



Minutes

Edinburgh Integration Joint Board Strategic Planning Group

10.30am Friday 1 December 2017

City Chambers, High Street, Edinburgh

Present:

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

Apologies: Michelle Miller (Interim Chief Officer, Edinburgh Health & Social Care Partnership).

In Attendance: Chris Adams (Strategy & Business Planning)

1. Minute

The minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 3 November 2017 was submitted.

Decision

- 1) To approve the minute of the Edinburgh Integration Joint Board (EIJB) Strategic Planning Group of 3 November 2017 as a correct record.
- 2) **Item 11.1 – Night Time Payments to Carers** - To recognise there would be increased costs for small organisations and local authorities as a result of the recent Employment Tribunal Judgement where carers could apply for back payments relating to night time working hours and the probable subsequent knock on effect on charging and paying for carers.

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 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.
- (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 – A Market Shaping Strategy

Update report on agenda for this meeting – recommend closure.

Item 3 – Locality Improvement Plans

Report submitted to the IJB on 17 November 2017 – recommend closure.

Item 4 – Delivery of Direction EDI_2017/18_1 (Locality Working)

Update report on all Directions on the agenda for this meeting – recommend closure.

Item 5 – South East Edinburgh (Outer Area) Strategic Assessment

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

Item 6 – Grants Review

Report submitted to the IJB on 17 November 2017 – recommend closure.

Decision

- 1) To agree to close the following actions:
 - Item 2 – A Market Shaping Strategy
 - Item 3 – Locality Improvement Plans
 - Item 4 – Delivery of Direction EDI_2017/18_1 (Locality Working)
 - Item 6 – Grants Review
- 2) To update the rolling actions log and otherwise note the remaining outstanding actions.

(References – IJB Strategic Planning Group 3 November (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.

During discussion the following points were raised:

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

- public protection should be added to the vision to reflect that work was already being carried out in this area
- specific direction to include adult protection
- noted that community engagement standards were already set out in the IJB Standing Orders including benchmarks so there was a way of evaluating whether the Board were fulfilling that in terms of the Engagement Plan

Recommendation 9 – The Partnership should work with the local community and with other stakeholders to develop and implement a cross sector market facilitation strategy. This should include a risk assessment and set out contingency plans.

- need a programme plan to take forward the four commissioning strategies
- use of the term “market shaping” needed to be clarified – it should be about what could be done and the best most sustainable way of delivering this
- sustainability challenge around packages of care
- essential to be able to deliver services differently within the available resources and this was what the shaping strategy aimed to do
- important to ensure market shaping had a definitive meaning
- commissioning needed to be done in consultation with service users to ensure it was meeting actual and not perceived need

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

There were no additional points raised on this recommendation.

Decision

- 1) To work with partners to agree a definition of the market shaping strategy to ensure clarity of purpose.
- 2) To request the Strategic Planning Manager to update the actions to reflect those detailed in the progress reports attached at Appendix 2 of the update paper.

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

4. Outline Strategic Commissioning Plans - Progress

The draft Outline Strategic Commissioning Plans for disabilities, mental health and older people were scheduled to be submitted to this Group for consideration at their meeting on 12 January 2018. Thereafter the Plans would be referred on to the Joint Board and Directions issued as soon as possible thereafter.

The Outline Strategic Commissioning Plan for Primary Care would be submitted to the February meetings of this Group and thereafter to the meeting of the Joint Board scheduled for 2 March 2018.

Chairs had been agreed to lead three of the reference boards as follows – Mike Ash (Mental Health), Melanie Main (Primary Care) and Derek Howie (Older People). A Chair had still to be agreed for the Disabilities reference board.

Members would be appointed to the reference boards once initial meetings had been held with the Chairs.

During discussion the following points were raised:

- There were already in place a very good set of principles to work to, although it should be recognised that work through thematic forums was cross cutting – essential to get the fundamentals right
- important to cross reference and not be linear so it was clear where each of the strategies supported one another
- it would be helpful for this Group to see what the early results were before March 2019 which would then keep things moving – important to hold the Partnership to account and have oversight and monitoring of progress and also essential to have timelines set against expected delivery
- need to parallel this work with the Grants Review work – noted that reports on this would be submitted to the IJB in March and July 2018 to maintain consistency.

Decision

- 1) To note the work in progress on the three Outline Strategic Plans.
- 2) To agree to share the draft Plans with this Group as soon as possible over the Christmas break in advance of their next meeting on 12 January.

5. 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 Strategic Planning Manager had contacted Steering Group members with a view to setting up an initial meeting before the end of this year.

Regular updates would be reported to this Group as the review progressed.

Decision

To note the update.

6. Economy Strategy for Edinburgh

The Group heard a presentation by Chris Adams from the Council's Strategy and Insight Division on the Economy Strategy for Edinburgh. The presentation focused on the challenge around inclusive growth.

The Strategy aimed to have one vision for the City's economy and set out the following three outcomes:

- **People** – cost of living, support progression into work and learning, create pathways for career and pay progression, create a resilient and adaptable workforce, understand and address skills gaps for key sectors
- **Places** – invest in quality places for people and business, deliver work spaces to meet the changing needs of the economy, create the data capital of Europe, invest in affordable, good quality housing, invest in transport, cultural and sporting infrastructure
- **Businesses** – make it easy to do business in Edinburgh, build scalable businesses, support data driven innovation and inclusion, champion Edinburgh on the international stage, maximise the benefits of public procurement, foster an inclusive enterprise culture

The Group discussed areas of opportunity where the Economy Strategy could help deliver the priorities of the IJB and how the IJB could support the implementation planning for the Strategy.

During discussion the following points were raised:

- important strategic benefit in delivering better care would be to have more joined up systems ie. outcome measurement tools across the sector

- care staff recruitment and retention was an issue - one of the big pieces of work was to understand what employers needed and what they needed from staff then taking that into schools and colleges to address skills gaps and shortages
- needed to have a regional approach to technology and think about supporting employment schemes and not just profit-making business
- majority of investment had been through UK and European companies and Edinburgh had benefited also from the freedom of movement – any scope for collaboration with other cities about how we could market ourselves internationally
- inclusive growth challenges – needed to make sure a career framework was in place. The living wage for Scotland was not a living wage for Edinburgh and so housing, transport etc were more expensive and this exacerbated access issues for people. What was the input from children and families? How did schools feed into this as well? There was a need to tap in to the university and research sector as part of the city deal
- development of a programme for carer positive employers with a view to encouraging unpaid carers not to leave work. Recognised there were still gender issues around this. There was still an assumption that women would give up work to become carers

Decision

- 1) To thank Chris for the presentation.
- 2) To agree it would be useful to bring the detail around the City Deal back to this Group, in particular the work being undertaken by the Workforce Development Steering Group.

7. Update on Directions

An update was provided on progress in delivering each of the main 21 headline Directions and their respective sub-directions for 2017/18. The Directions had been produced to provide a clear work programme for the Health and Social Care Partnership.

The Joint Board had approved its Statement of Intent and had agreed to focus on the four Outline Strategic Plans. Some Directions therefore would require to be withdrawn or amended and new Directions issued.

The Directions Policy agreed by the Joint Board in January 2016 also required to be reviewed.

During discussion, the following points were raised:

- this was an important piece of work as the Joint Board needed to know what was happening to enable them to hold the Partnership to account

- this Group should have a more proactive role so they were clear what they were doing and why and the performance outcomes expected – if Directions were not performance measured then things would not progress
- this focus of this Group should be on strategic aims and not operational matters
- Directions needed to be managed very carefully and serve a purpose. It was important to know what was possible and what was not and therefore Directions shouldn't come as a surprise
- Directions should be a standing item at meetings of this Group to ensure effective performance monitoring

Decision

- 1) To note that the IJB template had been amended to ensure that all reports included a section entitled "Implications for Directions".
- 2) To agree that recommendations in IJB reports should seek approval of specific Directions to be issued or, where appropriate, that Directions should be withdrawn, amended or agreed as being complete.
- 3) To undertake a review of the Directions Policy taking into account information which may come out of consideration of the outline commissioning plans.
- 4) To agree to circulate the Directions Policy to this Group
- 5) To agree that Directions not meeting performance targets should be reported to this Group as a Standing Item.

(Reference – paper by the Strategic Planning Manager, submitted)

8. Agenda Forward Plan for Meeting on 12 January 2017

8.1 Standing Agenda Items

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

8.2 Forward Plan for 12 January 2018

Progress on Outline Strategic Plans

- Disabilities
- Mental Health
- Older People

9. Any Other Business

Decision

To note there were no additional items of business raised.

10. Papers for Information

Decision

- 1) To note the following papers which had been considered by the Joint Board at their meeting on 17 November 2017:
 - (a) Locality Improvement Plans
 - (b) Inspection of Older People's Services – Revised Improvement Plan
 - (c) Grants Review – Scope, Methodology and Timescales
- 2) To note that the next meeting of the Joint Board was scheduled for 15 December 2017.

11. Date of Next Meeting

Friday 12 January 2017 10am to 1pm in the Dean of Guild Room, City Chambers, High Street, Edinburgh.