



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 29 NOVEMBER 2018

SUBJECT: REVIEW OF STRATEGIC PLANNING AND COMMISSIONING GROUP

**BY: LEGAL SERVICES MANAGER (LITIGATION & LICENSING),
MORAY COUNCIL**

1. REASON FOR REPORT

- 1.1 To ask the Board to review part of the Board's Scheme of Administration, which deals with the Board's committee structure and working groups, in relation to the Strategic Planning and Commissioning Group.
- 1.2 To note the approach being set out in pursuit of a whole systems planning approach.

2. RECOMMENDATION

2.1 It is recommended that the Moray Integration Joint Board:

- i) review its Strategic Planning and Commissioning Group arrangements attached at Appendix 1;
- ii) agree changes to this as the Board sees fit;
- iii) note the local and planned pan-Grampian approach to strategic planning and transformation; and
- iv) note the Sustainability and Transformation Plan (STP) will be presented to this Board in the spring of 2019.

3. BACKGROUND

- 3.1 The Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 obliges the Integration Joint Board to agree Standing Orders to regulate its meetings and those of its Committees. The Order also lists certain mandatory provisions that require to be included within Standing Orders. Standing Orders may be amended from time to time.

- 3.2 At its meeting on 28 June 2018 (para. 5 of the minute refers), the Board adopted Standing Orders, incorporating a Scheme of Administration, that amongst other things made provision for the Strategic Planning and Commissioning Group (SPCG). At that time the Chief Officer was also tasked with reviewing the membership of that group, with a further report to be provided to the Board for agreement. This is that report.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 An excerpt from the Board's Scheme of Administration relating to the Strategic Planning and Commissioning Group is attached at **Appendix 1**.
- 4.2 Suggested amendments for the Board to consider, are shown as struck through and highlighted in red in **Appendix 1**.
- 4.3 Significant discussions have been underway in respect of Strategic Planning approaches across the local partnership and with extended partners outwith Moray. There are key areas within the public bodies act yet to be enacted appropriately and there are extended opportunities to join up planning for the greater good of the Moray population. These planning areas are:
- Unscheduled Care Delegated Pathways
 - Elective Care
 - Women and Children's Services
 - Future shape of Dr Grays Hospital
 - Future shape of secondary care mental health services in Moray
- 4.4 Discussions with neighbouring Integration Joint Boards (IJBs), NHS Highland and NHS Grampian have identified the need to strengthen how we plan together for the future and how to ensure appropriate consultation and collaboration in line with the Public Bodies (Joint Working)(Scotland) Act 2014. The SPCG membership being strengthened to ensure partnership representation and participation is one solution in achieving this aim.
- 4.5 In the local context agreement has been reached with NHS Grampian, NHS Highland and the Health and Social Care Partnership that in ensuring our ability to deliver a robust Sustainability and Transformation plan (STP) there is a need for a framework to be put in place to support this. After looking at other systems and considering locally what might work effectively for Moray we are putting in place an alliance approach, this captures the very heart of the spirit of integration and collaboration.
- 4.6 It is also important in considering this approach that we do not lose sight of the joint commissioning strategy requirements of the integration scheme between the council, NHS and IJB in respect of Moray services.
- 4.7 The establishment of a Clinical/Practitioner Alliance will ensure key workstreams are developed within a coherent framework adopting the most appropriate approach matching the requirements of redesign putting frontline staff in the driving seat of redesign and using a range of methods:
- Strategic Commissioning methodology
 - Improvement methodology

- Glasgow School of Art design methodology
- Health planning approaches

The terms of reference of this grouping is being developed currently, the group will be supported at senior management level across the local system and will oversee and drive key workstreams, this group will report to the SPCG ensuring good governance on workstreams. The ethos of this approach is one system, one budget regardless of organisational boundaries in pursuit of achieving best value from the resources available, ensuring collaborative and innovative approaches across the workforce in pursuit of integration at all levels where appropriate and likely to deliver better outcomes for the people of Moray.

- 4.8 Discussions on a pan-Grampian basis have also centred around those pathways of unscheduled and scheduled care where a broader whole system approach is required involving all three Integration Authorities and their respective SPCGs, NHS Grampian, the councils and extended partners. A process has been agreed through the Chief Officers and will be tested in the new year with a focus on older peoples care focussed on those aspects sitting under hosted services in the Aberdeen City IJB. The process (**APPENDIX 2**) seeks to review pathways and consider the whole resource currently allocated across Grampian with a view to ensuring a fair shares approach and collaborative future planning, again to ensure the best outcomes for the people of Grampian in line with the current policy direction of care at home or closer to home where possible.
- 4.9 All approaches noted above will also include the necessary involvement of key stakeholders including public involvement and the SPCG will be the holder of this action ensuring processes and approaches take cognisance of all parties.
- 4.10 The key deliverables are generated by the existing Strategic Plan of the MIJB 2016-2019, this is under review and will be refreshed in the spring of 2019. This will provide coherent strategic ambitions, supported by design methods and a joined up approach to planning culminating in the delivery of a 3 -5 year STP. This plan will aim to deliver outcomes that ensure sustainable, effective service delivery for the future and good collaboration with communities and the public in engaging with supported self-management and good wellbeing. There will be a need for ongoing dialogue and agreements to ensure that all planning processes line up. Ultimately we are seeking to agree:
- the identified ceiling of care for community care
 - the identified ceiling of care for Dr Grays
 - the identified areas of planning in relation to a wider network including the rest of Grampian and Highland as appropriate ensuring maximum impact and optimising the outcome possible locally by being part of a wider systems approach.
- 4.11 NHS Grampian has provided additional resources to bolster the planning and change management capacity of the local system in Moray to ensure success.

- 4.12 This emerging structure and framework will be kept under review and periodically reported to the MIJB on progress. The STP will be presented to the MIJB in the spring of 2019.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Commissioning Plan 2016 – 2019

Effective governance arrangements support the development and delivery of priorities and plans.

(b) Policy and Legal

The Board is required to adopt Standing Orders for Meetings under the Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014. Standing Orders ensure that the Board's affairs are administered in accordance with the law, probity and proper standards. They should be kept up to date and relevant.

(c) Financial implications

None arising from this report. Work on planning and transformation will take account of the financial framework required to deliver services in the future in a sustainable way.

£400K has been invested by NHS Grampian to support the planning and change management capacity of the local system.

(d) Risk Implications and Mitigation

Agreement of and adherence to Standing Orders help reduce the chance of a successful challenge to Board decisions.

(e) Staffing Implications

None arising directly from this report. Staff partnership and employee relations support will be engaged at all levels in the planning and development of the strategic and transformation plans.

(f) Property

None arising from this report.

(g) Equalities/Socio Economic Impact

None arising from this report as Standing Orders regulate internal procedures only.

(h) Consultations

Consultation on this report has taken place with Caroline Howie, Committee Services Officer, Moray Council, who is in agreement with the report where it relates to her area of responsibility.

6. CONCLUSION

- 6.1 This report recommends a review of part of the Scheme of Administration, which is itself part of the Board's Standing Orders. This report also sets out the revised approach to strategic planning and transformation for Moray and extended partners ensuring effective collaboration and whole system thinking.**

Author of Report: Margaret Forrest, Legal Services Manager (Litigation & Licensing), Moray Council.

Background Papers:

Ref: