

To: Renfrewshire Integration Joint Board

On: 25 June 2021

Report by: Interim Chief Officer

Heading: Development of Renfrewshire's Strategic Plan 2022-2025

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 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 will be planned and delivered over the medium term (three years).
- 1.2 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. In accordance with the act, the review will consider:
- the national health and wellbeing outcomes;
 - the indicators associated with the national outcomes;
 - the integration delivery principles; and
 - the views of the Strategic Planning Group.
- 1.3 Nationally the strategic and policy context in relation to health and social care continues to evolve and retains a high degree of uncertainty. The new Strategic Plan will require to align with these and other key transformational change drivers such as the response to and recovery from COVID-19 and the recommendations from the independent review of adult social care.
- 1.4 Listening to, involving and engaging with our communities will be at the heart of the Strategic Plan. We will work collaboratively with members of

the Strategic Planning Group to ensure that we can harness our collective expertise to truly 'Plan with People'.

- 1.5 In considering the approach to developing the Strategic Plan, the HSCP has also developed branding options for the Plan and supporting recovery and change activity. Branding has the potential to bring consistency and greater recognition to the commitments of the Strategic Plan and their implementation. These considerations are set out in further detail in Section 7.
- 1.6 Subject to the IJB approving the approach set out in this report, the process for developing the plan will begin immediately with final approval being sought from the IJB in March 2022. This will ensure that the new Strategic Plan will be in place by 1 April 2022. A detailed timeline is included in Section 8 of this report.

2. Recommendation

It is recommended that the IJB:

1. Agree the proposed collaborative approach to developing the Strategic Plan, encompassing (i) the role of the SPG in providing oversight of the plan's development; (ii) the role of SPG subgroups in developing plans for the agreed Health and Wellbeing Priorities; and (iii) the role of a revised Care Group Planning structure.
2. Agree the timeline detailed in Section 8 of this report.
3. Note the ongoing development of a supporting brand for the Strategic Plan and associated recovery and change activity (Section 7).

3. The Public Bodies (Joint Working) (Scotland) Act 2014

- 3.1. The Act places a duty on Integration Authorities - either Integration Joint Boards or Health Boards and Local Authorities acting as lead agencies - to create a "strategic plan" for the integrated functions and budgets that they control.
- 3.2. The Act states that "each Integration Authority must produce a strategic commissioning plan that sets out how they will plan and deliver services for their area over the medium term, using the integrated budgets under their control."
- 3.3. Stakeholders must be fully engaged in the preparation, publication and review of the plan, in order to establish a meaningful co-productive approach, to enable Integration Authorities to deliver the national outcomes for health and wellbeing, and achieve the core aims of integration:

- To improve the quality and consistency of services for patients, carers, service users and their families;
- To provide seamless, integrated, quality health and social care services in order to care for people in their homes, or a homely setting, where it is safe to do so; and
- To ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.

3.4. In particular, the Act requires that the Strategic Planning Group (SPG) is involved in the development of the plan from the beginning and throughout the process.

3.5. A Housing Contribution Statement is also required as an integral part of the Strategic Plan. Its role is to act as the “bridge” between strategic housing planning and that of health and social care. It identifies the contribution of the housing sector in meeting the intended outcomes of the Strategic Plan.

3.6. The Statement will primarily focus on the Local Housing Strategy and its actions that will positively contribute to achieving shared outcomes and priorities of improving the health and well-being of our communities and providing for more people to be cared for and supported at home or in a homely setting. The Housing as a Health Issue sub-group of the SPG will take the lead in the developing the Statement.

3.7. The Strategic Plan should also be closely linked to a Market Facilitation Plan setting out future commissioning priorities and intentions for Renfrewshire. The Market Facilitation Plan represents the communication with service providers, service users, carers and other stakeholders about the future shape of our local health and social care market, assessing future demand and the support required to meet that demand.

3.8. The process for developing the Strategic Plan will consider and agree key Market Facilitation principles with stakeholders. Following finalisation of the Strategic Plan, these principles will then be used to develop an updated Market Facilitation Plan for Renfrewshire reflecting the agreed direction of travel for integrated health and social care locally.

4. Strategic Context and Policy Drivers

Framing the Strategic Plan through our Guiding Principles

4.1. Renfrewshire HSCP developed four guiding principles for service change collaboratively with staff and partners within the Strategic Planning Group. These principles were subsequently approved by the IJB in March 2020:

1. We share responsibility and ownership with our communities.
2. We take a person-led approach to public health and wellbeing.
3. We provide realistic care.
4. We deliver the right services at the right time and in the right place.

4.2. These principles were developed to reflect national context and policy which focuses on prevention and early intervention to shift the balance of care and to enhance the choice and control individuals have over the support they access. They have also been reinforced by the experience of the pandemic and reflect the core ambitions from the Independent Review of Adult Social Care (the Feeley Report) and the new national framework for Self-directed Support, published in March 2021.

4.3. These guiding principles will help to frame the IJB's Strategic Plan for 2022-25, enabling a focus on improving health and wellbeing within Renfrewshire's communities through the first two principles. These principles are further reinforced by the seven health and wellbeing priorities which are currently being driven forward by the SPG:

- Loneliness and social isolation
- Inequalities
- Mental health and wellbeing
- Housing as a health issue
- Early years and vulnerable families
- Healthy and active living
- Collaborating for greater impact

4.4. A focus on the direction of travel and future shape of models of care for different care groups will also be provided through the third and fourth principles. Further detail on the proposed approach to developing the strategic plan in these areas is set out in Sections 5 and 6 of this report.

Linking the Strategic Plan to wider policy and strategy

4.5. Nationally the strategic and policy context in relation to health and social care continues to evolve with developments being driven by economic, social and technological changes and advances. National legislation, frameworks and strategies are developed and exist to provide guidance for Partnerships. At a local level our Strategic Plan will be guided by legislation and national strategies, whilst aligning local and Health board wide plans, some examples of which are included in the diagrams below.

National Legislation

- Public Bodies (Joint Working) (Scotland) Act 2014
- Children and Young People (Scotland) Act 2014
- Community Empowerment (Scotland) Act 2015
- Social Care (self-directed support) (Scotland) Act 2013
- Carers (Scotland) Act 2016
- Community Care & Health (Scotland) Care Act 2002
- Social Work (Scotland) Act 1968

National Strategies

- A National Clinical Strategy for Scotland
- Social Services in Scotland: A shared vision and strategy
- Making Care Better - A strategy for supporting better care in Scotland
- Health & Social Care Delivery Plan
- A Public Health Strategy for Scotland
- Rights, respect and recovery: alcohol and drug treatment strategy
- Scotland's Digital Health & Care Strategy

Local and Board Wide Plans and Strategies

- Financial Plan
- Renfrewshire Council Plan
- Social Renewal Plan
- Local Housing Strategy
- Integrated Children's Services Plan
- Local Outcome Improvement Plan
- Clinical and Care Governance
- NHS Unscheduled Care Commissioning Plan
- NHS Remobilisation Plan and Moving Forward Together
- NHS GGC Turning the Tide Through Prevention

4.6. The Plan will be developed as part of a suite of strategic documents for the IJB to support the development of health and social care locally in the period to 2025. Work on the Plan will be undertaken alongside that on a refreshed Medium-Term Financial Plan and a workforce plan for 2022-25, with aligned timescales allowing for core dependencies to be addressed appropriately and for these plans to be jointly informed by one another.

4.7. However, it is recognised that there is a significant degree of uncertainty within the health and social care system which impacts on the ability to plan future activity in significant detail. As noted above, this includes but is not limited to recommendations taken forward from the Feeley review, and the lasting impact of the COVID-19 pandemic on health and care and supporting finances. Consequently, it is the HSCP's intention that the strategic plan focuses on an overall direction of travel, reflecting key policy developments but enabling flexibility in approach to respond to emerging circumstances.

5. Developing the Strategic Plan

Proposals to establish a refreshed Care Group Planning Structure

- 5.1. The development of strategic priorities for each care group supported by the HSCP, in line with the third and fourth guiding principles, is a core element of the Strategic Plan. This role was previously undertaken by Joint Planning, Performance and Implementation Groups (JPPIGs) however while each service area has planning structures in place there is currently no consistent approach used.
- 5.2. The HSCP is therefore proposing the creation of Care Group Planning Fora with consistent Terms of Reference to provide this consistent approach. These fora will align with identified care groups and will have a dual role. They will act as a consultation group for the development of strategic plans and undertaking Joint Strategic Needs Assessments for each Care Group, following which they will provide an ongoing reference point for the delivery of service reviews and transformational activity in line with the agreed objectives within the strategic plan.
- 5.3. Each planning forum will be chaired by the relevant Head of Service with consistent membership include trade unions and staff side, providers, service users and carers, finance and performance. They will report into the Senior Management Team and to ensure alignment and linkages with the Strategic Planning Group (SPG), a member of each forum also be a member of the SPG.
- 5.4. A diagram of the proposed planning structure is provided in Appendix 1. This structure shown includes those groups which will be led by the HSCP, with additional subgroups supporting these where required, and additional partnership groups which the HSCP participates in but does not lead. It has been discussed with the HSCP's Senior Management Team, the SPG and Staff Partnership Forum (SPF) with positive feedback. The IJB is asked to approve establishment of this Care Group Planning structure.

Role of the Strategic Planning Group

- 5.5. The Strategic Planning Group (SPG) has a statutory responsibility for the development of the Strategic Plan, encompassing agreement of proposals for the content and structure of the plan and providing feedback on the first draft of the plan which is developed.
- 5.6. The SPG's statutory role has been reflected in engagement with the group to date, to ensure that members are involved in shaping proposals from the outset of the process. Discussions to date have included consultation on (i) proposals for the approach to developing the Plan (ii) the establishment of Care Group Planning for a (set out in further detail

below); (iii); the foundations of the plan as set out above; and (iv) the look and feel of the plan.

5.7. In addition to this role, the SPG subgroups which have been created to take forward the seven health and wellbeing priorities set out in 4.3 will have responsibility for developing the relevant Plan content and objectives for these seven areas, ensuring that these proposals are developed by a cross-section of stakeholders.

5.8. The feedback received from these discussions has been very positive and helpful. In particular, the SPG has endorsed proposals for a highly collaborative approach to developing the plan, centred on engagement with communities, individuals, carers and providers. They have also clearly fed back that the new Strategic Plan should be more concise, visual and easier to navigate, with greater consistency in how each element of the plan is developed. This feedback has helped inform the proposed approach to developing the Plan, as set out below.

6. The proposed approach to developing the Strategic Plan

6.1. In taking the planning process forward, the HSCP will adopt the Scottish Government and COSLA guidance on 'Planning with People' which was published on 11 March 2021. The guidance states that 'engagement that takes place routinely helps to develop trust between communities and public bodies, fosters mutual understanding, and makes it easier to identify sustainable service improvements.'

6.2. The HSCP has to date adopted a collaborative approach to developing and agreeing the proposed approach to developing the Strategic Plan, recognising the fundamental importance of partnership working as set out in the 'Planning with People' guidance.

6.3. The core elements of our engagement-led approach have been described throughout this report and in summary they are:

- Subject to approval, the implementation of Care Group Planning for a to lead the development of Strategic Plan objectives and content for those service areas;
- The commencement of work through the SPG subgroups to develop objectives aligned to the seven agreed health and wellbeing priorities;
- The development of a Housing Contribution Statement to be led by the 'Housing as a Health Issue' subgroup of the SPG, with input from our partner organisations;

- The development of market facilitation principles to support the creation of a more detailed Market Facilitation Plan following agreement of the Strategic Plan in March 2022;
- The creation of common templates to support subgroups and Care Group Planning Fora to support a consistent approach and level of detail in the development of objectives and priorities in each of these areas.
- A focus on the look and feel of the strategy to reflect feedback that it should be more concise, interactive and visual with less written content and jargon. This will also be developed based on good practice examples from other organisations to reflect how the Plan is presented online, and in full and summary document format.

7. Branding

7.1. In developing the above plans for the development of the Strategic Plan, the HSCP has considered the opportunities for branding the Plan and associated recovery and transformational activity in recognition of the complexity of work which will be encompassed with the Plan over the coming years.

7.2. In particular, a brand can assist in bringing consistency and coherence to the HSCP's approach to service development, providing a clear reference point for partners and stakeholders. It can also be more meaningful for staff than the use of terminology such as 'transformation'.

7.3. In developing a proposed brand, the HSCP has considered how the core principles of choice, control and flexibility can be clearly embedded, whilst capturing the breadth of activity required. Using the umbrella 'Futures Programme' title and drawing on the HSCP's existing brand profile, the Partnership has designed a suite of options which can be applied to different elements of the Strategic Plan and change activity. These include, but are not limited to:

- Flexible Futures
- Sustainable Futures
- Healthier Futures
- Caring Futures
- Supportive Futures
- Thriving Futures

7.4. Visual examples of this branding are provided in Appendix 2. The HSCP will continue to test and refine these with a range of stakeholders over the summer period.

8. Timeline

8.1. The new Strategic Plan requires to be approved by the IJB and in place by 1 April 2022. However, in advance of this there are a number of legal requirements that have been considered whilst developing the timeline below.



9. Next steps

9.1. Subject to approval from the IJB on the approach set out above, work will commence with the SPG subgroups and the Care Group Planning structures will be implemented to take forward development of the Strategic Plan. This will be supported by guidance and supporting tools and templates to facilitate the planning process.

9.2. An update on progress will be brought to the IJB in September 2021, with a draft of the Strategic Plan presented to the IJB in November 2021 in line with the process set out above.

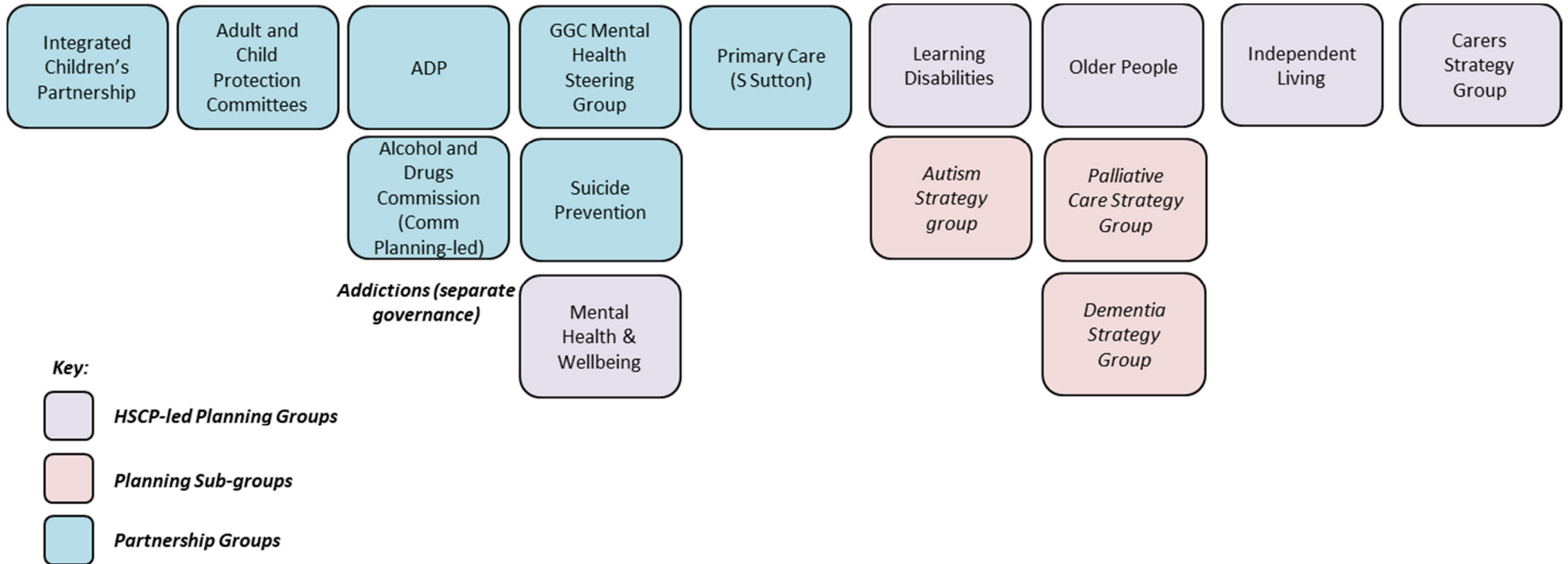
1. **Financial** – No implications from this report. However, the IJB’s Medium Term Financial Framework will be refreshed during 2021/22 and will seek to align with the priorities identified in the Strategic Plan.
2. **HR & Organisational Development** – No implications from this report.
3. **Community 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 & 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** – n/a.

List of Background Papers – n/a

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Appendix 1: Care Group Planning Structure



Appendix 2: Branding for the Strategic Plan, recovery and change activity

