

Meeting of South Ayrshire Health and Social Care Partnership	Performance & Audit Committee
Held on	14th May 2021
Agenda Item:	10
Title:	IJB Strategic Plan update
Summary:	
<p>The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the IJB's Strategic Plan 2021, focusing on the 18month 'bridging' operational plan, as agreed at the IJB. The report also seeks to bring to a close the implementation plan for the previous IJB Strategic Plan (2018-21).</p>	
Author:	John Wood, Senior Manager Planning and Performance
Recommendations:	
<p>It is recommended that the Performance and Audit Committee</p> <ul style="list-style-type: none"> i. Note the update on the new IJB Strategic Plan, focusing on the Bridging Operational Pan progress report attached at Appendix 1; ii. Note that this is the first report against the revised IJB Strategic Plan; and iii. Agree that no further reports be taken against the previous Strategic Plan (2018-21), noting that any outstanding actions within this have either been superseded or are now reported elsewhere. 	
Route to meeting:	
Strategic Plan 2021-31 agreed by IJB in March 2021.	
Implications:	
Financial	<input type="checkbox"/>
HR	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Equalities	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>
ICT	<input type="checkbox"/>

IJB Strategic Plan Update

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update to the Performance and Audit Committee on the implementation of the IJB's Strategic Plan 2021, focusing on the 18month 'bridging' operational plan, as agreed at the IJB. The report also seeks to bring to a close the implementation plan for the previous IJB Strategic Plan 2018-21.

2. RECOMMENDATION

2.1 It is recommended that the Performance and Audit Committee

- i. Note the update on the new IJB Strategic Plan, focusing on the Bridging Operational Pan progress report attached at [Appendix 1](#);**
- ii. Note that this is the first report against the revised IJB Strategic Plan; and**
- iii. Agree that no further reports be taken against the previous Strategic Plan, noting that any outstanding actions within this have either been superseded or are now reported elsewhere.**

3. BACKGROUND INFORMATION

- 3.1 At its meeting on 24th March 2021, the IJB agreed a revised Strategic Plan for the HSCP, in keeping with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.
- 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.

4. REPORT

- 4.1 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.
- 4.2 This report provides the Performance and Audit Committee with an initial update on the actions set out within the Bridging Operational Plan. A summary table is provided below (including outstanding actions from the 2018-21 plan):

Status	Number
✓ Completed	5
● Fully operational	1
● On hold	0
▶ On target	78
▲ Showing some concerns	0
● Not on target	0
⚙ Not due to start	6
🌈★ Superseded by another Plan/Strategy	5

4.3 The Performance and Audit Committee may wish to note the following highlights under the broad themes of: corporate/HSCP wide; community health and care (adult and older people); learning disability; mental health; alcohol and drugs; children’s care and children’s health; justice; allied health professions.

Corporate/HSCP wide (SP1)

4.4 A range of corporate improvement activity is underway, led and overseen by the HSCP’s DMT, to deliver on commitments made within the Plan. In particular, the HSCP recently submitted a Workforce Plan to the Scottish Government; published a strategic partnership agreement with the third sector (as represented by VASA); and, published a draft Quality Assurance Framework for consultation with our partner organisations.

4.5 Work continues to implement Quality Improvement approach within the HSCP and key systems have been implemented (CM2000 and Carefirst) internally.

Community health and care (SP2)

4.6 The full rollout of a new reablement service continues, with significant recruitment having taking place in recent weeks. The Care at Home Review is ongoing with the HSCP still aiming to recommission the service within 12 months.

4.7 The HSCP will begin a full review of day care services which will link in closely to the learning disability strategy and also align with any permanent changes to our service models as a result of COVID-19.

Learning disability (SP3)

4.8 Work is underway to develop a revised learning disability strategy for the HSCP and we have engaged the Scottish Commission for Learning Disability to support us in this task, particularly in relation to engagement with learning disabled people. Work in partnership with South Ayrshire Council’s Housing Service to identify housing need and to develop Social Housing specifically for people with Learning Disabilities is progressing and will be reflected in the council’s HNDA.

Mental health (SP4)

4.9 Work is underway with partners to develop an mental wellbeing improvement strategy or similar piece of work within South Ayrshire. Work is underway with

partners to develop a Mental Health and Well being Strategy in line with the Children's Services Plan and Children's Services Joint Leadership group priorities to improve the emotional and mental health of children and young people. This has led to an increase in available support and services for children, young people and their families.

- 4.10 Two additional Mental Health Officers are due to complete training June 2021 with two further trainees identified for 2021/22 however demand for MHO activity continues to increase. Distress Brief Intervention approaches are being developed and a DBI programme has been commissioned, beginning in one GP practice with further roll out and training planned.
- 4.11 Work with local authority housing colleagues continues as per above with learning disability services.

Alcohol and drugs (SP5)

- 4.12 ADP workshops scheduled for May 2021 will consider national developments and possible local test of change in relation to the Scottish Government's Whole Family Approach. A Connect 4 Change pilot ongoing to provide intensive and flexible support for individuals at risk of an alcohol or drug related death. Evaluation is built into pilot and the ADP is developing a Peer Naloxone Supply Network.
- 4.13 Phase 3 of Scottish Families Affected by Alcohol and Drugs (SFAD) consultation activities has been completed and the ADP is considering next steps. A Young People's needs analysis is being undertaken and a Young Person Substance Use worker post is being commissioned by ADP.

Children's care and children's health (SP6/7)

- 4.14 Work to develop a whole family approach to supporting families to live together safely by investing in additional health and social care staff working in the Belmont Cluster with pastoral care teaching staff continues. The HSCP have recruited an appropriate team leader to have over sight and a senior Practitioner. COVID-19 has affected our times scales for this project, by around 3 – 6 months, the Portfolio holder is aware.
- 4.15 Implementation of the Signs of Safety approach (a relationship based, strengths focused approach to working with families) is progressing well, with direct senior manager oversight. Training has commenced with templates and process mapping on track to be completed by end of training sessions.
- 4.16 Further and ongoing work to implement the Independent Care Review's "The Promise" continues to underpin the transformative direction of how we deliver care. There have been a range of engagement sessions with key stakeholders in South in regards to the Promise and its implementation, including Elected members, CPP, CPC, and HSCP extended managers. We have also been successful in receiving additional money to enable three posts focusing part time on the Promise and its implementation. We have also just started training staff in the Signs of Safety, which fully supports the implementation of the

Promise and will contribute to the culture change required and address some of the 55 calls to action.

4.17 Initial additional funding has been received from Scottish Government in line with the commitment to increase school nurse numbers to enable the implementation of the National School Nursing Pathway by 2022/23. Further recruitment of staff is required to be undertaken during 2021 to fully meet this objective within timescales.

4.18 An Action Plan has been agreed in conjunction with the Director of Public Health, Executive Nurse Director and Associate Nurse Director / IJB Lead Nurse. A Taskforce is now being identified to lead on specific areas of work which will be reported through the Infant, Children and Young People's Programme Board.

Justice (SP8)

4.19 Comprehensive detail in the Appendix describes a range of improvements underway in how the HSCP engages with the people we support in the justice system. We continue to prioritise public protection by delivering effective interventions to prevent and reduce the risk of reoffending particularly through Multi-Agency Public Protection Arrangements (MAPPA).

Allied health professions (SP9)

4.20 AHP services continue to support activity across the partnership including the embedding of an enablement ethos across older people's services, contributing to the delivery of the Children's Services Plan and adapting to new demand as a result of the pandemic. Data collection on access routes and waiting times across all areas underway to improve outcomes in this area and specific improvement work has commenced to improve access to specialist AHP's assessment initially for Stroke, Falls, and development of Long Covid Pathway Recruitment commenced. Self-help information is being developed across services.

Strategic Plan Actions 2018-21

4.21 This report also seeks to close off reporting on the previous IJB Strategic Plan and attached within the Appendix are a list of remaining actions within the associated action plan. Each of these has now been either completed, superseded or incorporated into actions within the Bridging Operational Plan. They are attached for transparency.

5. STRATEGIC CONTEXT

5.1 This report focuses on the overarching IJB Strategic Plan which is the primary strategic document for the HSCP thus it relates to each of the IJB's seven strategic objectives i.e.

1. We focus on prevention and tackling inequality
2. We nurture and are part of communities that care for each other
3. We work together to give you the right care in the right place
4. We help to build communities where people are safe

5. We are an ambitious and effective Partnership
6. We are transparent and listen to you
7. We make a positive impact beyond the services we deliver

5.2 The Strategic Plan document highlights the alignment between each of these strategic objectives and the individual actions within the Bridging Plan.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no specific financial implications arising directly from the consideration of this report.

6.2 Human Resource Implications

6.2.1 There are no specific human resource implications arising directly from the consideration of this report.

6.3 Legal Implications

6.3.1 There are no specific legal implications arising directly from the consideration of this report.

6.4 Equalities implications

6.4.1 There are no specific equality implications arising directly from the consideration of this report.

6.5 Sustainability implications

6.5.1 There are no sustainability implications arising directly from the consideration of this report.

6.6 Clinical/professional assessment

6.6.1 There is no requirement for a clinical/professional assessment.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 This report has been prepared in consultation with relevant officers.

8. RISK ASSESSMENT

8.1. There are no immediate risks associated with the noting of this report. Delivery of the action items set out in the Plan at Appendix 1 will minimise risks to the successful integration of health and social care services in South Ayrshire and lead to effective and collaborative working at all levels – strategic and operational – across the system.



REPORT AUTHOR AND PERSON TO CONTACT

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BACKGROUND PAPERS

[IJB Strategic Plan, 24 March 2021](#)

07.05.2021