
Report To:	Inverclyde Integration Joint Board	Date:	25 September 2023
Report By:	Craig Given Head of Finance, Planning and Resources, Inverclyde Health & Social Care Partnership	Report No:	IJB/45/2023/CG
Contact Officer:	Craig Given	Contact No:	
Subject:	Inverclyde HSCP Strategic Plan Update 2023-24		

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this report is to present the refreshed Strategic Plan update for the first quarter of 2023-24 and our engagement and consultation plans for our new 5-year strategic Plan from 2024.

1.3 The 2019-24 Strategic Plan set out the shared strategic priorities and ambitions for Inverclyde. The Covid 19 pandemic impacted on the delivery of the original Strategic Plan and a two-year Transition Plan was put place until January 2023. The refreshed plan was approved by the Integration Joint Board (IJB) in March 2023 for the remaining term and focussed on our future challenges.

1.4 It was agreed that the Strategic Plan progress would be reported regularly to the Strategic Planning Group with 6 monthly performance reports to the Integration Joint Board (IJB).

1.5 It was agreed that the Strategic Plan 'next steps' would be reported to the Integration Joint Board (IJB).

2.0 RECOMMENDATIONS

2.1 That the IJB:

1. Notes the Strategic Plan refresh progress update
2. Notes the timeline and plan for the 5-year Strategic Plan 2024.
3. Notes the communications and engagement plan for the 5-year Strategic Plan 2024.
4. Note the proposals at section 4.

Kate Rocks, Chief Officer, Inverclyde Health and Social Care Partnership

3.0 BACKGROUND AND CONTEXT

- 3.1 In 2019 we initially set out our 5-year Strategic Plan (2019-24), 6 Big Actions, ambitions and vision. This plan reflected the many conversations we had at that time with the people across Inverclyde, professional colleagues, staff, those who use services including carers and children and young people across all sectors and services.
- 3.2 The outbreak of the Covid-19 pandemic in March 2020 resulted in a range of activities being put in abeyance as the HSCP initiated its Business Continuity Plan. This was required to ensure the focus was on delivering essential services and supporting our staff and citizens during this unprecedented time. Officers within the HSCP reviewed the existing Strategic Plan priorities and agreed a revised priority list to reflect new Covid 19 related themes. The Transition Strategic Plan set out 29 key deliverables for focus through the Covid-19 pandemic and was continued until January 2023 with our final Transition Plan update and refreshed Strategic Plan being presented to our IJB and approved in March 2023.
- 3.3 It was agreed at the March IJB that the Strategic Plan progress would be reported regularly to the Strategic Planning Group (SPG) and the Integration Joint Board and what the next steps are for a new HSCP Strategic Plan.

4.0 PROPOSALS

4.1 Strategic Plan Engagement / Consultation

We will engage and consult on our new plan. The integration authority is required to prepare proposals about matters the strategic plan should contain and consult the Strategic Planning Group on the proposals to prepare a first draft of the strategic plan, reflecting the views of the group expressed during the consultation. The integration authority must then consult the Strategic Planning Group on the draft. They must take into consideration the views in response to the consultation on the first draft. The integration authority is required to prepare a second draft of the strategic plan and send a copy of it for comment to all interested stakeholders. This must include the local authority and the health board, as well as representatives of groups prescribed by the Scottish Ministers.

4.2 Strategic Planning Group (SPG)

We have an established SPG for the purposes of preparing the strategic plan. The SPG is required under the 2014 Act to be involved in the development of the strategic plan, from the start the process. We have held an initial information and engagement session with all members.

4.3 Refresh of our Big Actions

We will utilise feedback to identify our big actions / key priorities and themes for our new plan. The refreshed plan contains 49 key deliverables under the 6 Big Actions which link clearly with the nine National Outcomes for Scotland and the national outcome framework for Children, Young People and Community Justice. Engagement will commence in September on our new 5-year Strategic Plan from 2024 (as per agreement of our Strategic Planning Group) with a view to reducing our Big Actions to four actions that are more meaningful and identifiable to our workforce, our people, and our communities.

4.4 Outcomes Framework

We will utilise all feedback from our engagement process and develop a more streamlined approach with our outcome's framework, in reducing our key deliverables that are meaningful and measurable. An Outcomes Framework was developed to show how our plan contributes to the national outcomes previously mentioned and how we will monitor progress against each Big Action/outcome. A suite of key local indicators was developed to support progress and we will continue to report on these alongside the National Integration Indicators.

4.5 Pentana

As with Inverclyde Council, the HSCP will utilise Pentana, a performance management information system, which will allow greater monitoring of this plan and more accurate and detailed management of our performance information.

4.6 Governance and Monitoring

It is crucial we are held to account by our communities and our Integration Joint Board (IJB) on the Strategic Plan, and we can also monitor the effectiveness of our actions. We will continue to present quarterly reports to the Strategic Planning Group (SPG) with six monthly reports submitted to the IJB. The IJB will receive a formal Annual Performance Report (APR) which will include progress on the Strategic Plan actions providing accountability and strong governance. Regular reports will also be presented to the NHS Board and the Council, and, in addition, the Annual Performance Reports will be published on the HSCP and Council websites so that our communities can also take stock of our progress

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic Plan Priorities	X	
Equalities, Fairer Scotland Duty & Children and Young People	X	
Clinical or Care Governance		X
National Wellbeing Outcomes	X	
Environmental & Sustainability		X
Data Protection		X

5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 Legal/Risk

None.

5.4 Human Resources

None.

5.5 Strategic Plan Priorities

This report sets out the plan for our 5-year Strategic Plan from 2024 and the complementary papers highlight the progress of our current refreshed Strategic Plan and our timeline for the new 5-year plan

5.6 Equalities

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

X	YES – Assessed as relevant and an EqIA is required. The Equality Impact Assessment for the refreshed Strategic Plan can be accessed here. Equality Impact Assessments (EIA) 2023 - Inverclyde Council
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Equality Outcomes

How does this report address our Equality Outcomes?

Equalities Outcome	Implications
People, including individuals from the above protected characteristic groups, can access HSCP services.	Supported by Big Action 1,2,6.
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	Supported by all 6 Big Actions
People with protected characteristics feel safe within their communities.	Supported by Big Action 3
People with protected characteristics feel included in the planning and developing of services.	The Strategic Plan and 6 Big Actions has involved a range of partners and community in its development.
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	Supported by Big Action 6.
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	Supported by Big Action 3.
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	Supported by Big Action 6.

(c) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(d) **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

5.7 **Clinical or Care Governance**

There are no clinical or care governance implications arising from this report.

5.8 **National Wellbeing Outcomes**

How does this report support delivery of the National Wellbeing Outcomes?

National Wellbeing Outcome	Implications
People are able to look after and improve their own health and wellbeing and live in good health for longer.	The focus of Big Action 1 is to support individuals and communities with their health and wellbeing
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	The focus of Big Action 4 is to support people to live independently.
People who use health and social care services have positive experiences of those services, and have their dignity respected.	All the Big Actions are focussed on delivery person centred effective

	evidence-based services
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	All the Big Actions are focussed on delivery person centred effective evidence-based services
Health and social care services contribute to reducing health inequalities.	The focus of Big Action 1 is to work to reduce and mitigate health inequalities.
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	The focus of Big Action 6 is to support carers in the role they undertake.
People using health and social care services are safe from harm.	The focus of Big Action 3 is to protect the population from harm
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	The focus of Big Action 6 is to support staff to deliver the best services they can
Resources are used effectively in the provision of health and social care services.	The focus of all the Big Actions is to meet this.

5.9 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

YES – assessed as relevant and a Strategic Environmental Assessment is required.

X

NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

5.10 Data Protection

Has a Data Protection Impact Assessment been carried out?

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YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

X

NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

6.0 DIRECTIONS

6.1	Direction Required to Council, Health Board or Both	Direction to:	
		1. No Direction Required	X
		2. Inverclyde Council	
		3. NHS Greater Glasgow & Clyde (GG&C)	
		4. Inverclyde Council and NHS GG&C	

7.0 CONSULTATION

7.1 The report has been prepared by the Chief Officer of Inverclyde Health and Social Care Partnership (HSCP) after due consideration with relevant senior officers in the HSCP.

8.0 BACKGROUND PAPERS

- 8.1 Appendix 1 - Strategic Plan refresh - update.
- Appendix 2 - Timeline for Strategic Plan 2024 → onwards
- Appendix 3 – Strategic Plan (inc. Equalities) Communications and Engagement Plan

Strategic Plan – Key Priorities (41)
First Quarterly Monitoring Report
1st April 2023 – 30th June 2023

R.A.G. Progress Status

Red = significant slippage

Amber = slight slippage

Green = on track

Blue = complete

Red	0
Amber	13
Green	27
Blue	1

Principal Author	Pamela Robb, Planning & Redesign Officer	
Responsible Head of Service	Craig Given	
Report Date	28 th August 2023	

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Big Action 1	Key Deliverable	Lead	Progress	RAG
1.1	We will continue to respond to the proactive and reactive needs of the COVID-19 Pandemic as per Scottish Government guidelines	Head of H&CC Alan Best	Scottish Government stood down all guidelines. Locally our huddle continues to meet regularly, and we will continue to respond to any new guidance or local issues (including care homes) related to the Pandemic.	Blue
1.2	We will deliver the HSCP projects funded through the Council/HSCP Anti-poverty/Cost of Living Support fund which aims to support the most vulnerable in our communities	SM Primary Care, HI, and New Scots Emma Cummings	The RISE project has now worked with a total of 38 men, they have gained employment and / or education / training. They are working with advice services team; financial gains have been realised for the young men equating to £64,000.	Green
1.3	We will develop mental health inpatient and community advanced clinical practice roles to sustain and improve service delivery	SM Inpatient Mental Health Carol Fitzharris / Alan Crawford	Plan in place to deliver ACP role but limited capacity to progress areas of service improvement due to ongoing recruitment issues. Outstanding vacant posts within specialist roles remain.	Amber
1.4	We will deliver the new Inverclyde Financial Inclusion Partnership Strategy and outcomes	SM Primary Care, HI, and New Scots Emma Cummings	Delivery is underway. Conference is planned for 4 th October. Advice services have so far achieved £1.4 million of gains in the first quarter 23/24.	Green
1.5	We will contribute to the delivery of the NHSGGC mental health strategy and deliver on specific areas for Inverclyde	HoS Mental Health, ADRS and H Alan Crawford / Gillian Neal	Board wide subgroups being refreshed. Representation from IHSCP on all groups and local implementation plan being developed through Inverclyde mental health strategy. Distress brief intervention rolled out and MH primary care improvement plan developed. Await confirmation of funding	Amber
1.6	We will deliver the health improvement plan which is focussed on delivering the national and NHSGGC public health priorities	SM Primary Care, HI, and New Scots Emma Cummings	Work continues supporting access to food and cooking skills for families in Inverclyde. The Thrive Under 5 project, in partnership with the Rainbow Centre is underway.	Green

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Big Action 2	Key Deliverable	Lead	Progress	RAG
2.1	We will establish a Promise Board to audit our commitments to #The Promise Partnership within Inverclyde	SM Children and Families Joan McLennan	I-Promise Board: the oversight body of I-Promise is co-chaired by two care experienced young people and the Council Chief Executive. The group meets quarterly, and representation includes Council Corporate Directors, HSCP Chief Officer and service managers for health, Community Learning and Development, Scottish Fire and Rescue, Police Scotland, Barnardo's, Your Voice, CVS, Action for Children, Children 1st, the Scottish Children's Reporter Administration and Children's Hearings Scotland. As part of its governance role, updates are provided to the Board on progress against Plan 21-24's 80+calls to action to measure local progress.	Green
2.2	We will review the support to families for young carers and children with Additional Support Needs (ASN)	SM Children and Families Alan Stevenson	We are participating in a national thematic review with the care inspectorate. A self-evaluation tool has been used and this has provided a framework for service review and development. We have a better understanding of the data relating to disabled children and young people. Discussions continue with colleagues in commissioning to look at the changing landscape for service providers with an aim to improve the choices for disabled children and young people and their families who require additional care services. Discussions are progressing with Third sector partners in relation to new ways they can be involved in this area with the ambition being to present a transformative plan for change in this area.	Green
2.3	We will continue to support children and young people's health, mental health, and wellbeing through the delivery of the Children's Wellbeing Service	SM Childrens Health Services Lynn Smith	Action for Children continue to provide tier 2 Emotional Wellbeing services for children in the form of school counselling session and Community mental health and wellbeing supports and services including transition from P7 to S1 work and group sessions. In the past 6 months 142 children have accessed school counselling, 135 have accessed support and services.	Green

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			<p><i>Kooth</i>, an online counselling service for young people 16 to 26 years has gone live 1st April 2023 Inverclyde</p> <p>Barnardo's provide Cygnet Programme for parents and Thrive Peer Support Group (parent peer support group for parents who have children with Neuro diverse conditions</p> <p>The multi professional Inverclyde Emotional Wellbeing Triage meeting continues to meet on a fortnightly basis. This meeting provides allows young people to be directed to the most appropriate care pathway preventing the 'bouncing' around services.</p> <p>CAMHS in Inverclyde has continued to meet the 18-week referral to treatment target.</p>	
<p>2.4</p>	<p>We will support our looked after children to remain in Inverclyde</p>	<p>SM Children and Families Joan McLennan</p>	<p>Inverclyde Resource Advice Panel monitor current placements and screen children and young people on the edge of care. Outreach support at home is offered to some children and young people on the edge of care this includes evening and weekend support.</p> <p>The national landscape of the recruitment of foster carers is an issue, the usual media and digital recruitment drives no longer have the same level of success as they did in the past. To look and more innovative ways of recruiting foster carers we are working with third sector colleagues to expand local foster care provision.</p> <p>The increased Throughcare/ after care provision support the plans of young people who can be as young as 12. Support is provided over evenings and weekends.</p>	<p>Amber</p>
<p>2.5</p>	<p>We will continue to deliver a Whole System Early Intervention Approach to our young people who are in conflict with the law.</p>	<p>SM Children and Families Joan McLennan</p>	<p>Plans are being made to convene a group to oversee and champion the strategic aspects of support provided to young people in conflict with the law. This is being created jointly with adult Justice colleagues and will report directly to the Child Protection Committee and the Community Justice Partnership – the group will be multi-agency and consider the legislation, policy, and best practice for young people in conflict with the law. This will consider the full range</p>	<p>Green</p>

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			<p>of involvements from early intervention, diversions and through post-conviction involvement. This group will consider young people up to an including aged 25. We will enhance shared learning and development opportunities between adult justice and children's social work and ensure a well informed and engaged multi-agency response to young people in conflict with the law.</p> <p>There are significant changes to the legislative landscape due next year that will require consideration, planning and training across the workforce and partner agencies.</p> <p>We have commenced work with a Third sector partner to provide targeted support and intervention to young people at risk or already involved in serious and organised crime. Action for Children to deliver the Sidestep project for young people aged 11 – 18 at risk of involvement in organised crime.</p>	
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Big Action 3	Key Deliverable	Lead	Progress	RAG
3.1	We will implement the learning and recommendations from the 2021 Adult Protection Inspection and any Significant Adverse Incidents (SAI's)/Significant Critical Incidents (SCI's)	SM Assessment and Care Management Alan Brown	<p>Following the Joint Partnership Inspection 2021, five improvement focus areas were identified. These areas were noted to enhance the overall improvement programme planned for 2020-2022.</p> <p>These focus areas were around.</p> <ol style="list-style-type: none"> 1: Chronology, risk assessment and protection planning tools and templates need to be standardised to ensure a standardised approach and single templates used by all adult services and partners. 2: The Practice Standards and Operating procedures should be updated to provide a more consistent approach to critical elements of adult support and protection work including risk assessment, support planning and decision to progress with ASP process strengthening peoples understanding of the conditions around where and when it applies. 3: The Partners should review its key processes documentation to ensure it more accurately records matters in relation to the three-point-test. 4: The partnership's quality assurance performance framework needs further developed and more consistently applied based on previous audit findings. 5: The partnership needs to scrutinise quality assurance activity more thoroughly and accelerate the speed of change and improvement work. <p>The action plan has been completed and signed off by the APC and COG. The Inverclyde Adult Support and Protection Partnership Audit and Quality Improvement Plan 2021-22 Update will be submitted to the IJB in September 2023.</p>	Green
3.2	We will continue to deliver our Clinical and Care Governance Plans and ensure appropriate reporting on	CD/Chief Nurse	Clinical and Care Governance systems continue to operate as per schedule of meetings.	Amber

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	feedback and learning to be presented to HSCP Clinical and Care Governance group and IJB	Hector MacDonald / Laura Moore	Action plan requires review particularly around Quality Improvement. No resources have been available to support this work and the plan requires to be revisited.	
3.3	We will fully implement the national Child Protection Guidance with a strengthened focus on children's rights, engagement with families and more holistic approaches to reduce stressors on families and communities	Head of Children and Families Jonathan Hinds	<p>Draft procedures have been created in partnership with other HSCPs reflecting the new National Guidance. The procedures are being intensively scrutinised by multi-agency partners, CPC, practitioners, and the Chief Social Work Officer.</p> <p>Work will be planned throughout August and September to ensure full implementation by the end of September 2023 – this will include briefing notes, learning sessions and dissemination across all agencies involved in child protection.</p> <p>Together with a Third sector partner we have enhanced the availability of early help and support at the point of referral to children and families social work – this test of change aims to show a decrease in family crisis and children and young people, and their families more effectively diverted from statutory and child protection processes. Our Third sector partner is also providing family group decision making, supporting families to lead their own support and plans alongside services.</p>	Amber
3.4	We will continue to support the national Child Abuse Enquiry as required and implement learning and recommendations once available	Head of Children and Families Jonathan Hinds	<p>Response to the Scottish Child Abuse Inquiry (SCAI) in terms of section 21(2)(a) of the Inquiries Act 2005 was provided on use of restraint (June 2023).</p> <p>Council has been granted Leave to Appear for phase 8 of the Inquiry Hearing: "the abuse of children in residential accommodation for young offenders and children, and young persons in need of care and protection"; likely to be early 2024.</p>	Amber
3.5	We will roll out trauma informed approaches across all HSCP staff and commissioned services to	SM Criminal Justice Audrey Howard	Progress continues to be made with the roll out of trauma informed practice training across the HSCP and our third sector partners through the test of change of the Women's Project. To date a total of 42 leaders and senior managers have completed the Scottish	Green

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	<p>ensure delivery of trauma informed services</p>		<p>Trauma Informed Leadership Training (STILT). Another 21 staff members from across the HSCP and partner agencies have completed the Level 3 Trauma Enhanced Training (Safety & Stabilisation) with another 30 staff members due to participate in this training at the end of August 2023. A roll out of Level 1 Trauma Informed and Level 2 Trauma Skilled training for Business Support and Administrative staff across the HSCP and partner organisations is currently being progressed with support from Inverclyde's Trauma Informed Practice Lead Officer (date to be confirmed). We are currently awaiting publication of the Quality Improvement Framework from the Scottish Government which is a document that will enable us to track progress in developing and embedding trauma informed practice and policy across all Service areas. Presently, we are on track to complete the roll out of trauma training to all staff identified as part of the test of change for the Project. Going forward the learning from this test of change will also inform the wider roll out of trauma training across all service areas in the HSCP.</p>	
<p>3.6</p>	<p>We will continue to progress the Woman in Criminal Justice System Project</p>	<p>SM Criminal Justice Audrey Howard</p>	<p>The Women in Justice Support Group meet on a weekly basis every Tuesday afternoon at Unit 6 in Port Glasgow. The Group is facilitated by two staff members and women with lived experience of the Justice System. The women have the opportunity to obtain peer support and feel valued, listened to, and treated with respect. Their past experiences of trauma are also recognised and accepted. There is a semi-structure to the Group in terms of the day, time, and venue but the group discussions are facilitated and driven by the women themselves. Group sessions have focused on discussing the underlying reasons for female offending, anger management and emotional regulation, alcohol & drug problems, domestic abuse, and healthy relationships and there have also been sessions on responsibility-taking, poor choices, and decision-making.</p> <p>Part of the work of the Women in Justice Support Group involves working with the women to make small changes to the Justice System, which will lead to wider systemic and cultural change.</p>	<p>Green</p>

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			<p>Integral to this is involving the women in re-designing and co-designing elements of Justice Services, using the voice of experience. The women have recently completed an explanatory leaflet for Court which they designed themselves in terms of what it would be useful to know when attending Court. This leaflet has been widely circulated locally within relevant services and organisations and the women are about to start work on other useful guides around Community Payback Orders and Bail Supervision.</p> <p>An important part of our work is in strengthening pathways out of offending and into volunteering, training, and employment for women and this has already brought success to one of our group members. We are currently working with several other services and our third sector partner agencies to develop this area further.</p>	
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Big Action 4	Key Deliverable	Lead	Progress	RAG
4.1	We will undertake and complete the Review of our internal and external Care at Home Services	SM Care at Home Joyce Allan / Janis Delaney	<p>The Care at Home review is near completion, with some of the recommendations already approved by CMT and IJB for implementation on 1st August 2023.</p> <p>The service is working on a draft review report which will detail the information collated by the four sub-groups and be presented at the next Review Meeting.</p>	Green
4.2	We will continue to deliver the range of work related to Unscheduled Care with a focus on prevention of admission and improving discharges.	SM Independent Living/ Chief Nurse Debbie Maloney / Laura Moore	<p>We have set up the operational group to support his and have now had two meetings of this group with key operational managers. Our Work on Frailty, Falls and Maximising Independence has been reported to the UC strategic group along with data on prevention of admission. We are prioritising the main work stream with an initial focus on Palliative care pathways, ACP's, ED and fast track discharges, 7-day AHP and equipment provision. We are gathering intelligence on frequent attenders, and high incidence of medical conditions to look at whether there are opportunities to be more proactive in these areas.</p>	Green
4.3	We will continue to support the development of the Care Home Collaborative Team for NHSGGC through the hosting agreements for Hub 5.	Chief Nurse Laura Moore	<p>Governance processes are in place across GGC to support the collaborative. The Care Home (CHC) team continues to develop and the GGC wide CHC Steering Group chaired by Laura Moore ensures momentum, operational delivery and support as well as enabling Nursing professional leadership. The Care Home Collaborative Oversight Group chaired by the Board Nurse Director provides a regular approach to professional nursing leadership, support, oversight, and governance specifically regarding care quality. The oversight group provides strategic direction for the development and delivery of the Collaborative and Hub model and reports directly to the Corporate Management Team.</p> <p>Locally CHAT visits continue to be rolled out six monthly and a new tool is in development across GGC. A schedule of training is now available to care homes in addition to numerous new resources from</p>	Green

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			<p>the CHC, these are all available on the CHC website and are advertised on the regular newsletter, all of which is shared locally with all our care homes.</p> <p>Chief Nurses have met to review progress of the Collaborative in Q1, and a further stakeholder event is to be held for wider commissioning teams in Autumn 2023.</p>	
<p>4.4</p>	<p>We will deliver the new Community Learning Disability model to provide transformational support for our learning-disabled clients</p>	<p>SM Learning Disability Laura Porter</p>	<p>The integrated Learning Disability service has continued to develop and used the Community Living Change Fund to appoint new staff at the start of this financial year, a Health Care Support Worker and a Transitions Coordinator. These new posts will help the team improve transitions planning and assist adults with Learning Disability to attend health appointments and meet other healthy living outcomes.</p> <p>The Hub programme board continues to meet regularly to progress our £9.5 million new build project and some key stages have been met in recent months. The design is at RIBA stage 4 and a detailed Planning Application was submitted in March, so we await planning permission and the building warrant to progress site clearance and enabling work. Contractors have been appointed and market testing is underway. The new Community Hub will allow co-location of NHS, Care management and Day opportunities staff and include an A-zone with better facilities for people with Autism.</p>	<p>Green</p>
<p>4.5</p>	<p>We will continue to work to ensure appropriate Out of Hours services are available for the Inverclyde community</p>	<p>HoS H&CC Alan Best</p>	<p>Out of Hours (OOH) provision delivered via a number of routes. GP Out of Hours (GPOOH) service in NHS Greater Glasgow and Clyde (NHSGGC) provides medical assistance to patients out with normal GP surgery hours. Patients can access the GPOOH service in the evenings, overnight and across the whole weekend by contacting NHS 24 or by direct referral from other service providers. Advice and care are accessible through several methods including phone or video consultation, face to face at an OOH Primary Care Centre or</p>	<p>Green</p>

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			<p>home visits for those that need care at home. Local OOH is provided at IRH, which remains operational on a Saturday from 8am – 2pm.</p>	
4.6	<p>We will continue to work with our wider primary care partners to implement the Primary Care Improvement Plan</p>	<p>SM Primary Care, HI and New Scots Alan Best</p>	<p>The Primary Care Improvement Plan has evolved into a wider Primary Care Transformation agenda which draws on our partners and the wider primary care network through our Governance Structure namely Primary Care Transformation Group, Memorandum of Understanding (MOU) Development Group, our Population Engagement Group and both workforce and patient information sessions.</p>	Green
4.7	<p>We will continue to support and ensure carer engagement to help develop and shape services</p>	<p>SM Assessment and Care Management Alan Brown</p>	<p>There have been three carer engagement sessions undertaken in 2022/ 2023 as part of the work to update the Carers Strategy for Inverclyde. A carers survey questionnaire was undertaken with more than 240 responses.</p> <p>Plans are being made for a focus group event to be undertaken in September 2023 at the Beacon Arts Centre to engage with as many carers as possible. This will allow us to consolidate all the information and feedback received to inform the strategy.</p> <p>Work is ongoing to develop a carers checklist leaflet. The leaflet will be circulated to all GP surgeries, HSCP and partner services. It will be used to target hidden carers registered with local GP's and raise awareness of available carers supports.</p>	Amber
4.8	<p>We will continue to work towards a strategic approach to end of life care in Inverclyde.</p>	<p>Chief Nurse Laura Moore</p>	<p>A Strategic group for Inverclyde has now been commenced and work is underway to identify key areas for strategy development. We have successfully managed to get a GP and Acute rep on the group.</p> <p>New national strategy was expected this year – this is not now likely to happen, but a GGC wide group has commenced, and LM is on this group to lead on the way forward for GGC which ensures Inverclyde HSCP is well linked in</p>	Green

Classification - No Classification

<p>4.9</p>	<p>We will implement a new model for homeless services within Inverclyde to support people where possible in their own tenancies</p>	<p>HoS MH, ADRS and Homelessness Gail Kilbane / Lesley Cockburn</p>	<p>Change programme underway. Overseen by Programme Board. Change Lead, Wellbeing Co-ordinators, and Rapid Rehousing Support Officers recruited and in post. Workplans developed via six subgroups to undertake options appraisal work on new service/staffing model, supported by RRTP implementation.</p>	
<p>4.10</p>	<p>We will continue to work toward delivering Inverclyde's Rapid Rehousing Transition Plan</p>	<p>HoS MH, ADRS and Homelessness Gail Kilbane / Lesley Cockburn</p>	<p>Two graduate interns under the direction of the Homeless Change Lead have undertaken the annual review process of our Rapid Rehousing Transition Plan for 2022/23. One of our graduates is now undertaking the responsibility as a Project Assistant (RRTP) specifically to monitor the performance of our teams in achieving the key objectives of the plan. A data dashboard is now in place collecting key statistics for achieving rapid rehousing. Key indicators include, 200 approaches to the service since 1 April 2023, 36 active prevention cases, a current homelessness caseload of 129 and a prevention caseload of 187, void turnaround times are down and our current and former tenant arrears have reduced, we currently have 54 households being supported through our Housing First approach 29 of who are sustaining a Scottish secure tenancy, we continue to decommission the Inverclyde Centre with only 17 rooms currently occupied and case duration is down from 25.4 weeks to 10.2 weeks at the end of July.</p>	<p>Green</p>

Classification - No Classification

Big Action 5	Key Deliverable	Lead	Progress	RAG
5.1	We will continue to commission and expand recovery and support communities for those affected by drugs and alcohol	ADP Gail Kilbane / Adam Smith	ADP funding committed to recovery communities. Roll out of community recovery activity through third sector partners. ADRS and all partners adopted Trauma Informed approach to support. NFO/Assertive outreach continues to grow. Spending plan updated to develop wider awareness and recovery through education, justice, children's services, ADRS and wider community.	Green
5.2	We will deliver on the Medication Assisted Treatment (MAT) standards across all services within the Alcohol and Drug Partnership	ADP Gail Kilbane / Susan Crawford	Full implementation of MAT 1-5 in line with reporting requirements. All process and numerical standards fully implemented. Work plan in place to ensure robustness of experiential evidence with key partners. Workplan in place to ensure full implementation of MAT 6-10 by April 2024 is achieved	Amber
5.3	We will develop a residential rehabilitation pathway for people affected by drugs and alcohol and increase the number of people from Inverclyde accessing these residential services	ADP Gail Kilbane / Adam Smith	Residential Rehab pathway developed. RR Nurse in post to support transition into RR. TPS recruiting to Lead Practitioner. Recruitment to temp funded posts difficult to achieve. Local funding to block book two residential rehab beds in Jericho House.	Amber
5.4	We will continue to work with our NHS GGC partners to deliver smoking prevention and cessation within Inverclyde	SM Primary Care, HI, and New Scots Emma Cummings	GGC deliver this at Board level across all Partnerships. The Quit your Way programme continues.	Green

Classification - No Classification

Big Action 6	Key Deliverable	Lead	Progress	RAG
6.1	We will implement Care Opinion to ensure a consistent means of evidencing that feedback is being requested and that staff and the public can see what changes have occurred as a result	Chief Nurse Laura Moore	Care Opinion has been implemented from June 2022. As of August 2023, there have been 18 pieces of feedback received and 83% of this feedback is not critical of services. There is a Care Opinion Implementation Group that is chaired by the Chief Nurse and supported by HSCP staff, NHS Greater Glasgow and Clyde and Third Sector organisations. There will be a report to the SMT in October 2023 to review progress and the continued use of Care Opinion as a means of providing visible feedback for all staff and the residents of Inverclyde. There has been a 147% increase in stories from all residents of Inverclyde between 2021 / 2022 to 2022/2023 and this is a good indicator of the impact of local promotion.	Green
6.2	We will use our complaints process to ensure continuous learning and development of quality services	SM Business Support and Advice Services Vacant (in interim Craig Given)	Work underway for training sessions to develop our head of service / managers on the HSCP complaints process. Training will commence in November 2023. We are also working on an in-house review of our overall complaints process.	Green
6.3	We will continue to deliver on the Market Facilitation and Commissioning Plan and support providers to be ready to tender for future contracts	SM Commissioning Arlene Mailey	Market facilitation progressing with providers, service users and families. Work underway with day care contract, homecare contract and carers centre. CVS currently working with providers to support tender process.	Green
6.4	We will continue Inverclyde Cares to develop the four key focus areas of addressing stigma; supporting bereavement and loss; implementing the Kindness Award; and delivering the COVID-19 memorial project	CVS Chief Exec Charlene Elliot	In agreement with Inverclyde Cares programme board and key partners (HSCP, Ardgowan Hospice and CVS Inverclyde), Compassionate Inverclyde is being developed to become an independent organisation. The new organisation is expected to be operational by early 2024.	Green

Classification - No Classification

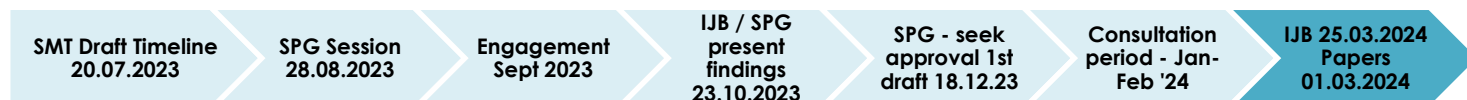
				<p>The drug and alcohol stigma training module content are being developed in collaboration with people with lived experience, cross-sectoral partners, and a local filmmaker. The module is scheduled to be launched the week after the National Recovery Walk.</p> <p>The Covid-19 Memorial activity, Remembering Together, is being taken forward in Phase 2 by Rig Arts.</p>		
6.5	We will take forward locality planning through the establishment of locality planning groups for the HSCP, linking with key partners and our community	SM Planning and Performance	Successful locality planning group information sessions have been delivered and attended by a variety of our stakeholders; several parties have shown interest in joining our Locality groups. Joint work is ongoing with our community councils with a view to having the first of our locality planning group meetings in September.	Green		
6.6	We will develop our HSCP workforce plan with a key focus on supporting the health and wellbeing of our staff and our commissioned partners' staff	SM Planning and Performance	A three-year Workforce Plan 2022 - 2025 was presented and approved at the Integration Joint Board in November 2022. An updated Workforce Plan action plan was approved at the June 2023 IJB meeting. An update on our action will be reported to IJB in November. Agreed to establish an HSCP Workforce Group to take forward plan.	Green		
6.7	We will continue to develop initiatives and campaigns to support our communities through COVID-19 recovery	CVS Chief Exec Charlene Elliot	Through funding from Inverclyde HSCP, CVS Inverclyde and Your Voice will develop a Wellbeing Campaign which will run from September 2023 – March 2024 and will mirror previous activity, highlighting support which is available within the community.	Green		
6.8	We will continue to develop Capital investments to support sustained delivery and improvement of services	HoS Finance, Planning and Resources Craig Given	HSCP continues to work with our partners in Council and Health on our current capital requirements. Main project is the LD hub at present. Inverclyde HSCP is also represented at the NHS Capital Group, in line with the Moving Forward Together (MFT) strategy in providing a clear plan for change.	Green		
6.9	We will review and deliver the HSCP Digital Strategy which encompasses all aspects of staff, service, and user delivery	SM Business Support and Advice Services	Due to staff shortages at manager level, this piece of work has been put on hold until new post holder comes in to post.	Green		


Classification - No Classification

		Vacant (in interim Craig Given)		
6.10	We will deliver the replacement recording system to support health and social care delivery	SM Finance Marie Keirs	Due diligence around discovery phase of implementation of ECLIPSE system has been carried out, and a notice has been issued to OLM requesting a rectification plan and detailed implementation plan with regard to delays/issues by 28 th August 2023.	Green

2024 → Strategic Plan

Due Date (all components): Submission of Papers 1st March 2024 for meeting 25th March 2024



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<input type="checkbox"/> August- Sept '23	Update SNA (Adam Rennie)
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<input type="checkbox"/> October '23 to 30 th Nov '23	<ol style="list-style-type: none"> 1. Draft Housing Contribution Statement 2. Draft Market Facilitation Plan 3. Develop Performance Framework
<input type="checkbox"/> 1 st – 13 th October '23	Write up findings / feedback / layout of plan – how will it look?
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<input type="checkbox"/> January / early Feb '24	CONSULTATION PERIOD - SMT / COUNCIL CMT / SPF (5 th /12 th ?) (DATES TBC) 
<input type="checkbox"/> 4 th January '24	NHSGGC Corporate Management Team (CMT)

Classification - No Classification

<input type="checkbox"/>	16 th January '24 (01.12.23 papers)	Scrutiny Panel consultation – present 1 st draft (1 st December for papers – will need to be late paper, SPG need to agree) – can't be shifted .
<input type="checkbox"/>	22 nd January '24 (15.12.23 papers)	IJB Consultation – present 1 st draft (15 th December for papers – will need to be late paper, SPG need to agree)
<input type="checkbox"/>	6 th February '24	NHSGGC Finance, Planning & Performance Committee (FPPC)
<input type="checkbox"/>	February '24	Amend / Re-write / Review / sense check plan following consultation and feedback
<input type="checkbox"/>	1 st March '24	Paper submission for IJB meeting 25 th March 2024

Inverclyde Health & Social Care Partnership

Strategic Plan (2024 onwards) and Equality and Diversity Mainstream Report and Outcomes (2024-2028)

Communication, Engagement & Participation Plan

1 CONTEXT

- 1.1 As part of the requirements laid down in the Public Bodies (Joint Working) (Scotland) Act 2014, the Integration Joint Board (IJB) must produce a Strategic Plan that sets out how they will plan and deliver services for the people of Inverclyde in relation to the Nine National Outcomes. The HSCP also has the responsibility to produce an Equality and Diversity Mainstreaming report (every four years).
- 1.2 This Communication, Engagement & Participation Plan is designed to set out how Inverclyde HSCP will communicate, engage, and consult with staff, partners, the third sector, stakeholders and the public on the preparation and content of its new Strategic Plan (2024 onwards) and our Equality and Diversity Mainstream Report and Outcomes (2024-28).

2. BACKGROUND

- 2.1 **Strategic Plan** - Inverclyde HSCP set out a five-year strategic plan set around the Six Big Actions. The refreshed plan brought together the actions from the original Strategic Plan; the Transition Plan; the Inverclyde COVID-19 Recovery Plan; and sets out our key priorities, focused around our Six Big Actions, for the remaining time until March 2024.
 - Second Strategic Plan developed (5-year plan) 2019-2024
 - Covid 19 Transition Plan (2021-2023)
 - Focussed on key actions around Heads of Service areas.
 - Refreshed plan 2023- 2024 (current)

The plan must:

- set out the arrangements for carrying out the integration functions, in the geographic area that the integration authority covers, over the period of the plan. The area must be divided into a minimum of two localities for this purpose, and the arrangements for each locality must be set out separately.
- set out the way in which the arrangements for carrying out the functions are intended to achieve or contribute towards achieving the national health and wellbeing outcomes.

2.2 Equality and Diversity Mainstream Report - The HSCP also has the responsibility to produce an Equality and Diversity Mainstreaming report every four years. Inverclyde HSCP produced its previous Equality and Diversity Mainstream Report in 2016. The new Equality and Diversity Mainstream Report must be produced by March 2024 and will cover the four-year period 2024 to 2028.

This plan is an opportunity to reflect on how the HSCP have incorporated equalities into our services and culture. The HSCP will also provide evidence of best practice, areas which could be developed and set priorities for which the HSCP is committed to addressing over the next four years.

The public sector equality duty is referred to as the 'general equality duty' which is part of the Equality Act (2010). The general equality duty applies to Inverclyde HSCP Integration Joint Board (IJB), which has a legal obligation to pay due regard to meet the need to;

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These three elements are referred to as the three 'needs' of the general equality duty.

2.3 Phases

Phase 1	SMT approval of approach to developing the Strategic plan	21 ST AUGUST 2023
Phase 2	Inform / engage with SPG to discuss and influence its engagement approach and agree big actions	28 TH AUGUST 2023

Phase 3	Engagement with SPG and Stakeholders to influence proposed content / priorities of draft Strategic Plan	MONTH OF SEPTEMBER 2023
Phase 4	Drafting of the strategic plan including its initial equality impact assessment (EQIA)	SEPTEMBER/OCTOBER 2023
Phase 5	Presentation of draft strategic plan to SPG and IJB	23 RD OCTOBER 2023
Phase 6	Consultation and engagement on the draft Strategic Plan	OCTOBER/NOVEMBER 2023
Phase 7	Drafting of final version of strategic plan, including review of EQIA plan	DECEMBER
Phase 8	Presentation of final draft of strategic plan to the IJB and our partners	JANUARY/FEBRUARY
Phase 9	Final presentation to IJB and the Publication of final strategic plan	MARCH

3 ENGAGEMENT AND PARTICIPATION

3.1 In pursuit of our Vision, Values, Principles and Priorities, the HSCP will actively seek the involvement of our staff, the community and all stakeholders in its decision making, this Communications and Engagement Strategy relates to the communications process with our stakeholders including.

- Carers Centre
- Children and families' mechanisms
- Community groups (inc. Community Councils)
- Our Integrated Joint Board (IJB)
- Schools / Young People
- Staff Side Partnership / Trade Unions (SPF)

- The Council
- The Health Board NHSGGC
- The HSCPs Senior Management Team (SMT)
- The HSCPs Strategic Planning Group (SPG)
- The workforce of our Partnership
- Third sector
- YourVoice

3.2 The Strategic Planning Group (SPG) will.

- Agree a co-produced engagement approach.
- Ensure equalities focus for the engagement approach to reach groups and individuals with protected characteristics.
- Advise on the most effective engagement methods.
- Consider the role of the wider sector in planning and delivering engagement.
- Contribute to setting the engagement and consultation questions.
- Discuss arrangements for collecting, collating, and analysing data from engagement and consultation stages.
- Ensure inclusion of people with lived experience/service users/patients on the reference groups.
- Define what a co-produced engagement approach looks like.
- Promote via members' respective communications channels (e.g., web, social media, newsletters, face to face, meetings etc).
- Working with colleagues to identify upcoming engagement opportunities with which to dovetail Strategic Plan engagement activity.
- Considering a social media campaign to support the review and related engagement and
- Preparing branding to apply to the review of the Strategic Plan activity.

3.3 Planning with People guidance sets out the responsibilities NHS boards, local authorities and Integration Joint Boards have to community engagement when health and social care services are being planned, or when changes to services are being considered and supports them to involve people meaningfully. [Health and social care - Planning with People: community engagement and participation guidance - gov.scot](https://www.gov.scot/resources/consultation-papers/plain-language/health-and-social-care-planning-with-people-community-engagement-and-participation-guidance-gov.scot) (www.gov.scot)

3.4 For communications to be effective and successful, they must be two-way (information flows both up and down the Partnership) and even three-way (information flows up, down and across the Partnership). This allows stakeholders to share their views and ideas on what is being communicated, and more crucially inform the Strategic Plan and Equalities Report. NHS Boards, Integration Joint Boards and Local Authorities should engage with the communities they serve, following the principles set out in the National Standards for Community

Engagement. This defines 'community engagement' as: 'A purposeful process that develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding between them, and taking joint action to achieve positive change.'

'Services should be 'planned and led locally in a way which is engaged with the community' (including those who look after service users and those who are involved in the provision of health and social care). Locally, this means that patients, service users, carers, and their families, the Third and Independent sectors and HSCP staff will be embedded in the process as key stakeholders in the shaping and the redesign of health and social care services.'

3.5 The learning from these previous years regarding participation, engagement and consultation is to offer a safety-first approach. This will ensure that our engagement to develop and shape our Strategic Plan and Equality and Diversity Mainstream Report is as robust and effective as possible, we must prioritise people's health, safety, and welfare. To do this, the HSCP will use a blended approach by using a virtual, electronic and a face-to-face approach.

4 OUR APPROACH

We do not want to create barriers and we need to overcome any current barriers to effective communication; this plan is designed to deliver communications that are always:

- **Clear:** in plain English as appropriate and will be tailored according to the needs of the audience.
- **Concise:** relevant and easy to understand.
- **Consistent:** key messages will be consistent for both internal and external stakeholders and will be consistent with the Partnership's vision.
- **Appropriately channelled:** delivering communications using formats/materials that are accessible and appropriate to each stakeholder group.
- **Timely, accurate and approved:** communications will be timely, accurate and reflect the position of the review. Communications must always be approved by a senior manager as appropriate.
- **Three-way:** communications channels used to engage with stakeholders should be up, down, and across to allow us to actively engage, listen to and understand stakeholder views and ideas. Communications that are up, down and across the Partnership should also always be encouraged to support effective engagement and partnership working.

4.1 The SPG and SMT has both an oversight and scrutiny role and will be advised to the progress of the report incrementally. The consultation will also use the existing governance mechanisms within the HSCP to support the extended engagement process. In Inverclyde, we will also engage with our public, through a range of inclusive approaches.

5 AUDIENCE / STAKEHOLDERS

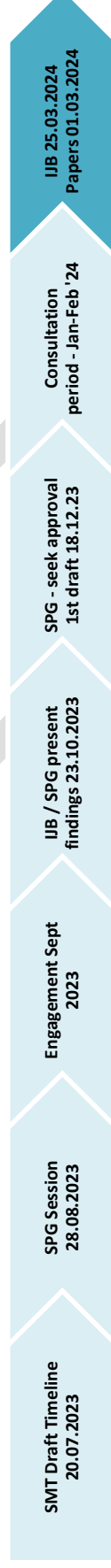
This Plan is developed to communicate and engage with the range of. The following table outlines the audience and method of communication suggested for providing information and updates on the progress of the work of the review.

Audience	Method of Communication	Frequency
<ul style="list-style-type: none"> • Staff • Utilise YourVoice • Utilise children and families' mechanisms. • Carers Centre • CVS-Third sector. • Community • Schools / Young People • Other groups are there to link in with (as per teams) 	<ul style="list-style-type: none"> • Face to face workshops • Engagement sessions • Virtual Workshops • Questionnaire 	Ongoing through September.
The HSCPs Strategic Planning Group	<ul style="list-style-type: none"> • Progress report 	Progress reports presented to meeting(s)
The HSCPs Senior Management Team	<ul style="list-style-type: none"> • Progress report 	Progress reports presented to meeting(s)
Staff Partnership Forum (staff side)	<ul style="list-style-type: none"> • Progress report 	Progress reports presented to meeting(s)


Inverclyde HSCP Communications and Engagement plan timeline

2024 → Strategic Plan

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Communication Aims

1. Increase awareness and understanding of the Strategic Plan for health and social care and its review and development, including providing updates on the outcome of key phases.
2. Support people, communities, organisations and groups/networks with information to be meaningfully engaged – including in the development of the engagement approach / arrangements and in consultation and engagement activity.
3. Provide communications channels for people, communities, organisations and groups/networks to share their views and ideas and shape/influence the vision, priorities and planned activity for health and social care in Inverclyde.
4. Promote planned engagement and consultation opportunities and outputs.
5. Promote broader awareness of the IJB and Inverclyde Health and Social Care Partnership (HSCP) and their vision and priorities for health and social care in Inverclyde.

As part of the engagement process

- We want to take a less is more approach.
- Declutter our language.
- Declutter the jargon – use clear and understandable language.
- Reduce the BIG ACTIONS from 6 – 4/5

Priorities / What Matters to You

- What do you consider to be the key themes of importance for the Strategic Plan
- Consider the following language and what this means to our people.
 - **Choice:** *We will promote dignity, equality, and independence.*
 - **Early help:** *We will support early intervention, prevention, and proactive care.*
 - **Healthy Communities:** *We will enable our people and our community to thrive and live longer.*
 - **Safe:** *We will reduce harm, isolation, loneliness and protect our people.*
 - **Workforce:** *We will build a strong, healthy workforce and build a sustainable future.*

- What are the things you would like to keep in the Strategic Plan and that work well?
- What changes need to occur within health and social care?
- How do we make those changes?
- In terms of your health and wellbeing, is there anything you have done differently to keep well or anything you feel could be supported better by health & social care services?
- What one improvement to health and social care services would make the biggest impact for you or your family in the future / within the next five years?

RESOURCES.

- Strategic planning: good practice framework [Who we are, what we do \(ihub.scot\)](#)
- National Standards for Community Engagement | SCDC - We believe communities matter. <https://eu-west-1.protection.sophos.com?d=scdc.org.uk&u=aHR0cHM6Ly93d3cuc2NkYy5vcmcudWsvd2hhdc9uYXRpb25hbC1zdGFuZGFyZHM=&i=NjlvOWM5ZWE3YzA2ZDlxZDM1MWE0YTvm&t=WIN6eE1FTic5VEhxa3dXcTQxZUFxanVBTUJCeXZSd3JpT0VYeXUvNnhJYz0=&h=be1fdc8346cb40f28d6b6c4db2ae83af&s=AVNPUEhUT0NFTkNSWVBUSVbxPRLUZCpWaKC6fQvYm6wH7X62xqMU04D7Nx8P0gc4Vw>
- Participation Framework [Participation Framework \(www.gov.scot\)](#)
- Strategic Plan planning Guidance – Consultation <https://www.gov.scot/binaries/content/documents/govscot/publications/consultation-paper/2023/08/strategic-plans-statutory-guidance-consultation/documents/strategic-plans-statutory-guidance-consultation/strategic-plans-statutory-guidance-consultation/govscot%3Adocument/strategic-plans-statutory-guidance-consultation.pdf>
- Healthcare Improvement Scotland and the Care Inspectorate have worked with stakeholders to develop a Quality Framework for Community Engagement and Participation <https://www.hisengage.scot/quality-framework>
- Planning with People community engagement and participation guidance <https://www.gov.scot/publications/planning-people-community-engagement-participation-guidance/>