

**To: Renfrewshire Integration Joint Board**

**On: 24 November 2023**

**Report by: Chief Officer**

**Heading: Chief Officer's Report**

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	<b>X</b>
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

## 1. Summary

- 1.1. This report provides an update to the Integration Joint Board (IJB) on key developments and operational activity since the last IJB on 29 September 2023 and additional policy developments that the HSCP is building into future workplans, strategies and action plans.
- 1.2. The contents of this paper reflect an ongoing period of change and challenge, particularly within the financial circumstances faced by the IJB. Key HSCP updates provided include a summary of the outcomes of the HSCP's Administration and Business Project review alongside an update on the 2023/24 review of the Renfrewshire IJB Integration Scheme.
- 1.3. Several national policy updates are also provided, including updates on the Scottish Government's Programme for Government 2023/25 and publication of the national Winter Preparedness Plan 2023/24.

## 2. Recommendations

It is recommended that the IJB note:

- The range of key HSCP updates provided (Sections 4 to 10); and
- The national policy updates provided (Sections 11 to 19)

## 3. Background

- 3.1. The IJB and HSCP continue to operate within a fast-moving and complex policy environment which reflects high levels of service demand and the ongoing cost of living crisis, which will continue to impact on local communities, providers, and the public sector in coming months and beyond.

In addition, Scottish Government policy continues to develop across a range of areas which will have significant impact on future operations.

- 3.2. This paper follows previous Chief Officer update reports to the IJB in providing a summary of the breadth of policy developments that the HSCP continues to respond to as part of, and alongside, service delivery.

### **Key HSCP Updates**

#### **4. HSCP Administration and Business Support Project**

- 4.1. The HSCP has previously provided updates to the IJB on the progression of the Administration and Business Support project, which was carried out over two phases (i) an initial scoping phase focused on understanding challenges and issues; and (ii) a second design phase seeking to develop and implement solutions to the issues raised by staff. The second phase of work has now concluded, and the project and associated governance formally closed.
- 4.2. The project was taken forward in partnership with staff-side representatives, a core project team, service managers and input from staff throughout. The project has been received positively with strong engagement from our staff group in both phases.
- 4.3. To complete the project, two project closure meetings were held with service staff in September and October 2023 to reflect on the project objectives, benefits and successes achieved. These sessions provided an overview to staff on the breadth of work completed which included (i) actions to manage workload and information control; (ii) updating and bringing consistency to job descriptions (including a reduction in the number of job descriptions now used); (iii) considering staff use of, and improving access to, the technology staff require to deliver their roles; (iv) ensuring staff can access available training to support their personal and professional development; (v) enhancing communication and culture; and (vi) developing and circulating a service purpose statement.
- 4.4. In these sessions, staff provided valuable feedback on their experience of the project, including partnership working and the role of the peer support groups which are now in place. Following these sessions, a survey was also issued to staff to gather further insight into the impact of the project and areas where further focus may be required in coming months. This will be considered alongside ongoing activity to continuously improve and refine service processes, identify additional training and development opportunities, and finalise a service specification to support greater control over staff workloads.

#### **5. Integration Scheme Review**

- 5.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (the 'Act') requires Health Boards and Local Authorities to jointly prepare an Integration Scheme (the 'Scheme'). The Scheme is a legal partnership agreement which covers all matters prescribed under the Act - setting out the key arrangements for how health and social care Integration should be planned, delivered, and monitored. The Renfrewshire Integration Scheme was approved by Parliament on 27 June 2015.

- 5.2. Under Section 44 of the Act there is a legal requirement to complete a review of an Integration Scheme within a “relevant period” of 5 years from initial publication. The review must have due regard to the integration planning principles set out in the Act and the [National Health and Wellbeing Outcomes](#). Statutory responsibility to review the Scheme sits with our partners - Renfrewshire Council and NHSGGC. The IJB is not a party to the Scheme.
- 5.3. The Scottish Government has advised that the Schemes should be reviewed in line with current legislation, including consultation with prescribed consultees. Previous work was undertaken to review Renfrewshire’s Integration Scheme however this was paused prior to consultation in February 2020 due to the Covid pandemic and the need to reflect further feedback in the draft updated Scheme. A pan-GGC HSCP working group chaired by the West Dunbartonshire HSCP Chief Officer has since been re-established to lead the review and prepare all six Schemes for consultation.
- 5.4. A draft updated Integration Scheme has been developed, with changes focused on bringing consistency to the language used and reflecting updated policies and procedures. No material change has been made to the functions delegated to the IJB. The six draft Schemes were submitted to NHSGGC’s FP&P Committee on 3 October 2023 at which point the process for consultation and finalisation was considered. Following discussions with Renfrewshire Council, the draft Scheme is scheduled to be considered by the Council’s Leadership Board at its meeting on 21 February 2024. A formal consultation process will subsequently be launched with prescribed consultees, and all IJB members will be provided a copy of the draft revised scheme and the opportunity to provide their individual feedback as part of this process. The Scheme will be further updated to reflect feedback received where appropriate and submitted for final approval through partner governance routes before the final Scheme is brought to the IJB for information and noting on 28 June 2024. The scheme will then be submitted by the Chief Executives of NHSGGC and Renfrewshire Council to the Scottish Government for approval before wider publication.

## **6. Update on CAMHS progress and performance**

- 6.1 As the IJB is aware, responsibility for the management of CAMHS services across the NHSGGC areas now sits with East Dunbartonshire HSCP. However, following discussion at the last meeting of the IJB, the HSCP has committed to providing regular updates to members on performance within the CAMHS service. The most recent performance update received shows the following key points:

- The national target is for 90% of children and young people to commence treatment for specialist CAMHS support within 18 weeks. The most recent update at the beginning of November shows that 100% of children and young people in Renfrewshire waited less than 18 weeks, with performance at 98% across NHSGGC.
- The longest wait as at the date of appointment within Renfrewshire was 9 weeks.

## **7. NHSGGC Primary Care Strategy – Progress Update**

- 7.1. In January 2023, the IJB was updated on the development of a new 5-year NHSGGC Primary Care Strategy. The strategy is part of the NHSGGC [Moving Forward Together](#) Programme. From January to September 2023, the strategy has been subject to an extensive engagement programme with a wide range of stakeholders including patients, public, HSCPs' Strategic Planning Groups, staff, services, Staff Partnership Forums, independent contractors, professional bodies, and Senior Management Teams. This has ensured that a collaborative approach to the development of the strategy has been taken.
- 7.2. The main aim of engagement has been to develop an agreed a shared set of strategic priorities in partnership with key stakeholders. These priorities will be delivered over the strategy's lifespan and aim to support the strategy's vision and ambition to transform primary care and improve outcomes for patients and the workforce. The engagement programme has now concluded and has been positively received by all stakeholders.
- 7.3. The draft strategy is now in the testing and refinement stage. The implementation plan that will support delivery of the strategy is now in development and subject to engagement with strategic partners. Over the next few months, the draft strategy and plan will be presented to various NHSGGC governance forums and each of the six IJBs, in line with the agreed governance requirements. On 22 March 2024, the draft strategy will be brought to Renfrewshire IJB for noting, in advance of seeking final approval from the NHSGGC Board in April 2024.

## **8. Health and Social Care Integration Authority Planning and Performance Reporting Statutory Guidance Consultation**

- 8.1. In 2015/16, the Scottish Government initially published statutory guidance to support strategic planning and performance reporting for Integration Authorities. Work has now been undertaken to refresh this guidance and the Scottish Government launched a consultation seeking views on the updated guidance. The HSCP submitted feedback in a response to Health and Social Care Scotland, which was collated with feedback from HSCPs across Scotland and submitted by the 27 October 2023 deadline.

## **9. Anticipatory Care Planning and Future Care Planning**

- 9.1. On 20 September 2023, the Chief Medical Officer for Scotland [advised](#) of a change in terminology in the use of 'anticipatory care planning' to 'future care planning'. Anticipatory Care Planning (ACP) is a guided conversation between patients, families, carers, and professionals around their health and care. It enables people to consider options and 'plan for the future' through shared decision-making with professionals and carers. This change aims to improve the public's understanding around the approach to care planning.
- 9.3. For awareness, and to ensure consistency with these developments and changes, communications have been circulated to operational staff to make the required changes to applicable documentation. The HSCP will ensure that

all relevant strategies, plans and reporting packs have been updated over time to reflect the mandatory change in terminology.

- 9.4. The Scottish Government will now work with a range of delivery partners to develop a national programme of work on future care planning - connected to various cross-portfolio programmes of work including the [My Health, My Care, My Home Framework 2022](#), Primary Care Access, Dementia and Getting It Right For Everyone (GIRFE). An update will be brought to the IJB at a future date when the detail of the national programme has been fully developed.

## **10. NHSGGC Quality Strategy**

- 10.1. In November 2023, NHSGGC will launch a new project to refresh the existing NHSGGC Quality Strategy 2019-2023. The HSCP will support development of the strategy through (a) attendance at the Acceleration Design Event on 24 November 2023 from across a cross-section of our services and (b) form part of the design and development group tasked with co-creating the strategy. A progress update will be brought to the IJB at a future date once further information is made available.

### **Key National Updates**

## **11. Scottish COVID-10 Inquiry - Health and Social Care Impact Hearings**

- 11.1. The Scottish COVID-19 Inquiry has been launched to investigate the devolved strategic response to the Covid pandemic in Scotland between 1 January 2020 and 31 December 2022. The current phase of the inquiry runs between October and November 2023 and is focused on the impact to health and social care. Further themes will be considered in future phases of the inquiry, including education and young people, finance, business, and welfare.

- 6.2 As part of its overall approach, the inquiry has launched 'Let's Be Heard' as a mechanism for gathering wider feedback from the Scottish public. For any specific information requests which may be received by the HSCP, the Partnership will work with our partners to coordinate the collation of any required evidence.

## **12. National Care Service Progress Update**

- 12.1. An update on Stage 1 of the National Care Service (Scotland) Bill was provided to the IJB in September 2023. It was agreed that future progress updates would be provided to the IJB on key developments. On 7 June 2023, Parliament agreed that Stage 1 consideration of the Bill would be extended to 31 January 2024.

- 12.2. Between June and August 2023, various regional and online forums have taken place as part of the ongoing co-design process. The engagement programme focused on 5 themes: (1) local care support (2) information sharing (3) complaints/independent advocacy (4) rights and responsibilities and (5) workforce. In October 2023, the engagement summary [reports](#) were published. The reports outline the key findings and next steps in the co-design process which will take place over the next 18 months.

- 12.3. Although initial consensus between Scottish Government and The Convention of Scottish Local Authorities (COSLA) on the new partnership agreement was

reached in June 2023, discussions continue, and the detail is still being developed to inform proposed amendments to the Bill. This will include a review of local governance arrangements and accountability between HSCPs and IJBs and will start to inform discussions around any proposed future reform of IJBs. A further update will be brought to the IJB in January 2024.

### **13. Programme for Government 2023/24**

13.1. On 5 September 2023, the Scottish Government published its annual [Programme for Government 2023/24](#). The programme sets out the actions that will be taken in the following year and beyond, including the legislative programme for the upcoming parliamentary year. This programme, and the areas of activity, have been heavily influenced by the significant and unprecedented financial challenges that Scotland continues to face.

13.2. This programme has 3 missions (1) Equality – tackling poverty and protecting people from harm (2) Opportunity – building a fair, green, and growing economy and (3) Community – delivering efficient and effective public services. The HSCP is already actively working on areas that will contribute to the aims outlined in the programme. There are also linkages with the themes and priorities set out in the IJB's Strategic Plan 2022/25.

13.3. Some of the key challenges set out in the Programme for Government are also mirrored by the HSCP, particularly the scale of the financial challenges faced in the current spending environment. Balancing the need to ensure financial sustainability, whilst recovering from the pandemic and continuing to deliver best value, efficient and effective services for our communities against a backdrop of increased demand and acuity represents an unprecedented challenge for the HSCP. This has been reflected in the development of the HSCP'S Sustainable Futures programme which is covered by a supporting paper to this meeting.

### **14. Health and Social Care Winter Preparedness Plan 2023/24**

14.1. In September 2023, the HSCP provided an update to the IJB on the approach to winter planning for 2023/24 with a commitment to bring the HSCP Winter Plan 2023/24 to the IJB for approval. On 24 October 2023, the Scottish Government and COSLA published the [Winter Preparedness Plan 2023/24](#). This joint plan sets out a number of key priorities and actions which have been developed through a collaborative assessment of demand and pressures for health and social care services across the whole system. Further details are provided in the update paper setting out the HSCP's Winter Plan 2023/24, which is also being considered at this meeting.

### **15. Audit Scotland's Best Value in Scotland Report 2023**

15.1. On 26 September 2023, Audit Scotland published the [Best Value in Scotland Report](#). The report provides assurance and scrutiny of local government finance and services around best value, focusing on what is working well and what needs to improve to drive improved performance, better governance and use of public money and resources.



15.2. The report highlights that Councils are facing increasing demand for services, a real-terms reduction in funding, combined with high inflation and rising interest rates. Faced with these pressures and spending constraints, it is essential that Councils can secure best value through procurement activity and can also demonstrate compliance with the duty to secure and deliver best value.

15.3. IJBs are also covered by the duty of best value. Best value is at the heart of the IJB's financial management and governance arrangements and is considered through the annual audit of the IJB's accounts. It is also supported through the aims and objectives of the HSCP's Sustainable Futures Programme, which aims to deliver savings with least impact whilst continuing to support the most vulnerable people in Renfrewshire.

## 16. **Suicide Prevention Strategy and Action Plan: Outcomes Framework**

16.1. On 28 June 2023, the Scottish Government and COSLA published the [Creating Hope Together: Suicide Prevention Strategy and Action Plan Outcomes Framework](#). The outcomes framework underpins the suicide prevention strategy and outlines the approach to monitoring the progress and evaluation of the strategy. Renfrewshire's Suicide Prevention Strategy Group, chaired by the HSCP Chief Officer, with membership from local and national partners including Police Scotland and Public Health Scotland, will review the new outcomes framework and reflect this in a local action plan which is currently under development.

## 17. **Audit Scotland's Adult Mental Health Report September 2023**

17.1. On 14 September 2023, Audit Scotland published their [Adult Mental Health Report](#), which was developed to provide an assessment of how effectively adult mental health services are being delivered across Scotland. The key findings from the report are:

- A lack of data makes it difficult to understand the impact of increased funding. Accessing services remains slow and complicated and has been worsened by COVID-19, limited face-to-face appointments, workforce pressures and delayed support from primary care to support specialist services.
- Accessing mental healthcare is more difficult for some people e.g., ethnic minorities, people living in rural areas and in poverty.
- The Scottish Government does not have sufficient oversight of most adult mental health services because of a lack of information. It does not measure the quality of care or the outcomes for people receiving support.
- The Scottish Government's progress against commitments in its Mental Health Strategy 2017–2027 is mixed. Since publication of this strategy, the Scottish Government has also made further financial, operational and workforce commitments, but is not currently on track to achieve them.

17.2. The report makes a number of recommendations for the Scottish Government, Councils, NHS Boards, HSCPs and IJBs. Renfrewshire will work in partnership across the NHSGGC Mental Health Programme Delivery Board to consider the requirements, implications, and opportunities of the

report within the context of current and ongoing work to deliver the outcomes of the National Mental Health Strategy 2017-2027. Our local Mental Health and Wellbeing Care Planning Group will also work with partners, including the HSCP's Health Improvement Team and communities, to ensure recommendations are appropriately considered and local priorities identified and progressed.

## **18. Social Care Independent Review of Inspection, Scrutiny and Regulation Report**

18.1. On 27 September 2023, the [Independent Review of Inspection, Scrutiny and Regulation of Social Care in Scotland Report](#) was published. The report explores how social care support and linked services are inspected, scrutinised, and regulated in Scotland. The report makes 38 recommendations across 5 themes and will help shape the development and requirements of the National Care Service ('NCS').

18.2. The Scottish Government view regulation, inspection, and scrutiny processes as critical to the success of the NCS and are currently considering the findings of the report but recognise that the recommendations provide opportunity to improve social care and standards nationally. In response, it is likely that there will be amendments to the NCS Bill (Sections 42 and 43) to tighten and strengthen regulatory powers of the different regulatory bodies.

## **19. Value Based Health and Care Action Plan**

19.1. On 4 October 2023, the Scottish Government published the [Value Based Health and Care \(VBHC\): Action Plan](#). Delivery of the plan will support major health and care reform programmes designed to improve population health, address health inequalities, and improve health and care system sustainability. This includes the NHS Recovery and Renewal Plan and the delivery of the overall Scottish Government Care and Wellbeing Portfolio.

19.2. The plan contains several actions for the Scottish Government and key delivery partners including HSCPs, to support health and care colleagues to practise Realistic Medicine and deliver value-based health and care, by focusing on outcomes that matter to people, optimising use of resources, and contributing to a more sustainable health and care system.

## **20. Public Health Scotland Annual Delivery Plan**

20.1. Public Health Scotland ('PHS') are currently developing an annual delivery plan to support the delivery of their [Strategic Plan 2022/25](#). In line with the joint sponsorship agreement, the plan is being developed in partnership between the Scottish Government and COSLA to ensure that Local Government views are reflected and aligned to strategic planning and prioritise support to local efforts to improve community wellbeing.

20.2. The draft plan has been framed around the NHS Recovery Drivers - which each NHS board is required contribute to and support – and aims to move away from supporting the NHS in isolation by taking a whole system approach to delivering improvements to life expectancy and health inequalities. This includes action to:



- Protect investment in the socio-economic building blocks of health;
- Make the case for long-term investment in prevention, recognising that every sector has a role to play in improving population health; and
- Support sustained collaboration through opportunities such as partnerships with Directors of Public Health.

20.3. The draft plan is currently subject to final agreement and is expected to be published before the end of the year.

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### Implications of the Report

1. **Financial** – No implications from this report.
2. **HR & Organisational Development** – No implications from this report.
3. **Strategic Plan and Community Planning** – No implications from this report.
4. **Wider Strategic Alignment** – No specific implications from this report.
5. **Legal** – No implications from this report
6. **Property/Assets** – No implications from this report.
7. **Information Technology** – No implications from this report.
8. **Equality & Human Rights** – No implications from this report.
9. **Fairer Duty Scotland** - No implications from this report
10. **Health & Safety** – No implications from this report.
11. **Procurement** – No implications from this report.
12. **Risk** – Any risks and issues arising from the contents of this report are captured, tracked, and managed on an ongoing basis and incorporated into reports to the IJB Audit, Risk and Scrutiny Committee as appropriate.
13. **Privacy Impact** – No implications from this report.

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**List of Background Papers:** None

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**Author:** Debra Allen, Senior Planning and Policy Development Officer

Any enquiries regarding this paper should be directed to Christine Laverty, Chief Officer  
([christine.laverty@renfrewshire.gov.uk](mailto:christine.laverty@renfrewshire.gov.uk))