



Although a formal committee of Brighton & Hove City Council, the Health & Wellbeing Board has a remit which includes matters relating to the Clinical Commissioning Group (CCG), the Local Safeguarding Board for Children and Adults and Healthwatch.

Title:	Commissioning Strategy for Health & Adult Social Care – Position Update
Date of Meeting:	28 July 2020
Report of:	Rob Persey, Executive Director for Health & Adult Social Care
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Wards Affected:	All

FOR GENERAL RELEASE

Executive Summary

This draft strategy was initially going to be presented to the HWB earlier this year in March outlining the Council's strategic approach to the commissioning of adult social care, public health and supported accommodation and rough sleeping services in Brighton and Hove.

The impact of the past few months dealing with the Covid-19 pandemic has both delayed the intended preparation of the supporting commissioning action plans and changed also the potential commissioning landscape for future health and social care commissioning in the city.

As we collate system experiences over recent months with an understanding of new opportunities to commission health and social care services differently looking forward this draft commissioning strategy now requires review and redrafting.

However, it is presented to the HWB for noting and assurance that a commissioning framework is in place with values that will be taken forward in the refresh.

We wish to explore an exciting opportunity ahead of us to build upon existing foundations and more closely align health and social care commissioning in the city by working more closely with the CCG, other NHS providers, social care providers and the voluntary and community sector. The expectation is to bring a more comprehensive joint commissioning strategy to HWB in time to inform our commissioning intentions for 2021/2022.

Glossary of Terms

CCG – Clinical Commissioning Group

1. Decisions, recommendations and any options

- 1.1 That the Board notes this draft Commissioning Strategy and the principles the Council currently applies in the commissioning, delivery and monitoring of adult social care, public health and supported accommodation services.
- 1.2 That the Board notes intended direction of travel subject to agreement with key stakeholders, especially the Clinical Commissioning Group who, whilst represented on this Board, will require agreement from their Governing Body.
- 1.3 That the Board formally asks for this paper to be discussed at the CCG GB and proceed as outlined within if agreed.
- 1.4 That the Board requests the Market Position Statement to come to the HWB in September 2020 along with a progress update on the Commissioning Strategy and care group specific commissioning plans.

2. Relevant information

- 2.1 To improve the health and social care outcomes for our local population we must respond to changes in the population, our population's health and the health system. Several of the challenges we face are common across England, an ageing demographic with people living with increasingly complex health and care conditions thanks to advances in good public health and medical science. However, we have challenges also that are particular to Brighton and Hove, such as high levels of older people living alone at risk of social isolation and increasing levels of our working age population living with mental health conditions.

- 2.2 Strategic Commissioning is the process of ensuring that population level needs can best be met within available resources through the process of assessing local needs, understanding and shaping the market to best meet those needs, and developing and implementing a plan to meet them.
- 2.3 This draft strategy outlines our intended approach to the commissioning of adult social care, public health and supported accommodation and rough sleeping services in Brighton and Hove to improve outcomes; sustain quality; and improve resilience and sustainability of the wider health and social care system. However, in light of the experiences of the local health and social care system as we continue to address the challenges of the Covid-19 pandemic it has become clear that opportunities to embed future joint commissioning activity could be optimised.
- 2.4 However, we believe that whatever shape the refresh of this draft strategy takes we have an established policy framework, shared and supported by key partners especially Brighton and Hove Clinical Commissioning Group, which will support the decisions and approach we adopt and guiding principles against which we can be held to account for our commissioning activity over the next four years. Commissioning of services for health and adult social care, irrespective of scale or value, statutory or discretionary will be guided by the following set of core principles:
- **Partnership and Collaboration** - our approach to commissioning will encourage and support individuals, communities and organisations across the city to work together optimising our individual and combined strengths.
 - **Prevention and Empowerment** - we will actively commission services that empower people to take responsibility for their health and wellbeing where they can and enable communities to develop networks and local solutions.
 - **Person Centred and Outcome Focused** - Personalisation is enshrined in law which means that social care customers are entitled to choice and control over their support services. We will commission care based on the needs of the person rather than the needs of the service and move towards these being delivered against a set of agreed outcomes.
 - **Co-Production** - We recognise the transformational value of this approach built on the principle that those who use a service are best placed to help design it. We will develop relationships where we work more closely with service users, their families and carers to plan and deliver support together.
 - **Value for Money** - We will seek to optimise value for money through all the services we commission with respect to the most advantageous combination of cost, quality and sustainability to meet service user requirements including on a case by case basis giving consideration to bids to deliver services in-house.

- **Value the Care Workforce** – our commissioning activity will value the workforce working in social care and health settings regardless of whether this workforce is in the public or private sector. We will ensure care workers are valued for their vital contribution in terms of their pay and conditions and identifying supportive career development opportunities.
- 2.5 Responsible for approximately one third of the Council’s annual expenditure, whilst adult social care has had a degree of protection from the full impact of central government reductions to local authority funding, in real terms securing future financial sustainability remains the very real challenge. We continue to look forward to the much-needed long term funding arrangement for adult social care nationally that recognises the interface and co-dependency with supporting our NHS. In Brighton and Hove, we are working ever closer with our NHS partners, be this through joint commissioning of services or operationally in the delivery of care to patients and services. Building upon strong foundations we look forward to further embedding our collaborative approaches with the local health economy and in the care specific commissioning plans we will provide further detail of what this will mean in practice.
- 2.6 The individual commission plans for the service groups will expand on the resource requirements in more detail for each specific area but the fundamental position this strategy acknowledges is that whilst demand and unit costs continue to increase, local government financing continues to require delivery of ongoing savings. In our ambition to further optimise the efficient allocation of our resources this strategy and the commissioning plans that sit beneath will need to be considered in the context of the Market Position Statement which will detail to the provider market what services the council will focus upon commissioning either on its own or in closer collaboration with health and other stakeholders.

3. Important considerations and implications

3.1 Legal:

The Council’s proposed draft strategy for the commissioning of health and adult social care for the next 4 years must be considered by the Board for approval to enable the Board to provide City-wide strategic leadership to public health, health, adults and children’s social care commissioning. This is a delegated function of the Board.

Lawyer consulted: Nicole Mouton Date: 12/07/2020

3.2 **Finance:**

The Commissioning Strategy details the commissioning intentions for the Council and supports Council priorities. The Commissioning Strategy will form an integral part of the short and medium term financial strategy for Adult Social Care.

Finance Officer consulted: Sophie Warburton Date: 16/07/2020

3.3 **Equalities:**

HASC commissioned services are focused on a number of protected groups, particularly older people, and people living with disabilities and long-term health conditions. Detailed equality impact assessments will be undertaken in relation to specific commissioning plans where appropriate.

4. **Supporting documents and information**

