



Minutes of a meeting of the **Scottish Borders Health & Social Care Strategic Planning Group** held on **Wednesday 3 November 2021** at **10am** via Microsoft Teams

**Present:** Lucy O'Leary, Non-Executive NHS Borders (Chair)  
Chris Myers, Chief Officer  
Gerry Begg, Housing Strategy Manager  
Lynn Gallacher, Borders Carers Centre  
Caroline Green, Public Member  
Wendy Henderson, Independent Sector Lead  
Colin McGrath, Community Councillor  
Graeme McMurdo, Programme Manager  
Clare Oliver, Communications Manager  
Brian Paris, Deputy Chief Social Work Officer  
Jenny Smith, Borders Care Voice

**In Attendance:** Laura Prebble, Minute Taker  
Matthew Hilferty, Development Officer for Health & Social Care Alliance Scotland

## **1. APOLOGIES AND ANNOUNCEMENTS**

Apologies received from Keith Allan, Stuart Easingwood, Diana Findlay, Susan Holmes, Jill Stacey.

The Chair confirmed the meeting was quorate.

Introductions were made for the new Chief Officer. Agenda change noted.

## **2. MINUTES OF THE PREVIOUS MEETING**

The minutes of the previous meeting held on 4 August 2021 were approved with the following amendment:

- Jenny Miller to be amended to Jenny Smith.

## **3. MATTERS ARISING**

Action Tracker: All items complete. Graeme McMurdo shared the link to the approved performance report in the Teams chat.

The **STRATEGIC PLANNING GROUP** noted the Action Tracker as complete.

#### 4. ALLIANCE REPORT – Matthew Hilferty

Matthew was welcomed to the meeting to present the new ALLIANCE report summing up the learning from their work with Borders Care Voice and the TSI this year. The report '20 Years into the Future' was shared on screen. Matthew thanked Borders Care Voice and TSI for organising forums to gather information in July. ALLIANCE is a national 3<sup>rd</sup> sector intermediary with 3 core aims; putting people at the centre, supporting transformation of change and championing and supporting the 3<sup>rd</sup> sector. Their aim is to capture the voices of the 3<sup>rd</sup> sector to influence decision making. There are 7 key themes; community support, family support, carer support, person centred approach, financial concerns, promotion of Scottish Borders and engagement with Health & Social Care services.

Summary: People want to remain in their own homes. They want adequate home care and child care to be in place to ensure parents and grandparents are able to work, volunteer and support the community. For there to be support for carers to ensure they are able to carry out their role. For the voice of the lived experience to be heard and incorporated into the strategic planning. For services to be person centred. Greater financial resources to be allocated to the third sector and health and social care services. For the Scottish Borders to be promoted as a place to live and work. To have fully integrated health and social care services which offer a choice of face to face, online and telephone support.

Lynn Gallacher noted that the report was really interesting. Lynn added that there is a critical need for respite in the Borders at present. She added that this report echoes the findings of Borders Carers. Only 2% of attendees at the forum event agreed that respite is working with 67% wanting building centred day care. Matthew Hilferty added that respite was not good pre pandemic but is felt to be worse now. Lynn added that voices are not being heard and actions are not being taken.

Clare Oliver commented that the report added nothing new and that the information was already known. It is now about acting on the information. There is a commitment to listen but views are not being heard. To pick up on this.

Caroline Green commented that the majority of people would prefer to have end of life care at home. She asked if Marie Curie had been included in the report and Matthew Hilferty noted that they were not. The statutory SBC and NHS and the 2 forums in April and July were used to gather data. Caroline Green added that Marie Curie and the Red Cross can help with equipment to help people stay at home saving the necessity of having an NHS bed. She wanted to raise the issue that Marie Curie do a lot in integrated support.

Wendy Henderson added that the report reflects the views of the providers of adult social care. This may be an opportunity to tie work in. Wendy noted that 75% of care homes are in the independent sector. To look at how to join up and support each other as we go into the commissioning strategy.

Chris Myers noted that it was helpful that all the pieces of work are saying the same thing. The SPG advises the IJB on the direction of travel. This is a timely piece of work as we need to listen to and understand the needs of the public, staff and partners to be able to make a new plan to act on them. Chris added that there is a national review of palliative care due for refresh

this year and the new national strategy will be on the SPG radar which will include Marie Curie. The new strategy will come to the SPG when the national framework is published.

Graeme McMurdo commented on the promotion of the Scottish Borders. Now people are able to work from home the Borders can now attract more people in. There is a need now to invest in connectivity rather than the road and rail network. The pandemic has brought this benefit to the Borders. He added that grandparents are often a free child care option which is the reason they are used. He added that a single point of contact is also a single point of failure.

Colin McGrath noted the same theme, putting people at the centre. Being person led is part of the Community Empowerment Act. All members of the community, including patients, have an empowered voice. Colin added that they need to be informed about this legislation which empowers their voice.

Clare Oliver noted that there is are joint strategies for recruitment in the future.

The Chair concluded that that is an excellent demonstration of multiple ways of coming to the same conclusion. Whole system working approach is needed. There is a 3<sup>rd</sup> forum planned and Jenny Smith noted that there this may now be in the new year. Jenny will link with Wendy Henderson to take on board the need to involve national organisations such as Marie Curie.

**Action:** Matthew Hilferty to send the link to the full report to Lucy/Chris to circulate to members. The report can be shared beyond this group.

The Chair asked where the report will go to now and Matthew noted that it was up to this group where the report goes. It can go to the IJB or any other forums. It will be fed into the Older Persons Pathway. **Action:** Chair to take the report to the IJB as a progress report

The **STRATEGIC PLANNING GROUP** noted the report and thanked Matthew Hilferty for his presentation.

## **5. STRATEGIC PLANNING APPROACH – Chris Myers**

Chris Myers circulated the paper for discussion.

There will be major strategic developments in the next 12 months feeding into the developing Strategic Commissioning Plan. A joint needs assessment is needed to decide what is to be commissioned. To have a Future Strategy Group which reports into the SPG. The 10 workstreams remain but to agree which committee they report into, maybe the Audit Committee. To renew the Terms of Reference (ToR) so as to be able to do what is needed. The Chair agreed clarity of the committee's ToR makes sense.

Caroline Green and Colin McGrath both noted that it is unknown what services are integrated following the 2014 Act. It is unknown which members of staff are integrated and who they are employed by. The Chief Officer and the Chief Financial Officer are named in the Act. Colin asked what services are transferring and what services have been integrated. Colin asked that the legislation is considered.

Wendy Henderson noted that anything that allows and speeds up decision making is welcomed. The Act has not provided a unified approach as different approaches have been taken across Scotland. It will be good to be thinking of the National Care Service (NCS) in the new year.

Jenny Smith noted that more clarity is needed on the governance structure. To look at the overall resources of the partnership and to capture the work being done. The NCS is trying to remedy the inconsistencies.

Lynn Gallacher also supported the report adding that it is important to have the right people around the table. Lynn added that there need to be more evidence that the SPG influences the decisions of the IJB. Lynn suggested the SPG should meet more frequently to keep up with the current fast pace of change.

Clare Oliver supported the report. From an engagement and involvement perspective it is important to have a really good representative of members. To ensure how information is fed through committees. Clare also flagged the issue of inadequate resource.

Graeme McMurdo supported the report and asked what the strategies going forward. The legislation is fine but ineffective.

Brian Paris supported the report and noted that integration needs to be clearer. There is a need to be able to respond at pace. To put a structure in place to be able to plan but it needs to be flexible to meet the pace of change in the world. To be able to use resources to deliver statutory duties and what we want to achieve in the Borders. Resourcing social care is a significant issue. The workforce is now a world market. To take action now for what workforce we need in the future. Technology will be key. Brian agreed a review of the structure is essential. To look at how adaptive governance is.

Wendy Henderson noted the huge opportunities. There is a need to be flexible. To look at how we continue to deliver care in a time of crisis. There are no new staff coming in for anyone to employ.

Lynn Gallacher asked that the pre-pandemic strategic decisions do not get in the way of post pandemic strategic decisions. Decisions should meet the current needs going forward.

The Chair concluded that a solid sustainable strategy for a fast changing world is needed.

Chris Myers thanked everyone for their comments on getting the right governance and securities in place. Chris noted the fact that a number of services are on the edge. Chris asked for members to read the paper fully and make any further comment or suggestions to him. The report will be taken to the next IJB in December.

The **STRATEGIC PLANNING GROUP** noted the report.

**Action:** Chris Myers to give feedback from IJB at the next meeting.

## **6. TIMESCALE/APPROACH FOR THE SOCIAL CARE PLAN – Graeme McMurdo/Chris Myers**

Graeme gave a presentation on screen.

The Social Care Plan was due for renewal in April 2021 and a 12 month extension due to Covid was approved. The plan can be for 3, 5 or 10 years which would pick up everything and is now due in April 2022. Since then the Feeley Report has been published. Sustainability is an issue – increased demand and less resource. To be able to measure progress. Various committees will need to sign off the plan. Graeme noted that it may not be a good plan if it needs to be ready by April 2022 and is raising the concern here. For there to be enough time to write a comprehensive plan a further extension is needed. Approval is requested of the SPG to ask the Scottish Government for a further extension. If not there is a risk the plan will not be we want for the next 3, 5 or 10 years. Chris Myers added that last year the IJB were allowed an extended their planning period to review their plan and the feedback from the Scottish Government was that there needs to be support to seek an extension and to seek a steer from them, if appropriate.

Wendy Henderson supported the request and added that an integrated assessment was required to demonstrate compliance. Wendy asked if any other authorities were in the same position and Graeme noted that Glasgow have also requested an extension until April 2023. The NCS is raising questions. There is a plan in place but a year extension is needed to do it properly.

Jenny Smith noted that the data required is not possible to gather in the current time frame. Jenny asked how the Scottish Government will respond to a developmental approach. Chris Myers agreed an integrated impact assessment is needed to develop a commissioning approach that aligns with other processes. For SBC and NHS and IJB to all have a plan that are in alignment. Consultations to be aligned. Strategic corporate planning needs to dovetail better. To do one needs assessment rather than three. Wendy Henderson supported this alignment to reduce the number of events and allow for connections.

The Chair also supported the approach outlined in the slides. More clarity is needed on what is being suggested. Lucy suggested that Graeme and Chris make a plan to align the social care plan so as to be ready for the NCS.

Graeme noted that at a strategic level the 3 objectives in the plan were unlikely to change but the workstreams underneath may change.

The **STRATEGIC PLANNING GROUP** agreed that an extension can be sought from the Scottish Government.

## **7. ANY OTHER BUSINES**

- Lynn Gallacher noted that the mental health and wellbeing of unpaid carers is in crisis leading to hospital admissions. They are asking for more respite as well as building based respite for middle and high level need and dementia. Locally, there is no support for this group. Action needs to happen now. Lynn acknowledged that it is difficult to recruit staff and suggested that existing staff could be used differently. Lynn asked to

raise this to the IJB for them to look at commissioning to meet this need. Lynn added that there has been an event 'Change is a good as a rest'. **Action:** Lynn to present this to the group at the next meeting. The Chair to have a discussion with Chris Myers as to any possible short term solutions.

- Wendy Henderson noted that in other areas they have been unable to continue existing care packages and have asked carers to help out in other ways. This has enabled the sustained delivery by care at home staff to deliver care and reduce hospital admissions. Chris Myers agreed that sustainability is an issue. The demand for care has increased without there being an increase in the workforce. Chris noted that increased funding will not help as there is a shortage of available staff. To work to build sustainability and capacity. Chris added that the public should be made aware of the situation and that some communication should go out to advise them of the current pressures.
- The Chair noted that the NCS response from the IJB has been submitted. **Action:** Chair to share this with the group.

## **8. DATE AND TIME OF NEXT MEETING**

The Chair confirmed the next meeting of the Strategic Planning Group would be held on Wednesday 2 February 2022 at 10am to 12pm via Microsoft Teams.

### **Meeting Dates 2022:**

2 February 2022

4 May 2022

3 August 2022

2 November 2022