



# Minutes

## Edinburgh Integration Joint Board Strategic Planning Group

**10.00am Friday 3 November 2017**

City Chambers, High Street, Edinburgh

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

**Apologies:** Councillor Ricky Henderson (Vice-Chair) and Michelle Miller (Interim Chief Officer, Edinburgh Health & Social Care Partnership).

**In Attendance:** Mark Grierson (Disability Support and Strategy Manager) and David White (Strategy Planning and Quality Manager, Primary Care & Public Health).

### 1. Minute

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The minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 6 October 2017 was submitted.

#### **Decision**

To approve the minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 6 October 2017 as a correct record.

## 2. Rolling Actions Log

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Updates on outstanding actions were presented as follows:

### **Item 1 – Transforming Services for People with Disabilities**

- (a) Update on transition plans between children's and adult services to be added to the agenda for a future meeting of this Group.
- (b) Update on planning for adapted housing requirements to be discussed at the Strategic Housing Group and thereafter brought back to a future meeting of this Group.

### **Item 2 – Role of the Strategic Planning Partnerships**

- (a) Report on the remit to be adopted by all strategic planning partnerships on the agenda for this meeting – recommended for closure
- (b) Availability of papers on website – noted that a workshop had been held on 1 November 2017 and that the outcomes of that workshop would be reported to a future meeting of this Group

### **Item 3 – Market Shaping Strategy**

Noted that a paper on unmet need had been presented to this Group on 1 September 2017 – recommended for closure

### **Item 4 – A Market Shaping Strategy 2013-2018**

Noted that a progress update on actions required was scheduled to be presented to this Group at their meeting on 1 December 2017

### **Item 5 – Review of Grants Programmes**

- (a) Noted that a report on roll forward of existing grant programmes was approved by the IJB on 22 September 2017 – recommended for closure
- (b) Report on scope, timescales and methodology on the agenda for this meeting – recommended for closure

### **Item 6 – Housing Seminar**

Noted that papers from the Seminar had been circulated to members of this Group – recommended for closure

### **Item 7 – Locality Improvement Plans**

- (a) Noted that a report on the health and social care/wellbeing aspects of Locality Improvement Plans was scheduled for submission to the IJB meeting on 17 November 2017
- (b) Noted that detailed action plans would be submitted to a future meeting of this Group
- (c) Noted that the Economy Strategy was scheduled to be presented to this Group at their meeting on 1 December 2017

### **Item 8 – Delivery of Direction EDI\_2017/18\_1 (Locality Working)**

Noted that a progress update on all Directions was scheduled to be presented to this Group at their meeting on 1 December 2017

### **Item 9 – Outline Strategic Plans**

- (a) Noted that proposals for taking forward Outline Strategic Plans were discussed at the Development Session on 13 October 2017 – recommended for closure
- (b) Presentation on Outline Strategic Plans on the agenda for this meeting – recommended for closure
- (c) Terms of reference for Reference Boards and Strategic Planning Partnerships on the agenda for this meeting – recommended for closure

### **Decision**

- 1) To agree to close the following actions:
  - Item 2 – Role of the Strategic Planning Partnerships
  - Item 3 – Market Shaping Strategy (decision of 28 July 2017)
  - Item 5 – Review of Grants Programmes
  - Item 6 – Housing Seminar
  - Item 9 – Forward Plan – Outline Strategic Plans
- 2) To update the rolling actions log and otherwise note the remaining outstanding actions.

(References – IJB Strategic Planning Group 6 October 2017 (item 1); Rolling Actions Log, submitted)

## **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 by the sub-group detailing proposed membership and remit.

An initial meeting of the sub-group had taken place to take forward the development of the scoping brief around engagement. It had been agreed the main focus of the work should be on community engagement.

It was proposed to present a discussion paper to the next sub-group meeting to develop the framework and thereafter draft the engagement paper.

### **Decision**

To note the update and that the revised Improvement Plan arising from the inspection of older people's services would be presented to the IJB on 17 November 2017.

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

#### **Decision**

To note that a progress update on required actions was scheduled to be presented to this Group on 1 December 2017.

### 3.3 **Strategic Plan**

#### **Decision**

To note that proposals to take forward outline strategic plans would be considered under item 7 below.

## **4. South East Edinburgh (Outer Area) Strategic Assessment**

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The Population Growth and Primary Care Premises Assessment 2016-2026 was a comprehensive assessment of the primary care pressures and needs across the city reflecting the extensive housing investment set out in the City of Edinburgh Local Development Plan. The assessment had been supported by the Integration Joint Board at its meeting on 22 September 2017.

Priorities identified within each Partnership required to be supported by Strategic Assessments. The Strategic Assessment for the South East Edinburgh (Outer Area) was presented. The Assessment had been produced following a workshop with key stakeholders to consider the drivers for change, scope of services and possible solutions.

Potential growth within the area together with the constraints of existing provision and premises mainly affected five GP practices in the outer area of the South East Locality namely Ferniehill, Southern, Inchpark, Gracemount and Liberton.

The submission of the Strategic Assessment to the NHS Lothian Capital Investment Group (LCIG) would enable access to the capital planning process and, if supported, the subsequent opportunity to develop a more detailed options appraisal to identify a solution for this area of need.

The following issues were raised and discussed:

- The outline commissioning plan for primary care would be developed for early 2018 – the role of the Primary Care Reference Board and this Group would be to develop and have oversight of the strategy and delivery of the Plans. All Strategic Assessments would be considered in the first instance by the primary care reference board then come to this Group for final overview and comment
- Concerns were expressed about any implications and challenges for GP practices operating via an NHS partnership/business model. The NHS view was that any issues would be a matter for individual negotiation

- Provision of new GP premises could be looked at as part of the housing capital programme – outline commissioning plans needed to signal the next level of detail in this regard
- Population increase and inadequate premises was a huge issue for GP practices – there was an urgent need to build new premises
- Joint builds had been done in the city but they had tended to be included as part of the design of accommodation rather than thinking about the service provision pathway
- Community assets were not included in the report – this could be looked at in terms of the community asset legislation – could be worthwhile investigating this even as an interim measure
- Involvement and making use of the world leading design expertise within the city - Architectural Design Scotland were part of the capital plan process but were not engaged at this early stage of the process

### **Decision**

- 1) To note that the South East had been identified as a priority area for investment in the Population Growth and Primary Care Premises Assessment 2016-2026 as supported by the Integration Joint Board meeting on 22 September 2017.
- 2) To note the Strategic Assessment set out in Appendix 1 of the report and that this format would be required to be produced for primary care in each of the four localities.
- 3) To recommend that the Integration Joint Board approves the South East Edinburgh (Outer Area) Strategic Assessment for submission to the NHS Lothian Capital Investment Group (LCIG) for consideration as part of the NHS Lothian prioritisation process for capital allocations.

(Reference – report by the Project Manager, Primary Care, submitted)

## **5. Status of Strategic Planning Group Notes and Papers**

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Some information considered by this Group required to be treated as confidential, for example commercially sensitive material or information about which the IJB would be asked to make a decision.

It was recommended that the principle in terms of dissemination of information should be that documents were made public unless there was a compelling reason for this not to happen.

## Decision

- 1) To note that minutes and papers referred to the IJB become public documents once they were published online with the IJB meeting papers.
- 2) To agree the overarching principle that presentations and discussion papers not referred on to the IJB would become public unless this Group decided they should not be shared.
- 3) To agree that, going forward, confidential papers would be issued as a separate pack to the Group.

(Reference – paper by the Strategic Manager, Service Re-Design and Innovation, submitted)

## 6. Grants Review – Scope, Timescale and Methodology

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The Integration Joint Board, on 22 September 2017, had agreed to extend the existing grants programmes due to expire on 31 March 2018 to 31 March 2019 to allow a review of the programmes to be undertaken and to ask this Group to consider proposals relating to the scope, timescale and methodology for the review prior to these being presented to the IJB for approval on 17 November 2017.

A small working group consisting of representatives of the third sector, housing associations, officers from City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership had met to develop the proposals for consideration by this Group.

Recommendations on the proposed scope, timescales and methodology for the review of grants were presented. The review would be expected to deliver efficiencies equivalent to 10% of the current annual budget for grants from 1 April 2019 equating to approximately £450,000. Efficiencies did not have to mean a reduction in the grants budget but could be delivered by doing more for the same amount of money or by enabling other types of provision to be reduced or ceased elsewhere in the system.

The following issues were raised and discussed:

- No specific reference was made to unpaid carer involvement in the review, other than as part of citizen involvement – this could be taken forward through the Carers Strategic Partnership Group
- The primary thing to be considered by the review is what the IJB see as the purpose of grants as opposed to other forms of procurement– the next stage would be about involving all stakeholders
- the complexity of this piece of work could not be underestimated - with a proposed 10% efficiency target to be delivered, communication across the board would be absolutely key to the whole review

- difficult to demonstrate clear outcomes – need to ensure there was no overlapping of services provided – it was imperative to make sure services are meeting need and the level of funding being provided was proportionate to the numbers of individuals supported through the grant
- paragraph 19 what does efficiencies mean? – it does not necessarily have to be about reducing the grants budget, it can be about using the review to drive change across the whole system, delivering differently to increase outcomes with the same resources or allow savings to be made in other parts of the system

## **Decision**

- 1) To endorse the proposed scope for the review of grants set out in paragraph 8 of the report.
- 2) To endorse the proposed timescale for the review of grants set out in Appendix 2 of the report.
- 3) To endorse the proposed membership of the Steering Group set out in paragraph 13 of the report.
- 4) To involve the Carers Strategy Partnership Group in the review at the appropriate stage along with the other strategic partnerships.
- 5) To endorse the proposed methodology set out in paragraphs 14 and 15 of the report.
- 6) To reword the key risks section of the report to better reflect the concerns of the third sector representatives
- 7) To re-word the financial implications section of the report to make it clear this would be an opportunity for using resources in a different way and circulate to this Group for comment prior to being published with the IJB papers.
- 8) To endorse the proposal that the principles established through the grants review should be applied to any other health and social care related grants or grant programmes as and when they expired.
- 9) To recommend that the Integration Joint Board approve the proposals in respect of the scope, timescale and methodology for the review of health and social care grant programmes
- 10) To receive progress updates on the review to this Group at each meeting going forward.

(References – Strategic Planning Group 1 September 2017 (item 7); report by the Interim Chief Officer, Edinburgh Health and Social Care Partnership, submitted)

## **7. Outline Strategic Plans - Presentation**

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Outline strategic commissioning plans would be produced for the following four key areas:

- Disabilities
- Mental Health
- Older People
- Primary Care

Each Plan would include an analysis of the current position, a statement of where services should be, a robust analysis of current demand and capacity and an outline of resources required with an objective reasoned explanation.

In addition, where appropriate, a market shaping strategy would be developed to clarify the expectations for providers and issues to be incentivised in commissioning. An action plan for delivery over 6 months, 1, 3 and 5 years would also be developed underpinned by a robust financial framework.

Each plan would be:

- Supported by a Strategy, Performance and Quality Manager and project team including finance
- Led by a planning partnership
- Respectful of professional input
- Overseen by a Reference Board.

Reference Boards would be established for each of the four programmes and would be chaired by an IJB member. The Boards would have broad membership, provide oversight, insight and challenge to proposals and report to the Strategic Planning Group for oversight.

A paper from the Third Sector Strategy Group was tabled at the meeting setting out the preliminary core thinking about principles and culture which the Third Sector believed should be held by all to support an equitable, open and robust work programme with clear communication on all sides.

### **Disabilities**

The Disability and Support Strategy Manager advised there were currently 28 people accommodated in the Royal Edinburgh hospital. Community placements had been identified and planned for 20 of those. A further 4 had been commissioned and would come onstream in 2018/19.

Appropriate housing continued to be a key issue and the outline plan would offer an opportunity to identify need. The final number of assessment and treatment beds would be 15 which was achievable if community agencies came together to provide the required support. Partnership workshops had been planned to agree rehabilitation requirements.



The following points were raised during discussion:

- over the last 3 years community placements had successfully supported people with severe autism but this was costly and very individual requirements were needed
- helpful to see this set out in terms of structures and timescales but the danger was it would be a response to very short term operational requirements. Medium to long-term information needed to be set out – it would be useful to have a checklist – each of the plans could then be submitted to the Housing, Health & Social Care Partnership with actual requirements - this would be exactly the conversations that needed to take place within the Reference Boards to get that level of detail

### **Mental Health**

Priorities for investment and disinvestment relating to the localities needed to be determined. The objective was to support people at home and how would this be achieved. There were major challenges in terms of access to treatment and services.

The Mental Health and Wellbeing Partnership was already established and a presentation for stakeholders prepared. Locality and hospital consultations had been arranged. The timeline for completion of this work was the end of December 2017.

Next steps included meeting with the IJB lead and representatives, obtaining Board approval, compiling feedback and identifying staff resource.

### **Older People**

Priorities for older people included:

- demand and capacity options across the five areas of pathway
- replacement of Liberton, Oaklands and Gylemuir
- use of Royal Victoria, Liberton and Royal Edinburgh hospital land
- review of care at home services

A working group had been established with a clear remit to deliver the outline commissioning framework. Stakeholder interviews were almost complete seeking views on opportunities and issues across the pathway. Baseline data for activity and finance was almost complete for the pathway. Options appraisals were underway for Liberton, Oaklands and Gylemuir and a Standard Operating Procedure was being developed for the locality hubs.

Next steps included establishing a wider stakeholder group and to identify leads to progress the top three priorities in each of the five pathway areas. The options appraisals for replacement of capacity required to be progressed and alternative models of delivery of functions developed.

## **Primary Care**

The Strategic Planning and Quality Manager, Primary Care & Public Health provided an outline of the priorities for inclusion in the outline plan for primary care services. The existing primary care management team provided the basis for the strategic partnership. An assessment of population increase and GP premises was presented to the IJB on 22 September 2017 and prioritisation in this area was required. Additionally, in June 2017, the IJB had agreed investment in transformation and stability additional workforce.

Next steps included establishing the Reference Board for primary care, producing a prioritised list of capital investments required for GP premises and the implementation of workforce proposals.

The following points were raised during discussion:

- there was a need to align with the work being done by the Scottish Government
- timing was a major issue in terms of possible collision with the draft commissioning plans
- housing representatives should be on the Reference Boards
- there should be more equity and more co-production with a focus on person centred outcomes

## **Decision**

- 1) To endorse the proposed approach to the production of the outline strategic plans.
- 2) To note that IJB Reference Board Chairs would be identified within the next two weeks.
- 3) To endorse the proposed governance arrangements including the terms of reference for the strategic planning partnerships and reference boards (see item 8 below).
- 4) To note the progress made in developing the outline strategic plans and the proposed next steps.
- 5) To produce a set of principles to which each strategic plan should adhere.
- 6) To agree that the four outline strategic plans should be standing items on the agenda for this Group for future meetings.
- 7) To extend the length of the Strategic Planning Group meeting scheduled for 12 January 2018 to three hours to allow sufficient time for discussion

of the outline strategic commissioning plans for disabilities, mental health and older people.

(References – IJB Strategic Planning Group 6 October 2017 (item 7.2); presentation by the Interim Chief Strategy and Performance Officer; paper by the Third Sector Strategy Group, submitted)

## 8. Terms of Reference for Reference Boards and Strategic Planning Partnerships

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### 8.1 Strategic Plan Reference Boards

Proposed terms of reference including the remit and membership for the Strategic Plan Reference Boards were presented. The role of the Reference Boards was to provide oversight, insight and challenge to proposals coming forward from the relevant Strategic Planning Partnership (Disabilities, Mental Health, Older People and Primary Care).

#### **Decision**

To approve the terms of reference.

(Reference – paper by the Interim Chief Strategy and Planning Manager, submitted)

### 8.2 Strategic Planning Partnerships

Proposed terms of reference including the remit and membership for the Strategic Planning Partnerships were presented. The role of the Partnerships were to oversee the production and implementation of specific strategic plans.

#### **Decision**

To approve the terms of reference.

(Reference – paper by the Interim Chief Strategy and Planning Manager, submitted)

## 9. Agenda Forward Plan for Meeting on 1 December 2017

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### 9.1 Standing Agenda Items

- (a) Recommendations from the Joint Inspection of Services for Older People
  - Engagement
  - Cross sector market facilitation strategy
  - Updated Strategic Plan

(b) Progress updates on outline strategic commissioning plans

- Disabilities
- Mental Health
- Older People
- Primary Care

(c) Grants review

## 9.2 Forward Plan for 1 December 2017

- (a) Economy Strategy for Edinburgh – to identify synergies with the Strategic Plan
- (b) Market Shaping Strategy
- (c) Update on Directions

(Reference – paper by the Strategic Planning Manager, Service Re-Design and Innovation, submitted)

## 10. Papers for Information

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### Decision

To note there were no IJB papers for information and that the next meeting of the Board was scheduled for 17 November 2017.

## 11. Any Other Business

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### 11.1 Night Time Payments to Carers

To note that as a result of a recent Employment Tribunal Judgement, carers could make application for back payments relating to night time working hours.

## 12. Date of Next Meeting

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Friday 1 December 2017 at 10am in the Dean of Guild Room, City Chambers, High Street, Edinburgh.