



PERTH & KINROSS INTEGRATION JOINT BOARD

20 March 2024

PERTH AND KINROSS INTEGRATED JOINT BOARD STRATEGIC PLAN 2024 – 2027

**Report by Head of ASWSC/Commissioning
(Report No. G/24/49)**

PURPOSE OF REPORT

The purpose of this report is to provide an update on the progress made to develop the Perth and Kinross IJB Strategic Plan for 2024 - 27.

1. RECOMMENDATION(S)

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

- Notes the progress made to date to prepare the Perth and Kinross IJB Strategic Plan as outlined in this report.
- Agrees that a final version of the Perth and Kinross Strategic Plan will be brought to the IJB for approval in June 2024.

2. SITUATION/BACKGROUND

- 2.1 Each Integration Authority must produce a strategic commissioning plan that sets out how they will plan and deliver services for their area over the medium term, using the integrated budgets under their control.

Stakeholders must be fully engaged in the preparation, publication, and review of the strategic commissioning plan, in order to establish a meaningful co-productive approach, to enable Integration Authorities to deliver the national outcomes for health and wellbeing, and achieve the core aims of integration:

To improve the quality and consistency of services for patients, carers, service users and their families;

To provide seamless, integrated, quality health and social care services in order to care for people in their homes, or a homely setting, where it is safe to do so; and

To ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.

An Integration Authority is required to review its strategic commissioning plan at least every three years and may carry out additional reviews from time to time.

In carrying out a review of the strategic commissioning plan, Integration Authorities must consider:

- The national health and wellbeing outcomes
- The indicators associated with the national outcomes
- The integration delivery principles
- The views of the Strategic Planning Group

A review may result in the integration authority making any necessary changes by replacing its strategic commissioning plan.

- 2.2 Perth and Kinross IJB has an existing Strategic Commissioning Plan 2020 - 2025, developed during 2019, pre-pandemic, prior to the Feeley Review and before the announcement of proposals for a National Care Service.

As the landscape has changed markedly since 2019 and so much of what is now being delivered by the HSCP has been heavily influenced by the pandemic it was proposed and agreed by the IJB that we revise its Strategic Commissioning Plan.

- 2.3 An update paper was brought to the November 2023 IJB which proposed that the data gathered via the Joint Strategic Needs Assessment, combined with existing intelligence including the Public Health Annual report, our Locality profiles, consultation feedback gathered during the formation of delivery plans and strategies and the feedback from our Communities, Workforce and Joint IJB/SPG session consultation was now used to develop a first draft of our Strategic Commissioning Plan and that we bring this to the IJB meeting scheduled for the 20 March 2024.

3. CONTENT OF PLAN

- 3.1 The vision builds on our work to support people to live good and fulfilling lives but is set in the context of today. It reflects what we have learned from the challenges that we have faced in recent years and what we know is important to people.

We want to be ambitious and to innovate but we are also planning this at a time of unprecedented increase in demand and complexity of need, when public sector finances are increasingly pressured and as we face significant recruitment challenges. We know if we continue to deliver the same services in the same way, we will face a significant financial gap over the next three years and that we will risk over promising and under delivering.

We know we will need to be transformative in our thinking, the way we organise ourselves and in our approach to providing and arranging care and support services.

3.2 The plan opens by articulating our vision:

“We want every person in Perth and Kinross to live in the place they call home with the people and things they love, in good health and with the care and support they need, in communities that look out for one another and doing the things that matter most to them.”

The plan describes its statutory responsibilities within the Public Bodies (Joint Working) (Scotland) Act 2014, on Integration Authorities, either Integration Joint Boards or Health Boards and Local Authorities acting as lead agencies to create a strategic plan for the integrated functions and budgets that they control.

The plan moves on to articulate our priorities, ambitions, and underpinning principles of Early and Intervention and Prevent, Person Centred Approaches and Best Value:

Priorities

- Target resources to where people and communities need help most
- Provide health and social care supports close to home
- Make it easier for people to understand where and how to access services
- Work with communities to design the health and social care supports they need
- Promote Self-management and Living Well
- Improved Integrated Working
- Value our workforce, support them to keep well, learn and develop

Ambitions

- We want people to stay as well as possible for as long as possible
- We want people to live as independently as possible for as long as is safely possible
- We want people to be able to thrive and feel valued members of their community

Each priority identified resonates with what both our communities and staff told us during our consultation process, the intention of this plan is to be clear that we are listening to the people who live and work in Perth and Kinross and who come in to contact with Health and Social Care services.

The priorities are applicable to us all no matter what type of service we are accessing, and each has linked Strategies, Delivery Plans or Transformation Programmes that describe specific actions and timeframes that will enable them to improve their services over the next three years.

Each of the seven priorities are codependent on one another, for the whole system to function effectively we will be focussed on not only ensuring each independent priority is progressed, but that they all move forwards in synergy with one another.

- 3.3 The plan provides a high-level overview of our population profile, with the full Joint Strategic Needs Assessment and an overview of our Community Consultation, both included as an appendix to the plan.
- 3.4 The Plan describes how it is supported by our six linked transformational projects, whose objectives are to transform services to meet current and future demands and how this will involve service redesign, collaboration with other services and third parties, investment in some areas with disinvestment in others, and innovation in recruitment and retention.
- 3.5 We have referenced our use of the [National Framework for Community and Social Care Integrated Services](#) to inform the development of our transformation plans, and to measure performance by assessing the extent to which the characteristics within the Framework are evident in local services.
- 3.6 The plan discusses Performance Measurement, our statutory obligations, including our duty to measure the progress we are making against the [9 National Health and Wellbeing Outcomes](#), but have also referenced the [Public Health Priorities for Scotland](#) and our commitment to ensuring we play a part in the successful delivery of these priorities. We further go on to discuss local arrangements, and our intention to publish a Performance Framework in 2024.

Our Strategic Plan aims to map a realistic picture of a complicated landscape, it creates the conditions to share resources, maximise the potential of the totality of our assets and strive ahead with our vision, ambitions, and priorities.

4. CONSULTATION

The Strategic Planning Group met on 8 March 2024 to discuss the first draft, each Priority within the plan has been considered and a range of comments have been collated and will be applied to the plan. The group were very positive regards the first draft, the group felt the language used was accessible and that they could hear the voices of our community throughout the document. Comments gathered were wide ranging and encapsulated multiple of aspects of delivery that they would like to see strengthened in the final draft. Examples of comments made were that the group would like to see a more explicit reference to:

- The input from Third Sector Partners
- Technology Enabled Care
- Extreme rural focus
- Supporting carers with their role when someone is discharged from hospital
- Only telling your story once
- Iterative community engagement
- Shared resources/assets
- Transitions at all points in life
- An ask for a pictorial representation of what good looks like/case study
- Continued Learning and Development support for our Care at Home and Care Home sectors
- Good practice examples from the Third sector
- Training for our workforce in specialist areas of delivery more widespread

4. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report however financial implications will continue to be considered on an annual basis and as the strategy develops.

The proposed 2024/25 Budget has been developed and considered with IJB members via Budget Review Group meetings held in January & February and at Budget Development Sessions on 12 December 2023 and 23 February 2024.

Recognising the significant gap within the Provisional Budgets for 2025/26 and 2026/27, the Budget Review Group will continue to meet throughout 2024/25. It will consider additional funding solutions and reductions in expenditure required and how this can be achieved with minimal impact on the strategic plan and to the population's health and care needs.

5. CONCLUSION

Engagement with all key stakeholders will be essential so wide engagement will continue and contribute to fully informing the development of the Strategic Plan and it is intended that the final version of the strategy will be brought back to the IJB for approval in June 2024.

Author(s)

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Appendices

Appendix 1 - Draft Perth and Kinross IJB Plan on a Page

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.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
HSCP Strategic Commissioning Plan	Yes
Transformation Programme	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Assessments	
Equality Impact Assessment	Yes
Risk	n/a
Other assessments (enter here from para 3.3)	n/a
Consultation	
External	Yes
Internal	Yes
Legal & Governance	
Legal	No
Clinical/Care/Professional Governance	No
Corporate Governance	No
Directions	No
Communication	
Communications Plan	No

1. Strategic Implications

1.1 Strategic Commissioning Plan

This report is a refresh of the existing Strategic Commissioning Plan.

2. Resource Implications

2.1 Financial

As referenced in the body of the report.

2.2 Workforce

Workforce Implications will follow during the implementation of the plan

3. Assessments

3.1 Equality Impact Assessment

An Equality Impact Assessment is being undertaken and will be provided with the final draft Strategic Plan.

4. Consultation – Patient/Service User first priority

4.1 External & Internal

A full external and internal consultation process has been carried out and has underpinned the writing of this report and the Draft IJB Strategic Plan.

4.3 Impact of Recommendation

No adverse impact considered.

5. Legal and Governance

5.1 There are no known legal implications.

6. Directions

There are no known directions upon which this report highlights that the IJB needs to consider.

7. Communication

7.1 There are no communication issues at this time.

2. BACKGROUND PAPERS/REFERENCES

No background papers

3. APPENDICES

Appendix 1: Draft Perth and Kinross Strategic Plan on a Page.