



**REPORT TO:** East Lothian Integration Joint Board

**MEETING DATE:** 25 April 2024

**BY:** Chief Officer

**SUBJECT:** Market Facilitation Statement 2023-2025

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## **1 PURPOSE**

- 1.1 To present the draft Market Facilitation Statement to members for their consideration and approval.

## **2 RECOMMENDATIONS**

The Integration Joint Board is asked to:

- 2.1 Review the Market Facilitation Statement and approve it for publication.
- 2.2 The Market Facilitation Statement was considered and approved by the IJB Commissioning Board on 31<sup>st</sup> January 2024.

## **3 BACKGROUND**

- 3.1 This document has been developed to complement and sit alongside the *East Lothian Health and Social Care Partnership Commissioning Strategy 2023-2025*. Both documents are scheduled to be reviewed and updated next calendar year, which will allow us to align them with updated strategic priorities and refresh supporting data.
- 3.2 The purpose of the statement is to help the Integration Joint Board (IJB), Health and Social Care Partnership (HSCP) and service providers of health and social care services to plan for future service delivery.
- 3.3 The statement sets out our key pressures, summarises current supply and anticipated demand and provides key messages about future priorities.
- 3.4 Market facilitation aims to ensure that choice and control are afforded to supported people through a sustainable market of different supports which deliver choice, personalisation, effectiveness, and sustainability. Market facilitation means ensuring that there is an efficient and effective

care market operating in East Lothian which meets the current and future needs of the local population. Achievement of those aims is based on collaborative and partnership working between stakeholders to offer outcomes based supports locally for people who need them.

- 3.5 Following discussion at the IJB Commissioning Board on 31<sup>st</sup> January 2024 the finance section of the statement was expanded to include reference to ongoing Financial Recovery Programme work. This section has been updated further to reflect the balanced budget set on 28<sup>th</sup> April 2024.

## **4 ENGAGEMENT**

- 4.1 Stakeholder engagement was a key element of the activity that took place to inform the development of the IJB Strategic Plan, Commissioning Strategy and now this Market Facilitation Statement. A four-month engagement process<sup>1</sup> involved workshops, group discussions and online approaches to gather the views of local people, third sector and community groups supporting people with a range of needs and Health and Social Care Partnership colleagues involved in planning and delivering services.
- 4.2 Further engagement was undertaken as part of the *Planning for an ageing population* workstream<sup>2</sup>, which has been further developed during the extensive *Planning Older Peoples Services* engagement phase one (August – November 2023)<sup>3</sup>.

## **5 POLICY IMPLICATIONS**

- 5.1 None.

## **6 INTEGRATED IMPACT ASSESSMENT**

- 6.1 The subject of this report has been through the Integrated Impact Assessment process during the development of the associated Commissioning Strategy and no negative impacts have been identified<sup>4</sup>.

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<sup>1</sup> [https://www.eastlothian.gov.uk/downloads/file/32645/east\\_lothian\\_ijnb\\_strategic\\_plan\\_2022-25\\_engagement\\_feedback\\_report](https://www.eastlothian.gov.uk/downloads/file/32645/east_lothian_ijnb_strategic_plan_2022-25_engagement_feedback_report)

<sup>2</sup>

[https://www.eastlothian.gov.uk/downloads/file/32759/planning\\_for\\_an\\_ageing\\_population\\_summer\\_engagement\\_feedback\\_report](https://www.eastlothian.gov.uk/downloads/file/32759/planning_for_an_ageing_population_summer_engagement_feedback_report)

<sup>3</sup> [https://www.eastlothian.gov.uk/downloads/file/33891/provisioning\\_strategy\\_project\\_-\\_communications\\_and\\_engagement\\_report\\_aug-dec\\_2023](https://www.eastlothian.gov.uk/downloads/file/33891/provisioning_strategy_project_-_communications_and_engagement_report_aug-dec_2023)

<sup>4</sup>

[https://www.eastlothian.gov.uk/downloads/file/33140/east\\_lothian\\_commissioning\\_strategy\\_integrated\\_impact\\_assessment\\_19123](https://www.eastlothian.gov.uk/downloads/file/33140/east_lothian_commissioning_strategy_integrated_impact_assessment_19123)

## 7 DIRECTIONS

- 7.1 The Commissioning Strategy and Market Facilitation Statement are intended to support and assist in the delivery of the IJB Strategic Plan and all of its associated directions.

## 8 RESOURCE IMPLICATIONS

- 8.1 Financial – N/A.  
8.2 Personnel – N/A.  
8.3 Other – N/A.

## 9 BACKGROUND PAPERS

- 9.1 ELHSCP Commissioning Strategy 2023-2025<sup>5</sup>.

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## APPENDIX/APPENDICES



**East Lothian Health and Social Care Partnership**  
**Market Facilitation Statement**  
**2023 – 2025**

***“Support all people in East Lothian to live healthy lives, to achieve their potential to live independently and exercising choice over the services they use”***

**East Lothian Integration Joint Board Strategic Plan 2023-2025**

*Signed off by IJB Commissioning Board on 31/01/24*

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## What is a Market Facilitation Statement?

“Based on a good understanding of need and demand, market facilitation is the process by which strategic commissioners ensure there is diverse, appropriate and affordable provision available to meet needs and deliver effective outcomes both now and in the future”<sup>1</sup>

The purpose of the Market Facilitation Statement is to help the Integration Joint Board (IJB), Health and Social Care Partnership (HSCP) and service providers of health and social care services to plan for future service delivery. The statement sets out our key pressures, summarises current supply and anticipated demand and provides key messages about future priorities.

Market facilitation aims to ensure that choice and control are afforded to supported people through a sustainable market of different supports which deliver choice, personalisation, effectiveness, and sustainability. Market facilitation means ensuring that there is an efficient and effective care market operating in East Lothian which meets the current and future needs of the local population. Achievement of those aims is based on collaborative and partnership working between stakeholders to offer outcomes based supports locally for people who need them.

This statement is intended to provide guidance and act as a starting point for discussion. Many of the detailed plans for delivering and redesigning services are still under development. As a result, all current or potential providers are encouraged to consult with the HSCP as a commissioning partner before developing plans for new services or initiating significant service change across the East Lothian area.

## Strategic and Commissioning Context

The East Lothian Integration Joint Board (IJB) Strategic Plan 2022-2025<sup>2</sup> and East Lothian Health and Social Care Partnership (ELHSCP) Commissioning Strategy 2023-2025<sup>3</sup>, outline the direction of travel and approach to commissioning and delivering health and social care services that improve outcomes for the population of East Lothian.

Development and commissioning of reliable, sustainable service provision that meets required quality standards is fundamental for the safe care and effective treatment of supported people, and the ongoing development and planning of services. Market facilitation should help all stakeholders to take a strategic approach to understanding and meeting East Lothian’s needs for health and social care services. Market facilitation also recognises the key role our partners have in contributing towards strategic planning, commissioning, and the economic growth of East Lothian as a whole.

Within East Lothian we are committed to a commissioning cycle that places outcomes for people at the centre:

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<sup>1</sup> Institute of Public Care, Oxford Brookes University

<sup>2</sup> [https://www.eastlothian.gov.uk/downloads/file/33015/east\\_lothian\\_ijb\\_strategic\\_plan\\_2022\\_-\\_25](https://www.eastlothian.gov.uk/downloads/file/33015/east_lothian_ijb_strategic_plan_2022_-_25)

<sup>3</sup> [https://www.eastlothian.gov.uk/downloads/file/33174/elhscp\\_commissioning\\_strategy\\_2022-25](https://www.eastlothian.gov.uk/downloads/file/33174/elhscp_commissioning_strategy_2022-25)



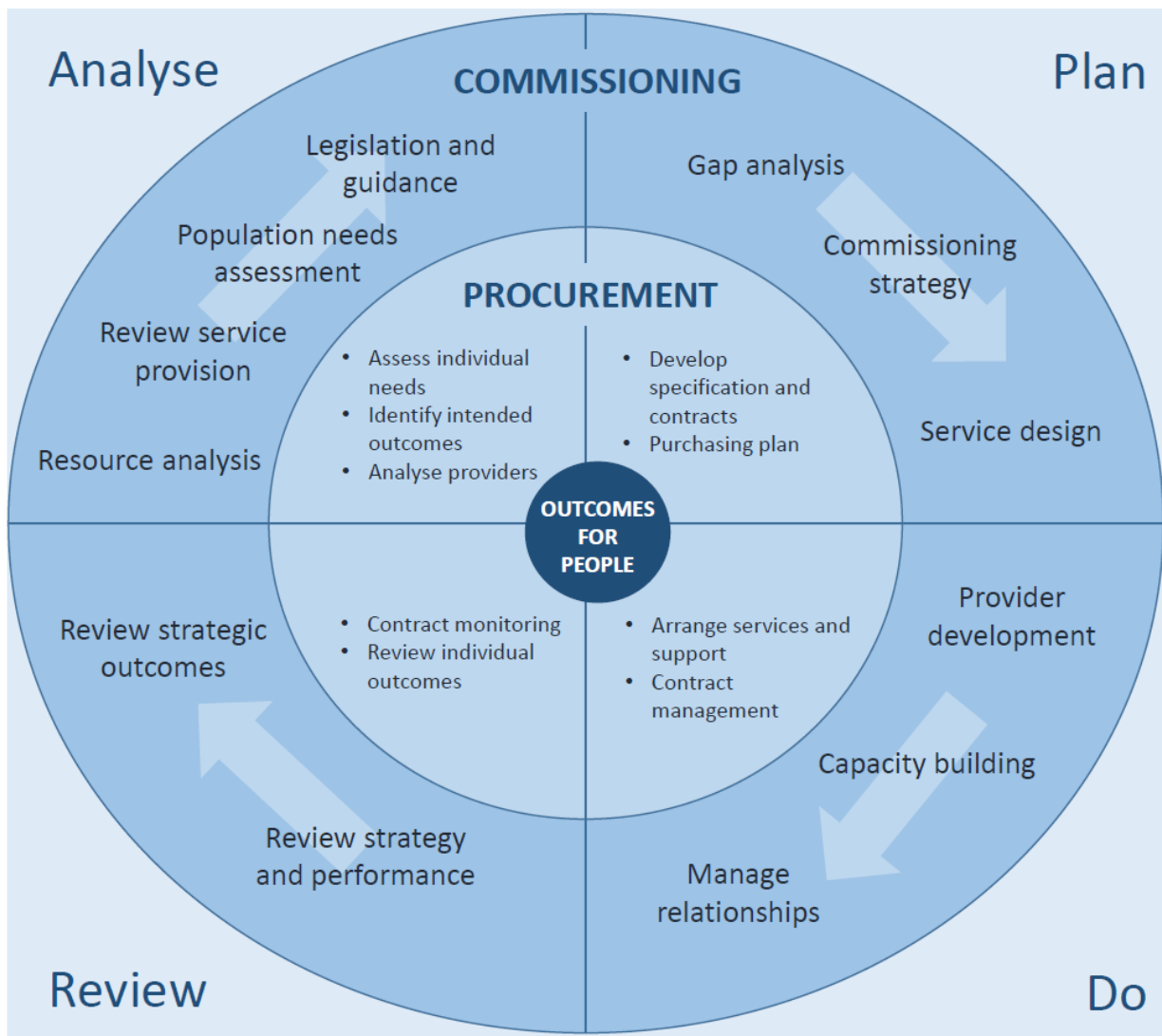


Figure 1 - The Strategic Commissioning Cycle (originally developed by the Institute of Public Care at Oxford Brookes University)

## East Lothian IJB Strategic Priorities 2022-2025

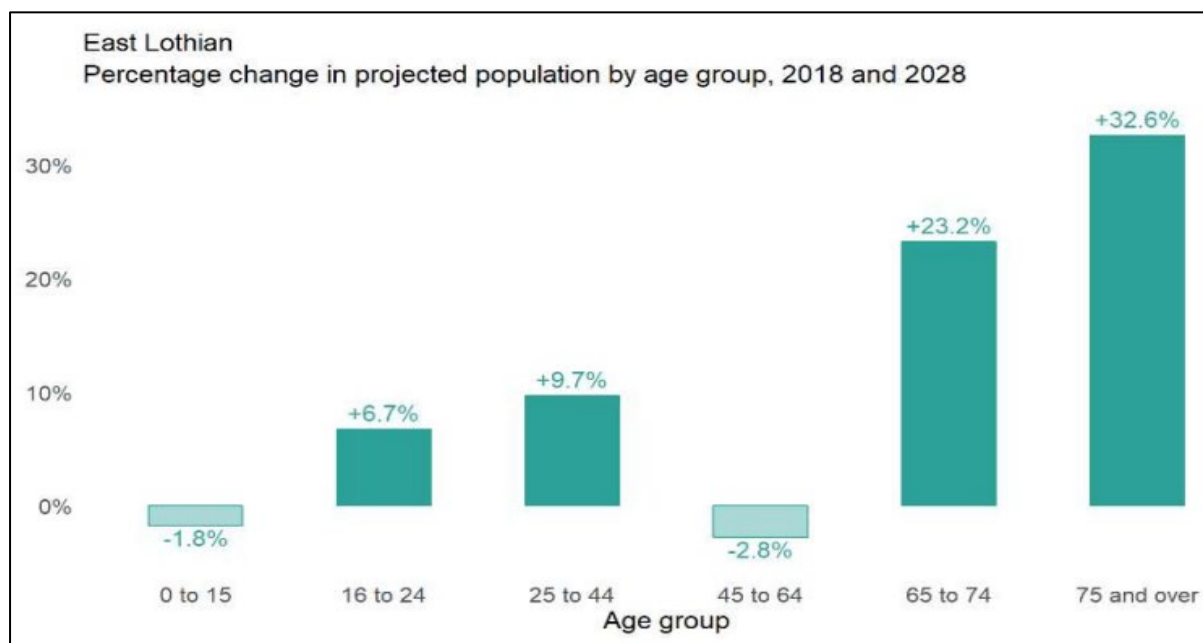
Ongoing commitment to:

- Developing sustainable health and social care services.
- Focusing on early intervention and prevention.
- Increasing access to community-based services.
- Shifting the balance of care from hospital to homely settings.
- Keeping people safe.
- Tackling health inequalities.

## Drivers for Change and Anticipated Demand

### Population

In 2021, East Lothian had an estimated National Records of Scotland (NRS) population of 109,580, the 20<sup>th</sup> highest of the 32 council areas in Scotland. The population is projected to increase by 7.2% (2018 based) to 113,403 to 2028. The 2<sup>nd</sup> highest increase in Scotland. This increase is particularly pronounced within the over 65 years age group.<sup>4</sup>



This means that we must increase our focus on:

- Preventing ill health.
- Managing long-term illnesses.
- Identifying new ways of working to meet the needs of the growing population of older people.

With an increasing ageing population, we need to identify plans now and put in place the necessary preparations to meet future needs.

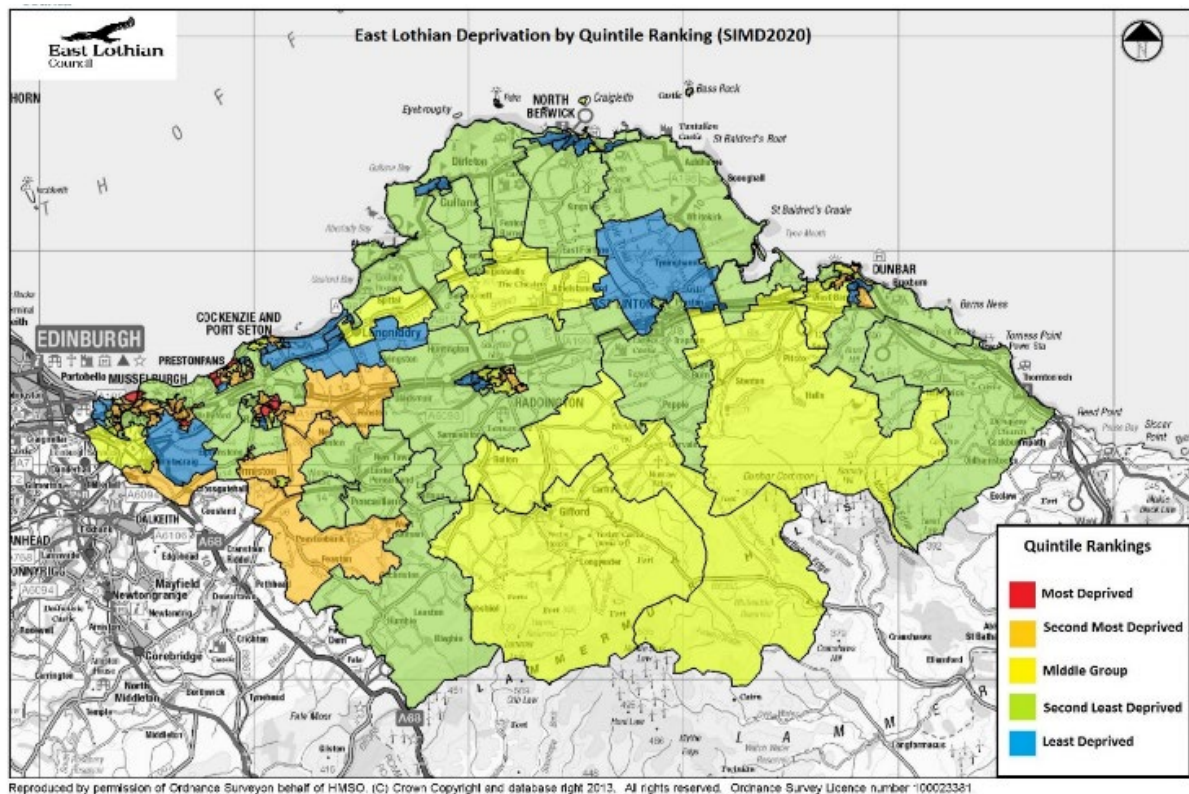
### Deprivation

The Scottish Index of Multiple Deprivation (SIMD) is used to assess how deprived an area is. It divides Scotland into 6,976 small areas, called 'data zones' and measures the level of

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<sup>4</sup> The first phase of Census 2022 results confirmed East Lothian's population as 112,300 as at May 2022. This was 2,000 (1.8%) higher than the last mid-year estimate made by NRS for June 2022 (110,300). Updated NRS mid-year estimates are expected in Spring / Summer 2024.

poverty in each of these areas.



It does this by looking at factors that contribute to deprivation, for examples:

- Income.
- Access to services.
- Health.
- Levels of crime.
- Housing.
- Employment.
- Education.

Eight data zones in East Lothian register as being in the 20% of most deprived areas in Scotland. Generally East Lothian has lower levels of deprivation than most local authorities in Scotland, however small areas in Prestonpans, Tranent and Musselburgh fall in to the 20% most deprived areas.

Deprivation leads to health inequalities, for example:

- Lower life expectancy.
- Higher rates of disease.
- More long-term illnesses.

We must take deprivation into account when we are planning for the future.

## Life Expectancy

In East Lothian male and female life expectancy is higher than the Scottish average, resulting in a growing older population in the area. However, life expectancy varies across the wards, highlighting the significant health inequalities that persist across East Lothian. People living in the most deprived areas of East Lothian have a life expectancy 8 years (males) and 4.8 years (females) lower than those in the least deprived areas.

## Workforce and Staffing

Health and social care is dealing with a staffing crisis at a national and local level. East Lothian is no exception. Our workforce is ageing. In 2020, 80% of social care staff were female and 44% over the age of 45 years. The Coalition of Care and Support Providers for Scotland (CCPS) report that an average of 52% of staff who left social care jobs in 2022 left the sector to find employment in other markets<sup>5</sup>

Many positions within the care sector are low paid, challenging roles, which directly compete with hospitality, retail, education, and cleaning sectors. By 2043, for every 100 people of working age, 49 of them will no longer be working. This means a much tighter labour market. At the same time, it will increase demand for public services like social care.

To be able to continue delivering services we will have to identify effective means of recruiting enough staff and find effective ways of keeping them.

## Transport and Travel

Access to transport is fundamental to supporting today's lifestyles, whether it is for work, education, leisure or to attain the goods and services people rely on in their daily lives. The dispersed, rural nature of many of East Lothian's settlements also increases the need for travel, with 30 of the 132 data zones in East Lothian falling within the 20% most access deprived in Scotland.

## Finance

Finance is another key issue. NHS Lothian and East Lothian Council fund the East Lothian Health and Social Care Partnership to deliver health and social care services. The majority of their funds come from Scottish Government who have said that there are significant financial challenges now and in the future, which we are already seeing the impact of. The East Lothian Integration Joint Board recently reviewed their financial position and set a balanced budget for 2024/25<sup>6</sup>, which included reductions in commissioned services spend, as part of a Financial Recovery Programme. This process will lead to changes to how we work, which in turn will impact on the local health and social care market.

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<sup>5</sup> <https://www.ccpscotland.org/ccps-news/media-release-report-reveals-reality-of-staffing-crisis-in-social-care-with-more-than-half-of-those-moving-jobs-last-year-leaving-the-sector-2/>

<sup>6</sup> <https://www.eastlothian.gov.uk/meetings/meeting/17122/east-lothian-integration-joint-board>

## Current Supply

### Care Home

There are seventeen registered care homes for older people in East Lothian in 2023, three ELHSCP and fourteen privately operated homes. Twelve of these homes are at nursing level and five are at residential level. There is also one residential home for people under the age of 65, which supports those with a learning disability and sensory impairment.

Analysis of data over a ten-year period indicates that whilst private sector beds have continued to increase, registered bed levels in the Health and Social Care Partnership and independent sector have reduced. There are a higher proportion of care home beds in the North Berwick coastal and Tranent, Macmerry and Wallyford wards. Conversely there are a few care home beds in the Dunbar and East Linton ward and none in the Preston, Seton and Gosford ward. ELHSCP would like to see a more equitable spread of care home placements throughout the area but are limited in our influence with private providers.

Analysis and population modelling completed by the Community Hospitals and Care Homes Provision Change Board in 2022 identified that it is likely there will be a need to replace 70 care home beds and provide up to 30 new care home beds to meet demand (this pre-dated the closure of Eskgreen and the development / opening of several other 3<sup>rd</sup> sector sites). The ELHSCP also has a strategic direction to provide care closer to home and as such is committed to increasing the offer of intermediate care to support people to remain at home and prevent admission to a care home.

There remain, however, gaps in the current local market that ELHSCP wish to address. There is currently a lack of local authority funded placements within care homes. Private providers are proportionally accepting more self-funding placements to make their care homes viable, creating pressure on the ability to source a place for local authority funded clients.

There are also challenges in accessing short breaks (respite), which is an ELHSCP strategic commitment within the carer's strategy. There is little appetite from private providers to become a respite provider and this is also reflected in other areas. Further work is taking place on this action, but this is a much-needed resource to support carers and supporting people to be at home for longer.

### Care at Home

The local Care at Home market has experienced significant challenges and change over the past few years. There are currently three framework providers (option 3), which is a reduction from five. It is hoped that the provision of Care at Home services through three larger providers will deliver quality and reliability, however it is acknowledged that that the reduction in diversity of providers is not ideal. There are also two smaller option 2 providers within East Lothian who contribute to the wider market mix.

All Care at Home providers continue to experience significant difficulties with recruitment and retention of staff, which is further exacerbated by the geography of East Lothian and in particular the rurality in the East of the area. Providers continue to introduce innovative approaches to addressing this issue including flexible working, same day interviews and sponsorship of overseas workers.

The Care at Home market demand continues to grow and there is unmet need across the authority area. Various strategic plans and projects are attempting to address this unmet need including Community Transformation, implementation of the Scotland Excel framework, the Planning for Older Peoples Services project, and Care at Home redesign. In addition to these ongoing pieces of work ELHSCP has also grown its internal Care at Home service to take on some of the demand and cover some of the unmet need.

### Learning Disability

The Learning Disability Care at Home market currently has eight providers of varying size. Our largest provider is a bespoke service across East Lothian and Midlothian with the remaining seven being national organisations.

These services are experiencing similar difficulties surrounding recruitment and retention, which is particularly challenging when delivering complex care packages. Generally, providers are operating at 70-80% workforce capacity on contracted services, which often results in reduced delivery.

### Physical Disability and / or Sensory Impairment

There are several specialist providers operating in East Lothian to support people with a physical disability and / or sensory impairment. Many of the people supported have complex needs which also come under other groups or areas such as older people, learning disability, carers, and dementia. Recent activity has focussed on developing rehabilitation support for people with a visual impairment and high-quality support is now in place. There are some providers local to East Lothian but much of the market is regional or national in terms of providers. Providing early intervention and prevention, choice and control, and care options closer to home are key objectives. ELHSCP plan to engage with providers over the timeframe of this statement by way of a new provider forum and as part of the response to the new Scottish Government National See / Hear strategy due for publication in 2024.

### Carers

With the introduction of the Carers (Scotland) Act (2016) Scottish Government increased funding to Health and Social Care Partnerships over a five-year period to support the acts implementation and deliver significant expansion of carer services and support at a local level. This has enabled ELHSCP to commit significant additional resource to support for unpaid carers and commission information and support services for both adult and young carers in East Lothian. These universal supports offer advice and information to all carers. ELHSCP also expanded carer support by offering funding to projects to improve carer support, most notably through the Community Transformation project, working with older people's day centres to offer Outreach Services to support carers. Carers Act Funding has also supported ELHSCP's rehabilitation service to develop the first 'Carers pathway' in the UK offering carers Occupational Therapy Support in their own home to reduce the impact of the caring role. As a result of this investment ELHSCP can offer more in terms of early intervention and preventative support for carers.

However more formal supports for those where the impact of caring is higher have become more difficult for carers to access. Access to residential respite has decreased and carers are having trouble accessing 'sitter' services, mostly due to the workforce and staffing issues

highlighted. Both of which have meant that carers have been less able to access breaks as required while at the same time caring for longer and for people with more complex needs. Breaks for caring are a priority for carers but there is a lack of services to support them.

### Community Support

There are a wide range of Community Support providers in East Lothian. Many of these specialise in one area, for example, mental health or dementia. However, most community support providers are operating to very similar personal outcome and asset-based models and there is an opportunity to develop a more collaborative approach; options are currently being developed with communities and providers as part of the Community Transformation Programme.

Providers range in size from small Community Interest Companies to large Charitable Organisations. Statutory provision tends to focus on building based services. A key element in the Community Support market is developing community capacity and this key role is carried out by the 3<sup>rd</sup> Sector Interface in East Lothian managed by Volunteer Centre East Lothian.

The strategic objective for ELHSCP in relation to community support is for there to be a range of community support providers delivering meaningful activities for adults with complex needs and encouraging active citizenship, addressing the need for earlier intervention and preventative work. Challenges include ensuring effective and accessible processes around Self-Directed Support (improvements would enable personal budgets to be more readily used for community support activities); developing clear and accessible pathways into services and the availability and cost of using community spaces to deliver services.

### Mental Health

There are several specialist mental health providers operating in East Lothian all to very similar personal outcome and asset-based models offering 1:1 and / or group-based activity and / or therapeutic support.

Recent commissioning has focussed on developing a Distress Brief Intervention service and housing support and personal care for people with complex mental health needs. There is also a rehabilitation supported accommodation service being commissioned providing short to medium term recovery focussed support based on grade 4 of the wayfinder model.

There are several smaller independent charities and organisations providing mental health and wellbeing opportunities in East Lothian. Over 40 organisations attended a recent networking event including third sector, local authority, and NHS providers.

ELHSCP is focussed on strengthening multidisciplinary wrap around approaches streamlining pathways and enhancing links between organisations. Providing early intervention and prevention, choice and control, and care options closer to home are key objectives.

ELHSCP are currently satisfied that there are a range of high-quality providers who can provide the complexity of support required.

Health in Mind provide a Black and Minority Ethnic Peer Connecting Service offering one-to-one and group support for people over 18, and their families, who are looking to improve or manage their mental health and wellbeing.

Peer support brings together people with shared experiences of particular mental and wellbeing difficulties, isolation and loneliness, language barriers in connecting with others or community, or similar personal interests and cultural backgrounds.

Health and equalities will continue to be a priority for ELHSCP in current and future planning.

### Older People

Older people's community-based services for adults with complex needs are a mix of services which are regulated by the Care Inspectorate as well as unregulated services. Recent commissioning indicates that there is strong provider base of both local and regional providers who are keen to work in East Lothian and who have a strong background in delivering high quality and innovative services.

### Technology Enabled Care (TEC)

East Lothian currently has a well-developed TEC service that utilises a variety of aids including falls detectors, epilepsy monitors, medicine dispensers, fire / carbon monoxide / flood detection sensors, door exit sensors and a response service via our established contact centre. These link back into the social work system where necessary with referrals to the Duty Team or the Emergency Care Service. Just Checking / Canary assessment digital tools are also available to monitor a person's movements in an inobtrusive manner, which helps to inform assessment for future intervention and support.

We are also developing a small-scale project within the learning disability core and cluster model to explore digital software and remote support options. This would form part of a person's planned care and support package enabling them to access their networks or be proactively engaged remotely. The aim is to complement in person care and support, increasing independence and reducing demand on in person care for low level supports. If this initial project proves successful consideration will be given to further roll out across care at home.

## Priorities

### Intermediate Care

Intermediate care can be broadly defined as:

- Helping people avoid going into hospital unnecessarily.
- Helping people to be as independent as possible after a stay in hospital, and
- Preventing people from having to move into a care home until they really need to.

It is an IJB strategic priority to shift the balance of care from hospital to homely settings within the community and to ensure that supported people can continue to remain in their own homes for as long as possible. It is also clear from the *Planning for an ageing population summer engagement* (2022) that East Lothian residents see investment in and



development of intermediate care services as a priority. As such the ongoing *Planning Older People's Services* engagement and project is committed to intermediate care as a priority.

### Care at Home

Implementing the new Scotland Excel flexible Care and Support Framework in April 2024 will bring improved terms and conditions, flexibility in localised commissioning and a positive impact for providers in terms of base rates and ability to negotiate enhancements related to complexity and rurality for example. Further to this the intention is to consider different models of care based on recommendations from a recent piece of project work and implement a test of change to address some of the market issues. The Scotland Excel framework provides the flexibility to be able to shape the market in this way, considering how best to specialise services to meet localised demand. Ongoing improvement work includes further facilitation of the third sector, communities, localised co-ordination and people's networks to achieve outcomes, which is part of the overall strategic mix for Planning for Older People's Services.

### Community Supports

Key priorities in Community Support include: 1) Carrying out a holistic review of all community support services identifying proposals for more integrated working in line with the recommendations of the Community Transformation Programme. This includes GP Link Workers, Resource Co-ordinators, Community First and others; and 2) Ensuring a growing base of community-based support which is accessible under Self-Directed Support arrangements.

### Technology

Achieving improvements in productivity will be essential to support independence and deliver services fit for the future and help us address workforce challenges. This includes using a range of technology developments aimed specifically at people who use services and for providers. The Health and Social Care Partnership want to work with providers who also embrace technology to improve outcomes for people who use services. Technology and innovative approaches should be explored and developed to enable people to maintain their independence for longer.

### Support for Carers

Most people with health and social care needs will have people close to them providing unpaid care and support. The support they provide allows people to stay at home longer but caring can have a huge impact on the carer's own health and wellbeing. Unpaid carers need support to look after their own health and wellbeing, achieve a balance between caring and other things important to them and continue caring while they are able and willing to do so. To achieve this carers need access to timely and regular breaks from caring but this is a gap that has been identified through engagement on both the East Lothian Carers strategy and dementia strategy. Proposals included in the development of the National Care Service include introducing the legal 'right to a break' for unpaid carers.

ELHSCP aims to increase the market in terms of opportunities to support breaks from caring to support our carers and in preparation for the introduction of any new policy from Scottish Government. Breaks can be short or long, at home or in the community and with or without the cared for person.

We will continue to work with our local care home providers, including newly opening homes in the area but the Partnership are mindful that feedback shows that carers want a range of options to support breaks. We will therefore continue to explore and develop a range of short break options including: development of companionship services; work with our local Housing team and other housing providers on development of respite in a more homely setting; options to encourage uptake of Self-Directed Support and creative use of Individual Budgets to meet personal outcomes and individual need, provision of funding for short break grants through local carer services, expansion of day services by increasing outreach support as well as continued engagement with other HSCP's to build on these range of options.

ELHSCP has produced several short breaks services statements<sup>7</sup> and are committed to making this resource more widely available to carers. They provide information for Carers about the different breaks from caring available in East Lothian and include details of local services which may support breaks from caring. They should help carers and cared-for people to understand their rights, options, and opportunities for short breaks. They should also help practitioners identify short break outcomes and opportunities.

### Transitions

The transition points between adult and older adult services are mainly set at 65, but differ between different services, with some removing the transition point. The transition point between children and young people, and adults, also varies with some offering services to 16+ and others 18+. Further consideration of transition points is required in future planning.

### Market Facilitation Approach

The Health and Social Care Partnership are committed to working with all third sector and independent care providers to develop and shape local services in line with Integration Joint Board strategic priorities that deliver better outcomes for people who use services and enable them to retain their independence and remain within a homely setting for as long as possible. We will deliver our commissioning intentions and key market messages by fully engaging with stakeholders, co-producing services, and models, regularly updating our needs assessments and market assessments.

### Commissioning Intentions and Key Market Messages

- We will work with communities, providers, advocacy bodies, carers, supported people and staff when it comes to commissioning, designing, and developing services.
- We will refocus our commissioning on preventative and early intervention approaches that are outcome / recovery focussed and promote independence, participation, and self-management.
- We will actively develop, support, and promote community-based service provision.
- We will endeavour to commission services which will provide support within an individual's own home, local community or in a homely setting.

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<sup>7</sup> [https://www.eastlothian.gov.uk/info/210577/carers/12192/information\\_for\\_carers/4](https://www.eastlothian.gov.uk/info/210577/carers/12192/information_for_carers/4)

- We will promote an outcome focused approach to health and social care commissioning and attempt to move away from high scale and low-cost delivery models which are primarily driven by profit margins. The Health and Social Care Partnership will promote collaboration and innovation when it comes to procurement.
- We are committed to ethical commissioning in terms of decisions that take into account factors beyond price, including fair work, terms and conditions, career pathways, trade union recognition and sustainability of services and the environment.
- Seek to address health inequalities and promote equity of access to services regardless of geography or population.
- Our commissioning strategy will support a healthy market across the board, which promotes improved outcomes and choice for supported people and carers.
- We will ensure that we remain compliant with all relevant legislation and national policy.

The following priorities were identified when our Commissioning Strategy was developed and published in February 2022. They are based on the cost of the contract, the associated risks and procurement regulations as well as the performance of the provider.

Priority One	Priority Two	Priority Three
<ul style="list-style-type: none"> <li>• Care at Home (framework)</li> <li>• Dementia services (transformation programme)</li> <li>• Community provision for under 65's (framework)</li> <li>• Older people's day centres (framework)</li> <li>• Community Mental Health Services (transformation programme)</li> <li>• Advocacy (contract)</li> </ul>	<ul style="list-style-type: none"> <li>• Financial management services (SDS - contract)</li> <li>• Independent Living Services (SDS - contract)</li> <li>• Community Link Workers (contract)</li> <li>• Housing support services</li> </ul>	<ul style="list-style-type: none"> <li>• Sensory impairment (contract)</li> </ul>

### Provider Engagement and Forums

Our Strategic Planning and Commissioning Officers will continue to work in collaboration with providers to develop the local market. This will include considering setting up provider forums as a mechanism for sharing information and ideas, building relationships, and ensuring providers are involved in future developments.

### Community Panels

When it comes to significant service development or change, we are committed to forming Community Panels (reference groups) where all key stakeholders are represented. These

groups will act as critical friends to existing governance groups, change boards and project teams and will provide a sounding board for findings, models, options, and reports.

#### Commissioning on a longer-term basis

Wherever possible we will promote sustainability and development of the local market, providers, and services by using longer term contracts.

#### Outcome Focussed Performance Frameworks

We will work with providers to ensure that performance indicators are outcome focussed and aligned with relevant national frameworks and our local Integration Joint Board performance framework. All key performance indicators should be of benefit to both providers and commissioners.

#### Links with Workforce Development Plan

We are committed to exploring commissioned provider links and wider staffing / workforce considerations within the East Lothian Health and Social Care Partnership Strategic Workforce Development Plan. The current iteration of the plan focusses on internal staff, but future plans should consider incorporating aspects of the wider health and social care workforce where appropriate.

#### Links with Participation and Engagement Strategy

We will explore and ensure that providers and other key stakeholders are appropriately represented and included within our Participation and Engagement Strategy.

#### Third sector interface

Work with the third sector to support the development of locally based services and support the East Lothian Third Sector Interface (run through VCEL) to thrive.

#### National Guidance and Good Practice

The Health and Social Care Partnership will draw upon adapt relevant national guidance and examples of good practice wherever possible.

#### Commitment to Partnership and Co-production

Partnership working and co-production means working together to understand, explore and agree how East Lothian's health and social care services should work. As we continue to design and commission services, we are committed to working in collaboration with and listening to the voices of key stakeholders. These are people with experience of health and social care services, including:

- People who access social care support.
- Their family and support network.
- Unpaid carers.
- The workforce.
- Organisations and people who deliver social care support.
- Third sector organisations.

- People who have received or been involved in delivering social care support in the past.

### Needs Assessment and Market Analysis

When planning for the future and co-producing services we are committed to using the most up to date needs assessments, data and market analysis.

### Self-Directed Support (SDS) Improvement Plan

The Health and Social Care Partnership are currently developing a SDS improvement plan to help facilitate more small local providers in East Lothian who can deliver community support and intermediate care.

### Supplier Development Programme

Wherever possible ELHSCP will promote programmes like the Supplier Development Programme<sup>8</sup>, which offers expert training, support, and information to help providers win work and grow their business.

### Good Practice Examples

#### Planning Older People's Services / Planning for an ageing population<sup>9</sup>

East Lothian Health and Social Care Partnership is committed to working with communities, providers, carers, supported people, elected members and staff to identify solutions to the challenges facing the delivery of health and social care services for older people in East Lothian.

Our aim is to work with all stakeholders to collectively identify possible options to support the development of high-quality sustainable services for older people in East Lothian. We are committed to being transparent and sharing clear and comprehensive information about health and social care services with stakeholders so that we can work together to improve and develop community-based approaches that support early intervention and prevention, tackle social isolation, and promote better health and wellbeing for all. Co-production is at the heart of this, and we are committed to placing much more emphasis on co-production during the life of this work – continuing our move away from 'doing to' to one of 'doing with'.

### East Lothian Independent Advocacy Steering Group and Strategic Plan

An East Lothian Independent Advocacy Steering Group was formed in 2023 to bring together key partners to complete a full needs assessment and develop an integrated Independent Advocacy Strategic Plan. Membership of the group covers the Health and Social Care Partnership, Education and Children's Services, Housing, providers, Midlothian and East Lothian Drug and Alcohol Partnership, Connected Communities and our local third sector interface Volunteer Centre East Lothian (VCEL). Key partners are working with providers to define East Lothian's vision and priorities for independent advocacy services, scope existing provision, address issues of equitable access to services and raise awareness of independent advocacy amongst professionals and communities.

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<sup>8</sup> <https://www.sdpScotland.co.uk/>

<sup>9</sup> <https://www.eastlothian.gov.uk/elhscp/pops>

### Carers Strategy Development

ELHSCP Carers Strategy 2023-'26 is East Lothian's second local carers strategy. It is the product of a process of consultation and engagement with carers and carers representatives and sets out plans to continue to improve carer support across East Lothian. Feedback from Carers was they really felt like their views were reflected in the strategy. Progress towards its Outcomes and on the annual action plans will be shared with the carers panel, carers change board and ELHSCP's strategic planning group to maintain relationships with carers and ensure that their views are central to future development.

### Dementia Strategy Development

With an increasing focus on dementia nationally and the publication of the Scottish Government's 4<sup>th</sup> Dementia Strategy in 2023, ELHSCP undertook development of its own dedicated Dementia Strategy. The strategy aims to provide services to meet the projected 68% growth in number of people living with dementia by 2040 and to refocus provision and future development of services on areas that will make the biggest difference to people living with dementia and their carers.

Engagement took place in 2022 through several routes, including work completed on engagement for development of the IJB Strategic Plan, the Planning for an Ageing Population consultation as well as commissioned community consultation using Outside the Box to engage directly with people with lived experience of dementia and their carers. 1:1 meetings were also held with a range of key professionals including primary care, Allied Health Professional services, SALT, audiology, palliative care, care home staff, ELCHASE, hospital services, housing, MELDAP, justice services and key partners such as Alzheimer Scotland, Dementia Friendly East Lothian and VCEL.

The development of the strategy embedded a human rights approach using the Charter of Rights for People with Dementia and their carers and used the outcomes from the Life Changes Trust as the basis of the strategy. These are outcomes that have been set by people living with dementia and their carers. ELHSCP is continuing to engage with people with lived experience on their priorities to develop an implementation plan.

### Day Centre Development

Older People's Day centres in East Lothian are provided by small, local charitable organisations. These services deliver high quality support for older people with complex needs and their carers. The centres, older people, carers and ELHSCP have worked together to coproduce a personal outcomes map that underpins their work and demonstrates the value of their service. Centres have also reshaped their service to develop a blended model of centre and outreach support, based on feedback from older people and carers and adapted to the differing needs of their local community.

ELHSCP is currently coproducing a new day service in Musselburgh with community representatives, providers, families, and carers to ensure the service meets the needs of older local people. Using the Scottish Approach to Service Design, time is taken to understand the problem before designing solutions and to ensure that engagement with local people underpins the whole process.

### Musselburgh Meeting Centre

Dementia Friendly East Lothian (DFEL), a Community Interest Company, ELHSCP and many other partners coproduced and funded a Meeting Centre in Musselburgh that supports people with dementia to live well with dementia and to improve access to Post Diagnostic Support.

The Musselburgh Meeting Centre brings together communities and resources to provide a strong foundation for developing Meeting Centres across East Lothian – based on a ‘Hub & Satellite Approach’.

Coproduction has been key to developing the Meeting Centre. We wanted the Meeting Centre to feel: ‘made here by us, in Musselburgh’. Our analysis is that a living system - with shared vision and values, working with communities and people with lived experience – has encouraged active citizenship; by hearing the voices of people with dementia we deliver better lives.

Meeting Centres are a focus for action and collaboration. The development process has created dementia friendly communities, bringing together people with dementia and carers, local communities, and partners to support and develop together, always in the spirit of friendship.

### Mental Health Partners Group

The Mental Health Partners Group has been set up to strengthen links between organisations, to ensure awareness of what’s out there, and to build capacity in the community. The group consists of NHS Lothian, Local Authority and third sector partners who have a remit in mental health and wellbeing, including libraries and resources at the very front line, ensuring there is a focus on early intervention and prevention, to reduce the likelihood of symptoms worsening requiring more complex mental health services.

## Appendix 1 – Reference Points and Source Material

- [East Lothian Integration Joint Board Strategic Plan 2022-2025.](#)
- [East Lothian IJB Strategic Plan 2022-25 Engagement Feedback Report.](#)
- [East Lothian Joint Strategic Needs Assessment Report 2022.](#)
- [East Lothian Joint Strategic Needs Assessment Report June 2023.](#)
- [East Lothian Health Inequalities Report 2022](#)
- [East Lothian Community Hospitals and Care Homes Provision Change Board Final Report 2021-22.](#)
- [Planning for an Ageing Population Summer Engagement Feedback Report 2022.](#)
- [Planning Older People’s Services Communications and Engagement Report \(August – December 2023\).](#)
- [East Lothian by Numbers summary – a statistical profile of East Lothian – 2022.](#)

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## Appendix 2 – Version History

Version	Date issued	Summary of changes
0.1	7/09/23	Initial draft prepared and shared with Planning and Performance Manager and General Manager for comment.
0.2	13/09/23	Initial comments incorporated and v0.2 shared with wider Planning and Performance Team and Procurement for further input.
0.3	31/10/23	Variety of changes incorporated following round of feedback from Planning and Performance Team.
0.4	22/11/23	Variety of additions following Planning and Performance Team discussion on 31/10/23. Draft to now be presented to the IJB Commissioning Board for consideration.
0.5	31/01/24	Draft presented to and signed off by IJB Commissioning Board with slight addition to finance section related to Finance Recovery Programme.
0.6	1/02/24	Reference to Financial Recovery Programme added to finance section in preparation for presentation to SPG. Link to Planning Older People's Services Communications and Engagement Report added to appendix 1.
0.7	3/04/24	Minor alteration to Finance section on page 8 to reflect IJB budget setting.

