

**Subject: Strategic Planning Group - Review**

**Purpose:** To inform IJB of the revised Terms of Reference for the Strategic Planning Group.

**Recommendation:** The IJB are asked to appoint from within its voting membership, a Vice Chair of the Strategic Planning group and to approve the updated Terms of Reference for implementation

<b>Glossary of Terms</b>	
IJB	Integration Joint Board
SPG	Strategic Planning Group
ToR	Terms of Reference
LPFs	Locality Planning Forums
CPP	Community Planning Partnership

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>
1.1	The Scheme of Integration requires Integration Joint Boards (IJB) to establish a Strategic Planning Group (SPG). North Ayrshire HSCP created its Strategic Planning Group in 2015 for the purposes of preparing the strategic commissioning plan (Strategic Plan 2015-18).
1.2	The launch of the new Strategic Plan (2018-2021) presented an opportunity to undertake a review of the SPG, its role, and purpose. As a result an updated Terms of Reference (ToR) was developed (attached at Appendix 1).
1.3	The role of the SPG was discussed on a number of occasions with SPG members to inform the review of the Terms of Reference. The updated document was presented to, and endorsed by the SPG at its meeting on 15 <sup>th</sup> August 2018.
1.4	The revised ToR provides greater clarity on the role of SPG in preparing and monitoring the performance of the strategic plan, its relationship with Locality Planning Forums (LPFs) and the interface with Community Planning Partnership (CPP) arrangements.
<b>2.</b>	<b>BACKGROUND</b>
2.1	The Public Bodies (Joint Working) (Scotland) 2014 Act (Section 32) requires the North Ayrshire Integration Joint Board to establish a Strategic Planning Group to support the development and review of the Board's Strategic Plan (Strategic Commissioning Plan).
2.2	The SPG must have a broad ranging membership of key stakeholders including: <ul style="list-style-type: none"> <li>• Health professionals</li> <li>• Social Care professionals</li> </ul>

	<ul style="list-style-type: none"> <li>• Third sector representatives</li> <li>• Independent sector representatives</li> <li>• Service user and carer representation</li> <li>• Trade union representation</li> </ul>
2.3	The role of the strategic planning group is to support the development and monitoring implementation of the Partnership's strategic plan, ensuring that the integration delivery principles are met and adhered to.
2.4	The effect is to ensure a focus on integrated delivery, including consideration of the needs of different service users and different areas, the dignity of service users, the participation by service users in the community in which they live, protecting and improving the safety of service users, improving the quality of services local planning and leadership, the anticipation and prevention of need, and the effective use of resources.
<b>3.</b>	<b>PROPOSALS</b>
3.1	<p>The revised terms of reference includes:</p> <ul style="list-style-type: none"> <li>• Role of SPG in preparing and monitoring performance towards delivery of the strategic plan</li> <li>• Inclusion of the integration delivery principles</li> <li>• Additional clarity on the role of chair</li> <li>• Membership and role and responsibility of members</li> <li>• Terms of office</li> <li>• Reporting to IJB</li> <li>• Locality Planning and interface with CPP Partnership arrangements.</li> </ul>
3.2	<p>The Terms of Reference now includes the role of Vice Chair to the SPG membership. As per section 4.4 of the Terms of Reference, the Vice Chair will be appointed from the voting membership of the IJB.</p> <p>The Vice Chair will be responsible for presiding over SPG meetings in the absence of the formal chair to ensure continuity of meetings.</p>
3.3	<b><u>Anticipated Outcomes</u></b>
	<p>The revised terms of reference will act as a refresher for SPG members as to the purpose and role of the SPG. It is anticipated that the revised ToR will embed a more formalised governance structure to the group, providing each member with information on what is expected of them during their tenure on the group.</p> <p>In turn, it is anticipated that SPGs influence on IJB in regards to strategic planning will strengthen with the IJB confident in the decisions it makes in relation to strategic planning and commissioning.</p>
3.4	<b><u>Measuring Impact</u></b>
	The minute of SPG meetings will continue to be tabled at IJB meetings and a verbal update on progress provided by the IJB Vice Chair (Chair of SPG)
<b>4.</b>	<b>IMPLICATIONS</b>
<b>Financial:</b>	No financial implications
<b>Human Resources:</b>	No implications for HSCP staff

<b>Legal:</b>	The Public Bodies (Joint Working) (Scotland) 2014 Act (Section 32) requires the North Ayrshire Integration Joint Board to establish a Strategic Planning Group.
<b>Equality:</b>	No direct equality implications resulting from this paper. However, role of SPG in part is to ensure that due consideration is taken to the needs of those with protected characteristics in the development of any new service.
<b>Children and Young People</b>	The SPG will continue to consider the health and social care needs.
<b>Environmental &amp; Sustainability:</b>	No environmental or sustainability implications.
<b>Key Priorities:</b>	It is the role of the SPG to oversee the implementation of the Strategic plan to ensure activity progresses towards the five strategic priorities.
<b>Risk Implications:</b>	Include any risk implications in this section.
<b>Community Benefits:</b>	Non applicable

<b>Direction Required to Council, Health Board or Both</b> <i>(where Directions are required please complete Directions Template)</i>	Direction to :-	
	1. No Direction Required	✓
	2. North Ayrshire Council	
	3. NHS Ayrshire & Arran	
	4. North Ayrshire Council and NHS Ayrshire & Arran	

<b>5.</b>	<b>CONSULTATION</b>
5.1	<p>The review of the terms of reference was initiated by SPG members at the meeting on 6<sup>th</sup> June 2018 with a copy of the original ToR circulated. Members were offered the opportunity to feedback any comments.</p> <p>The reviewed ToR was presented to the SPG on 15<sup>th</sup> August 2018 and fully endorsed.</p>
<b>6.</b>	<b>CONCLUSION</b>
6.1	<p>Following the launch of the Partnership's new strategic plan 2018-21 in April 2018, a review of the Terms of Reference for the Strategic Planning Group was undertaken. The revised document offers greater clarity on the purpose of the SPG and on the roles and responsibilities of members.</p> <p>To ensure continuity of meetings in the absence of the chair, the IJB will appoint from its voting members a vice chair</p> <p>It is anticipated that the revised terms of reference will support the SPG to fulfil its purpose in informing the strategic direction of the Partnership and helping to influence the commissioning intentions of the Integration Joint Board.</p>

**For more information please contact Michelle Sutherland on 01294 317751 or [MSutherland@north-ayrshire.gov.uk](mailto:MSutherland@north-ayrshire.gov.uk) OR Scott Bryan on 01294 317747 or [sbryan@north-ayrshire.gcsx.gov.uk](mailto:sbryan@north-ayrshire.gcsx.gov.uk)**

## NORTH AYRSHIRE INTEGRATION JOINT BOARD

## STRATEGIC PLANNING GROUP

## TERMS OF REFERENCE

<b>1</b>	<b>Introduction</b>
1.1	The Public Bodies (Joint Working) (Scotland) 2014 Act (Section 32) requires the North Ayrshire Integration Joint Board to establish a Strategic Planning Group to support the development and review of the Board's Strategic Plan.
1.2	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.
1.3	The group will be known as the North Ayrshire Strategic Planning Group (SPG).
<b>2.</b>	<b>Principles</b>
2.1	<p>The integration delivery principles are:</p> <ul style="list-style-type: none"> <li>• that the main purpose of services which are provided to meet integration functions is to improve the wellbeing of service-users, <ul style="list-style-type: none"> <li>▪ that, in so far as consistent with the main purpose, those services should be provided in a way which, so far as possible: is integrated from the point of view of service-users</li> <li>▪ takes account of the particular needs of different service-users</li> <li>▪ takes account of the particular needs of service-users in different parts of the area in which the service is being provided</li> <li>▪ takes account of the particular characteristics and circumstances of different service-users</li> <li>▪ respects the rights of service-users</li> <li>▪ takes account of the dignity of service-users</li> <li>▪ takes account of the participation by service-users in the community in which service-users live</li> <li>▪ protects and improves the safety of service-users</li> <li>▪ improves the quality of the service</li> <li>▪ is planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care)</li> <li>▪ best anticipates needs and prevents them arising</li> <li>▪ makes the best use of the available facilities, people and other resources</li> </ul> </li> </ul>
2.2	These integration delivery principles must be taken into account in the preparation of the strategic commissioning plan and in the actual carrying out of functions included in integration arrangements. The effect is to ensure a focus on integrated delivery, including consideration of the needs of different service users and different areas, the dignity of service users, the participation by service users in the community in which they live, protecting and improving the safety of service users, improving the quality of services local planning and

	<p>leadership, the anticipation and prevention of need, and the effective use of resources. Consideration should be given to how adherence to these principles will be given effect in order to demonstrate effective implementation. It will require clinical and care professionals to apply the principles in all that they do in delivering integrated health and social care services.</p>
<b>3.</b>	<b>Remit</b>
3.1.1	<p>The SPG will be concerned primarily:</p> <ul style="list-style-type: none"> <li>a) In helping to shape and define the strategic direction of the Partnership and inform the development of the strategic commissioning plan (North Ayrshire Strategic Plan)</li> <li>b) With oversight of the implementation and impact of the Strategic Plan (section 3.1.2) including performance monitoring</li> <li>c) With overseeing the influence the implementation of the plan has on the five strategic priorities contained in the Strategic Plan</li> <li>d) Having oversight of the Partnerships contribution to the nine National Health and Wellbeing Outcomes</li> <li>e) In ensuring alignment between the Strategic Plan and the plans of each of the services / partner organisations. This will include making recommendations on the commissioning and de-commissioning of service delivery models.</li> <li>f) In overseeing the on-going review of the Strategic Plan</li> <li>g) In providing advice and support on the development of locality planning structures and six Locality Plans, which are informed by Locality profiles and public engagement approaches.</li> <li>h) To undertake any other functions which may be delegated to it by the Integrated Joint Board</li> <li>i) Act as a link to Community Planning Partnership (CPP) structures as required to support the Locality Partnership arrangements</li> </ul>
3.1.2	<p>In having oversight of the strategic plan, the SPG will give due consideration to:</p> <ul style="list-style-type: none"> <li>a) The number of people who need service and what type</li> <li>b) The level, quality and cost of current service provision</li> <li>c) How services can improve people's lives</li> <li>d) How we develop services that are affordable and sustainable</li> <li>e) How we procure services for delivery with best impact</li> <li>f) How we monitor and review services</li> </ul>
3.2	<p>The SPG will</p> <ul style="list-style-type: none"> <li>a) Influence and shape the strategic plan for the Health &amp; Social Care Partnership</li> <li>b) Provide comment and influence the mid-term refresh of the Strategic Plan.</li> <li>c) Ensure alignment between the Strategic Plan and the plans of each of the services / partner organisations. This will include making recommendations on the commissioning and de-commissioning of service delivery models.</li> <li>d) Review annually the ongoing strategic planning process for the Health &amp; Social Care Partnership, including responding to Scottish Government and other stakeholder feedback.</li> </ul>

	<ul style="list-style-type: none"> <li>e) Ensure links across all health and social care provision involving other Health Board and Local Authority areas, as required. This will also include discussions in relation to workforce planning</li> <li>f) Manage expectations between stakeholder aspirations of the Strategic Plan and the financial realities dictated by funding and political context</li> <li>g) Display positive behaviors which reflect the Partnership's values and support the integration agenda to peers and other stakeholders</li> <li>h) Provide advice and guidance to the Integration Joint Board when developing responses to emerging Scottish Government Policy and regulations</li> <li>i) Provide an effective conduit and feedback loop to the Integration Joint Board on key proposals and service changes by linking effectively to wide groups of staff, service users, carers, independent sector, third sector, clinical &amp; care professionals and locality members</li> <li>j) Bring forward key issues of concern expressed in North Ayrshire's locality planning arrangements from the communities through robust and engaged membership</li> <li>k) Have final decision on progressing Locality Planning Forum recommendations to Integration Joint Board</li> <li>l) Act as a link to Community Planning Partnership (CPP) structures as required to support the Locality Partnership arrangements</li> </ul>
<b>4</b>	<b>Chair</b>
4.1	The Chair for the Strategic Planning Group will be the Vice-chair of the Integration Joint Board. This will rotate in line with the rotation of the IJB chair.
4.2	The Chair will facilitate discussion and consensus within the group and ensure clarity regarding the conclusions reached for each discussion.
4.3	The Chair will hold the casting vote during meetings of the Strategic Planning Group
4.4	<b>Vice Chair</b>
4.4.1	A vice chair will be appointed to ensure continuity of meetings in the chair's absence.
4.4.2	The Vice Chair will be chosen from among the voting membership of the IJB.
<b>5</b>	<b>Membership</b>
5.1	<p>The membership of the SPG will comprise, as a minimum, of members representative of the following groups:</p> <ul style="list-style-type: none"> <li>• The vice-chair of the IJB</li> <li>• Users of health and social care</li> <li>• Carers of users of health and social care</li> <li>• Commercial providers of health care</li> <li>• Non-commercial providers of health care</li> <li>• Health professionals (Nursing, AHPS, Mental Health, Public Health)</li> <li>• Independent health contractors (General Practice, Optometry, Community Pharmacy, Dentistry)</li> <li>• Social care professionals (Children and Families/Criminal Justice and Community Care)</li> <li>• Commercial providers of social care</li> <li>• Non-commercial providers of social care</li> <li>• Non-commercial providers of social housing</li> <li>• North Ayrshire Council elected member</li> <li>• North Ayrshire Housing</li> </ul>

	<ul style="list-style-type: none"> <li>• Third sector bodies carrying out activities related to health or social care</li> <li>• NHS Staff Side</li> <li>• Local authority unions</li> <li>• The six LPF Chairs and Coordinators</li> </ul> <p>The membership is laid out more fully in appendix one. (Being reviewed based on attendance)</p>
3.3	The SPG is entitled to co-opt additional members for particular pieces of work as appropriate.
<b>5</b>	<b>Members Roles</b>
5.1	<p>Members will be expected to:</p> <ol style="list-style-type: none"> <li>Attend all SPG meetings</li> <li>Prepare adequately for all meetings by familiarising themselves with the agenda and reading any associated papers.</li> <li>Where appropriate, should discuss forthcoming meeting agendas with the group, sector or professional area they represent.</li> <li>Actively contribute to discussions in a way that represent their community of interest, sector or professional area</li> <li>Share relevant information to their peers and build effective feedback loops to the SPG.</li> <li>ensure the interests of the agreed localities are represented</li> <li>develop and maintain the necessary links and networks with groups and individuals in their community of interest to enable views to be sought and represented over the development, review and renewal of the Strategic Plan</li> <li>Help ensure the Strategic Plan reflects the needs and expectations (and that there has been an adequate assessment of those needs and expectations).</li> <li>Act as an ambassador for the Health and Social Care Partnership, displaying the values of the Partnership</li> <li>Submit apologies ahead of any SPG meeting where attendance is not possible</li> </ol>
5.2	Attendance is required of for all members. Should a member be absent from three meetings (consecutively or across a service year) the chair will give due consideration to appointing a new representative. This includes absences covered by a deputy.
<b>6</b>	<b>Deputies</b>
6.1	Each SPG member should, where possible, have a nominated deputy who will attend meetings in their absence
6.2	Deputies should be able to adequately represent their area of interest and be able to vote on any SPG business
<b>7</b>	<b>Terms of Office</b>
7.1	The membership of the SPG will be reviewed every three years in line with Strategic Planning cycles.

7.2	Generally members will be nominated from other organisations and groups and it will be their prerogative who their representative is and how long they should serve.
7.3	As a matter of good practice, it can be helpful to have the insights of new members, notwithstanding the need for continuity. This may occur when a new Strategic Plan has been developed.
7.4	Consequently, it may be helpful if 'feeder' organisations and groups organize representation to allow for regular refreshing of membership.
7.5	If a members wishes to stand down from the SPG at any point, they should notify the Chair who will then make arrangements for the appointment of a new representative.
<b>8</b>	<b>Reporting to Integration Joint Board</b>
8.1	The SPG will provide regular formal reports to the Integration Joint Board via the minutes of the meetings. <ul style="list-style-type: none"> <li>The Integration Joint Board may request the view of the SPG on specific work areas and developments</li> </ul>
8.2	A wider governance map is available in appendix 2 – this highlights where the Strategic Planning Group fits in, in terms of wider governance
<b>9</b>	<b>Link to HSCP Locality Planning Forums</b>
9.1	Each of the six Locality Planning Forums are a sub-group of the SPG
9.2	The Chair and Locality Coordinator from each LPF will be a member of the SPG
9.3	LPF leads will be responsible for tabling issues and sharing views generated by forums and for disseminating information from the SPG back to groups
9.1	LPF Leads will ensure the content of Locality profiles, Locality plans and any changes thereto are fed into the SPG
<b>10</b>	<b>Expenses</b>
10.1	The Health and Social Care Partnership will reimburse all reasonable expenses associated with members attending the meetings
<b>11</b>	<b>Support for the Group</b>
11.1	<ul style="list-style-type: none"> <li>The Director of Health and Social Care will ensure adequate officer support for the group</li> <li>The Director will also ensure the group is assisted by appropriate secretarial support</li> </ul>
<b>12</b>	<b>Standing Orders</b>
12.1	Additional Standing Orders are still to be determined including the structure and frequency of meetings and the linked Quorum needed for meetings.