:</b>	N/A
<b>Community Benefits:</b>	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.

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

<b>5.</b>	<b>CONSULTATION</b>
5.1	Consultation has taken place with PSMT and the SPG in the development of the approach to the new Strategic Plan and a significant programme of consultation will be carried out during the preparation of the Plan.
<b>6.</b>	<b>CONCLUSION</b>
6.1	<p>This report highlights the proposed development activity of the Partnership's Strategic Plan 2022-30.</p> <p>In summary it is proposed to:</p> <ul style="list-style-type: none"> <li>• Undertake a wide series of collaborative engagement with service users, staff, service areas and other key stakeholders</li> <li>• Develop a more visually interactive format for publication.</li> </ul>

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# A PLACE IN TIME

