



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	
<b>Agenda Item</b>	6
<b>Title</b>	Strategic Plan and Implementation Plan
<p><b>Summary</b></p> <p>The purpose of this report is to provide an update on the Strategic Plan approved by the Integration Joint Board in August 2015. This update relates to progress on a number of key strategic priorities and response to legislative and national policy changes. More detailed plans for our priorities are in the attached Implementation Plan for 2016-17.</p>	
<b>Presented by</b>	Candy Millard, Head of Strategic Services
<p><b>Action required</b></p> <p>It is recommended that the Integration Joint Board:-</p> <ul style="list-style-type: none"> <li>▪ Approves the updates to the Strategic Plan</li> <li>▪ Approves the Implementation Plan</li> </ul>	
<p><b>Implications checklist – check box if applicable and include detail in report</b></p> <p> <input type="checkbox"/> Financial      <input checked="" type="checkbox"/> Policy      <input checked="" type="checkbox"/> Legal      <input checked="" type="checkbox"/> Equalities  <input checked="" type="checkbox"/> Efficiency      <input checked="" type="checkbox"/> Staffing      <input type="checkbox"/> Property      <input type="checkbox"/> IT </p>	

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**EAST RENFREWSHIRE INTEGRATION JOINT BOARD****30 March 2016****Report by Julie Murray, Chief Officer****STRATEGIC PLAN AND IMPLEMENTATION PLAN****PURPOSE OF REPORT**

1. The purpose of this report is to provide an update on the Strategic Plan approved by the Integration Joint Board in August 2015.

**RECOMMENDATION**

2. It is recommended that the Integration Joint Board:-
  - Approves the updates to the Strategic Plan
  - Approves the Implementation Plan

**BACKGROUND**

3. The Strategic Planning Group developed and consulted on the Strategic Plan in 2015 following the regulations and guidance issued by the Scottish Government. The Strategic Plan for 2105-18 was approved by the Integration Joint Board in August 2015.
4. The Plan includes the Strategic Priorities for ensuring delivery against National Outcomes sits in line with our Partnership's Vision ***Working together with the people of East Renfrewshire to improve lives*** by:
  - Valuing what matters to people
  - Building capacity with individuals and communities
  - Focusing on outcomes, not services
5. As the Integration Joint Board became live in October 2105, the Strategic Plan contained a commitment to the Single Outcome Agreement, Outcome Development Plan and Local Development Plan activities and targets for 2015-16. During this time the Health and Social Care Partnership has worked in partnership to develop more detailed plans for our priorities, which are reflected in the Strategic Implementation Plan for 2016-17.
6. In our strategic planning conversations local people, staff and partners demonstrated a keen interest to working together in shaping health and social care in East Renfrewshire. We consulted widely on how we should develop localities and agreed upon a system which had:-
  - Close alignment of health and care services with GP practices in localities based on GP practice populations.
  - A focus on the different health and wellbeing outcomes in different local areas of East Renfrewshire.
  - Strong links and engagement with different communities within East Renfrewshire.

**REPORT**

7. The Strategic Plan is a living, dynamic plan, intended to evolve over time. The following report sets out proposed updates to the plan as a result of more detailed planning activity undertaken during 2015/16, coupled with responses to national policy changes and

legislative requirements. The attached Implementation Plan for 2016-17 shows how the planned activity relates to the National Health and Wellbeing Outcomes. It also shows how these outcomes relate to our local community planning outcomes.

#### Our Approach to Localities, Local Areas and Communities

8. During 2015-16 we have worked with locality lead GPs to discuss local priorities for primary care and appropriate ways for engagement. They have indicated that they wish to engage with secondary care consultants, see progress on the clinical services review and shift of balance of care and resources. In addition they wish to discuss the potential significant changes to the GP contract and their impact for practices and the Health and Social Care Partnership. This will be a major focus of locality development in 2016-17.
9. To ensure that services are planned and led locally in a way that is engaged with the community, the Health and Social Care Partnership has volunteered to be one of the first three partnerships to test the Community Led Conversations programme, which seeks to change the culture and practice of health and social work delivery so that it becomes more clearly values driven, community focused in achieving outcomes, empowering of staff and a true partnership with local people. We will launch this new approach in May 2016.

#### Children and Young People

10. The Children and Young People (Scotland) Act 2014 sets out a number of new duties on public authorities in Scotland and a series of statutory guidance documents have been recently issued. The Act is central to the Scottish Government's aim of making Scotland the best place in the world to grow up by putting children and young people and their wellbeing at the heart of the planning and delivery of services and ensuring their rights are taken into account across the public sector.
11. During 2016 we will work with our partners to develop a new Children's Services Plan 2017-20 and continue to implement the Named Person and the Child's Plan, with a focus on the Wellbeing indicators. The new Corporate Parent duties for all agencies are substantial and significant preparatory work will need to be undertaken with all of the new Corporate Parents within the Community Planning Partnership. Staff and partners will work closely with looked after children and young people to put the mechanisms in place to ensure the duty is fulfilled to its potential.
12. Our redesign of services for children and their families will be fully implemented and operational during 2016/17 enabling us to better support Getting it Right for Every Child.

#### Housing Contribution

13. National guidance states that there should be a Housing Contribution Statement in support of each Integration Joint Board Strategic Plan. Work is being undertaken locally between Housing and HSCP staff to develop our Housing Contribution Statement. This will set out the established joint working arrangements between the housing sector and Health and Social Care Partnership, and the potential for strengthening this through Locality Planning.
14. In developing the Housing Contribution Statement alongside refreshing the Local Housing Strategy, we have reviewed need and demand for housing and related services. This includes the increasing numbers of older people wishing to live independently at home and people with learning disabilities seeking greater housing choices. We recognise that a focus on 'prevention' will require us to increasingly work in partnership to strengthen support and advice relating to health, social care and housing.

### Safe and Supported

15. Planning for delayed discharge and unscheduled care was identified as a priority area by the Strategic Planning Group. When we were made aware of the new funding earlier in 2016, we took the opportunity to review how we were currently managing discharges from hospital. We decided to take a broader view of discharge, looking at it as a process, beginning when people were still at home, rather than a single discharge event. We have called this area of work Safe and Supported rather than delayed discharge to emphasise this wider approach.
16. We set up four 'Safe and Supported' work groups to develop proposals for tests of change using improvement methodology.
  - a) Prevention and Anticipatory Care
  - b) Point of Possible Admission
  - c) During Admission
  - d) Discharge from Hospital
17. These task and finish groups which included third sector, independent sector, carers, health and social care staff and managers, GPs and acute clinicians have identified a range of additional improvement opportunities for us to test.

### Carers

18. The Carers (Scotland) Bill was introduced to the Scottish Parliament on March 9, 2015. The Bill is intended to ensure better and more consistent support for carers and young carers so that they can continue to care, if they so wish, in better health and to have a life alongside caring. The Implementation Plan includes the actions and further planning activity that the Health and Social Care Partnership will need to undertake once the Bill becomes an Act. This will replace the current actions in the Strategic Plan which related to previous policy and legislation.

## **FINANCE AND EFFICIENCY**

19. A separate financial strategy document will accompany the Strategic Plan. This document will also detail the planned efficiencies for 2016/17. All actions in the strategic implementation plan are dependent on resources being available. An implementation plan for the ninth national outcome, '*Resources are used effectively and efficiently in the provision of health and social care services.*', will be developed alongside the financial strategy document.

## **CONSULTATION AND PARTNERSHIP WORKING**

20. Through our Strategic Plan we make a commitment to working together with:-
  - Individuals as partners in planning their own care and support.
  - Carers and families as partners in the support they provide to the people they care for. We will ensure the supports carers and families can sometimes require themselves are recognised.
  - Communities as partners in shaping the care and supports available and in providing opportunities for people to get involved in their communities.
  - Organisations across sectors, including our Community Planning partners and the Third Sector. We will work in partnership to co-commission, forecast, prioritise and take action together.
  - With our staff as partners in developing and delivering our vision, valuing their knowledge, skills and commitment to health and social care.

21. We continue to place a great emphasis and priority on meaningful engagement and working with people and partners to plan and design for the future. Areas with significant involvement of people who use services, carers, staff, third sector and other partner include:

- Safe and Supported planning and developing test of change
- My Life my Way
- Day Opportunities Redesign
- Supported Living Redesign

## **IMPLICATIONS OF THE PROPOSALS**

### Staffing

22. East Renfrewshire Council and NHSGCC are developing a workforce plan in support of the Strategic Plan. This will be finalised in partnership with the Health and Social Care Partnership Management Team and Joint Staff Partnership.

### Policy

23. The Strategic Plan sets the strategic direction and priorities for the Health and Social Care Partnership.

### Legal

24. The Strategic Plan is developed in line with Public Bodies (Joint working) Scotland legislation and guidance. It responds to other legislative requirements such as the Children and Young People (Scotland) Act 2014

### Equalities

25. A full Equalities Impact Assessment was undertaken in developing the Strategic Plan. An Equalities Mainstreaming and Outcomes report has been developed in line with the Integration Joint Board equalities duties as a public body.

## **CONCLUSIONS**

26. Further work has been carried out to update on the Strategic Plan approved by the Integration Joint Board in August 2015. These updates relate to progress on a number of key strategic priorities and response to legislative and national policy changes. More detailed plans for our priorities are in the attached Implementation Plan for 2016-17.

## **RECOMMENDATIONS**

27. It is recommended that the Integration Joint Board:-

- Approve the updates to the Strategic Plan
- Approve the Implementation Plan

## **REPORT AUTHOR AND PERSON TO CONTACT**

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March 2016

**BACKGROUND PAPERS**

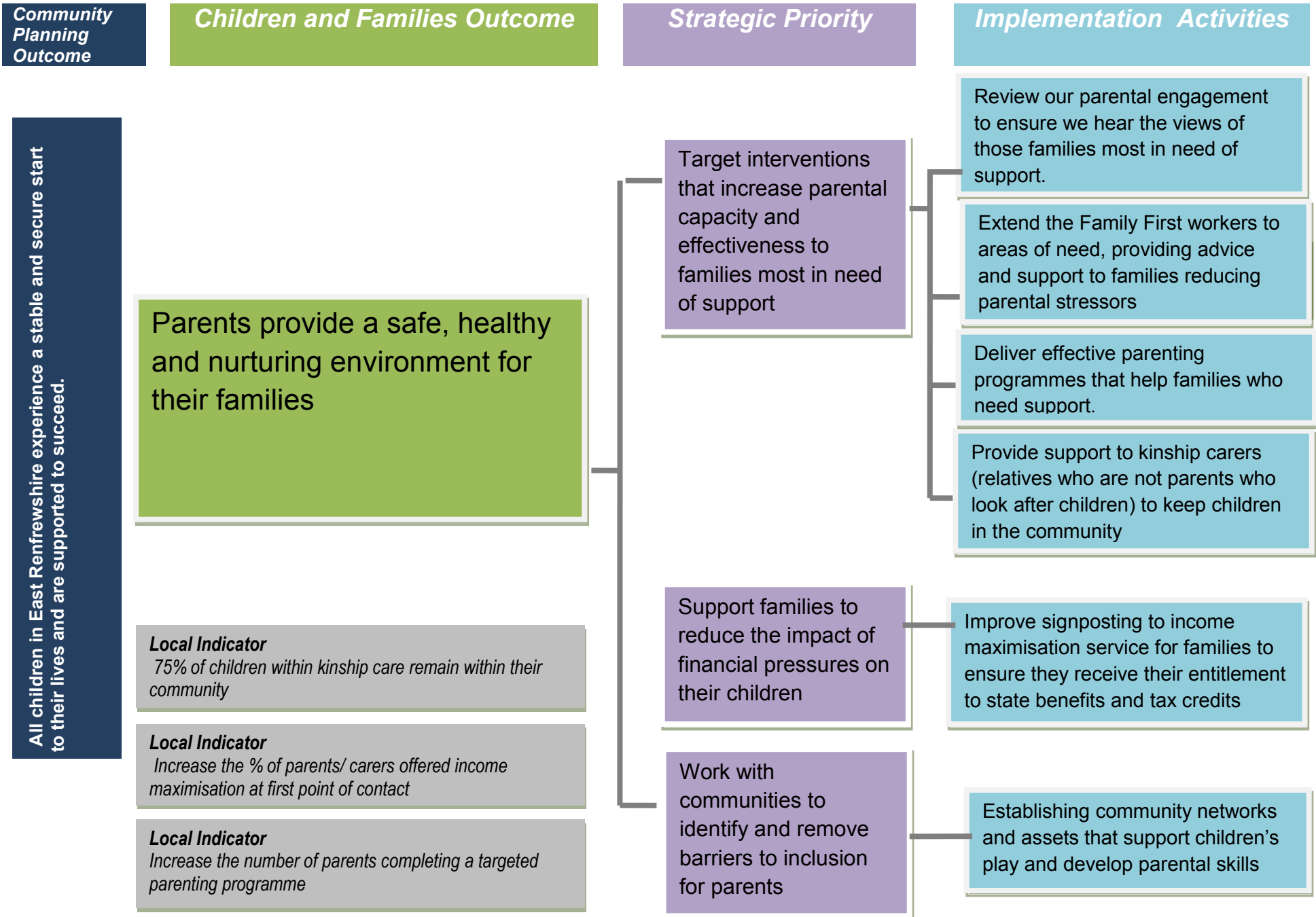
[Public Bodies \(Joint Working\) \(Scotland\) Act, 2014](#)

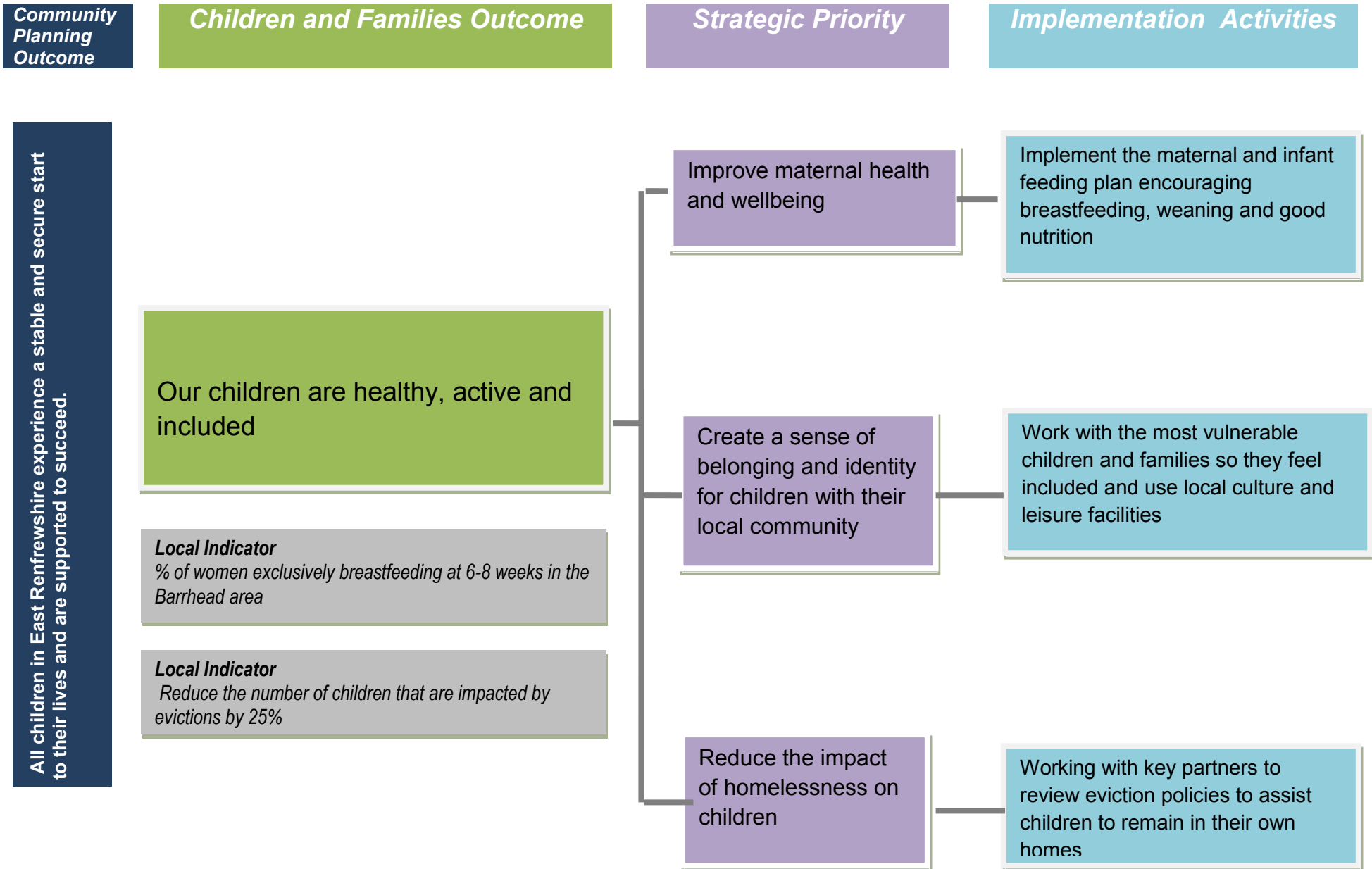
**KEY WORDS**

Strategic Plan; Localities; Implementation Plan; Health and Social Care;

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Community  
Planning  
Outcome

Children and Families Outcome

Strategic Priority

Implementation Activities

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

**Our children are safe and cared for (safe from risk, neglect and harm)**

**Local Indicator**  
*50% of looked after 13 and 14 year olds use universal young people's services*

**Local Indicator**  
*Increase the number of foster and kinship carers by 10%*

**Local Indicator**  
*Increase the % of parents/ carers offered income maximisation at first point of contact*

**Local Indicator**  
*Increase the number of parents completing a targeted parenting programme*

Ensure that the community and stakeholders are ready to engage positively with vulnerable children

Identify vulnerable children as early as possible and provide permanent destinations

Lessen the impact of risk on looked after children by offering them opportunities to increase their resilience

Build on community engagement events that promote child safety and wellbeing so people have the confidence to make enquiries

Ensure the East Renfrewshire Champion's Board listens to (and acts upon) the views of the most vulnerable young people

Ensure all children and young people are aware of their named person who they can go to for advice and support

Ensure all children and young people involved in child protection have a Child's Plan

Support our staff to make plans for the care of children who require permanent destinations

Increase the number of local foster and kinship carers

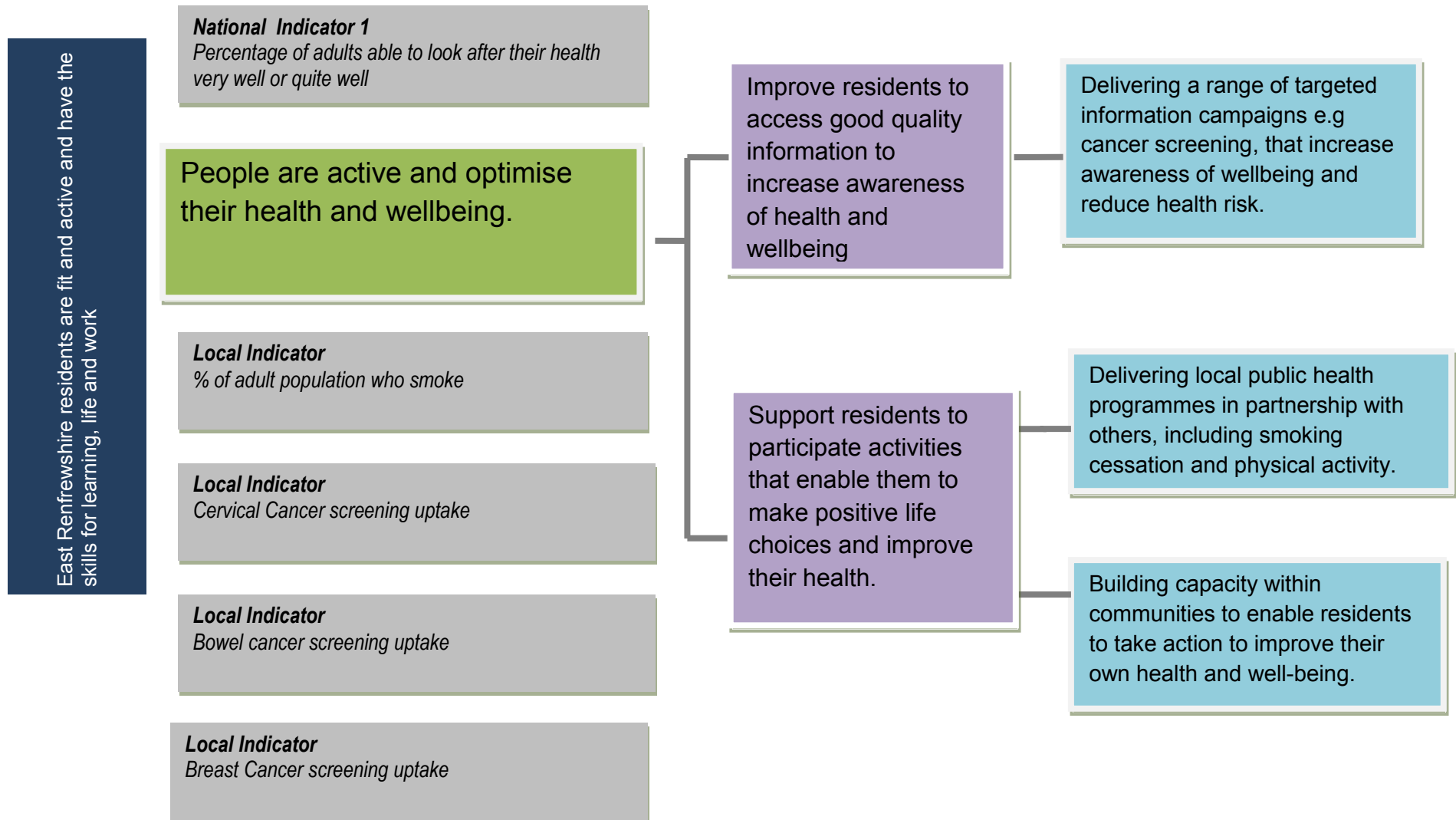
Implement the Corporate Parenting Plan which will improve opportunities for looked after young people

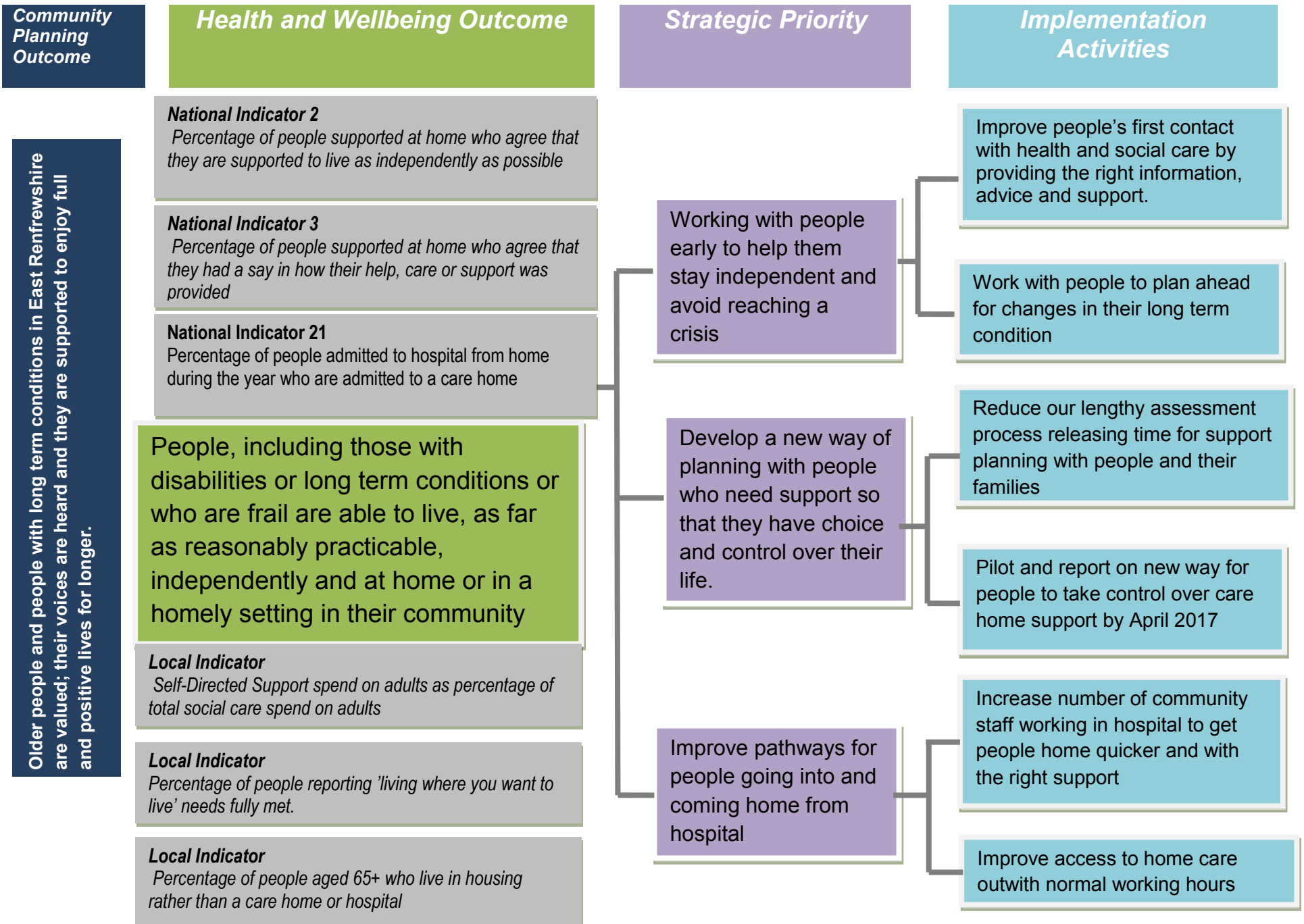
Widen the range of group work programmes to ensure that they meet the needs of looked after children

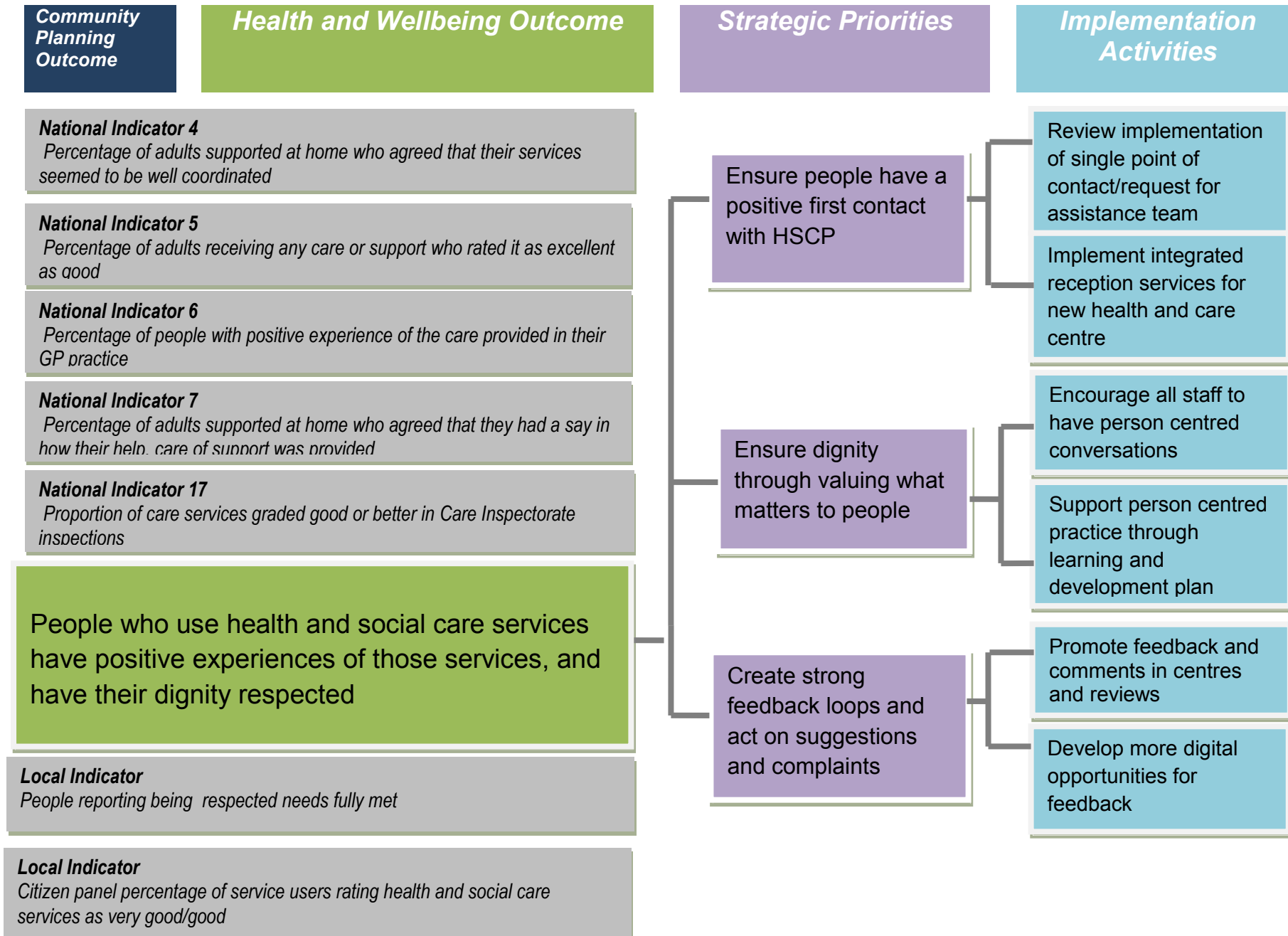
Improving educational opportunities for looked after children

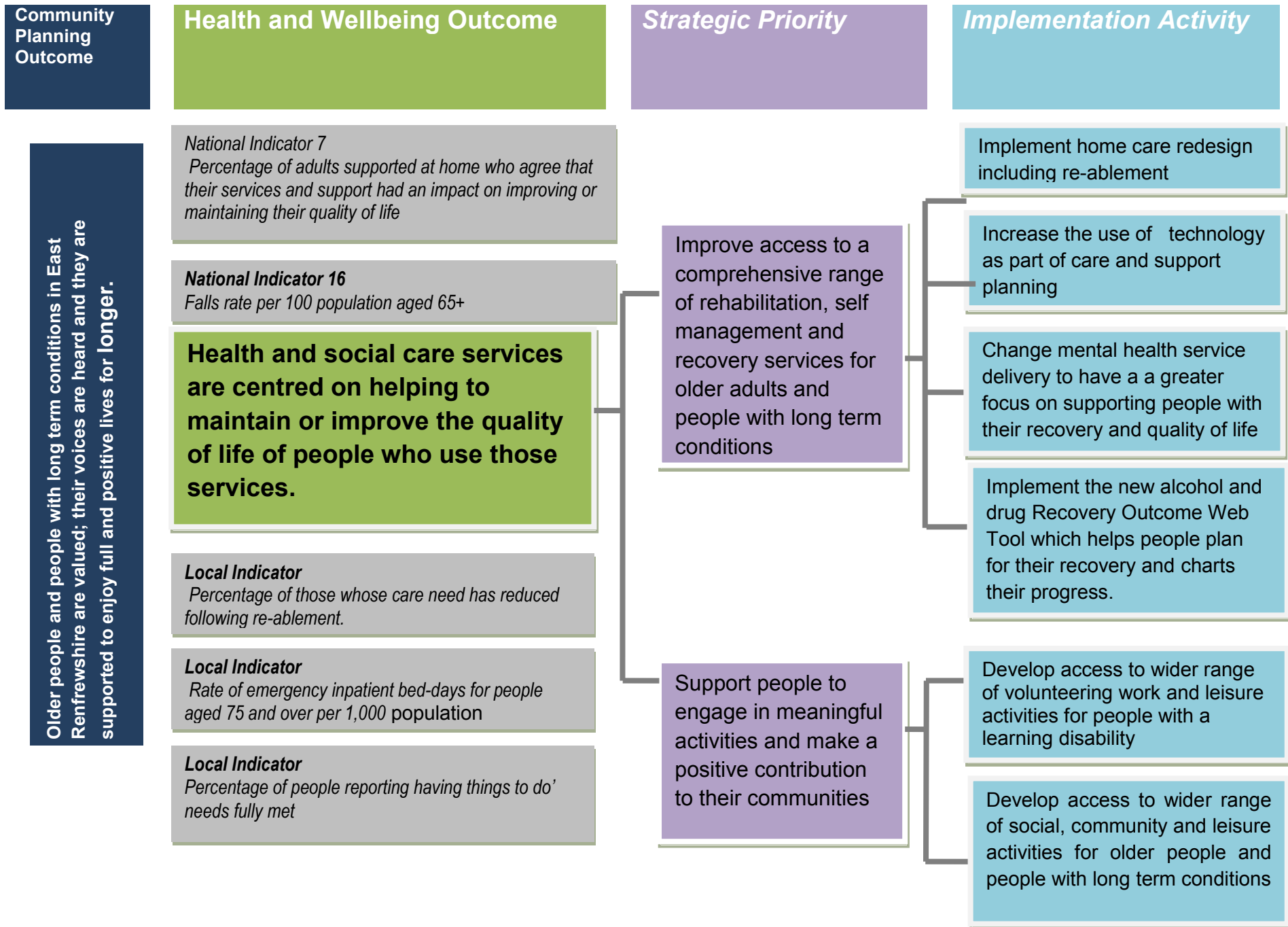
Support our looked after 13 & 14 year olds into universal services

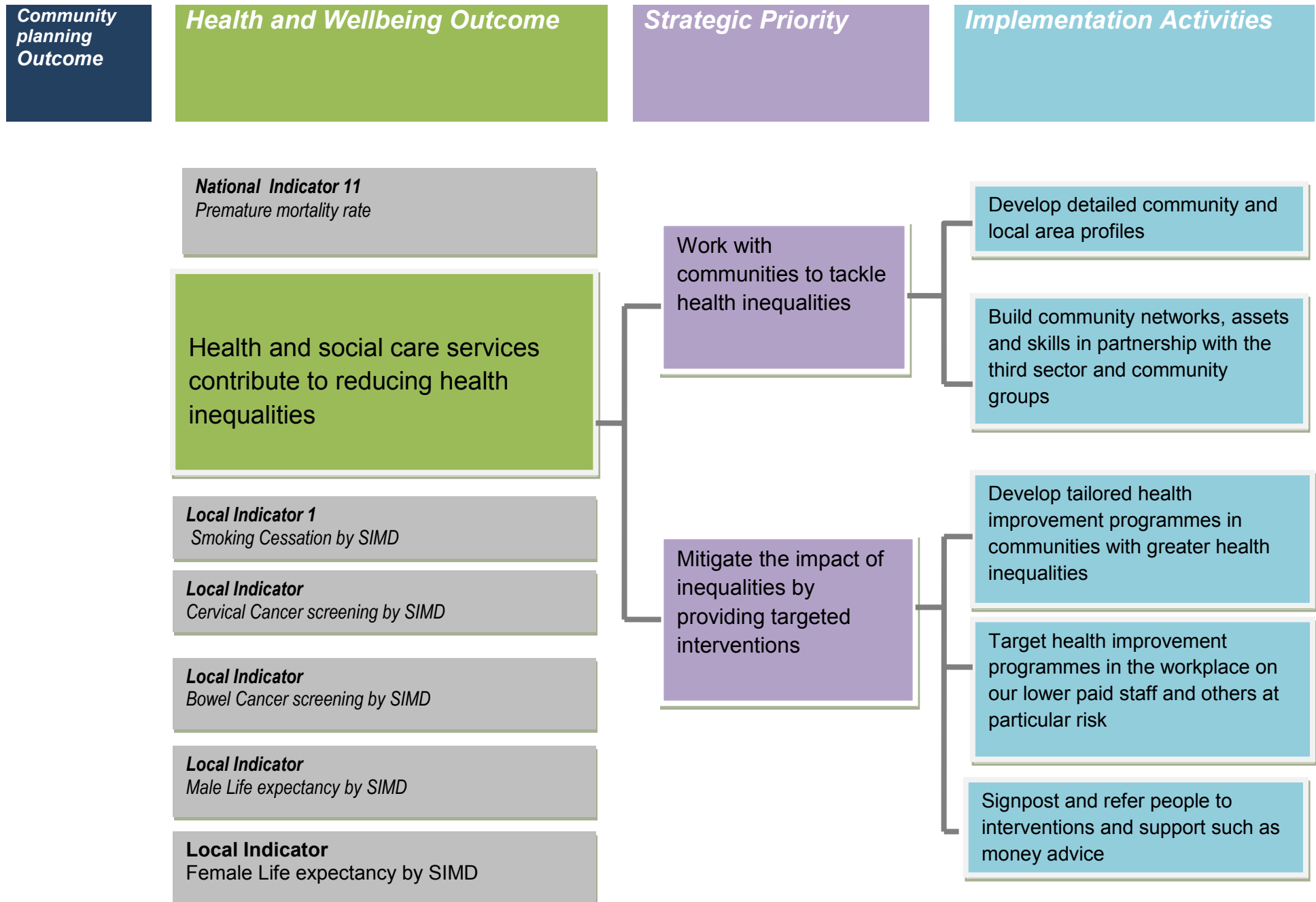
East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2016/17 National Outcome 1



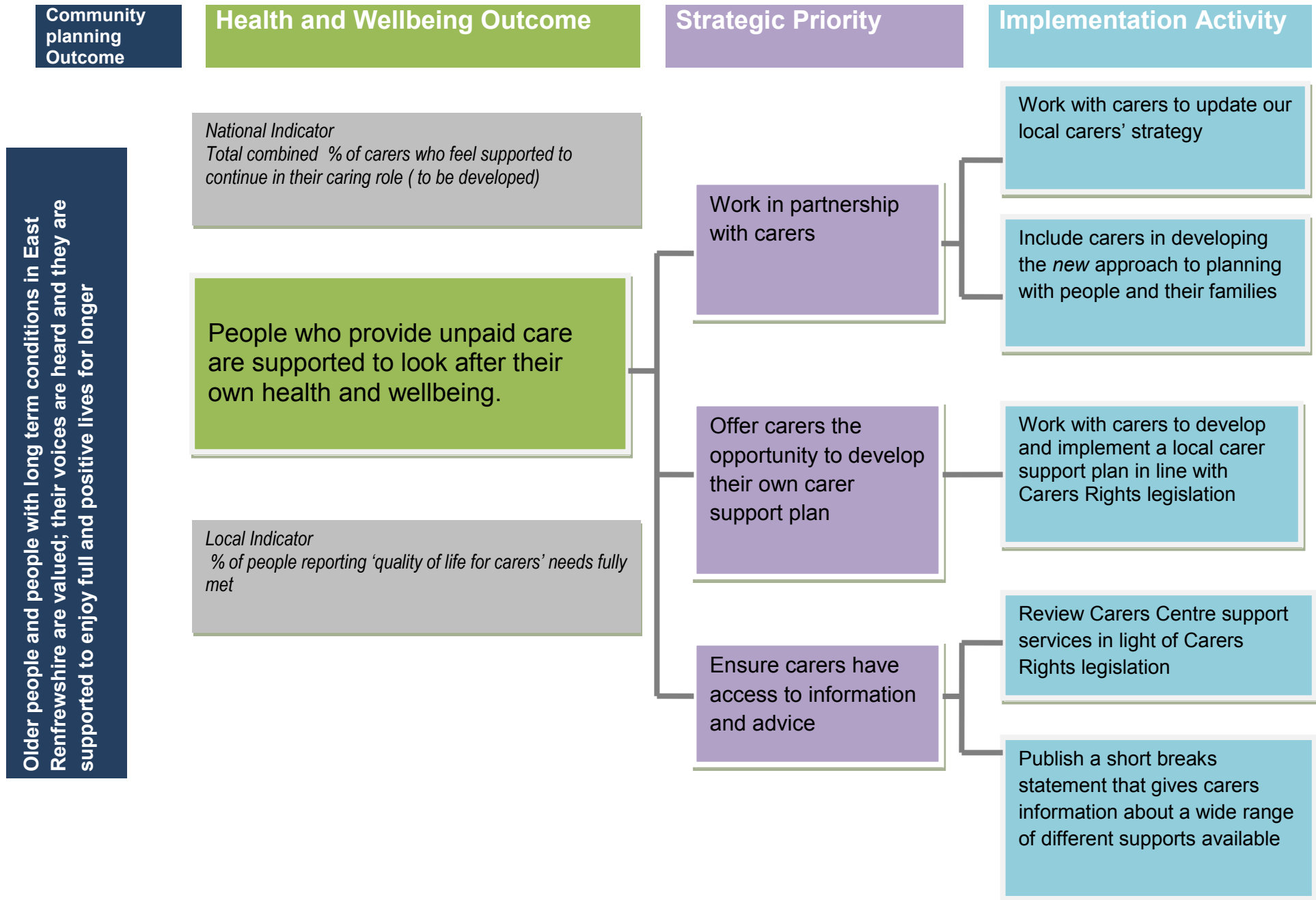


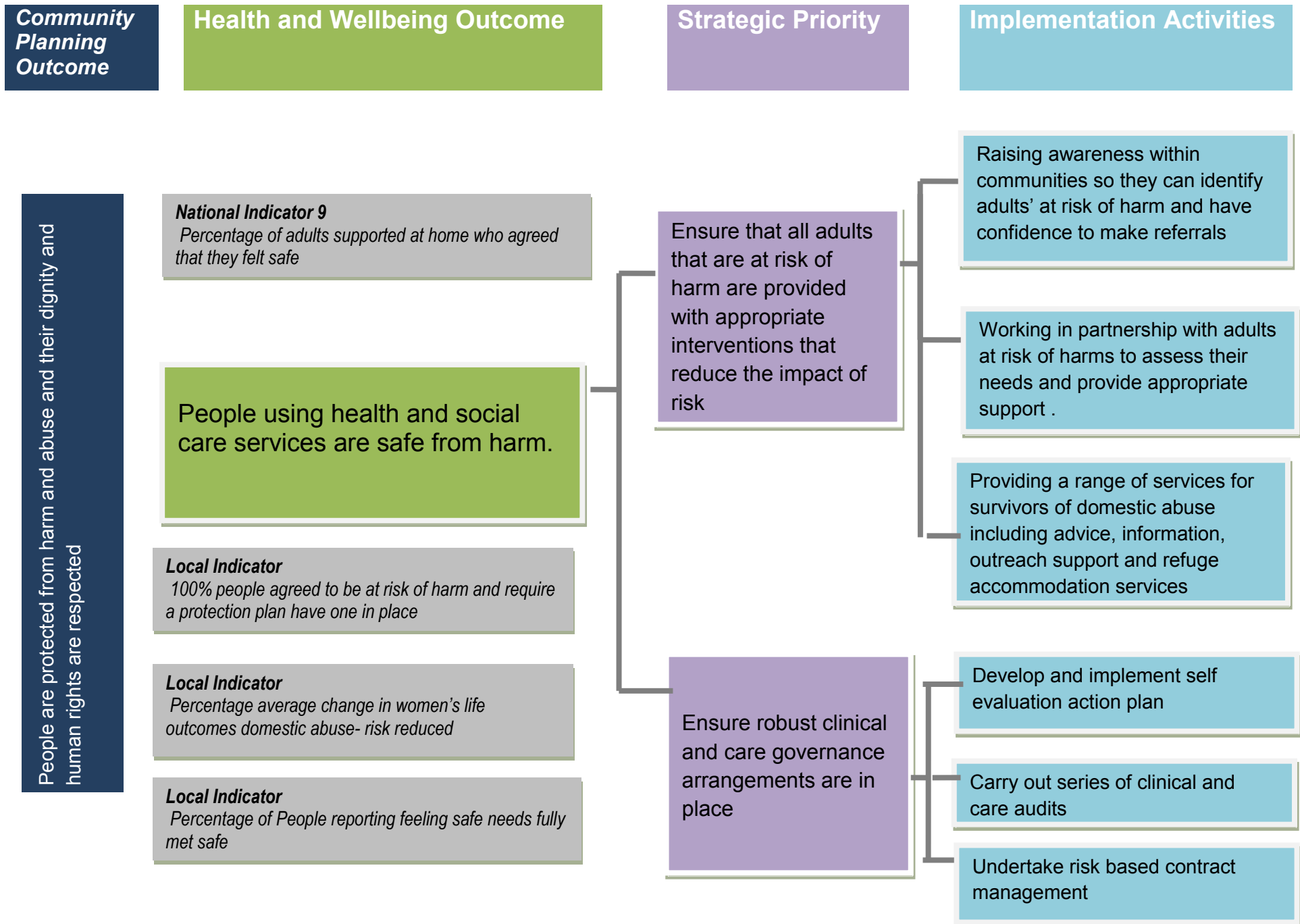












*Vision and values*

**Health and Wellbeing Outcome**

**Strategic Priority**

**Implementation Activities**

*Working together With our staff as partners in developing and delivering our vision, valuing their knowledge, skills and commitment to health and social care.*

**National Indicator 10**  
% of staff who say they would recommend their workplace as good place to work

**Staff feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.**

**Local Indicator**  
% of staff who report feeling engaged in staff survey

**Local Indicator**  
% of HSCP NHS staff with eKSF review in last 12 months

**Local Indicator**  
% of HSCP ERC staff with PRD plan in place .

Involve staff in service changes and reviews

Support staff in continuous professional development and professional registration

Empower staff to use initiative, creativity and innovation and take a 'risk enablement' approach

Continue to involve staff in Children's services redesign and implementation

Develop staff and managers skills in self evaluation

Increase numbers of practice teachers and assessors

Roll out evidence practice model in children and families

Roll out new practice model in health and community care

East Renfrewshire Health and Social Care Partnership Strategic Plan Implementation Plan 2016/17 Criminal Justice

