



Minutes of a meeting of the **Scottish Borders Health & Social Care Strategic Planning Group** held on **Wednesday 4 May 2022** at **10am** via Microsoft Teams

**Present:** Lucy O’Leary, Non-Executive NHS Borders (Chair)  
Chris Myers, Chief Officer  
Stuart Easingwood, Chief Social Work Officer  
Lynn Gallacher, Borders Carers Centre  
Caroline Green, Public Member  
Wendy Henderson, Independent Sector Lead  
Susan Holmes, Principal Internal Audit Officer  
Linda Jackson, Borders Carers Centre  
John McLaren, Joint Staff Forum  
Colin McGrath, Community Councillor  
Amanda Miller, Eildon Housing Association  
Clare Oliver, Head of Communications and Engagement, NHS  
Morag Walker, Executive Officer, The Bridge

**In Attendance:** Laura Prebble, Minute Taker  
Keith Allan, Public Health  
Elke Fabry, Project Manager  
Hayley Jacks, Planning & Performance Officer  
Adrian McKenzie, Lead Pharmacist

## **1. APOLOGIES AND ANNOUNCEMENTS**

Apologies received from Gerry Begg, Graeme McMurdo and Nicola Glendinning. The Chair confirmed the meeting was quorate.

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

The Minutes of the previous meeting held on 2 February 2022 were approved.

## **3. MATTERS ARISING**

Action Tracker: Item 7 – on-going. Item 8 – Complete.

Easy Read Versions of Documents - CO picked this up with Iris Bishop. The responsibility sits with the partnership/IJB. Any public document needs to be in different formats. CO assured the group the IJB documents will be in different formats, when required.

Colin McGrath asked what the timescale would be on the Workforce Strategy. Chris Myers noted that SBC and NHSB are working together on the Workforce Strategy which will be complete by

the end of July 2022. Amanda Miller asked that providers if care services are also involved due to the continued challenge to attract in the next generation of workforce. Colin McGrath asked what services are going to be merged and John McLaren indicated that mergers were not being considered. Wendy Henderson had a request from the workforce planning group to included social landlords, and John McLaren confirmed that Andrew Carter is looking into this. A joint workforce plan is being developed and discussions have commenced and a report will be brought to this meeting for discussion. Chris Myers noted that the direction from the SPG was comprehensive and made it clear that all stakeholders were to be included. The workforce group was commissioned by the SPG and so reporting would come back to this group. Colin McGrath added to bear in mind that staff will be concerned about their jobs and so should be informed from the start of the process.

**Action: All members to consider if there are any gaps in representation and advise John McLaren to ensure all bodies are included. An updated Joint Workforce Plan to be brought to the next meeting.**

Carers Workstream – Lynn Gallacher gave an update. The group is working on a questionnaire for unpaid carers to gather evidence to formulate the development plan going forward. The questionnaire will be part of the IJB Joint Needs Assessment. The group is looking at how to engage in a united way. Clare Oliver noted that there needs to be a timescale for the work and will take that back to the group at the next meeting. John McLaren noted that carers need to have been involved in the process as this is central to the process and the IJB will be seeking assurances and evidence that carers have been involved. Chris Myers confirmed the work had been co-designed and supported with unpaid carers and the Borders Carers Centre, and that Lynn had been part of this. Chris added that any new plan has to come to the SPG for scrutiny.

Members were asked to look at the ToR so that everyone is aware of their responsibilities on the Strategic Planning Group. Iris Bishop, IJB Board Secretary, is updating IJB templates to ensure processes are followed. Lynn noted the group has improved but she felt that not all papers go to this workstream for discussion so carers can be fully sighted. Chris assured Lynn that this may have been the way in the past, but that prospectively for all pieces of work, all papers that effect carers will go to the Carers Workstream for discussion. The Strategic Planning Group can turn back pieces of work which do not satisfy it from an engagement, or other perspectives.

Chris Myers gave his assurance that at an operational level there is a change in direction to a more integrated and co-productive approach. Terms of Reference have now been accepted for the H & SC Senior Management Team (SMT). There has been a lot of positive change and this will continue.

John McLaren noted that service users need be at the centre and we have to ensure they are engaged on all projects before they are brought to SPG for approval and then commissioned. Chris Myers confirmed that there is a renewed focus on engagement through the IJB, as we need to put people at the centre of everything we do.

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

#### **4. COVID VIRTUAL WARD – Catherine Kelly**

Paper were circulated for information as apologies were received.

## **5. EQUALITY & HUMAN RIGHTS - PRESENTATION – Wendy Henderson**

Wendy Henderson shared a presentation with the group. This is a key area underpinned by the legal system nationally. There is work to improve commissioning in terms of human rights. The Feeley Report is based on human rights. A process is needed to evidence compliance. Wendy asked for support from the SPG to take this forward.

Wendy noted that there are 9 protected characteristics in law which should be assessed against for new plans / proposed changes. It is important to consider what is relevant from a human rights perspective. Public Sector Equalities Duties have been an obligation since 2015 in Scotland. Wendy noted that she had been asked by Chris Myers to review and assess IJB policies and practices. Wendy advised that the 'lived experience' must be taken into consideration when consulting. As part of the Fairer Scotland Duty 2018, it was essential to consider human rights at the beginning and throughout partnership processes through an integrated impact assessment (IIA). Papers need to be supported by IIA, if considered they are needed at the start of a project. The last slide asked we move forward to meet the requirements.

**Action: Wendy Henderson to circulate a copy of the presentation to group members.**

John McLaren thanked Wendy Henderson for her clear presentation. It is a refresher of everyone's responsibility. He added that human rights need to be revisited across all our organisations. John confirmed that this work needs to be done at the start and not at the end of a piece of work and he is keen to get that message to all. Linda Jackson thanked Wendy for this refresher and suggested embedding the quality impact assessment in the procurement process. Linda asked how to ensure all staff fully understand the process to ensure it happens at the start as this is not the case at present. Wendy noted that she is developing a toolkit for staff to support the process and compliance with both duties, and will provide advice. Chris Myers thanked Wendy for this thought provoking presentation and asked what the IJB can do to help. How to translate the legal obligation into practice. When the IJB commission services human rights are considered at each step. The IJB need assurance that it is happening at all levels. Senior staff may be aware of the policy but this must be shared with all staff as it is everyone's responsibility, not just the IJB and Heads of Service. Senior officers also need to ensure that their staff are accountable. Wendy Henderson has worked successfully with another Health and Social Care Partnership on this. She is also considering developing a network of experts to go to when consulting and engaging.

**Action: Wendy Henderson to draft a paper from the SPG on how human rights can be built into processes in the Borders.**

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

## **6. FUTURE STRATEGY GROUP – Elke Fabry**

Elke Fabry shared the highlight report on screen. The group has met twice and an engagement piece of work has begun. A needs assessment is being carried out. The project has support from the Public Health Scotland Local Intelligence Support Team (LIST) has begun the data

collation for the needs assessment. The leads for 7 areas have been contacted to ensure questions are not duplicated. Extensive engagement with the public is also planned.

John McLaren asked what this group is for and who sits on the group. Elke Fabry offered to share the group membership and noted that the needs assessment will inform the IJB strategic plan. Lynn Gallacher noted that the Borders Carers Centre is happy to be involved in the engagement and asked who LIST is. Chris Myers confirmed it is a national organisation, part of PHS funded by the Scottish Government to support Integration Authorities. They work with local teams to capture data for analysis. Wendy Henderson offered her support with the integrated impact assessment to evidence due regard.

The Chair thanked Elke Fabry for her presentation.

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

## **7. IJB DELIVERY PLAN – Chris Myers**

The actions from the IJB Strategic Commissioning Plan have been reviewed by the IJB Audit Committee, and each action has been given a RAG status. Amber and Red actions are being reviewed to consider if they are achievable this year to agree which actions to focus on this financial year. Chris Myers is seeking support from the SPG to endorse this approach and resource.

An impact assessment has been carried out for each workstream. It is the IJB's legal requirement to develop a strategic plan based on the national wellbeing outcomes and to review it every 3 years. The IJB Audit Committee has reviewed the plan and are working on the new plan for April 2023 onwards. The old plan is still to be reviewed. Of the 33 areas in the current plan, 45% are Green (complete), 39% are Amber (on-going or more evidence needed) and 16% are Red (not started/started but stopped/no evidence) status. Some areas may never be green as improvement will always be sought. Some areas only need more evidence gathered. Some red areas need additional resource. If not able to be completed this year due to the scale of work then they can be included in the new plan. Prioritisation needed for this financial year.

The Chair noted that this report has been brought to this group for scrutiny, and that it is important to recognise what can be achieved this year. Wendy Henderson queried the lack of increase in dementia referrals from GPs and noted that the current dementia services may not meet the needs of everyone. Amanda Miller noted it may be too ambitious to complete all actions and that it was important to look at the gaps and needs and consider what is realistic. Ideally the use of SMART objectives should be in the next plan.

John McLaren added the importance of early diagnosis of dementia. Early support reduces the impact. Despite the significant work undertaken, GPs are a key part and are to take more responsibility. Equalities have been flagged to help the IJB understand it has been given the proper thought. It is the IJB's responsibility to consider both the financial and the risk implications.

Chris Myers noted that the report will go to the IJB after this meeting, and that the National Health and Wellbeing Outcomes would help to frame this.

The **STRATEGIC PLANNING GROUP** supported this approach to reviewing the IJB Delivery Plan.

## 8. ANY OTHER BUSINESS

- 3<sup>rd</sup> Sector Forum – Update. Morag Walker noted that the event was well attended and successful. There was a follow-on meeting to agree the main 3 priorities and actions. The role of the IJB is clearer and a stronger representation on the IJB is being reviewed. Chris Myers also noted it was a good session and an additional 3<sup>rd</sup> sector representative on the IJB was supported. It was a good opportunity for networking with operational HSCP groups and the 3<sup>rd</sup> sector partners. An action plan is being drafted which will come to the SPG with recommendations. Linda Jackson asked if all 3<sup>rd</sup> sector partners were included and Morag Walker noted that all commissioned services attended. Stronger engagement will be written into the new plan. Wendy Henderson added her support for the event and noted the diverse attendance. The need for a directory of local services was raised so people know what services are available in their area.
- Membership – Colin McGrath raised the issue of community council representation of the IJB. Chris Myers noted that the newly elected council members will be formally appointed to the IJB in June following the elections tomorrow re-establishing a new membership. The Alliance report suggested having a second representative from the 3<sup>rd</sup> sector on the IJB and it will be the IJB who make the decision.  
**Action: Chris Myers to put together a paper for virtual comment by SPG members on their view and rational.**  
Colin McGrath noted the Community Empowerment Act allows service users the right to participate and offered a community council representative to sit on this group. Locality working groups need to be included. Audit Scotland would pick up if service users were not included and the meetings not quorate. This group is 2 voting members short. The Chair recognised the points raised.

The Chair thanked everyone and noted that this is her last meeting. There will be a new vice chair for the IJB in June who will be the new Chair for this group.

## 9. DATE AND TIME OF NEXT MEETING

The Chair confirmed the next meeting of the Strategic Planning Group would be held on Wednesday 3 August 2022 at 10am to 12pm via Microsoft Teams.

**Meeting Dates 2022:** 3 August 2022, 2 November 2022.