



<p>Meeting of East Renfrewshire Health and Social Care Partnership</p> <p>Held on</p>	<p>Integration Joint Board</p> <p>4 April 2018</p>
<p>Agenda Item</p>	<p>10</p>
<p>Title</p>	<p>Strategic Priorities and Development of Strategic Commissioning Plan</p>
<p>Summary</p> <p>This report provides the Integration Joint Board with an update on the development of the strategic commissioning plan and finalisation of the Strategic Priorities.</p>	
<p>Presented by</p>	<p>Candy Millard, Head of Strategic Services</p>
<p>Action Required</p> <p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> ▪ approve the high level Strategic Priorities and revised Localities as set out in the draft Strategic Plan ▪ note and comment on the work of the Strategic Planning Group in developing the Strategic Commissioning Plan ▪ note and comment on the proposed engagement and prioritisation activity 	
<p>Implications checklist – check box if applicable and include detail in report</p> <p> <input checked="" type="checkbox"/> Finance/Efficiency <input checked="" type="checkbox"/> Policy <input checked="" type="checkbox"/> Legal <input checked="" type="checkbox"/> Equalities <input checked="" type="checkbox"/> Risk <input checked="" type="checkbox"/> Staffing <input type="checkbox"/> Property/Capital <input checked="" type="checkbox"/> Directions </p>	

BLANK PAGE

EAST RENFREWSHIRE INTEGRATION JOINT BOARD

4 April 2018

Report by Chief Officer

STRATEGIC PRIORITIES AND DEVELOPMENT OF STRATEGIC COMMISSIONING PLAN

PURPOSE OF REPORT

1. This report provides the Integration Joint Board with an update on the development of the strategic commissioning plan and finalisation of the Strategic Priorities.

RECOMMENDATION

2. The Integration Joint Board is asked to:
 - approve the high level Strategic Priorities and revised Localities as set out in the draft Strategic Plan
 - note and comment on the work of the Strategic Planning Group in developing the Strategic Commissioning Plan
 - note and comment on the proposed engagement and prioritisation activity

BACKGROUND

3. The Integration Joint Board has received a series of reports on its duty to review the Strategic Plan for East Renfrewshire Health and Social Care Partnership in conjunction with the Strategic Planning Group. At its last meeting, the Integration Joint Board noted the work of the Strategic Planning Group in reviewing the Strategic Plan, including the review of vision, approach and performance towards the national indicators. The proposed new strategic priorities and locality arrangements were set out and approved for sharing with statutory consultees.
4. The February paper proposed a phased approach that would see the development of a high level strategic plan with revised strategic priorities followed by work to develop the more detailed financial and strategic commissioning plan. This would in turn be supported by market facilitation statements, housing contribution statement, locality plans and workforce plan to be developed over the course of 2018/19.
5. Following the meeting the draft strategic planning document containing the revised strategic priorities and changes to localities was shared with the statutory consultees. In addition we have continued local engagement activity, although this has been impacted by the recent adverse winter weather.

REPORT

Current Strategic Planning Priorities

6. As set out in the consultation document much of our work from our previous strategic plan will continue into the next three years. In addition as a community planning partner, the Integration Joint Board is committed to a number of actions in existing plans for Improving Outcomes for Children and Young People, Community Justice and Alcohol and Drugs.

7. The following strategic priorities have been identified as the areas where we need to make significant change or investment during the course of our new plan.
 - Working together with children, young people and their families to improve mental wellbeing
 - Working together with our community planning partners on new community justice pathways that support people to stop offending and rebuild lives
 - Working together with our communities that experience shorter life expectancy and poorer health to improve their wellbeing
 - Working together with people to maintain their independence at home and in their local community
 - Working together with people who experience mental ill-health to support them on their journey to recovery
 - Working together with our colleagues in primary and acute care to reduce unplanned admissions to hospital
 - Working together with people who care for someone ensuring they are able to exercise choice and control in relation to their caring activities
8. Our early insight from the engagement work so far has shown general agreement with the strategic priorities we have identified. We are committed to ongoing engagement. As the reach of this deepens, we expect to learn more about variation of need and aspiration amongst different communities – both communities of ‘place’ and communities of interest. This evolving understanding and maturing relationship with stakeholders will be reflected in our locality planning, Strategic Commissioning Plan and market facilitation statement.

Locality Planning Arrangements

9. The draft Strategic Plan proposes a move to two, rather than our current three, localities (Eastwood and Barrhead). This aligns to our HSCP Fit for the Future Programme and will enable us to put in place the appropriate supports and infrastructure to support locality planning.
10. The Integration Joint Board is asked to approve this change, with the undertaking that *in planning and delivering services that reflect the particular needs of service-users in different parts of the area in which the service is being provided*, there will be a continuing requirement for the HSCP to support different cluster and locality community planning arrangements.

Developing our Strategic Commissioning Plan

11. Over the last two months work has been undertaken to develop data dashboards to support the HSCP and strategic planning group to model scenarios and planning assumptions. Two workshops have taken place. The first was limited to mainly technical staff and looked at information available from the strategic needs assessment, information and management systems. The second had a wider group of Strategic Planning and other partners and started the process to identify five key themes for further dashboard development.
12. In selecting the themes the workshop considered a number of factors including:
 - High cost services delivered in the community
 - Areas of activity that represent significant growth, or expected growth over the medium term
 - Impact on quality and inequalities
 - Fit with strategic vision and aims
 - Service delivery that is expected or required to change as a result of national or local policy
 - Activity and spend where the partnership can drive actual savings

Prioritisation Process

13. As previously stated the development of the Strategic Commissioning Plan requires the adoption of a prioritisation process that will support decisions about investment and disinvestment. The process itself must be **fair, practical and proportionate**, and assist Partnerships to deliver new models of care that are sustainable and focused on improving outcomes
14. In addition the process must include consideration of the Socio-Economic Duty for the public sector, known as the 'Fairer Scotland Duty'. The new duty, which was an uncommenced section of the Equality Act 2010, comes into force in Scotland from April 2018. It places a legal responsibility on public bodies in Scotland to actively consider ('pay due regard' to) how they can reduce inequalities of outcome caused by socioeconomic disadvantage.
15. Interim guidance on the duty was published by Scottish Government on the 23rd March. The guidance gives an overview of socio-economic disadvantage and sets out how it is focused on low income, low wealth, material deprivation and area deprivation – with communities of interest and of place as cross-cutting issues. It also gives examples of inequality of outcome in terms of health and life expectancy.
16. To 'have due regard' means that, in making any strategic decision, a public authority such as the Integration Joint Board subject to the Duty must actively consider, with an open mind, whether there are opportunities to reduce inequalities of outcome caused by socio-economic disadvantage. The guidance stresses that this is not a tick box exercise. Serious consideration must be given – and as early in the decision-making process as possible. There is also an expectation that 'due regard' is given both by staff at the formation of any strategy/plan/programme and by decision makers at its adoption
17. HSCP staff will consider the new guidance and how to incorporate it in the prioritisation process. This will be shared with the Strategic Planning Group and discussed in detail prior to adoption.
18. The next phase of the process will be to share the scenarios and using the dashboards and prioritisation criteria to inform discussions with a range of partners in our two localities and the Strategic Planning Group.

FINANCE AND EFFICIENCY

19. The dashboards under development bring our financial and service information together in a meaningful way to enable us to consider future scenarios and appraise options.

CONSULTATION AND PARTNERSHIP WORKING

20. We recognise the importance of developing a mature relationship between different partners, including members of the public, the third and independent sector for effective and impactful strategic commissioning. We have begun the process of engaging with the public on the strategic priorities for Health and Social Care in East Renfrewshire and involving wider partners in Strategic Planning workshops. Our next step in engagement will be to share and discuss the scenarios and options.
21. Engagement will be an on-going process and will deepen over the coming months. The initial focus has been on ensuring inclusion and developing the necessary platforms to support digital and face to face engagement. This allows us to monitor our engagement to ensure all voices are heard and enables us to evidence the extent and reach of our engagement.

IMPLICATIONS OF THE PROPOSALS

Risk

22. In reviewing the Strategic Plan the Integration Joint Board and Strategic Planning Group must take into account the risks identified by Audit Scotland referenced earlier in this report and previously reported to the Performance and Audit Committee.

Policy

23. The Review of the Strategic Plan must take into account changes in national policy and direction, for example the Health and Social Care delivery plan.

Staffing

24. The Strategic Plan must be underpinned by a detailed integrated workforce plan. The development of this will be supported by the partner agencies.

Legal

25. The review of the Strategic Plan will be governed by the legislative requirements of the Public Bodies Scotland Act.

Equalities

26. An Equalities Impact Assessment underpinned by a human rights approach and consideration of inequality of outcome will be undertaken in conjunction with the Strategic Commissioning Plan. Links have been made with the Council of Ethnic Minority Voluntary Sector Organisations, who have agreed to support this process.

Directions

27. The Strategic Commissioning Plan will give directions to East Renfrewshire Council and NHS GGC.

CONCLUSIONS

28. Work to develop the Strategic Commissioning Plan in partnership is underway. There is general agreement to the high level priorities identified in the high level Strategic Plan and it is proposed that these are now adopted by the Integration Joint Board, along with the revised localities to support further development of locality planning. Further work is underway to develop our more detailed Strategic Commissioning Plan bringing together financial and service information in a meaningful way to enable us to consider future scenarios and appraise options using a robust engagement and prioritisation process.

RECOMMENDATIONS

29. The Integration Joint Board is asked to:

- approve the high level Strategic Priorities and revised Localities as set out in the draft Strategic Plan
- note and comment on the work of the Strategic Planning Group in developing the Strategic Commissioning Plan
- note and comment on the proposed engagement and prioritisation activity

REPORT AUTHOR AND PERSON TO CONTACT

Chief Officer, HSCP: Julie Murray

Candy Millard, Head of Strategic Services

candy.millard@eastrenfrewshire.gov.uk

0141 451 0749

March 2018

BACKGROUND PAPERS

IJB Paper: 14.02.2018 – Item 10. Strategic Plan Review and Revision

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=21840&p=0>

IJB Paper: 27.09.2017 - Item 8. Review and Development of HSCP Strategic Plan

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=20939&p=0>

IJB Paper: 27.09.2017 - Item 7. Winter Planning Review

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=20938&p=0>

IJB Paper: 27.09.2017 - Item. 9. Regional Planning

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=20940&p=0>

IJB Paper: 29.11.2017 - Item 10. Community Planning Update

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=21467&p=0>

IJB Paper: 29.11.2017 - Item 11. Moving Forward Together NHSGGC Health and Social Care Transformational Strategy Programme

<http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=21468&p=0>

BLANK PAGE