

REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 24 September 2015

BY: Chief Officer

SUBJECT: Strategic Planning Framework

1 PURPOSE

This report provides a summary of the current strategic planning framework and activity within East Lothian. It identifies key strengths and weaknesses and outlines recommendations for a revised planning network to support the principles of the Public Bodies (Joint Working) (Scotland) Act 2014.

Any member wishing additional information should contact the author of the report in advance of the meeting.

2 RECOMMENDATIONS

The Integration Joint Board is recommended to:

- 2.1 Note the key findings of the review, including the consultation process with existing planning groups.
- 2.2 Note that the proposals outlined have been supported by the Strategic Planning Group.
- 2.3 Agree the proposed new strategic planning framework.
- 2.4 Agree to extended membership proposals for the Strategic Planning Group and progress appointments as outlined.

3 BACKGROUND

- 3.1 The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) places a duty on Integration Authorities to develop a Strategic Plan for integrated functions and budgets under their control which is designed in collaboration with their partners.
- 3.2 Scottish Government's approach to the legislation is to focus on ensuring cross-sectoral strategic planning to meet the needs of populations and care groups. The emphasis is on ensuring that

planning supports people, particularly those with multiple complex needs and operates with maximum effectiveness across traditional boundaries.

- 3.3 The Partnership has specific duties in respect of strategic planning and will assume lead responsibility to co-ordinate and achieve the health and wellbeing outcomes of the Community Planning Partnership (CPP). It is also required to develop and report on a suite of outcome indicators that demonstrate performance and improvement at a local and national level. The Strategic Plan will equally relate directly to the NHS Local Delivery Plan, the SOA and other East Lothian Council plans including the Local Housing Strategy and Criminal Justice partnership plans.
- 3.4 The planning landscape is therefore complex; it needs to reflect local and national priorities for the partnership and parent bodies as well as service users, carers and third sector views. In addition to this there is a need to ensure local authority and NHS employees and primary care contractors have a clear voice.
- 3.5 Emerging from the Strategic Plan will be a number of joint commissioning plans which will themselves require skilled practitioners to successfully implement. There will also be significant work to undertake in relation to streamlining and developing performance management frameworks and functions for the partnership. This paper outlines proposals for the management and oversight of the strategic planning and commissioning process for the IJB.

3.6 Current planning framework

- 3.6.1 A working document summarising the current planning groups in East Lothian is attached at Appendix 1. This is incomplete at time of submission but already highlights system gaps.
- 3.6.2 There are significant weaknesses in this planning structure, not least the absence of clear roles and remits, accountability structures and governance in a number of cases. In addition there are inherent gaps given the new or additional services now delegated to IJBs; effective strategic planning, assessment and performance systems for these services need be embedded in the overarching planning framework.
- 3.6.3 A comprehensive consultation exercise carried out with members of current planning groups reiterated the inherent weaknesses in the system.
- 3.6.4 In August 2015 the IJB agreed the draft principles under which the Strategic Plan will be prepared. These are:
 - One strategy: The Strategic Plan should bring together all our strategies and plans for transformation of health and adult social care
 - One change programme: The strategic change programmes and

delivery plans should be brought together under a single programme management process which reports to the Strategic Planning Group and to the Integration Joint Board.

- Focus and priorities: There will be an agreed number of top priority change projects with identified delivery timeframes spread across the next three years.
- Enablers: Critical cross sector enabling projects will be identified and resourced.
- Ownership: All strategic change programmes will have a clearly identified senior responsible officer.
- Decision making: Ultimate approval of strategic change programmes and projects and commitment of funding sits with the Integration Joint Board.

The strategic planning framework should clearly reflect these principles. The current structure of individual planning groups working in relative isolation, often without accountability, performance monitoring or clear leadership does not mirror such a robust and cohesive approach.

3.6.5 In addition, in considering a revised planning framework for the Partnership a number of best practice markers for strategic planning should be considered. The framework for delivering the Strategic Plan should:

- Consistently have sight of the critical priorities for achieving the organisation's vision or "big picture".
- Have clear and agreed critical success factors or performance indicators. Critical success factors (CSFs) are major programmes of work which have an assigned "leader" and a set of key performance indicators to track progress.
- Progress tracking: it is important to report progress in a systematic manner throughout the organisation and particularly at IJB level.
- Engagement: giving communities an effective voice and responsibility engages membership as active participants in the strategic plan

3.6.6 In essence this is a reflection that historically the joint planning structure has produced strategies in which long-term goals and plans are clearly outlined but where they have often fallen short is in the execution stage. A revised planning structure is required to embed robust governance and accountability structures and to obviate this.

3.7 Proposed strategic planning framework

3.7.1 It is proposed that the strategic planning framework for East Lothian is revised to comprise four basic elements – manage, deliver, review and involve. To deliver this, new, distinct tiers of planning and management require to be established, namely:

- A Strategic Planning Programme Board – a formal programme board should be established to manage the key processes. The Programme Board should provide assurance to the IJB that the Strategic Plan is the right one and that progress in delivery is maintained.
- Strategic Planning Project Teams – teams of key officers and stakeholders responsible for delivering and coordinating defined packages of work relating to specific care groups or themes. Each work package is likely to be time limited and specific bodies of work can be commissioned by the Programme Board, the Strategic Planning Group and/or the IJB.
- The Strategic Planning Group – a standing body defined under legislation to support the IJB in the development, review and renewal of the Strategic Plan.
- All groupings will be required to involve, engage and consult widely with stakeholders as an integral element of work.

3.7.2 Proposed draft structure, roles and remits are attached as Appendix 2

3.7.3 The existing planning network for specific care groups (mental health, physical disability, learning disability, older people, carers) should remain but become a network of project teams to deliver specific bodies of work; their current activity, workplans and priorities, membership and governance will also require review and, potentially, refocusing to ensure alignment with the Strategic Plan. It is proposed that the Strategic Planning Programme Board is established as soon as practicable and assumes responsibility for this realignment which should be completed within 2015.

3.7.4 In addition to radically revising the structures, remits and governance there will also be a need to establish new groupings within the framework in order to recognise delegated functions outwith current joint planning arrangements. These relate to primary care and housing in addition to the establishment of three cross cutting strategic change programmes focusing on prevention, care closer to home and efficiency and effectiveness. This is reflected in Appendix 3.

3.7.5 The Strategic Planning Group is a standing body and provides the forum for partners to define and develop the Strategic Plan. As such the SPG needs to be fit for purpose and have a membership and infrastructure which addresses the challenges of effective strategic planning for the wide ranging scope of delegated functions.

3.7.6 Whilst there is a broad representation of interests on the SPG as determined by regulations there remain a small number of membership places which could be filled in order to bring the required knowledge and intelligence. These are:

- Public Health representation: Inequalities in health outcomes between the most affluent and disadvantaged members of society are longstanding, deep-seated and have proved difficult to change. Health inequalities remain a major challenge and addressing this is a priority

outlined In the Strategic Plan. A key role of public health is to reduce health inequalities and health inequities and input from public health is essential to targeting effort and monitoring change. It is recommended that the Strategic Planning Group includes a consultant in Public Health and it is proposed that Dr. Philip Conaglen, the named NHS Lothian consultant for East Lothian is appointed.

- Housing / Registered Social Landlord representation: The housing sector has for many years contributed positively to improving health and wellbeing across our communities and this now has to be taken to a new level to respond to the emerging challenges. The Strategic Plan should therefore ensure correlation with other local policy direction including the Local Housing Strategy (LHS). The Strategic Planning Group currently has representation from housing through East Lothian Council. Best practice as outlined In the Housing Advice Note (HAN) would point to a need for the SPG to have at least two housing representatives – one from the Local Authority and one from a Housing Association. The HAN is statutory guidance to Integration Authorities under the Public Bodies (Joint Working) (Scotland) Act and it is therefore recommended that the Strategic Planning Group seeks representation from a housing association who have a presence in East Lothian.

3.7.7 The need to embed a more robust planning and performance framework which actively drives delivery and accountability is clear. This should be in place as soon as practicable and actively functioning and reporting before delegation of functions on 1st April 2016.

4. POLICY IMPLICATIONS

4.1 There are no policy implications associated with this paper

5. EQUALITIES IMPLICATIONS

5.1 There are no equality implications associated with this paper

6. RESOURCE IMPLICATIONS

6.1 There are no resource implications associated with this paper

7. BACKGROUND PAPERS

2.1 Housing Advice Note 2015

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DATE	16 th August 2015

APPENDIX 1 Group	Role and remit and terms of reference available?	Reports to	Membership (role or representative of sufficient)	Status and frequency of meetings	Live documents E.g strategy and action plan
Joint Mental Health Planning Group	N/A	Formal governance and reporting / monitoring routes not clearly established.	Old Age Psychiatry Adult Wellbeing Community Mental Health Team 3 rd Sector (mental Health) Advocacy Primary Care – GP NHS Lothian planning (MH) Carers	Meets 2 monthly	A Sense Of Belonging: A Joint Strategy for Improving the Mental Health and Wellbeing of Lothian's Population 2011-2016 Local Action plan for delivery of A Sense of Belonging
Joint Physical Disability Planning Group	N/A	Formal governance and reporting / monitoring routes not clearly established.		Meets 2 monthly	Opportunity and Independence: A strategy for people with physical disability and sensory impairment.
Joint Learning Disability Planning Group	Not submitted	Not submitted	Not submitted	Not submitted	Not submitted

Carers Planning Group	N/A	Formal governance and reporting / monitoring routes not clearly established	Adult wellbeing operations AWB strategy Children's wellbeing Chief Nurse NHS Lothian representative Carers of East Lothian East Lothian Young Carers	Meets 2 monthly	
Older People's Planning Group	N/A	N/A	N/A	Has not met since 2014.	
Midlothian and East Lothian Drugs and Alcohol partnership (MELDAP) Strategic Group	Overall responsibility for planning, design of, commissioning and quality assuring services for people misusing substances or affected someone's substance use.	East Lothian Resilient Peoples Partnership Midlothian Community Planning Partnership	Directors, Health & Social Care Partnership MELDAP, Manager Criminal Justice Service Managers Strategic Programme Manager Sexual Health, Blood Borne Viruses and Substance Misuse, Lothian Health Senior Strategy Officer, Adult	Live Group – Meets quarterly	MELDAP Delivery Plan 2015-18

			<p>Wellbeing (EL) Interim Clinical Services Development Manager, NHS Assistant Director, East Region, Children 1st Chief Inspector, Local Area Commander (EL) GP, Head of Service, Children's Wellbeing (EL) Head of Adult & Social Care, (ML) Manager, Midlothian Voluntary Action Head of Service, Children's Services (ML) Area Manager, Adult Wellbeing (EL) Recovery & Quality Assurance Officer, MELDAP</p>		
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Physical Activity Strategic planning group (PASPG) and Physical Activity planning & implementation group (PAPIG)	Terms of Reference available	East Lothian Partnership & Resilient people partnership Physical Activity strategic planning group (PASPG)	PASPG membership agreed PAPIG membership agreed	Meets Quarterly Meets quarterly	East Lothian PA Framework

Appendix 2: Draft roles and remits

Strategic Planning Programme Board		
Role and responsibilities	Proposed Membership (Minimum)	Reports
<ul style="list-style-type: none"> · Lead on the development of future planning and commissioning priorities · Advise and support the Assurance group (the Strategic Planning Group). · To translate strategic priorities signed off by the Strategic Planning Group into agreed actions · To highlight gaps in health and social care provision and make recommendations to the Strategic Planning Group · To coordinate activity on cross cutting themes · Assume a lead responsibility to ensure standards of governance, risk management and probity within the strategic planning framework. · Lead the short, medium and long term business planning processes aligned to the Strategic Plan · Ensure that the appropriate resources are put in place to support the activity aligned to the Strategic Plan and that this programme is effectively run to deliver change. · Assign Project Team managers as appropriate · Agree the terms of operation of Project Teams based on factors such as length of the project, financial investment and timeline · Agree thresholds so that milestone delivery can be monitored and corrective action taken in an appropriate timeframe 	<p>Chair, Strategic Planning Group</p> <p>Chair, IJB</p> <p>Chief Officer</p> <p>Chief Finance Officer</p> <p>Heads of Service (Adults, Older People and Access)</p> <p>Transformation and Integration Manager</p> <p>Service Manager Resources , Adult Wellbeing</p> <p>(note: membership may change as joint management structures are implemented)</p>	<p>IJB</p> <p>Strategic Planning Group</p> <p>RPP</p>

<ul style="list-style-type: none"> · Agree reporting arrangements · Report back to the SPG and IJB on a 6 monthly basis · Create a strong link to localities and reflect their priorities in the work of the Programme Board · Make recommendations on ending projects where the required benefits are not being realised. 		
Strategic Planning Group		
Role and responsibilities	Proposed Membership	Reports to
<ul style="list-style-type: none"> · To act as the main planning governance group on behalf of East Lothian IJB · To understand the level of need within the local health and social care economy · To work towards reducing health inequalities and ensure that appropriate actions are incorporated into the Strategic Plan · To commission strategic assessments and other research to monitor progress · To produce and maintain the Strategic Plan · To support the delivery of national and local targets in respect of health and social care · To scrutinise and monitor the impact of health and social care strategies · To maintain effective links with other partnerships in areas of joint concern · To set the tone and direction for partnership working 	<p>As determined by regulations plus:</p> <p>Chief Finance Officer Head of Service (Older People and Access) EL Consultant Psychiatry of Old Age Consultant in Public Health RSL representative</p>	<p>IJB</p>

Appendix 3: Thematic / care group Project Teams			
Older People Physical Disability	Primary Care Learning Disability	Housing Strategic Change Programmes	Carers Mental Health
Role and responsibilities	Membership	Direct report to	
<ul style="list-style-type: none"> · To provide a rapid response approach to delivery of commissioned projects and workstreams · Ensure a culture of involvement, engagement and appropriate consultation in all work programmes · Ensure a clear line of sight to the priorities of the Strategic Plan · Report in line with the agreed terms of operation · To set the tone and direction for partnership working · To support the delivery of national and local targets in respect of health and social care · To maintain effective links with other partnerships in areas of joint concern · 	<p>To be reviewed / established according to terms of operation and project.</p> <p>All project teams should be led by a service manager linked to the programme of work and include comprehensive service user, carer and wider key partner / stakeholder involvement.</p> <p>Terms of reference for each programme of work will be determined and agreed according to length of project, financial investment and timeline.</p>	Strategic Planning Programme Board	