

# CÙRAM IS SLAINTE NAN EILEAN SIAR



## INTEGRATION JOINT BOARD

**Meeting date: 26 March 2026**

**Item: 6.1**

**Title: Strategic Plan Update**

**Responsible Officer: Interim Chief Officer**

**Report Author: Emma Macsween**

### 1 Purpose

**This is presented to the Committee for:**

- Discussion
- Decision

**This report relates to a:**

- Government policy/directive
- Legal requirement
- NHS Board/ LA /Integration Joint Board Strategy or Direction

**Competence:**

- The Report provides the Board with an update on the status of the interim Plan previously shared at the August 2025 Board development day. The Report suggests key themes for further consideration when drafting the substantive Strategic Plan.

### 2 Report summary

#### 2.1 Situation

2.1.1 During the August 2025 IJB development session, an interim Strategic Plan was presented for consideration. In terms of governance processes and consultation as per the statutory guidance, the due diligence in progressing with the interim Plan has not been completed. Subsequent discussions at the Service Management Team and Integrated Corporate Management Team have concluded that a revisiting of the proposed actions would be beneficial in terms of clarity of intent and appropriateness for a strategically orientated document.

2.1.2 In addition, the rapidly evolving national agenda associated with Sub National Planning and the associated remit of Delivery Committees (SPDCs) requires to be considered as a significant development when undertaking strategic planning. Similarly, the national frameworks pertaining to service renewal and population health require to be addressed. From a local perspective, the Health Needs Assessment produced in 2025 provides further data to be interrogated when considering strategic priorities to address current and future health and social care service priorities.

## **2.2 Background**

The Board has a statutory duty to produce and implement a Strategic Plan. The Board approved a Strategic Framework in September 2024 to provide a context for the development of a Strategic Plan.

## **2.3 Assessment**

2.3.1 The Appendix provides the action plan integrated into the document presented last August at the development day. An update has been provided against the various actions to help provide some context for the Board's consideration on the various issues. In order to provide some continuity in terms of priorities to be carried forward, it is recommended that the following strategic themes are included in the scope of the drafting the substantive Strategic Plan.

- Community Rehabilitation
- System flow (admission avoidance and discharge without delay)
- Digital Innovation
- Dementia
- Frailty
- Barra and Vatersay Community Campus
- Primary Care and Integrated Teams
- Palliative Care

### **2.3.2 Quality/ Patient Care**

The interim Plan referenced such matters within a number of the actions. Quality of care metrics will require to be considered within future iterations of the Strategic Plan. Based on indicative timelines, this will dovetail with the national review of performance indicators.

### **2.3.3 Workforce**

A number of the actions in the Interim Plan relate to workforce planning and implementation. Updates have been provided as applicable. The future iterations of the Plan will require to make explicit the connections between workforce plans for the delegated services.

### **2.3.4 Financial**

There are no financial implications associated with this Report.

### 2.3.5 Risk Assessment/Management

The review of the IJB's strategic risk arrangements has been subject to consideration by the Audit and Risk Committee. The production of a Strategic Plan in line with statutory guidance is an outstanding matter and a documented risk. Evidencing progress through reviewing the interim document and carrying forward key themes demonstrates the Board's progress to resolving the matter.

### 2.3.6 Equality and Diversity, including health inequalities

N/A

### 2.3.7 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38, against the 5 themes:

1	Sustainable Buildings & Land	n/a
2	Sustainable Travel	n/a
3	Sustainable Goods and Services	n/a
4	Sustainable Care	n/a
5	Sustainable Communities	n/a

### 2.3.8 Route to the Meeting

Integrated Corporate Management Team. March 2026.

## 2.4 Recommendation

- 2.4.1 Discussion – The Board to consider the status of the interim Plan.
- 2.4.2 Decision – The Board to agree to the priority areas as detailed at section 2.3.1 to feature in the drafting of the substantive Strategic Plan.

## 2 List of appendices

The following appendix is included with this report:

- Appendix 1. Action Plan 2025/2026 extracted from the Health and Social Care Commissioning Plan 2025-26.