
To: Renfrewshire Integration Joint Board

On: 17 September 2021

Report by: Head of Strategic Planning and Health Improvement

Heading: Strategic Plan 2022-25: Update on Approach and Progress

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. This report provides an update to the Integration Joint Board (IJB) on the progress made by the HSCP in developing the IJB's Strategic Plan for 2022-25. The approach for developing the Plan was agreed by the IJB in June 2021.
- 1.2. In particular, this report provides an update on the development of a framework for the Strategic Plan, which has been informed through engagement with a range of internal and external stakeholders including the Strategic Planning Group and has provided the basis for ongoing discussions with the Care Planning Groups which have been established.
- 1.3. A first consultation draft of the Strategic Plan will be brought to the IJB for review and comment. The feedback received from this process, alongside further engagement and consultation with partners, will inform the development of a final draft of the Strategic Plan which will be brought to the IJB in March 2022.
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2. Recommendations

It is recommended that the IJB:

- Note the progress made in developing the approach and framework for the IJB's Strategic Plan 2022-25, and the initial feedback received through ongoing engagement.
 - Note the next steps to be undertaken in progressing the development of the Plan.
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3. Background

- 3.1. Renfrewshire's 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 will be planned and delivered over the medium term (three years).

3.2. The existing Strategic Plan covers the period 1 April 2019 to 31 March 2022 and the HSCP, on behalf of the IJB, will take the necessary statutory steps to review the plan prior to 1 April 2022.

3.3. In June 2021, the IJB approved proposals setting out a collaborative approach to developing the Strategic Plan. This included consideration of the role of the SPG in providing oversight of the plan's development; the role of SPG subgroups and revised Care Planning Groups in developing the content of the Strategic Plan; and the development of supporting branding for the Plan and associated activity.

5. Further development of the approach

5.1. The previous update to the IJB on the development of the Strategic Plan stressed the importance of full engagement of stakeholders in the preparation, publication and review of the Plan.

5.2. Over the following period, the HSCP has developed a draft framework for the Strategic Plan, reflecting feedback received through discussions with the Strategic Planning Group which noted that the plan should:

- Be shorter, more concise and have less jargon.
- Be more interactive, easier to navigate and formatted to suit everyone.
- Be more visual.
- Incorporate the lived experience of people more clearly and those in harder to reach groups.
- Consider how common themes such as housing (including requirement for a Housing Contribution Statement) and digital are represented throughout.
- Be developed using consistent templates and approaches for each section.

5.3. A draft 'Plan on a Page' has been developed and sets out the overall structure for the Plan and reflects the core principles of this developing approach. In particular:

- The Strategic Plan will be structured around five key 'themes' and outcomes rather than by care group chapters. This reflects the diverse and complex needs of individuals who may access a range of support.
- The 'Plan on a Page' will be developed into an interactive tool on the HSCP's website whereby those seeking further information can click into each element of the plan to obtain the detail they require.

5.4. Examples of the above elements are provided in the appendices to this report. This initial framework has been further tested with a range of stakeholders, including the Strategic Planning Group, the Senior Management Team, Care Planning Group Leads, Voluntary Sector representatives and our partners within NHS Greater Glasgow and Clyde and Renfrewshire Council. The

feedback received has been very positive, in particular there has been strong support for the move towards themes within the Plan rather than separate care groups and the 'Plan on a Page' approach has also been welcomed.

- 5.5. This framework was further discussed with the Strategic Planning Group in early September. The Feedback received acknowledged the extensive engagement that has been carried out to date and, importantly, the genuine commitment to meaningful engagement and partnership working which has been shown. The actions and next steps set out in the following sections were endorsed by the group.

6. Developing the Content of the Strategic Plan

- 6.1. Work has commenced on the development of a high level first draft of the Strategic Plan which will set out the key content and priorities to be captured within the Plan. In support of this, a consistent Care Planning Group structure has been established and these groups, along with the SPG's Health and Wellbeing subgroups, are currently working collaboratively to develop a view on challenges, objectives and priorities which align with the themes set out in the 'Plan on a Page'.

- 6.2. In addition, the HSCP has undertaken broad engagement across service areas, and with partner organisations including, but not limited to, NHS Greater Glasgow and Clyde and Renfrewshire Council planning colleagues, the Chief Social Work Officer, and the ADP. Work is also underway with Housing colleagues from Renfrewshire Council and the SPG's Housing as a Health Issue subgroup to determine the approach and content of the Housing Contribution Statement which must be included within the Strategic Plan.

- 6.3. Feedback received to date has understandably highlighted the challenge in stakeholders being able to consider strategic objectives beyond the immediate needs of the COVID recovery. Reflecting this challenge and the ongoing uncertainty caused by the pandemic, each Care Group will focus on developing an action plan for Year 1 (2022-23) activity. These actions plans will be reviewed and updated in advance of Year 2 to reflect the context at that time.

- 6.4. Wider feedback has also highlighted:

- The ongoing uncertain context the Plan is being developed within, with the potential for discussions on the Independent Review of Adult Social Care, local elections and the pace of recovery to become dominant.
- The importance of retaining what has worked well during COVID, and also revisiting any priorities which have not been achieved as a result of the pandemic.
- The importance of the Strategic Plan being a 'Partnership' Plan which incorporates priorities beyond those of the HSCP, reflecting wider linkages.

- 6.5. The HSCP will continue to engage with our partner organisations to ensure that related and joint strategies are appropriately capturing within the Strategic

Plan, reflecting the role of the Plan within the wider health, care and Community Planning system.

7. Next Steps

- 7.1. The HSCP will continue to collaboratively develop the Strategic Plan and undertake formal consultation in line with statutory requirements. An initial draft of the Plan will be agreed with the SPG, following which a consultation draft will be developed reflecting feedback received.
- 7.2. The consultation draft will be brought to the IJB for approval, following which a formal consultation period will be launched to take place between December 2021 and January 2022. The consultation draft will be presented to the IJB alongside supporting a supporting communication, engagement and consultation plan.

Implications of the Report

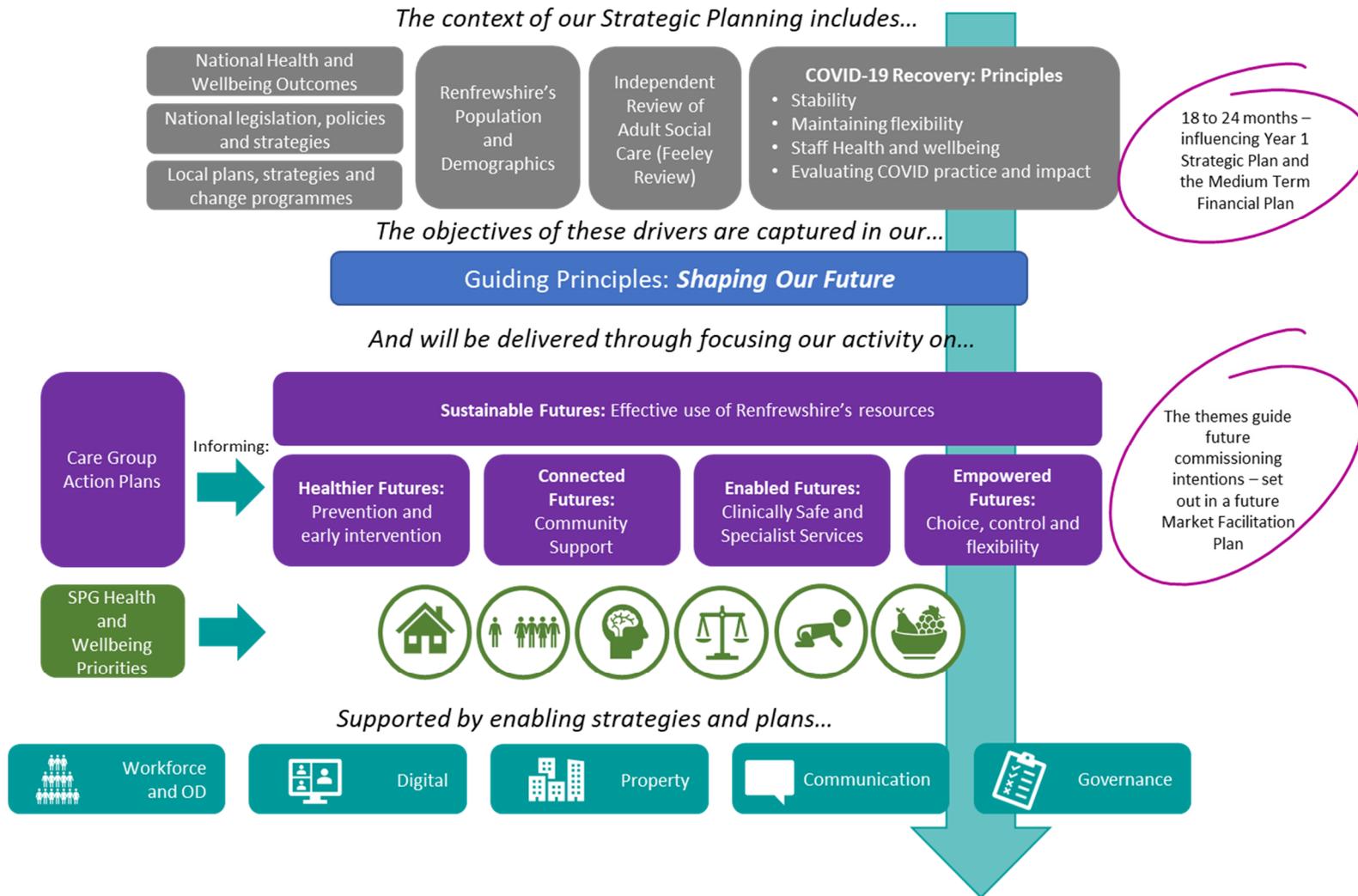
1. **Financial** – No implications from this report. However, the IJB's Medium Term Financial Framework will be refreshed during 2021/22 and will seek to align with the priorities identified in the Strategic Plan.
2. **HR & Organisational Development** – No implications from this report.
3. **Community Planning** – The Strategic Plan will be developed in partnership and will reflect the IJB's role within the context of Community Planning. It will set out how health and social care will be delivered jointly within Renfrewshire to improve outcomes for local communities.
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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Appendix: Strategic Plan on a Page and Supporting Branding



Appendix: Strategic Plan on a Page and Supporting Branding

- **Theme:** Prevention and early intervention
- **Outcome:** We reduce inequalities and improve health and wellbeing through early action and prevention of more complex need
- **Branding:** Healthier Futures

 Healthier futures

- **Theme:** Community support
- **Outcome:** People are supported to recover and manage disabilities or long-term conditions in their communities and to stay in their own homes or a homely setting
- **Branding:** Connected Futures

 Connected futures

- **Theme:** Clinically Safe and Specialist Services
- **Outcome:** Our services are clinically safe and people have access to the appropriate specialist support to aid them in their recovery.
- **Branding:** Enabled Futures

 Enabled futures

- **Theme:** Choice, control and flexibility
- **Outcome:** People access the right care at the right time and place and are empowered to shape their support at every stage of life
- **Branding:** Empowered Futures

 Empowered futures

- **Theme:** Effective use of Renfrewshire's resources
- **Outcome:** We work collaboratively across sectors to deliver integrated services and maximise the impact of our people and resources
- **Branding:** Sustainable Futures

 Sustainable futures