

Meeting of South Ayrshire Health and Social Care Partnership	Performance and Audit Committee														
Held on	12 November 2021														
Agenda Item:	5														
Title:	IJB Strategic plan update														
<p>Summary: 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 18-month 'bridging' operational plan, as agreed at the IJB.</p>															
Author:	John Wood, Senior Manager Planning, Performance and Commissioning														
<p>Recommendations:</p> <p>It is recommended that the Performance and Audit Committee:</p> <ul style="list-style-type: none"> i. Note the update on the IJB Strategic Plan, focusing on the Bridging Operational Plan progress report attached at Appendix 1. 															
<p>Route to meeting:</p> <p>This is the second progress report on the IJB Strategic Plan presented to Performance and Audit Committee. The first progress report was presented on 14 May 2021 following IJB approval of the new Strategic Plan on 24 March 2021.</p>															
<p>Implications:</p> <table border="0"> <tr> <td>Financial</td> <td><input type="checkbox"/></td> </tr> <tr> <td>HR</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Legal</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Equalities</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Sustainability</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Policy</td> <td><input type="checkbox"/></td> </tr> <tr> <td>ICT</td> <td><input type="checkbox"/></td> </tr> </table>		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"/>
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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 18-month 'bridging' operational plan, as agreed at the IJB.

2. RECOMMENDATION

- 2.1 **It is recommended that the Performance and Audit Committee:**

i. Note the update on the IJB Strategic Plan, focusing on the Bridging Operational Plan progress report attached at Appendix 1.

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 update on the actions set out within the Bridging Operational Plan. A summary table is provided below:

Status	Number
✓ Completed	6
▶ On target	74
⚠ Showing some concerns	3
● Not on target	0
⚙ Not due to start	3
Total	86

- 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 There is a Writing Group established to lead the development of a new Engagement and Communication Strategy with the ambition to develop a draft for consultation by the end of 2021.
- 4.5 The Wellbeing Pledge Board has been formed and is operational. Wellbeing Pledge funding has been allocated to successful community groups. A survey is being developed to develop a baseline of wellbeing data for South Ayrshire.

Community Health and Care (SP2)

- 4.6 Recruitment to our new Reablement Service is progressing with 85 of 105 posts filled. Training and induction of new staff is taking place. The Professional Lead for Reablement continues to work with Enhanced Intermediate Care Team, Occupational Health and Community Reablement Team to improve working partnerships.
- 4.7 The Team around the Practice continues to grow, and we now have all Practices supported by Pharmacists/Pharmacy technicians, a Community Treatment and Care Service, MSK Physiotherapists accessible to most Practices, around 11 Mental Health Practitioners and 9 Community Link Practitioners and 6 Self Help Workers supporting Practices and with some Practices having access to Distress Brief Intervention and some with OTs linked to the Practice.

Learning Disability (SP3)

- 4.8 Within the Learning Disability Team, Self-Directed Support Options 1 and 2 are offered at each assessment and review. Assessments for over 12 hours support, now come to Resource Allocation Group where further discussions take place around options 1 and 2. The service is hoping to work to encourage more individuals to share their budgets to maximise their supports.
- 4.9 The second core and cluster was opened in 2020. Several people were moving out the family home for first time. This has been a huge success. Support hours have been reduced for many of the tenants, promoting independence and having support staff on site. Recent Learning Disability strategy meeting to discuss housing should allow us to work more closely with Housing particularly in relation to homelessness due to the vulnerabilities and needs of some people with learning disabilities.

Mental Health (SP4)

- 4.10 Mental Health Improvement subgroup is being convened which will report to the South Ayrshire Community Planning Communities and Population Health (CPH) Strategic Delivery Partnership. This group will be chaired by Public Health.
- 4.11 Fort Street development scheduled for completion early 2022. Risks associated with this development is the concerns regarding our ability to commission a support provider to deliver the support for this development within timescale due to commissioning process and capacity within the existing market.

Alcohol and Drugs (SP5)

- 4.12 Connect 4 Change pilot extended, providing intensive and flexible support for individuals at risk of an alcohol or drug related death. ADP reviewing evaluation findings and agreeing C4C model beyond March 2022. ADP developing Peer2Peer Naloxone Supply Network. Near fatal overdose pathways also being developed.
- 4.13 ADP Learning Review ongoing. Process evaluation complete and impact evaluation underway. Learning Review due to complete March 2022. Residential Rehabilitation scoping study complete, with short- and long-term ambition agreed.

Children's Care and Health (SP6/7)

- 4.14 Building warrant has now been issued for the Independent Flat at Cunningham Place. Council has agreed to cover rise in COVID and market forces. Engagement and communication strategy is being drawn up to involve local community and discussion with portfolio holder to take place, Once building works finished the summer house can be established that can be potentially used for short breaks.
- 4.15 Through targeting and recruitment, we now have surplus of foster carers in certain age registration. Fostering preparation session and training have ran successfully through the pandemic as have panel approvals
- 4.16 We now have a draft plan (South Ayrshire's Parenting Promise) which aligns with the Implementation of the Promise and will follow the timeline. There have been presentations to the CSPG and the IJB on the draft version of the plan and consultation took place over the summer. The final draft will be presented to CPP for approval before the end of the year.
- 4.17 Two new short-term posts have been progressed to enhance support for school aged Children's mental health and wellbeing via the School Nursing service, and performance measures in this area are currently being scoped. Work to support the Mental health needs of Care Experienced young people is also in the early stages of development with the formation of the NHS corporate parenting taskforce workstream on mental health.

4.18 The HSCP Children's Health Service has undertaken the full clinical delivery of the 2 to 5 Children's Flu programme. A review of the current model of delivery is required to ensure sustainability of the programme.

Justice (SP8)

4.19 Caledonian System and Moving Forward Making Changes interventions continue to be available to prevent and reduce the risk of reoffending. During the last year since Covid, groups were unable to function however work can and has been delivered on a 1:1 basis, with individuals prioritised as relevant (due to time remaining on supervision or risk assessment). In recent months groups have recommenced in South Ayrshire, with groups being managed and safely delivered at a ratio of 6:2. This has allowed these interventions to progress more efficiently and more effectively.

4.20 We continue to work closely with ADP peers and the service user engagement group PING to better understand the experience of service users. Justice Services currently contribute to the PING development worker post and have additionally funded a peer worker linked to ADP specifically for Justice service users. We are currently looking at ways to improve how we engage with service users to obtain feedback and create a system of continual auditing.

Allied Health Professions (SP9)

4.21 Improvement work is underway within Children and Young People's Speech and Language Therapy Team to reduce waiting times. Joint triage of referrals within community rehab team is taking place to improve system-wide tiered approach to accessing specialist clinical assistance. Blended approach using telephone, 'near me' video consultations and face to face across professions is implemented to maximise access.

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:

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 financial implications arising directly from the consideration of this report. A full Equalities Impact Assessment was carried out on the IJB Strategic Plan.

6.5 Sustainability implications

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

6.6 Clinical/professional assessment

6.6.1 No assessment needed

7. CONSULTATION AND PARTNERSHIP WORKING

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

8. RISK ASSESSMENT

7.2 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 2021-2031](#)