

PERTH AND KINROSS COUNCIL

Housing and Health Committee

27 January 2016

Council's Response to Draft Joint Strategic Commissioning Plan

Report by Depute Chief Executive, HCC (Corporate and Community Development Services)

PURPOSE OF REPORT

This report provides details of the proposed response by the Council to the draft Joint Strategic Commissioning Plan for health and social care which is nearing the end of its consultation period.

1. BACKGROUND / MAIN ISSUES

- 1.1 The Public Bodies (Joint Working) (Scotland) Act requires integration authorities to prepare strategic plans which set out their integration arrangements to achieve or contribute to national health and well being outcomes. These plans should divide the area into at least two localities.
- 1.2 A key part of this process is the development of a detailed joint strategic needs assessment (current and projected, activity, demand, gaps) which is used to plan and redesign services to deliver better personal outcomes and address key policy priorities. Strategic plans should also reflect the important role of informal community capacity building to deliver more effective preventive and early interventions. In addition, they should deliver improved outcomes through better aligning investment to what we know about the needs of people in local communities, available resources and support, and what is working to deliver better outcomes.
- 1.3 The strategic plan is based around 5 key themes and priorities, with actions to be delivered through localities, with local management teams developing and implementing their local strategic plan. The draft plan includes information on:
 - The case for change – having services and support available to meet people's needs and aspirations, managed with reduced public finances
 - Current and projected populations, health and wellbeing, target populations
 - Resources: consumption of services, balance of care, assets
 - Feedback from local people, service users
 - Models of good/innovative practice - what models currently work
 - 5 key themes and strategic priorities with key actions for localities which reflect the specific needs and challenges of local areas
- 1.4 Formal consultation on the draft plan was approved by the Integration Joint Board in October 2015 and was then undertaken between November 2015 and January 2016. Following this, the plan is to be updated, presented to the

Integration Joint Board for final approval in March and then signed off by the Board for submission to the Scottish Government on 31 March 2016.

2. PROPOSALS

- 2.1 The Council plans to submit a formal response to the draft strategic plan which is outlined below for Committee approval.
- 2.2 Perth and Kinross Council **welcomes the first strategic joint commissioning** plan for health and social care, recognising it as the most important document for the future planning, delivery and financial management of £194k of health and social care services across Perth and Kinross. The plan clearly describes the case for change, not least to enable services, in partnership with local communities, to be able to target and support those most in need within a context of changing expectations, rising demand and decreasing public finances.
- 2.3 The Council welcomes the many **actions and intentions** stated in the plan and welcomes the focus on 5 key themes to help deliver services differently in the future. However, it is critical that these actions and intentions are clearly documented within a delivery plan and/or performance framework to ensure they are **monitored and more importantly, delivered**. The plan is a three year public document which needs to clearly describe the key actions and timescales for health and social care services to deliver a range of operational and transformational services, within a performance and financial framework. Some of this detail is still to be included in the plan.
- 2.4 In its response the Council would like to note some specific points. On **page 15 the plan describes the services which are included in the partnership**. However, it mentions that the hospital services currently provided by NHS Tayside, such as accident and emergency services in a hospital and a range of in-patient hospital services, are for planning purposes only. The Council disagrees with this statement. It is clear from the Scheme of Integration submitted to the Scottish Government last year that these services are delegated fully, and not just for planning purposes, to the partnership. The guidance is clear, if unplanned care constitutes around 85% of the work, it should be included in the partnership.
- 2.5 The success of health and social care is reliant on a number of factors, not least the crucially important relationship and **integration of acute / secondary care and primary / community care**. These relationships then have a direct link to the effective commissioning of resources to the community-based services needed to deliver the strategic plan's priorities, providing seamless, person-centred care for people in their communities, maintaining more people at home and shifting the balance of care. The 'pathways' of care and support across the sectors must be reviewed together, otherwise pressures from the continued rise in demand will only worsen as the system seeks to address them through existing practice and without the benefit of integration.

- 2.6 The Scottish Government recently announced **£250m** to support health and social care, specifically earmarked for **social care**. The Council will therefore expect the plan to include reference to this and confirmation of how the Integration Joint Board (IJB) will use the partnership's share to commission social care.
- 2.7 The plan's emphasis on the need to think creatively and work differently to meet future aspirations and challenges is very welcome. This **transformation**, required across many health and social care services needs to be properly and sufficiently planned and delivered. The Scottish Government wants evidence of transformation, so the detail of this needs to be specified in the plan, with deliverables and milestones and key outcomes. The plan includes some very good examples of innovative and transformative work, such as the 'join the conversation' engagement, but other areas need to be reflected in the plan.
- 2.8 Page 11 of the plan has a key message, **preparing for the future**. The Council supports the actions to enable full and effective integration: citizen and community empowerment and capacity building, developing locally based integrated teams to drive and manage health and social care locally, working with primary care colleagues to integrate services, such as GPs, pharmacy, dental practitioners. The specific actions in the action plan need to be delivered, with the creation of fully integrated local teams. This will support staff and local people to organise care and support for those who need it, intervening early, keeping people in their communities, and avoiding unnecessary hospital admissions.
- 2.9 The Council feels that plan is light on the **role of acute services** in the delivery of effective health and social care integration. The experience, expertise and resources of the acute service need to be fully explored, demonstrating commitment from all parts of the health service to meeting the changing and future needs of our population.
- 2.10 It is important that the plan includes **more detailed financial information** summarised from the partnership's financial strategy, and linked to key initiatives and developments. However, the Council recognises that in the first year at least, this is a challenge until key services, transformation and budget savings are confirmed. Ideally the budget figures quoted on page 31 should be disaggregated to localities, so this should perhaps be an action for year 1 of the plan.
- 2.11 Given the financial challenges facing public services, it will be important that the Integration Joint Board, though the strategic plan, is reassured about the financial governance arrangements to address any structural deficits.

3. CONCLUSION AND RECOMMENDATION

- 3.1 The draft Strategic Joint Commissioning Plan for health and social care is currently the most crucial document for the future planning and delivery of health and social care, committing the partnership to fundamentally change

and transform the way services and support are delivered in order to meet agreed strategic priorities and future needs and demand.

3.2 It is recommended that Committee:

- (i) Approves submission of this report as the Council's response to the draft Joint Strategic Joint Commissioning Plan.

Author

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Approved

Name	Designation	Date
John Walker	Depute Chief Executive, HCC (Corporate and Community Development Services)	18 January 2016

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	
Legal and Governance	Yes
Risk	None
Consultation	
Internal	None
External	None
Communication	
Communications Plan	None

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 The contents of this report supports the achievement of each of the five outcomes of the the Perth and Kinross Community Plan / Single Outcome Agreement priority.

2. Resource Implications

- 2.1 None arising from this report

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties. The Equality Impact Assessment undertaken in relation to this report can be viewed clicking [here](#).

This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This section should reflect that the proposals have been considered under the Act and, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Legal and Governance

- 3.3 The Head of Legal services has been consulted on this report.