



To: Renfrewshire Integration Joint Board

On: 18 September 2015

Report by: Chief Officer Designate

Heading: Strategic Plan Proposals

1. Summary

1.1. The purpose of this paper is to present members of the Integration Joint Board ("IJB") for approval:

- the process for developing the Health and Social Care Partnership Strategic Plan, highlighting legal and other key milestones in the timeline;
- an outline of the joint strategic commissioning process by which the Strategic Plan will be developed; and
- proposals for the structure and content of the Strategic Plan

1.2 The next formal step in terms of the legislation is to remit the Strategic Plan proposals to the Strategic Planning Group so that its members' views can be sought.

2. Recommendations

2.1. It is recommended that members of the IJB:

- note the strategic planning process,
 - agree the proposals for the structure and content of the Strategic Plan,
 - agree the approach to conducting informal engagement and consultation during the strategic planning process,
 - agree to remit the Strategic Plan proposals to the Strategic Planning Group to seek its views, in line with legislative requirements, and
 - otherwise note the contents of the report.
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3. Background

- 3.1. Reports have previously been considered at IJB meetings on 20 March 2015 and 19 June 2015 in relation to; Development of the Strategic Plan and Establishment of the Strategic Planning Group. These reports outlined the IJB's legal duty to produce a Strategic Plan which should align with the national Strategic Commissioning Plans Guidance, and the progress being made to appoint members to the Strategic Planning Group.
- 3.2. This report looks at the detail of the strategic planning requirements as set out in national guidance, proposes the structure and content of the Strategic Plan and the joint strategic commissioning approach to be used to develop it.
- 3.3. All of the current strategic planning work will build upon existing local joint strategic commissioning work, particularly the Ten Year Plan for Older People, which was published in 2013. Further, the Strategic Plan will be developed to ensure consistency with Renfrewshire's Community Plan 2013-2023.
- 3.4. **Timeline and Key Milestones**
- 3.5. The Public Bodies (Joint Working) (Scotland) Act 2014 ("the 2014 Act") sets out the process by which an IJB must prepare its Strategic Plan to meet the deadline for delegating functions by 1 April 2016 to the Health and Social Care Partnership ("the Partnership").
- 3.6. Locally, a timeline has been produced to reflect the requirements of the legislation and enable the Partnership to conduct a fully inclusive strategic commissioning process. The timeline, with prescribed steps as previously reported to and agreed by the IJB, is shown below.

Date	Milestone
18 Sept 15:	IJB prepares proposals for the Strategic Plan and agrees to seek the views of the SPG
Early Nov 15:	Advice of SPG received by IJB. Report and first draft of Strategic Plan prepared for IJB.
20 Nov 15:	Taking account of views of SPG on proposals, IJB prepares first draft of the Strategic Plan and agrees to seek views of the SPG.
Dec 15:	Advice of SPG received. Report and second draft of Strategic Plan prepared for meeting on 15 Jan 2016.
15 Jan 16:	Taking account of advice of SPG on first draft, IJB prepares second draft of the Strategic Plan.
18 Jan – 7 Feb 16:	Formal consultation with stakeholders including Health Board and Council.
8 – 15 Feb 16:	Consultation responses reviewed. Report and final draft of Strategic Plan prepared.
16 Feb 16:	Report to Health Board on the outcome of the consultation and copy of final draft.
25 Feb 16:	Report to Council on the outcome of the consultation and copy of final draft.
18 Mar 16:	Final Strategic Plan submitted to IJB for approval.
Before 31 Mar 16:	Strategic Plan published alongside statement of action taken by IJB in developing the Strategic Plan and the HSCP's annual financial plan

- 3.7. This report sets out the proposals for the Strategic Plan as described in the first entry in the timeline.
- 3.8. Meetings of the Strategic Planning Group are scheduled to meet the requirements of the timeline, with the next meeting on 23 September 2015, which will be the second time the Group meets.

3.9. **Legal Requirements**

- 3.10. The 2014 Act states that a Strategic Plan is a document that sets out the arrangements for carrying out the integrated functions over a given period. It must show how these arrangements will achieve or contribute towards the nine national health and wellbeing outcomes, which are:

Outcome 1:	People are able to look after and improve their own health and wellbeing and live in good health for longer,
Outcome 2:	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community,
Outcome 3:	People who use health and social care services have positive experiences of those services, and have their dignity respected,
Outcome 4:	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services,
Outcome 5:	Health and social care services contribute to reducing health inequalities,
Outcome 6:	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being,
Outcome 7:	People using health and social care services are safe from harm,
Outcome 8:	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide, and
Outcome 9:	Resources are used effectively and efficiently in the provision of health and social care services.

- 3.11. The Strategic Plan should also contain such other material as the IJB thinks appropriate to plan its services.

3.12. **Localities**

- 3.13. Work is underway to explore options for how we respond to the [Localities Guidance produced by the Scottish Government](#) as part of both our new organisational arrangements and our strategic planning process. The Guidance states that a minimum of 2 localities per Health and Social Care Partnership are to be established and that these localities should be an integral part of the Health and Social Care Partnership.

- 3.14. It is intended that the localities are developed in consultation with local communities, service users and their carers and that they make a significant contribution to the development and delivery of the Strategic Plan.
- 3.15. A Localities Work Group has been established and has progressed the early work to consider a number of potential options and to develop further stakeholder engagement, which commenced in late August 2015. Initial sessions have taken place with the Strategic Planning Group and GP Practices. This phase of the work will assess potential options against the Government Guidance. The Strategic Planning Group will then oversee progress as part of the strategic planning process.
- 3.16. **National Outcomes**
- 3.17. When preparing its Strategic Plan, the IJB must have regard to the national health and wellbeing outcomes, as set out in 3.10 above, and the integration delivery principles, which include; services being integrated from the point of view of the service user, that services take account of the different needs of service users and that services take account of the different needs of service users in different localities.
- 3.18. The IJB must also take account of the arrangements being set out in other IJBs' Strategic Plans as it develops its own. This is to ensure that neighbouring Partnership Strategic Plans do not contradict each other and provide a complementary set of arrangements over a geographical area. This should also reflect where other Partnerships in the NHSGG&C area are hosting services that are provided into the Renfrewshire area.
- 3.19. **Joint Strategic Commissioning Process**
- 3.20. National guidance produced under the 2014 Act states that the Strategic Plan is to be developed using the Joint Strategic Commissioning process. As part of Reshaping Care for Older People, Partnerships across Scotland were required to adopt this approach for the first time in preparing their strategic commissioning plans for older people.
- 3.21. Renfrewshire's approach and ensuing Ten Year Plan for Older People has been recognised at national level as a best practice example. It is intended that Renfrewshire continues to reflect best practice in the development of its Strategic Plan in order to achieve the best possible outcomes for local people and communities.
- 3.22. The guidance describes how strategic commissioning is different from traditional forward planning because it starts by asking questions about what the Partnership wants to achieve with people and communities in the future, examines available evidence to assess the current position and project likely future demands and then poses the question of strategic decision makers; what can we do differently, with the resources we have, to get a better result.
- 3.23. Most strategic commissioning models are represented as a cycle: "Analyse, Plan, Do and Review". Development and publication of the Strategic Plan

covers the first two stages of the cycle with subsequent operational plans implementing the “Do” phase and review projects being conducted annually to measure success. Review findings can then feed into further analysis and the cycle begins again.

- 3.24. A key element of strategic commissioning is that all partners are involved. Plans and reviews are developed via extensive, transparent engagement with interested stakeholders whose views and experience influence and shape the final products.
- 3.25. The preferred approach for Renfrewshire is therefore to conduct informal engagement and consultation with staff and external stakeholders at an early stage in the development of the Strategic Plan, so that approaches and evidence can be refined and to ensure that a broad range of partners are engaged in the strategic commissioning process. Where appropriate this approach would continue as the Plan is being shaped
- 3.26. The advantage of this approach is that the Strategic Plan can be built up through the process, with stakeholder views being incorporated from the earliest possible opportunity. This means that a broad range of stakeholders are engaged in the strategic commissioning process, which increases the opportunity to build consensus and a collective strategic vision.
- 3.27. Effective communication is vital in successful strategic commissioning. At all stages of development and writing of the Strategic Plan, it is essential to convey information as clearly and simply as possible so that stakeholders feel able and empowered to contribute. As such, the language and tone of documents and the availability of accessible information, such as easy-to-read and large print formats, has to be fully considered.
- 3.28. **Structure and Content**
- 3.29. It is proposed, in order to meet the requirements as described and to maintain a focus on best practice, that the Strategic Plan is set out in nine sections with additional appendices as appropriate. These sections are:
 - 1. Preamble and Introduction
 - 2. National and Local Context
 - 3. Health and Social Care Partnership: Who We Are
 - 4. The Evidence
 - 5. Our Strategy
 - 6. Joint Strategic Commissioning
 - 7. Planning Framework
 - 8. Consultation Paper
 - 9. Equalities and Human Rights

- 3.30. Each of the sections are considered in turn below.
- 3.31. **Preamble and Introduction:** it is proposed that the Chair, on behalf of the IJB, will give some opening remarks and welcome readers to the Strategic Plan. Thereafter, it is proposed that the Chief Officer will formally introduce the Strategic Plan; its purpose, the background against which it is written and the role of all local stakeholders in developing it.
- 3.32. **National and Local Context:** it is proposed that this section will introduce the integration of health and social care in Scotland and how this contributes, at a high level, to achieving the national 2020 vision. It is proposed that this section covers the national health and wellbeing outcomes, the integration delivery principles and the national legal and policy drivers that have implications for health and social care. This will be outlined in the local setting of our HSCP arrangements in Renfrewshire
- 3.33. **Health and Social Care Partnership: Who We Are:** it is proposed that this section describes the Renfrewshire Health and Social Care Partnership. This will include introducing the role of the Chief Officer, the IJB's governance role and the makeup of the Board. The services covered by the Partnership will be described, as will the arrangements for hosted services across Greater Glasgow and Clyde. Key interfaces, such as those between Partnership services and Renfrewshire Council Children's Services and Acute services will be highlighted.
- 3.34. This section will also set out the Partnership's draft long term vision for health and social care in Renfrewshire and the Partnership's purpose i.e. how it will work to achieve its vision. The vision and purpose will also be developed in consultation with stakeholders.
- 3.35. Further, it will introduce the Strategic Planning Group, its role in the strategic planning process and will establish the locality arrangements described in paragraph 3.12.
- 3.36. **The Evidence:** it is proposed that this section outlines the local policy drivers that affect health and social care, such as any relevant parent organisation plans and strategies and the Renfrewshire Community Plan 2013- 2023. The section will then contain a strategic needs assessment, which will present local data and analysis to form the basis of the Partnership's strategic decisions. This assessment will show the current position; for example, it may outline current population or deprivation information as it relates to the localities identified and it will then forecast how these are expected to change or develop in the future.
- 3.37. The Evidence section will set out the resources that are available to the Partnership and those in the wider local area, where this is known; for example, where resource information from third (voluntary) sector partners is available. This will include financial resources, staff, buildings and any other relevant resources. The services that are currently provided will be mapped and analysed in terms of future population and need projections. It is hoped that information from wider partners, such as the number of people using their

services, will be obtained during the joint strategic commissioning process so that the Strategic Plan can contain a holistic local picture.

- 3.38. It is proposed that the section concludes by recognising the implications of the local evidence in the context of what is already known nationally, that “more of the same” may not meet the changing and complex demands on services in the future. This subsection will be termed “The Case for Change.” A case study example will be used to illustrate this conclusion in an easy to understand way.
- 3.39. The Evidence section will reflect the work that is ongoing to produce joint strategic commissioning plans for individual care groups.
- 3.40. **Our Strategy:** it is proposed that this section will use analysis of the evidence above as it evolves through the Partnership’s engagement and consultation process to identify the Partnership’s high level strategic priorities over the period of the Strategic Plan. Key themes are likely to emerge during the joint strategic commissioning process, which will form the basis of these priorities.
- 3.41. The section will outline how the Partnership will work towards these high level priorities for each care group by linking the available resources to actions that the HSCP will take to achieve or contribute to achieving them. Case study examples will be used to illustrate this in an easy to understand way
- 3.42. The plan will outline high level actions which will be required to successfully deliver the key priorities identified within the plan. Detailed action plans will be developed within the client group commissioning plans which will be progressed during 2016 following approval of the Strategic Plan in March 2016. A detailed action plan is currently being implemented for older people’s services following on from the approval of the Ten Year Joint Commissioning Plan for Older People in 2014.
- 3.43. **Joint Strategic Commissioning:** it is proposed that this section explains the joint strategic commissioning process that the Partnership has undertaken in detail, highlighting the model adopted locally and how the “Analyse, Plan, Do, Review” cycle of work will continue after the Strategic Plan is published. The section will, in particular, highlight that further, more detailed, care group-focussed plans are being developed and that there will be further engagement on all of these.
- 3.44. **Planning Framework:** it is proposed that this section illustrates the Partnership’s wider strategic planning framework and will in part take the form of an illustrative diagram. The diagram shows all of the Partnership’s major plans and emphasises the connections and relationships between them in terms of contributing to the Partnership’s objectives and the national health and wellbeing outcomes. The section will also illustrate the strategic planning environment outside the Partnership, such as its relationship with Council and NHS policies and strategies and the Renfrewshire Community Plan. (Appendix 1)
- 3.45. **Consultation Paper (Consultative Drafts only):** it is proposed that this section invites readers to give their views on the draft Strategic Plan and that it

contains a consultation questionnaire. The section will highlight different methods by which readers can respond to the consultation and will signpost readers to alternative formats including; easy-read, large print and languages other than English.

- 3.46. **Equalities and Human Rights:** it is proposed that this section outlines the equalities and human rights impact assessment activities that have been undertaken during the development of the Strategic Plan.
- 3.47. It is proposed that the term of the Strategic Plan will be three years, covering the period 2016-2019. Reviews will be conducted annually during this time.
- 3.48. **Documents Published Alongside Strategic Plan**
- 3.49. Two additional documents are required to be published alongside the Strategic Plan.
- 3.50. The first is a statement describing the process by which the Partnership developed the Strategic Plan. This statement should describe the actions taken by the Partnership to engage in a fully transparent and inclusive strategic commissioning process and will ensure that the legal milestones are addressed.
- 3.51. The second is the annual financial statement of the Partnership. The financial statement must show how much the Partnership intends to spend on implementing the Strategic Plan.
- 3.52. **Strategic Planning Group**
- 3.53. The 2014 Act requires that the IJB seeks the views of the Strategic Planning Group on its proposals for the Strategic Plan. It is therefore recommended that IJB members agree to remit this report, once approved, to the Strategic Planning Group for its consideration.
- 3.54. A paper detailing the Strategic Planning Group's representations will be reported to the next meeting of the IJB.

Implications of the Report

1. **Financial** – The Strategic Plan to which this report refers will have implications for the Health and Social Care Partnership's financial planning.
2. **HR & Organisational Development** –
3. **Community Planning**
4. **Legal** –
5. **Property/Assets** –
6. **Information Technology** –

7. **Equality & 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 have been identified arising from the recommendations contained in the report. 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 & Safety** –
9. **Procurement** –
10. **Risk** –
11. **Privacy Impact** -

List of Background Papers – None

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Appendix 1: Local Strategic Planning Context

