

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board	
Held on	24 March 2021	
Agenda Item:	8	
Title:	IJB Strategic Plan 2021-31	
<p>Summary: This report seeks approval by Board of the South Ayrshire IJB Strategic Plan 2021-31. The report outlines the extensive engagement undertaken on the document, highlights the key themes and objectives set out in the report and seeks members' approval for the Plan and proposed next steps.</p> <p>While the Plan's strategic objectives have a ten-year outlook, it is accompanied by an 18-month Bridging Operational Plan to the end of 2022. This reflects the current uncertainty within health and care services caused by the global pandemic as well as anticipated changes in the policy landscape with, for example, the implications of the Independent Review of Adult Social Care not fully clear until after this year's Scottish Parliamentary elections.</p>		
Author:	Tim Eltringham, Chief Officer	
<p>The Integration Joint Board are invited to</p> <ol style="list-style-type: none"> i. Approve the IJB Strategic Plan 2021-31 attached at Appendix 1; ii. Note the significant consultation and engagement taken place throughout the drafting of the Strategic Plan; iii. Note the supporting 18-month Bridging Operational Plan; iv. Note that, following approval by the IJB, the document will be formatted by a graphic designer; v. Endorse the 'South Ayrshire Wellbeing Pledge'; and, vi. Agree that the Strategic Plan is formally 'launched' following the Scottish Parliamentary election period. 		
<p>Route to meeting: The Strategic Plan consultation document was approved by the IJB on 16th December 2020 and received input from a range of fora including the Strategic Planning Advisory Group.</p>		
Directions:		Implications:
1. No Directions Required <input checked="" type="checkbox"/>		Financial <input type="checkbox"/>
2. Directions to NHS Ayrshire & Arran <input type="checkbox"/>		HR <input type="checkbox"/>
3. Directions to South Ayrshire Council <input type="checkbox"/>		Legal <input type="checkbox"/>
		Equalities <input type="checkbox"/>
		Sustainability <input type="checkbox"/>
4. Directions to both SAC & NHS <input type="checkbox"/>		Policy <input checked="" type="checkbox"/>
		ICT <input type="checkbox"/>

IJB Strategic Plan 2021-31

1. PURPOSE OF REPORT

1.1 This report seeks approval by Board of the South Ayrshire IJB Strategic Plan 2021-31. The report outlines the extensive engagement undertaken on the document, highlights the key themes and objectives set out in the report and seeks members' approval for the Plan and proposed next steps.

1.2 While the Plan's strategic objectives have a ten-year outlook, it is accompanied by an 18-month Bridging Operational Plan to the end of 2022. This reflects the current uncertainty within health and care services caused by the global pandemic as well as anticipated changes in the policy landscape with, for example, the implications of the Independent Review of Adult Social Care not fully clear until after this year's Scottish Parliamentary elections.

2. RECOMMENDATION

2.1 The Integration Joint Board are invited to

- i. Approve the IJB Strategic Plan 2021-31 attached at [Appendix 1](#);**
- ii. Note the significant consultation and engagement taken place throughout the drafting of the Strategic Plan;**
- iii. Note the supporting 18-month Bridging Operational Plan;**
- iv. Note that, following approval by the IJB, the document will be formatted by a graphic designer;**
- v. Endorse the 'South Ayrshire Wellbeing Pledge'; and,**
- vi. Agree that the Strategic Plan is formally 'launched' following the Scottish Parliamentary election period.**

3. BACKGROUND INFORMATION

3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires each Integration Authority to produce a strategic commissioning plan (Strategic Plan), to be reviewed after three years. South Ayrshire IJB's Strategic Plan is due for renewal by 1 April 2021.

3.2 The IJB agreed in 2020 that a Strategic Plan should be drafted that has a ten-year horizon with a shorter term bridging operational plan. This approach would allow the HSCP to set long-term and ambitious strategic objectives at a crucial moment for the IJB while also maintaining stability and an ability to adapt to a fast-moving landscape at an operational level.

3.3 The pandemic created several barriers to the drafting process, not least our ability to engage with our community and stakeholders in-person as we would have liked as a result of social distancing measures and the general focus of attention on the COVID-19 response. We are also mindful of significant policy changes on the horizon signalled by the ongoing national COVID-19 recovery as

well as the significant recommendations of the Scottish Government's Independent Review of Adult Social Care (the 'Feely Review'). The Feely Review is referenced within the Plan and we have aimed to incorporate elements of the Reviews bold vision for transformation in how social care is commissioned, delivered and perceived by society.

3.4 The South Ayrshire IJB Strategic Plan 2021-31 is clear that our long-term strategic objectives make room for adapting to these developments in health and social care over the coming years and with an 18-month Bridging Operational Plan to take the HSCP to the end of 2022.

4. REPORT

4.1 The report below outlines our engagement on the Plan, summarises the content and outlines some proposed next steps. The full report (pre-design) is attached at [Appendix 1](#) for approval. A full Equality Impact Assessment is attached at [Appendix 2](#) and a Children's Rights Assessment at [Appendix 3](#) to this report.

Engagement and development of the Plan

4.2 In preparing this Strategic Plan, the pandemic prevented us from engaging in-person so we had to be innovative in our methods. We are very grateful for the support we received from our partners to do this, particularly VASA (Voluntary Action South Ayrshire). The Plan has been developed by engaging and consulting with our staff, partners and the communities we serve. This feedback along with the responses from our survey questionnaire, Strategic Needs Assessment and locality profiles has given us a rich understanding of local perspectives and things that matter to the people we serve.

4.3 Our initial engagement exercise began in August 2020. A number of methods were used to engage with stakeholders to inform the development of the new Strategic Plan 2021. These included:

- Engagement with Locality Planning Partnerships
- Online surveys - 'What Matters to You?'
- Online workshops
- Telephone conversations with targeted individuals (through VASA and South Ayrshire Carers Centre)

4.4 We developed a survey to find out "*what matters to you*" in terms of health and social care, targeted at the public and communities, the third sector and provider organisations and children and young people. The survey was shared with all of our internal and external networks and promoted on social media.

4.5 This exercise was also supported by Voluntary Action South Ayrshire (VASA) who hosted two stakeholder forums in October 2020: one for providers of services for children and young people and the other for all providers and community organisations. VASA call handlers also contacted individuals via telephone to provide an opportunity for people to share their views and opinions to inform the new Strategic Plan.

4.6 Of the three surveys, 105 individuals took part in the public and communities survey, 17 individuals / organisations took part in the third and independent sector survey and 20 individuals took part in the children and young people survey.

4.7 The formal consultation on the draft Strategic Plan took place from 29th January to 28th February 2021 following approval of a consultation document by the IJB on 16th December 2020. This included:

- An online survey
- Engagement with staff
- An online workshop with third sector and provider organisations
- Presentations to Locality Planning Partnership's
- Engagement with the Alcohol and Drugs Partnership
- Engagement with Community Planning Partners
- Focus group with people in recovery

4.8 There were 247 responses to the online survey with nearly half (48%) from members of the public. The feedback we received was rich, comprehensive and will be a useful touchstone for future planning by the HSCP. We have incorporated this feedback into the final draft and, importantly, we were encouraged that three quarters of respondents agreed that the strategic objectives identified are the right ones for South Ayrshire.

Strategic Plan 2021-31

4.9 The engagement and other inputs outlined above were incorporated into the final draft Strategic Plan which is attached at Appendix 1 for the IJB's endorsement.

4.10 Our Plan contributes to the aims of South Ayrshire Council, the NHS Board and the Community Planning Partnership and aims to provide a ten-year vision for integrated health and social care services, setting out objectives for the Partnership and how it will use its resources to integrate services in pursuit of national and local outcomes. Given the timing of publication, many of the immediate actions and operational plans underpinning the strategy are interlinked with COVID-19 recovery and renewal and have an 18-month time frame. These are set out in the Bridging Operational Plan (detailed within the Strategic Plan Appendix 5).

4.11 Per the legislation, the Strategic Plan will receive a statutory refresh within three years.

4.12 We will revisit operational plans at service and team level on an iterative basis in response to our changing population needs, ongoing community engagement, the uncertain impact of COVID-19 and to various national policy developments we anticipate over the coming year including the Scottish Government's response to the Independent Review of Adult Social Care.

4.13 The overarching aim of the Partnership is to work together with the citizens of South Ayrshire to improve health and wellbeing and support communities to be resourceful and supportive of family, friends and neighbours. We know we

cannot achieve this alone and that we must work with partner organisations (including the third and independent sector) to enable citizens to take control and take responsibility for their own health and wellbeing – understanding that ultimately, most people do not want to have to reach for our services.

4.14 The Plan describes our vision of:

“Empowering communities to start well, live well and age well”

4.15 We are looking building a system which looks at ‘care’ not just as ‘healthcare’ and formal support services but one that encompasses and supports informal care, communities and their citizens as crucial parts of the system. Much of this is reflected in our vision for a *South Ayrshire Wellbeing Pledge*: a new relationship with the community, detailed within the Plan setting out how HSCP services and the community to achieve improved outcomes together.

4.16 The plan then sets out seven strategic objectives for 2031 and describes how we will get there and how we will measure out progress:



4.17 The performance measures aligned to each strategic objective will be refined by the HSCP as part of our ongoing work to be a performance-driven partnership. As well as using existing indicators and drawing a line to the national health and wellbeing comes (as required in the legislation), we are working internally and with East and North Ayrshire to better understand how we can measure our impact on people’s lives.

Proposed next steps

4.18 With this report, the IJB are invited to agree the text of the Strategic Plan 2021-31. Once approved, the following next steps will be undertaken:

- Strategic Plan document will be ‘designed’ and formatted;

- An easy-read version will be produced along with a range of other publicly-facing materials to make the Plan as accessible as possible to a range of audiences;
- The plan will be publicly launched by the HSCP following the Scottish Parliamentary election period;
- Further development of the *South Ayrshire Wellbeing Pledge* with our Community Planning Partners; and,
- Development of a strategic agreement with our third and independent sector partners in support of the Strategic Plan.

4.19 The IJB are invited to discuss and endorse these proposed next steps.

5. STRATEGIC CONTEXT

5.1 The Strategic Plan is the IJB's overarching strategic document.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no direct financial implications of agreeing this report however the IJB Strategic Plan has a significant bearing on the use of the IJB Budget. The Strategic Plan and the IJB's Budget and medium-term financial framework have been developed together. High-level financial information is contained within the Plan.

6.2 Human Resource Implications

6.2.1 There are no direct HR implications to agreeing this report. The Strategic Plan contains a separate element on 'workforce' and the HSCP is in the process of developing a linked Workforce Plan.

6.3 Legal Implications

6.3.1 There are no legal considerations to be made in endorsing this report other than that the production and agreement of an IJB Strategic Plan allows us to adhere to the Public Bodies (Joint Working) (Scotland) Act 2014.

6.4 Equalities implications

6.4.1 A full Equality Impact Assessment has been carried out and is attached at Appendix 2. A children's rights assessment is attached at Appendix 3.

6.5 Sustainability implications

6.5.1 Environmental impact assessments will be carried out on operational proposals resulting from the Plan.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 Considerable consultation and partnership working took place in developing the Plan and is set out above and in the body of the Plan.

8. RISK ASSESSMENT

- 8.1 There is no risk judged to be associated with agreeing this report. Not agreeing a Strategic Plan for 2021 onwards would bring us out of line with the legislation and would be a risk to the direction of the HSCP.

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BACKGROUND PAPERS

18 March 2021