

EAST AYRSHIRE COUNCIL**COUNCIL MEETING: 20 AUGUST 2020****ANNUAL REVIEW OF STRATEGIC PLAN, WORKFORCE PLAN, AND
PROPERTY AND ASSET MANAGEMENT STRATEGY 2018-21****Report by Director of Health and Social Care****PURPOSE**

1. To present to Council for endorsement the Annual Review for 2019-20 of the Strategic Plan, Workforce Plan and Property and Assets Management Strategy for the period 2018-21. To set out the indicative partnership budget to deliver on the commitments contained within that Plan.

RECOMMENDATION

2. It is recommended that Council agree :
 - i. To note the findings of the Annual Review of the Strategic Plan 2018-21, specifically that there is no requirement for a replacement plan;
 - ii. To endorse the Annual Review of the Workforce Development and Support Plan, the Annual Review of the Property and Assets Management Plan and Communications Strategy;
 - iii. To implement the Strategic Plan, as refreshed by the Annual Review, and within the allocated budget for 202/21;
 - iv. Endorse the proposal for longer term strategic planning to align with the Community Plan;
 - v. To note due to the Covid 19 crisis the development of detailed Directions have not been able to be progressed and these will follow in due course.

BACKGROUND

3. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty (Sections 29-39) on the IJB to develop a Strategic Plan for the integrated functions and budgets under its control.
4. The Strategic Plan is the document setting out the arrangements for carrying out the integration functions and how these are intended to contribute to the achievement of the relevant national health and wellbeing outcomes for the HSCP. Due to the scope of the delegated functions to East Ayrshire IJB, relevant outcomes in relation to Children and Young People and Justice are also included.
5. This report has been presented to and approved by the Integration Joint Board at their meeting on the 25th March 2020. The report will also be presented to for endorsement to the NHS Board Ayrshire and Arran on 17th August 2020.

STRATEGIC PLAN 2018-21

6. The Strategic Plan 2018-21 centres on the 'triple aim' of better care, better health and better value. The Plan focuses activity on a small number of core themes. These are:

- Scaling up work on prevention and early intervention across all ages;
 - Supporting New Models of Care;
 - Building Capacity in Primary and Community Care, and;
 - Transformation and Sustainability.
7. The four core themes are further described in the Plan, with a greater level of detail provided on Lead Partnership arrangements.
 8. The financial framework incorporated into the Plan highlights the challenge facing public bodies and the implications of this for the IJB. This has been further detailed in the Medium Term Financial Plan.
 9. Strategic Commissioning Intentions are detailed in the Plan for the core themes.
 10. The Strategic Commissioning Intentions related to Prevention and Early Intervention is focused on scaling up action on the main wellbeing challenges of alcohol, tobacco and obesity across all ages. The population and resource impact of this are quantified.
 11. New Models of Care Strategic Commissioning Intentions sets out plans for more integrated, multi-disciplinary working in localities for older people and people with complex needs and long-term conditions.
 12. The impact of this and trajectories submitted to the Ministerial Strategy Group on 'Measuring Performance Under Integration' is quantified in the Plan.
 13. The local impact of the national commitment to see investment in Primary and Community Care rising to more than half of frontline spending is described in the Strategic Commissioning Intention – Building Capacity in Primary and Community Care. This relates to the 2018 General Medical Services Contract, the new role for GPs as 'expert medical generalists' and the extended multi-disciplinary teams in Primary and Community Care linked to the Primary Care Improvement Plan.
 14. Transformation and Sustainability is the fourth of the Strategic Commissioning Intentions in the Plan. This section highlights the projected financial gap set out in the Medium Term Financial Plan, links this to feedback from the engagement programme on making best use of relationships and resources, and to the transformational programmes of partners in East Ayrshire Council and NHS Ayrshire and Arran.
 15. The Transformation and Sustainability section of the Plan summarises the potential impact of the Commissioning Intentions in 'closing the gap' with appropriate agreement on mechanisms for resource release, invest to save programmes, and joint planning in relation to the 'set aside' budget.
 16. Key enablers to the delivery of the Strategic Plan 2018-21 are set out in the final sections of the Plan covering:
 - workforce planning;
 - information communication technology;
 - property and assets management;
 - 'thinking differently';
 - housing contribution, and;
 - leadership and improvement.

17. In reviewing activity on an annual basis partners must have due regard to the integration delivery principles (Section 31) and to the national health and wellbeing outcomes (as prescribed under Section 5) together with national outcomes for children, young people and justice.
18. The integration delivery principles and the relevant national outcomes are set out in the tables below:

INTEGRATION PRINCIPLES AND WELLBEING OUTCOMES

Integration Delivery Principles	
i	That the main purpose of services which are provided in pursuance of integration functions is to improve the wellbeing of service-users,
ii	That, in so far as consistent with the main purpose, those services should be provided in a way which, so far as possible;
iii	Is integrated from the point of view of service-users,
iv	Takes account of the particular needs of different service-users,
v	Takes account of the particular needs of service-users in different parts of the area in which the service is being provided,
vi	Takes account of the particular characteristics and circumstances of different service-users,
vii	Respects the rights of service-users,
viii	Takes account of the dignity of service-users,
ix	Takes account of the participation by service-users in the community in which service-users live,
x	Protects and improves the safety of service-users,
xi	Improves the quality of the service,
xii	Is planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care),
xiii	Best anticipates needs and prevents them arising, and
xiv	Makes the best use of the available facilities, people and other resources.

National Outcomes for Children	
Outcome 1	Our children have the best start in life.
Outcome 2	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
Outcome 3	We have improved the life chances for children, young people and families at risk.
Health and Wellbeing Outcomes	
Outcome 4	People are able to look after and improve their own health and wellbeing and live in good health for longer.
Outcome 5	People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
Outcome 6	People who use health and social care services have positive experiences of those services, and have their dignity respected.

Outcome 7	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
Outcome 8	Health and social care services contribute to reducing health inequalities.
Outcome 9	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
Outcome 10	People who use health and social care services are safe from harm.
Outcome 11	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
Outcome 12	Resources are used effectively and efficiently in the provision of health and social care services.
National Outcomes Justice	
Outcome 13	Community safety and public protection.
Outcome 14	The reduction of reoffending.
Outcome 15	Social inclusion to support desistance from offending.

2019-20 ANNUAL REVIEW OF STRATEGIC PLAN

19. The Strategic Planning Group formed under Section 32 of the Public Bodies (Scotland) Act 2014 and the Wellbeing Delivery Group established to lead the implementation of the Wellbeing theme of the Community Plan 2015-30 were brought together during 2018.
20. At the Strategic Planning and Wellbeing Delivery Group Workshop on 12th February 2020, the Annual Review of the Strategic Plan was undertaken. Partners considered key questions in relation to: the appropriateness and relevance of the vision, values, priorities, enablers, together with any newly identified challenges. The Annual Review Workshop assessed whether a 'replacement plan' was required.
21. The **vision** and **values** were **reaffirmed** with partners reflecting that narrative and activity during 2019/20 promoted the '**stay connected**' and tackling social isolation agenda, in line with the previous year's Annual Review.
22. The four **Strategic Commissioning Intentions** were seen to be appropriate and **should remain stable**. There are a range of '**must do**' themes arising from local and national policy which fit with the Strategic Commissioning Intentions. Specifically these are:
 - Demand management;
 - Delivering core priorities of Programme for Government;
 - Continuing to increase the progress and pace of integration in line with Audit Scotland and Ministerial Strategic Group findings;
 - Waiting times improvement;
 - Mental health including children and young people;
 - Shift balance of spend to mental health and primary, community and social care;
 - Living wage, extending free personal care, implementing the Carers Act;

- Efficiencies from reducing variation in unscheduled care and ‘set aside’, and;
 - Local cost pressures, pay settlement, National Care Home Contract.
23. Partners reflected on our strong and positive collaborative leadership and successes from 2019/20 with key themes emerging and considered as part of the Annual Review, summarised as; empowering communities for better wellbeing through innovation, connections and relationships and working alongside people who use services, their families and carers. Our key successes are further detailed in Appendix 1.
 24. In undertaking the Annual Review, the Strategic Planning and Wellbeing Delivery Group considered the **Caring for Ayrshire** Programme, the 10 year strategic whole system redesign of health and care services across Ayrshire. Partners noted the need for meaningful and sustained **collaboration** with people who use services and their families and carers to design a system that empowers people to be well, part of which are services that provide effective, holistic support when it is needed.
 25. Supporting plans in relation to **Workforce Development, Premises and Assets Management and Communication** continue to be seen as critical enablers of strategic activity to ensure the right people, with the right skills, in the right place, at the right time and making the best use of the premises that we occupy, deliver care and support effectively and efficiently. Key areas for focus over 2020/21 are in relation to localities, further embedding smarter working and working collaboratively and inclusively to shape and drive the Caring for Ayrshire Programme to meet the needs of our communities across East Ayrshire.
 26. In relation to New Models of Care, a key priority for the IJB in 2020/21 will be deploying the **Framework for Community Health and Social Care Integrated Services**, published in November 2019 as a tool for service planning, delivery and improvement across four components: establishing a **foundation for transformation**; embedding characteristics of effective, sustainable integrated care; delivering components of effective, sustainable integrated care and; creating an environment for effective, sustainable integrated care.
 27. A cross-cutting priority for the IJB between 2020/21 and 2023/24 will be in redesigning services across the HSCP portfolio through its strategic programme of **Best Value Service Reviews**. The programme’s focus is to secure continuous improvement of services and identify more efficient and effective ways of delivering these to provide better value for money for local communities. The Group noted the approach adopted by the HSCP throughout the programme as one of **person-centeredness**, based on **collaborative design** principles.
 28. As part of the Annual Review and in line with the IJB’s long term and transformational priorities and programmes as described, the Strategic Planning and Wellbeing Delivery Group endorsed a **longer term approach to future HSCP Strategic Plans**. In developing the IJB’s third Strategic Plan from 2021, the intention will be to achieve strategic alignment with the Community Plan 2015-30, with a continuation of the Annual Review process and three yearly progress reporting.
 29. In undertaking the Annual Review, partners noted activity undertaken to **strengthen communication and engagement** with the whole workforce, partners and local communities, to empower and build confidence to ‘do the right thing.’ A dedicated Communication Programme Officer was recruited in July 2019 with a key focus to

support the delivery of transformational change across the Partnership. The post holder has been working with the workforce, partners and key stakeholders to develop a shared understanding and knowledge of their role in this cultural change.

30. The priorities for the first 6 months of the post has been:
- To communicate and promote the Partnership's vision, strategic priorities and health and social care outcomes and strengthen communication links with partners
 - To provide the communications support required during the transformation change programme
 - To provide an effective communications and public relations service to the Health and Social Care Partnership Directorate to enhance its reputation and influence
31. A key priority for the post was to develop a Communications Strategy for the Partnership to assist the Transformational change by demonstrating the direct link between communication messages, performance activity and in the longer term financial sustainability.
32. The financial challenges have been highlighted in successive Annual Reviews and in the modelling around the **Medium Term Financial Plan**. For 2020/2021 the indicative integrated budget for delivering the Strategic Plan is provided in the Budget Position Report as presented to the IJB at its meeting of 25th March 2020.
33. The Strategic Plan 2018-21 was assessed as fit for purpose, effective, taking into account the changing policy environment at Paras. 23 - 27 above, and that **no replacement plan is required**.

ANNUAL REVIEW OF WORKFORCE PLAN

34. The ambition of the Workforce Development and Support Plan is ensuring that the right people with the right skills in the right place at the right time.
35. The Plan recognises the demographic and financial challenges that face health and social care and identifies a need for transformation and new ways of working where prevention and enablement are at the forefront of our work across all partners. To do this needs a skilled, flexible and committed workforce who innovative and forward thinking whilst being able to deliver person centred care.
36. Progress over 2019/20 relates to:
- using proactive, innovative recruitment methods to maximise applications
 - exploring skills mix to fit with the service
 - making roles more attractive
 - integrated team to focus on a collaborative approach to meet the outcomes of services
 - maximise opportunities to attract a younger workforce
 - using technology to complement and enhance the workforce
37. Plans for 2019/20 are included in the Annual Review and include exploring the following areas to enhance our ability to recruit and retain our workforce:

- Embracing and developing **Technology**
 - Exploring **Skills Mix** to create flexibility and support provision of service
 - Continue to explore and provide opportunities to support the **Demographics** of our workforce
 - Maximise opportunities to provide **Learning and Development** provision to our workforce which don't necessarily need to have a financial cost.
 - Consider all of these areas above to help manager our **Financial** challenges
 - **Proactive Recruitment** to ensure consistency of service.
 - Become an **Employer of Choice** by being accessible to all and encouraging unrepresented groups to progress careers with us by maximising available opportunities.
38. The positive achievements and learning opportunities from the last few years will continue into the final year of the current plan. The main focus will be to continue to deliver the ambitions of the plan and the actions in the Workforce Plan whilst developing the next iteration of our Workforce Development and Support plan which will again dovetail with our Strategic Plan, Financial Plan and PAM Plan.
39. Whilst the current plan is very much focussed on support and development of the current workforce, the next version will be much more focused on the particular workforce challenges being faced and will require to be much more forward thinking and creative to ensure the skills and resources needed to support sustainability of services.

ANNUAL REVIEW OF PROPERTY AND ASSET MANAGEMENT PLAN

40. The Annual Review provides an update on the progress made in priorities set for 2019/20 and sets out the priorities for 2020/21. The PAMS priorities to further develop key themes across the five localities in East Ayrshire; Northern, Kilmarnock, Irvine Valley, Cumnock and Doon Valley.
41. The Review highlights that progress has been strongly aligned with the Caring for Ayrshire and EAC Transformation programmes. In addition work has continued to address smarter working initiatives across the Partnership and to further develop areas requiring immediate support. The priorities for 2020/21 are outlined below;
- Caring for East Ayrshire
 - Smarter Working
 - Bentinck Centre

COMMUNICATIONS STRATEGY

42. Strategic communication is at the centre of transformational change programme through the early involvement and investment of time in key service redesign, governance and decision-making and public/stakeholder engagement. A dedicated Communications Programme Officer was appointed in July 2019 to coordinate the delivery of the Communications Transformation Programme within the Health and Social Care Partnership.
43. Achieving significant and lasting culture change is inherent in all of the Partnership's ambitions;

- undoing the causes of ill-health;
 - setting and managing expectations in relation to new models of care;
 - empowering people to be in control of their lives with access to services when required and;
 - achieving financial sustainability via transformation.
44. Facilitating this culture change is through a dedicated Communications Programme within the Partnership is central to delivering transformational change. Working with partners, workforce and key stakeholders to develop a shared understanding and knowledge of their role in cultural change is a key function of this programme.
45. The emphasis is on a communication programme which can evidence a correlation between strategic communication and Partnerships performance. A draft Communications Strategy was approved by the Integration Joint Board in November 2019 and the consultation programme ran from December 2019 and closed on 28 February 2020. The final Strategy has been developed for initially one year 2020/21 and then will be revised in line with the annual review of the Strategic Plan to reflect a 3 year strategy from 2021 onwards.

CARER/ PEOPLE WHO USE SERVICE IMPLICATIONS

46. The Annual Review of the Strategic Plan 2018-21 report has implications for supported people and carers in relation to the integration delivery principles and the wellbeing outcomes for adults, children and young people, and justice. This implies aiming for the best start in life, inclusion, having a life alongside caring and integrated rights-based support where required.

FINANCIAL IMPLICATIONS

47. Under Scottish Government guidance, developed by the Integrated Resource Advisory Group (IRAG), the Strategic Plan should incorporate a medium term financial plan for the resources within its scope. The IJB in leading on the preparation of the Strategic Plan should set out the total resources included in each year of the plan in order to ensure that there is appropriate resourcing and devolution of responsibility to deliver in line with the outcomes and priorities set out in the plan.
48. According to statutory guidance, the relevant resources are:
- The payment made to the Integration Joint Board by the Local Authority for delegated services;
 - The payment made to the Integration Joint Board by the Health Board for delegated healthcare services, and;
 - The amount set aside by the Health Board for any delegated services provided in large hospitals for the population of the Integration Joint Board.
49. In keeping with the guidance cited above, parties to the Integration Scheme are expected to provide indicative three year allocations to the IJB in line with the Strategic Plan.
50. This rolling indicative allocation is subject to annual approval through the budget setting processes. The Annual Review of the Strategic Plan aligns these processes.

51. An indicative integrated budget for delivering the Strategic Plan 2018-21, as updated by the Annual Review, will be presented to the IJB on 25th March 2020. Detailed budgetary information will be presented in this Approved Budget Position Report.
52. The IJB must be assured that the resources available are, within the strategic context of the NHS Ayrshire & Arran and East Ayrshire Council, consistent with the delivery of the Strategic Plan 2018-21, taking into account the changing policy environment as presented in this report.

HUMAN RESOURCE IMPLICATIONS

53. There are no Human Resource implications arising directly from this report.

LEGAL IMPLICATIONS

54. The Annual Review of the Strategic Plan report is presented in accordance with legal requirement on the IJB to review the Strategic Plan on a periodic and regular basis, to involve the Strategic Planning Group in this review and to decide whether a replacement plan is required.

COMMUNITY PLANNING

55. The Annual Review of the Strategic Plan 2018-21 contributes directly to the Wellbeing theme of the Community Plan 2015-30 and was undertaken by the Strategic Planning and Wellbeing Delivery Group. It is proposed in developing the IJB's third Strategic Plan from 2021, the intention will be to achieve strategic alignment with the Community Plan 2015-30, with a continuation of the Annual Review process and three yearly progress reporting.

EQUALITY IMPLICATIONS

56. None arising from the Annual Review of the Strategic Plan 2018-21 report.

RISK IMPLICATIONS

57. Risk implications are identified and managed through strategic and operational Risk Registers. The Annual Review process as in previous years noted a risk to the prevention and early intervention priority of the Strategic Plan. The Partnership Risk Register includes reference to "insufficient resources available to commission services that not only meet immediate demand but also facilitate preventative activity that supports population wide health improvement and addresses inequalities".
58. IJB risk appetite and prioritisation should continue to be reviewed in relation to the Strategic Plan.

RECOMMENDATIONS

59. It is recommended that Council agree:
 - I. To note the findings of the Annual Review of the Strategic Plan 2018-21, specifically that there is no requirement for a replacement plan;

- II. To endorse the Annual Review of the Workforce Development and Support Plan, the Annual Review of the Property and Assets Management Plan and Communications Plan;
- III. To implement the Strategic Plan, as refreshed by the Annual Review, and within the allocated budget for 202/21;
- IV. Endorse the proposal for longer term strategic planning to align with the Community Plan;
- V. To note due to the Covid 19 crisis the development of detailed Directions have not been able to be progressed and these will follow in due course;and
- VI. Otherwise note the content of the report.

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Background Papers

Strategic Plan 2018-21 (Summary)

<https://www.east-ayrshire.gov.uk/Resources/PDF/E/EAHSCP-Strategic-Plan-Summary.pdf>

Strategic Plan 2018-21

<https://www.east-ayrshire.gov.uk/Resources/PDF/E/EAHSCP-Strategic-Plan-2018-21.pdf>

Workforce Development and Support Plan 2018-21

<https://www.east-ayrshire.gov.uk/Resources/PDF/H/HSCP-Workforce-Development-and-Support-Plan.pdf>

Property and Assets Management Strategy 2018-21

<https://www.east-ayrshire.gov.uk/Resources/PDF/P/Property-Asset-Management-Strategy.pdf>

Medium Term Financial Plan

<http://docs.east-ayrshire.gov.uk/r/?f=http://docs.east-ayrshire.gov.uk/CRPADMMIN/2012%20AGENDAS/TRANSITION%20INTEGRATION%20BOARD/30%20NOVEMBER%202017/medium%20term%20financial%20plan.pdf>

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Communication Strategy 2019/20

<https://www.east-ayrshire.gov.uk/Resources/PDF/H/HSCP-Communication-Strategy.pdf>