

REPORT

Bed Based Review: Public consultation on the future provision of older people's care

Edinburgh Integration Joint Board

13 December 2022

Executive Summary	The purpose of this report is to provide the Edinburgh Integration Joint Board with an overview to the development and implementation of the public consultation on the future provision of older people's care.
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Recommendations	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ul style="list-style-type: none"> • Consider and approve the draft proposal for the development and implementation of the public consultation on the future provision of older people's care and its associated documents. • Consider and approve the cost for independent expertise and guidance from The Consultation Institute.
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue direction to City of Edinburgh Council & NHS Lothian	

Report Circulation

1. This report has not been circulated to any other groups or committees.



Main Report

Background

2. The bed base review (BBR) project presented the Bed Base Care – Phase 1 strategy to the Edinburgh Integration Joint Board (EIJB) at their meeting on 22nd June 2021. There were several recommendations within the strategy relating to the future provision of bed base services including a proposal to decommission the residential care provision in four older care homes across the city.
3. The EIJB requested that a full public consultation was completed before considering any proposals regarding the future of the four older care homes. Following this direction it has been agreed that the consultation will focus on the broad future provision of care and support for older people in Edinburgh.
4. This approach has been agreed as the EIJB would like to understand the views and opinions of a wide range of stakeholders on how care can be provided sustainably in the future, aligned to the strategic priorities, informed by our citizens and which recognises people's aspirations for care in later life.

Approach to consultation

Objectives

5. Although a lot of work has taken place to future proof our services within Edinburgh, the current model of care that the Partnership provides is unsustainable for the future. Population projections suggest that the over 75 age group will increase by approx. 29% in the next ten years. People are living longer at home which means that when they do need health and social care services, they are presenting with more complex care needs than previously seen. People are older and frailer than before, often with multi-morbidity and the current model of care is not designed to meet the needs of people presenting in this way.
6. We know that people live longer, more fulfilling lives in their own home and the Partnership must be able to support people to live at home for as long as they are able. For those who can no longer remain at home safely, the Partnership must provide bed-based care and support services alongside external partner providers.
7. The environment in which care is provided is extremely important. The Partnership must ensure that the estate accommodating care and support services is fit for purpose and meets all regulatory standards for the type of care provision offered.
8. The EIJB want to engage with a wide range of stakeholders to contribute to the development of the consultation on the future care provision for older people in Edinburgh.



9. The EIJB have **identified six priorities within their strategic plan** to shape our thinking and guide decision making. These priorities must be at the heart of everything we do and provide a useful guide when considering the key discussion points for the pre consultation engagement events. The priorities are:
1. Early intervention and prevention
 2. Tackling inequality
 3. Person-centred care
 4. Managing our resources effectively
 5. Making best use of capacity across the system
 6. Right care, right place, right time

Structure of pre consultation engagement activities

10. The EIJB are committed to co-production and collaboration and therefore, the proposal is to engage widely on pre consultation engagement with a wide range of stakeholders to support the development of the consultation questions. This activity will be planned over a twelve-week period and will be delivered through a variety of engagement sessions to ensure maximum opportunity to participate. The communications plan included in [appendix 1](#) outlines the proposed engagement activities and the key stakeholder groups. A short briefing note has also been developed to for distribution to all stakeholders involved in the pre consultation engagement activities, this can be found in [appendix 2](#). More detail on the stakeholder groups can be found in [appendix 3](#).
11. The pre-consultation engagement activities will be used to inform the consultation questions. It is suggested that each group are asked to consider the following questions in advance of the sessions and come prepared to discuss these in more detail:
1. What is the current perception of older people's care provided by Edinburgh City Council?
 2. What is the current perception of older people's care provided by other providers in the private and third sectors?
 3. Has the pandemic influenced this perception – better / worse?
 4. If you needed care and support when you are older, how / where would you like this to be provided?
 5. What services would you like to be available to you when you are older?
 6. In what ways should we take account of the views of older people themselves and their families when planning care services?
 7. In what ways do you feel an ageing population is impacting on care provision for older people?
 8. Please comment on any direct experience you have of older peoples care and support in Edinburgh?
 9. Do you have any other views on the care and support available to the older population in Edinburgh – including any gaps in provision?

10. In what ways does community matter – is the location of services important?
12. From these sessions, we will draft the consultation questions using the dialogue from the sessions to structure the consultation.
13. Once all the engagement sessions have concluded and the consultation questions have been developed, we will publish the consultation through the City of Edinburgh Council’s Consultation Hub. The consultation will be live for twelve weeks during which time we will actively monitor responses. We will continue to promote participation throughout this time through a variety of different platforms and media channels.

Delivery of engagement activities

14. There will be pre-engagement meetings conducted with some of the key stakeholder groups to ascertain how we can effectively engage with staff groups and colleagues, considering everyone’s busy diaries and optimising existing meetings wherever possible. The objective is to complete these pre-engagement meetings before the festive break in 2022. Engagement sessions will be planned and scheduled in the new year. The pre-engagement meetings will be held with representatives from:
- Trade Unions
 - Acute Services
 - Care Homes
 - Carers – both statutory and third sector colleagues
 - EHSCP Operational and Strategic colleagues
15. The approach, format and dates of the pre consultation engagement sessions will be determined by conversations with colleagues in December 2022. An indicative high level plan is outlined below and subject to change based on the outcome of these initial discussions.





High level delivery plan of older people's care public consultation

Challenges

16. It is vital the people of Edinburgh who wish to participate in the consultation have any necessary support or resources available for them to share their views.
17. The commitment to inclusivity is demonstrated in the completion of an Integrated Impact Assessment (IIA) regarding how the consultation can be delivered inclusively.
18. Wider promotion for the public to engage in the consultation when live on the Consultation Hub is partly dependent on individuals across all sectors sharing the opportunity with their trusted networks.
19. The public perception of a fair and independent consultation to influence future decision making is a known challenge. The advice and involvement of The Consultation Institute would aim to provide a level of reassurance and independence to the public.

Post Consultation

20. Once the consultation has concluded we will consolidate responses and evaluate these. These will form the basis of a report on the information gathered during this time. This will be reviewed by the IJB and used to inform the next steps. Once the report is available this will be made public through the Consultation Hub.

Implications for Edinburgh Integration Joint Board

Financial

21. As the EIJB are consulting on the future provision of older people's care in their own right as an Integration Joint Board, the Partnership have enlisted the support of the Consultation Institute.
22. The Consultation Institute are a well established not for profit best practice institute, promoting high quality public and stakeholder consultation in the public, private and voluntary sectors. They offer a variety of support services for any person or body interested in public dialogue, engagement and participation.
23. The Consultation Institute have already reviewed the statutory and legal requirements of the consultation proposal and have provided advice on the duty to consult in the capacity of an Integration Joint Board.

24. The Consultation Institute offer continued support throughout the consultation activity and will provide an institute expert review on the pre consultation engagement activity to confirm that preparations for consultation are aligned to the Consultation Institute's expectations.
25. This results in the award of a Certificate of Consultation Readiness which provides assurance that the required standards have been met at each stage of the pre consultation planning.
26. Due to the high interest in the consultation activity and to be reassured that due diligence has been completed in the pre consultation engagement activity, the Partnership recommends enlisting the services of the Consultation Institute during the pre-consultation planning stage.
27. The proposal developed by the Consultation Institute to undertake this work can be found in [appendix 4](#), the indicative costs are £15,000 + VAT.
28. The Consultation Institute provide a unique service within the external market. We have therefore consulted colleagues in procurement should a waiver be required before entering a contract.

Risk implications

29. The consultation on the future provision of older people's care was requested by the EIJB in June 2021 to inform any strategic proposals on care delivery models of the future. It has been well documented and discussed widely and therefore, the risk of not consulting is severe:
 - The Edinburgh Health and Social Care Partnership (EHSCP) cannot offer the type of care people now require within the current infrastructure, the consultation will seek to understand how our citizens perceive the delivery of care and support when they are older
 - Much is said of shifting the balance of care into the community and enabling people to stay at home within their neighbourhoods for as long as they are able, but we need to understand what our citizen's think this means for them and their families
 - There are high levels of interest in the outcome of the Bed Based Review project and all citizens have an invested interest in how they will receive care both now and, in the future.
 - The outcome of this consultation will be used to inform any future strategic proposals relating to older people's care and support ensuring our citizen's opinions are considered during the development stages



Equality and Integrated impact assessment

30. To evidence our commitment to conducting a consultation with an inclusive approach, an IIA will be undertaken with a focus on how to conduct an inclusive consultation; considering growing inequalities in the city due to the cost of living crisis and ensure people within community interest groups, who are under-represented, or who would need additional support are encouraged and able to participate.
31. The recommendations from the IIA will be implemented in preparation of consultation planning and readiness during the New Year of 2023.

Sustainability impacts

32. Initial pre-engagement meetings will be carried out virtually over MS Teams
33. Engagement sessions will be informed by these pre-engagement meetings, but it is anticipated that these will be conducted through a mixture of virtual sessions and face to face meetings.
34. All discussions will be recorded electronically, and meeting notes will be circulated virtually after each session

Consultation

35. Formal consultation is not required for the consultation activity however, we will work closely with our partner organisations in positioning our strategy document and its outputs.

Report Author

Judith Proctor

Chief Officer, Edinburgh Integration Joint Board

Contacts for further information:

Name: Jacqui Macrae, Chief Nurse

Email: Jacqui.Macrae@nhslothian.scot.nhs.uk

Name: Hazel Stewart, Programme Manager

Email: hazel.stewart@edinburgh.gov.uk



Appendices

Appendix 1	Proposed communications plan
Appendix 2	Briefing note
Appendix 3	Stakeholder groups
Appendix 4	Consultation Institute – Certificate of Readiness proposal

Appendix 1

EDINBURGH INTEGRATION JOINT BOARD – CONSULTATION BRIEFING NOTE

The Edinburgh Integration Joint Board are embarking on a public consultation on the future provision of care for older people in Edinburgh to gather views and opinions to inform any future proposals relating to care delivery models.

Background

The bed base review project presented the Bed Base Care strategy to the Edinburgh Integration Joint Board at their meeting on 22nd June 2021. There were a number of recommendations within the strategy relating to the future provision of bed base services including a proposal to decommission the residential care provision in four care homes across the city. The EIJB requested that a full public consultation was completed before any decision was reached on the four older care homes. Following this direction, a number of meetings have taken place with the Executive Management Team within the Partnership and the EIJB Chair and Vice Chair to define the focus of the consultation activity. From these meetings, it has been agreed that the consultation will focus on the future provision of care for older people in Edinburgh, broadening the scope beyond bed base services. This approach has been agreed as the EIJB are keen to understand the views and opinions of a wide range of stakeholders on how care can be provided sustainably in the future, aligned to the strategic priorities, informed by our citizens.

Objectives

Although a lot of work has taken place to future proof our services within Edinburgh, the current model of care that the EHSCP provides is unsustainable for the future. Population projections suggest that the over 75 age group will increase by approx. 29% in the next ten years. People are living longer at home which means that when they do need health and social care services, they are presenting with more complex care needs than previously seen. People are older and frailer than before, often with multi-morbidity and our current model of care is not designed to meet the needs of people presenting in this way.

We know that people live longer, more fulfilling lives in their own home and the Partnership must be able to support people to live at home for as long as they are able. For those who can no longer remain at home safely, the Partnership must provide bed based care and support alongside our external partners.

The environment in which care is provided is also extremely important. The Partnership must ensure that the estate used to provide care is fit for purpose and meets all regulatory standards for the type of care that is provided.

The EIJB want to ensure that everyone in the city can inform future service redesign by engaging a wide range of stakeholders to contribute to the development of the consultation on the future care provision for older people in Edinburgh.

The EIJB have identified six priorities within their strategic plan to shape our thinking and guide decision making. These priorities must be at the heart of everything we do and provide a useful guide when considering the key discussion points for the pre consultation engagement events. The priorities are:

7. Early intervention and prevention
8. Tackling inequality
9. Person-centred care
10. Managing our resources effectively
11. Making best use of capacity across the system
12. Right care, right place, right time

Structure of pre consultation engagement activities

The EIJB are committed to co-production and collaboration and therefore, we will be undertaking pre consultation engagement with a wide range of stakeholders to support the development of the consultation questions. This activity will be planned over a 12 week period and will be delivered through a variety of engagement sessions to ensure maximum opportunity to participate. The comms plan included in appendix 1 outlines the proposed engagement activities and the key stakeholder groups. More detail on the stakeholder groups can be found at appendix 2.

The engagement activities will be used to inform the consultation questions. It is suggested that each group are asked to consider the following questions in advance of the sessions and come prepared to discuss these in more detail:

1. What is the current perception of older people's care provided by Edinburgh City Council?
2. What is the current perception of older people's care provided by other providers in the private and third sectors?
3. Has the pandemic influenced this perception – better / worse?
4. If you needed care and support when you are older, how / where would you like this to be provided?
5. What services would you like to be available to you when you are older?
6. In what ways should we take account of the views of older people themselves and their families when planning care services?
7. In what ways do you feel an ageing population is impacting on care provision for older people?
8. Please comment on any direct experience you have of older peoples care and support in Edinburgh?
9. Do you have any other views on the care and support available to the older population in Edinburgh – including any gaps in provision?
10. In what ways does community matter – is the location of services important?

From these sessions, we will draft the consultation questions using the dialogue from the sessions to structure the consultation.

Once all the engagement sessions have concluded and the consultation questions have been developed, we will publish the consultation through the City of Edinburgh Council's Consultation Hub. The consultation will be live for 12 weeks during which time we will actively monitor

responses. We will continue to promote participation throughout this time through a variety of different platforms and channels.

Post Consultation

Once the consultation has concluded we will consolidate responses and evaluate these. These will form the basis of a report on the information gathered during this time. This will be reviewed by the IJB and used to inform the next steps. Once the report is available this will be made public through the Consultation Hub.



Communications plan

Bed base review - Consultation

Prepared by Hazel Stewart, Programme Manager

Background

Background to the Consultation

- The Edinburgh Integration Joint Board (EIJB) was presented with the Bed Based Care Strategy at its meeting held on 22nd June 2021. The strategy made a number of recommendations including decommissioning residential care provision provided at Clovenstone, Ford's Road, Jewel House and Ferrylee care homes in the City.
- The EIJB noted the Bed Based Care Strategy and recommendations were designed to meet the strategic intention of the IJB to deliver the right care, in the right place at the right time and noted that the four care homes recommended for decommissioning no longer met Care Inspectorate standards.
- The EIJB stated the consequences of a reduction in care home beds in the City needed to be connected to a commensurate reinvestment plan in alternative care provision
- The EIJB agreed to delay making a final decision on decommissioning the four older care homes until a full public consultation was completed with key stakeholders including the City of Edinburgh Council and Trade Union colleagues.
- The bed base review project team enlisted the Consultation Institute as an independent advisory body to support the planned consultation activity.
- Through meetings held with the Executive team and the IJB Chair and Vice Chair it was agreed that the focus of the consultation should be on "Future care provision for older people in Edinburgh"

Strategic drivers for change

- The Edinburgh Integration Joint Board's (EIJB) Innovation and Sustainability programme included the bed base review project which aims to identify the right bed configuration needed for Edinburgh both now and in the future to ensure services are sustainable and balanced
- The project aims to transform how bed-based services are delivered across the city and will identify how the Edinburgh Health and Social Care Partnership (EHSCP) can create a sustainable delivery model across all bed based services.
- The Edinburgh Health and Social Care Partnership (EHSCP) cannot offer the type of care people now require within the current infrastructure.
- The bed base review project has identified that there is an imbalance of beds within the city. More people are living at home for longer and therefore, have more complex care needs later in life. The EHSCP provides 24 hour bed based care to citizens within care homes across the city, these care homes offer residential care without any nursing provision or specialist dementia care offered.
- There is an increase in demand for nursing and dementia care in care homes which the Partnership does not offer at this time
- Traditional bed base services will not meet the needs of our future population and we need to understand how care can be delivered to meet the needs of our older population
- By shifting the balance of care into the community, more people are remaining at home for longer. Our services need to be able to meet people's care needs in community settings, the Partnership needs to understand what this looks like to ensure services are sustainable

Care homes

- Of the EHSCP care homes, four have surpassed their life design expectancy and do not meet modern day design standards for their function, nor do they support the best outcomes for residents
- The Partnership are implementing a new model of care within the three larger care homes within the estate to include registered nurses, enabling the shift from residential care to nursing and dementia care.
- The four older care homes within the estate cannot implement the new nursing model of care due to limitations in the environment

- Due to these limitations, the four older care homes need to be very selective about the residents they are able to accommodate and cannot accept people with complex care needs.
- Decommissioning these four care homes will have a system wide impact so changes cannot happen in isolation
- Residents who currently live in the older homes would need alternative onward accommodation and capacity is limited
- Staff would need redeployed if these care homes were to be decommissioned
- There are no replacement care homes identified at this stage

Recommended approach

As directed by the EIJB, a full public consultation on the future delivery of care for older people in Edinburgh is planned to inform any future proposals relating to care homes and bed base services

Key communications milestones		
Milestone	Date	Considerations
Staff engagement sessions (across bed base services, localities and home care and reablement)		Briefing paper to be circulated in advance including key points for consideration
Trade Union engagement sessions		Briefing paper to be circulated in advance including key points for consideration Review of previous TU feedback to ensure any points raised are covered in these sessions
EIJB Development sessions		Briefing paper to be circulated in advance including key points for consideration Review of previous correspondence from EIJB members to ensure any points raised are covered in these sessions
Existing residents/patients, families and relatives engagement sessions		Briefing paper to be circulated in advance including key points for consideration
3 rd sector engagement sessions		Briefing paper to be circulated in advance including key points for consideration
Carer groups engagement sessions (could form part of existing meeting structure)		Briefing paper to be circulated in advance including key points for consideration
Neighbourhood and community groups engagement sessions (town hall type events)		Briefing paper to be circulated in advance including key points for consideration
Wider public sessions (suggested to be held in locality offices)		Briefing paper to be circulated in advance including key points for consideration Potentially publish on web page for ease of access
Virtual teams sessions (drop in)		Briefing paper to be circulated in advance including key points for consideration

Audiences and audience-specific objectives	
Audience group	Audience-specific objective
EIJB members	To inform consultation questions on the future care provision for older people in Edinburgh
Colleagues	To understand that this exercise is about better outcomes for older people in Edinburgh To feel involved in the development of the consultation. To feel their skills and expertise are recognised and used to inform the development of the consultation. To support more people to stay cared for, healthy and safe.
Residents, patients, family members and relatives	To be assured that the programme is in line with our strategic objectives and focused on better outcomes for residents, families and colleagues. To provide assurance, information and opportunities to contribute To feel listened to
Other external stakeholders / interested parties	To have confidence about the programme and its impacts. To be assured that the programme is in line with our strategic objectives and focused on better outcomes for residents, families and colleagues. To provide assurance, information, and opportunities to contribute. To be part of shaping the consultation questions

Communications approach				
Audience group	Proposed communications channels	Responsible	Communications assets to be produced to support activity	Proposed frequency
EIJB	Development session	Programme team	Communications plan Briefing paper Engagement timeline Stakeholder map	Quarterly
	Board meeting updates	Programme team	Progress report Draft consultation document Key points from engagement sessions	Monthly
Colleagues	Colleague News	Communications team	Regular briefings in newsletter to update colleagues on consultation activities and planned engagement sessions	Fortnightly
	F2F engagement sessions	Programme team	Briefing note and key considerations	Weekly over 3 months
	Webpage updates	Comms team	Regular updates on progress – such as key dates/decisions / activity	Monthly
Residents/patients, family members and relatives	Formal meetings	Programme team	Briefing note and key considerations	As required
	Virtual meetings	Programme team	Briefing note and key considerations	As required
	Feedback mailbox	Programme team	Generic email for enquiries / feedback	As required

Other external stakeholders / interested parties	Formal meetings	Programme team	Briefing note and key considerations	As required
	Virtual meetings	Programme team	Briefing note and key considerations	As required
	Feedback mailbox	Programme team	Generic email for enquiries / feedback	As required
	Social media	Programme team	Links to events circulated on EHSCP social media sites	As required

Lines to take	
Key messages	<p>High level messaging / scene setting</p> <ul style="list-style-type: none"> • Our aim is to achieve a sustainable and trusted health and social care system for Edinburgh, keeping those living in the capital cared for, healthy and safe. • Our priority is always the health, safety and wellbeing of those we care for • We want to help as many people as possible to remain at home for as long as possible through our 'Home First' ethos • We are working closely with our partners and the voluntary and independent sectors to grow a culture of collaboration • Maximising resources available in our local communities. • There are six strategic priorities identified in the strategic plan which are there to shape our thinking and guide decision making. These are: <ul style="list-style-type: none"> ○ Prevention and early intervention ○ Tackling inequalities ○ Person centred care ○ Managing our resources effectively ○ Making best use of capacity across the system ○ Right care, right place, right time • The Edinburgh Health and Social Care Partnership are committed to improving outcomes for people, delivering high quality care in the right place, at the right time.

Activity timeline – to be developed following pre engagement sessions					
Month	Date	Activity / milestone	Channel	Content description (if required)	Status
December					
January					
February					
March					

Apr - Jun					

Appendix 3

	Responsible	Accountable	Consulted	Informed
Stakeholder groups	Programme team	SRO	IC staff	IC patients
	I&S Board	EMT	IC Managers	IC patients families
	CEC	Prog SRO	HBCCC staff	HBCCC patients
	NHSL	EIJB	HBCCC Managers	HBCCC patients families
			CH staff	Media
			CH Managers	MSPs
			TUs inc Partnership	SG
			Elected members	
			CH residents	
			CH residents families	
			REAS staff	
			REAS Managers	
			MOE staff	
			MOE consultants	
			RVB staff	
			RVB managers	
			Acute site leads	
			Citizens	
			3rd Sector	
			Carer groups / reps	
		Localities		
		Neighbourhood community groups / residents		
		Councillors		



Appendix 4



The Consultation Institute (tCI)
Bayswater House, Station Road
Biggleswade, Bedfordshire.
SG18 8ALT
+44 (0)1787 318350
E: info@consultationinstitute.org

**Consultation Institute Proposal
(Certificate of Consultation Readiness)**

Prepared for:

Hazel Steward - Programme Manager,
Innovation and Sustainability

Edinburgh **Health and
Social Care** Partnership



V1: Prepared by Karen Fourie

10 November 2022

About the Consultation Institute

The Consultation Institute is a not-for-profit, best practice membership organisation established in 2004. It is concerned with raising standards of consultation and engagement practices so that they might be effective and meaningful for all those involved.

The Institute has a wide remit and a broad definition of consultation which covers both formal and informal, deliberative and less dialogic methods (Our definition of consultation is as follows: The dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views and, with the objective of influencing decisions, policies or programmes of action).

As well as our core team of ten people, we have access to around 30 Associates – experts in different fields of consultation and engagement within different sectors. Our members span the full range of profiles from academics to practitioners, communications professionals and those who design public dialogues. The Associates bring a wealth of experience and help us monitor what is happening ‘on the ground’.

An essential aspect of consultation is ensuring that stakeholders can make an informed view, that conflict and consensus are in equal measure and that dialogue is constructive, arguments are accurately recorded and synthesised. Over the years, we have developed our tools and methodologies to help Consultors achieve this. We have also strived to understand the dynamic of quality dialogues and how they relate to framing, incentives, equity, trust, usability etc.

Hence the Institute is a focal point for sharing good practice, experimentation and action. Our members are mostly public bodies or utility companies and come together as practitioners to share their knowledge. Consequently, we understand the relevant caselaw, administrative law and government standards that apply in public sector consultation.

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Introduction

The Consultation Institute (tCI) is delighted to provide an outline statement of intent detailing the manner in which we could support Edinburgh Integration Joint Board (EJIB) in their public consultation and engagement activity.

In the first instance, if you have any questions, please direct them to:

Karen Fourie

Senior Account Manager

E: karen@mytci.org

T: 01767 318350

The Consultation Institute (tCI) Baystrait House, Station Road Biggleswade, Bedfordshire. SG18 8AL T +44

(0)1767 318350 E: info@consultationinstitute.org

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Benefits of Engaging the Institute

The engagement and consultation process must be robust to stand up to scrutiny. It must also be lawful or risk challenge by judicial review. The Institute has extensive experience of what this means in practice (such as the need for a carefully crafted questionnaire) and will advise how your consultation activities align with best practice expectations, reducing the risk of costly errors and reputational damage.

The Institute will build on its experience of providing a support on many, similar consultations, ensuring that Edinburgh Integration Joint Board is adhering to the 'gunning principles' to minimise the risks of delivering an unlawful consultation. It will also ensure that the other duties are met, such as having due regard for equalities. A number of established methodologies will be deployed to steer the consultation to a successful conclusion.

The Institute's support has a number of incidental benefits too, such as: -

- Ensuring a meaningful consultation for consultees, with maximum reach, to support best practice standards.
- Providing the necessary reassurances to all stakeholders that the consultation was conducted with integrity. This is done by a written endorsement subject to successful completion of the scheme.
- Balancing the power between those conducting the consultation and the management team responsible for it.

Proposal

Following recent correspondence between Hazel Steward, Edinburgh Integration Joint Board and Karen Fourie, Consultation Institute (tCI), we understand the key requirement for support will focus initially on the Institute's Certificate of Consultation Readiness.

We recommend a certificate of consultation readiness for the pre-consultation activities. The review covers pre-consultative activities, preparation, planning and materials development, to ensure it meets best practice standard and reflects the changes in approach, particularly post-covid.

Typically, Institute clients use our review services in the following ways:

- To examine a proposal or plan for flaws that could lead to complications or challenges
- To provide feedback on the quality of a consultation document or impact assessment
- To add value to an engagement or consultation plan.

The requirements are structured into four key phases of activity:

- Pre-consultation
- Consultation scoping and governance
- Project planning
- Documentation.

In awarding the certificate, the Institute must be assured that Edinburgh Integration Joint Board has met the required standards at each stage. We will sign off each phase according to the quality standards expected by the Consultation Institute.

The Consultation Institute (tCI) Baystrait House, Station Road Biggleswade, Bedfordshire. SG18 8AL T +44 (0)1767 318350 E: info@consultationinstitute.org
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How it works

Certificate of Consultation Readiness is delivered using a team of experienced Institute Associates. An advisor will act as a 'critical friend' to request and review documents, discuss areas where evidence requires further work and support the development of suitable responses. The advisor will work with two independent peer reviewers from the Institute to provide the EJIB with the assurance that the proposed consultation meets the required standards for the Institute to be able to issue a Certificate of Consultation Readiness.

As with all professional services, the Institute reserves the right to withdraw its endorsement if, at any point, the review falls short of the agreed standards. In the unlikely event that we are not so persuaded, we would expect to use our best endeavours to reach an agreement, but if we fail, the Institute reserves the right to withdraw from the arrangement and negotiate equitable financial agreements.

The Consultation Institute does not provide formal legal advice. However, opponents of high-profile schemes are increasingly turning to the law to challenge elements of the process and we would strongly recommend that the programme consults its legal department before reports are finalised.

Delivery team

The proposed work will be delivered by a core team consisting some of the following tCI Associates: - **Nicholas Duffin** is an Institute Fellow. He is a highly experienced and expert consultation, engagement and stakeholder involvement practitioner. Nick's knowledge extends beyond process to a detailed appreciation of what might be lawful, based on the study of legislation and case law—he is regarded as an expert in mapping the correct 'process' on a case-by-case basis, helping clients formulate robust, safe and 'smart' involvement programmes. He has worked on projects for the Welsh Health Boards, Welsh Government and many NHS Bodies.

Kathy Graham is an Institute Senior Associate and a member of its Policy Council. She is highly experienced in stakeholder engagement, strategic development and public policy, working with the public, private, community and voluntary organisations. Kathy worked as Director of Policy at the Consumer Council. She has secured and delivered many highly influential research projects that have shaped the organisational strategy and public policy both within Northern Ireland and at the UK level. Kathy has experience of QA from a number of projects, most recently with York and North Yorkshire council in their pursuit of a devolution deal.

Paul Parsons is an Institute Fellow. Paul is highly experienced in providing operational and strategic support for consultation projects throughout the UK. Before joining the Institute, He was a senior manager for the North of England Commissioning Support Unit, leading formal public engagement on service transformation and reconfiguration programmes, ensuring that CCGs met their legal requirements in Consultation. Paul has also worked as Communications Manager at the RNID and as an Equalities Policy Advisor to the Welsh Government.

Brian Parry is an Institute Fellow and a member of the Institute's Policy Council. Former Head of Public Engagement at the Central Office of Information (COI), who has recently worked for the Institute delivering projects on best practice compliance for NHS Bedfordshire CCG, Suffolk Fire and Rescue, and Radioactive Waste Management. Brian is particularly experienced in stakeholder management, having worked with senior officials in several Central Government departments. He is also a specialist in ethical management practices, undertaking audits extensively outside the UK. He participates in the development of new methodologies for options development and appraisal.



Caroline Letta is an Institute Senior Associate and chair of the Associates' Council. Caroline is highly experienced in providing operational and strategic support for consultation projects throughout the UK. Caroline has worked for a range of NHS, local authorities and other clients nationally and internationally and she is an expert in healthcare policy in relation to significant service, communications, public engagement and public health behaviour change, service design and campaigns. Caroline draws upon her professional practice and significant experience to identify issues and problems in order to provide advice and guidance for practical solutions.

Fees

Based on our understanding of the project, the fee is £15,000 + VAT.

General Terms

- All quoted prices are valid for 90 days from the date of this proposal. After this time, please contact Karen Fourie to check if they need refreshing.
- All prices exclude VAT and any reasonably incurred expenses unless otherwise specified.
- Payment terms are 100% upon signature of this agreement.
- tCI undertakes that it shall not during the term of this agreement or at any time thereafter use, divulge or communicate to any person, except its professional representatives or advisers or as may be required by law or any legal or regulatory authority, any confidential information.
- It is envisaged that the client will have fully utilised any resources under this agreement within six months of the signature date.
- The Institute Account Senior Manager (Karen Fourie) will convene a monthly meeting with the client to ensure that the project is on track in line with the agreed timescale.
- The client shall be responsible for any additional costs reasonably incurred by tCI arising from client delays, documentation provision issues, failure to comply with reasonable requests in good time or unexpected changes in scope. Where possible, these will be assessed at the mid-point review meeting.

Procurement: East of England Framework

All public bodies in the United Kingdom are entitled to use the East of England NHS Collaborative Procurement Framework to purchase from the Consultation Institute without running their procurement process. If you wish to use this method, please call Sandra Atik on 07983 339079 or email Sandra.atik@eoecph.nhs.uk to obtain an access code.

Acceptance

To confirm agreement to this proposal please sign here:

Signature:	
Print name:	
Date:	
On behalf of:	