



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
28 AUGUST 2018

REPORT ON: REVIEW OF STRATEGIC AND COMMISSIONING PLAN

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB40-2018

1.0 PURPOSE OF REPORT

The purpose of this report is to inform the Integration Joint Board of plans to undertake a full review of the Strategic and Commissioning Plan, as required under section 37 of the Public Bodies (Joint Working) (Scotland) Act 2014, prior to 31st March 2019.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the content of this report and the requirement to review the Strategic and Commissioning Plan at least every three years (section 4.1).
- 2.2 Notes the planned approach to undertaking the review under the leadership of the Integrated Strategic Planning Group (section 4.2).
- 2.3 Instructs the Chief Officer, following appropriate engagement and collaboration with stakeholders, to submit the revised Strategic and Commissioning Plan for approval no later than 31st March 2019.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

4.1 Requirement to Review Strategic and Commissioning Plans

4.1.1 The Partnership's first Strategic and Commissioning Plan was agreed and published in April 2016 following a process of co-production led by the Integrated Strategic Planning Group (ISPG). Although the plan covers the period 2016-2021, section 37 of the Public Bodies (Joint Working) (Scotland) Act 2014 sets out a requirement that plans be revised as necessary and at least every three years. As 2018/19 is the third year of the current Strategic and Commissioning Plan there is therefore a need for the ISPG to lead a full review of the current plan by 31st March 2019.

4.1.2 Section 37 of the 2014 Act sets out that in carrying out a review of their strategic and commissioning plan Integration Authorities must consider:

- The national health and wellbeing outcomes;
- The indicators associated with the national outcomes;
- The integration delivery principles; and,
- The views of the ISPG.

It is also expected that performance information and information relating to risks or significant changes in trends that emerge from ongoing strategic needs assessment will be considered as part of any review.

4.1.3 In 2016 the Scottish Government published an overview of all strategic commissioning plans produced by Integration Authorities across Scotland. This report included a number of key messages for consideration when producing strategic commissioning plans. Informal feedback to Dundee from the Scottish Government suggests that the Dundee plan was seen as amongst the strongest of those published in 2016, however some of the key messages from the overview document could helpfully inform the review of the plan to further strengthen it for the future. Some of the most relevant key messages include the need to:

- set-out ambition for change at an appropriate scale and pace;
- clearly articulate how the Health and Social Care Partnership is working within wider Community Planning Partnership structures;
- ensure plans and accompanying documents are accessible once complete and published;
- integrate information from the third and independent sector in strategic needs assessment work;
- include more detailed information regarding the financial impact of re-modelling services, the methods by which decisions will be made about allocation of resources and the large hospital set-aside;
- include a much greater level of detail regarding locality working arrangements and workforce planning issues; and,
- provide a clearer articulation of interfaces with primary care and the acute sector.

4.1.4 In addition to the main Strategic and Commissioning Plan, the Partnership also published a number of companion documents: a housing contribution statement, strategic needs assessment, participation and engagement strategy, workforce and organisational development strategy, equality outcomes and mainstreaming equalities framework, equality impact assessment and market facilitation strategy. The 2014 Act and Scottish Government guidance does not comment specifically on the need to also review supporting documents at least every three years. The requirements of the Equality Act 2010 mean that the equality outcomes and mainstreaming equality framework must be reviewed during 2018/19 and a revised equality impact assessment undertaken. The Partnership's strategic needs assessment has recently been revised and expanded to include locality profiles. In the first instance resources will be prioritised to complete reviews of the housing contribution statement, workforce and organisational development strategy and equality outcomes and mainstreaming equalities framework by 31st March 2019, with review of the participation and engagement strategy and market facilitation strategy being undertaken subsequently.

4.2 Project Plan for Review Process

4.2.1 Taking into account feedback that has been received regarding the Strategic and Commissioning Plan, both formal and informal, alongside the key messages from Scottish Government (outlined at 4.1.3), information regarding the approach taken by other Integration Authorities gained through national networks and the level of resource available during 2018/19 to support a review process, it is proposed that the review of the plan should:

- have a primary focus on enabling and driving forward the shift to locality working;
- contain clear content in relation to specific commissioning intentions and the underpinning financial framework;
- be significantly informed by the new Health and Social Care Standards, Public Health Priorities for Scotland and other relevant national outcomes, priorities and standards;
- place an emphasis on producing a plan that is primarily written for and accessible to services users, carers and community members as the primary stakeholders of the Health and Social Care Partnership; and,
- more clearly articulate interfaces with primary care, community planning and hosted services and the role and priorities of the partnership within these settings.

4.2.2 The Partnership's Strategy and Performance Team will take a lead role in supporting the review of the plan, working to the agreements and guidance of the ISPG. Whilst the team can provide

a central point of support to the process the active participation of all stakeholders will be required, with appropriate supports put in place to enable where this is needed. Resources will be prioritised to create capacity to co-ordinate the review process and to provide for a lead author for the plan and companion documents. A short-life working group will be established formed of stakeholders leading identified workstreams within the project plan (see section 4.2.4).

- 4.2.3 The lead author and wider Strategy and Performance Team will work in collaboration with stakeholders throughout the review process. There will be a particular emphasis on collaboration through the Third Sector Interface with community based organisations and third sector services at locality, and where possible neighbourhood level, including people with lived experiences of health and social care issues and their carers. Strong links will also be developed to ensure that the review compliments and supports the ongoing development of the children's services commissioning strategy. It is intended that the review will be informed by a mature approach to co-production which focuses on enabling informed conversations and decision making regarding future options for planning, commissioning and delivering health and social care services. Best use will be made of existing sources of information such as the range of rich data already available through engagement and co-production approaches in areas such as mental health, substance misuse and social prescribing. This will enable available resources to be focused on areas where there are gaps in this regard, with particular priority being given to engagement and co-production with individuals and communities in areas of deprivation and / or experiencing health inequalities.
- 4.2.4 Appendix 1 sets out a high level assessment of the activity that will be required to review each of the substantive sections of the current plan. This overview has been developed into a detailed project plan by the Strategy and Performance Team. Given that the review must be completed by 31 March 2019 a final draft will be required for consultation and formatting in early January 2019 for submission and approval at both the ISPG and IJB prior to the deadline date.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

This report has not been subject to a risk assessment as it a status update and does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

The Chief Finance Officer, the Clerk and members of the Integrated Strategic Planning Group were consulted in the preparation of this report.

8.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	✓
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

None.

David Lynch
Chief Officer

DATE: 25 July 2018

Dave Berry
Chief Finance Officer

Kathryn Sharp
Senior Manager

Appendix 1

Section	Required Activity	Timescale for Draft
Introduction and background information	<ul style="list-style-type: none"> Review and update by Strategy and Performance Team 	End of October 2018
Who we are	<ul style="list-style-type: none"> Review and update by Strategy and Performance Team, in collaboration with relevant colleagues Expansion of content regarding Community Planning in-line with developments since 2016 	End of October 2018
Conversations with you	<ul style="list-style-type: none"> Review and update by Strategy and Performance Team, in collaboration with relevant colleagues, to reflect activity undertaken as part of the review 	Mid December 2018
National and local outcomes and indicators	<ul style="list-style-type: none"> Review and update by Strategy and Performance Team 	End of October 2018
The case for change	<ul style="list-style-type: none"> Partnership strategic needs assessment has recently been fully updated First version of locality strategic needs assessment are available Additional information from third and independent sector to be scoped Section will require substantive review by Strategy and Performance Team and proposed to reduce overall length of this section (with full strategic needs assessments at partnership and locality level being published as separate documents) 	End of November 2018
Strategic priorities and shifts	<ul style="list-style-type: none"> To remain as is 	Not applicable
Working in localities	<ul style="list-style-type: none"> Program of engagement and co-production will be required to inform review to support shift in focus from care groups to localities / neighbourhoods. This will be informed by: <ul style="list-style-type: none"> Collation of stakeholder views from engagement and co-production activity undertaken to date for example in areas such as substance misuse, mental health, carers Further targeted engagement and co-production activity 	<p>End of September 2018</p> <p>End of November 2018</p>
Action plans for each strategic priority	<ul style="list-style-type: none"> Proposed to remove this section as detailed content is held within 	Not applicable

Section	Required Activity	Timescale for Draft
	individual SPG Strategic Commissioning Statements and intention to shift emphasis to commissioning intentions and financial framework rather than planned actions	
Implementation of the plan at a care group level	<ul style="list-style-type: none"> Proposed to remove this section as shift in emphasis from care groups to localities / neighbourhoods 	Not applicable
Financial framework	<ul style="list-style-type: none"> Substantive review required to significantly expand and enhance content Required content would be generated through programme of engagement and co-production – including collation of activity already undertaken and further activity where required 	Mid December 2018
Commissioning	<ul style="list-style-type: none"> Substantive review required to significantly expand and enhance content Required content would be generated through programme of engagement and co-production – including collation of activity already undertaken and further activity where required 	Mid December 2018
Workforce and organisational development	<ul style="list-style-type: none"> Review and update by Learning and Organisational Development 	End of October 2018
Measuring improvement and ensuring success	<ul style="list-style-type: none"> Review and update by Strategy and Performance Team 	End of October 2018