

# *Scottish Borders Health & Social Care Integration Joint Board*



Meeting Date: 15 December 2021

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<b>Telephone:</b>	Via MS Teams
<b>IJB STRATEGIC COMMISSIONING APPROACH</b>	
<b>Purpose of Report:</b>	The purpose of this paper is to seek approval for a refreshed Strategic Commissioning Approach to improve the IJB's efficacy, and to support compliance with the Public Bodies (Joint Working) (Scotland) Act (The Act).
<b>Recommendations:</b>	<p>The Health &amp; Social Care Integration Joint Board is asked to <b>consider and approve</b> the following recommendations:</p> <ul style="list-style-type: none"> <li>• That the work of the SIP Oversight Board is realigned to the Audit Committee rather than directly reporting to the IJB</li> <li>• That a 'Future Strategy Group' is developed that reports into the Strategic Planning Group to develop Directions and to manage the work associated with the delivery of the new Strategic Developments over the next 12-14 months</li> <li>• That the IJB endorse the approach of undertaking a comprehensive Joint Needs Assessment to inform the Strategic Commissioning Plan that will be concluded towards the end of 2022/23 to support the development of a 3 year Strategic Commissioning Plan for 2023-26</li> <li>• That the Audit Committee oversee a rapid review of the Terms of Reference and a self-assessment of the IJB Committees to ensure that the IJB and these Committees are able to continue to effectively function in the context of the significant level of work required, in line with the IJB's duties outlined in the Act</li> </ul>
<b>Personnel:</b>	It is expected that additional personnel will be required to support the Strategic Commissioning required over the next 14 months
<b>Carers:</b>	The recommendations contained within this report will improve the engagement and ongoing conversation that the IJB with Carers and other key partners in the IJB's Strategic Commissioning approach.
<b>Equalities:</b>	Equalities impacts will be considered by undertaking Healthcare Inequalities Impact Assessments where required as part of the strategic planning process
<b>Financial:</b>	Effective planning will ensure that a financially sustainable

	commissioning plan can be developed.
<b>Legal:</b>	This discussion paper aims to support the Integrated Joint Board to discharge its duties in line with the requirements of the Act.
<b>Risk Implications:</b>	There is a risk that should the current arrangements not be supported then there could be reduced compliance against the Act, and reduced efficacy as an Integrated Joint Board.

## **IJB Strategic Commissioning Approach**

### **Scottish Borders Integration Joint Board**



Scottish Borders  
Health and Social Care  
PARTNERSHIP

#### **1. Introduction**

This paper makes recommendations to the IJB to consider changing the reporting arrangements to strengthen the role, delivery and oversight of the IJB Board Committees, and the governance of the IJB in line with its statutory duties.

In the context of the major strategic developments required over the coming 14 months, the Strategic Planning Group have considered the required timescales to undertake this work comprehensively along with the IJB's approach to strategic commissioning, and the associated governance. The recommendations from the Strategic Planning Group are embedded within this report.

In addition, following the feedback of a number of IJB members and members of the Strategic Planning Group, the Chief Officer has worked to review the requirements associated to IJB Directions as established by the Public Bodies (Joint Working) (Scotland) Act 2014 "The Act" and subsequent guidance. This has led to the development of a Directions Policy and Procedure is contained within this report.

Discussions have occurred with the HSCP Joint Executive (relevant Directors working across Health and Social Care from the Scottish Borders Council and NHS Borders), and our IJB Auditors around these areas.

This paper will also be considered by the IJB's Audit Committee on 9 December 2021 as the Audit Committee to seek the views of the Audit Committee on this approach. It is worth noting that the Audit Committee had already noted that the use of Directions made to partner organisations would ensure that clarity and transparency can be demonstrated and aligned to performance and financial reporting.

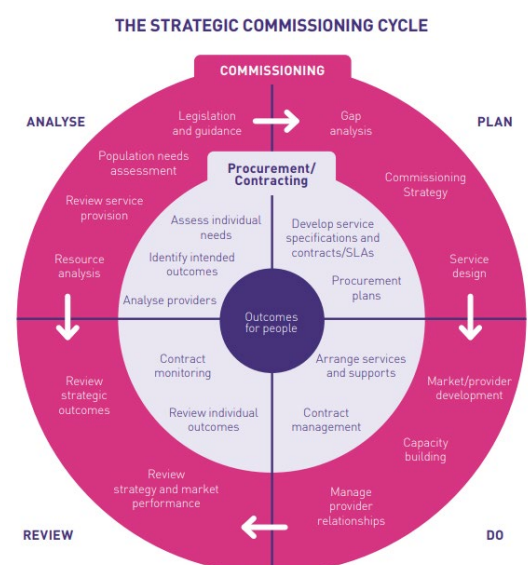
#### **2. Strategic Commissioning Approach**

##### **2.1. Drivers for change**

Over the coming 14 months, there is significant scale and breadth of IJB strategic developments, which include:

- A need to review the progress of existing workstreams
- The review of the Scheme of Integration by NHS Borders, Scottish Borders Council and the IJB
- The development of an updated Joint Needs Assessment, incorporating population health and wellbeing needs assessment, consultation with staff and key partners including our communities, unpaid carers, the Third Sector, and Partner providers
- The development of an updated Strategic Commissioning Plan that meets the needs of our population identified by the Joint Needs Assessment with a sustainable approach from an operational and financial perspective
- Strategic Management of national policy and legislative changes in relation to the implementation of the National Care Service

The approach proposed within the paper aligns to the Strategic Commissioning Cycle<sup>1</sup> with the involvement, needs and



**Figure 1 Strategic Commissioning Cycle**

<sup>1</sup> Institute of Public Care. Strategic Commissioning Cycle

outcomes for people being at the heart of the Strategic Commissioning approach, in line with our updated HSCP procurement and contracting arrangements.

## **2.2. Review of existing workstreams**

In line with the requirements of the IJB as set out in Section 37 of the Act there is a requirement to review of the effectiveness of the existing Strategic Commissioning Plan every 3 years. This process has recently commenced under the IJB's Strategic Implementation Plan Oversight Board, and will report by the end of the financial year. This will work to ensure that IJB commissioned workstreams remain focused on the delivery of:

- the outstanding areas of the Strategic Commissioning Plan
- the nine National Health and Wellbeing outcomes

In addition, due to the impacts of the Covid-19 pandemic, workstreams should take into consideration key areas such as the impacts of the pandemic to overall service sustainability across all delegated functions, and key partner interfaces, including but not exclusively, unpaid carers, third sector organisations, primary care providers, and partner social care providers.

The 'Do' and 'Review' commissioning segments will continue to be undertaken by the Strategic Implementation Plan Oversight Board. The procurement and contracting cycle are operational functions, and so would be undertaken by the HSCP team rather than IJB.

*In order to ensure that we effectively comply with Section 37 of the Act, it is proposed that the work of the SIP Oversight Board is realigned to the Audit Committee rather than directly reporting to the IJB. This will ensure appropriate oversight of progress against the existing Strategic Commissioning Plan, which can in turn be summarised and reported to the IJB.*

## **2.3. Future strategy**

### **2.3.1. Strategic planning processes**

Due to the scale of the future strategic work required, it is proposed that the IJB's forward planning processes also need to be enhanced. This is to ensure effective governance over progress to date and forward planning in the context of the scale of change required over the coming 12-14 months.

*It is proposed that a 'Future Strategy Group' is developed that reports into the Strategic Planning Group to develop Directions and to manage the work associated with the delivery of the new Strategic Developments over the next 12-14 months.*

The Future Strategy Group would support the Strategic Planning Group to undertake the 'analyse' and 'plan' commissioning segments of the Strategic Commissioning Cycle. The Strategic Planning Group could then use this information to develop Directions, as will be required, which can then be issued by the IJB. In line with national guidance on good practice, clear Directions must be given in respect of every function that has been delegated to the IJB. A Directions Policy and Procedure contains further information and is included within the IJB's papers.

By ensuring that the Future Strategy Group reports into the Strategic Planning Group, this will ensure that the IJB's key partners and communities have oversight and input into all strategic commissioning plans, and all IJB Directions before they are considered by the IJB.

### 2.3.2. Strategic Commissioning Plan timescales

The Act requires Local Authorities and Health Boards to have a Strategic Commissioning Plan. Updated Scottish Government guidance (as a result of Covid-19) noted that IJBs working with their Strategic Planning Group, could undertake a review of their Strategic Commissioning Plan (as opposed to necessarily creating a new plan). The result of the review could be a decision to continue with the same Strategic Commissioning Plan for a period of 12 months. This would be followed, in due course, by a subsequent review resulting in a comprehensive period of consultation and engagement and, ultimately, the creation of a new Strategic Commissioning Plan. At its meeting of 17<sup>th</sup> February 2021, the IJB approved the continuation of the Scottish Borders Strategic Commissioning Plan until April 2022.

The Act does not make prescribe the timescales for the preparation of revised Strategic Commissioning Plans. We have sought advice from the Scottish Government who have indicated that from a policy perspective, they would consider it reasonable to go beyond the planned April 2022 date for completion of the Strategic Commissioning Plan, to allow for comprehensive consultation to take place with stakeholders as part of the revision.

Considerations for the development of a Strategic Commissioning Plan include:

- That we underpin the Strategic Commissioning Plan with a robust Joint Strategic Needs Assessment – aligned to the Scottish Borders Council Council Plan, NHS Borders Strategic Plan, and underpinned by data
- That we take sufficient time to engage and consult as part of the Joint Needs Assessment and on the new Strategic Commissioning Plan
- That as part of this process, we strategically manage and take stock of the impact of the Feeley report and proposed National Care Service
- That we incorporate sustainability of services into the Strategic Commissioning Plan including HSCP and partner provided Health services, Social Care Services and services provided by unpaid carers who continue to experience increased demands associated to the impacts of Covid-19
- That time is built in to ensure an appropriate level of consideration for the Strategic Commissioning Plan sign off process

*As a result, it is recommended that the IJB endorse the approach of undertaking a comprehensive Joint Needs Assessment to inform the Strategic Commissioning Plan that will be concluded towards the end of 2022/23 to support the development of a 3 year Strategic Commissioning Plan for 2023-26.*

### **2.4. Terms of Reference and Committee member self-assessment**

Acknowledging that changes are being made to the Strategic Commissioning Approach of the IJB, and that reporting lines for the Strategic Implementation Plan Oversight Board and a new Future Strategy Group have been proposed, if accepted, this is likely to have an impact on the terms of reference of the groups within the IJB Committee Structure.

*It is also proposed that the Audit Committee oversee a rapid review of the Terms of Reference and a self-assessment of the IJB Committees to ensure that the IJB and these Committees are able to continue to effectively function in the context of the significant level of work required, and in line with its duties outlined in the Act.*

### **3. Recommendations**

In summary, it is recommended that the IJB consider and endorse the following recommendations:

- That the work of the SIP Oversight Board is realigned to the Audit Committee rather than directly reporting to the IJB.
- That a 'Future Strategy Group' is developed that reports into the Strategic Planning Group to develop Directions and to manage the work associated with the delivery of the new Strategic Developments over the next 12-14 months.
- That the IJB endorse the approach of undertaking a comprehensive Joint Needs Assessment to inform the Strategic Commissioning Plan that will be concluded towards the end of 2022/23 to support the development of a 3 year Strategic Commissioning Plan for 2023-26.
- That the Audit Committee oversee a rapid review of the Terms of Reference and a self-assessment of the IJB Committees to ensure that the IJB and these Committees are able to continue to effectively function in the context of the significant level of work required, in line with the IJB's duties outlined in the Act