

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
20 APRIL 2022

REPORT ON: STRATEGIC AND COMMISSIONING PLAN 2022/23 EXTENSION

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB20-2022

1.0 PURPOSE OF REPORT

- 1.1 To submit to the Integration Joint Board for approval an addendum to the Strategic and Commissioning Plan 2019-2022 extending the plan to 31 March 2023.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Note the work undertaken by the Strategic Planning Advisory Group develop the addendum to the Strategic and Commissioning Plan 2019-2022 (section 4.2).
- 2.2 Approve the addendum to the plan with the effect of extending the plan to 31 March 2023 (section 4.3 and appendix 1).
- 2.3 Note that the Strategic Planning Advisory Group will continue to oversee the implementation of the strategic and commissioning plan throughout 2022/23, reflecting progress in quarterly and annual performance reports submitted to the Performance and Audit Committee and Integration Joint Board (section 4.3).
- 2.4 Instruct the Chief Officer to submit an update regarding plans for the development of a full replacement strategic and commissioning plan for 2023/23 onwards to the IJB no later than 30 August 2022 (section 4.4).
- 2.5 Instruct the Chief Officer to issue directions to NHS Tayside and Dundee City Council as set out in section 8.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The strategic and commissioning plan addendum outlines financial implications within the 2022/23 budget and 5-year financial framework which delivery of priorities and actions will be set against.

4.0 MAIN TEXT

- 4.1 In February 2022 the IJB concluded the statutory review of the Strategic and Commissioning Plan 2019-2022 and agreed to extend the plan for a further one-year period to 31 March 2023 (article XIII of the minute of the meeting of the Dundee Integration Joint Board held on 23 February 2022 refers). At that time the Chief Officer was instructed to support the Strategic Planning Advisory Group to make the necessary amendments to the strategic and commissioning plan and to submit this to the IJB for approval.
- 4.2 As reported to the IJB in February 2022, having carried out the statutory review of the current strategic and commissioning plan the Strategic Planning Advisory Group found that the vision

and strategic priorities, as well as the overall format of the plan, remained fit for purpose. However, work was required to update action lists associated with each priority taking into account feedback gathered from stakeholders, including member of the public, and other evidence gathered during the desktop review of the existing plan. The Strategic Planning Advisory Group met in March 2022 and considered a range of approaches to making the necessary amendments. The group concluded that this is best achieved by agreeing and publishing an addendum to the original plan, setting out the rationale for the extension and communicating the priority actions to be delivered during the extension year. The addendum has been developed to be read alongside the Strategic and Commissioning Plan 2019-2022 and the Equality Outcomes and Mainstreaming Framework 2019-2022. It is supported by care group strategic planning / commissioning statements and transformation plans previously agreed by the IJB for areas such as mental health and wellbeing, carers, drugs and alcohol and primary care. The addendum also reflects priorities arising from COVID-19 remobilisation activity.

- 4.3 The draft addendum to the strategic and commissioning plan, which it is recommended the IJB approve, is contained in appendix 1. The Strategic Planning Advisory Group will continue to oversee the implementation of the strategic and commissioning plan throughout 2022/23, reflecting progress in quarterly and annual performance reports submitted to the Performance and Audit Committee and Integration Joint Board. The implementation of the addendum will be supported by the IJB budget for 2022/23. Successful delivery of the actions contained within the addendum will also be dependent on the ongoing corporate support provided to the Health and Social Care Partnership by the corporate bodies, this includes workforce, property, IT / digital and communications functions that are critical to providing an enabling hybrid working and service delivery environment.
- 4.4 Should the IJB approve the plan addendum it will be published as an electronic document on the Dundee Health and Social Care Partnership website. A summary version has been developed to further enhance accessibility and will be published alongside the full version, this is contained within appendix 2. Work will also be progressed between the Strategic Planning Advisory Group and the Communication Team in Dundee City Council to highlight the publication of the plan through media channels, including social media. The addendum will also be shared with key stakeholders, including Health and Social Care Scotland (who maintain a national repository of current plans) and the Scottish Government.
- 4.5 The Strategic Planning Advisory Group, supported by officers from the Strategy and Performance Team, will now begin to make detailed plans for the development of a full replacement strategic and commissioning plan for the period from 2023/24 onwards. Workplans will take into account parallel work by the Dundee Partnership to replace Dundee's City Plan during 2022/23 and also strategic planning activities within each of the corporate bodies. They will also take into consideration the current suite of companion documents to the strategic and commissioning plan and the need to replace the IJB's Equality Outcomes and Mainstreaming Framework by 31 March 2023. An update report will be provided to the IJB on this activity, workplans and timescales no later than 30 August 2022.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Integrated Impact Assessment. An Integrated Impact Assessment is attached.

6.0 RISK ASSESSMENT

Risk 1 Description	Strategic planning and commissioning plan does not fully reflect the health and social care needs and preferences of the population and is therefore less effective in terms of impact on health and social care outcomes.
Risk Category	Operational, Governance, Political
Inherent Risk Level	Likelihood 4 x Impact 5 = Risk Scoring 20 (which is an Extreme Risk Level)

Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> - Review of strategic and commissioning plan has been informed by full update of strategic needs assessment. - Consultation activity with health and social care stakeholders has been undertaken. - Some public engagement has been undertaken (within relevant public health restrictions) although it is acknowledged this has had limitations. - Commitment to undertake activity to develop full replacement plan during 2022/23 including more expansive and accessible public engagement.
Residual Risk Level	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is a Moderate Level)
Planned Risk Level	Likelihood 1 x Impact 3 = Risk Scoring 3 (which is a Low Risk Level)
Approval recommendation	Given the low level of planned risk, this risk is deemed to be manageable.

Risk 2 Description	The strategic and commissioning plan addendum is not fully implemented and/or does not achieve the desired outcomes.
Risk Category	Operational, Governance, Political
Inherent Risk Level	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is High risk level)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> • The Plan is supported by a range of more detail Strategic Commissioning Statements developed by individual Strategic Planning Groups who lead implementation work in their own areas of expertise. • The Strategic Planning Advisory Group will continue to monitor implementation of the plan and reflect progress in quarterly and annual performance reports. • The plan addendum is supported by a balanced budget for 2022/23.
Residual Risk Level	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is Moderate risk level)
Planned Risk Level	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is Moderate risk level)
Assessment of Risk Level	Given the risk mitigation actions in place the risk is assessed to be manageable and acceptable.

7.0 CONSULTATIONS

7.1 Members of the Strategic Planning Advisory Group, the Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk have been consulted in the preparation of this report.

8.0 DIRECTIONS

8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Directions Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	

	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	X

9.0 BACKGROUND PAPERS

9.1 None.

Vicky Irons
Chief Officer

DATE: 18 March 2022

Kathryn Sharp
Service Manager, Strategy and Performance

Joyce Barclay
Senior Officer, Strategy and Performance

Ailsa McAllister
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DIRECTION FROM DUNDEE CITY INTEGRATION JOINT BOARD

1	Reference	DIJB20-2022
2	Date Direction issued by Integration Joint Board	20 April 2022
3	Date from which direction takes effect	20 April 2022
4	Direction to:	Dundee City Council and NHS Tayside
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	Yes, DIJB12-2019.
6	Functions covered by direction	All delegated services
7	Full text of direction	Dundee IJB directs Dundee City Council and the NHS Tayside Board to develop and align their services to support the vision, priorities and actions identified within the plan addendum.
8	Budget allocated by Integration Joint Board to carry out direction	2022/23 Delegated budget £279.6m
9	Performance monitoring arrangements	The performance of the Strategic and Commissioning Plan will be measured by national targets and indicators, including Ministerial Strategic Group measures through the regular submission of information to the IJB's Performance and Audit Committees and respective Committees of Dundee City Council and NHS Tayside.
10	Date direction will be reviewed	31 March 2023

Appendix 1

Draft Strategic and Commissioning Plan Extension 2022/23

Appendix 2

Summary Version of Strategic and Commissioning Plan Extension 2022/23