

NHS Board Meeting  
27 March 2019

Lanarkshire NHS Board  
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**SUBJECT: Development of Strategic Commissioning Plan 2019 - 22**

## 1. PURPOSE

This paper is coming to the Board :

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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## 2. ROUTE TO THE BOARD

The paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by Val de Souza, Chief Officer South Lanarkshire Health and Social Care Partnership

## 3. SUMMARY OF KEY ISSUES

- 3.1. A part of finalising the regulations and orders to support the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards (IJBs) were required to prepare and agree three year Strategic Commissioning Plans (SCPs) to enable integration arrangements to 'go live' within local partnerships.
- 3.2. The main purpose of SCPs is to set out how IJBs will plan and deliver services for their area over the medium term, using the integrated budgets under their control. SCPs also provide clarity to the parties (Council and NHS Board) regarding what they are required to operationally deliver and this sits alongside annual directions issued by the IJB.
- 3.3. In preparing and publishing SCPs, IJBs must ensure stakeholders are fully engaged in the preparation, publication and review of the SCP, in order to establish a meaningful co-productive approach, to enable integration authorities to deliver the nine national outcomes for health and wellbeing, and achieve the core aims of integration.
- 3.4. In March 2016, South Lanarkshire IJB approved its first SCP covering the planning period 2016-2019. This Plan was very much seen as a first iteration setting out the key priorities for the future development of Health and Social Care Services in South Lanarkshire.
- 3.5. In providing assurance to the IJB that the strategic intentions outlined within the SCP were being implemented, Annual Performance Reports (APRs) covering the period 2016/2017 and 2017/2018 have been presented as an outline of progress.
- 3.6. The current Plan is in its final year and in view of this, an update was tabled to the IJB at its meeting in June 2018 outlining the proposed work that would be undertaken in developing the next iteration of the SCP for the period 2019 to 2022.

3.7 A project plan with associated milestones was tabled to this effect.

#### 4. PROGRESS TO DATE

4.1. Progress with the development of the Plan is in line with the original project plan. Since the last update to the IJB, a number of important pieces of work supporting the finalisation of the SCP have been completed, with each version of the Plan considering any further feedback and suggested amendments arising from this. This included detailed feedback from:

- ◆ voting members
- ◆ senior officers
- ◆ members of partner organisations for example, VASLan, Health and Social Care Forum and Seniors Together

4.2. This process has been helpful in finalising the document presented today.

Section	Detailed Covered
<b>Introduction</b>	Provides information on the purpose of the Plan, how it has been developed and the leadership and governance arrangements
<b>Vision</b>	Sets out the locally agreed vision for Health and Social Care Services and our duty to deliver the nine National Health and Wellbeing Outcomes set out in the Public Bodies (Joint Working) (Scotland) Act 2014
<b>Analyse</b>	Main areas covered include: <ul style="list-style-type: none"> <li>◆ policy and legislation affecting Health and Social Care</li> <li>◆ what has worked well?</li> <li>◆ what the strategic needs analysis tells us</li> <li>◆ what the public and stakeholders have told us</li> </ul>
<b>Plan</b>	Covers how we intend to prioritise and plan services to respond to the information gathered through our analysis. In doing so, this covers out main strategic intentions against the strategic themes identified and agreed with stakeholder and the public
<b>Do</b>	This section of the Plan covers how will we develop the necessary capacity and deploy our resources with regards to: <ul style="list-style-type: none"> <li>◆ organisational development</li> <li>◆ workforce</li> <li>◆ the market</li> <li>◆ enablers to support better integration</li> </ul>
<b>Review</b>	Provides a commitment with regards to how we will measure progress to understand if the Plan is delivering the strategic intentions set and out in turn support the achievement of better Health and Social Care outcomes for the public

4.3. One of the cornerstones of developing the Plan has been the commitment to engage with all key stakeholders. This has been undertaken in line with the IJB participation and engagement strategy and in particular the national standards for community engagement. In September, 2018, the first round of locality consultation sessions took place in each of the four localities and this was followed by a second tranche of events in December, 2018. This suite of eight events in total were very well attended with between 80 and 120 people participating in each event. Attendance comprised of 50% of places being allocated to Health and Social Care staff with the remaining 50% made up of members of the public, carers, third sector – covering a range of voluntary organisations, the independent sector and elected members.

- 4.4. The events themselves focused on sense checking the 10 priorities agreed as part of 2016-2019 Plan (Appendix 2); what is working well across localities; the main challenges and learning points, and the key changes that should be reflected in the new plan. Detailed feedback has been recorded for each of the four events.
- 4.5. In addition to the above, further participation and engagement activity has taken place through input to the four locality third sector forums in September 2018 and the launch of an online public consultation on the Plan and future priorities.
- 4.6. The electronic survey and public information supporting this went live on the 12 October and ran for six weeks, closing at the end of November 2018. From a participation viewpoint, 240 members of the public completed the survey, which in itself is five times more than the consultation with the previous plan. The split across the four geographical areas of responders was as follows:
  - ◆ 21% from Clydesdale
  - ◆ 21% from East Kilbride/Strathaven
  - ◆ 28% from Hamilton/Blantyre
  - ◆ 10% from Rutherglen/Cambuslang
  - ◆ 20% from outwith South Lanarkshire or where no locality was declared
- 4.7. Given the strong and well developed partnership working with the Council's Housing and Technical Resources department and wider housing sector and the fact that the Plan has to reflect the housing contribution, information was also drawn from the successful consultation activity related to both the local housing strategy and rapid rehousing transition plan development.
- 4.8. In totality, the key messages emanating from the public and stakeholder consultation activity to date were:
  - ◆ consensus that the vision of working together to improve health and wellbeing in the community – with the community and the original 10 strategic themes remain as relevant today as when first agreed in 2016
  - ◆ in prioritising the 10 strategic themes, the public deemed the most important three to be early intervention, prevention and health improvement followed by mental health and then delivering our core duties
  - ◆ there are a number of new and emergent areas where we need to provide an increased focus including mental health, transitional arrangements from Children's Services to Adult Services and homelessness
  - ◆ more work required in developing the enablers to integration, for example shared information systems, co-location in shared buildings and more integrated management systems
  - ◆ the importance of strengthening locality planning and recognising the opportunity to co-ordinate services better within localities, even where there are multiple points of contact
  - ◆ developing different models of intermediate care to support people to remain at home
  - ◆ promoting models of self care and self management, in particular enabling the public to look after their own health and wellbeing

## 5. NEXT STEPS

- 5.1. Prior to sign-off on 25 March by the IJB, the Plan was presented to the undernoted forums on the dates listed:

Forum	Date of Meeting
Strategic Commissioning Group	30 January 2019
Integration Joint Board	12 February 2019
Council Corporate Management Team	14 February 2019
NHS Corporate Management Team	11 February 2019
NHS Lanarkshire Planning, Performance and Resources Committee	27 February 2019
Social Work Committee	20 February 2019
IJB Performance and Audit Sub Committee	26 February 2019
Council Executive Committee	13 March 2019
Integration Joint Board	25 March 2019
NHS Lanarkshire Board	27 March 2019

- 5.2. The SCP requires to be approved and in place by 01 April 2019 to allow the Directions to be issued to the parties in a strategic planning and commissioning context.
- 5.3. Importantly, once the Plan is approved, any new 'Directions' issued by the IJB will be required to have the necessary read across and relevance to the strategic commissioning intentions articulated within the Plan. In turn, this will give the necessary clarity to the Council and NHS Board as the primary operational delivery bodies of Health and Social Care Services.

## 6. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

## 7. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

### *Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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### *Six Quality Outcomes:*

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

## 8. MEASURES FOR IMPROVEMENT

8.1 These are set out in the Strategic Commissioning Plan.

## 9. FINANCIAL IMPLICATIONS

9.1. The financial implications will be met within the allocated Health and Social Care Partnership budget. This is set out in a separate report to the IJB on the Financial Plan for 2019/20.

## 10. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

10.1. There are no risk implications associated with this report.

10.2. There are no sustainable development issues associated with this report.

10.3. There are no other issues associated with this report.

## 11. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

## 12. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

12.1. A full Equality Impact Assessment was undertaken on 12 March 2019 as part of the approval process to finalise the SCP.

## 13. CONSULTATION AND ENGAGEMENT

13.1 In developing the plan there has been wide ranging engagement with key partners and stakeholders in consultation events across the four locality planning areas. In addition to this dedicated sessions were held with senior managers, elected members, third sector forums as well as workshops and development meetings with service providers and partner organisations. Alongside these events there was an online survey for the public of South Lanarkshire in which we received a good response. This is part of the IJBs Participation and Engagement Strategy which will be ongoing throughout the life of the plan.

## 14. ACTIONS FOR THE BOARD

The Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input checked="" type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

## 15. FURTHER INFORMATION

For further information about any aspect of this paper, please contact: Martin Kane, Programme Manager Telephone: 01698 453743 20 March 2019