



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
23 JUNE 2021

REPORT ON: STRATEGIC AND COMMISSIONING PLAN – COVID IMPACT AND
STATUTORY REVIEW

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB29-2021

1.0 PURPOSE OF REPORT

1.1 To update the Integration Joint Board regarding progress made by the Strategic Planning Advisory Group to assess the impact of the second wave of the COVID-19 pandemic on the delivery of priorities and actions within the Strategic and Commissioning Plan 2019-20 and considerations in relation to the timescale and approach to the statutory review of the Plan.

2.0 RECOMMENDATIONS

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

- 2.1 Note the contents of this report including ongoing work led by the Strategic Planning Advisory Group to assess the impact of the second wave of the COVID-19 pandemic on the delivery of the current strategic and commissioning plan and of a range of factors on the planned approach and timeline for the statutory review of the plan (section 4.6).
- 2.2 Instruct the Chief Officer, on behalf of the Strategic Planning Advisory Group, to make detailed recommendations to the IJB regarding the approach and timeline for completion of the statutory review of the strategic and commissioning plan no later than 27 October 2021.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

- 4.1 In December 2020 the IJB considered and approved a report detailing the impact to date of the COVID-19 pandemic on the Partnership’s ability to deliver the Strategic and Commissioning Plan 2019-2022 and on early planning for revision of the plan (Article VI of the minute of the Dundee Integration Joint Board held on 15 December 2020 refers). At that time the Chief Finance Officer was instructed to work with the Strategic Planning Advisory Group to draft a public statement summarising the impact of the pandemic on the delivery of the plan and to undertake further detailed planning for the revision of the current strategic and commissioning plan.
- 4.2 The recommendations approved by the IJB in December 2020 were based on the Strategic Planning Advisory Group’s understanding of the impact of the pandemic on the delivery of the strategic plan at the time at which the report was produced at the end of October 2020. The second wave of the COVID-19 pandemic and associated escalation of operational responses began in mid-October 2020 necessitating a decisive shift from a focus on recovery to a short-term focus on response. This context has meant that for the last four months capacity to progress the actions detailed within the strategic plan has once again been significantly diminished. In the intervening period the demand that will be placed on Partnership resources

to support continued pandemic response (in areas such as care homes and vaccination) alongside recovery during 2021/22 has also become clearer; with a direct impact on capacity available to deliver actions from the strategic and commissioning plan and to catch-up on delays reported to the IJB in December 2020 by the current end date of the plan (31 March 2022). This change in circumstances was reported to the IJB in April 2021 (Article IV of the minute of the Dundee Integration Joint Board held on 21 April 2021 refers).

- 4.3 The Strategic Planning Advisory Group considered matters relating to the impact of the second wave of the pandemic on the delivery of priorities and actions within the strategic and commissioning plan at their meeting on 21 April 2021. The group also reviewed their planned approach to undertaking the statutory review of the plan.
- 4.4 Under section 37 of the Public Bodies (Joint Working) (Scotland) Act 2014 the IJB must carry out a review of the effectiveness of its strategic plan by 31 March 2022; this review must have regard to the views of the Strategic Planning Advisory Group and to the integration delivery principles and national health and wellbeing outcomes. Having completed the statutory review the IJB may decide to subsequently prepare a replacement strategic plan or to extend the current plan. A timescale is not set in the legislation for the preparation of a replacement strategic plan should the IJB agree that this is required.
- 4.5 In December 2020 the Strategic Planning Advisory Group set out to the IJB a broad timeline to support the statutory review requirement, and to make allowance for the possibility of preparation of a replacement plan by the deadline date.

Revision of strategic needs assessment (October 2020 - March 2021)

- Review of the Partnership's high level strategic needs assessment and supporting locality needs assessment. This will include taking account of any emerging evidence regarding the impact of the pandemic on the short, medium and long-term health and social care needs of the population. Detailed planning for this work has commenced. Some elements may overlap with the stakeholder engagement and consultation stage as the needs assessment reflects both quantitative and qualitative information.

Stakeholder engagement and consultation (April 2021 - September 2021)

- Significant planning will be required for this activity to take account of the need to develop effective remote / virtual means for consultation. Depending on public health guidance at the time there may be some scope for more traditional face-to-face consultation and engagement activities. This stage will involve interaction with people who use services, carers, communities and organisational stakeholders (local, regional and national).
- At the end of this stage there will be a need to analyse information and for the ISPG to support the IJB to complete the formal statutory review of the current plan and make a final decision regarding the need to replace the plan.

Preparation of replacement plan (as required) (October 2021 - March 2022)

- If the IJB concludes that a replacement plan is required this stage will focus on the production of that plan based on information generated in earlier stages. The preparation of a draft plan will be followed by further consultation and engagement activity prior to the plan being presented for approval.

4.6 Following the second wave of the pandemic the Strategic Planning Advisory Group is actively reviewing the viability of this timeline and approach to the statutory review to take into account the following factors:

- An updated assessment of the impact of wave 2 on the delivery of actions within the current strategic and commissioning plan using the RAG (red, amber green) categorisation previously utilised. This will include identifying accelerated actions, delayed actions, actions that are no longer relevant in the present circumstances and any new actions arising from over the last six months.
- The developing understanding at a national and local level of the recovery and remobilisation period for health and social care services, including the recently submitted remobilisation plan for 2021/22 and increasing clarity at a national level that the formal recovery period (and associated supports) is likely to continue for a two year period until March 2023. It is also likely that over that period there will be a much clearer and more comprehensive understanding of the impact of the pandemic on the health and social care needs of the population.
- The implications of the Independent Review of Adult Social Care, including the expectation that detailed plans for national implementation of recommendations and the implications of these will continue to emerge over the next 12-24 month period.
- Timelines within the other two IJBs across Tayside for the expiration, review and replacement of their strategic and commissioning plans. This will include considering whether or not there are significant advantages to aligning planning timescales in Dundee with those in Angus and Perth and Kinross.
- It is understood that a substantive review of the Dundee City Plan will take place during the 2022/23 financial year. There may be advantages to aligning the timescale for review of the strategic and commissioning plan with that of the City Plan.
- Limited resources available across all teams and partners, including the Strategy and Performance Team, to lead and contribute to activity over the next 12 months.

4.7 The Strategic Planning Advisory Group will reconvene no later than August 2021 to consider the updated draft of the Partnership's Strategic Needs Assessment and revised RAG assessment of the current strategic and commissioning plan (see section 4.6). Following this the group will make detailed recommendations to the IJB regarding the approach to and timeline for completion of the statutory review of the strategic and commissioning plan.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Integrated Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

7.1 Members of the Strategic Planning Advisory Group, the Chief Finance Officer, Head 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	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None.

Vicky Irons
Chief Officer

DATE: 3 May 2021

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