



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	27 September 2017
<b>Agenda Item</b>	8
<b>Title</b>	Review and Development of HSCP Strategic Plan
<p><b>Summary</b></p> <p>The Integration Joint Board is required to review its strategic commissioning plan at least every three years. In carrying out a review of the strategic commissioning plan, it must consider:</p> <ul style="list-style-type: none"> <li>▪ the national health and wellbeing outcomes</li> <li>▪ the indicators associated with the national outcomes</li> <li>▪ the integration delivery principles</li> <li>▪ the views of the Strategic Planning Group</li> </ul> <p>This report provides the Integration Joint Board with information about the review and proposed redevelopment of the HSCP Strategic Plan. It summaries the main aspects of the Public Bodies legislation relating to the Strategic Plan and gives an overview of statutory guidance on strategic commissioning and prioritisation processes.</p>	
<b>Presented by</b>	Candy Millard, Head of Strategic Services
<p><b>Action Required</b></p> <p>The Integration Joint Board is asked to</p> <ul style="list-style-type: none"> <li>▪ Note the guidance and proposed timescales for reviewing the Strategic Plan</li> <li>▪ Approve the refreshing of the membership of the Strategic Planning Group as set out in paragraphs 16 – 25</li> <li>▪ Ask the Strategic Planning Group to commence the review of the Strategic Plan</li> </ul>	
<p><b>Implications checklist – check box if applicable and include detail in report</b></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>	

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**27 September 2017**

**Report by Chief Officer**

**REVIEW AND DEVELOPMENT OF HSCP STRATEGIC PLAN**

**PURPOSE OF REPORT**

1. This report provides the Integration Joint Board with information about the review and proposed redevelopment of the HSCP Strategic Plan. It summarises the main aspects of the Public Bodies legislation relating to the Strategic Plan and gives an overview of statutory guidance on strategic commissioning and prioritisation processes.

**RECOMMENDATION**

2. The Integration Joint Board is asked to
  - Note the guidance and proposed timescales for reviewing the Strategic Plan
  - Approve the refreshing of the membership of the Strategic Planning Group as set out in paragraphs 16 – 25
  - Ask the Strategic Planning Group to commence the review of the Strategic Plan

**BACKGROUND**

3. The Public Bodies (Joint Working) (Scotland) Act 2014, 'the Act', places a duty on Integration Joint Boards to develop a strategic plan for integrated functions and budget, setting out how the partnership will achieve the national health and wellbeing outcomes prescribed by Scottish ministers. It also requires the Integration Joint Board before the expiry of the relevant period to review the effectiveness of its strategic plan.
4. In carrying out a review the Integration Joint Board must have regard to the integration delivery principles, and the national health and wellbeing outcomes, and seek and have regard to the views of its strategic planning group on the effectiveness of the arrangements for the carrying out of the integration functions in the area of the local authority, and whether the integration authority should prepare a replacement strategic plan.
5. The Strategic Plan for East Renfrewshire Health and Social Care Partnership will expire at the end of March 2018. It is therefore important that Integration Joint Board commences the review of its Strategic Plan in conjunction with the Strategic Planning Group.
6. Integration Authorities are obliged to establish a Strategic Planning Group for the area covered by their Integration Scheme for the purposes of preparing the strategic commissioning plan for that area. Depending on the model of integration chosen, the group must involve members nominated by the Local Authority or the Health Board, or both. In effect, this provides the partners who prepared the Integration Scheme, and are party to the integrated arrangements, to be involved in the development of the strategic commissioning plan.

7. In addition, the Integration Authority is required to involve a range of relevant stakeholders. These groups must include representatives of groups prescribed by the Scottish Ministers in regulations as having an interest. These are:
  - Users of health care
  - Carers of users of health care
  - Commercial providers of health care
  - Non-commercial providers of health care
  - Health professionals
  - Social care professionals
  - Users of social care
  - Carers of users of social care
  - Commercial providers of social care
  - Non-commercial providers of social care
  - Non-commercial providers of social housing
  - Third sector bodies carrying out activities related to health or social care
8. The Integration Authority can include other persons it considers appropriate. The Integration Authority is to determine the number of members in its Strategic Planning Group and the process for the appointment, replacement and removal of members.
9. The Act allows the Integration Authority to:
  - Appoint members of the Strategic Planning Group from persons nominated;
  - Remove persons from membership of the group; and
  - Appoint members in place of members who resign or are removed from membership of the group.
10. It also provides for members nominated by the Local Authority and/or Health Board to be removed from the Strategic Planning Group by the body which nominated them, and replaced with a different nominee. Furthermore, a member of the Strategic Planning Group can resign at any time.
11. The views of localities must be taken into account with the Integration Authority required to identify the most appropriate person to represent each locality on the Strategic Planning Group. Local flexibility is allowed, so that an individual can represent more than one locality.

## REPORT

### National Review of Strategic Plans for Health and Social Care

12. Since the development of the Strategic Plan for East Renfrewshire Health and Social Care Partnership the Scottish Government has published its Health and Social Care Delivery Plan, which sets out clear expectations and targets for transformational change in the health and care system, which are not reflected in our current strategic plan.
13. Early criticism of Health and Social Care Strategic Plans by Audit Scotland in [Health and Social Care Integration](#), December 2015, stated that

*'They often set out the broad direction of how to provide integrated health and social care services in their areas over the next three or so years, identifying local priorities for their area and for localities. But they can be unclear about what money and staff are available, particularly over the longer term, or how to match these to priorities. They lack detail on what level of acute services is needed in an area and how they will shift resources towards preventative and community-based care.'*

14. These findings were confirmed by the Scottish Government's overview of strategic commissioning plans produced by Integration Authorities for 2016 – 2019. Whilst this acknowledged that most areas had identified strategic priorities, performance measures and had undertaken strategic needs assessment and engagement with local communities; it noted that there was little on financial remodelling, market shaping or procurement. An area requiring specific attention was the financial planning for the sum set aside for hospital services.
15. The later Audit Scotland Report, [Changing Models of Health and Social Care](#), March 2016, emphasised that the shift to new models of care is not happening fast enough to meet the growing need, and that Integration Joint Boards should move away from short-term, small-scale approaches towards a longer-term approach to implementing new care models. In their report on social work in Scotland, Audit Scotland add that Councils and IJBs need to develop longer-term financial strategies and plans. This will require entering into a frank and wide-ranging debate with communities about the long-term future given the funding available and the future challenges.

#### Strategic Planning Group

16. Although according to the Statutory Guidance, the Strategic Planning Group's ability to make decisions is not undermined by any vacancy in its membership, there have been a number of changes to Integration Joint Board and partner positions recently that should be recognised by the Integration Joint Board.
17. Whilst a number of Integrated Joint Board health board nominees have attended Strategic Planning Group meetings, the core membership role was taken by Ian Lee, as Ian Lee has moved on from the Integrated Joint Board it suggested that Ann Marie Monaghan becomes the core member.
18. The core membership role from the Council nominated Integration Joint Board members was Cllr Alan Lafferty. It is suggested that Cllr Caroline Bamforth becomes the core local authority member.
19. The health professional role on the Strategic Planning group was taken by the Clinical Director, John Dudgeon and Chief Nurse, Cathy Roarty. These roles are now filled by Craig Masson and Deirdre McCormick.
20. The social care professional role was provided by Jonathon Hinds on behalf of the Chief Social Work Officer. Frank White Head of Health and Community Care will take on this role.
21. The user and carer advisory roles were provided by Rosalind Reilly (user, Barrhead) and Geoff Mohammed (carer, Eastwood), from the Public Partnership Forum, now known as Your Voice. It is suggested that Your Voice be asked to confirm the user and carer representation with up to two places for users and two places for carers being made available.
22. Independent sector providers views were provided by Nanette Patterson. Janice Cameron has now taken on the role of Independent Sector Integration Lead. The acute hospital perspective was provided by Neil Ferguson, Head of Planning South Sector.
23. The Third sector was represented by Anne Kidd from Voluntary Action, with Shirley Robison representing the housing providers' forum. These representatives will be asked if they wish to continue or nominate an alternative representative.

24. In addition to the user and carer representatives, GP cluster leads have previously been invited to Strategic Planning Group meetings. These invitations will continue to be extended.
25. For this next review stage the Chief Officer and Chief Finance Officer will become members of the Strategic Planning Group. The group will link closely with the Joint Staff Forum who may wish to have representation on the Strategic Planning Group.

#### Statutory Guidance and Proposed Timetable for Production of Strategic Plan

26. The Scottish Government has provided statutory guidance on the production of Strategic Commissioning Plans which encourages, Integration Authorities to think innovatively about how services might be provided in the future. The focus should be less about how it is done now and more about how it should be done in future. This might mean, through a robust option appraisal process, that the Integration Authority makes decisions about disinvesting in current provision of services in order to reinvest in other services and supports that are required to meet on-going and changing demand.
27. The process for the production of the strategic plan is as follows:
  - Prepare proposals for what the strategic plan should contain, and seek the views of strategic planning group. (October 2017).
  - Prepare a first draft of the strategic plan, and seek the views of strategic planning group (December 2017).
  - Prepare a second draft of the strategic plan, send a copy the statutory and other consultees and invite recipients to express views on the draft (February 2018).
  - Publish strategic plan and statement of the action which it took in preparation of the plan (April 2018).

#### **FINANCE AND EFFICIENCY**

28. The process of reviewing the Strategic Plan will commence when the budget settlements from NHSGGC and East Renfrewshire Council are not finalised. It is therefore proposed that the Strategic plan is based on a range of financial planning scenarios.
29. The Strategic Planning Group will be asked to follow the Scottish Government Guidance on Prioritisation Processes. This emphasises that the allocation of resources to improve outcomes is a key task of Integration Authorities, particularly in view of the challenges of increasing demand for health and social care services coupled with increasingly tight finances.
30. It 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 deliver new models of care that are sustainable and focused on improving outcomes.

#### **CONSULTATION AND PARTNERSHIP WORKING**

31. In accordance with Scottish Government Guidance the Prioritisation Process and development of the Strategy will take a human rights based approach, which will provide an additional supportive framework, underlining the importance of engaging with people affected by decisions in the prioritisation process.

32. According to the Statutory Guidance strategic commissioning is crucially about establishing a mature relationship between different partners from across the public, third and independent sectors in a way which will help to achieve the best services for the population. Every partner has a role to play in strategic commissioning, and that is why it is important that local arrangements promote mature relationships and constructive dialogue.
33. Our strategic plan review process will build on the considerable partnership working undertaken over the course of the existing Strategic Plan and wherever possible link with the wider engagement activity of the community planning partnership.

## **IMPLICATIONS OF THE PROPOSALS**

### Risk

34. 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

35. 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

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

### Legal

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

### Equalities

38. An Equalities Impact Assessment underpinned by a human rights approach will be undertaken in conjunction with the review of the Strategic Plan.

### Directions

39. The Strategic Plan gives directions to East Renfrewshire Council and NHSGGC.

## **CONCLUSIONS**

40. An Integration Authority is required to review its strategic commissioning plan at least every three years, and may carry out additional reviews from time to time. In carrying out a review of the strategic commissioning plan, Integration Authorities must consider:
- the national health and wellbeing outcomes
  - the indicators associated with the national outcomes
  - the integration delivery principles
  - the views of the Strategic Planning Group
41. There is a range of helpful strategic planning commissioning and prioritisation guidance for Integration Joint Boards to follow. In addition Audit Scotland has produced a series of reports on health and social care with recommendations for Integration Joint Boards' strategic planning.

## RECOMMENDATIONS

42. The Integration Joint Board is asked to
- Note the guidance and proposed timescales for reviewing the Strategic Plan
  - Approve the refreshing of the membership of the Strategic Planning Group as set out in paragraphs 16 – 25
  - Ask the Strategic Planning Group to commence the review of the Strategic Plan

## REPORT AUTHOR AND PERSON TO CONTACT

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4 September 2017

## BACKGROUND PAPERS

Audit Scotland Report – Health and Social Care Integration  
[http://www.audit-scotland.gov.uk/uploads/docs/report/2015/nr\\_151203\\_health\\_socialcare.pdf](http://www.audit-scotland.gov.uk/uploads/docs/report/2015/nr_151203_health_socialcare.pdf)

Audit Scotland Report – Changing Models of Health and Social Care  
[http://www.audit-scotland.gov.uk/uploads/docs/report/2016/nr\\_160310\\_changing\\_models\\_care.pdf](http://www.audit-scotland.gov.uk/uploads/docs/report/2016/nr_160310_changing_models_care.pdf)

Scottish Government – Strategic Commissioning Plans Guidance  
<http://www.gov.scot/Resource/0049/00491248.pdf>