
To: Leadership Board

On: 23 February 2022

Report by: Chief Executive

Heading: Renfrewshire Integration Joint Board – Development of Strategic Plan

1. Summary

- 1.1 On 1 December 2021, Leadership Board considered a paper advising elected members that a new Strategic Plan had been developed by the Renfrewshire Integration Joint Board and would be subject to a formal consultation period ending 31 January 2022.
- 1.2 The draft plan has now been reviewed by officers, with a summary of key observations and suggestions for improvement outlined within section 4 of this report.
- 1.3 Overall the draft Strategic Plan has been assessed as being a well written document, which provides a good overview of the current and future operating context for the delivery of health and social care services in Renfrewshire. The Plan has been developed through an extensive programme of engagement with stakeholders and clearly sets out a number of key objectives and specific actions to be progressed over the next 3 years.
- 1.4 Section 3 of the report provides a summary assessment of the draft plan which has been undertaken by officers. On the whole the comments and suggestions which have been set out, would strengthen the existing draft and do not represent significant concerns.

2. Recommendations

2.1 It is recommended that members of the Leadership Board:

- Agree the content of the report which will be submitted to Renfrewshire Health and Social Care Partnership, as the Council's formal response to the draft Strategic Plan.

3. Background

3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires Health Boards and local authorities to integrate a range of prescribed adult health and social care services, and in Renfrewshire the model of integration is delivered by delegating services to Renfrewshire Integration Joint Board.

3.2 The Act requires Renfrewshire Integration Joint Board to produce a Strategic Plan which sets out how health and social care functions delegated to it will be planned and delivered over a 3 year period. Under the legislation, strategic plans must be reviewed every 3 years and be subject to a prescribed statutory consultation process.

3.3 The current Strategic Plan was approved in 2019 and is now being reviewed in line with the requirements of the legislation. A formal consultation on the draft Strategic Plan was launched on 18 November, and is due to end on 31 January 2022.

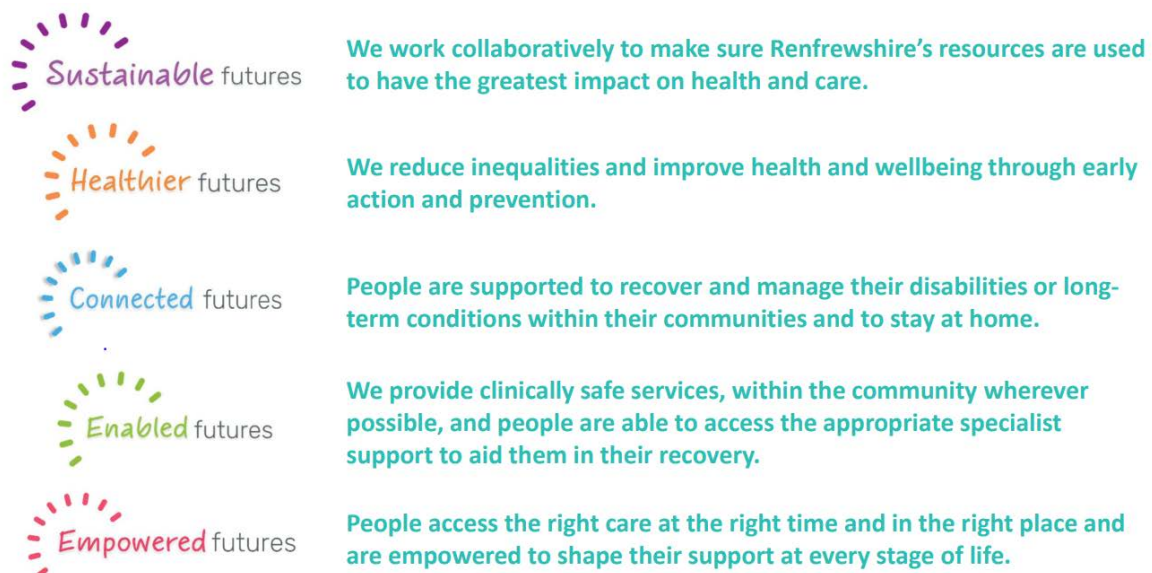
3.4 This paper sets out the Council's proposed response to the draft Strategic Plan. Subject to approval by the Board, this response will be formally submitted as part of the formal consultation on the Plan.

4 Overview of the Strategic Plan

4.1 The Strategic Plan is a well-written, comprehensive document which sets out a clear vision for the delivery of health and social care services in Renfrewshire.

4.2 The structure and content of the plan has been developed through an extensive consultation process involving key partners and stakeholders. It is not clear within the document on the extent to which local staff have been involved in the development of the Plan.

- 4.3 The Plan proposes that services are shaped to support people in Renfrewshire to live meaningful lives and achieve their hopes and aspirations. A key focus is on supporting a person, rather than focusing on a condition, helping people to live independently and exercise choice and control over the care and support they receive.
- 4.4 These principles are reflected within the structure of the plan, which is grouped around broad themes rather than traditional care groupings:



- 4.5 The themes utilised are clear and are helpful in making the work of the HSCP, accessible and understandable for all stakeholders. Given the lead role that the HSCP takes in terms of adult protection, there should be consideration for a theme to be included in relation to keeping people safe across Renfrewshire's communities, particularly in light of the ongoing impact of COVID on vulnerable people. It is suggested that it may be helpful to reword the Connected Communities objective:- to supporting people to live as safely and independently in their own home or community.

Strategic context

- 4.6 The Plan outlines the context in which the Health and Social Care Partnership is operating, which is both challenging and uncertain in nature. The HSCP remains focused on responding to the impact of the pandemic as these emerge over time, recognising that health inequalities in Renfrewshire are likely to have been significantly exacerbated in Renfrewshire.
- 4.7 During the pandemic, the HSCP have worked very closely with Council services and with wider partners and community organisations, to address the impact of COVID 19 on local people. Examples of this partnership working

are shared for information, with reference also made to the ways in which the HSCP is supporting a range of partnership plans, including Renfrewshire's Children Services Plan, and the local Social Renewal Plan. The HSCP has been closely involved in the development and delivery of the Social Renewal Plan in particular, and is playing a lead role in a number of key aspects including in relation to social isolation and mental health and wellbeing.

- 4.8 A key aspect of the Social Renewal Plan relates to ongoing work to tackle inequality and to address financial insecurity, particularly in relation to child poverty. This is a core programme of work that will require the laser focus of all partners in Renfrewshire, and further reinforcement of this objective within the Strategic Plan would be beneficial.
- 4.9 The Plan also highlights the significant uncertainty and potential for future structural change, linked to the current consultation on the proposed establishment of a National Care Service, which would have significant financial, governance and workforce implications for both Renfrewshire Integration Joint Board and Renfrewshire Council. These challenges require to be addressed more comprehensively in addition to longer term objectives such as transformation, responding to the changing needs of local people and long term financial sustainability.
- 4.10 One area of focus which could perhaps be stronger within the Plan, is workforce planning. Whilst there are clear objectives in relation to supporting the health and wellbeing of staff, particularly in light of the impact of COVID, it would be helpful if the Plan provided further detail on its ongoing workforce planning challenges in relation to recruitment and retention of staff to social care and social work roles. It is however recognised that the HSCP have a separate more detailed workforce plan which is currently being refreshed. This will provide further detail on the actions being undertaken at a local and national level to address these workforce challenges.

Financial commentary

- 4.11 Within the financial section it is suggested that more detail could be provided on the current financial position of the IJB, in that despite COVID, a stable financial position has been achieved, with strong reserves in place. This provides a more stable financial foundation upon which to move ahead with the organisation's transformation agenda, notwithstanding the scale of financial challenge that may emerge over the coming years. The transformation agenda supports the provision of services in terms of ongoing financial sustainability, but is absolutely critical to the vision of improving outcomes for people using services.

Housing Contribution Statement

- 4.12 Under current legislation, Integration Joint Boards must also develop and publish a Housing Contribution statement as a supporting document to the Strategic Plan. The important role that housing plays in terms of improving health and wellbeing is comprehensively described within the plan, which includes detailed context and actions which will be taken jointly with partners to for example support independent living in Renfrewshire. This includes recognising the changing support needs of local people and households across Renfrewshire, ensuring that safe, warm and suitable accommodation is available and that wraparound care services are in place to support independent living.

Action plans

- 4.13 Detailed action plans are included against each of the themes set out in section 4.4. These broadly include the key actions and areas of focus that Council services would wish to see represented.
- 4.14 In terms of specific suggestions on areas for improvement / further development, it is proposed that there are a small number of activities that could be included within the final draft of the Strategic Plan:

Area of activity	Comment
Impact of COVID	<p>The Plan clearly references the ongoing impact of the pandemic on the delivery of services and on the workforce. It may be helpful to include further information from the community impact assessment in 2020 on the impact of COVID and specifically on the extent to which exacerbated in Renfrewshire. For many aspects of life, we are not clear what this may mean, but in other areas it is important to note that the baseline has shifted for many people.</p> <p>The visible and proactive role that the HSCP has and will continue to have in terms of mental health and wellbeing and social isolation could also be more strongly represented.</p>
Financial insecurity / poverty	<p>The Plan has a strong focus on equalities, however socio economic considerations linked to the Fairer Scotland Duty could be more strongly referenced within the body of the plan and potentially within the actions included.</p>

Locality working	<p>The Plan references currently locality working arrangements that operate within the HSCP. The development of a stronger locality focus is a core element of the Social Renewal Plan and it would be helpful if this partnership work could be referenced within the relevant section of the action plan.</p> <p>The HSCP is an important partner within the local approach to placeshaping: - ensuring that local places are designed to support better health and wellbeing. These activities could be referenced within the Plan.</p>
Carers	The Plan includes some actions which seek to promote and recognise the crucial roles that carers play within society. Further specific detail on caring, and the work that is being progressed locally to support and recognise, would provide useful context within the document.
Governance	Whilst a range of supporting documents are attached to the consultation to provide additional information, it would be helpful for the introductory sections of the Plan to set out more information on the governance and reporting arrangements in place.
National and Local context	For completeness, it would be helpful to reference the national COVID Recovery strategy and local economic recovery plans.
Digital	The Plan recognises that digital participation and infrastructure is vital to the ongoing delivery and transformation of services. This is viewed as a key enabler but the importance of digital could be elevated more significantly within the Plan.

- 4.15 Overall it is felt that the feedback outlined above, would provide additional context and indeed strengthen what is currently a comprehensive draft Strategic Plan for Renfrewshire.

5. Next steps

- 5.1 Subject to the approval of this response by the Board, formal feedback will be submitted to the Health and Social Care Partnership and considered through the formal consultation process.
- 5.2 It is anticipated that a final draft of the Strategic Plan will then be considered by the Renfrewshire Integration Joint Board, and thereafter published in April

2022. Six monthly updates on those services delegated to the IJB, will continue to be provided to the Leadership Board.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the Strategic Plan highlights the close partnership working arrangements which continue to operate in Renfrewshire which support health and wellbeing in Renfrewshire.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – none

List of Background Papers:

Renfrewshire Integration Joint Board – Development of Strategic Plan, 1 December 2021, Leadership Board

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