



PERTH AND KINROSS INTEGRATED JOINT BOARD

12 February 2020

PERTH AND KINROSS INTEGRATION JOINT BOARD/HEALTH & SOCIAL CARE PARTNERSHIP STRATEGIC PLANNING ARRANGEMENTS

**Report by Chief Officer/Director Integrated Health & Social Care
(Report No. G/20/8)**

PURPOSE OF REPORT

This report advises the Perth and Kinross Integration Joint Board (IJB) of proposed revision to the strategic planning arrangements which will underpin and drive the successful delivery of the 2020-2025 IJB Strategic Commissioning Plan.

1. RECOMMENDATION

Members of the Integration Joint Board are asked to note the revised strategic planning arrangements.

2. SITUATION & BACKGROUND

The Perth and Kinross IJB Strategic Commissioning Plan 2020 – 2025 was agreed by IJB members at the December 17 2019 Integration Joint Board.

At the December Integration Joint Board the HSCP Chief Officer committed to produce a document which would clearly outline refreshed strategic planning arrangements and articulate how these arrangements would underpin and drive forward the delivery of the new IJB Strategic Commissioning Plan.

A schematic outlining how these strategic planning arrangements will be enacted, the relationship with the HSCP Transformation Programme and also showing clear links with required governance requirements is attached as **Appendix 1** to this report.

3. PROPOSALS

Strategic Planning Group

In line with the IJB Scheme of Integration there has been a Strategic Planning Group (SPG) in place since 2016. It is proposed to refresh and strengthen membership of this group and to refocus the terms of reference to better

reflect the delivery requirements of the new 2020-2025 Strategic Commissioning Plan.

The new Strategic Commissioning Plan is ambitious and we will have to work very closely with partners to improve the health and wellbeing of adults in Perth and Kinross over the next five years and to deliver improved performance, in relation to the Scottish Government's National Outcomes. To support the HSCP in successfully meeting the ambition and priorities of the Strategic Commissioning Plan, it will be essential that membership of the Strategic Planning Group reflects a broad spectrum of relevant partners and stakeholders.

Executive Managers will support SPG members to gain a greater understanding of the business complexity of the Health & Social Care Partnership, the financial and operating context and the strategic priorities for the coming years. This will support members of the Strategic Planning Group to understand and carry out their role, influencing and seeking assurance about the HSCP's strategic direction and monitoring progress against key priorities.

To achieve this a review of the Strategic Planning Group membership is underway and a development session for the refreshed Strategic Planning Group is being planned for the end of February 2020.

Strategy Groups

To support the effective delivery of the Strategic Commissioning Plan over the next five years the HSCP intends to convene a number of Strategy Groups aligned to care groups. The proposed Strategy Groups are outlined in the attached schematic (Appendix 1).

The creation or consolidation of these Strategy Groups will ensure that the priorities within the Strategic Commissioning Plan are progressed across all service user groups. Each group will develop and implement a strategy and delivery plan, aligning this to the over-arching Strategic Commissioning Plan and to our financial plans and will develop key performance data to demonstrate and report on progress. This approach to performance and reporting is contained within our emerging performance management framework which seeks to align strategic and operational planning and delivery with appropriately detailed performance reporting at each level within the organisation. The proposed Strategy Groups will include membership from the Third Sector, Service Users and Carers, Officers, Professional Leads and other relevant partners.

Having reviewed the current Programme Boards, we have identified their ability to deliver strategic priorities has been limited due to a lack of clarity around role, purpose and scope. A number of the proposed Strategy Groups are already in place, however, they are reporting to the Boards as an additional, somewhat bureaucratic tier. It is intended that Strategy Groups will serve to achieve a more consistent approach underpinned by greater planning

and performance support and uniformity in their terms of reference. This will also enhance the overall Governance, Audit and Performance, Financial Governance and Communication, Consultation and Engagement arrangements for the IJB and the HSCP.

Transformation Board & Priorities

On the attached schematic (Appendix 1) there are similar arrangements outlined as they relate to the HSCP Transformation Programme. By refreshing our current Strategic Planning arrangements we have been better able to determine what activity should be driven forward through our Strategy Groups and what comes under the mantle of Transformation. This also aligns priorities with financial planning.

Financial Planning

The Joint Inspection of Adult Services highlighted good practice in the linking of our Strategic Planning of Older Peoples Services with Medium Term Financial Planning. It is important that the proposed new Strategic Planning arrangements build on this and ensure that the Terms of Reference for each Group reflect the need to ensure that investment and disinvestment implications of delivering against strategic objectives are robustly captured for all developing strategies.

Capacity

A review of current Programme Management/Project Management is underway and recommendations to address any gaps in support will be presented to the Executive Management Team at the end of January 2020. At the first stage of restructuring the HSCP to achieve more effective, integrated working across the partnership, the Chief Officer is reviewing the capacity and roles in the Executive Management Team. In light of the findings of the joint inspection and of earlier audits, the Chief Officer is committed to creating a specific post to lead on strategic planning and performance.

Recommendations

It is recommended that Members of the Integration Joint Board note the proposals to revise the HSCP's approach to strategic planning and delivery.

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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.