



# Commissioning Strategy 2023 – 2026



Supporting the people of Fife together



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## Forward

The Commissioning Strategy 2023 – 2026 is identified as one of Fife’s Health and Social Care Partnerships enabling strategies within our newly published Strategic Plan 2023 – 2026.

The Commissioning Strategy is an overarching strategy that will detail our approach to the commissioning of health and social care services in Fife over the next 3-year period.

We want to ensure that our future way of working continues to embrace collaborative working, we want a personalised approach to be evident in all our activities and for individuals to have greater choice and control over the care and treatment that is offered to them.

We want to promote health and wellbeing and strengthen early intervention and prevention and we want to embrace the opportunities that digital platforms can provide. We want to work with our Providers to develop innovative social care solutions that are ethical, sustainable, and ultimately deliver improved outcomes for the people of Fife.

Our Commissioning Strategy 2023 – 2026 has been developed with a diverse range of individuals across the Partnership as well as our external partners in the third and independent sectors, those who use social care services, carers of individuals who use social care services and members of the public. We would like to acknowledge that this diverse range of input has been invaluable to the development of this Commissioning Strategy.

We are confident that our Commissioning Strategy 2023 – 2026 details a shared understanding and agreement of our approach to the commissioning of health and social care services in Fife to allow us to support our Strategic Plan Vision of enabling the people of Fife to live independent and healthier lives.

## Executive Summary

As a requirement of the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards are required to produce a Market Facilitation Plan. The 2014 Act requires that a Market Facilitation Plan is produced to set out our Health and Social Care commissioning priorities and intentions going forward over the period of the overarching Strategic Plan 2023 – 2026 [Fife-Strategic-Plan-2023-to-2026-FINAL.pdf \(fifehealthandsocialcare.org\)](#).

This Commissioning Strategy 2023 – 2026 and associated Market Facilitation and Delivery Plan 2023 – 2026 (Appendix 1) sets out our Commissioning Vision, Principles, Priorities, Partnership behaviours and expectations that we have of our Providers. It sets out how we will work collaboratively with our partners to develop and deliver ethical, sustainable and innovative social care services that will ultimately improve the outcomes for the people of Fife.

Our Market Facilitation plan details a number of our challenges and the supports that we are committed to embedding to support our workforce both internally and our extended workforce through the third and independent sectors as we navigate our way through a difficult and challenging period.

Our Commissioning Strategy is interlinked with a number of the Partnerships other strategies and approaches including locality planning, participation and engagement, prevention and

early intervention, digital, workforce, the medium-term financial strategy and many others. We hope that this Commissioning Strategy and Market Facilitation and Delivery Plan demonstrates the interconnectivity of how our Commissioning approach spans across the entirety of our activity as a Partnership.

### Introduction and Context

Welcome to the refreshed Commissioning Strategy for Fife Health and Social Care Partnership 2023 – 2026. The Commissioning Strategy 2023 – 2026 builds on the commissioning foundations established in the Commissioning Strategy 2021 - 2023.

This document sets out the context in which we will develop our approach to commissioning and takes account of our vision and strategic priorities in our newly published Strategic Plan 2023 – 2026 [Fife-Strategic-Plan-2023-to-2026-FINAL.pdf \(fifehealthandsocialcare.org\)](#)

Our strategic direction is to deliver reform, transformation, and sustainability and to create clearer more service user- aligned care pathways. This approach seeks to create conditions for a collaborative, systems approach to service design and delivery through operational delivery, professional standards and business enabling and support services.

Fife Health and Social Care Partnership is committed to meeting the needs of the people of Fife by providing access to high quality, flexible, and responsive, care and support services that meet our vision and mission, maintain our values, and promote good practice standards. These services are delivered via a combination of direct support from the Partnership, or on our behalf by external providers in the voluntary or independent care sectors.

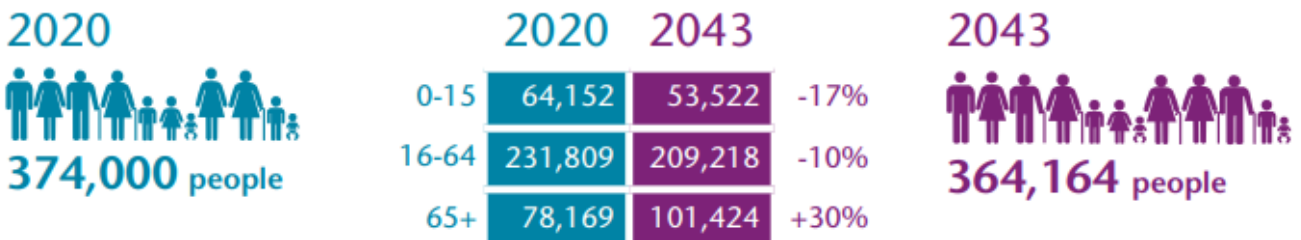
Our commissioning directions, standards and activities will continue to be informed by our ongoing engagement with local people and local providers both in the private and third sector. Only by working collaboratively, can we achieve an improvement in the overall health and wellbeing of the people of Fife.



Fife communities have changed significantly over the years, the size, the health conditions that people live with for longer, healthcare and how people use digital technology have all changed and continue to change. The demand for social care services remains one of the greatest challenges facing Fife.

In June 2022, a Joint Strategic Needs Assessment (JSNA) was carried out to ensure that the Health and Social Care Partnership’s strategic plans and supporting strategies are based on robust understanding of current and predicated future needs of the local population.

By 2043 Fife’s population is expected to decrease to 364,164. However, only younger age groups are expected to decrease, older age groups will see an increase in numbers. The following images and information give an overview of the predicted changes in the population of Fife, more detail can be found within the Strategic Plan 2023 – 2026.



Life expectancy for women in Fife is 81 years with 59 years expected to be in relatively good health. Life expectancy for Men in Fife is 77 years with 57 years expected to be in relatively good health.

Other population factors which affect the way in which we design and deliver services to ensure the best outcomes for the people of Fife are:

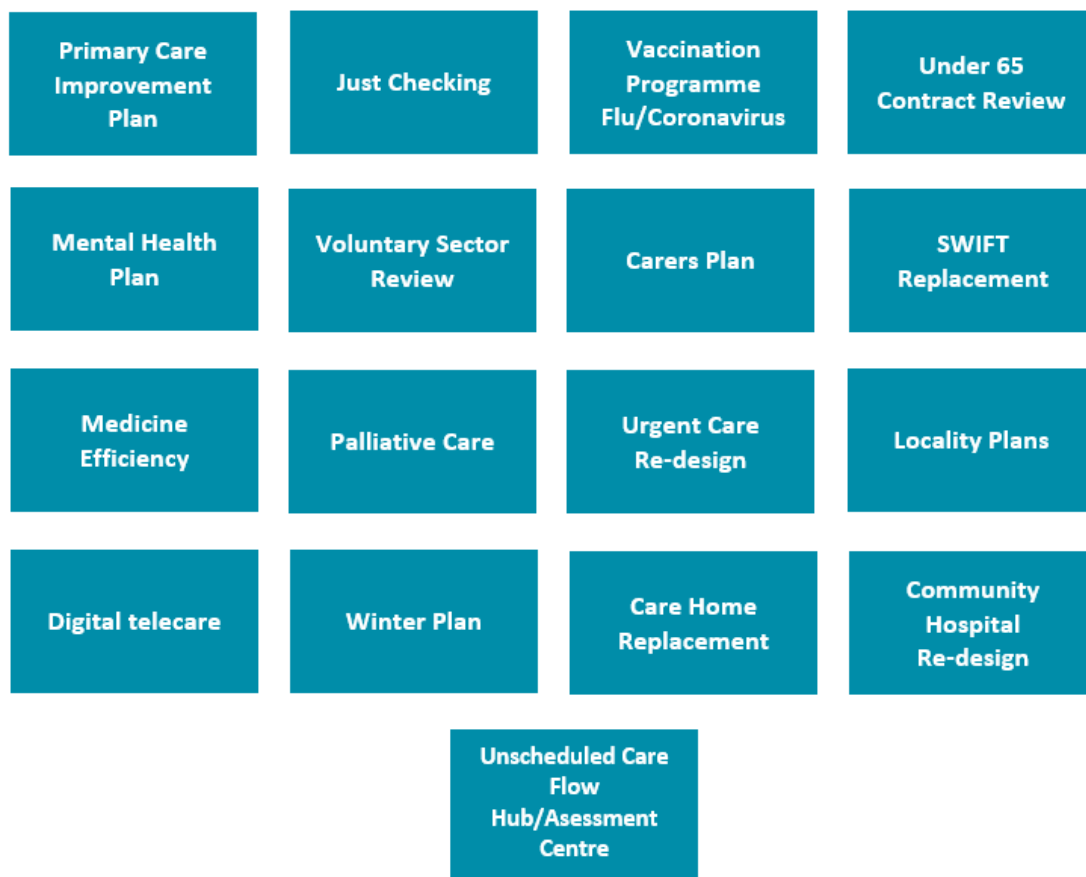
- Poverty and deprivation - there are significant health inequalities between the most deprived and most affluent areas.
- Housing and Homelessness - people living in areas of multiple deprivation are more likely to experience housing issues leading to poor health and well-being, including

overcrowding, fuel poverty, poorer housing quality and housing that does not meet their needs.

- Coronavirus Pandemic – the pandemic has had a substantial impact on the health and wellbeing of individuals and their communities. It has also increased the demand for social care services, highlighted high levels of inequalities in the health of the population and changed the way that we all live our lives.

Since the previous Strategic Commissioning Plan 2021 – 2023, lots of things have changed, both nationally and locally.

Our Strategic Commissioning Plan 2021 - 2023 identified a number of initiatives and strategies where work was already underway, these are shown below:



Our Strategic Commissioning Plan 2021 – 2023 also identified six areas that would be instrumental to the success of the Partnership ensuring that the people of Fife have access to the right services, in the right place and at the right time to achieve their individualised outcomes. The six areas are not exclusive of any redesign following the impact of the coronavirus pandemic. The six areas focussed the Partnerships attention on ‘home and homely’ settings, supporting people to enjoy their lives in a safe environment and also to support carers in the communities that they live in. To achieve this a number of services were redesigned in partnership with our independent and voluntary sector partners, these are shown in the diagram below:



There has been significant progress in a number of these areas identified in the seventeen initiatives and strategies diagram as well as the six key areas identified above, and we are proud of the progress that we have made. We have achieved a lot over the last three years but recognise that there is much more that we can do.

The Annual Performance Report 2021 – 2022 provides a final progress update in accordance with the Strategic Plan 2019 to 2022 which highlights the progress made in these areas as well as other activities that have taken place. The most recent Annual Performance Report 2021 - 2022 can be viewed on our website along with all previous annual performance reports. [www.fifehealthandsocialcare.org/publications](http://www.fifehealthandsocialcare.org/publications)

### What is Strategic Commissioning?

Strategic commissioning is the term used for all activities involved in assessing and forecasting needs, linking investment to agreed outcomes, considering options, planning the nature, range and quality of future services and working in partnership to put these in place.

The focus of strategic commissioning is about how things should be done in the future and recognising that the way in which things are done currently can be built upon and improved to

deliver better outcomes for the people of Fife. There is significant value in strategic commissioning through enabling the shift of resources to deliver commissioning intentions within an outcome-based performance framework.

Strategic commissioning is therefore about establishing strong relationships between different partners from across the public, third and independent sectors in a way which will help to achieve the best services for the people of Fife. Every partner has a role to play in the strategic commissioning process and that is why it is important that local arrangements promote positive relationships and constructive dialogue.

### What do we mean by Joint Commissioning?

The creation of integration authorities, as a result of the Public Bodies (Joint Working) (Scotland) Act 2014, requires us to undertake joint commissioning between Fife Council and NHS Fife. Joint commissioning is a complex strategic activity combining strategic planning, service design, procurement, internal service planning and performance management and applying all these activities in a multiagency environment.

### What do we mean by Operational Commissioning?

Operational Commissioning in a Social Care context generally means the commissioning of an individual care package or service from an already contracted provider under a Framework Agreement.

### Commissioning is:

Planning the Services that are needed by the people who live in the area that it covers.



### Commissioning is not:

Commissioning is not the same thing as Procurement. Procurement is about acquiring services – the process of putting a service requirement out to tender and awarding a Contract.



The table below details some of the other terminology used in the context of this Commissioning Strategy.



|                            |  |
|----------------------------|--|
| <b>Contract</b>            | A contract is awarded to one provider via a formal tendering process.  |
| <b>Framework Agreement</b> | A framework is awarded to multiple providers via a formal tendering process.   |
| <b>Grant</b>               | A grant is awarded via a competitive grant process, using a Service Level Agreement as the basis of the agreed outcomes and performance monitoring.<br>Grants can be recurring.<br>Grant funding is reviewed as appropriate. |
| <b>Tendering</b>           | Tendering is the formal process for advertising and awarding a contract in the marketplace via Public Contract Scotland.   |

Vision for our Commissioning Strategy 2023 - 2026

Fife Health and Social Care Partnership are committed to meeting the health and social care needs of the people in Fife by providing access to high quality, flexible and responsive, care and support services that meet our strategic vision and mission, maintain our values and promote good practice standards. We will maximise opportunities for collaborative commissioning with the aim of improving services, outcomes, processes and efficiency. Our commissioning activity will support the Partnerships strategic priorities and aspirations as well as the delivery of transformational change.

To support this our commissioning vision and supporting statement for our Commissioning Strategy 2023 – 2026 are detailed below:

**Our Commissioning Vision**

*To commission high quality, local, sustainable, and collaborative services that are person-centred and outcome-focussed, that support the delivery of care provision at the right time and in the right place, and enable people to live independent and healthier lives in their own home, and within their own community.*

**How will we achieve this Vision?**

*We will make a commitment to delivering an outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, high-quality, individualised care provisions and support solutions, that are aligned to strategic priorities and local needs. Our contracting and commissioning activity will encompass a commitment to community wealth building, sustainable and ethical purchasing and the climate change agenda.*

## Strategic Plan 2023 - 2026

Fife Health and Social Care Partnership has a three-year 'Strategic Plan 2023 to 2026' that sets out the future direction of all health and social care services across Fife. This includes how the nine National Health and Wellbeing Outcomes for Health and Social Care will be delivered locally, along with the six Public Health Priorities for Scotland.

The Partnership's Strategic Plan 2023 to 2026 is available here: [Fife-Strategic-Plan-2023-to-2026-FINAL.pdf](https://www.fifehealthandsocialcare.org/Fife-Strategic-Plan-2023-to-2026-FINAL.pdf) ([fifehealthandsocialcare.org](https://www.fifehealthandsocialcare.org))



## National Outcomes

We have a range of national and local performance measures that allow us to measure how well we are doing against local and national targets. The National Health and Wellbeing Outcomes for Health and Social Care and the Public Health Priorities for Scotland are shown below and details of how we will contribute to the achievement of these can be seen in our Strategic Plan 2023 – 2026.

## National Health and Wellbeing Outcomes for Health and Social Care

- NW01** People are able to look after and improve their own health and wellbeing and live in good health
- NW02** People, including those with disabilities or long-term conditions or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- NW03** People who use health and social care services have positive experiences of those services, and have their dignity respected.
- NW04** Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- NW05** Health and social care services contribute to reducing health inequalities.
- NW06** People who provide unpaid care are supported to look after their own health and well-being, including to reduce any negative impact of their caring roles on their own health and well-being.
- NW07** People using health and social care services are safe from harm.
- NW08** People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- NW09** Resources are used effectively and efficiently in the provision of health and social care services.

# Public Health Priorities for Scotland

|             |  |
|-------------|--|
| <b>PHP1</b> | A Scotland where we live in vibrant, healthy and safe places and communities.                |
| <b>PHP2</b> | A Scotland where we flourish in our early years.   |
| <b>PHP3</b> | A Scotland where we have good mental health.   |
| <b>PHP4</b> | A Scotland where we reduce the use of harm from alcohol, tobacco and other drugs.            |
| <b>PHP5</b> | A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all. |
| <b>PHP6</b> | A Scotland where we eat well, have a healthy weight and are physically active.               |

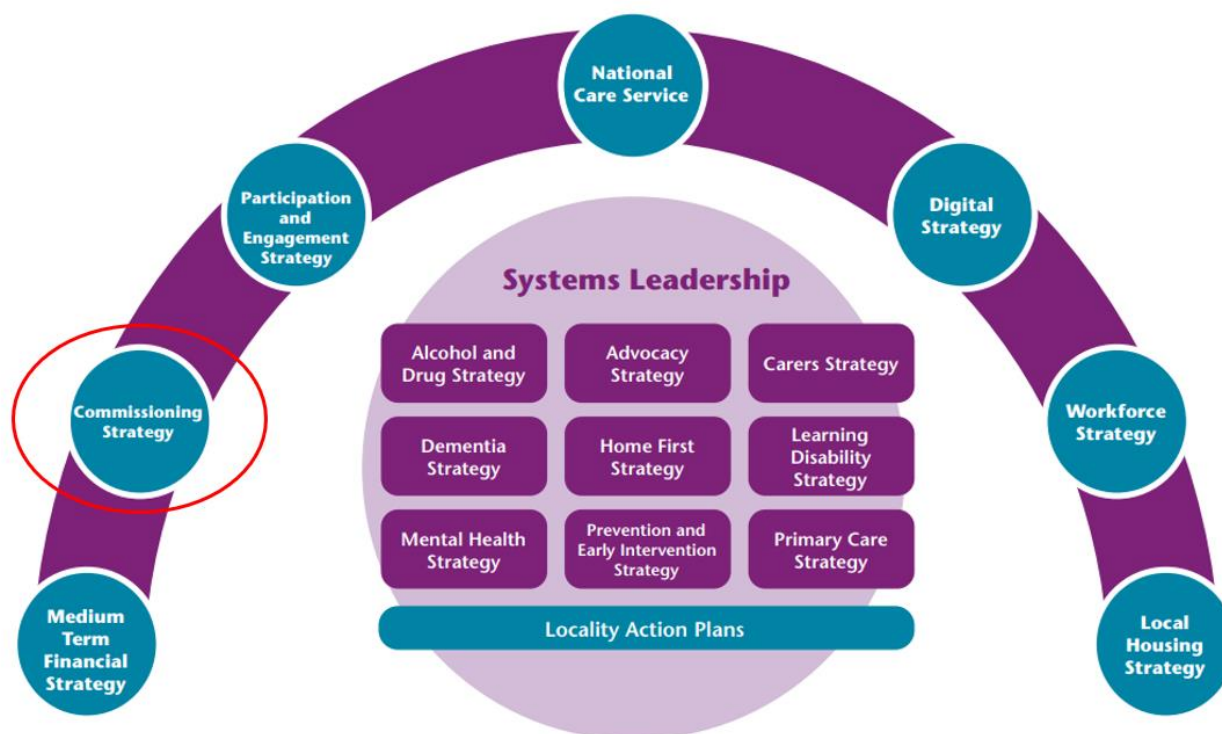
## Fife Health and Social Care Strategic Priorities

The Partnership’s Strategic Plan 2023 to 2026 sets out the health and social care vision for Fife, this includes our five identified strategic priorities which support achievement of the National Health and Wellbeing Outcomes and the Public Health Priorities for Scotland.



The **Commissioning Strategy** has been developed to support the delivery of these strategic priorities by embedding these priorities into our commissioning principles and across all of our commissioning and contracting activity.

The Commissioning Strategy is identified as one of the Strategic Plan’s five enabling Strategies.



### Medium-Term Financial Strategy

The financial position for public services continues to be challenging and the Integrated Joint Board (IJB) must operate within significant budget restraints and pressures. It is therefore critical that our resources and commissioning activity are targeted at the delivery of the strategic priorities identified in the Strategic Plan 2023-2026. To support this the IJB have developed the Medium-Term Financial Strategy (MTFS) which sets out the resources available and ensures that they are directed effectively to help deliver the outcomes identified in the Strategic Plan 2023 – 2026. The MTFS will inform decision making and actions required to support financial sustainability in the medium term.

The MTFS acknowledges the financial challenges ahead, estimates any financial gap between resources available and those required to meet our strategic ambitions for the people of Fife and identifies measures required to address these challenges including:

- Ensuring best value in all our purchasing activity.
- Developing a whole system working approach by building strong relationships with our partners.
- Transforming models of care to support people to live longer at home, or in a homely setting.

- Prevention and Early Intervention – supporting people to stay well and remain independent.
- Developing our third and independent sectors.
- Adopting a technology first approach to enhance self-management and safety.
- Reducing medicines waste by adopting a ‘realistic prescribing’ approach.

We recognise the scale of the financial challenge facing the Partnership and in order to respond to this challenge, we must explore service re-design opportunities with a view to developing and delivering more efficient and sustainable services for the people of Fife.

Further detail on our plans to bridge the budget gap can be seen in our Medium-Term Financial Strategy ([Publications | Fife Health and Social Care](#))

Our commissioning activity will be carried out in line with our Medium-Term Financial Strategy and the funds made available to commission health and social care services in Fife.

### Locality planning approach



An important part of Fife health and social care integration was the creation of localities, bringing decision making about health and social care local priorities closer to communities. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the legislative framework to integrate health and social care services in Scotland. Section 29(3)(a) of the Act requires each Integration Authority to establish at least two localities within its area.

Localities provide one route, under integration, for communities and professionals (including GPs, acute clinicians, social workers, nurses, allied health professionals, pharmacists, and others) to take an active role in, and provide leadership for, local planning of health and social care service provision. Promoting equality and improving the health and wellbeing outcomes for the people in Fife is at the heart of locality planning.

Our understanding of our seven localities across Fife is taken from:

- Area Profiles – both national and local data and statistics.
- Stakeholder Engagement – experience and knowledge of people who use services and staff working in the localities.

Our Commissioning Strategy supports our Locality Planning approach by demonstrating commitment to:

- Collaborative Working.
- Adopting a community wealth building approach.
- Robust communication and engagement activity.
- Supporting and enabling better care co-ordination.
- Building on our existing relationships with our third and independent sector partners.
- Adopting a sustainable and ethical commissioning approach.

More detail on the Partnerships locality planning approach including links to the current locality guidance documents can be seen on Page 11 and 12 of the Strategic Plan 2023 – 2026 [Fife-Strategic-Plan-2023-to-2026-FINAL.pdf \(fifehealthandsocialcare.org\)](https://fifehealthandsocialcare.org/fife-strategic-plan-2023-to-2026-final.pdf)

### Governing legislation, key drivers and challenges.

Our Commissioning Strategy 2023 – 2026 is underpinned by legislation and policy drivers, national and local strategies, professional codes and regulatory standards across health and social care services. The diagram below demonstrates the key internal and external drivers that shape the Commissioning Strategy, commissioning principles and priorities as well as our subsequent Market Facilitation and Delivery plan.



We recognise that there are a number of significant challenges facing the social care sector and in order to respond to these challenges, the traditional ways in which Health and Social Care Services are structured and delivered are becoming unsustainable. We are committed to delivering more seamless services through transformation, collaboration and integration. The diagram below highlights our key challenges:



### Relationship between Strategic Commissioning, Procurement and Contracting

Our commissioning activity is governed by procurement legislation known as the Public Contracts (Scotland) Regulations 2015. The regulations relating to the procurement of social care services allow for a more flexible and creative approach to the purchase of these services known as The Light Touch Regime (LTR).

The Fife Integrated Joint Board is not a contracting authority and as such directions must be issued by the IJB to Fife Council and NHS Fife to procure health and social care services on their behalf.

Fife Council has adopted the National Procurement Journey which supports all levels of procurement activity and provides guidance for public sector buyers. The National Procurement Journey provides one source of guidance and documentation for the Scottish public sector which is updated on a continual basis with any changes in legislation and policy and it also facilitates best practice and consistency.

Procurement planning is the connector between strategic commissioning and procurement. We aim to work collaboratively with our procurement partners in Fife Council and NHS Fife to deliver on our contracting and commissioning requirements. Our contracting and

commissioning activity encompasses a commitment to community wealth building, sustainable and ethical purchasing, and the climate change agenda which will be embedded in our purchasing processes, approach, and decisions.

### Coronavirus Pandemic Impact ('new reality')

Over the last few years and during the period that the Strategic Commissioning plan 2021 – 2023 spanned, the coronavirus pandemic has had a substantial impact on the health and wellbeing of individuals and their communities. It has increased the demand for social care services, highlighted high levels of inequalities in the health of the population, and changed the way that we live our lives.

Despite the success of the vaccination programme in reducing significant illness and death, the pandemic has starkly demonstrated the importance of health to the normal functioning of society. Whilst all groups of people faced considerable impact from the coronavirus pandemic, not all social groups and communities experienced the same level of impact, and it is important to recognise that the pandemic continues to have a disproportionate impact on health outcomes.

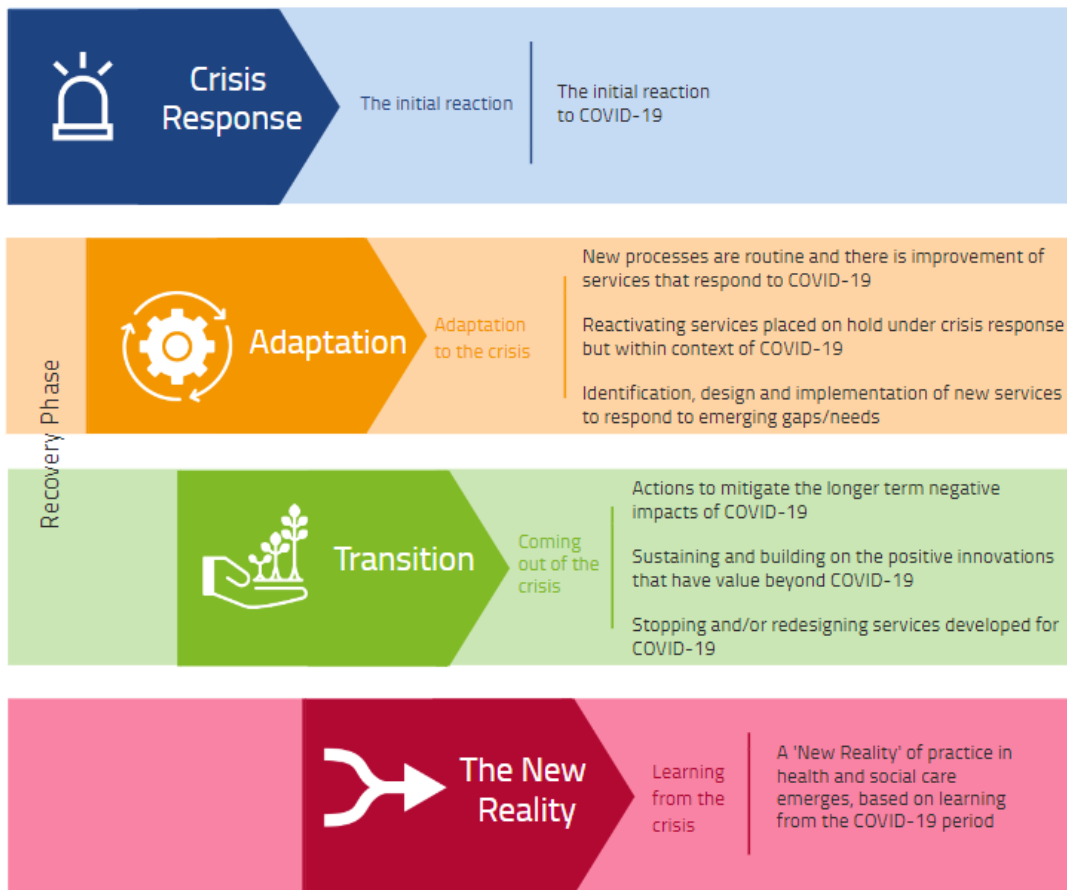
The ongoing impact of the pandemic, and unprecedented demand over the winter period has created increased demand for health and social care services and reduced options through both ward and care home closures, and challenges in community care capacity. These factors have created additional pressures on our workforce.

We recognise that the impact of these pressures will continue into the future, and we are committed to working collaboratively to reduce these inequalities and improve outcomes for individuals and their communities.

The Partnership is committed to transforming the services that it delivers through the Transformation and Change Portfolio, this portfolio spans the entirety of the Partnership's business and will scrutinise what services are delivered, how they are delivered and where they are delivered from.

The Healthcare Improvement Scotland IHub have developed a model which demonstrates how systems are likely to act and evolve in response to the coronavirus pandemic. The model is shown below and reflects the activities that take us from the crisis response stage through to the new reality phase. The new reality phase is about taking the learning from the crisis period and using this to inform our new practice and approach to delivering social care services post pandemic. The Partnership is committed to the ambition of recovery, growth and transformation of health and social care services in Fife.





## Independent Review of Adult Social Care in Scotland - Recommendations

In 2020 the Scottish Government initiated an Independent Review of Adult Social Care in Scotland. The purpose of the Independent Review was to identify improvements for adult social care, primarily in terms of the outcomes achieved by, and with, people who use services.

The Independent Review was completed in January 2021, and a key recommendation was the establishment of a National Care Service, which will be accountable to Scottish Ministers, with services designed and delivered locally. The Scottish Government has started to design the new National Care Service and Fife Health and Social Care Partnership will be involved in this work.

In a commissioning context the review of adult social care identified the need for the introduction of more ethical commissioning models that take into account factors beyond price including fair work, terms and conditions and trade union recognition. The recommendations include an end to emphasis on price and competition and the establishment of a more collaborative, participative, and ethical commissioning framework for adult social care services and supports which are focused on achieving better outcomes for the people using these services and improving the experience of the staff delivering them. Other recommendations include greater emphasis and focus on prevention and early intervention and greater transparency in relation to how people's rights have been taken into account.

The full recommendations of Chapter 9 of the Independent Review of Adult Social Care in Scotland (Commissioning for Public Good) can be seen below and also on page 78 of the published report [Adult social care: independent review - gov.scot \(www.gov.scot\)](http://www.gov.scot)

Fife Health and Social Care Partnership are already working towards embedding a number of these recommendations into our commissioning practice which can be seen throughout our commissioning principles, priorities, partnership behaviours and provider expectations.

#### Recommendations

We have identified a range of changes needed in commissioning and procurement practices:

32. Commissioners should focus on establishing a system where a range of people, including people with lived experience, unpaid carers, local communities, providers and other professionals are routinely involved in the co-design and redesign, as well as the monitoring of services and supports. This system should form the basis of a collaborative, rights based and participative approach.
33. A shift from competitive to collaborative commissioning must take place and alternatives to competitive tendering developed and implemented at pace across Scotland. Commissioning and procurement decisions must focus on the person's needs, not solely be driven by budget limitations.
34. The establishment of core requirements for ethical commissioning to support the standardisation and implementation of fair work requirements and practices must be agreed and set at a national level by the new National Care Service, and delivered locally across the country.
35. To help provide impetus and support to the adoption of a collaborative and ethical approach to commissioning, the idea from CCPS of pressing pause on all current procurement should be fully explored in the context of a National Care Service, with a view to rapid, carefully planned implementation.
36. The care home sector must become an actively managed market with a revised and reformed National Care Home Contract in place, and with the Care Inspectorate taking on a market oversight role. Consideration should be given by the National Care Service to developing national contracts for other aspects of care and support. A 'new deal' must form the basis for commissioning and procuring residential care, characterised by transparency, fair work, public good, and the re-investment of public money in the Scottish economy.
37. National contracts, and other arrangements for commissioning and procurement of services, must include requirements for financial transparency on the part of providers along with requirements for the level of return that should be re-invested in the service in order to promote quality of provision and good working conditions for staff.
38. A condition of funding for social care services and supports must be that commissioning and procurement decisions are driven by national minimum quality outcome standards for all publicly funded adult social care support.
39. A decisive and progressive move away from time and task and defined services must be made at pace to commissioning based on quality and purpose of care – focused upon supporting people to achieve their outcomes, to have a good life and reach their potential, including taking part in civic life as they themselves determine.
40. Commissioning decisions should encourage the development of mutually-supportive provider networks as described above, rather than inhibiting co-operation by encouraging fruitless competition.
41. Commissioning and planning community based informal supports, including peer supports, is required to be undertaken by Integration Joint Boards and consideration of grant funding to support these is needed.

### Ethical and Sustainable Commissioning

An ethical approach to commissioning in a social care context has a person centred and human rights approach at its core. Ethical commissioning includes a commitment to fair work practices, supporting the climate change agenda, full involvement of people with lived experience and accountability of all partners involved in service delivery.

#### UNISON's Ethical Care Charter

Fife Council as the contracting body on behalf of Fife Health and Social Care Partnership has adopted UNISON's Ethical Care Charter for the commissioning of homecare services. The Charter's objective is to establish a baseline for the safety, quality, and dignity of care by ensuring employment conditions which do not routinely short-change clients and ensure the recruitment and retention of a more stable workforce through sustainable pay, conditions, and training levels.

## Fair Work Practices

The Procurement Reform (Scotland) Act 2014 Statutory Guidance requires public sector organisations to consider fair work practices in all procurement activity. Fair work is central to achieving the Scottish Government's priority for sustainable and inclusive growth as we transition out of the Covid-19 pandemic and into a period of economic recovery and renewal.

Fair work is now more important than ever before and requires businesses bidding for public sector contracts to adopt the following:

- Appropriate channels for effective voice such as trade union recognition.
- Investment in workforce development.
- No inappropriate use of zero hours contracts.
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace.
- Provide fair pay for workers (for example, payment of the real Living Wage)
- Offer flexible and family friendly working practices for all workers from day one of employment.
- Oppose the use of fire and rehire practices.

## Community Wealth Building

Fife Council has committed to delivering on a community wealth building agenda in Fife with a focus on five strategy areas in relation to inclusive growth and community-led delivery.

Procurement features as one of the five main strands of this work, termed 'Progressive Procurement.'

Progressive procurement of goods and services is a means through which benefits can be achieved for local people and place. The two key objectives of this strand of work are:

- Identify opportunities to increase the supply chain of local enterprises to enable increased local spend to create jobs, contributing to a multiplier effect which in turn creates additional jobs via increased demand for local goods and services.
- Review the Fife elements of the national Supplier Development Programme to support increased capacity for delivery of local supply chain opportunities.

Fife Council's, Procurement Team are committed to support this work and are actively involved in the applicable reform groups and boards as appropriate. There is recognition that an opportunity exists to utilise the powers and potential provided by existing procurement legislation around the Sustainable Procurement Duty to ensure public sector spend contributes to supporting recovery and maximises the economic impact from investment programmes on goods, works and services by shaping relevant future procurements to promote greater levels of local supply chain content and wider social value.

## Participation and Engagement

Participation is central to the work of the Health and Social Care Partnership, and we are committed to listening to people and taking views into account to achieve the best possible outcomes for everyone.

The **Participation and Engagement Strategy** sets out the principles, and approaches for participation work across all Adult Health and Social Care Services in Fife. This Strategy will help us not just to listen, but also to act on the thoughts and feelings of the public on health and social care services, and to use feedback as part of ongoing quality and service improvement.

The Participation Team will provide an important service in helping teams and services across the health and social care partnership to develop their participation practice.

The Partnership is committed to using a participation review process to reflect on practice and ensure that the views of carers, those who use adult health and social care services, individuals, families, and communities, are used to the greatest effect.

## Collaborative commissioning

Collaborative commissioning means taking a systems-wide approach to commissioning to achieve better outcomes for the People of Fife. In practice this takes the form of collaborative decision-making with our partners about how to achieve defined, agreed and jointly owned outcomes, with a view to generating a broader and more innovative range of options.

The Coalition of Care & Support Providers in Scotland (CCPS) offers the following definition for Collaborative Commissioning (2021)

*‘Collaborative commissioning involves working together as equals, to plan, design and provide social care services which are easy to access, give choice and meaningfully involve people in understanding the outcomes they want to achieve to have a good life.’*

We understand that in order to meet the challenges facing Fife Health and Social Care Partnership that we need to build on the work that we have already done working in partnership with our providers and our local communities to seek out the opportunities that will make best use of the resources available to us. We know that safe and sustainable health and social care services will only be delivered through a whole system collaborative approach.

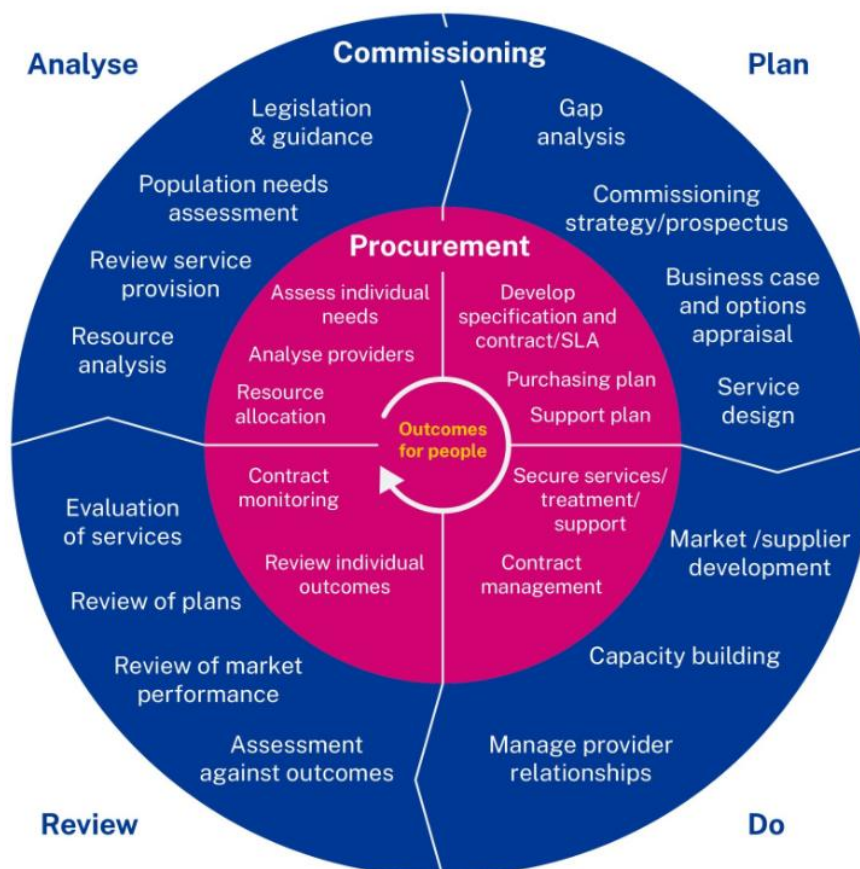
A collaborative commissioning approach allows the Partnership to take a wider view in addressing some of the key challenges facing the social care sector. Through bringing together all partners, we will design and deliver proactive, joined up services and supports that enable people to live as independently as possible within their communities.

## Commissioning Cycle

The Commissioning Cycle illustrated below shows the 4 key areas of the commissioning process and demonstrates the crucial links between commissioning and procurement. Our commissioning activities are highlighted in the outer circle which inform the ongoing development of procurement activities which are illustrated in the inner circle with better outcomes for the people of Fife being illustrated at the centre of the diagram.

The 4 key areas:

|                |   |
|----------------|---|
| <b>Analyse</b> | This stage is about gathering information and using this to understand what is needed at all levels.  |
| <b>Plan</b>    | This stage is about determining how the needs can be best met and what can be put in place to do so. It involves understanding the market, service design, and translating the priorities identified at the analyse stage into real services. |
| <b>Do</b>      | This stage is about putting the services in place that have been specified and determined by need.  |
| <b>Review</b>  | This stage is about ensuring that what is being delivered is meeting the needs and achieving the outcomes identified earlier in the process.  |



## Best Value

The Local Government in Scotland Act 2003 introduced a statutory framework for Best Value for local authorities and in 2020 the Scottish Government published its revised statutory guidance on best value within which Public Bodies should now work.

This refreshed guidance regroups the Best Value characteristics in a way which both emphasises the connections between the characteristics and assists partnership working between Public Bodies and their partners as they deliver their outcomes.

Any organisation who has a duty of best value must be able to demonstrate a focus on continuous improvement in performance around each of these themes.

The five themes are:

- Vision and Leadership
- Effective Partnerships
- Governance and Accountability
- Use of Resources, and
- Performance Management

The guidance also identifies two cross-cutting themes:

- Equality, and
- Sustainability

The Scottish Public Finance Manual (SPFM) describes each themes characteristics in relation to best value as shown in the table below:

|                                      |  |
|--------------------------------------|--|
| <b>Vision and Leadership</b>         | <i>Commitment and leadership, responsiveness and consultation and sound governance at a strategic and operational level.</i> |
| <b>Effective Partnerships</b>        | <i>Joint working and responsiveness and consultation.</i>  |
| <b>Governance and Accountability</b> | <i>Responsiveness and consultation, commitment and leadership and accountability.</i>  |
| <b>Use of resources</b>              | <i>Sound management of resources and use of review and options appraisal.</i>  |
| <b>Performance Management</b>        | <i>Sound governance at a strategic and operational level and responsiveness and consultation.</i>                            |
| <b>Equality</b>                      | <i>Equal opportunities arrangements</i>  |
| <b>Sustainability</b>                | <i>A contribution to sustainable development.</i>  |

## Re-imagining Third Sector Commissioning Project

In October 2021, the Re-imagining Third Sector Commissioning project commenced. The aim of this project is to make sure that the third sector health and social care services that we fund, reflect our strategic priorities and the needs of local people.

The rationale to support the delivery of the project is summarised into 8 key points in the diagram below. The project is about having the right processes and tools in place to support collaboration between the Partnership, the third sector and supported people, to plan services and work together to use the resources that we have to build capacity in our communities and respond to local needs and challenges effectively.



Through the re-imagining third sector project. We will develop a framework and the tools to enable the third sector to contribute more effectively to setting and responding to the strategic priorities of the Partnership and evidencing how these priorities are being met. We are committed to facilitating involvement from people receiving services from the third sector and developing the monitoring and evaluation process in a way that generates meaningful information about what is available and how local needs are being met with a view to sharing best practice service delivery models and responding collaboratively to address local challenges.

It is anticipated that this project will come to a close in June 2023, the outcomes and recommendations will inform further investigation and analysis into specific areas and will ensure that the Partnership makes the best use of limited budgets and resources, in accordance with the priorities identified in our Strategic Plan 2023 – 2026 and our Commissioning Strategy 2023 - 2026.

## Commissioning Principles

Our Commissioning principles have been developed in line with our Strategic Priorities identified within our Strategic Plan 2023 – 2026.

To achieve our Commissioning Strategy vision, we will embed the following principles into our commissioning practices:



- We will commission social care services locally wherever possible.
- We will work with our localities to ensure that they have an active role in local planning of health and social care service provision.



- We will demonstrate a commitment to community wealth building and embed sustainable and ethical purchasing practices in all our commissioning activity.
- We will make a commitment to work collaboratively with our partners to create innovative and sustainable health and social care solutions.
- We will balance innovation and risk in our commissioning practice.



- We will actively promote commissioning solutions that enable prevention and early intervention.
- We will actively promote self care and self management.
- We will continue to support our unpaid carers and ensure that their needs are met.



- We will invest in enablers to support integration.
- We will adopt a whole system approach to our commissioning practice.
- We will co-design and co-produce solutions with our partners and communities.



- We will commission services with an outcome focus.
- We will ensure feedback from those who use social care services is at the heart of our development and improvement plans.



## Our commissioning priorities

Our Commissioning Strategy is closely linked to a number of the Partnerships other transformational and enabling strategies, this is reflected in the diagram below as well as in our Commissioning Strategy priorities.



Our Commissioning Strategy identifies the following five priorities to enable achievement of our Commissioning Strategy vision and strategic priorities within our Strategic Plan 2023 – 2026. This is not inclusive of all the Partnerships re-design, improvement and development work; however, these have been identified as significant to responding to the challenges that we face within the social care sector and achievement of the Partnerships vision, mission and priorities. We will work closely with our other strategy leads to deliver these priorities. The action plan included within our Market Facilitation/Delivery Plan (Appendix 1) will be closely linked to the action plans within the relevant Strategies.

## Commissioning Strategy Priorities

| Priority | The Changes we need to make.  | What will success look like?  | Where we want to be in 2026  |
|----------|---|---|--|
| 1        | Through our commissioning practice, there will be an increase in the choice and availability of social care services through implementation of digital solutions where appropriate in line with our Digital Strategy.   | An increase in technology enabled care, empowering individuals to successfully manage their own care and wellbeing, where suitable to individual needs.   | Alternative models of care embedded across all relevant health and social care services (video conferencing, the use of self-assessment tools, technology enabled care). This will compliment non-digital services which will continue to be available as appropriate.   |
| 2        | Through our commissioning practice, we will make a commitment to commission services locally wherever possible, maximising opportunities for collaborative commissioning with our partners with the aim of improving services, outcomes, processes, and efficiency.<br><br>Our commissioning activity will also demonstrate a commitment to community wealth building and sustainable and ethical purchasing practices. | An increase in the number of local providers that we commission and an increase in the number of collaborative commissioning projects underway.   | Collaborative commissioning is embedded in all commissioning practice and services are commissioned locally wherever possible.<br><br>Consistency of service/carer for the service user leading to improved service user satisfaction.<br><br>Minimising unnecessary travel for providers and reduction in the environmental impacts in line with Fife Council's climate change agenda.  |
| 3        | Commissioning practice will actively promote solutions that enable prevention and early intervention in line with our Prevention and Early intervention Strategy.   | A service model which focusses on prevention and early intervention and promotes community-based supports over residential settings and builds resilience through self-care and self-management.<br><br>Commissioning activity that promotes positive health and wellbeing choices. | Our social care provider partners will actively support our prevention and early intervention strategy by building resilience, encouraging independence, and enabling individuals to take ownership of their own health and wellbeing.   |
| 4        | Commissioning practice will adopt a whole system approach with solutions co-designed and co-produced with our partners and communities. We will ensure that feedback from those who use and those who deliver social care services is at the heart of our development and improvement plans through ongoing engagement activity in line with our Participation and Engagement Strategy.                                 | Collaborative working with all partners, communities, and localities to inform decision making around our commissioning plans.  | Robust participation and engagement with our partners and service user groups including those groups who are hard to reach and protected characteristic groups.<br><br>Commissioning decisions based on proactive input from people with lived experience evidenced through increased participation and engagement activity e.g., collaborative meetings and market engagement activity. |
| 5        | Our commissioning activity in line with our Medium-Term Financial Strategy will encompass our duty of 'Best Value' delivering on continuous improvement through effective ways of working, finding innovative and creative social care solutions and using our financial resources effectively to deliver better outcomes for the people of Fife.   | Best Value principles embedded in our commissioning approach and effective use of our financial resources to transform services.  | Maximisation of our resources to transform models of care leading to more sustainable care models and better outcomes for the people of Fife.  |

## Partnership behaviours and expectations of our Providers

The delivery of high quality, person-centred health and social care services is fundamental to achieving our vision. We will work collaboratively with our providers to encourage a culture of innovation, best practice and continuous improvement.

We will build on our existing good working relationships with our voluntary and independent sector care providers and demonstrate a shared commitment to partnership working as well as ensuring that feedback from those who use, and those who deliver, social care services is at the heart of our development and improvement plans.

With this in mind, we have developed several behaviours that our providers can expect from the Partnership and a number of expectations that we would expect our providers to display.

In addition to this, the Partnership will also demonstrate a commitment to developing our workforce to ensure that those members of staff who undertake health and social care commissioning planning and activity have a robust understanding of:

- The concept and principles of ethical commissioning.
- Current policy and legal frameworks that underpin health and social care planning and purchasing.
- The necessary skills and knowledge to apply ethical and sustainable commissioning practices.

We aim to do this through offering access to bespoke training, embedding our commissioning strategy in operational teams and sharing best practice.



**Partnership  
Behaviours**

**We will be open and fair in all aspects of procurement and tendering.**

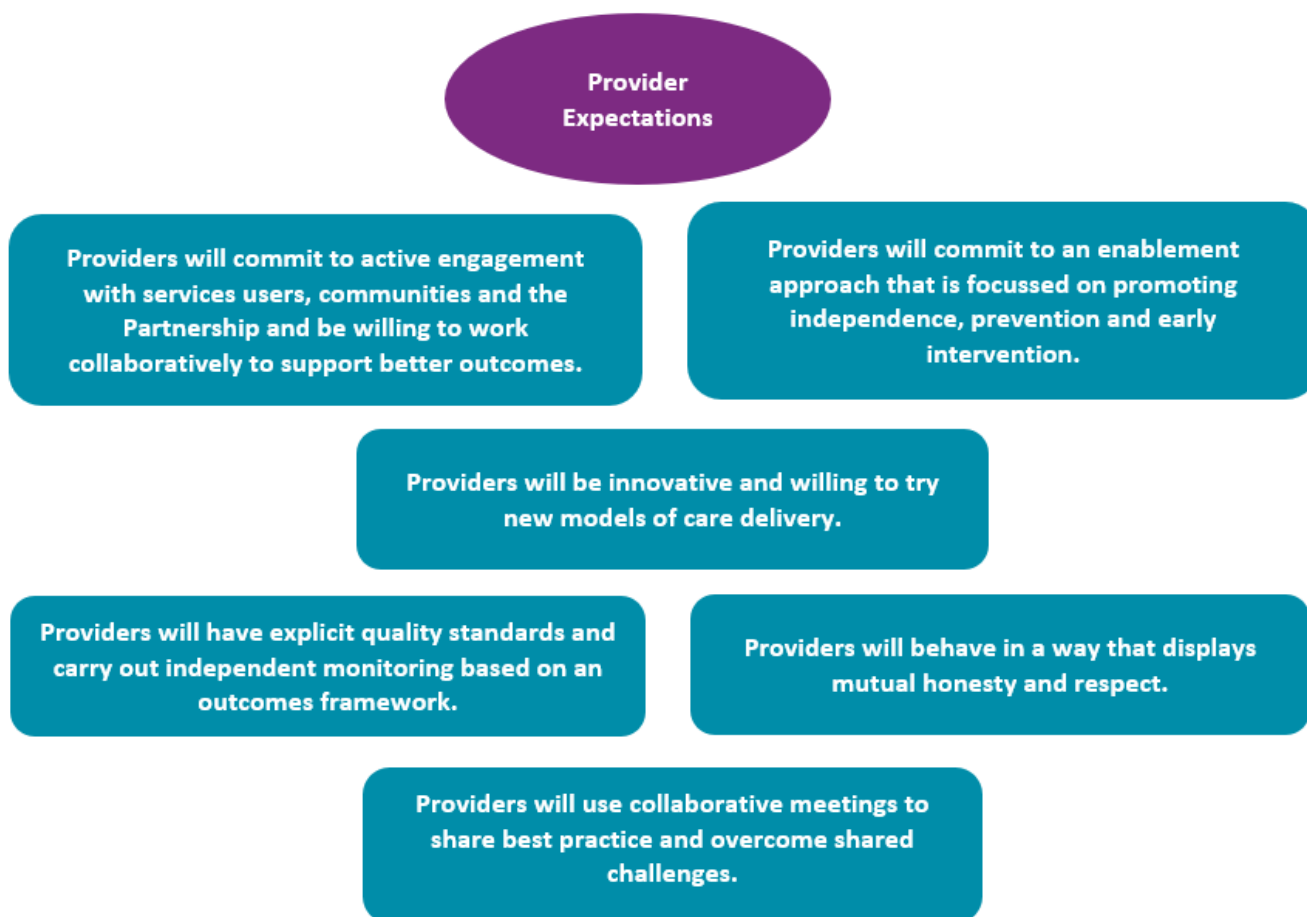
**We will work collaboratively with providers about our commissioning plans for the future.**

**We will behave in a way that displays mutual honesty and respect.**

**We will be proactive in identifying and supporting potential partnership working between providers.**

**We will use collaborative meetings to share best practice and overcome shared challenges.**

**We will support and encourage innovation and new ways of working.**



### Delivery Plan

A Market Facilitation and Delivery Plan can be seen at Appendix 1.

### Monitoring and Review

#### **Monitoring the Commissioning Strategy 2023 to 2026**

The Strategic Plan 2023 to 2026 is supported by nine transformational strategies and five enabling strategies. The Commissioning Strategy 2023 – 2026 is identified as one of the Partnerships enabling strategies.

A performance reporting process has been developed to provide a performance reporting framework for each of the supporting and enabling strategies to the Strategic Planning Group.

Each strategy will have an approved Action/Delivery Plan that sets out how and when key priorities will be delivered. Quarterly flash reports for each strategy will be provided to the Strategic Planning Group to enable effective performance monitoring. The flash reports will form the basis of an annual report for each strategy. Regular reporting of progress will be reviewed by the Finance, Performance and Scrutiny Committee. All of the strategy annual reports will feed

into the Strategic Plan's Annual Performance Reports which will be reported and approved through the Integrated Joint Board (IJB).

## Monitoring Commissioned Services

The Health and Social Care Partnership have a team who carry out quality assurance and contract monitoring of care services for adults and older people.

Commissioned services via grant awarded funding to third sector providers are subject to monitoring in line with Fife Council's Monitoring and Evaluation Framework whilst our contracted providers are subject to contract monitoring via our contractual terms and conditions.

Our contract monitoring activity allows the Partnership to work with and provide support to voluntary and independent sector organisations, ensures organisations have good governance and control systems, ensures that there is a mechanism in place to measure how well organisations are meeting their agreed objectives and provides the Partnership with a framework to demonstrate that public money is being spent efficiently and effectively.

## Appendices

Market Facilitation and Delivery Plan  
Engagement Report

Appendix 1  
Appendix 2

## References

HSCP Strategic Plan for Fife 2023 – 2026.

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