



# Minute

## IJB Strategic Planning Group

**10.00am, Wednesday 20 January 2021**

Virtual Meeting – Via Microsoft Teams

**Present:** Ricky Henderson (Chair), Councillor Robert Aldridge, Colin Beck, Philip Brown, Christine Farquhar, Stephanie-Anne Harris, Linda Irvine-Fitzpatrick, Michele Mulvaney, Rene Rigby, Ella Simpson and Hazel Young.

**In attendance:** Matthew Brass, Jessica Brown, Tony Duncan, Donna Gilroy, Katie McWilliam, Alana Nabulsi, Moira Pringle, Martin Scott, Julie Tickle and Jay Sturgeon

**Apologies:** Angus McCann, Belinda Hacking and Nigel Henderson

### 1. Minutes

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#### Decision

To approve the minute of the Edinburgh Integration Joint Board Strategic Planning Group of 10 November 2020 as a correct record.

### 2. Rolling Actions Log

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The Rolling Actions Log for November 2020 was presented to Committee.

#### Decision

- 1) To agree to close the following action:
  - Action 3 – Decision Making Framework
- 2) To otherwise note the remaining outstanding actions

(Reference – Rolling Actions Log, submitted.)

### 3. Annual Cycle of Business

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The annual cycle of business was presented to Committee.

### **Decision**

To note the annual cycle of business.

(Reference – Annual Cycle of Business, submitted.)

## **4. Strategy Progress Update**

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An update was provided on the next strategic planning cycle. Work on the next 3-year strategic commissioning plan was due to start imminently. The transformation programme would remain a central component. In October 2020, the Edinburgh Integration Joint Board (EIJB) approved the intent to produce a concise higher-level strategic vision for the EIJB, which was not bound by time, and guided future 3- year strategic planning cycles. The Futures Committee was sponsoring the development of the higher-level strategic vision and approved the approach and framework on 2 December 2020.

A consultation and engagement programme were being constructed to support the planning cycle. The key timings for the 3-year strategic commissioning plan 2022-25 was the production of the first draft in August 2021 and the publishing of the final draft in March 2022.

The following points were raised and discussed:

- The planning cycle would be carried out on an intelligence led basis.
- The narrative around the Ends was helpful and a good summary of the Partnerships aspirations and should be worked into the final details.
- A consultation and engagement programme was being constructed. The consultation would begin late February 2021 through to April 2021 and would focus on sustainability work. Following this, a proposition would be made to the Executive Team to run the consultation until the Strategic Commissioning Plan is ready for consultation.
- Emphasising the Partnership's commitment to the work of the Poverty Commission. There was a recognition that health inequalities and other inequalities cannot be addressed by some services on their own.
- A work programme had been developed around addressing drug related deaths. This had been distributed around IJB Board members but could also be circulated to SPG members to allow them to see what had been planned and invested in.

### **Decision**

- 1) To note the approach and frameworks to the next planning cycle.
- 2) To note the timeline and milestones for development and production of the next 3-year strategic commissioning plan 2022-25.
- 3) To agree to produce a stakeholder map to show how different partners link to the different strands.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

## 5. Joint Strategic Needs Assessment (JSNA)

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A Joint Strategic Needs Assessment (JSNA) was intended to underpin the strategic planning functions, in particular the Strategic Plan. Strategic commissioning guidance, published by the Scottish Government in 2015, set out an expectation that developing and updating Strategic Plans should be part of an iterative, cyclical process, supported by analysis of available data. A JSNA was required to analyse the needs of local populations and inform and guide the commissioning of health, wellbeing and social care services.

An update on the Joint Strategic Needs Assessment (JSNA) work programme, the content framework and associated timescales.

### Decision

- 1) To note the planning work that has been undertaken to develop the JSNA and the approach to delivery.
- 2) To note that research being carried out by EVOC on the state of the sector would be shared prior to its publication.

(Reference – report by the Head of Strategic Planning, Edinburgh Health and Social Care Partnership, submitted.)

## 6. Transformation Programme Update

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A presentation providing an update on the Transformation Programme was presented to Committee.

The Transformation programme was formally launched in February 2020. A team of project managers were recruited to support the development and delivery of major change and innovation. There were four main programmes of work, structured around the 3 Conversations model, with a further programme of crosscutting, enabling change.

Governance boards were established to oversee the programme, with a wide range of board members. Boards met monthly to agree proposals, unblock barriers and drive progress. There were some delays due to Covid-19, but a “Return to Transformation” was approved by the Edinburgh Integration Joint Board in July 2020 and good progress now being made.

Regular meetings were set up with colleagues in the Council who were involved with the Adaptation and Renewal Programme to identify areas of cross-over and synergy. Discussions would take place between the Strategy Manager and the Change Manager about how they can look in a partnership context and explore the use of existing facilities to promote wider promotion.

The Group noted that there was no lay representation on any of the Programme Boards but this was something that would be considered and discussed offline with Christine Farquhar

### Decision

- 1) To note the presentation on the Transformation Programme.

- 2) To note that the RAG status of some of the projects noted in the meeting papers were shown as green but should have been amber and that a correct version would be circulated to the Group.

## **7. Community Investment Project – Edinburgh Health and Social Care Pact – Formulation to Enactment**

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Dr Linda Irvine Fitzpatrick provided a presentation on the next stages of the Edinburgh Pact.

Dialogue had taken place with city leaders, focus groups, front line staff, members of the public and through photo voice exhibition. These conversations were ongoing, and Dr Linda Irvine Fitzpatrick noted she would be happy to speak with carer groups about the work being done and to be informed by the carers experience and knowledge. Six key themes were identified around shared purpose, relationships, community mobilisation, radical transformation, ability and measuring and evidencing change. Three Conversations, One Edinburgh, Workforce Strategy, 20-minute neighbourhood and the bed-based review were identified as enablers which would help the partnership enact that different relationship with the citizens of Edinburgh. Gaps had been identified in earlier conversations so Black and Minority Ethnic communities and faith communities were reached out to.

A lot of work had been conducted around early enactment activities. A lot of interest and enthusiasm had been generated from different partners. Two data Date Driven Innovation Programmes with University of Edinburgh had attracted separate funding streams. One was around Communities in Motions; this was an attempt to achieve a deep understanding on how citizens best use commissioned mental health services and what data can and should be collected. The other was Active Citizenship, this involved outlining a prototype “wellmometer” system through which people, could identify opportunities to improve their wellbeing and monitor progress along a person-centred wellness journey.

Key activities within both streams included:

- Workshops to develop user stories.
- Co-creation of tools and prototypes with end users.
- Technical design and build through understanding user requirements.
- Evaluation of project impact
- integrating feedback from the users

Ongoing dialogue was frames around how outcomes could be improved. It was clear that personal relationships improve care and that human contact and engagement was important both at points of crisis and moments of change.

There was an opportunity for a new collaboration between state, citizens and their communities to address the drivers of rising demand. This required transforming that desire for influence in principle into a willingness to participate in practice.

Discussions had taken place about how the new community paradigm leading to community commissioning would be introduced. It was noted that a transfer of power from the public service institution to the community as its key goal. This transfer of power was vital as a way of mobilising communities in the cause of prevention and to ensure future sustainability.

Community commissioning key milestones were highlighted. Development would occur at the Edinburgh IJB on 12 January 2021, the SPG 20 January 2021 and a stakeholder workshop on 27 January 2021. The proposal would be taken to the Edinburgh IJB in April 2021 and the decision to renew any current grant funded contracts and selection of anchor organisations would be made in June 2021. The tranche 1 of commissioning would commence in September 2021 and Tranche 2 February 2022.

### **Decision**

To note the presentation.

### **8. Valedictory Remarks**

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The Chair gave thanks to Ella Simpson for serving on the Strategic Planning Group and wished her well for the future.

### **9. Date of Next Meeting**

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To note that the next Strategic Planning Group meeting would be held at 10.00am on Wednesday 17 March 2021.