

To: Renfrewshire Integration Joint Board

On: 29 September 2023

Report by: Strategic Lead and Improvement Manager

Heading: Strategic Plan 2022-25: Year 2 Strategic Delivery Plan

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

1. Summary

- 1.1. In June 2022 the Integration Joint Board (IJB) approved its Strategic Delivery Plan for Year 1 of the Strategic Plan 2022-25. This followed approval of the IJB's Strategic Plan at its previous meeting in March 2022.
- 1.2. In addition, in June 2023 the Integration Joint Board (IJB) approved the Annual Performance Report 2022-23 which included a report providing detail on how the Year 1 deliverables aligned to the strategic objectives set out within the Strategic Plan had progressed.
- 1.3. Work has been undertaken over the summer period to develop further deliverables for Year 2 of the Strategic Plan, and these are provided in the appendix to this paper. To realign with the dates of the Strategic Plan, the delivery plan provided for the IJB's review and approval has been focused on the coming 6-month period to the end of March 2024.

2. Recommendations

It is recommended that the IJB:

- Note the process undertaken to develop the 'Year 2' Strategic Delivery Plan (sections 4 to 6);
- Note the challenges associated with delivering the full Strategic Plan by 2025 (Section 7); and
- Approve the contents of the Strategic Delivery Plan provided in Appendix 1 to this paper.

3. Background

- 3.1. Renfrewshire's Integration Joint Board (IJB) is required by the Public Bodies (Joint Working) (Scotland) Act 2014 (the 'Act') to produce a Strategic Plan on how community health and social care functions delegated to it by Renfrewshire Council and NHS Greater Glasgow and Clyde (GGC) will be planned and delivered over the medium term (three years). The IJB's current plan, for 2022-25, was approved in March 2022.
- 3.2. At the last IJB meeting in June 2023, the IJB reviewed and approved the Annual Performance Report 2022/23. This report included an overview of the progress made in delivering the objectives and supporting deliverables included in the Strategic Delivery Plan for Year 1. A further recommendation to present an updated Strategic Delivery Plan in September 2023, setting out deliverables for Year 2, was also agreed.

4. Delivering the Strategic Plan

- 4.1. The IJB's Strategic Plan for 2022-25 is structured around five key themes; (i) Healthier Futures; (ii) Connected Futures; (iii) Enabled Futures; (iv) Empowered Futures; and (v) Sustainable Futures. Each of these themes has a supporting set of strategic objectives identified to be delivered over the three-year lifetime of the Plan. They are also further supported by several key 'enablers' of the Plan. In addition, the Plan includes a Housing Contribution Statement with associated objectives, recognising the critical role of housing in improving health and wellbeing.

Year 2 Strategic Delivery Plan

- 4.2. The timelines for developing and approving our Strategic Delivery Plans following the IJBs agreement of its Strategic Plan in March 2022 have, over the following 18 months, resulted in a divergence between each annual period covered by both the Strategic Plan and Annual Performance Report (APR), and that covered by the supporting Strategic Delivery Plan. Consequently, to enable realignment with these timelines for 2023/24, the length of the Strategic Delivery Plan for 'Year 2' has been reduced to cover a 6-month period to the end of March 2024.
- 4.3. Over the summer period, work has been undertaken with HSCP services and Care Planning Groups to develop deliverables, aligned with the objectives set out in the Strategic Plan, for this period through to March 2024. The resulting Delivery Plan is provided as Appendix 1 to this paper, and reflects:
- Each of the strategic objectives detailed within the Strategic Plan has been discussed with HSCP services and Heads of Service to reassess and confirm appropriate ownership at Head of Service level, or at Lead Officer level where appropriate.
 - Subsequent work has also been undertaken to identify measurable deliverables for Year 2 against each of the strategic objectives. These represent a combination of (i) new deliverables; and (ii) the continuation, where appropriate, of specific strands of activity commenced in Year 1.

- The deliverables identified have been assessed to be realistic and achievable within the operating context for the HSCP at this time, including ongoing pressures on services, resource constraints and the degree of focus that will be applied to the Sustainable Futures programme in coming months.
- Where the Strategic Plan has included objectives relating to wider plans and strategies including, but not limited to, the Primary Care Improvement Plan, the Joint Unscheduled Care Commissioning Plan (and the reduction of delayed discharges), the Palliative Care Strategy, Workforce Planning Strategy and Unpaid Carers Strategy; specific deliverables and targets are set and monitored within the governance arrangements for those plans. This helps to avoid duplication of recording whilst ensuring that linkages between the plans are managed effectively.
- Progress on achievement of the deliverables set out will be reported to the IJB through existing performance management arrangements.

4.4. The IJB's Strategic Planning Group plays a key role in developing and developing the Strategic Plan and in reviewing and measuring progress. An update for Year 2 of the Strategic Delivery Plan was presented at the Strategic Planning Group Meeting on 14 September 2023. This provided an update on further deliverables developed under each of the themes and enablers, including the rationale for key changes or additions made.

5. Updates to Strategic Objectives

5.1 As noted above, the updated Strategic Delivery Plan provides an overview of the deliverables that will be taken forward to the end of March 2024. This includes several deliverables on which work commenced during Year 1, and those which have been newly added. Where overarching strategic objectives were achieved in Year 1, have necessarily changed, or have no associated deliverables within the next 6 months, they have not been included within the Plan. Examples of these types of changes are provided within this section of the report.

5.2 As the IJB is aware, the management of, and operational teams for, Child and Adolescent Mental Health Services (CAMHS) have now moved from Renfrewshire HSCP to East Dunbartonshire HSCP. Consequently, Renfrewshire HSCP no longer has responsibility for delivery and improvement of these services. This impacts on the following objectives and deliverables set out in the Strategic Plan 2022-25:

- **Deliverable CF5.1** - Develop a shared local delivery plan, ensuring service specification integrated into CAMHS by March 2023.
- **Objective EnF7** - Improve patient experience of our services by reducing the waiting times for access to CAMHS.

5.3 Updated local priorities have also been reflected in the new Delivery Plan. A previous deliverable had been agreed under the Sustainable Futures theme (SF1.1) to confirm and prioritise the scope of a transformation programme. This has now been replaced by the agreed Sustainable Futures programme

which will focus on financial sustainability in the short to medium term but provides the opportunity to develop transformational opportunities in future. To reflect this a new deliverable has been added covering:

- **Deliverable SF1.4** – Progress Sustainable Futures programme and present savings options to IJB from November 2023 onwards.

5.5 National initiatives have also influenced the nature of required deliverables and therefore superseded those previously developed. For example, the HSCP previously committed to agreeing a digital vision and priorities however the launch of a Digital Maturity Assessment process across Health and Social Care in May 2023 has provided the opportunity for wider analysis and it is felt appropriate to review the outputs of this assessment over the Autumn before confirming future digital priorities. Therefore, the following replacement deliverable has been added in place of previous commitments to reflect this updated position:

- **Deliverable En2.3** - Review results from Digital Maturity Assessment process and confirm resulting priority actions with partners.

5.6 Within our Strategic Plan, we also included a broad objective to help achieve Renfrewshire's commitment to deliver the Promise. As part of this, the HSCP part-funds an officer post focused on working towards achieving our commitments and within this year's updated Strategic Delivery Plan, we have now identified specific deliverables to ensure we deliver on our objective:

- **Deliverable HF5.5** – Increase the number of Promise Keepers across our services.
- **Deliverable HF5.6** - Ensure that the Renfrewshire Language Policy (guidelines for how we speak about and describe Care Experience and Care Experienced children and young people) is communicated, shared and disseminated across our teams and networks.
- **Deliverable HF5.7** - Carry out an HSCP-specific Promise Self-Evaluation Exercise to assess progress and areas for development in key areas across different services. This evaluation will inform our future HSCP Promise action plan.

6. **Measuring the impact of our Strategic Plan**

6.1. Throughout our Strategic Plan 2022-25, we have aligned our strategic objectives with the National Health and Wellbeing outcomes to ensure a clear link to national policy and priorities. The Strategic Delivery Plan and supporting Care Group planning will be used to guide the development and day-to-day management of our services, ensuring continued alignment with the Strategic Plan.

6.2. In achieving the actions and deliverables set out within the Strategic Delivery Plan and Annual Development Plans, we will manage and monitor our performance through Performance Indicators (PIs) to ensure we measure progression and completion of the activities committed to. These will be embedded within the IJB's existing performance management arrangements

with reporting on progress provided through each Annual Performance Report. As noted above, these are considered by the IJB in June each year.

7. Next Steps

- 7.1. The process followed for developing deliverables for Year 1 and Year 2 of the Strategic Plan will be utilised again to identify deliverables for Year 3 that continue to be aligned to national, NHSGGC and local priorities and reflect any policy or statutory changes required. Where appropriate, we will set further targets and milestones to monitor the impact of our performance in an effective and transparent way. A Year 3 Strategic Delivery Plan will be brought to the IJB for consideration in March 2024.
- 7.2. In developing the next iteration of the Delivery Plan, consideration will be given to the progress made in achieving all of the strategic objectives set out in the IJB's Strategic Plan. The HSCP believes that the ambitions set out within the Plan remain the right commitments for improving health and care in Renfrewshire. However, in the context of the wider demand pressures, financial challenges, and external factors which require further clarity (such as plans for a National Care Service), there may be a knock-on impact on the ability to deliver all of the ambitions set out. This will remain under review and any further developments will be incorporated into future updates to the IJB.

Implications of the Report

1. **Financial** – No implications from this report.
2. **HR & Organisational Development** – No implications from this report
3. **Community Planning** – The Strategic Plan was developed in partnership and reflects the IJB's role within the context of Community Planning. It sets out how health and social care will be delivered jointly within Renfrewshire to improve outcomes for local communities. The deliverables set out in this paper support the continued achievement of joint objectives with local partners.
4. **Legal** – This paper sets out the approach to meeting the statutory strategic planning requirements set out in the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – No implications from this report.
6. **Information Technology** – No implications from this report.
7. **Equality and Human Rights** – No implications from this report.
8. **Health & Safety** – No implications from this report.
9. **Procurement** – No implications from this report.
10. **Risk** – No implications from this report.
11. **Privacy Impact** – No implications from this report.

List of Background Papers: N/A

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Shaping our future

Renfrewshire IJB's
Strategic Plan 2022-25

Appendix 1: Year 2 Strategic Delivery Plan

Objective		Year Two Deliverables	
HF1	Implement a local Strategic Group for suicide prevention and collaboratively develop a Renfrewshire suicide prevention strategy.	HF1.1	<p>Establish a local Suicide Prevention Strategic Group and develop an initial plan for a Renfrewshire Strategy.</p> <p><i>Note: A local Suicide Prevention Strategic Group has now been established as per our Year 1 Strategic Plan Objective. The Strategic Group will lead on a collaborative and partnership approach to developing a Suicide Prevention Action Plan for Renfrewshire. The Action Plan will identify and take forward our key priority areas, aligning with national policy and direction. This reiterates our commitment to suicide prevention in Renfrewshire.</i></p>
HF2	Work collaboratively to tackle stigma and encourage early engagement with services and support recovery.	HF2.3	Embed peer support and volunteers across Mental Health, and Alcohol and Drugs Recovery Service (ADRS) and Continuing In Recovery Changes Lives Entirely (CIRCLE). Note: Peer support continues to play a part in service delivery across MH, ADRS and CIRCLE. CIRCLE is developing volunteering opportunities as part of programme development.
		HF2.4	Undertake research to determine demand and interest in a standalone new Mental Health & Wellbeing Reference Group.
		HF2.5	Establish Staff Reference Group for tackling stigma which will include membership from all key partners across Renfrewshire.
		HF2.6	Explore ways in which to strengthen lived experience input including linking with existing groups such as ACUMEN and Carers Centre.
HF3	Work with partners to review existing information and advice sources for people in Renfrewshire, such as ALISS.	HF3.5	Continue to develop ways of providing information on community supports in accessible formats, including ALISS.

Objective		Year Two Deliverables	
HF4	Continue to work with partners to support the health and wellbeing of young people and contribute to the Scottish Government's mission to end child poverty.	HF4.3	Implement Early Years Healthier Wealthier Children Referral Pathway to increase referrals for families child poverty priority groups with highest levels of child poverty.
		HF4.4	Embed audit on routine enquiry of money worries and report on HWC referrals made through Universal Pathway.
		HF4.5	Work with Fairer Renfrewshire Group on a multi-agency approach to target areas and child poverty priority groups with highest levels of child poverty.
		HF4.6	Complete scoping and planning, and set up Steering Group to identify Thrive Under Five areas for progress. Establish links with housing regeneration and neighbourhood renewal groups to embed planning.
		HF4.7	In Partnership with Education, Police and Trading Standards scope out a best practice approach to inform an education resource for prevention of use of vapes/ e-cigarettes in children and young people.
		HF4.8	Complete scoping and planning, and set up Steering Group to identify funding, best practice approach including trauma informed and The Promise for implementation of Stronger Start at RAH.
		HF4.9	Complete scoping with Council Partners to develop and implement an emergency infant formula pathway for children under 1.

Objective		Year Two Deliverables	
HF5	Work collaboratively to deliver the Whole Family Support Framework 2021, and to meet the priorities identified in The Promise Scotland Plan.	HF5.3	Establish Whole Family Wellbeing Hub alongside commissioned services and (i) commence service re-design; and (ii) Pilot Assistance process.
		HF5.4	Recruit data analyst to support evaluation of need and demand for Whole Family Wellbeing Support.
		HF5.5	Grow and increase the number of Promise Keepers across our services.
		HF5.6	Ensure that the Renfrewshire Language Policy (guidelines for how we speak about and describe Care Experience and Care Experienced children and young people) is communicated, shared and disseminated across our teams and networks.
		HF5.7	Carry out an HSCP-specific Promise Self-Evaluation Exercise to assess progress and areas for development in key areas across different services. This evaluation will inform our future HSCP Promise action plan.
HF6	Work with partners within the ADP to prevent alcohol and drug related deaths across Renfrewshire.	HF6.3	Establish Staff Reference Group which will include membership from all key partners across Renfrewshire.
		HF6.4	Recruit to dedicated Alcohol-related deaths post.
		HF6.5	Develop ADP Strategic Plan (subject to guidance awaited from Scottish Government which may extend development timescales).
HF7	Develop our joint approach to frailty and falls prevention pathways within communities and acute settings.	HF7.5	Continue to monitor pathway for Home First Response Service and the use of the Frailty Identification Tool across acute and community services.

Healthier Futures



Objective		Year Two Deliverables	
HF8	Address teenage pregnancy and Sexually Transmitted Infection (STI) rates in Renfrewshire and focus on helping children and young people have positive, healthy and mutually respectful relationships.	HF8.6	Implement sustainable 'Early Protective Messages' Train the Trainer model based on the evaluation in 2022.
		HF8.7	Revise Terms of Reference and identify Renfrewshire Sexual Health priorities. Identify priorities based on data and evidence of need.
HF9	Through our Culture, Arts, Health and Social Care (CAHSC) Group, we will lead work with colleagues and partners involved in the Future Paisley programme.	HF9.3	CAHSC Co-ordinator to create a practical resource to support HSCP workers and partners to identify and use arts and cultural activities for wellbeing.
HF10	As part of our commitment to tackling Gender Based Violence (GBV), ensure that Sensitive Routine Enquiry is embedded in key HSCP services (or settings).	HF10.2	Establish Lead for audit and baseline across Community Mental Health, Alcohol & Drug Recovery services and Children and Families teams.

Objective		Year Two Deliverables	
CF1	Develop and implement a Renfrewshire Dementia Strategy, reflecting the objectives and priorities of the forthcoming National Dementia Strategy.	CF1.2	Review the new national strategy, undertake a self evaluation and develop a local action plan for implementation in Renfrewshire.
CF2	Support people to live well by strengthening links between community resources and primary care, through testing and evaluation of new roles in several GP Practices.	CF2.3	Align Community Wellbeing Workers to a further four GP practices.
CF3	Build unpaid carer-friendly communities across Renfrewshire so that unpaid carers can access the support they need to continue to care.	CF3.3	In line with the IJB's Unpaid Adult Carers Strategy, developed in year 1 of the Strategic Plan and approved in September 2022, the Carers Planning Group will deliver the actions in the Carers Strategy Year 2 Delivery Plan.
CF4	Embed the Recovery Orientated System of Care (ROSC) in Alcohol and Drug Recovery Services (ADRS) to promote individuals' recovery through access to, and benefit from, effective, integrated person-centred support.	CF4.2	Re-establish a Renfrewshire Recovery Forum/Group.
		CF4.3	Evaluate the impact of CIRCLE, and Peer Recovery Worker development.
CF5	Help children and young people and their families get appropriate and timely support to improve their mental wellbeing through a multi-agency community-based family support service.	CF5.2	To continue to monitor progress and evidence the impact of the approaches and interventions available to support children and young people's mental health and wellbeing.
		CF5.3	Develop Renfrewshire-specific CAMHS Education Officer role, and working in partnership; (i) enhance advice and guidance on Tier 2 mental health and wellbeing supports to schools; (ii) develop improved universal understanding of referral criteria and referral process to CAMHS; (iii) develop improved signposting to appropriate pathways/services for schools and families who have concerns about a child or a young person and their current mental health.

Enabled Futures



Objective		Year Two Deliverables	
EnF1	Work collaboratively, continuing activity to reduce unnecessary attendance at A&E, reduce hospital admissions and lengths of stay in hospital.	Note	Progress against this objective will be tracked under HF7.5.
EnF2	Build on and further coordinate the positive developments achieved in reforming urgent care during the pandemic.	EnF2.2	Build on and further coordinate the positive developments achieved in reforming urgent care within the new Local and NHSGGC governance structures. The local Joint Commissioning Plan will promote and drive service change and innovation.
EnF3	Continue to embed multidisciplinary team working across HSCP services to enhance person-centred care.	EnF3.4	Enhance Treatment Room offering across Renfrewshire and to support areas such as Ear Care through the Primary Care Improvement Plan (PCIP).
EnF4	Deliver the Strategic Pharmacy Framework.	EnF4.1	The objectives of the Strategic Pharmacy Framework have been agreed through NHSGGC-wide governance. Delivery against agreed actions will be monitored through this process. Local updates will be brought to the IJB as appropriate.
EnF5	Seek to minimise delayed discharges through the HSCP's programme of work to support prompt discharge from hospital.	EnF5.1	Continue to meet local delayed discharge targets as agreed through NHSGGC delayed discharge planning discussions.
		EnF5.2	Seek to maintain Renfrewshire's positive position and remain within the Top 3 nationally for the Standard Delayed Discharge bed days rate.

Objective		Year Two Deliverables	
EnF6	Work in partnership with Renfrewshire Council’s Children’s Services to implement the National Neurodevelopmental Pathway (NDP) and ensure linkages are developed to support transition across services.	EnF6.3	Implement the Neurodevelopmental (ND) pathway for Children’s Services in Renfrewshire in October 2023, with a focus on four initial priorities: (i) Ensuring children and young people are on the correct pathway (CAMHS or ND); (ii) Establishing referral processes and criteria for the ND pathway; (iii) Communication with referrers and key partners regarding the ND pathway and referral processes; (iv) Ensuring robust assessment process are in place for all ND assessments and corresponding training of staff.
EnF8	Continue to modernise the (i) nursing, midwifery and (ii) allied health professions (AHP) workforce to be fit for the future and maximise their contribution to shifting the balance of care to community and primary care settings.	EnF8.3	Modernise the AHP workforce: <ul style="list-style-type: none"> Implement the AHP Learning and Development Plan.
		EnF8.5	Continue to modernise the nursing and midwifery workforce: <ul style="list-style-type: none"> Continue to evaluate the effectiveness of the DN ANP role and its impact on patients Substantiate the Care Homes PDN post to enhance learning and education competencies across Care Homes to continue with tests of change in partnership with the Care Home Collaborative and align to the My Health My Care My Home Framework.
		EnF8.6	Continue to modernise the Nursing and Midwifery workforce: <p>Identify actions to increase the contribution of the team and further develop the service by working with LIST colleagues to gather and evaluate data.</p>
		EnF8.7	Children's Health Services: <ul style="list-style-type: none"> Develop new trainee advanced nurse practitioner roles in line with service need.

Empowered Futures



Objective		Year Two Deliverables	
EmpF1	Recover and develop day opportunities and explore wider flexible community-based models which, where appropriate for each person, provide additional choice beyond existing services and support innovative use of our buildings.	EmpF1.2	Explore and document other service models across Scotland to inform and shape future service delivery locally. <i>Note: this work will now be captured within the scope of Sustainable Futures.</i>
		EmpF1.4	Continue the programme that has been established to review care packages, embedding processes as BAU by end of Year 3.
EmpF2	Develop the HSCP's approaches and mechanisms for supporting and enabling people with lived experience to contribute to the improvement of existing services and development of new forms of support.	EmpF2.4	Commence review of care pathways, co-produced with people with lived experience. Note linkage to Sustainable Futures programme.
		EmpF2.5	Participation Officer and operational leads to work with LD and Autism reference groups to promote and enhance representation by people with lived experience and carers at Care Planning Groups.
EmpF3	Improve the experience of young people with autism or with a learning disability making the transition to adult services.	EmpF3.4	Embed the Dynamic Support Register and the Assertive Outreach approach in practice to manage risk, support change, maintain governance, performance information, and ensure advancement of key deliverables.
EmpF4	Deliver a Renfrewshire Autism Action Plan to improve opportunities and outcomes for people with autism.	EmpF4.3	Work with people with lived experience and carers and with Community Development, Employability and Housing to promote access to universal services and support co-production initiatives which empower individuals to co-design and run specific and bespoke Autism groups.

Empowered Futures



Objective		Year Two Deliverables	
EmpF5	Continue to prioritise equalities and human rights to ensure our services are inclusive and provide equality of access to information, support and involvement. We will aim for our services are fully accessible to people with a physical disability or sensory impairment.	EmpF5.2	Further development the Communications Toolkit created in Year 1 to incorporate additional guidance e.g. correct use of language.
EmpF6	Develop an LGBTQ+ charter, continue to co-fund the IN-Ren Network Officer post hosted by our partner Engage and deliver training for our staff.	EmpF6.4	Review equalities training for staff within Care at Home and consider training needs in relation to the Equalities Act and Hate Crime Legislation.
		EmpF6.5	Develop and implement an Equalities planner and training toolkit to ensure all staff have access to Equalities training.
EmpF7	Anticipatory Care Planning (ACP) is a priority. We will work with staff groups to have the competence and skill to have sensitive discussions with patients.	EmpF7.5	Continue to deliver ACP training programme for staff.
		EmpF7.6	Quality audit scheduled for Autumn 2023 for Quarter 1 to be completed.
		EmpF7.7	Nominate further Champions within service not yet engaged in the process.
EmpF8	Deliver Renfrewshire's updated Palliative Care and End of Life Care Strategy.	EmpF8.3	Deliver actions for Year 2 in Palliative Care Strategy (Note: Year 2 of the Strategy will extend beyond Year 2 of the IJB's Strategic Plan which runs to March 2024).

Sustainable Futures



Objective		Year Two Deliverables	
SF1	Prioritise recovery from COVID at a consistent pace and develop transformation plans to reflect a range of criteria.	SF1.3	Develop HSCP Governance and Resourcing Plan to respond to National Care Service proposals. Note: Engagement is ongoing with Parliamentary scrutiny of the Bill expected in January 2024. This may mean that no immediate action is required during Year 2 as a result.
		SF1.4	Progress Sustainable Futures programme and present savings options to IJB from November 2023 onwards.
SF2	Gather available data on health and social care demand and provision in Renfrewshire and develop a refreshed Market Facilitation Plan.	SF2.3	Promote the recently published Market Facilitation Plan 2023-2025 to all provider organisations in Renfrewshire and disseminate to prospective providers via national networks.
SF3	Develop a Climate Change Net Zero Action Plan for HSCP services.	SF3.2	Implement agreed Renfrewshire Plan for Net Zero and deliver year 1 action plan.
SF4	Further develop how the HSCP works in partnership with the third sector, partners and providers.	SF4.3	Revisit and refresh the SPG Terms of Reference and membership to ensure a continuing focus on priorities.

Sustainable Futures



Objective		Year Two Deliverables	
SF5	Work with our partners to deliver joint strategic objectives and plans.	SF5.1	The key deliverables from these plans have been captured within other objectives within the Strategic Plan and are managed through existing governance and reporting structures within NHSGGC, Renfrewshire Council, and on a partnership basis. Any additional commitments or actions which arise will be added to our Delivery Plan and highlighted to the IJB.
SF7	Work with partners to develop and implement a Workforce Plan for 2022-25	SF7.3	Year 1 progress assessment submitted to Scottish Government.
		SF7.4	Confirm and commence Year 2 Action Plan from November 2023.
		SF7.5	Building on the success of the Adult Social Care Recruitment event in March, continue to work closely with independent sector organisations and Scottish Care to support endeavours to overcome local recruitment and retention challenges.
		SF7.6	Set up a Steering Group to develop and implement a staff health action plan.

Enablers



Objective		Year Two Deliverables	
En1	Develop a Workforce Plan for 2022-25 setting out how we will address identified challenges.	Note	This objective will delivered and tracked under SF7.
En2	We will agree digital priorities with our partners, reflecting the updated national Digital Health and Care Strategy and local needs.	En2.3	Review results from Digital Maturity assessment process and confirm resulting priority actions with partners.
En3	We will work with NHS GGC and Renfrewshire Council to agree joint property priorities.	En3.4	Agree HSCP strategic property objectives and priorities.
En5	Produce an Annual HSCP Clinical and Care Governance Report for the preceding year for the IJB and NHSGGC.	En5.1	Annual Report will be submitted to IJB for consideration at September 2023 meeting. The next report will be submitted in September 2024 in Year 3 of the Strategic Plan.

Housing Contribution Statements



Objective		Year Two Deliverables	
HCS1	Support the development of Renfrewshire Council's innovative Regeneration and Renewal Programme.	HC1.1	Progress Phase 1 investment in Auchentorlie and Seedhill areas in line with agreed plans. Note: Focus in next six-month period will be on the Auchentorlie area.
		HC1.2	Progress establishment of Neighbourhood Renewal Groups for eight Housing Regeneration Areas (in line with plans and target date of 2029).
HCS2	Support the delivery of energy improvements to existing social housing stock across all tenures and support owners to undertake energy efficiency improvements through Area-Based Schemes.	HC2.1	Progress housing investment programmes to improve energy efficiency of social rented housing stock while working towards higher standards for Net Zero.
		HC2.2	Secure funding from Scottish Government EES:ABS programme.
		HC2.3	Increase the role of environmental sensors within council housing to monitor air quality and quickly identify mould risk for intervention.
HCS3	Build on the rapid rehousing approach to ensure access to specialist services is readily available via robust pathways for homeless people with complex needs, including mental health and harmful alcohol and / or drugs use.	HC3.2	CIRCLE continue to link with various housing and homelessness services. The Link Workers will continue to build and strengthen these joint working arrangements.
		HC3.5	The use of Housing First based wraparound support approach to be upscaled to 75 service users at any one time, subject to continued funding from Scottish Government.
		HC3.6	Number and proportion of lets to homeless applicants to remain at the same level of increase as 2022-23 level (490 lets – 41% of Council lets, 29% of RSL lets).

Housing Contribution Statements



Objective		Year Two Deliverables	
HCS4	Continue to strengthen our approach to prevention and repeat homelessness by providing holistic wraparound support to households in Renfrewshire.	HC4.4	Carry out evaluation of MyLA project by September 2024 if additional funding is received from Alcohol & Drug Commission Programme Board.
		HC4.5	Target number of service users confirmed as 25 at any one time by April 2024.
		HC4.6	Submit application to Alcohol & Drug Commission Programme Board for funding to extend MyLA to end 2024 to allow impact and benefits of service to be fully evaluated.
HCS5	Develop an integrated approach to housing advice across Renfrewshire, building on existing offerings from the Council and the Linstone Housing Hub, funded by the HSCP.	HC5.2	Evaluate the social prescribing model of housing support. Note: <i>this model will be evaluated by the HSCP.</i>
		HC5.3	Progress the Connecting Communities programme (as a successor to Developing Communities) including completion of phase 1 (focused on family and schools advice and reprovisioning of the RCAB contract), and development of phase 2 considering wider advice provision and locality working options.
HCS6	Across all care groups, build on our existing intelligence and assess future demand for specialist accommodation in light of the COVID-19 pandemic and the Scottish Government's proposal to introduce a new Accessible Standard by 2025/26.	HC6.1	Work with the Strategy and Place Team to explore opportunities within SHIP context for innovative solutions for individuals with specific social care housing needs.
HCS7	Ensure the transition pathway for young people with a learning disability includes early engagement with them and their carers regarding supported living requirements.	HC7.1	Work with a range of stakeholders to develop a web based transition information pack for young people and their families who may require support from Adult Services.
HCS8	Developing pathways for long-term mental health inpatients to be discharged from hospital to appropriate supported accommodation.	HC8.1	Our Mental Health Inpatients team will develop personal profiles for long term MH in patients which will ensure needs are clearly identified; and work with the Commissioning Team to enable planning for appropriate accommodation and support.

Housing Contribution Statements



Objective		Year Two Deliverables	
HCS9	Increase our capability for technology-enabled care and undertake an analogue to digital transition programme for community/ group alarms.	HC9.1	Continue rollout of digital alarms in line with project plans agreed in Year 1.
		HC9.2	Undertake baseline research to document additional options available within the external market for provision of TEC support.
HCS10	Work in partnership with care providers to undertake joint recruitment drives to ensure we can have the capability to meet future service needs and demands.	HC10.1	Expand the scope of the Adult Social Care Recruitment events, covered under SF7.5, to include participation of, and joint working with, housing providers in Renfrewshire.
HCS11	Build upon our existing work to develop models of creative and innovative supported living opportunities for people with learning disabilities of all ages, which ensures anticipatory care planning with a focus on the needs of older carers.	HC11.1	RLDS and the HSCP Commissioning Team to work collaboratively with local third sector provider in its development of a new model of care for adults with very complex needs.
HCS12	Support the implementation of the recommendations from “Coming Home Implementation: A report from the working group on complex care and delayed discharge” to improve delayed discharge and reduce inappropriate out-of-area placements for people with learning disabilities and complex needs.	HC12.1	Implement the national Dynamic Support Register, as covered by Emp3.4, and work with HSCP Data Assurance Team to develop a performance data set for required reporting to Scottish Government.

Lead Partnership Working



Objective			Year Two Deliverables	
LP1	Equalities	Implement Fairer Scotland Duty within HSCP ways of working.	LP1.3	Establish new equality outcomes for the HSCP for 2024 -2028 and seek approval from the IJB.
			LP1.4	Complete an equality outcomes and mainstreaming progress report & publish on HSCP website
			LP1.5	Implement the newly-developed Anti-Racism Policy within Care at Home services (both internal and external).
LP2	Primary Care Support	Delivering on our lead partnership responsibilities.	LP2.2	Ensure each GP Cluster (x 6) has a quality improvement plan in place to support quality improvement initiatives.
			LP2.3	Continue to work with partners across NHSGGC to develop Board-wide Primary Care Strategy
LP3	Podiatry	Delivering on our lead partnership responsibilities.	LP3.2	Reduce pressure ulcers and avoidable pressure damage (30% target). Note: An Improvement Plan is in place and a review of policy documents has been undertaken. In addition, and to ensure best practice is shared widely, the Pressure Ulcer Prevention Steering Group is engaged around a Learning Health Systems Network. This is at an early stage and should show impact over the next six months
			LP3.3	Improve longest waiting times for Tier 1 new patient appointment in line with NHSGGC targets (90%).
			LP3.4	Ensure and monitor ongoing patient experience work