

Report To: Inverclyde Integration Joint Board **Date:** 7th November 2017

Report By: Louise Long
Corporate Director, (Chief Officer)
Inverclyde Health and Social Care
Partnership (HSCP) **Report No:**
IJB/61/2017/HW

Contact Officer: Helen Watson
Head of Service
Strategy and Support Services **Contact No:**
01475 715285

Subject: **STRATEGIC PLANNING GROUP DEVELOPMENT SESSION
FOLLOW UP**

1.0 PURPOSE

1.1 The purpose of this report is:

a. to advise the Integration Joint Board of the recent Strategic Planning Group (SPG) development and follow up sessions that took place in August and October, and highlight the key themes that emerged.

b. to update the Committee on future developmental sessions planned and the agreed proposal to develop a comprehensive work plan for the group and processes and procedures to underpin the role, remit and function of the group.

2.0 SUMMARY

2.1 A development session was created to support the maturation and growth of the Strategic Planning Group with the aim of supporting members in carrying out the group functions of reviewing the Strategic Plan and preparing for the second iteration of the plan due for completion in 2019. A review of group purpose, the group processes including coordination of the work plan, and communications was included with the intention of maximising group effectiveness. An opportunity to collectively reflect on the direction of the group and identify learning and /or further development needs was included.

2.2 Key outputs from the sessions included the desire to have better processes for measuring outcomes, commissioning for outcomes, reviewing the strategic plan using data and feedback, focusing on the specific areas of the plan and gathering feedback from group members.

2.3 Areas that were highlighted for inclusion in future development sessions included measuring Impact and outcomes, IJB remit and role and the relationship between the IJB and the SPG, communication with wider HSCP and marketing of the group, and linking the strategic commissioning themes to outcomes.

3.0 RECOMMENDATIONS

- 3.1 The Integration Joint Board is asked to acknowledge the current developmental progress of the SPG and the future developmental plans.
- 3.2 The Integration Joint Board is asked to highlight any potential cross pollination between SPG and IJB development.

Louise Long
Corporate Director, (Chief Officer)
Inverclyde HSCP

4.0 BACKGROUND

4.1 The Strategic Planning Group is a multi-partner forum with the legislative imperatives:

1. To consider strategic needs analysis, articulate the vision and objectives of the Health and Social Care Partnership, and write and review the Strategic Plan;
2. To act as a referential forum for the Integration Joint Board (IJB). This includes a reporting and communication pathway;
3. To inform and scrutinise the direction of travel for key areas of commissioning and service change, taking regular reports from a range of care groups, thematic development groups, and locality planning groups;
4. To play a significant role in informing the Integration Joint Board of the priority areas for action in relation to strategic commissioning and development in order to deliver on the agreed outcomes of the Strategic Plan;
5. To act as a key intermediary and conduit for information between the Integration Joint Board and a wide range of stakeholder consultative and engagement forums such as the People Involvement Advisory Network, the Staff Partnership Forum and the Provider Forum, and Locality Planning Groups; and
6. To support the efforts of the HSCP management team, in line with the direction set by the Strategic Plan and the IJB.

4.2 The role and remit of the Strategic Planning Group are to:

- promote, support and advocate active participation of all relevant stakeholders in the planning, commissioning and development of health and social care services for the population of Inverclyde;
- ensure that progress against agreed Strategic Plan milestones is monitored and any delays are addressed;
- work collaboratively to help ensure that agendas and work streams projects connect strategically;
- consider partnership-wide resources where required to ensure they are maximised to deliver on the Strategic Plan.

4.3 Inverclyde's Strategic Planning Group includes a representative from each of the prescribed groups as detailed in The Public Bodies (Joint Working) (Membership of Strategic Planning Group) (Scotland) Regulations (2014), namely:

- health professionals;
- users of health care;
- carers of users of health care;
- commercial providers of health care;
- non-commercial providers of health care;
- 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; and
- third sector bodies carrying out activities related to health care or social care.

4.4 A development session was created to support the maturation and growth of the Strategic Planning Group with the aim of supporting members in carrying out the group remit including preparation for the second iteration of the plan due for completion in 2019. The session provided a "pause" to acknowledge the progress and achievements so far and provide an opportunity to collectively review the group purpose, group processes including coordination of the work plan, and the communication both internally within the group and external with the wider HSCP. This was to ensure maximum group effectiveness and provide an opportunity to collectively

reflect on the direction of the group and identify learning and /or further development needs. In total eighteen Strategic Planning Group (SPG) members attended the development session.

4.5 The context for the session included celebrating the good work that has been produced by the group including the People Plan, the Strategic Needs Assessment and the Housing Contribution Statement. Challenges were identified now and in the future and included:

- Creation of wellbeing localities and the impact on service delivery and development.
- How the SPG provides advice and support in order to shape views and opinions.
- How could the SPG influence spending, given the financial constraints.
- Maintaining a focus on the nine national wellbeing outcomes and how to balance the group efforts, for example picking out some key areas from plan.
- Reviewing the impact of service redesigns and how this informs future plans.

4.6 In general the group members are clear about the purpose of the Group, however there is a lack of clarity as to how best to fulfil the Group purpose. In addition, there is an identified lack of underpinning operating procedures/processes to support the communication and reporting functions of the group and to clearly identify relationship and influencing interfaces between the SPG, IJB and wider HSCP. In addition, there is a need to consider how the review of the plan is coordinated and planned in advance.

4.7 The outputs from group work were themed into key themes.

Key themes included:

- A need to understand the key relational links between the SPG and wider HSCP;
- What are the influencing opportunities available to the SPG and how to create leverage, and the boundaries of that influence;
- The need for information relating to how we measure outcomes and assess impact, and how we commission for outcomes. There was a desire to understand what data is available, and what we need in order to review the Strategic Plan and how to then get data (there was agreement that there is probably a lot of data that is currently underutilised but there may also be gaps);
- An understanding of the financial position and budget of the HSCP and how budgets are allocated;
- Communication into and out of the SPG, how we share information with the IJB, how we facilitate information transfer from the HSCP and how we internally communicate, reflect and make decisions as a group;
- How we shape the processes internal to the group including the work plan, communication templates and reporting i.e. to the IJB to ensure good governance and forward planning takes place.

4.8 There was discussion regarding the appropriateness of the commissioning themes i.e. are they comprehensive enough, the number of plans i.e. are there too many and how should we work with the plans i.e. should we choose a specific focus and concentrate on looking at outcomes in that area that require further exploration. At the follow up session, it was agreed that there was a need to review the efficacy and appropriateness against outcomes.

4.9 It was agreed at the follow up session that a collaborative short life working group would be formed to develop for the wider group's consideration:

- operating procedures/processes to support the communication and reporting functions of the group both into and out of the SPG;

- o diagrams of the key relationships and influencing interfaces between the SPG, IJB and wider HSCP;
- o a schedule of review activity that supplements the existing work plan document.

4.10 Developmental segments in each of the SPG meetings are planned for the forthcoming year. Development topics taken from the development session outputs were prioritised by importance by the group at the recent session. These will be incorporated into a development plan for the coming 18 months. The draft programme in level of priority includes:

- o High priority developments such as measuring impact and outcomes, IJB remit and role and the relationship between the IJB and the SPG, communication with wider HSCP and marketing of the group, commissioning themes and linking to outcomes (requested also how themes links to budgets);
- o Medium priorities included influencing and being influential (understanding leverage), roles and responsibility and unique contribution, and:
- o Lower priorities included in-depth financial/budget session, group governance i.e. accountability and terms of reference and constructive debate and managing emotive discussions. It should be noted that the categorisation of this aspect reflects that the IJB and IJB Audit Committee have clear oversight of finance, but still recognises the importance of finance as a key driver to much of what the HSCP is able to do.

5.0 IMPLICATIONS

FINANCE

5.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
None anticipated					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
None anticipated					

LEGAL

5.2 There are no legal issues within this report.

HUMAN RESOURCES

5.3 There are no human resources issues within this report.

EQUALITIES

5.4 There are no equality issues within this report.

Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
No	NO – This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

5.4.1 This report addresses our Equality Outcomes in that it will help inform the 2019-22 Strategic Plan, which will focus on delivering our local Equality Outcomes.

CLINICAL OR CARE GOVERNANCE IMPLICATIONS

5.5 There are no clinical or care governance issues within this report.

5.6 NATIONAL WELLBEING OUTCOMES

This report addresses our Equality Outcomes in that it will help inform the 2019-22 Strategic Plan, which will focus on delivering the nine National Wellbeing Outcomes (as well as our own local Equality Outcomes).

6.0 CONSULTATION

6.1 This report has been prepared by the Chief Officer, Inverclyde Health and Social Care Partnership (HSCP) after due consultation with the Strategic Planning Group.

7.0 LIST OF BACKGROUND PAPERS

7.1 Development Session outputs report.