



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	29 January 2020
<b>Agenda Item</b>	11
<b>Title</b>	HSCP Strategic Improvement Plan
<p><b>Summary</b></p> <p>The purpose of this report is to give the Integration Joint Board details of the proposed development actions in our current Strategic Improvement Plan. The integrated plan includes improvement actions developed in response to the recent Joint Strategic Inspection of Adult Services, the Ministerial Strategic Group self-evaluation and the findings from the Audit Scotland Report: Health and Social Care Integration.</p>	
<b>Presented by</b>	Julie Murray, Chief Officer
<p><b>Action Required</b></p> <p>The Integration Joint Board is asked to note and comment on the Strategic Improvement Plan.</p>	
<p><b>Implications checklist – check box if applicable and include detail in report</b></p> <p> <input type="checkbox"/> Finance                      <input type="checkbox"/> Policy                      <input type="checkbox"/> Legal                      <input type="checkbox"/> Equalities  <input type="checkbox"/> Risk                              <input type="checkbox"/> Staffing                      <input type="checkbox"/> Directions                      <input type="checkbox"/> Infrastructure </p>	

BLANK PAGE

**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**29 January 2020**

**Report by Chief Officer**

**EAST RENFREWSHIRE HSCP STRATEGIC IMPROVEMENT PLAN**

**PURPOSE OF REPORT**

1. The purpose of this report is to give the Integration Joint Board details of the proposed development actions in our current Strategic Improvement Plan. The actions have been established in response to the 'areas for development' identified in the recent Joint Strategic Inspection of Adult Services in East Renfrewshire Health and Social Care Partnership (carried out by the Care Inspectorate and Health Improvement Scotland between April and June 2019). In 2019 we also identified a range of improvement actions following the Ministerial Strategic Group self-evaluation and the findings from the Audit Scotland Report: Health and Social Care Integration. Given the similar themes covered, we have chosen to integrate these actions in a single Strategic Improvement Plan, provided at Appendix 1.

**RECOMMENDATION**

2. The Integration Joint Board is asked to note and comment on the Strategic Improvement Plan.

**BACKGROUND**

3. The Audit Scotland report on progress of health and social care integration published on 15 November 2018 found that whilst some improvements have been made to the delivery of health and social care services, Integration Authorities, Councils and NHS Boards need to show a stronger commitment to collaborative working to achieve the real long term benefits of an integrated system. They noted that it would not be possible for one organisation to address all the issues raised in their report. If integration is to make a meaningful difference to the people of Scotland, Integration Authorities, Councils, NHS boards, the Scottish Government and COSLA need to work together to address the six areas that support integration and their report contains a series of recommendations linked to these.
4. The Ministerial Strategic Group for Health and Community Care agreed in June 2018 that a review would be taken forward via a small "leadership" group of senior officers chaired by Paul Gray, Director General Health and Social Care and Chief Executive of NHS Scotland and Sally Loudon, Chief Executive of COSLA. The group produced its report Review of Progress with Integration of Health and Social Care Final Report in February 2019.
5. In undertaking their review, the Ministerial Strategic Group built upon Audit Scotland's observation that integration can work within the current legislative framework, but that Integration Authorities are operating in an extremely challenging environment and there is much more to be done. The Ministerial Strategic Group also set out their proposals under the same six headings used in the Audit Scotland report.

6. Subsequently, the Scottish Government and COSLA developed a self-evaluation tool to support Integration Joint Boards and partners to assess their position in relation to the review proposals and Audit Scotland recommendations.
7. In completing the self-evaluation, partners were asked to rate themselves against 22 of the 25 proposals and identify evidence to support the conclusions. Partners were also asked to identify proposed improvement actions in respect of each proposal.
8. The draft self-evaluation was developed by the IJB Chief Officer following discussion with the IJB Chair, Vice-Chair, Third Sector and Carer representatives and Chief Financial Officer prior to being shared with the wider Integration Joint Board at its meeting on 1st May 2019.
9. Integration Joint Board members endorsed the draft self-evaluation subject to additional comments and agreed that it be remitted to the Chief Officer to reach a consensus view on the evaluation ratings and any improvement actions with the Chief Executives of NHS GGC and East Renfrewshire Council prior to submission to the Integration Review Leadership Group. Following agreement with the Chief Executive of East Renfrewshire Council and the Chief Executive of NHS Greater Glasgow and Clyde, the final draft was submitted on 14 May 2019. The actions set out in the self-evaluation have been reviewed as appropriate for the current iteration of our Improvement Plan.
10. The Care Inspectorate and Health Improvement Scotland carried out a Joint Strategic Inspection of Adult Services in East Renfrewshire Health and Social Care Partnership between April and June 2019.
11. The inspection was one of a series on the effectiveness of strategic planning requested by Scottish Ministers. It was one of six inspections that have taken place with this focus. The key elements during the inspection were how well the partnership had:
  - a) Improved performance in both health and social care;
  - b) Developed and implemented operational and strategic planning arrangements;
  - c) Established the vision, values and aims across the partnership and the leadership of strategy and direction.
12. The inspection included analysis of the evaluative statements and evidence submitted by the partnership, followed by fieldwork in East Renfrewshire, which included focus groups, interviews and observation of activities.
13. The final report of the inspection was published on 9 October 2019. An overview of the findings of the inspection shared with the wider Integration Joint Board at its meeting on 27 November 2019.
14. The inspection report set out a number of conclusions in relation to: performance management; strategic planning and commissioning; and, leadership and direction. The report highlighted the following five areas for development:

Areas for Development	
1	The partnership should improve its planning processes showing how: <ul style="list-style-type: none"> <li>• strategic and locality needs information are updated</li> <li>• service and locality plans contribute to strategic priorities</li> <li>• priorities are to be resourced</li> </ul>
2	The partnership should improve its approach to meaningful involvement of a full range of stakeholders for: <ul style="list-style-type: none"> <li>• strategic and locality planning</li> <li>• commissioning</li> <li>• service redesign</li> </ul>
3	The partnership should work closely with a full range of stakeholders to develop and implement cross-sector market facilitation approaches
4	The partnership should further develop its quality assurance and self-evaluation approaches to demonstrate how it identifies priority areas for self-evaluation and how these activities are co-ordinated to improve services
5	The partnership should make sure that it has sufficient effective operational leadership and management capacity to fully implement strategies and plans

15. In response to these recommendations the partnership submitted a detailed plan to the Care Inspectorate on 25 November 2019 setting out actions to address these areas for development. These actions have been incorporated into our Strategic Improvement Plan, provided at Appendix 1.

## REPORT

16. The partnership has developed an integrated Strategic Improvement Plan reflecting the cross-cutting themes in the recommendations and proposals from Audit Scotland Report: Health and Social Care Integration, the Ministerial Strategic Group self-evaluation and the Joint Strategic Inspection.
17. The plan is structured in relation to the six thematic headings used in the Audit Scotland report:
  - Collaborative leadership and building relationships;
  - Integrated finances and financial planning;
  - Effective strategic planning for improvement;
  - Governance and accountability arrangements;
  - Ability and willingness to share information;
  - Meaningful and sustained engagement.
18. The plan gives a series of detailed improvement actions along with responsible officer and timescale for delivery. The plan highlights whether the action relates directly to a MSG proposal or a recommendation from the Joint Strategic Inspection.

## CONSULTATION

19. The Improvement plan was developed in consultation with Senior Management and with relevant service managers.

## IMPLICATIONS OF THE PROPOSALS

20. The Improvement Plan establishes an ambitious but achievable work programme that will strengthen strategic and financial planning, collaborative leadership, and our governance and accountability arrangements across the partnership.

## CONCLUSIONS

21. The Strategic Improvement Plan sets out a range of development activity including collaborative working with other partnerships, strengthening of procedures and development of our capacity for operational management and strategic planning.

22. The plan seeks to address national priority areas (identified by Audit Scotland and the Ministerial Strategic Group) and local areas for development (identified by the Care Inspectorate and Health Improvement Scotland).

## RECOMMENDATIONS

23. The Integration Joint Board is asked to note and comment on the Strategic Improvement Plan.

## REPORT AUTHOR AND PERSON TO CONTACT

Steven Reid, Policy, Planning and Performance Manager  
[steven.reid@eastrenfrewshire.gov.uk](mailto:steven.reid@eastrenfrewshire.gov.uk)

Chief Officer, IJB: Julie Murray

## BACKGROUND PAPERS

Audit Scotland Report: Health and social care integration: update on progress  
<http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress>

Ministerial Strategic Group for Health and Community Care, Review of Progress with Integration of Health and Social Care  
<https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/>

Joint Inspection (Adults) – The effectiveness of strategic planning in East Renfrewshire Health and Social Care Partnership  
[http://www.healthcareimprovementscotland.org/our\\_work/inspecting\\_and\\_regulating\\_care/joint\\_inspections\\_strat\\_com/east\\_renfrewshire\\_oct\\_19.aspx](http://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/joint_inspections_strat_com/east_renfrewshire_oct_19.aspx)

IJB Paper: 01.05.2019 – Item 15: MSG Self Evaluation  
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24370&p=0>

IJB Paper: 27.11.2019 – Item 10: Findings of Joint Inspection  
<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25529&p=0>

## East Renfrewshire HSCP – Improvement Action Plan 2019-2020

Audit Scotland Recommendation	MSG Proposal	Strategic Inspection Recommendation	ERHSCP Improvement Action	Owner & Timescale	Progress
<b>1. Collaborative leadership and building relationships</b>					
<p><b>The Scottish Government and COSLA should:</b></p> <ul style="list-style-type: none"> <li>▪ ensure that there is appropriate leadership capacity in place to support integration</li> <li>▪ increase opportunities for joint leadership development across the health and care system to help leaders to work more collaboratively.</li> </ul>	<p>1. (i) <b>All leadership development will be focused on shared and collaborative practice.</b></p>		<p>To collaborate across all six Councils, HSCPs and the Health Board to develop some shared learning and development as a consequence of this self-evaluation.</p>	<p>Chief Officer By November 2019</p>	<p>Meeting held 9 October 2019 and 16 January 2020. Initial focus agreed to be shared public messaging and the development of a collaborative campaign.</p>
	<p>1. (ii) <b>Relationships and collaborative working between partners must improve.</b> Statutory partners in particular must seek to ensure an improved understanding of pressures, cultures and drivers in different parts of the system.</p>		<p>To create more opportunities to improve the visibility of financial pressures across the Council and NHS Board to improve shared understanding of future challenges.</p>	<p>Chief Finance Officer May 2020</p>	<p>CO and CFO met with NHSGGC Director of Finance and ERC Section 95 officer on 2nd December 2019. Future meetings will be scheduled.</p>
	<p>1. (iii) <b>Relationships and partnership working with the third and independent sectors must improve.</b></p>		<p>Through reinvigorating the Strategic and Locality Planning Groups the HSCP will further develop relationships with neighbourhood and community groups.</p>	<p>Chief Officer May 2020</p>	<p>Two meetings of the Locality Planning Forums have been held, with input from a wide range of stakeholders, both internal and external.</p>

					Planning underway for future SPG meetings.
<b>2. Integrated finances and financial planning</b>					
<p><b>The Scottish Government should:</b></p> <ul style="list-style-type: none"> <li>commit to continued additional pump-priming funds to facilitate local priorities and new ways of working which progress integration.</li> </ul> <p><b>The Scottish Government and COSLA should:</b></p> <ul style="list-style-type: none"> <li>urgently resolve difficulties with the 'set-aside' aspect of the Act.</li> <li>The Scottish Government, COSLA, councils, NHS boards and Integration Authorities should work together to: <ul style="list-style-type: none"> <li>support integrated financial management by developing a longer-term and more integrated approach to financial planning</li> </ul> </li> </ul>	<p>2. (i) <b>Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration.</b></p>		<p>Establish a tri partite discussion on the respective financial plans of parent bodies and implications for the IJB.</p>	<p>Chief Finance Officer By 31<sup>st</sup> March 2020 and thereafter each year by end March.</p>	<p>As above, awaiting details of 2020-21 budget announcement.</p>
	<p>2. (ii) <b>Delegated budgets for IJBs must be agreed timeously.</b></p>		<p>For the Health Board to make a formal budget offer before the end of March at the conclusion of a process which enables discussion about IJB demographic and other pressures.</p>	<p>Chief Finance Officer By end of March 2020 and thereafter each year by end March</p>	<p>Financial planning is standing agenda item with NHSGGC. Likely to have indicative budget before end March subject to timing of SG budget.</p>
	<p>2. (iii) <b>Delegated hospital budgets and set aside requirements must be fully implemented.</b></p>		<p>The Health Board will obtain 2018/19 activity data and finalise budget and actual costs with a view to developing and agreeing a model for allocation of set aside budgets. The HSCP will identify commissioning intentions and capacity requirements thereafter, learning from a test of change planned around the GRI.</p>	<p>Chief Finance Officer By end of March 2021</p>	<p>Working group continues to progress solutions to fully implement the set aside budget.</p>
	<p>2. (iv) <b>Each IJB must develop a transparent and prudent reserves policy.</b></p>		<p>The IJB will continue to review the level of general reserve.</p>	<p>Chief Finance Officer Ongoing</p>	<p>Reserves routinely reported to IJB as part of revenue</p>



<p>at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care.</p> <p><b>Integration Authorities, councils and NHS boards should work together to:</b></p> <ul style="list-style-type: none"> <li>view their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support.</li> </ul>					monitoring. Policy reviewed periodically.
	<p>2. (v) <b>Statutory partners must ensure appropriate support is provided to IJB S95 Officers.</b></p>		<p>To develop a fully integrated finance role. (HSCP Accountants, whilst in the same team, are currently responsible for either NHS or Council reporting.)</p>	<p>Chief Finance Officer March 2021</p>	<p>Team well established. Accountancy role to be reviewed.</p>
	<p>2. (vi) <b>IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.</b></p>		<p>IJB will ensure investment is directed to priority areas regardless of source.</p>	<p>Chief Finance Officer Ongoing</p>	<p>Financial planning will continue to look at our resource requirement in totality.</p>
<b>3. Effective strategic planning for improvement</b>					
<p><b>Integration Authorities, councils and NHS boards should work together to:</b></p> <ul style="list-style-type: none"> <li>ensure operational plans, including workforce, IT and organisational change plans across the system,</li> </ul>	<p>3. (i) <b>Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB.</b></p>		<p>NO LOCAL ACTION - NATIONAL BODIES RESPONSIBLE</p>		
	<p>3. (ii) <b>Improved strategic inspection of health and social care is developed to better reflect integration.</b></p>		<p>NO LOCAL ACTION - NATIONAL BODIES RESPONSIBLE</p>		

<p>are clearly aligned to the strategic priorities of the IA</p> <ul style="list-style-type: none"> <li>monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.</li> </ul>	<p>3. (iii) <b>National improvement bodies must work more collaboratively and deliver the improvement support partnerships require to make integration work.</b></p>		<p>NO LOCAL ACTION - NATIONAL BODIES RESPONSIBLE</p>		
<p><b>The Scottish Government should:</b></p> <ul style="list-style-type: none"> <li>ensure that there is a consistent commitment to integration across government departments</li> </ul>	<p>3. (iv) <b>Improved strategic planning and commissioning arrangements must be put in place.</b> Partnerships should critically analyse and evaluate the effectiveness of their strategic planning and commissioning arrangements, including establishing capacity and capability for this.</p>	<p>(1) The partnership should improve its planning processes showing how:</p> <ul style="list-style-type: none"> <li>strategic and locality needs information are updated</li> <li>service and locality plans contribute to strategic priorities</li> <li>priorities are to be resourced.</li> </ul>	<p>(1.1) The HSCP will establish a procedure for updating needs assessments to support development of Strategic Plan, Commissioning Plan and Locality Plans.</p> <p>(1.2) The HSCP will develop a structured methodology for demographic/demand projections to support annual budget planning cycle.</p> <p>(1.3) The HSCP will translate the IJB's Strategic Plan into operational plans that support the delivery of quality services. All service and locality plans will link clearly to our strategic priorities and be integrated into our performance.</p>	<p><u>Chief Officer</u></p> <p>March 2020</p> <p>March 2020</p> <p>1<sup>st</sup> round of plans to be signed-off by December 2019. 2nd round starting</p>	<p>Lead Planner and Business analysts posts now appointed. Working group looking at needs assessment to be established in February.</p> <p>For identifying demand pressures for permanent care, have moved away from snapshot (at census date) to average FTE based on number of weeks purchased.</p> <p>Seven plans completed by December. DMT to finalise work programme for service planning for</p>

		framework. Service plans will include 3-yr budget/resource information.	December 2019. To be signed-off by March 2020.	2020, focusing on remaining adult services requiring plans.
	(5) The partnership should make sure that it has sufficient effective operational leadership and management capacity to fully implement strategies and plans.	(5.1) The HSCP will increase our senior operational management capacity.  (5.2) The HSCP will support managers by building our strategic planning capacity with new service-dedicated planning leads and business analysts.	<u>Chief Officer</u>  By February 2020  By January 2020	Post currently being advertised  All but one post has been appointed.
	(3) The partnership should work closely with a full range of stakeholders to develop and implement cross-sector market facilitation approaches.	(3.1) The HSCP will develop a Market Shaping Plan to support our established commissioning plan objectives. This will be developed collaboratively by our Market Shaping and Commissioning Officers. Working within the recently introduced locality forums, this will ensure cross sector involvement and wider stakeholder engagement, with the objective of creating a sustainable and sufficiently diverse market.	<u>Strategic Commissioning Manager</u>  March 2020	Locality Planning and Strategic Partnership activity underpins this. Active discussions with key providers and stakeholders
	(4) The partnership should further develop its quality assurance and self-evaluation approaches to demonstrate how it identifies priority areas for self-evaluation and how these activities are co-ordinated to improve services.	(4.1) We will agree a consistent approach to self-evaluation to support the new service planning cycle across the HSCP. This will be based on national standards and tailored to needs of service areas.	<u>Chief Officer</u>  April 2020	Training scheduled on self-evaluation in May, to be delivered by Strategic Inspector (Care Inspectorate). Models of self-evaluation being currently being explored.

			(4.2) The HSCP will develop internal standards for quality assurance activity and an accompanying delivery plan.	Commencing January 2020 and ongoing	Training on new Recording and Chronology Standards delivered. New performance framework for ASP under consultation and new data set and reporting mechanism for adult services being developed
	3. (v) <b>Improved capacity for strategic commissioning of delegated hospital services must be in place.</b>		The IJB will review commissioning capacity as set aside budgets become fully integrated and devolved.	Chief Finance Officer By end March 2021	Working group continues to progress solutions to fully implement the set aside budget. Impact on commissioning capacity will be determined as work progresses.
<b>4. Governance and accountability arrangements</b>					
<b>The Scottish Government and COSLA should:</b> <ul style="list-style-type: none"> <li>▪ support councillors and NHS board members who are also Integration Joint Board members to understand,</li> </ul>	4. (i) <b>The understanding of accountabilities and responsibilities between statutory partners must improve.</b>		The HSCP will refresh development work with IJB members to ensure their understanding of their role is clear.	Chief Finance Officer Annual.	IJB member can prompt seminar topics and request reports. Individual sessions are available to members.

<p>manage and reduce potential conflicts with other roles.</p> <p><b>The Scottish Government, COSLA, councils, NHS boards and Integration Authorities should work together to:</b></p> <ul style="list-style-type: none"> <li>agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen.</li> </ul>			<p>Review performance reporting arrangements to ensure consistency and alignment of reporting and avoid unnecessary duplication.</p>	<p>By March 2020</p>	<p>Planning and Performance Group being established involving new Lead Planners, Analysts and Strategic Leads – this will be a standing item for the Grp.</p>
	<p>4. (ii) <b>Accountability processes across statutory partners will be streamlined.</b></p>		<p>Continue to review reporting structures to ensure accountability is clear and there is minimum duplication.</p>	<p>Chief Finance Officer Annual.</p>	<p>We regularly review the content and purpose of reporting – streamlining wherever possible. May be unavoidable duplication to meet legislative requirements.</p>
	<p>4. (iii) <b>IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis.</b></p>		<p>As the IJB has a newly appointed Chair and new Board member joining shortly, it will refresh its seminar programme.</p>	<p>Chief Officer By November 2019</p>	<p>Reviewing agenda setting process with IJB Chair. Presentations remain a regular feature of IJB meetings supported by seminars on specific topics.</p>
	<p>4. (iv) <b>Clear directions must be provided by IJBs to Health Boards and Local Authorities.</b></p>		<p>The IJB will review its use of directions and develop them in collaboration with other NHS GGC integration authorities.</p>	<p>Chief Officer</p>	<p>Awaiting national guidance to be issued.</p>

	4. (v) <b>Effective, coherent and joined up clinical and care governance arrangements must be in place.</b>		The IJB will review clinical and care governance arrangements when national guidance is published.	Chief Officer	Awaiting national guidance to be issued.
<b>5. Ability and willingness to share information</b>					
<p><b>The Scottish Government and COSLA should:</b></p> <ul style="list-style-type: none"> <li>monitor how effectively resources provided are being used and share data and performance information widely to promote new ways of working across Scotland.</li> </ul> <p><b>The Scottish Government, COSLA, councils, NHS boards and Integration Authorities should work together to:</b></p> <ul style="list-style-type: none"> <li>share learning from successful integration approaches across Scotland</li> <li>address data and information sharing issues, recognising that in some cases</li> </ul>	5. (i) <b>IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data.</b>		The IJB will continue to participate in the Strategic Commissioning Improvement Network and will adapt our annual report structure in line with national recommendations to enable better comparison and learning.	By publication of next round of annual reports in July 2020	Awaiting feedback on 2018/19 report. Continue to participate at regular meetings and workshops.
	5. (ii) <b>Identifying and implementing good practice will be systematically undertaken by all partnerships.</b>		The IJB will continue to collaborate with NHS GGC wide and national initiatives.	Ongoing	Pan-HSCP work underway as part of unscheduled care and Moving Forward Together. Recent collaboration on review of Integration Scheme.
	5. (iii) <b>A framework for community based health and social care integrated services will be developed.</b>		NO LOCAL ACTION - NATIONAL BODIES RESPONSIBLE		

<p>national solutions may be needed</p> <ul style="list-style-type: none"> <li>review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.</li> </ul>					
<b>6. Meaningful and sustained engagement</b>					
<p><b>Integration Authorities, councils and NHS boards should work together to:</b></p> <ul style="list-style-type: none"> <li>continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.</li> </ul>	<p><b>6. (i) Effective approaches for community engagement and participation must be put in place for integration.</b></p> <p><b>6. (ii) Improved understanding of effective working relationships with carers, people using services and local communities is required.</b></p> <p><b>6. (iii) We will support carers and representatives of people using services better to enable their full involvement in integration.</b></p>	<p>(2) The partnership should improve its approach to meaningful involvement of a full range of stakeholders for:</p> <ul style="list-style-type: none"> <li>strategic and locality planning</li> <li>commissioning</li> <li>service redesign.</li> </ul>	<p>(2.1) The HSCP will develop a more systematic approach to seek users and carer feedback and will update our participation and engagement plan in partnership with 'Your Voice'.</p> <p>(2.2) The HSCP will establish locality forums to delegate decision making on priorities to locality level.</p>	<p><u>Strategic Commissioning Manager</u></p> <p>February 2020 (Paper to go to IJB in January 2020)</p> <p>November 2019</p>	<p>Currently reviewing the current engagement and participation arrangements and a paper with an overview going to IJB (29/01/20).</p> <p>Two meetings of the Locality Planning Forums have been held, with input from a wide range of</p>

					stakeholders, both internal and external. Members are developing key areas of priority building upon previous engagement from the development of our strategic plan.
--	--	--	--	--	--