



Item No: 10

Meeting Date: Wednesday 14th May 2025

Glasgow City Integration Joint Board

Report By: Pat Togher, Chief Officer

Contact: Craig Cowan, Head of Business Development

Phone: 07876 815864

Strategic Plan Approach

Purpose of Report:

To update the IJB on the approach to reviewing the Strategic Plan for Glasgow City IJB and seek approval for extending the current Strategic Plan 2023-26 for a further 24 months.

Background/Engagement:

The IJB is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed every three years.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☐
 Council Corporate Management Team ☐
 Health Board Corporate Management Team ☐
 Council Committee ☐
 Update requested by IJB ☐
 Other ☐
 Not Applicable ☒

Recommendations:

The Integration Joint Board is asked to:

- a) Note the content of this report; and
- b) Approve the proposal to extend the current Strategic Plan for a period of 24 months from March 2026.

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Relevance to Integration Joint Board Strategic Plan:

This report relates entirely to the IJB Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):

The plan is required by statute to cover all national outcomes.

Personnel:

A number of officers are involved in the development of the plan. Reference to the existing workforce plan for the HSCP is incorporated within the plan.

Carers:

The 2023-26 plan includes reference to carers, and carers were engaged in the development of the plan.

Provider Organisations:

The 2023-26 plan includes reference to providers of services and providers were engaged in the development of the plan.

Equalities:

The engagement approach to development of the 2023-26 plan took account of the need to engage and consult with equalities groups and people with protected characteristics. An EQIA was completed before and after completion of the draft 2023-26 plan and was subject to a desktop review in late 2024.

[EQIA - Strategic Plan 2023 to 2026 Engagement and Co-production | Glasgow City Health and Social Care Partnership](#)

Fairer Scotland Compliance:

The 2023-26 plan includes references to objectives and measures that contribute to the alleviation of socio-economic disadvantages affecting the outcomes experienced by individuals living within Glasgow City.

Financial:

The Strategic Plan is required to outline the financial resources available to deliver it.

Legal:

The IJB is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed at least every three years.

Economic Impact:

None

Sustainability:

None

Sustainable Procurement and Article 19:

None

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Risk Implications:	If the proposal to extend the Strategic Plan is not approved there is a risk that consultation and engagement activity does not take into account the wider external factors that may impact on the strategic priorities for the forthcoming Plan.
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Implications for Glasgow City Council:	A number of officers are involved in the development of the plan. The Council's own Strategic Plan and approach is taken into consideration in the development of the IJB Strategic Plan.
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Implications for NHS Greater Glasgow & Clyde:	A number of officers are involved in the development of the plan. The Health Board's plans and programmes are taken into consideration in the development of the IJB Strategic Plan.
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

1. Purpose

- 1.1. The purpose of this report is to update the IJB on the approach to reviewing the Strategic Plan for Glasgow City IJB and seek approval for extending the current Strategic Plan 2023-26 for a further 24 months.

2. Background

- 2.1. The Integration Joint Board is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed every three years, with a decision taken on whether or not to replace the existing Plan.
- 2.2. Guidance to support the legislation states that Integration Authorities must consider the following when carrying out a review:
- National health and wellbeing outcomes
 - Integration delivery principles
 - The view of the Strategic Planning Group(s) (SPG)
- 2.3. The current Strategic Plan 2023-26 is due for review by March 2026. The legislation allows for the Strategic Plan to continue beyond March 2026.

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- 2.4. A review may result in the integration authority making any necessary changes by replacing its Strategic Plan. When preparing a (new or replacement) Strategic Plan, key stages are:
- Preparing proposals and seeking views of the SPG(s) to prepare a 1st draft
 - Consulting on 1st draft with the SPG(s)
 - Prepare a 2nd draft followed by wider consultation with prescribed stakeholders
- 2.5. The previous Strategic Plan (2019-2022) was extended by 1 year due to the COVID pandemic and, in particular, the challenges this presented for usual means of consultation and engagement.
- 2.6. The HSCP have previously taken the approach of publishing a new Strategic Plan every 3 years so have moved directly to the 'preparation of a new plan' stages and wider consultation with prescribed stakeholders. This process usually takes up to 12 months and therefore would ordinarily have been underway by this point in the calendar year. Updated Planning with People guidance issued by Health Improvement Scotland also puts a requirement for at least 3-month engagement at the initial stage of preparing new plan, and a further 3-month consultation period on each draft of a revised plan.
- 2.7. The review of the Strategic Plan 2023-26 comes within the context of a significant period of challenge for the health and social care sector as a result of the ongoing financial and economic pressures experienced across the public sector, and the projected financial position for the IJB for the next 5 years. As members will be aware, a service prioritisation programme is in development, with a 3-year programme of reviews to be agreed, to ensure the long-term sustainable delivery of delegated services.
- 2.8. The review of the plan also comes within the context of the Scottish Government's ongoing commitment to social care reform, including the Care Reform Bill (previously titled the National Care Service Bill) which is, at the time of writing, in Stage 3 of its passage through Scottish Parliament and may include changes to strategic planning requirements for Integration Authorities as a result of proposed Stage 3 amendments. The next Scottish Parliament election is due to take place no later than 7 May 2026.
- 2.9. Work is currently ongoing to review the HSCP's executive leadership structure, which could result in changes to the governance structures of the HSCP, including the Strategic Planning Groups, which have a fundamental role to play in the development of the Strategic Plan.
- 2.10. It is the view of the HSCP that to attempt to engage in meaningful engagement and consultation with our stakeholder groups for the preparation of a Strategic Plan prior to completion of the above would undermine the process and the end results.

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3. Strategic Plan: Proposed Approach

- 3.1. Taking the factors above into consideration, it is therefore proposed that there is a 2-year extension to the current Strategic Plan, making this a 5-year plan from 2023-28. This would allow sufficient time to:
- Undertake the service prioritisation programme, which will inform both the review of the Strategic Plan ahead of March 2028, and the preparation, engagement and development of the next iteration of the Strategic Plan.
 - Take account of any changes to strategic planning requirements for Integration Authorities which may arise from the Care Reform Bill and other Scottish Government programmes relating to health and social care reform.
 - Confirm and implement any revised leadership and governance structures for the HSCP.
- 3.2. In respect of the review of the Strategic Plan, the view of officers is that the Plan and the vision and strategic priorities that it sets out continue to support and are aligned with the 9 National Health and Wellbeing Outcomes and Integration Delivery planning principles. All performance indicators in annual and quarterly performance reports continue to be aligned to both the strategic priorities and the National Health and Wellbeing Outcomes. In addition, the service prioritisation programme in development (see para 2.7) will continue to be in keeping with the National Health and Wellbeing Outcomes and integration principles.
- 3.3. If approved, it will be necessary for Year 4 and Year 5 delivery plans for the extended Strategic Plan to be produced to ensure that there is continued delivery against the priorities and commitments in the plan and allow ongoing monitoring via the annual and quarterly performance reporting and the Strategic Plan Monitoring report presented to the IJB Finance, Audit and Scrutiny Committee twice a year.
- 3.4. It will also be necessary to review and map interdependencies of other strategies and plans with the IJB's Strategic Plan to ensure that there is continued alignment and no unintended consequences of extending the plan (e.g. Workforce Plan, Market Facilitation Plan etc).
- 3.5. If this extension is approved, this will also allow time for Strategic Planning Group arrangements currently in place to be reviewed and implement any required change (see para 2.9). A review of the SPG arrangements was due to start in late 2019/early 2020, following a report to the HSCP Senior Management Team in November 2019 which highlighted themes raised in a survey of SPG members, including about the objectives, configuration and membership of these groups. This was stalled due to the COVID pandemic.

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- 3.6. There will be continued monitoring and reporting of delivery of the Strategic Plan via performance and Strategic Plan Monitoring reports to the IJB's Finance, Audit and Scrutiny Committee, and the HSCP will continue to publish annually reviewed Locality Plans to support the extended Strategic Plan and articulate local implementation and delivery.
- 3.7. Officers will continue to engage with key stakeholders through existing public engagement structures as part of ongoing consultation and engagement activity, development of Locality Plans and involvement in the service prioritisation activity during the period of extension. An approach and timeline for engagement on the revised Strategic Plan will be presented to the IJB in 2027 for approval.

4. Recommendations

- 4.1. The Integration Joint Board is asked to:
 - a) Note the content of this report; and
 - b) Approve the proposal to extend the current Strategic Plan for a period of 24 months from March 2026.