



COMMISSIONING AND IMPLEMENTATION PLAN 2017-2019

Aim

- 1.1 The aim of this report is to seek approval from the Executive Management Team of the Scottish Borders Health and Social Care Partnership Commissioning and Implementation Plan 2017-2019.

Background

- 2.1 The requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for integrating health and social care and places a duty on Integration Joint Boards (IJBs) to involve a range of service providers, service users and their carers, representative bodies, and professionals in their planning and commissioning processes.
- 2.2 The Act places a duty on Integration Joint Boards to create a Strategic Commissioning Plan for the integrated functions and budgets that they control. Following an extensive and comprehensive process of co-production with all key health and social care stakeholders in the Scottish Borders, the Scottish Borders Strategic Plan was approved by the Integration Joint Board immediately following its establishment on 06 February 2017. What the Partnership will do and how it will do it in order to fulfil the commitments it has laid out within the Strategic Plan now requires to be articulated via its Commissioning and Implementation Plan.
- 2.3 Scottish Government statutory guidance has highlighted that a good plan should be based around the established strategic commissioning cycle and should:
 - Identify the total resources available across health and social care for each care group and for carers and relate this information to the needs of local populations set out in the Joint Strategic Needs Assessment (JSNA);
 - Agree desired outcomes and link investment to them;
 - Assure sound clinical and care governance is embedded;
 - Use a coherent approach to selecting and prioritising investment and disinvestment decisions; and
 - Reflect closely the needs and plans articulated at locality level.

These key principles have formed the basis of the approach to and delivery of the Commissioning and Implementation Plan for the Scottish Borders Health and Social Care Partnership, following the established commissioning cycle, with clear articulation of the detailed implementation actions required to deliver the achievement of targeted outcomes.

Statutory and Locally Agreed Planning Obligations

3.1 In addition to the Strategic Plan, under the provisions of the Act, the Partnership is required to publish a number of other statutory documents each year. These include:

- A plan for each locality within the geographical boundary of the partnership area
- An annual Financial Statement
- A set of audited Financial Accounts for each financial year
- An Annual Performance Report
- A Commissioning Plan which sets out in detail the objectives of the partnership for the year, against which its performance will be measured

3.2 These statutory obligations form part of a wider planning hierarchy:



This hierarchy provides for a cascading set of planning tools which enable the partnership, at an increasing level of detail, to articulate what it will do in order to achieve its strategic objectives as outlined in its Strategic Plan.

3.3 Commissioning and Implementation Plan

Outlines the services that will be provided and the transformation and redesign that will be commissioned during its life, with timescales, responsibilities and expected benefits / performance measures.

Market Facilitation Plan

Based on a good understanding of need and demand, this plan ensures that the IJB, in its role as strategic commissioner, ensures there is diverse, appropriate and affordable provision of health and social care to

	meet needs and deliver outcomes both now and in the future.
Locality Plans	Translate all of the above into a local perspective and sets out how health and social care services will meet the specific needs of people within each individual locality in the Scottish Borders.
Financial Plan	The overarching expression of the partnership's plans in financial terms, this plan outlines the resources that are available to support the delivery of services and to enable the transformation identified by the IJB.
Workforce Planning	Running through the strategic and operation activity of the partnership, this sets out the strategic intention for the development of the health and social care workforce across the Scottish Borders Partnership in an integrated manner.
Public Participation Planning	Articulates how co-production, supporting independent community initiatives, consultation and the provision of information will involve all stakeholders and ensure that all decisions are rooted in the expertise and experience of all the people who are involved in them.

3.4 The key functions of the IJB as set out in its draft Terms of Reference are:

- Strategically plan and commission health and social care services to ensure national and local outcomes are met. To enable this, the IJB convenes a Strategic Planning Group to assist in the preparation, approval and delivery of its Strategic Plan;
- Oversee the delivery of the integrated services for which it has responsibility by reviewing finance and performance against targets to ensure that delivery is in line with planned outcomes;
- Establish arrangements for locality planning in support of key outcomes for the 5 agreed localities in the context of the Strategic Plan;
- Ensure resources are sufficient and appropriately allocated to deliver the IJB's Strategic Plan within the medium-term revenue budget detailed in its annual Financial Statement;
- Publish and share with partners an annual Performance (delivery of the Strategic Plan) Report and Annual (Financial) Accounts in line with statutory guidance, codes of practice and timescales;
- Seek assurance on the robustness of clinical and care governance frameworks from NHS Borders and Scottish Borders Council respectively and ensure that clear accountability is preserved;
- Establish a plan for communication, participation and engagement to ensure that the users of health and social care services, staff, carers and all other stakeholders are involved in or aware of the development and delivery of effective models of health and social care;
- Establish arrangements for handling complaints to and requests for information from the Health and Social Care Partnership;

- Appoint its Chief Officer and Chief Financial Officer;

In approving its Strategic Plan, Commissioning and Implementation Plan and Annual Performance Report therefore, the IJB is fulfilling a number of its roles and responsibilities.

- 3.5 The Partnership's Scheme of Integration sets out that the Chief Officer will be *"accountable directly to the Integration Joint Board for the preparation, implementation and reporting on the Strategic Commissioning Plan, including overseeing the operational delivery of delegated services that do not relate to acute or Accident and Emergency Services provided within Borders Health Board"*.
- 3.6 Specifically therefore, as a strategic commissioner, the Integration Joint Board is responsible for:
- Strategically planning the provision of all health and social care services it has responsibility for and identifying and commissioning required transformation and service redesign across all care pathways
 - Overseeing the delivery of services to ensure that they are meeting expected performance standards (relative to the IJB's Strategic Plan outcomes) and remain affordable
 - Establishing detailed local arrangements within each individual locality
 - Publishing its annual performance, both in terms of its objectives and its finances
- 3.7 As a strategic commissioner, the role of the IJB is not about detailed and operational day-to-day delivery therefore.

Overview of Commissioning and Implementation Plan

- 4.1 The Commissioning and Implementation Plan detailed in [Appendix 1](#) describes how the Partnership will make changes and improvements to develop health and social care for adults in the Scottish Borders over the next five years. It explains what our priorities are, why and how we decided them and how we intend to make a difference by working closely with partners in and around the Scottish Borders.
- 4.2 The Commissioning and Implementation Plan is underpinned by a number of national and local policies, strategies and action plans. It will provide the direction for how health and social care services will be shaped in the Scottish Borders over its timeframe and describes the transformation that will be required to achieve our vision.
- 4.3 Based on the strategic intent outlined within its Strategic Plan, the Commissioning Plan outlines what the IJB is required to commission from its partners. The Implementation element of the plan outlines what partners will do in order to deliver the partnership's local priorities, why (in terms of expected benefits) and how, at a detailed level, the partnership will monitor its performance and measure its success in delivering what is required. It is through the Commissioning and Implementation Plan therefore that assurance is provided that the strategic intentions outlined in the Strategic Plan will be delivered.

Commissioning and Implementation Plan Detail

- 5.1 Prescribed within the Public Bodies (Joint Working) (Scotland) Act 2014 and its subsequent Regulations are 9 high level national priorities for health and wellbeing. These are further reinforced across a range of statutory and professional guidance including the Scottish Government's Health and Social Care Local Delivery Plan. To fulfil its commitment to their delivery, the IJB has identified 9 local objectives which it is working to deliver. These are explicitly set out within the Commissioning and Implementation Plan accompanied by the detailed actions and transformation it will undertake in order to do so.

Commissioning

- 5.2 The Commissioning element of the Plan sets out the drivers and key conditions for change which include the effectiveness of leadership and governance, locality planning, workforce planning and communication & engagement. Of particular contextual emphasis is the setting out of practical detail on how the commissioning of services will be undertaken strategically and the importance of evaluation within the cycle of commissioning in order to ensure performance is strong and delivers objectives.
- 5.3 The Plan also sets out the resources available to the Partnership, both in terms of delivery of core functional responsibilities and enabling transformation and change over its duration. Primarily, this is around £160m of primary revenue funding each year to support the delivery of delegated and hospital functions and over £6m of transformational funding from the Integrated Care Fund.

Implementation

- 5.4 The latter half of the plan sets out in specific detail not only what the Partnership will do to deliver its priorities, but how, when and at what financial and non-financial impact. This is organised by Partnership priority to ensure:
1. Services are accessible and Community Focussed
 2. Prevention and Early Intervention is improved
 3. Avoidable Admissions to Hospital are reduced
 4. Care is provided Close to Home
 5. Services are delivered within an Integrated Care Model
 6. People have greater Choice and Control over their services and support
 7. Efficiency and Effectiveness are increased
 8. Health Inequalities are reduced
 9. Carers are better supported
- 5.5 The Implementation Plan details the specific actions and expected outcomes against which the Annual Performance Report will measure success. Similarly, linked to the Annual Financial Statement approved by the Partnership, the budget consumed in achieving these priorities, additional investment requirements and targeted efficiencies is also laid out.
- 5.6 The plan is still being further refined in terms of detailed and SMART performance measures, which when complete will provide a clear performance monitoring

framework that will enable the IJB to manage the delivery of its key priorities through effective service provision and required transformational change.

- 5.7 **Appendix 1** - the latest version of the Scottish Borders Health and Social Care Partnership Commissioning and Implementation Plan can be accessed by clicking on the link below:

Recommendation

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** is asked to **note** the Commissioning and Implementation Plan.

The **HEALTH & SOCIAL CARE INTEGRATION JOINT BOARD** is asked to **approve** the Commissioning and Implementation Plan 2017-2019.

Policy/Strategy Implications	The Commissioning and Implementation Plan is required under the legislative framework in which the Partnership operates. The Plan itself sets out both the strategic intent of the IJB and the mechanisms through which it will deliver its objectives. The measures identified will form the key baseline against which the performance of the Partnership will be demonstrated within the Annual Performance Report.
Consultation	The strategic objectives of the IJB have been co-produced through an extensive and comprehensive process of working with key stakeholders across health and social care. In particular, the Partnership has embraced the opportunity presented by the statutorily-required Strategic Planning Group. In developing the specific detail of the Commissioning and Implementation, all key officers across partner organisations have been involved and in particular, the Partnership's Executive Management Team.
Risk Assessment	There are no risks directly arising from the report.
Compliance with requirements on Equality and Diversity	There are no equality implications associated with the proposals
Resource/Staffing Implications	In order to deliver the Plan in full, the Partnership is responsible for £147.334m of delegated revenue budget, supplemented by £19.893m of large-hospital budget set-aside. This is supplemented by a 3-year funding of £6.390m from the Scottish Government Integrated Care Fund.

Approved by

Name	Designation	Name	Designation
Sandra Pratt	Chief Officer for Integration		

Author(s)

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