

# Fife Health & Social Care Integration Joint Board



Supporting the people of Fife together

## CONFIRMED MINUTE OF THE STRATEGIC PLANNING GROUP

WEDNESDAY 3 SEPTEMBER 2025, 14.00 – 16.00 (via Teams)

**Present:** Colin Grieve (CG - Chair), Roy Lawrence (RLaw), Vanessa Salmond (VS), Caroline Cherry (CC), Chris Conroy (CC), Karen Marwick (KM), Dave Dempsey (DD), William Penrice (WP), Morna Fleming (MF), Lesley Gauld (LG), Sam Steele (SS), Susan Fraser (SF), Nicola Broad (NB), Val Millar (VM), Lisa Cooper (LC), Tracy Harley (TH), Paul Short (PS), Ben Hannan (BH), Claire Dobson (CD)

**In Attendance:** Gemma Reid (minutes)

NO	AGENDA NUMBER	ACTION
1	<b>SLT CHECK IN, WELCOME AND APOLOGIES</b> Colin Grieve welcomed all to the meeting and noted that the meeting would be recorded for minute taking purposes.  Apologies were noted from Lynne Garvey, Audrey Valente, Paul Dundas, Rachel Heagney, Vicki Birrell, Fiona Forrest, Rosemary Liewald, Jacquie Stringer	
2	<b>MINUTES &amp; ACTION NOTE OF LAST MEETING – 18 JULY 2025</b> The minutes and action log of the previous meeting on 18 July 2025 were approved as an accurate record.  Chair noted that the PMO agenda item would be presented as a full report to the November meeting.	
3	<b>ANNUAL REPORTS</b> <b>3.1 Carers Strategy Annual Report 2025</b> Roy Lawrence presented the Carers Strategy Annual Report for 2025 noting that the 2025 Carers Strategy Annual Report provides assurance that statutory duties are being met and outlines progress against five agreed outcomes.  Key developments include: <ul style="list-style-type: none"><li>Commissioned support from Third Sector including Fife Young Carers.</li></ul>	

This document, and the information it contains, has been provided on 'pink papers'. This means that a duty of confidentiality applies to this information. It must not be disclosed further by you, either in part or in full, except in very specific circumstances, for example to meet a legislative requirement.

IJB documents on pink papers have been provided to you for a specific purpose. This information must not be re-used for secondary purposes, or used in a way that is detrimental to the IJB and its members. In some circumstances duty of confidentiality is time-sensitive. It is possible that the status of information which is initially identified as confidential may change over-time, and wider disclosure may then be permitted. Should a scenario arise where you consider disclosure is required, please contact [FOI.IJB@fife.gov.uk](mailto:FOI.IJB@fife.gov.uk) first to discuss

	<ul style="list-style-type: none"> <li>• Establishment of a specialist team for adult carer support plans.</li> <li>• Creation of a multi-agency training group.</li> <li>• Strong partnership working and commitment to continuous improvement.</li> </ul> <p><b>Financial Update</b></p> <p>The Joint Carers Strategy Group noted the absence of financial figures. The report will be updated to reflect the £6.1m received from the Scottish Government for carer support in Fife before being presented to IJB.</p> <p>Chair opened to questions/comments from members.</p> <ul style="list-style-type: none"> <li>• MF emphasised the need for transparency in funding from Scottish Government and better public awareness of available support noting that communication is key, as many carers are unaware of existing services.</li> <li>• RLaw acknowledged Morna's input, support and collaboration to the report and shared that a communications subgroup had been developed following the recent strategy workshop.</li> <li>• BH praised the report and suggested a future focus on the health impacts of caring roles.</li> <li>• DD questioned the report's target audience and suggested clearer framing. RLaw confirmed the report is intended for multiple audiences and will be published online.</li> <li>• SS gave thanks for the report and highlighted the importance of information dissemination to carers.</li> <li>• RLaw shared ongoing work with trade unions to support staff who are carers and efforts to streamline adult carer support plans. A one-page delivery plan and outcomes map are in development with work to be done around linking more clearly to national outcomes.</li> <li>• DD raised concerns about unmet need—only 792 carers offered plans out of an estimated 44,000 in Fife. TH confirmed that the 44,000 figure had been obtained via a census with numbers continuing to grow.</li> <li>• MF noted many carers don't self-identify with support requirements varying dependent upon the stage of caring. Encouraging carers to seek help is essential, supported by staff trained in "good conversations."</li> </ul> <p><b>RECOMMENDATION:</b></p> <ul style="list-style-type: none"> <li>• <b>The SPG were assured that the work set out to be delivered in support of the Carers Strategy has had a significant positive impact for carers in Fife and that the HSCP continues to evaluate, improve and innovate with partners to deliver high quality support for carers.</b></li> </ul>	<b>RLaw</b>
<b>4</b>	<p><b>STRATEGY UPDATES</b></p> <p><b>4.1 Mental Health &amp; Wellbeing Strategy</b></p> <p>Karen Marwick presented the report for discussion. CG requested context for its presentation, questioning the rationale behind bringing it forward. KM</p>	

This document, and the information it contains, has been provided on 'pink papers'. This means that a duty of confidentiality applies to this information. It must not be disclosed further by you, either in part or in full, except in very specific circumstances, for example to meet a legislative requirement.

IJB documents on pink papers have been provided to you for a specific purpose. This information must not be re-used for secondary purposes, or used in a way that is detrimental to the IJB and its members. In some circumstances duty of confidentiality is time-sensitive. It is possible that the status of information which is initially identified as confidential may change over-time, and wider disclosure may then be permitted. Should a scenario arise where you consider disclosure is required, please contact [FOI.IJB@fife.gov.uk](mailto:FOI.IJB@fife.gov.uk) first to discuss

	<p>confirmed that the report has been presented on a number of occasions with amendments carried out following feedback. She advised that it was now being presented for assurance and feedback from SPG before progressing to QCC and IJB.</p> <p>Chair invited questions from members.</p> <ul style="list-style-type: none"> <li>• MF expressed appreciation for the various iterations of the report, noting that her previous feedback had been incorporated. She found the report highly informative and thanked KM for her collaborative approach.</li> <li>• BH commended the report, highlighting that mental health can be understood differently by different people. From a planning perspective, he noted that Fife has a higher proportion of diagnosed mental health conditions compared to the rest of Scotland.</li> <li>• DD raised a question regarding <i>Priority 4 on page 78</i>, asking whether the outlined outcomes are not already being addressed. He also referred to the <i>risk register on page 95</i>, suggesting the addition of another column to indicate risk status. Karen confirmed she would follow up on this point offline.</li> </ul> <p>Karen concluded by stating that the papers are intended to provide assurance regarding the depth of work undertaken in developing the strategy, including a comprehensive Equality and Human Rights Impact Assessment (eQIA).</p> <p><b>RECOMMENDATION:</b></p> <ul style="list-style-type: none"> <li>• <b>Members noted the report for onward submission to QCC and IJB.</b></li> </ul>	
	<p><b>4.2 Strategic Plan 2026-2029 – early draft</b></p> <p>Chair advised that an early iteration of the draft Strategic Plan was being presented to SPG members.</p> <p>WP provided an update on the draft, accompanied by a slide presentation shared with SPG members.</p> <p><b>Key developments include:</b></p> <ul style="list-style-type: none"> <li>• Ongoing discussions with Heads of Service regarding priority areas</li> <li>• Delivery planning being led by Nicola Broad</li> <li>• Continued stakeholder consultations</li> <li>• A dedicated webpage has been launched</li> </ul> <p>A proposal was raised to merge locality planning and strategic commissioning into a single priority area focused on local delivery. Members were invited to share their views on this suggestion.</p> <p>The first full draft is expected by the end of September. The strategy will be refreshed on a three-year cycle.</p> <p>WP welcomed feedback from members on the proposals, and the Chair opened to questions from members.</p> <p><b>Timeframe</b></p>	

This document, and the information it contains, has been provided on 'pink papers'. This means that a duty of confidentiality applies to this information. It must not be disclosed further by you, either in part or in full, except in very specific circumstances, for example to meet a legislative requirement.

IJB documents on pink papers have been provided to you for a specific purpose. This information must not be re-used for secondary purposes, or used in a way that is detrimental to the IJB and its members. In some circumstances duty of confidentiality is time-sensitive. It is possible that the status of information which is initially identified as confidential may change over-time, and wider disclosure may then be permitted. Should a scenario arise where you consider disclosure is required, please contact [FOI.IJB@fife.gov.uk](mailto:FOI.IJB@fife.gov.uk) first to discuss

BH acknowledged that whilst some ambitions may require longer to realise, he advised caution around extending the Strategic Plan beyond the proposed three-year cycle. He emphasised the importance of focusing on what can realistically be achieved within available resources over the next three years.

DD noted that the impact of the plan depends on how meaningful the outcomes can be within the timeframe. WP confirmed that the *Plan for Fife* is scheduled for refresh within the next three years.

Val Miller (Policy & Communications, Fife Council) highlighted that the *Plan for Fife* runs to 2027, with a 10-year strategic horizon and a three-year refresh cycle. She suggested it may be worth considering a longer-term perspective, although no formal decision has been made. She also referenced the evolving local development planning process and the opportunity to align local outcome improvement planning with development planning. Val expressed interest in contributing to ongoing discussions within this group.

BH noted that the *Plan for Fife* extends beyond NHS and local authority boundaries, and that it may be unrealistic to develop a single overarching plan. Instead, the focus should be on how partners collaborate effectively.

VS raised the importance of aligning the Strategic Plan with the medium-term financial strategy, including timing considerations. BH agreed, stating that maintaining a three-year cycle supports this alignment.

Morna emphasised that the draft plan clearly prioritises the needs of localities, acknowledging that different areas may have distinct priorities.

CG supported the three-year cycle, suggesting it provides a suitable timeframe to identify and address both intended and unintended consequences.

Claire Dobson (Director of Acute Services, NHS Fife) offered support to meet with TH and colleagues before the end of the month to help shape the Strategic Plan further. She also questioned whether the current priorities are ambitious enough.

CC reiterated the importance of focusing on locality delivery. WP confirmed this is a key theme of the plan. CG added that while the intent is to support locality delivery, the strategy also reflects the current position and context.

### **Vision Statement – Retain or Revise?**

The group discussed whether to retain the existing vision or adopt a revised version.

- MF sought clarification on whether the proposed change referred to the vision on page 4 of the document. WP confirmed it was a suggestion for discussion. MF expressed a preference for retaining the original vision.
- DD commented that the specific wording of the vision is less important than the priorities that emerge from it.

This document, and the information it contains, has been provided on 'pink papers'. This means that a duty of confidentiality applies to this information. It must not be disclosed further by you, either in part or in full, except in very specific circumstances, for example to meet a legislative requirement.

IJB documents on pink papers have been provided to you for a specific purpose. This information must not be re-used for secondary purposes, or used in a way that is detrimental to the IJB and its members. In some circumstances duty of confidentiality is time-sensitive. It is possible that the status of information which is initially identified as confidential may change over-time, and wider disclosure may then be permitted. Should a scenario arise where you consider disclosure is required, please contact [FOI.IJB@fife.gov.uk](mailto:FOI.IJB@fife.gov.uk) first to discuss

- VS asked about the rationale behind proposing a change. William explained that the intent was to provoke discussion, noting that the context has evolved since the original vision was created.
- SS felt the original vision was comprehensive and sufficiently focused, with no need for significant changes. She found the proposed revision overly wordy.
- CG agreed, intimating that the proposed version was too verbose and noted that there was limited appetite for changing the vision at this time.

### **Strategic Priorities – Structuring and Framing**

BH raised questions about how integration will continue and expressed interest in the Strategic Needs Assessment. He noted that while some challenges are inherent and must be built into service design, others can be mitigated. He emphasised the importance of a bottom-up locality approach, supported by robust data to guide targeted resource allocation. He suggested the document should coordinate a series of actions that can be sequenced over time.

MF agreed with the shift from reactive care to proactive approaches, highlighting prevention and early intervention as key. She raised concerns about digital integration issues between NHS and Fife Council systems. CG noted that some digital systems are nationally controlled and beyond local influence.

BH stressed the need to focus on what is within local control. He referenced the HSCP's progress on the Prevention & Early Intervention (P&EI) Strategy and called for clearer articulation of how this will be refocused within the new strategy.

SS noted that digital development includes communication across NHS regions, but there is currently no interoperability between NHS Fife and NHS Forth Valley. She questioned whether this falls within the remit of the IJB.

BH acknowledged confusion around what aspects of digital fall within the IJB's remit and committed to discussing this further with VS in her new role.

DD commented that digital and integration are means to an end, not priorities themselves. He suggested the vision should be reflected in the priorities.

LC introduced the distinction between enablers and priorities, stating that digital and localities are enablers for delivering the strategic vision.

CG emphasised the need to clarify how priorities were identified and to distinguish between priorities and enablers.

LC added that new and innovative approaches are needed to manage emerging challenges and asked what has changed in the Strategic Needs Analysis since the last cycle.

WP confirmed that the Prevention and Early Intervention Strategy will be integrated into the new Strategic Plan as part of an innovative approach.

This document, and the information it contains, has been provided on 'pink papers'. This means that a duty of confidentiality applies to this information. It must not be disclosed further by you, either in part or in full, except in very specific circumstances, for example to meet a legislative requirement.

IJB documents on pink papers have been provided to you for a specific purpose. This information must not be re-used for secondary purposes, or used in a way that is detrimental to the IJB and its members. In some circumstances duty of confidentiality is time-sensitive. It is possible that the status of information which is initially identified as confidential may change over-time, and wider disclosure may then be permitted. Should a scenario arise where you consider disclosure is required, please contact [FOI.IJB@fife.gov.uk](mailto:FOI.IJB@fife.gov.uk) first to discuss

	<p>CG reiterated that local needs should drive local outcome improvement plans and that understanding these needs is essential.</p> <p><b>Next Steps and Engagement</b></p> <p>BH asked about next steps, particularly around engagement and co-design. He noted the strategy is still in the design phase but that timelines are tight. He suggested bringing the right people together to shape the draft.</p> <p>WP confirmed that discussions with Heads of Service are ongoing and that a draft strategy is expected by the end of September. He welcomed collaboration and further conversations to support formal consultation and engagement.</p> <p>DD raised concerns about consultation reaching only those already involved, potentially excluding the wider public. He cautioned against trying to satisfy all interests and suggested the Strategic Plan should remain focused.</p> <p>CG reiterated the group’s role in providing assurance around development of the Strategic Plan before progression to the IJB and noted that it would be repurposed to ensure public accessibility.</p> <p>WP acknowledged that consultation often involves vested interests. TH confirmed that consultation with protected characteristic groups is planned in line with the Equalities Act and that a third phase of consultation will follow the draft. She welcomed further discussion with BH and CD to ensure an integrated approach.</p> <p>CG noted that while the next steps may not directly involve the full SPG, some members will continue work on engagement and strategy content. The draft will return to the SPG for agreement before progressing to the IJB.</p> <p>BH expressed sensitivity around terminology used in consultation and agreed to discuss this further with TH offline.</p> <p><b>RECOMMENDATION:</b></p> <ul style="list-style-type: none"> <li>• The Strategic Planning Group noted the current progress with the development of the new Strategic Plan and provided input on the proposed approach.</li> <li>• Proposed draft for discussion to be brought to SPG in September – date TBC,</li> </ul>	<b>WP</b>
5	<p><b>AOCB</b></p> <p>No notification of other business received and therefore the meeting was closed by advising members of the date of the next meeting.</p>	
6	<p><b>DATE OF NEXT SPG MEETING</b></p> <p><b>Friday 14 November 2025, 14:00 – 16:00</b></p>	