



# Minutes

## Edinburgh Integration Joint Board Strategic Planning Group

**10.00am Friday 6 October 2017**

City Chambers, High Street, Edinburgh

### **Present:**

**Members:** Carolyn Hirst (Chair), Councillor Ricky Henderson (Vice-Chair), Colin Beck, Sandra Blake, Colin Briggs, Eleanor Cunningham, Wendy Dale, Christine Farquhar, Dermot Gorman, Belinda Hacking, Stephanie-Anne Harris, Graeme Henderson, Fanchea Kelly, Michelle Miller, Michele Mulvaney, Moira Pringle, Rene Rigby and Ella Simpson.

**Apologies:** Peter McCormick.

**In Attendance:** Lauren Browne-Islam (Edinburgh Health and Social Care Partnership), Marian Gray (North East Locality), Marna Green (North West Locality), Elaine Hamilton (South East Locality), Patrick Jackson (South West Locality)

### **1. Minute**

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The minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 1 September 2017 was submitted.

### **Decision**

- 1) To approve the minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 1 September 2017 as a correct record.
- 2) To agree that a Rolling Actions Log be prepared for the Group going forward.

## 2. Matters Arising

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### 2.1 Housing Seminar -

Fanchea Kelly updated the Group on the Housing Seminar which had taken place on 27 September 2017 around the commitment in the Housing Contribution Statement to build 3000 affordable homes for people with health and social care needs. Details of the presentations from the event will be circulated. Next steps included meetings between officers from housing providers and commissioners within the Health and Social Care Partnership with a report back to a future meeting of this Group on proposals and timelines.

#### **Decision**

To note the update and that a report would be submitted to a future meeting of this Group setting out detailed proposals and timelines.

### 2.2 Development Session – 13 October 2017

The Chair advised that the IJB development session scheduled for 13 October 2017 intended to consider the arrangements for recruitment of new chief officer, statement of intent for the IJB to inform the recovery plan and management and governance arrangements.

The Group felt it was important not to lose sight of the partnership and that it was essential to look at the needs across the city on a holistic basis and not just as two large service providers. It was agreed that the experience and expertise of citizens was key and that it should not just be a “top down” exercise.

Concerns were expressed that the term “recovery plan” might send out the wrong message to staff and members of the public. However, this had been chosen deliberately to highlight the critical situation regarding finance and performance. It was absolutely not meant to imply that staff were not committed or not working really hard in difficult circumstances.

#### **Decision**

To note the update.

## 3. Recommendations from the Joint Inspection of Services for Older People

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### 3.1 Engagement

It had been agreed to establish a sub-group to take forward issues around engagement. A scoping brief was being developed for the sub-group detailing proposed membership and remit.

An initial internal meeting had been set up to take this forward and officers would contact IJB members interested in becoming members of the Sub-Group once the scoping document was available.

### **Decision**

To note the update.

## **3.2 Cross Sector Market Facilitation Strategy**

### **Decision**

To note that an update report would be submitted to this Group at their meeting on 1 December 2017.

## **3.3 Strategic Plan**

### **Decision**

To note that proposals around the Strategic Plan would be considered as part of the Agenda Forward Planning item later in the meeting – (see item 6 below).

## **4. Health and Wellbeing Profiles for Edinburgh's Localities**

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Eleanor Cunningham presented an overview of the health and wellbeing profiles for Edinburgh's localities. The profiles formed part of the Edinburgh Health and Social Care Partnership's work towards continual development of Edinburgh's Health and Social Care Joint Strategic Needs Assessment (JSNA) and used the most current data available to present a picture of need and demand across the city.

Membership of the JSNA Development Group included colleagues from Strategy and Insight, public health, local intelligence support team and EVOC. There is also a JSNA stakeholder group membership of which includes other third sector and housing representation.

The following points were raised and discussed:

- The population statistics had been taken from the 2011 Census – was there any more up to date information? Some parts could be updated but some things like group profiling could only be collected via the census
- In the North East Locality mental health was a particular issue and had higher rates of physical health impacts. An important correlation to bear in mind was that for people aged under 65 the largest contributors to impaired physical health were emotional distress and mental health issues. Profiling presented an opportunity to think about innovative practice to be able to better manage community provision

- It was crucial that the profiles were published to ensure appropriate planning to address relevant issues for example, drugs and alcohol did not appear in the North East Locality Plans as being an issue but were identified as such in the profiles
- Important to recognise the considerable variations within localities when compiling the next level of profiling
- Homelessness was a rising factor in the city particularly for those with complex needs – known and hidden homelessness factors were also an issue
- Concern that the IJB was adult focused. Data on childhood was important as a lot of the causes of adult illness were there in the early stages of childhood trauma, environment, poverty
- Important to develop ways of looking at a qualitative and not just quantitative approaches
- Locality plans were refreshing in looking to give young people a positive start in life
- It was recognised there was a lot of work going on with needs profiling across various areas. The first needs analysis had looked at housing and economy and there was an expectation that this would link in with the developing economic strategy going forward.

### **Decision**

- 1) To note the key findings.
- 2) To note the next steps in the development of locality profiles.
- 3) To agree to the Health and Wellbeing Profiles being published on the Transform Edinburgh website.

(Reference – report and presentation by the Acting Strategy and Business Planning Manager, Older People, submitted)

## **5. Locality Improvement Plans**

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The Edinburgh Community Planning Partnership had approved arrangements for development of the Locality Improvement Plans for the City. A separate improvement plan had been prepared for each of the four localities. Anticipated outcomes and proposed actions were set out in the appendices to each of the plans.

It was intended to present the plans to the IJB in November for approval.

During discussion the following points were raised:

- It was recognised that the plans were very high level and the next phase would be around action planning where the detail on outcomes and measurement would be set out
- It was intended to establish four performance workshops, one in each of the localities to look at the action planning process – a toolkit to facilitate this was being developed
- It was vital to acknowledge and consider the associated financial implications and the exceptionally challenging financial environment
- There was a need to look at workforce and financial provisions together – need to be deliverable and practical and explicit around the impacts on the overall strategic plan. There was an opportunity to focus on positive destinations in terms of workforce planning
- Prevention needed to be addressed including how resources were to be used
- An overall joint approach needed to be taken forward, not just as an IJB, but with other providers and partners
- It was recognised that the process was new and needed time for locality teams to bed in and develop relationships
- It was necessary to organise core themes across all the localities in addition to specific themes pertinent to each individual locality

### **Decision**

- 1) To recommend that the Integration Joint Board approve the draft Locality Improvement Plans in so far as they relate to health and social care/wellbeing.
- 2) To note the comments detailed above in terms of informing future iterations of the Strategic Plan.
- 2) To note that the Council's Strategic Manager, Service Re-Design and Innovation and NHS Lothian's Strategic Planning Manager would take forward work around the bringing together of action plans in respect of delivering the priorities identified in the Locality Improvement Plans and the ongoing development of the Strategic Plan taking into consideration any financial implications.
- 3) To agree that detailed actions plans should be submitted to future meetings of this Group for consideration.
- 4) To inform the IJB of the proposed action planning work.

- 5) To invite Chris Adams, the Council's Senior Business Intelligence Officer, Performance and Business Analytics to deliver a presentation to the next meeting of this Group on the emerging economy strategy for the city..

(Reference – report by the Strategic Planning, Service Redesign and Innovation Manager, submitted)

## 6. Delivery of Direction EDI\_2017/18\_1 – Locality Working

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Information was provided on the delivery of Direction EDI\_2017/18\_1 (Locality Working).

### Decision

To continue consideration of this item of business to the next meeting of the Group on 3 November 2017.

(Reference – report by the Strategic Planning, Service Redesign and Innovation Manager, submitted)

## 7. Agenda Forward Plan

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### 7.1 Standing Agenda Items

Recommendations from the Joint Inspection of Services for Older People

- Engagement
- Cross sector market facilitation strategy
- Updated Strategic Plan

### 7.2 Forward Plan for 2017-2018

Colin Briggs circulated a paper setting out the following proposed primary tasks for the Group for the remainder of 2017-2018:

Aim to have outline strategic commissioning plans submitted to the Group with timelines as indicated:

- Older People (end 2017)
- Mental Health (end 2017)
- Disabilities (end 2017)
- Primary Care (early 2018)

The intention was that Plans would be further developed for the end of the financial year 2017-2018 with Directions issued thereafter.

It was proposed to establish Reference Boards for each of the four key areas to provide oversight, insight and challenge to the emerging outline plans. Each

Reference Board would be chaired by an IJB Member and would have broad membership including non-voting IJB members.

During discussion the following points were raised:

- It was critical to have an overarching overview and to set out a clear direction of travel in terms of taking the work of the Strategic Planning Group and the IJB forward.
- There was a need to link in with the Performance and Quality Group
- There may be merit in co-opting members from the other IJB Sub-Groups onto the Reference Boards
- Emphasis needs to be on thinking about how we go about commissioning these services
- There was a need to focus on the longer term and not lose sight of it – there should be a focus on the recommendations in the joint inspection of services for older people as these were equally relevant to other service user groups.
- The proposed way forward offers practical foundations for setting out the strategies for the future
- Important to bring all resources to the table, NHS, Council, independent, third sector and housing
- There is a need to make the distinction between what the Partnership has agreed we work together on – there are significant overlaps but also things which are separate. For example, mental health could include people who had dual diagnosis – the Alcohol and Drug Partnership was looking at this and the EHSCP is a partner in this
- Important to note timescale is against us whatever approach is taken but having a methodology that works is important
- It was acknowledged we are in a difficult position but we need to do something rapidly and we need to link in with existing groups to get all the cross cutting information.

## **Decision**

- 1) To agree the proposed forward plan as set out in the paper.
- 2) To note that the proposals would be discussed at the Development Session to be held on 13 October 2017.
- 3) Thereafter to ask Colin Briggs to come back to this Group with further detail about how this work would be taken forward, the approach to be taken by the Reference Boards and any impact on existing Sub-Groups and structures.

- 4) To request that terms of reference, outlines and proposed membership be circulated to members of this Group as soon as possible and in advance of the next meeting scheduled for 3 November 2017.
- 5) Members of this Group to advise Colin if they are interested in being involved with the Reference Boards and other appropriate people who may be.

(Reference – discussion paper by the Chief Strategy and Performance Officer (Interim), submitted)

## 8. Papers for Information

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### Decision

To note the following decisions of the IJB relating to items which had been referred by the Strategic Planning Group:

- 1) **Proposals for Investment**

The IJB, on 22 September 2017, approved the Group's recommendations on proposals for investment as follows:

- i) the investment of £2,167,167 to build capacity in services for people with learning disabilities; and
- ii) the investment of £588,096 on an invest to save basis as set out in the business case for the expansion of the telecare service.

- 2) **Review of Grant Programmes**

The IJB, on 22 September 2017, agreed the Group's recommendations and agreed that future reports on the scope, methodology and timetable to the review should be considered by the Strategic Planning Group in advance of approval by the IJB.

- 3) **65 Niddrie Mains Terrace Business Case**

The Strategic Planning Group, on 28 July 2017, had recommended the IJB approve the business case for nine Grade 5 supported accommodation places at 65 Niddrie Mains Terrace, Edinburgh.

Following further discussion, the IJB had been asked to defer approval of the business case while further work was undertaken to establish the capacity required for different levels of accommodation.

## 9. Any Other Business

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### Decision

To note the following changes to future meeting dates of the Group:

**Friday 12 January 2018** (in place of Friday 5 January 2018)

**Friday 9 March 2018** (in place of Friday 2 March 2018)



## 10. Date of Next Meeting

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Friday 3 November 2017 at 10am in the Dean of Guild Room, City Chambers,  
High Street, Edinburgh