



PERTH AND KINROSS INTEGRATION JOINT BOARD

17 December 2019

PERTH AND KINROSS IJB STRATEGIC COMMISSIONING PLAN

**Report by the Chief Officer / Director of Integrated Health and Social Care
(Report No. G/19/205)**

PURPOSE OF REPORT

This report presents the 'Final Draft' Perth and Kinross Integration Joint Board Strategic Commissioning Plan 2020-2025.

1. RECOMMENDATION(S)

It is recommended that the Integration Joint Board (IJB):

- (i) Consider and agree the attached (Final Draft) Strategic Commissioning Plan.
- (ii) Agree that the Strategic Commissioning Plan be a 5 year plan.
- (iii) Request that, in addition to producing a printed version, the final version of the Strategic Plan be developed onto a digital dashboard for ease of access.
- (iv) Note the proposals to revise the Health and Social Care Partnership's arrangements for strategic planning and for stakeholder engagement.
- (v) Instruct the Chief Officer to provide annual reports to the IJB on progress in implementing the Strategic Commissioning Plan.

2. SITUATION/BACKGROUND / MAIN ISSUES

- 2.1 A development session in June 2019 provided the opportunity for IJB Members to review the previous Strategic Commissioning Plan and consider early proposals for the focus and content of the new plan. This highlighted members' views that the plan should be different, that it should affirm clear strategic priorities, should link to the public health agenda and should be concise, focussed and easily understood.

- 2.2 IJB Members also conveyed their expectation that the new Strategic Commissioning Plan should be informed by consultation and engagement with people using services, their carers and the wider community. In order to achieve this a programme of community engagement events took place across Perth and Kinross through June and July 2019. The feedback that this generated supplemented our earlier consultation and built on the existing stakeholder engagement that takes place through our Programme Boards, Strategy Groups and Strategic Planning Group.
- 2.3 In September, there was further engagement on Perth and Kinross' draft Strategic Commissioning Plan when all three HSCPs were asked to present their plans at a NHS Tayside Board development event. Comments received at that event were incorporated into the next iteration of the draft plan.
- 2.4 In October 2019, a further IJB development session provided the opportunity members to consider the draft Strategic Commissioning Plan. This led to requests that the plan be shortened and re-ordered, so that contextual and background information was provided later in the plan, giving greater focus to the intended strategic actions. IJB Members were also keen that the focus in this plan should be on high-level strategic actions, recognising that delivery plans would sit behind this but need not be incorporated into such a strategic document. Finally, there was a request that we articulate what difference we would expect to make and how this would be measured, evidenced and reported during the period covered by the plan.
- 2.5 During November further work was undertaken to address these comments and develop the final draft version of the Perth and Kinross Strategic Commissioning Plan, which members are asked to comment on and approve. Following approval of this final draft, in line with the national guidance, we will undertake a short period of consultation with relevant stakeholders.
- 2.6 It is further proposed that the Strategic Commissioning Plan will be designed in a more innovative way, as a digital dashboard for those who can use technology, in addition to the traditional printed version.

3. STRATEGIC PLANNING PROCESSES

- 3.1 The challenges of developing this Strategic Commissioning Plan have led officers in the Health and Social Care Partnership to reflect on the strategic planning processes that support this work. We currently have in place four Programme Boards of Care, below which sit a number of strategy groups. This has been found to be a confusing arrangement, with some duplication and, at times, a lack of clarity about where responsibility lies for strategic planning, operational delivery and financial and performance management. This aligns to the findings of the Joint Inspection, which raised concerns about the effectiveness of our approach to strategic commissioning and planning.

- 3.2 The inspection also highlighted the difficulties the HSCP has had in producing routine performance report and this has also arisen in internal audit reports and has been a matter of concern to the IJB's Audit and Performance Committee. This can, in part, be attributed to the challenges of operating both Programme Boards and Strategy Groups, with a lack of clarity on purpose and role, as outlined above.
- 3.3 In addition, the Joint Inspection questioned whether the HSCP had adequately resourced the various boards and groups and was realistic about what they could reasonably achieve. The need for more effective stakeholder involvement was also highlighted.
- 3.4 In response to these challenges, the HSCP proposes moving away from the Programme Boards of Care and instead progressing strategic planning through a number of Strategy Groups. It is proposed that these will;
- reflect our different care groups (older people, mental health, substance misuse learning disability, carers, etc.) and take into account national strategies
 - be supported by colleagues with responsibilities for planning and performance
 - comprise a broad range of stakeholders including service users and carers as well as third and independent sector representatives
 - each develop their own strategy, aligned to the strategic priorities in the new Strategic Commissioning Plan and recognising locality perspectives
 - develop a range of relevant performance measures
 - include financial plans
- 3.5 This proposed approach to strategic planning will give greater emphasis to the views and experiences of people accessing services, will focus less on formal, statutory services and will consider, for each care group, the realisation of the partnership's strategic ambition to support early intervention, develop preventative approaches, build individual and community resilience, promote public health and improve outcomes. This revised approach to strategic planning will be supplemented by work of our Transformation Board, which is now overseeing the delivery of a number of high level transformation programmes and services reviews.
- 3.6 In addition, and in order to address a further concern that was raised through the Joint Inspection, the HSCP is undertaking a review of our Community and Engagement Strategy. We also intend to review the support being provided to the Third Sector Forum and its membership, to ensure it is revitalised and enabled to inform our strategic planning and delivery activity.

4. CONCLUSION

- 4.1 This revised Strategic Commissioning Plan, which has been developed following review, engagement and consultations, sets out the high level strategic intentions of the Perth and Kinross HSCP for the next five year period. This seeks to balance the need for transformation, with our priorities and objectives, while recognising the significant challenges that we will face in respect of finance and demography.
- 4.2 Sitting below this plan, through the work of existing and new Strategy Groups, the HSCP will develop a range of care group strategies, as well as the delivery plans to support the attainment of our strategic priorities.
- 4.3 It is intended that the Chief Officer will bring annual reports on progress in the delivery of our Strategic Commissioning Plan to future IJB meetings.

Author(s)

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NOTE: No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.