

# Midlothian Integration Joint Board



**27 August 2020**

## **Strategic Planning Group**

**Item number: 5.10**

### **Executive summary**

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The Strategic Planning Group is an advisory group to Midlothian IJB. Its purpose and membership is described in the Public Bodies (Joint Working) (Scotland) Act 2014. The Midlothian Strategic Planning Group has met twice since the COVID Emergency Recess arrangements ceased on 9th July.

This report provides an update on Strategic Planning Group discussions around Terms of Reference and membership. It also seeks IJB approval to review Directions issued April 2020.

#### **Board members are asked to:**

- Approve the revised Terms of Reference for the Strategic Planning Group
  - Note the request for a member of the Local Authority to become a member of the Group
  - Note the proposal of the Strategic Planning Group to revise the Directions issued May 2020
  - Note Minutes of the meeting 15<sup>th</sup> July 2020.
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# Report

## Report title

### 1 Purpose

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- 1.1 This report provides an update on Midlothian Strategic Planning Group discussions around Terms of Reference and membership. It also seeks IJB approval to review Directions issued May 2020.

### 2 Recommendations

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- 2.1 As a result of this report Members being asked to:-
- Approve the revised Terms of Reference for the Strategic Planning Group
  - Note the proposal of the Strategic Planning Group to revise the Directions issued May 2020
  - Nominate a member of the Local Authority to join the Group
  - Note Minutes of the meeting 15<sup>th</sup> July 2020.

### 3 Background and main report

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- 3.1 The Strategic Planning Group is a requirement of the Public Bodies (Joint Working) (Scotland) Act 2014 which stipulates the function, governance arrangements and membership for the group.
- 3.2 The group is required for the purpose of preparing a Strategic Plan for the Partnership and reviewing progress of the plan measured against statutory outcomes for health and wellbeing and associated indicators.
- 3.3 The Strategic Planning Group, Chaired by Carolyn Hirst, met on 15<sup>th</sup> July 2020. This was the first meeting since the COVID-19 pandemic impacted local services. It did not follow the original report schedule and instead reviewed the purpose and membership of the Group. Minutes attached – appendix 1.
- 3.4 The Group also met on 18 August 2020 to review the Terms of Reference. Revised document attached – appendix 2.
- 3.5 The Strategic Planning Group noted that the Public Bodies (Joint Working) (Scotland) Act 2014 Section 32 (1(a) (ii) states that '*where one local authority is a constituent authority in relation to the integration joint board, at least one person nominated by the local authority (Midlothian Council)*'. The Group therefore asks the IJB to consider local authority representation on the group.
- 3.6 The Group agreed to adapt its standing agenda at future meetings to allow time for members to influence emerging proposals and/or challenges that the Partnership

identifies. This remit will sit alongside the existing approach to scrutiny of progress on the delivery of the Strategic Plan.

- 3.7 Midlothian IJB approved Directions in April 2020 and they were formally issued to Midlothian Council and NHS Lothian in May 2020. Although a formal response from both organisations has yet to be received, the Strategic Planning Group proposes that the Directions be reviewed to consider both the activities and timescales that were included. In addition the Group would like to consider additional opportunities that the pandemic and other developments may have brought to light. If the IJB is in agreement, it is proposed that this work is undertaken promptly and a report returned to the IJB Special Meeting on 8<sup>th</sup> October 2020.

## **4 Policy Implications**

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- 4.1 The content of this report relates to the delivery of policy objectives within the IJB's Strategic Plan

## **5 Directions**

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- 5.1 This report is relevant to all Midlothian Health and Social Care Partnership Directions issued May 2020.

## **6 Equalities Implications**

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- 6.1 There are no specific equality implications as a result of this report.

## **7 Resource Implications**

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- 7.1 There are no additional resource implications arising from this report.

## **8 Risk**

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- 8.1 There is a legislative requirement for the IJB to set up a Strategic Planning Group. Its purpose and membership is detailed in the Act. There is also a legislative requirement for the IJB to issue Directions to Midlothian Council and NHS Lothian. Directions are the means by which the IJB tells the Health Board and Local Authority what is to be delivered using the integrated budget in order to deliver the strategic plan. Directions are a key aspect of accountability and governance between partners.
- 8.2 The IJB risks not fulfilling both its purpose and potential if the Strategic Planning Group is not functioning effectively and if Directions are not issued or acted upon appropriately.

## **9 Involving people**

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- 9.1 Community and partner organisations are represented on the Strategic Planning Group and on the majority of the local planning Groups. There was extensive community consultation in the preparation of the Strategic Plan 2019-22.

## 10 Background Papers

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- 10.1 The Public Bodies (Joint Working) (Scotland) Act 2014 available [here](#)

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<b>DATE</b>	27/08/202

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### Appendices:

1. Midlothian Strategic Planning Group minutes 15<sup>th</sup> July 2020
2. Midlothian Strategic Planning Group Terms of Reference – revised 18 August 2020

### Appendix 1

#### MIDLOTHIAN IJB STRATEGIC PLANNING GROUP MS Teams

#### NOTES OF OUTCOMES AND ACTIONS Wednesday 15 July 2020

**PRESENT:** Carolyn Hirst (Chair), Morag Barrow, Mairi Simpson, Aileen Murray, Rebecca Miller, Wanda Fairgrieve, Jane Crawford, Claire Flanagan, Kaye Skey, Jim Sherval, Alison White, Carly McLean, Grace Cowan, Sheena Wight, Giovanna Di Tano, Leah Friedman, Sarah Fletcher, Andrew Coull, Sheena Wight

**APOLOGIES:** Dervilla Bray, Sheena Wight, Fiona Huffer, James Hill, Lisa Cumming, Dr Carol Levstein, Marlene Gill, Caroline Myles, Simon Bain, Aileen Murray, Jamie Megaw

			<b>ACTION</b>
<b>1</b>	<b>Welcome and Introductions</b>	Welcome & Introductions. Carolyn Hirst welcomed members to the meeting and described the purpose of the changed agenda. CH asked that the SPG review its purpose.	
<b>2</b>	<b>Minutes of Last Meeting</b>	Carried forward due to changed agenda	

3	Action Log	Carried forward	
4.	SPG Terms of Reference (any action needed)	<p>The following themes were discussed.</p> <p><b>Dual role of the SPG</b>  MB stated that the SPG has primarily focussed on assurance – assurance around delivery of the Strategic Plan, Directions (increasingly in the past year) and so on. HSCP staff have brought reports describing plans, or progress with plans. It may be helpful for the SPG to be involved in plans at an earlier stage. Could part of the meeting be allocated to discuss opportunities and requirements at an earlier stage of their development, to gather SPG ideas, feedback and opportunities to link with other work?  CH and MS to consider this when reviewing the Terms of Reference.</p> <p><b>Service user and third sector voice:</b>  JC requested that service user voices were more evident at the meeting.  There is currently one service user representative at the SPG meeting. It was agreed that in addition to this, the most appropriate arena for service users to engage in planning is at the individual planning groups. Planning group leads to consider how they ensure that the voice of service users is heard and listened to in creating of reviewing plans and other developments.  In addition, it was agreed that papers to the SPG to include reference to the impact on service users and where possible, service user reflections on the development being discussed. Case studies were suggested when appropriate.  JC to consider, with the third sector reference group, how the third sector can be better supported to influence IJB strategic planning.</p> <p><b>Housing and Independent Sector representation</b>  CH and MS to consider options around better representation from the independent sector and housing (including an independent housing provider as the representative from Melville Housing has indicated that he will no longer be involved.</p> <p><b>Terms of Reference</b>  CH and MS to discuss and review the Terms of</p>	<p>CH MS</p> <p>JC</p> <p>CH MS</p> <p>CH MS CH MS</p> <p>ALL</p>

		<p>Reference.</p> <p>CH and MS to progress requirement for a vice chair from Council.</p> <p>It was agreed that having a schedule of reports shared in advance is helpful. There are usually a number of reports presented at each meeting. Ideas on how to structure the meeting better to be shared with CH and MS.</p>	
5.	<p>Relationship of SPG to IJB, Council and NHSL - and to third sector and community</p>	<p>MS presented very basic illustration (appendix 1) to describe the relationship between the IJB, the Strategic Planning Group, the Health and Social Care Partnership, Midlothian Council and NHS Lothian.</p> <p>A more comprehensive diagram would include the links to the Community Planning Partnership, the Public Protection Unit, the Justice Board and so on.</p> <p>There was discussion around connections with the 3 other Lothian IJBs and NHSL Strategic Planning Group.</p> <p>CH and RM described the NHS Lothian Integrated Care Forum. RM subsequently shared a slide describing this form (appendix 2). The intention was for all IJBs to contribute. MB and MS to consider.</p> <p>CH recommended Midlothian HSCP involvement in NHS Lothian Strategic Planning Group. Collaboration required on NHSL strategic decision making. MB to discuss with CH and Colin Briggs. CF stated that IJBs are now at the stage of integration where it more difficult decisions need to be made so it is important that there are joint forums. As well as shared decisions there are co-dependencies that need to be considered when individual IJBs agree significant changes to services and/or resource allocation.</p> <p>MB noted that the Lothian IJB Chief Officers work well together. It is important to maintain good relationships while acknowledging that there are system wide discussions required. MS highlighted the need to consider unintended consequences – for example if shifting resource from acute to community care and treatment or prevention.</p>	<p><b>MB MS</b></p> <p><b>MB</b></p> <p><b>MS</b></p>

		<p>JC mentioned co-dependencies when considering services (including third sector) that span more than one IJB area.</p> <p>MS to arrange update to SPG on set-aside and the responsibilities of the IJB.</p> <p>CH stated that if we are to shift the balance of care we also need to rebalance relationships.</p>	
6.	<p>Int Strategic Plan/Operational Plan - identify/review priorities (in light of Recovery Plans - IJB, Council and NHSL)</p>	<p><b>Midlothian HSCP: Next Phase Recovery Planning</b> Leah Friedman presented an update on Next Phase Recovery Planning (appendix 3).</p> <p>The following themes were then discussed:</p> <p><b>Moving care from acute to community</b> AC asked the SPG to build on lessons and opportunities as a result of COVID-19 – in particular the acceleration of approaches to move care and treatment closer to people’s homes. We want to shift the balance of care. Can this group influence this through Directions and other means? We need a more realistic approach to medicine.</p> <p><b>Directions</b> There was discussion around the appropriate use of Directions and the power the IJB holds to issue these. CH stated that we need to be bold and if not now, when? Directions issued in April to NHS Lothian and Midlothian Council will have been delayed or changed as a result of the pandemic. Agreed that a future meeting should consider a review of the Directions – both the ask and the timescales set.</p> <p><b>Care Home Planning</b> AC asked where SPG influences the strategic approach to care home planning in Midlothian and preparedness for a future wave of COVID-19. MB described local work including the development of a Care Home Pandemic Toolkit in partnership with the Care Inspectorate. MB also described increased support to care homes, increased assurance and joint work with public health. AC requested that the SPG inputs to this work at the next meeting. CH, MB and MS to</p>	<p><b>MS</b></p> <p><b>CH MB MS</b></p>

		<p>discuss.</p> <p><b>Next Phase Planning</b></p> <p>MB described plans in Midlothian for next phase of the pandemic and in preparation for winter.</p> <p>AW described work around learning disability and other services. Impact on mental health in communities is a concern. There is a need to think broader than infection control.</p> <p>SW described staff wellbeing support during the pandemic and the need to consider the long term impact of COVID.</p> <p>GTD reported that community pharmacies are now set up with NEAR ME. Phone consultations underway also. At end of July a new service starts "Pharmacy First" – an update on the minor ailments service.</p> <p>MB stated that it will be important to work with the public regarding service use and realistic medicine moving forward.</p> <p>CF indicated that an agreement around the financial impact of COVID has still to be finalised nationally. Expectations remain around HSCP savings plans.</p> <p>CH reminded people that social determinants of health should be considered in all planning.</p>	
7.	SPG meeting dates	<p>The next scheduled SPG date is Wed 26<sup>th</sup> August which is one day prior to the IJB Board Meeting. MS was asked to find an earlier date.</p> <p><b>*Agreed to meet on Tuesday 18<sup>th</sup> August at 3pm via MS Teams.</b></p>	
8.	AOCB	No matters raised.	
9.	Future Meetings	<p><b>All future meetings below are via MS Teams meantime(Previously at Melville Housing, Corn Exchange, 200 High Street Dalkeith)</b></p> <p>18<sup>th</sup> August 2020 3pm – 4.30pm</p> <p><del>26<sup>th</sup> August 2020 2 – 4pm cancelled</del></p> <p>28<sup>th</sup> October 2020 2 - 4pm</p> <p>25<sup>th</sup> November 2020 2 - 4pm</p>	

**Appendix 1 – IJB/HSCP diagram**

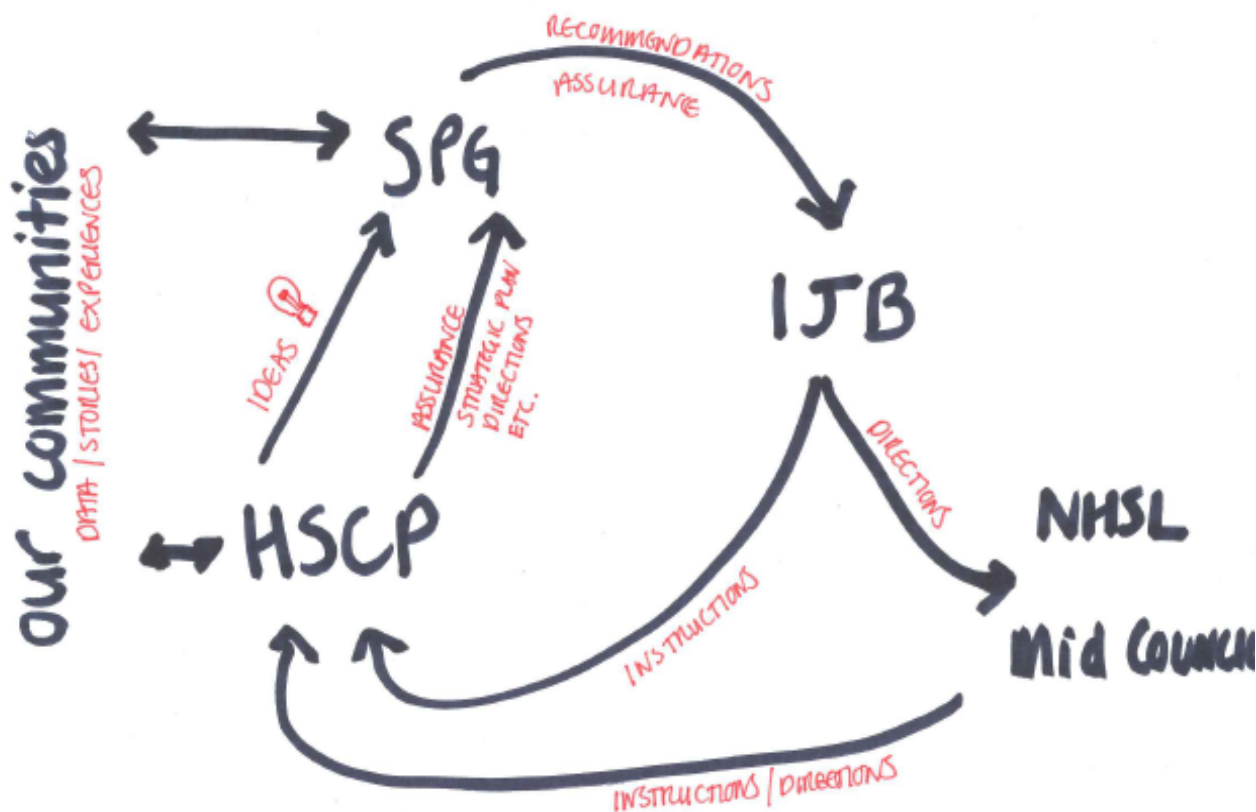
**Appendix 2 – NHS Lothian Integrated Care Forum slide**

**Appendix 3 – Next Phase recovery slides**

**Appendix 1 – IJB/HSCP diagram**

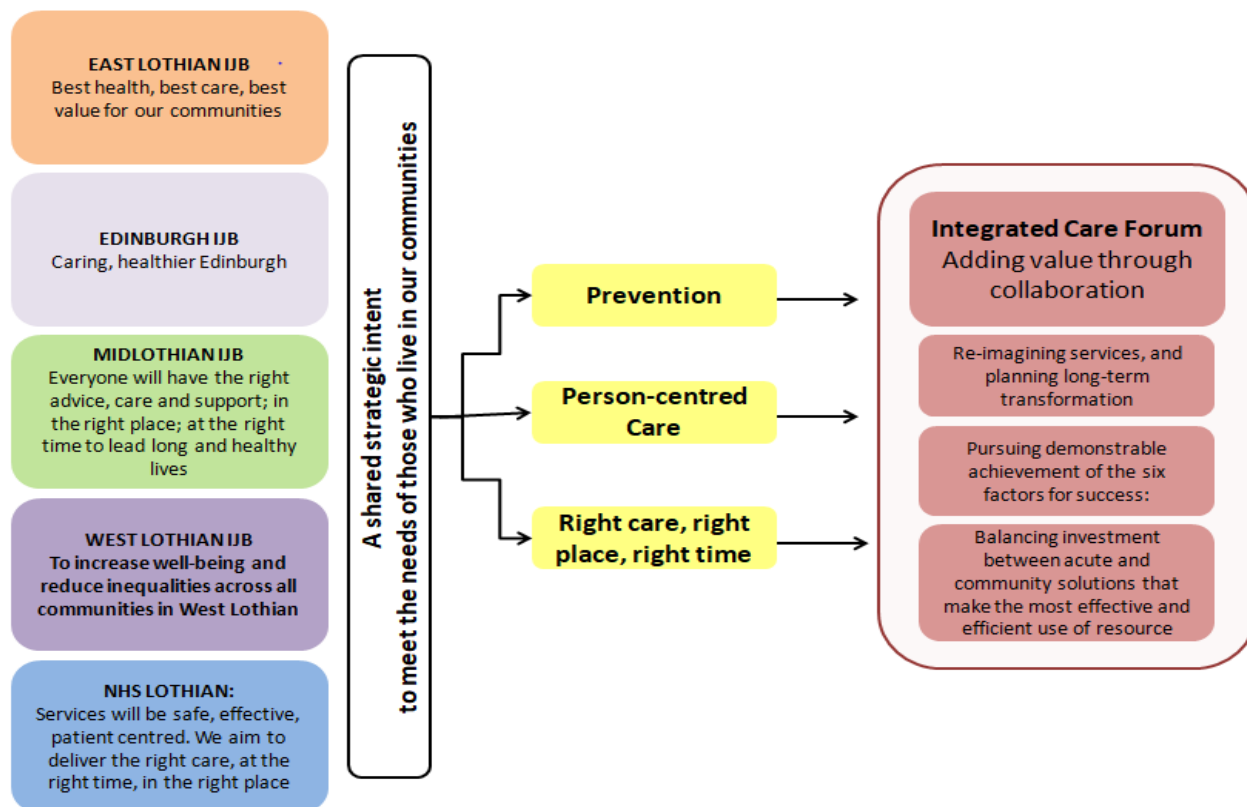
Midlothian Integration Joint Board





Key: IJB – Integration Joint Board SPG– Strategic Planning Group HSCP – Health & Social Care Partnership

## Appendix 2 – NHS Lothian Integrated Care Forum slide



## Appendix 3 – Next Phase recovery slides – Leah Friedman

Midlothian Integration Joint Board

# Midlothian HSCP - Next Phase Recovery Planning

## Context

- Midlothian's Recovery Strategy (03/06/2020)
  - Speaking with staff about their experiences of Covid
  - Partnership's approach to moving out of emergency stage
  - Separate to the Covid-19 Response Strategic Plan

### Service Users

- New Health & Wellbeing Challenges
- Working with communities and engaging service users

### Workforce & Service Delivery

- Lessons for Service Delivery
- Strengthening our use of technology
- Workforce resilience and safety

### Organisational

- Organisational issues for HSCP
- Building on experience of stronger partnership working
- Managing financial consequences
- Reviewing IJB's strategy and key objectives

# Programme Plans

- Service Manager Planning alongside relevant planning groups
- Overarching workstreams
  - Tech
  - Wellbeing
  - 3<sup>rd</sup> sector and Communities
  - Finance
  - Winter Planning
  - Acute/Community Flow

# Planning Matrix

WHAT PRACTICE ARE WE SEEING IN COMMUNITIES, INSTITUTIONS, POLICIES?

Understanding crisis-response measures  
Collective Sense-making



Understanding crisis-response measures

## Examples of new ways of working



RAG rating patients to determine the need for face to face; Risk assessing and creating SOPs for restarting groups – Decider and DBT



Rotational home working



Deploying staff flexibly and closer working with other teams



Utilising digital and blended approaches



New ways of patient contact



Reviewing, redesigning, and offering new activities

## Key themes & Issues

### Service Delivery & Service Users

- Technology
- Communications & engagement with the public
- Dealing with backlogs
- Longer-term impacts

### Workforce

- Physical Distancing
- Returning to Work
- Accommodation
- Staff Wellbeing

## Appendix 2:

### **Midlothian Integrated Joint Board Strategic Planning Group Terms of Reference** (updated 18.8.2020)

#### **1. CONTEXT**

The Public Bodies (Joint Working) (Scotland) Act 2014 (Section 32) places a duty on Integration Authorities to establish a Strategic Planning Group to support the development and review of a strategic commissioning plan (the Strategic Plan) for their area.

Effective strategic commissioning is the mechanism via which the Health & Social Care Partnership will deliver better care and support for people, and make better use of the significant resources we invest in health and social care provision. It includes involving a range of service providers, service users and their carers, representative bodies, and professionals in the strategic commissioning process.

The Scottish Government *Health and Social Care Integration - Public Bodies (Joint Working) (Scotland) Act 2014 Strategic Commissioning Plans Guidance* can be accessed [here](#).

#### **2. NAME OF GROUP**

The name of the group is the Midlothian Strategic Planning Group (SPG).

#### **3. REMIT**

The SPG will be concerned primarily with:

- a. Informing the development of the Strategic Plan, together with ongoing iterative review.
- b. Providing stakeholder advice to the Integration Joint Board (IJB) for any emerging plans, programmes and interventions.

In so doing the SPG will:

- i. Influence and shape the development of the Strategic Plan on a 3 yearly basis (with annual updating of Plan).
- ii. Consider and agree Directions to Midlothian Council and/or NHS Lothian in order to deliver the Strategic Plan and recommend these Directions to the IJB for formal adoption.
- iii. Have oversight of the implementation of the Strategic Plan including performance and financial reporting. In doing so it will:
  - a. Provide critical review and insight to emerging service change including recommendations to IJB on additional Directions
  - b. Review implementation of Directions
  - c. Review implementation of approved plans – provide critical appraisal and support.
- iv. Review the strategic planning process for the IJB.

- v. Display positive behaviours which support the integration agenda to peers and other stakeholders.
- vi. Provide advice to Integration Joint Board (IJB) when developing responses to emerging Scottish Government policy and regulations.
- vii. Provide an effective conduit and feedback loop to IJB members on key proposals and service changes by linking effectively to wide groups of staff, users, carers, clinical & care professionals and locality members.
- viii. Support Midlothian IJB engagement in other strategic planning groups such as the Midlothian Community Planning Partnership and within NHS Lothian.

#### 4. MEMBERSHIP

Where the integration authority is an integration joint board SPG membership must include:

(i) at least one person nominated by the Health Board which is a constituent authority in relation to the integration joint board (NHS Lothian)

(ii) where one local authority is a constituent authority in relation to the integration joint board, at least one person nominated by the local authority (Midlothian Council)

Standing Orders state that the IJB appoints the SPG membership (except for the members nominated by each constituent party). Membership of the SPG includes the Midlothian IJB Chief Officer and Chief Finance Officer and also includes representation from:

	Number
Carers	1
Public (locality representatives)	2
Service User	1
NHS Staff Side	1
Midlothian Council Union	1
Acute Hospital representatives	4
Housing (council and RSL representative)	2
Social Work (Criminal Justice, Adult Services)	4
Third Sector representative	1
Independent Health Contractors (General Practice, Community Pharmacy)	2
Health professions (Nursing, AHPs, Mental Health, Psychology, Public	5

Health)	
Digital Lead	1
Commercial Care Sector	1

## **5. CHAIR AND VICE-CHAIR**

The Chair of the SPG will be appointed by voting membership of the IJB.

A Vice-Chair will be appointed to ensure continuity of meetings in the Chair's absence. The Vice-Chair will be chosen from among the voting membership of the IJB.

The Chair will hold the casting vote during meetings of the SPG.

## **6. ROLE AND REMIT OF SPG MEMBERS**

Individual members will represent stakeholder groups, constituent groups, organisations, professions or localities.

Group members will table issues arising from their own 'constituency' discussions at the SPG and will bring appropriate issues from the SPG to their own groups.

Members are expected to:

- prepare adequately for meetings by familiarising themselves with the agenda and by reading any associated papers
- develop and maintain the necessary links and networks to enable views to be sought and represented over the development, review and renewal of the Strategic Plan
- actively contribute to meeting discussions in a way that represents their community of interest, sector or professional area
- submit apologies ahead of any SPG meeting where attendance is not possible

## **7. DEPUTIES**

Each member should have a nominated deputy who will attend meetings in their absence.

## **8. TERMS OF OFFICE**

The membership of the SPG will be reviewed every three years in line with Strategic Planning cycles.

## **9. CO-OPTION**

The SPG will co-opt additional members for particular pieces of work, or for specific periods of time, as appropriate.

## **10. LINK TO THE IJB**

The SPG is an advisory group to the IJB.

The Chair of the SPG will ensure regular reporting to the IJB via the minutes of the SPG meetings. The IJB may request a particular view from the SPG for specific work areas and developments as required.

On occasions the IJB and the SPG may hold joint meetings. This would normally be at the request of the IJB.

## **11. SUPPORT TO THE SPG**

The Chief Officer of the IJB will ensure adequate officer support for the SPG including appropriate secretarial support.

## **12. EXPENSES**

The Health and Social Care Partnership will reimburse reasonable expenses associated with carer/service user/community members attending meetings of the SPG.