



Minutes

Edinburgh Integration Joint Board Strategic Planning Group

10.00am Friday 12 January 2018

City Chambers, High Street, Edinburgh

Present:

Members: Carolyn Hirst (Chair), Councillor Ricky Henderson (Vice-Chair), Colin Beck, Colin Briggs, Eleanor Cunningham, Wendy Dale, Christine Farquhar, Mark Grierson, Belinda Hacking, Stephanie-Anne Harris, Martin Higgins (substituting for Dermot Gorman), Fanchea Kelly, Peter McCormick, Michele Mulvaney, Moira Pringle, Rene Rigby and Ella Simpson.

Apologies: Sandra Blake, Dermot Gorman, Graeme Henderson and Michelle Miller.

In Attendance: Nickola Paul (Programme Business Manager, NHS Lothian), Linda Irvine and Stefan Milenkovic (EVOC).

1. Minute

The minute of the Edinburgh Integration Joint Board Strategic Planning Group of 1 December 2017 was submitted.

Decision

To approve the minute of the Edinburgh Integration Joint Board Strategic Planning Group of 1 December 2017 as a correct record.

2. Rolling Actions Log

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 March agenda for this Group.
- (b) Update on planning for adapted housing requirements to be discussed at the Strategic Housing Group and thereafter brought back to the March meeting of this Group.
- (c) To note that EVOC had held a ThinkSpace Event from which Social Work and Children and Families had agreed to take forward some actions.

Item 2 – South East Edinburgh (Outer Area) Strategic Assessment

Report to be submitted to the meeting of the Integration Joint Board scheduled for 26 January 2018. Recommended for closure.

Item 3 – Economy Strategy – City Deal Workforce Development Steering Group – update on the work of the City Deal Workforce Development Steering Group to be brought back to a future meeting of this Group.

Decision

- 1) To agree to close Action 2 – South East Edinburgh (Outer Area) Strategic Assessment.
- 2) To update the rolling actions log and otherwise note the remaining outstanding actions.

(References – IJB Strategic Planning Group 1 December (item 3); Rolling Actions Log, submitted)

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

An update was provided of progress on the three recommendations from the Joint Inspection of Services for Older People for which this Group had oversight. The progress updates included additional actions to be added to the Improvement Plan.

Recommendation 1 – The Partnership should improve its approach to engagement and consultation with stakeholders in relation to its vision, service redesign, key stages of its transformational programme and its objectives in respect of market facilitation

The Statement of Intent had been approved by the Joint Board on 17 November 2017 and shared with partners and staff to keep them updated on all improvement activity.

The Statement of Intent had also been presented to the Edinburgh Community Planning Partnership Board on 7 December 2017.

The Community Engagement Sub-Group had met for the second time to discuss landscape in Edinburgh including opportunities for linking with community planning. The outputs from the workshop held on 1 November 2017 would be presented to this Group in February 2018.

The first meeting of the Workforce Development Steering Group was scheduled to be held on 22 January 2018.

Recommendation 9 – The Partnership should work with the local community and with other stakeholders to develop and implement a cross sector market facilitation strategy.

There was no additional progress to report on the market facilitation strategy since the last meeting of this Group on 1 December 2017.

Recommendation 10 – The Partnership should produce a revised and updated joint strategic commissioning plan.

The outline strategic commissioning plans for learning disabilities, mental health and older people were on the agenda for consideration at this meeting (see item 7 below) and would thereafter be referred to the Joint Board.

The outline strategic commissioning plans for physical disabilities and primary care would be presented to this Group in February 2018 and thereafter referred to the Joint Board.

The final commissioning plans would be completed by April 2019 together with the market shaping and facilitation strategy.

The following points were raised and discussed by members:

- It was essential to ensure there was ongoing dialogue and engagement with the Care Inspectorate and Health Improvement Scotland. The Interim Chief Strategy and Performance Officer and the Interim Chief Officer had met with the Care Inspectorate in November 2017 and a further meeting was planned for January 2018. The Inspectorate had indicated they were welcoming of the approach being taken by the Joint Board and they had been sighted on the Statement of Intent. Health Improvement Scotland had also been contacted to provide any relevant assistance towards progressing all the recommendations from the Joint Inspection.
- A senior management away day had been held in December 2017 and both the Care Inspectorate and Health Improvement Scotland were in attendance at that event.
- It was noted there were already a very good set of principles in place to work to, although it was recognised that work through thematic forums was cross cutting and it was essential to get the fundamentals right. Cross cutting issues were in the forward plan and would be discussed at a future meeting of this Group

Decision

To note the progress update reports.

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

4. Grants Review - Update

The scope, methodology and timescales for the Grants Review had been agreed by the IJB at their meeting on 17 November 2017.

The Grants Review Sub-Group met in December 2017 and January 2018. Members commented that clarity was needed about the impact of the review on services funded on a regional basis by NHS Lothian or by other partners.

Decision

To agree that the notes from the Grants Review Sub-Group meetings in December 2017 and January 2018 would be circulated with the agenda for the February meeting of this Group.

5. Directions

A report would be submitted to the Joint Board on 26 January 2018 on outstanding directions relating to grants and short term funding to address some of the key pressures in the system.

The review of the existing Directions and the current IJB Directions policy will be a substantive item at the March meeting of the Strategic Planning Group.

The Directions Policy agreed by the Joint Board in January 2016 was circulated to members of this Group for information.

Decision

To note the update.

6. Scottish Government – Social Care Survey 2017

The Scottish Government had published the results of the annual Social Care Survey on 19 December 2017. This included information on home care, community alarms and telecare and direct payments.

A summary was provided of data and outputs across all surveyed areas as they related to Edinburgh specifically and also compared to the national position.

The following points were raised and discussed

- It was important to understand the level of need the Joint Board were supporting in terms of patterns of provision in Edinburgh and comparing different groups of people in different parts of the city.
- It was noted that in Edinburgh levels of stress and distress anxiety etc had been incorporated into the new Care Inspectorate reporting standards.
- Consideration is being given to the use of the Indicator of Relative Need (IoRN) as a means of identifying and monitoring levels of need. One of the difficulties was there hadn't been a cohesive way forward. One standardised tool across the board would be helpful but the only way this would happen is if all 32 local authorities in Scotland made representations to the Scottish Government.
- Midlothian had been carrying out a lot of work looking at frailty. Members agreed it would be useful for Edinburgh to have sight of this for information

Decision

- 1) To note the issues set out in the briefing paper.
- 2) To note there were regular meetings of Chairs and Vice-Chairs of Integration Joint Boards across Scotland and that similar meetings were held regularly between IJB Strategy Managers and Chief Officers.

(Reference – Briefing Paper by the Senior Strategy and Planning Officer, Strategy and Insight, submitted)

7. Outline Strategic Commissioning Plans

The draft Outline Strategic Commissioning Plans for learning disabilities, mental health and older people were presented. The Plans outlined the headline issues and proposed strategic direction in each area and the key actions to be taken to address these. Covered within all the Plans were prevention, different levels of care for different levels of need, community services and bed-based services. Included were some propositions based on capacity and demand modelling.

A proposed timetable for development of the strategic commissioning plans was presented together with key officer contacts.

Issues still requiring to be addressed included how the Plans would be prioritised and resourced financially. It was also recognised there was a real and urgent need to progress housing commissioning to support the Plans.

The Outline Strategic Commissioning Plans for physical disabilities and primary care were scheduled to be submitted to the February meeting of this Group and thereafter referred on to the meeting of the Joint Board scheduled for 27 April 2018.

The Group thanked Colin Briggs, Colin Beck, Linda Irvine, Mark Grierson, Stefan Milenkovic and Wendy Dale for their work and efforts in pulling together the draft Plans within such a short timescale.

Core Principles – Appendix 5

The following points were raised and discussed by members:

- Important to have the principles set out explicitly for use as a reference point
- Issues around language to better reflect the joint working and input from the voluntary sector and other stakeholders – a lot of work had taken place to ensure the right people were round the table in such a short timescale but this will be progressed going forward over the next 6 to 9 months
- The principle of governance should be expanded to think about governance in the context of safe delivery of services in addition to being effective
- Cross cutting themes needed to be better articulated, a whole person centred approach needed to be taken and each individual should be assessed on their whole life need. The commissioning body needed to set out what they wanted the professionals to actually do
- It was acknowledged that the principles were coming from a human rights based approach and the culture of listening and engaging was absolutely core, however some of the explanatory language could be refined
- It was important to ensure that all stakeholders were signed up to the principles
- It was crucial to use and build on the already done previously as this will strengthen the plans – the housing contribution statement needed to be incorporated into the strategic plan
- The plans need to be live documents to take into account changes during the life of the plans – the annual review process would take account of this.

Older People's Services – Appendix 4

The key work of the Older People's Services Plan was to provide a basis for change which supported the City in delivering a new model of realistic care which recognised the limitations of resources in the statutory sector and the significant limitations of statutory approaches.

Stream 1 – Health and Wellbeing

The following points were raised and discussed by members:

- Workforce challenges look to be using third and independent sectors to define the services to help older people, acute services and further develop befriending services
- Need to better understand the capacity of the third/independent sector
- Important to engage Edinburgh Leisure in the development of the plan

- Acknowledged comment from the Professional Advisory Group that health and wellbeing affects everyone not just older people – there were professionals on the Group keen to participate and inform the development of the planning for a change in the way we deliver services
- It was acknowledged that the reference boards would be important in getting this really broad spectrum of engagement
- The housing contribution statement contained important information about how we understand the vulnerability of older people in their own homes – community connections needed to be developed

Stream 2 – Access and Assessment

- The Plan needed to set out actions currently being undertaken to address the crisis in access and assessment
- Any investment required must be articulated in the plan and the extent to which this would mitigate the current waiting list articulated

Stream 3 – Short Term Care and Support

- The purpose and role of this workstream needs to be articulated
- More mention of carers of elderly people needed to be included in this stream
- Would be helpful to have a bibliography appended to the Plan

Stream 4 – Long Term Care and Support

- Care at home providers were experiencing difficulties in delivering services to meet current demand
- Day care providers (including CEC) were keen to note that appropriate infrastructure was crucial to their ability to provide services
- It would be helpful to have specific detail and timelines included in streams 3 and 4

Stream 5 – Complex Care, Accommodation and Bed-Based Services

- Important to understand cross cutting and common approaches and principles about how some services were procured and what additional capacity should be commissioned for the 3-5 year timescale
- Crucial to work with third and independent sector partners to review the shape of residential provision including considering how providers of housing with care services could be better supported
- Early intervention and prevention was key
- The figure of 240 beds on page 10 (second bullet) to be amended

Mental Health and Wellbeing – Appendix 3

- General point about the need for consistency of language
- Noted that the plan reflected on the current state and set out a bold vision and set of actions for the next 3-5 years
- Noted the offer from EVOG to facilitate and support any required consultation ThinkSpace events
- Important to strike a balance between strategic and operational and that the plans needed to cut across both
- Important to include planning actions for people with long term neurological conditions and the forensic population
- Details to be included on the transition from children's to adult services
- Noted that more detailed milestones would be in the next updated version of the plan reported to this Group

Learning Disabilities – Appendix 2

- Noted the plan outlined the current position and key areas of work to be progressed over the next 3-5 years.
- Noted the importance of not “compartmentalising” people
- Noted there was already an established disability forum in the third sector attended by major providers across the city
- Important to take account of people with complex behavioural and forensic needs – noted there was already a commitment from NHS Lothian that forensic needs would be prioritised on a Lothian wide basis
- Appropriate housing was required to support people with learning disabilities being discharged into the community from hospital

Decision

- 1) To agree that any further comments on the core principles be communicated to Ella Simpson and thereafter a revised version to be brought back to the next meeting of this Group.
- 2) To agree the requirement for consistency of language and approach across all the plans and how the scope, scale and vision of the IJB Strategic Plan linked in to other plans in the Edinburgh Partnership.
- 3) To agree that transitions from children's to adult services needed to be part of the strategic thinking across all the plans
- 4) To note that further work needed to be undertaken with the housing sector and reference to the Housing Contribution Statement included in the plans.

- 5) To endorse the direction of travel set out in the three outline strategic commissioning plans detailed in Appendices 2, 3 and 4 of the report by the Interim Chief Strategy and Performance Officer.
- 6) To note that the Group recognised good progress had been made in the development of the plans and that these could be used as working documents for sharing with stakeholders.
- 7) To agree that summaries of the outline strategic plans for learning disabilities, mental health and older people be produced and shared with the Integration Joint Board at its meeting on 26 January 2018.
- 8) To propose that the IJB development session scheduled for 27 April 2018 is used to provide members with the opportunity to consider the draft final outline strategic plans in detail prior to approval at a formal meeting.
- 9) To support the request for the Integration Board to agree to extend the current funding arrangements in place with Scottish Care and EVOC through the Integrated Care Fund to 31 March 2019 to provide capacity for the third and independent sectors to collaborate in the ongoing development and implementation of the strategic commissioning plans.

(References – Strategic Planning Group 1 December 2017 (item 4); report by the Interim Chief Strategy and Performance Officer, submitted)

Declarations of Interest

Rene Rigby declared a financial interest in the above item as an employee of Scottish Care.

Christine Farquhar declared a non-financial interest in the above item as ex-Chair of Upward Mobility.

Peter McCormick declared a non-financial interest in the above item as a Director of an independent sector care provider.

Ella Simpson declared a financial interest in the above item as an employee of EVOC

8. Agenda Forward Plan

Decision

To approve the agenda forward plan as set out in the appendix to this minute.

(Reference – Forward Plan, submitted)

9. Any Other Business

Decision

To note there were no additional items of business raised.

10. Papers for Information

Decision

- 1) To note the report on Recruitment of Citizen Members which had been approved by the Joint Board at their meeting on 15 December 2017:
- 2) To note the report on the Directions Policy which had been approved by the Joint Board at their meeting on 15 January 2016.

11. Dates of Next Meetings

Friday 2 February 2018	10am to 12pm	Dunedin Room, City Chambers
Friday 9 March 2018	10am to 12pm	Dean of Guild Room, City Chambers
Friday 13 April 2018	10am to 12pm	Dean of Guild Room, City Chambers
Friday 11 May 2018	10am to 12pm	Dean of Guild Room, City Chambers
Friday 22 June 2018	10am to 12pm	Dean of Guild Room, City Chambers

Strategic Planning Group Forward Plan 2018

Meeting	Item	Purpose	Presenter	Referred from	To be referred to
2/2/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions		Wendy Dale	Requested by SPG	
	2 Progress on outline strategic plans: <ul style="list-style-type: none"> • Physical Disabilities • Primary care 	To consider the draft outline strategic plans	Strategic leads	Colin Briggs	IJB 2/3/18
	3 Feedback from workshop on information and communication requirements		Wendy Dale	Requested by SPG	
	4 Carers Act	To seek endorsement for the approach being taken to the implementation of the Carers Act	Kirsten Adamson	SPG consideration required prior to IJB	IJB 2/3/18
	5 Community Link Workers	To inform the group of progress in establishing the Community Link Worker Network as part of the Primary	David White		

Meeting	Item	Purpose	Presenter	Referred from	To be referred to
		Care Transformation and Sustainability Plan			
	6 Any other business				
9/3/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions		Wendy Dale	Requested by SPG	
	2 Review of Directions and Directions Policy	To update the SPG on progress against current Directions and any need to amend existing Directions	Wendy Dale	Requested by SPG	IJB 27/4/18
	3 Consideration of cross cutting themes in relation to the Strategic Commissioning Plans		Colin Briggs	Part of work on strategic commissioning plans	
	4 Any other business				
13/4/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review – <i>substantive item</i>			Requested by SPG	

Meeting	Item	Purpose	Presenter	Referred from	To be referred to
	1.3 Directions				
	2 Grants review interim report	To allow the SPG the opportunity to consider the interim report prior to it going to the IJB	Wendy Dale	Interim report requested by IJB	IJB 27/4/18
	3 Seek, Treat, Keep Framework– Scottish Government strategy for substance misuse			Colin Beck	
11/5/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	
22/6/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	
20/7/18	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement 			Requested by SPG	

Meeting	Item	Purpose	Presenter	Referred from	To be referred to
	<ul style="list-style-type: none"> • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions				
August 2018	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	
September 2018	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	
October 2018	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	

Meeting	Item	Purpose	Presenter	Referred from	To be referred to
November 2018	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	
	2 Consideration of draft final Strategic Commissioning Plans				
December 2018	1 Standing items: 1.1 Inspection recommendations <ul style="list-style-type: none"> • Engagement • Market shaping strategy • Strategic Plan 1.2 Grants review 1.3 Directions			Requested by SPG	