		in la con In
From: Sent: To: Subject: Attachments:	Medhurst T (Teresa) 06 March 2019 06:49 Bell D (Donna) FW: Submission - Review of the delivery of forensic mental health servicesdoc	
Donna,		
Teresa		
	Work (www.blackberry.com)	
From: "Rennick NS (N Sent: 5 Mar 2019 16:59 To: "Medhurst T (Tere Subject: FW: Submiss		
Teresa / Donna		
Neil Rennick	·	

Ext.

From: Sent: To: Subject:		05 March 2019 17:49 RE: For awareness: Submission - Review of the diservices	elivery of forensic mental health
	GALGERANI. B		
To: Henders	on G (Gavin)	@gov.scot> @gov.scot>; bmission - Review of the delivery of forensic menta	@gov.scot> al health services
HI		,	_
Cheers			
	erson G (Gavin) Irch 2019 07:27	@gov.scot>	
	: For awareness: Su	bmission - Review of the delivery of forensic ment	al héalth services
Can you o	onsider for the	issues,	
Thanks,			
Gavin			

Sent: 01 March 2019 13:04 To: Henderson G (Gavin) @gov.scot> Subject: For awareness: Submission - Review of the delivery of forensic mental health services
Gavin Gavin
I've been asked to draw up plans for a review of the delivery of forensic mental health services in Scotland. In doing that health and justice collaboration colleagues suggested a couple of late additions to the scope of the review.
Consideration of the scope of the review by my Director and DG may result in changes to what is presented to Ministers and I will let you know if that happens. There will also be an opportunity to better link up as we work on the detail going forward. As you'll see you will be copied in to the submission when it goes up, but in the meantime if you have any queries or comments on what is proposed, please let me know.
Unit Head Protection of Rights Unit Mental Health and Protections of Rights Division 3ER St

From: Sent: To: Cc: Subject:	on behalf of Bell D (Donna) 05 March 2019 17:26 Medhurst T (Teresa); Bell D (Donna) FW: Restricted - Review of the deliver of forensic mental health services in Scotland
Teresa	
I know you will be or	n it, to highlight the below.
Many thanks	
PA - Donna Bell, Dire Mental Health Directoral	e Scottish Government 1E.05 St Andrews House Edinburgh EH1 3DG

Mental Health & Wellbeing Network

From: @gov.scot> On Behalf Of Minister for Mental Health Sent: 05 March 2019 16:59 To: Minister for Mental Health @gov.scot>; Cabinet Secretary for Health and Sport @gov.scot>; Medhurst T (Teresa) @gov.scot> Cc: Cabinet Secretary for Justice @gov.scot>; Minister for Public Health, Sport and Wellbeing @gov.scot>; @gov.scot>; Minister for Community Safety @gov.scot>; Wright M (Malcolm) @gov.scot>; Bell D (Donna) @gov.scot>; @gov.scot>; McAloon HC (Hugh) @gov.scot>; MacKinnon D (Donna) Rennick NS (Neil) @gov.scot>; Henderson D (Donald) @gov.scot>; Henderson G (Gavin) @gov.scot>; McQueen F (Fiona) @gov.scot>; @gov.scot>; Colvin I (Iona) @gov.scot>; @gov.scot>: @nrscotland.gov.uk>; @gov.scot>; Sadler E (Elizabeth) @gov.scot>; @gov.scot>; @gov.scot>;l @gov.scot>; @gov.scot> gov.scot>; Hutchison D (David) @gov.scot>; @gov.scot>; @gov.scot>

Subject: RE: Restricted - Review of the deliver of forensic mental health services in Scotland

^{*}Resending to add Teresa*

The Minister has considered the submission and is content to agree a review of the delivery of forensic mental health services in Scotland, along with the proposed scope of it.

The Minister would appreciate some background information on the above people to consider before agreeing a chair.

Kind regards,

| Private Secretary to the Minister for Mental Health | Scottish Government | St Andrew's House | Edinburgh |
EH1 3DG Tel

All e-malls and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or

attachments. Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See

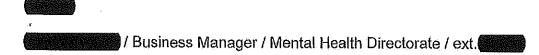
From:		
Sent: 05 March 2019 10:32		
To: Cabinet Secretary for Health and Spor	<u>ඔgov.scot</u> >; Minister for N	lental Health
@gov.scot>		
Cc: Cabinet Secretary for Justice @go	<u>v.scot</u> >; Minister for Public H	ealth, Sport and Wellbeing
@gov.scot>; Minister for Community		
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@gov.scot>;	@gov.scot>; Hutchison D	(David)
@gov.scot>;	@gov.scot>	
Subject: Restricted - Review of the deliver of forensi	c mental health services in So	cotland

Cabinet Secretary for Health and Sport Minister for Mental Health

www.lobbying.scot

Review of the delivery of forensic mental health services in Scotland

Please see attached routine submission from Teresa Medhurst, Adult Mental Health Division on the above.



From:	
Sent:	05 March 2019 17:09
To:	Medhurst T (Teresa);
Subject:	Re: Restricted - Review of the deliver of forensic mental health services in Scotland
Sent from my BlackBerry 1	O smartphone.
Cc: Cabinet Secretary for Jun Minister for Community Safe Mackinnon D (Donna); Hend Co	
The Minister has considered forensic mental health s	ered the submission and is content to agree a review of the delivery of ervices in Scotland, along with the proposed scope of it.
The Minister would approbefore agreeing a chair.	reciate some background information on the above people to consider
Kind regards,	
El(1 3DG Tel: All e-mails and attachments sent by a Minister or a note of a Ministerial mee	Admisterial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a string, must be filled appropriately by the recipient. Private Offices do not keep official records of such e-mails or all advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See
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From:	@gov.scot>
Sent: 05 March 2019 10:32	
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Cc: Cabinet Secretary for Jus	tice @gov.scot>; Minister for Public Health, Sport and Wellbeing

	aity Safety @gov.scot>; Wright M (Malcolm) @gov.scot>; Rennick NS (Neil) @gov.scot>;
	MacKinnon D (Donna) @gov.scot>; Henderson
	erson G (Gavin) @gov.scot>; McQueen F (Fiona
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Subject: Restricted - Review of the deliver of foren	
Cabinet Secretary for Health and Sport Minister for Mental Health	
Review of the delivery of forensic menta	al health services in Scotland
Please see attached routine submission fro the above.	om Teresa Medhurst, Adult Mental Health Division on
/ Business Manager / Menta	l Health Directorate / ext.

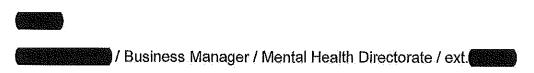
(
From:	on behalf of Cabinet Secretary for Justice	
Sent:	05 March 2019 15:55	
To:	Secretary for Health and Sport; Minister for Mental	
	Health	
Cc:	Cabinet Secretary for Justice; Minister for Public Health, Sport and Wellbeing; Minister for Community Safety; Wright M (Malcolm); Bell D (Donna); Rennick NS	
	(Neil); McAloon HC (Hugh); MacKinnon D (Donna); Henderson D (Donald);	
	Henderson G (Gavin); McQueen F (Flona);	
	Colvin I (Iona)	
	; Sadler E (Elizabeth);	
	Hutchison D (David);	
an tra		
Subject:	RE: Restricted - Review of the deliver of forensic mental health services in Scotland	
Thanks - Mr Yousaf	has noted for his interests.	
Thanks,		
I Deputy Private S		
Office of Humza Yousaf, Cabinet S	ecretary for Justice	
	St Andrew's House, Regent Road, Edinburgh, EH1 3DG	
CabSecJustice@gov.scot l www.gov	<u>.scot</u> l	
*** PLEASE READ DISCLAIMER ***	- Adialatarial Dukrata Office to any other official on bahalf of a Adialatar relating to a decision	
All e-mails and attachments sent by a Ministerial Private Office to any other official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerlal meeting, must be filed appropriately by the recipient. Private		
Offices do not keep official records o	such e-mails or attachments.	
Scottish Ministers, Special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See		
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From: Sent: 05 March 2019 10:32	@gov.scot>	
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		>; @gov.scot>
Subje	ct: Restricted - Review	of the deliver of forensic mental health services in Scotland

Cabinet Secretary for Health and Sport Minister for Mental Health

Review of the delivery of forensic mental health services in Scotland

Please see attached routine submission from Teresa Medhurst, Adult Mental Health Division on the above.



From: 05 March 2019 10:32 Sent: Cabinet Secretary for Health and Sport; Minister for Mental Health To: Cabinet Secretary for Justice; Minister for Public Health, Sport and Wellbeing; Cc: Minister for Community Safety; Wright M (Malcolm); Bell D (Donna); Rennick NS (Neil); McAloon HC (Hugh); MacKinnon D (Donna); Henderson D (Donald); Henderson G (Gavin); McQueen F (Fiona); Colvin I (Iona); Sadler E (Elizabeth); Hutchison D (David); Restricted - Review of the deliver of forensic mental health services in Scotland Subject:

Attachments:

Submission - Review of the delivery of forensic mental health services ._ 4.doc

Cabinet Secretary for Health and Sport Minister for Mental Health

Review of the delivery of forensic mental health services in Scotland

Please see attached routine submission from Teresa Medhurst, Adult Mental Health Division on the above.

Business Manager / Mental Health Directorate / ext.

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From: Teresa Medhurst

Directorate for Mental Health Adult Mental Health Division

March 2019

Cabinet Secretary for Health and Sport Minister for Mental Health

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

Purpose

1. To invite Ministers to agree to a review of the delivery of forensic mental health services in Scotland.

Priority

2. Routine.

Background

- 3. Forensic mental health services specialise in the assessment, treatment and risk management of people with a mental disorder who are currently undergoing, or have previously undergone, legal or court proceedings. There are also people that are managed by forensic mental health services because they are deemed to be at a high risk of harming others or, rarely, themselves.
- The level of secure service a person is accessing (high, medium, low, or community) is determined by the level of risk a person is thought to pose. Although a large majority of forensic mental health services are run by NHS Health Boards, Scotland also has a few independent sector secure inpatient forensic mental health services.
- The last substantial review of forensic mental health services across Scotland was some time ago, although there was a review of the forensic mental health estate that was supported by the Forensic Network and reported in 2017. The report was never published, but the report's findings were welcomed: the need for the development of intelligence and data to inform planning of forensic services; improved co-ordination of service development across Scotland; a goal of ending routine use of inpatient services in England to provide care that should be delivered more locally; various options for service reconfiguration or expansion; and, establishing processes to monitor waiting times for transfer of prisoners to psychiatric inpatient care. The review did not consider the provision of forensic mental health services in prisons.
- 6. A national workshop was held by the Forensic Network in December 2017 to consider the report's findings. The workshop included representatives from medium secure provider NHS Boards, The State Hospital, National Services Division, the Mental Welfare Commission and the Forensic Network. The workshop findings

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included concerns about the report 's suggestion to reassign part of The State Hospital as a national medium facility as likely to come under legal challenge and to require significant capital investment. In addition the status quo with patients being admitted to their own area or nearest bed thereafter was not felt to solve the problem in struggling to find beds, and the introduction of excessive security appeals at medium secure had exacerbated the issue. The forensic medium secure estate would continue to function at almost 100%.

- 7. Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services, the introduction of excessive security appeals for patients detained in medium security and the impact on the movement of patients across the estate as well as a continuing move towards community services. More recently, there have been further developments such as a planned new CAMHS secure unit and an ongoing review of the needs of women who require secure care, particularly high security. There is now a need a need to review more widely the delivery of forensic mental health services in light of these changes and new developments. It is recognised that future forensic mental health service development will benefit from clarity around the proposed future structures of forensic services, key priorities for our health services and joined up practices with criminal justice services.
- 8. A draft Terms of Reference for the proposed review is attached at Annex A. The review would consider:
 - The demand for forensic mental health services, including bed availability and use in hospitals across the levels of security and in the community across Scotland
 - The delivery of forensic mental health services in prison
 - The delivery of high secure forensic services in hospital, given the decline in the number of patients at the State Hospital;
 - The capacity of medium secure services to deliver forensic mental health services for all patients who require such services;
 - · The impact of excessive security appeals at medium security on low security;
 - The availability of specialist open i.e. unlocked forensic rehabilitation services:
 - The movement of patients from low or medium security into the community.

Given its wide scope we would expect the review to take around a year, with quarterly updates on progress and emerging findings.

9. Information on the specification and requirements for the chair of the review is included in Annex B along with an initial list of possible candidates for the chair.

Recommendation

10. You are invited to agree to a review of the delivery of forensic mental health services in Scotland, the proposed scope of the review as set out in Annex A and the requirements for the chair in Annex B.

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TERESA MEDHURST

Adult Mental Health

Ext:

5 March 2019

				For Informa	illon
Copy List:	For Action	For Comments	Portfolio Interest	Arms above	General Awareness
Cabinet Secretary for Justice Minister for Public Health, Sport and Wellbeing			X X X		
Minister for Community Safety			^		

Malcolm Wright, Director-General Health and Social Care Donna Bell, Director of Mental Health Neil Rennick, Director for Justice Hugh McAloon, Deputy Director, Child and Adolescent Mental Health Donna Mackinnon, Deputy Director, Community Justice Donald Henderson, Deputy Director, Care, Protection and Justice Gavin Henderson, Deputy Director, Civil Law & Legal System Fiona McQueen, Chief Nursing Officer PMO (Forensic Psychiatry) PMO Iona Colvin, Chief Social Work Advisor Learning Disability, Autism and Dementia Learning, Disability, Autism and Dementia Learning Disability Autism Health & Social Care Integration Rights & Mental Health Children & Young People's Mental Health Adult Mental Health Public Mental Health Rights & Mental Health Restricted Patients Rights & Mental Health Liz Sadler, Health Improvement Health & Justice Collaboration Community Justice Youth Justice Prison policy Prison policy David Hutchison, Special Advisor Communications Healthier

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Annex A

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

TERMS OF REFERENCE

INDEPENDENT REVIEW OF DELIVERY OF FORENSIC MENTAL HEALTH SERVICES

Context

Forensic mental health services specialise in the assessment, treatment and risk management of people with a mental disorder who are currently undergoing, or have previously undergone, legal or court proceedings. Some other people are managed by forensic mental health services because they are deemed to be at a high risk of harming others or, rarely, themselves under civil lesgislation.

The level of secure service a person is accessing (high, medium, low, or community) is determined by the level of risk a person is thought to pose. Although a large majority of forensic mental health services are run by NHS Health Boards, Scotland also has a few independent sector secure inpatient forensic mental health services.

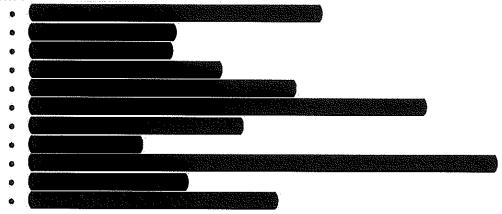
Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services, the introduction of excessive security appeals for patients detained in medium security and a continuing move towards community services. More recently, there have been further developments such as a planned new CAMHS secure unit and an ongoing review of the needs of women who require secure care, particularly high security. There is now a need a need to review more widely the delivery of forensic mental health services in light of these changes and new developments. It is recognised that future forensic mental health service development will benefit from clarity around the proposed future structures of forensic services, key priorities for our health services and joined up practices with criminal justice services.

The principal aim will be to review the delivery of forensic mental health services in hospitals, prisons and the community, including:

- The demand for forensic mental health services, including bed availability and use in hospitals across the levels of security and in the community across Scotland
- The delivery of forensic mental health services in prison
- The delivery of high secure forensic services in hospital, given the decline in the number of patients at the State Hospital;
- The capacity of medium secure services to deliver forensic mental health services for all patients who require such services:
- The impact of excessive security appeals at medium security on low security;
- The availability of specialist open i.e. unlocked forensic rehabilitation services:
- The movement of patients from low or medium security into the community.

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The review will be supported by a short life working group to include representation from :



The review will include the make-up of the forensic estate and the patient flow for male and female patients as well as those with additional intellectual support needs.

Scope and Terms of Reference

The specific methodology of the review is at the discretion of the chair but will involve consideration of:

- An evidence review of bed availability and capacity at high, medium and low security hospitals, in intensive psychiatric care units, and at open forensic rehabilitation inpatient facilities;
- An evidence review of the delivery of forensic mental health services in prisons;
- The impact any lack of provision has on sentencing decisions, for example for women requiring high secure care;
- Any evidence of bed blocking and its causes, taking into account patients' human rights and the principles in section 1 of the Mental Health (Care and Protection) (Scotland) Act 2003;
- The arrangements for the delivery of high secure services, given the decline in patient numbers, and whether there are alternatives to more efficiently deliver such services;
- The appropriateness of continuing to provide high secure care for patients on behalf of Northern Ireland and any recommendations for future service delivery;
- Any options for the re-provision of unused bed capacity at State Hospital for care of other patients;
- The delivery of services for intellectual impairment / learning disability and neurodevelopmental disorder / autistic spectrum disorder;
- The demand for medium secure services from across Scotland and the deliverability of such services in the current forensic estate;
- The impact of excessive security appeals at medium security on demand for low secure services and the extent to which this can be met by the current forensic estate:
- The movement of patients from low secure services to the community, any delays and the causes of them;

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- The support and services that are needed to successfully treat people in the community and any difficulties providing or accessing such services;
- Alternatives to cross-border transfers to specialist services far from patients' home areas and familles;
- The views of hospital staff, people receiving forensic mental health services, those with lived experience of such services and their families;
- The arrangements for the strategic direction and ongoing oversight and governance of the delivery of forensic services across Scotland, including the roles of the Scottish Government, Integrated Joint Boards and Health Boards as well as the role, functions and reporting structures of the Forensic Network:
- Prison healthcare provision and challenges;
- The provision of professional and expert witness psychiatric and psychological reports to Scottish Courts and the impact any delays may have on people awaiting sentencing;
- Processes by which patients can resettle in a different territorial health board areas within Scotland e.g. for victim sensitivity reasons;

We expect that the review will:

- Make recommendations for changes or improvements to the Scottish Government and delivery bodies;
- Should anything of immediate concern be identified these should be escalated to the respective Chief Executive and/or Scottish Government;
- Suggest any legislative issues that arise out of the enquiry; and
- Suggest any further reviews that arise out of the enquiry.

The review should also consider previous and ongoing work around forensic mental health services, including:

- The findings of the Forensic Estate Review group;
- The Mental Welfare Commission's Visiting and Monitoring Report relating to medium and low secure forensic wards (August 2017), including actions planned by Health Boards in response to its findings
- 'Coming home: complex care needs and out of area placements 2018', Scottish Government, November 2018;
- The findings of the short life working group on female pathways in forensic mental health;
- The (emerging) findings of the review of learning disability and autism under the Mental Health (Care and Treatment) (Scotland) Act 2003
- The findings of the review of Mental Health Services at HMP YOI Polmont

This review will be presented to the Cabinet Secreta	iry for Health and Sport and the
Minister for Mental Health by	Quarterly updates on progress
and any emerging findings will be required.	

TERESA MEDHURST Adult Mental Health Ext:

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Annex B

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

CHAIR OF THE REVIEW

Person Specification and Requirements

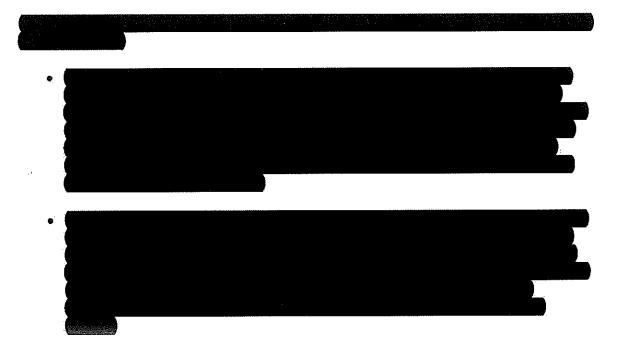
Experience: The chair will have senior level experience, knowledge and understanding of forensic mental health and the challenges and opportunities faced in the delivery of forensic mental health services across Scotland. Experience of service redesign and knowledge of effective governance and accountability arrangements is also required. The chair will require skills and experience in leadership, constructive/supportive challenge and influencing as well as in communication.

<u>Time commitment</u>: The chair of the review must be able to make a firm commitment to spend a minimum of 4 days per month on the review. The review is expected to take 12 months.

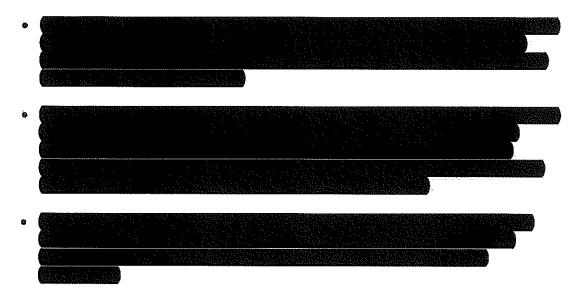
Remuneration: A daily rate TBC will be payable. The chair will also receive reimbursement for all reasonable travel and subsistence costs, reasonable dependant-carer expenses incurred whilst undertaking review duties and for support required to help the Chair carry out their duties effectively, subject to Scottish Government policy.

<u>Location</u>: The Chair can be based anywhere in Scotland, but travel to Edinburgh will occasionally be required.

Possible Chairs



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TERESA MEDHURST
Adult Mental Health
Ext

From: on behalf of DG Health & Social Care 05 March 2019 09:42 Sent: Bell D (Donna); DG Health & Social Care To: Medhurst T (Teresa); Cc: Subject: RE: Review of forensic services Hi Malcolm is content. Regards Private Secretary to Malcolm Wright IDG Health and Social Care and Chief Executive NHS Scotland Rm 1E.16 | SAH

HI,

Please see attached draft minute to Cab Sec and Ms Haughey on the review of forensic services. Malcolm was keen to see this before it goes. He may have some other ideas about who we could ask to chair the review, so grateful for any views on the role description and/or potential candidates. It would be great if we could get this up before the portfolio meeting tomorrow.

@gov.scot>;

Thanks

Donna

Donna Bell Director of Mental Health Scottish Government

From: Bell D (Donna) @gov.scot>

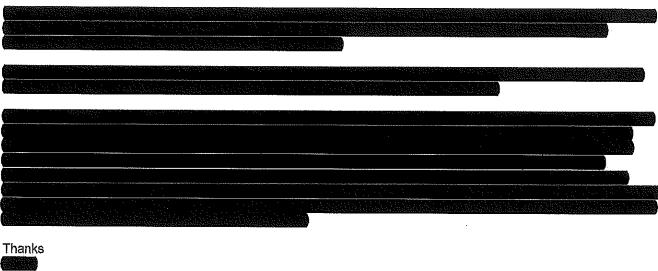
To: DG Health & Social Care Dgov.scot>

Sent: 04 March 2019 13:08

Cc: Medhurst T (Teresa)

Subject: Review of forensic services

From: Sent: To: Subject:	Medhurst T (Teresa) 05 March 2019 07:44 RE:
Many thanks to you both.	
The current position is this	week or early next week. I will raise this with Donna this morning.
Teresa	
Teresa Medhurst	
Head of Adult Mental Health /	Scottish Government / 3R.04, St Andrew's House, Regent Road, Edinburgh EH1 3DG
From Sent: 05 March 2019 07:34	@gov.scot>
To:(Subject: RE:	@gov.scot>; Medhurst T (Teresa) @gov.scot>
Thanks your email	is very helpful.
I think the submission is c	urrently with Malcolm, with the desire to get it to Ministers today.
From: Sent: 04 March 2019 14:49 To:	@gov.scot>; Medhurst T (Teresa) @gov.scot>
Subject: Established	
HI Both	
	en in it fan it fan it it it it it it fan it fan it fan it fan it it fan it i



| Law and Protection of Rights | Adult Mental Health Division – Mental Health Directorate | Scottish Government | St Andrews House, Regent Road, Edinburgh, EH1 3DG | Blackberry:



Bell D (Donna)

Sent:

04 March 2019 13:08

To:

DG Health & Social Care

Cc:

Medhurst T (Teresa);

Subject:

Review of forensic services

Attachments:

Submission - Review of the delivery of forensic mental health services ... 4.doc

Hi,

Please see attached draft minute to Cab Sec and Ms Haughey on the review of forensic services. Malcolm was keen to see this before it goes. He may have some other ideas about who we could ask to chair the review, so grateful for any views on the role description and/or potential candidates. It would be great if we could get this up before the portfolio meeting tomorrow.

Thanks

Donna

Donna Bell Director of Mental Health Scottish Government

Sent:

01 March 2019 13:52

To: Cc: Bell D (Donna)

Subject:

Medhurst T (Teresa); McAloon HC (Hugh)

Subject: Attachments: RE: Submission - Review of the delivery of forensic mental health services ... Submission - Review of the delivery of forensic mental health servicesdoc

Donna,

Justice have asked for an addition to the copy list, so minor amendment to the version attached to this email.

From: Sent: 01 March 2019 13:06

To: Bell D (Donna)

@gov.scot>

Cc: Medhurst T (Teresa)

@gov.scot>; McAloon HC (Hugh)

@gov.scot>

Subject: Submission - Review of the delivery of forensic mental health services .._

Donna,

Please find attached revised submission, that now includes the chair information as Annex B (the additional possible chair has also been included).

From: Sent: To: Subject:	01 March 2019 13:47 RE: Submission - Review of the delivery of forensic mental health services
no worries. I	will add her in to the copy list.
From: Sent: 01 March 2019 13:47 To: Subject: RE: Submission - F	@gov.scot> 7 @gov.scot> Review of the delivery of forensic mental health services
Hi(
If it hasn't already gon services are very impo	e up, would be good to copy in too, as forensic MH ortant around community sentencing.
Thanks	
Sent: 01 March 2019 10:30 To:	@gov.scot> @gov.scot> ew of the delivery of forensic mental health services
Commence of the Commence of th	
sight of the proposal to	ssion that I need to send to our Director today as Malcolm has asked for o Ministers asap. I've added you and in to the copy list. Is there at should know about this? A response by return would be much

From: Sent:

01 March 2019 13;06

To:

Bell D (Donna)

To: Cc:

Medhurst T (Teresa); McAloon HC (Hugh)

Subject:

Submission - Review of the delivery of forensic mental health services ...

Attachments:

Submission - Review of the delivery of forensic mental health services ._.doc

Donna,

Please find attached revised submission, that now includes the chair information as Annex B (the additional possible chair has also been included).

01 March 2019 13:04

Sent:

Henderson G (Gavin)

To: Subject:

For awareness: Submission - Review of the delivery of forensic mental health

services .._

Attachments:

Submission - Review of the delivery of forensic mental health servicesdoc

Gavin

I've been asked to draw up plans for a review of the delivery of forensic mental health services in Scotland. In doing that health and justice collaboration colleagues suggested a couple of late additions to the scope of the review.

Consideration of the scope of the review by my Director and DG may result in changes to what is presented to Ministers and I will let you know if that happens. There will also be an opportunity to better link up as we work on the detail going forward. As you'll see you will be copied in to the submission when it goes up, but in the meantime if you have any queries or comments on what is proposed, please let me know.

Unit Head | Protection of Rights Unit | Mental Health and Protections of Rights Division | 3ER St Andrews House, Edinburgh | 2006

From: Sent:	01 March	2019 12:01	
To: Subject:	RE: Submis	ssion - Review of the deli	very of forensic mental health services
Thanks muc	ch appreciated.		
From: Sent: 01 March 2019 To: Subject: FW; Submis	@g0	ov.scot> very of forensic mental h	ealth services
Ministers ask earl how it's been sha	ier this week and the ped over the last few ook and nothing to a	e quick turnaround re v days and impressive	gave me a heads up to your quired so I was aware. Useful to see e turnaround. positive work and of course happy to be
Finally, I'd also ind in the links across	clude our Director, N justice and mental l	leil Rennick into the s health.	ubmission as he has a strong interest
Hope that helps in	the meantime		
Prisons Policy Team Community Justice I Justice Directorate GWR St Andrew's H T: E: @gov. Scottish Governm Righaltas na h-A gov.scot	Division ouse scot		
From: Sent: 01 March 2019 To: Subject: Submission -	@gov.scot>	of forensic mental health	services

I've been asked to draw up plans for a review of the delivery of forensic mental health services in Scotland. In doing that suggested a couple of things that should be included within the

scope of the review.

There will be an opportunity to better link up as we work on the further detail but I wanted to make sure you were aware of the plans. If you have any queries on the attached, please let me know by return if at all possible. Is there anyone in justice that you think should also be included around the second issue on psychiatric reports?

I'm at my desk if you would like to chat.

01 March 2019 11:43

Sent: To:

Subject:

Attachments:

Submission - Review of the delivery of forensic mental health services .._ Submission - Review of the delivery of forensic mental health servicesdoc

I've been asked to draw up plans for a review of the delivery of forensic mental health services in Scotland. In doing that suggested a couple of things that should be included within the scope of the review.

There will be an opportunity to better link up as we work on the further detail but I wanted to make sure you were aware of the plans. If you have any queries on the attached, please let me know by return if at all possible. Is there anyone in justice that you think should also be included around the second issue on psychiatric reports?

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From: Sent: To: Subject:	01 March 2019 11:28 RE: Submission - Review of the delivery of forensic mental health services
Thanks (
From: Sent: 01 March 2019 11:27 To: Subject: RE: Submission - Review	@gov.scot> v of the delivery of forensic mental health services
Thanks for sight of this,	really interesting looking piece of work.
is no longer our DD	– it's now Liz Sadler, so a copy to her would be appreciated.
A copy to Director of Justice DD and Prison Team leade	e, Donna McKinnon and was a would be appreciated – Director, r.
Thanks	
From: Sent: 01 March 2019 10:30 To: Subject: Submission - Review of	@gov.scot> @gov.scot> the delivery of forensic mental health services
sight of the proposal to Min	that I need to send to our Director today as Malcolm has asked for isters asap. I've added you and in to the copy list. Is there ould know about this? A response by return would be much is.

Sent:

01 March 2019 10:30

To:

Subject: Attachments: Submission - Review of the delivery of forensic mental health servicesdoc

I've attached a submission that I need to send to our Director today as Malcolm has asked for sight of the proposal to Ministers asap. I've added you and in to the copy list. Is there someone in justice that should know about this? A response by return would be much appreciated, with apologies.

From: Bell D (Donna) Sent: 01 March 2019 09:51 To: Cc: Medhurst T (Teresa) Subject: RE: TSH Thanks Could you update the submission to include this as another annex please? It looks good, thanks for all the work you've done on this. Will have another look before we send to Malcolm if that's Ok? He is in Highland today so will only get a chance to look at it later. Cheers Donna From: Sent: 01 March 2019 09:43 To: Bell D (Donna) @gov.scot> Cc: Medhurst T (Teresa) @gov.scot> Subject: RE: TSH Donna, please find attached information in relation to the chair of this review and suggestions for that role from the PMO (Forensic Psychiatry), and policy colleagues. From. Sent: 28 February 2019 14:25 To: Bell D (Donna) Cc: Medhurst T (Teresa) Subject: FW: TSH Donna, Following discussion with Teresa please find attached a draft submission on the review of the delivery of forensic mental health services. Are you content for it to go to Malcom as requested below? I will send you information on possible chairs first thing tomorrow. gov.scot> On Behalf Of DG Health & Social Care From: Sent: 22 February 2019 11:03

Hi Donna

To: Bell D (Donna)

Subject: FW: TSH

Cc: DG Health & Social Care

@gov.scot>

@gov.scot>; Medhurst T (Teresa)

Malcolm has considered and suggests progressing Option 2.

He has asked that you develop a proposal paper for Cab Sec and send for his consideration a.s.a.p.

Regards



|Private Secretary to Malcolm Wright |DG Health and Social Care and Chief Executive NHS Scotland|Rm 1E.16 |SAH

電 @gov.scot

From: Bell D (Donna) @gov.scot>

Sent: 13 February 2019 11:54

Subject: TSH

Paul/Malcolm, with thanks to Teresa and please see attached note on the TSH for your meeting with Cab Sec today. Let me know if you need anything further.

Thanks

Donna

Donna Bell
Director of Mental Health
Scottish Government

01 March 2010 0014

Sent:

01 March 2019 09:43 Bell D (Donna)

To: Cc:

Medhurst T (Teresa)

Subject:

RE: TSH

Attachments:

Review of the Delivery of Forensic Mental Health Services in Scotland - Chair.docx

Donna, please find attached information in relation to the chair of this review and suggestions for that role from the PMO (Forensic Psychiatry), and policy colleagues.

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Sent: 28 February 2019 14:25

To: Bell D (Donna)

@gov.scot>

Cc: Medhurst T (Teresa)

@gov.scot>

Subject: FW: TSH

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From: @gov.scot> On Behalf Of DG Health & Social Care

Sent: 22 February 2019 11:03

To: Bell D (Donna) @gov.scot>; Medhurst T (Teresa)

@gov.scot>; Paterson N (Nicola)

@gov.scot>

Cc: DG Health & Social Care Dgov.scot>

Subject: FW: TSH

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Private Secretary to Malcolm Wright |DG Health and Social Care and Chief Executive

1

NHS Scotland Rm 1E.16 SAH

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Subject: TSH

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Thanks

Donna

Donna Bell Director of Mental Health Scottish Government

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

Chair of the Review

The principal aim of the review will be to review the delivery of forensic mental health services in hospitals and prisons, including:

- The demand for forensic mental health services, including bed availability and use in hospitals across the levels of security and in the community across Scotland
- The delivery of forensic mental health services in prison
- The delivery of high secure forensic services in hospital, given the decline in the number of patients at the State Hospital;
- The capacity of medium secure services to deliver forensic mental health services for all patients who require such services;
- · The impact of excessive security appeals at medium security on low security;
- The availability of specialist open i.e. unlocked forensic rehabilitation services;
- The movement of patients from low or medium security into the community.

Person Specification and Requirements

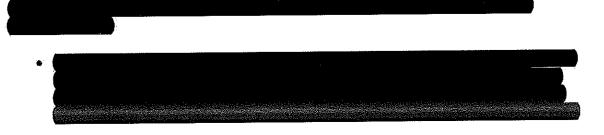
Experience: The chair will have to have senior level experience, knowledge and understanding of forensic mental health and the challenges and opportunities faced in the delivery of forensic mental health services across Scotland. The chair will have to have skills and experience in leadership, constructive/supportive challenge and influencing as well as in communication.

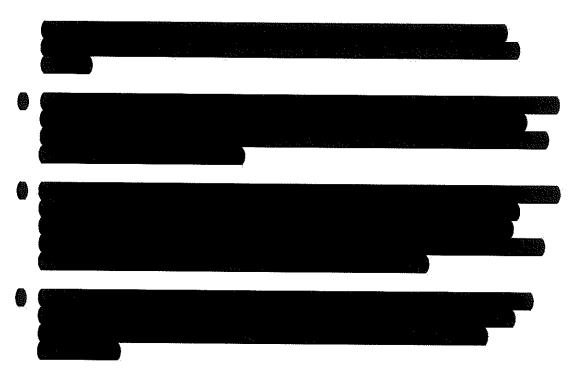
<u>Time commitment</u>: The chair of the review must be able to make a firm commitment to spend 4 days per month on the review. The review is expected to take 12 months.

Remuneration: A daily rate TBC will be payable. The chair will also receive reimbursement for all reasonable travel and subsistence costs, reasonable dependant-carer expenses incurred whilst undertaking review duties and for support required to help the Chair carry out their duties effectively, subject to Scottish Government policy.

Location: The Chair can be based anywhere in Scotland, but travel to Edinburgh will occasionally be required.

Possible Chairs





Rights and Mental Health 1 March 2019

From:

Sent: To: 01 March 2019 09:37

Subject:

Medhurst T (Teresa)

Attachments:

Review of the Delivery of Forensic Mental Health Services in Scotland - Chair Review of the Delivery of Forensic Mental Health Services in Scotland - Chair.docx

Teresa,

I've attached info re the chair of the above review in case you wanted to consider first. Happy to send it to Donna.

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

Chair of the Review

The principal aim of the review will be to review the delivery of forensic mental health services in hospitals and prisons, including:

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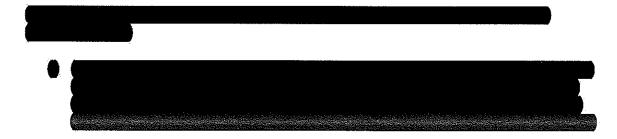
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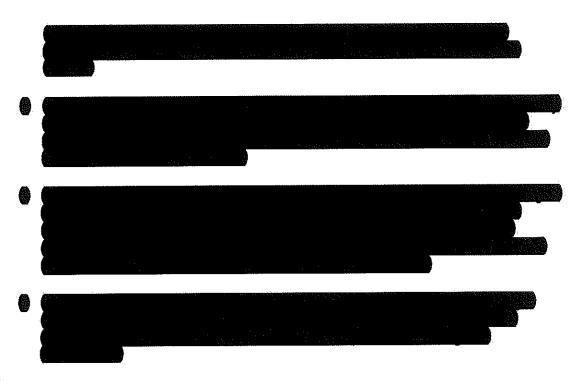
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Rights and Mental Health 1 March 2019

From: Sent: 28 February 2019 14:25 To: Bell D (Donna) Cc: Medhurst T (Teresa) Subject: FW: TSH **Attachments:** STATE HOSPITAL BOARD FOR sCOTLAND db amends2.docx; Submission - Review of the delivery of forensic mental health servicesdoc Donna, Following discussion with Teresa please find attached a draft submission on the review of the delivery of forensic mental health services. Are you content for it to go to Malcom as requested below? I will send you information on possible chairs first thing tomorrow. From: @gov.scot> On Behalf Of DG Health & Social Care Sent: 22 February 2019 11:03 @gov.scot>; Medhurst T (Teresa) @gov.scot>; Paterson N (Nicola) To: Bell D (Donna) @gov.scot> Cc: DG Health & Social Care @gov.scot> Subject: FW: TSH Hi Donna Malcolm has considered and suggests progressing Option 2. He has asked that you develop a proposal paper for Cab Sec and send for his consideration a.s.a.p. Regards Private Secretary to Malcolm Wright | DG Health and Social Care and Chief Executive NHS ScotlandJRm 1E.16 JSAH @gov.scot From: Bell D (Donna) @gov.scot> Sent: 13 February 2019 11:54 To: DG Health & Social Care @gov.scot>; Wright M (Malcolm) @gov.scot> Cc: Medhurst T (Teresa) @gov.scot>; @gov.scot> Subject: TSH Paul/Malcolm, with thanks to Teresa and please see attached note on the TSH for your meeting with Cab Sec today. Let me know if you need anything further. Thanks Donna

Donna Bell Director of Mental Health Scottish Government

From: Teresa Medhurst

Directorate for Mental Health Adult Mental Health Division

February 2019

Cabinet Secretary for Health and Sport Minister for Mental Health

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

Purpose

1. To invite Ministers to agree to a review of the delivery of forensic mental health services in Scotland.

Priority

2. Routine.

Background

- 3. Forensic mental health services specialise in the assessment, treatment and risk management of people with a mental disorder who are currently undergoing, or have previously undergone, legal or court proceedings. There are also people that are managed by forensic mental health services because they are deemed to be at a high risk of harming others or, rarely, themselves.
- 4. The level of secure service a person is accessing (high, medium, low, or community) is determined by the level of risk a person is thought to pose. Although a large majority of forensic mental health services are run by NHS Health Boards, Scotland also has a few independent sector secure inpatient forensic mental health services.
- 5. The last substantial review of forensic mental health services across Scotland was some time ago, although there was a review of the forensic mental health estate that was supported by the Forensic Network and reported in 2017. The report was never published, but the report's findings of a need for the development of intelligence and data to inform planning of forensic services; improved co-ordination of service development across Scotland; a goal of ending routine use of inpatient services in England to provide care that should be delivered more locally; various options for service reconfiguration or expansion; and, establishing processes to monitor waiting times for transfer of prisoners to psychiatric inpatient care were welcomed. The review did not consider the provision of forensic mental health services in prisons.
- 6. A national workshop was held by the Forensic Network in December 2017 to consider the report's findings. The workshop included representatives from medium secure provider NHS Boards, The State Hospital, National Services Division, the Mental Welfare Commission and the Forensic Network. The workshop findings

included concerns about the report 's suggestion to reassign part of The State Hospital as a national medium facility as likely to come under legal challenge and to require significant capital investment. In addition the status quo with patients being admitted to their own area or nearest bed thereafter was not felt to solve the problem in struggling to find beds, and the introduction of excessive security appeals at medium secure had exacerbated the issue. The forensic medium secure estate would continue to function at almost 100%.

- 7. Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services, the introduction of excessive security appeals for patients detained in medium security and the impact on the movement of patients across the estate as well as a continuing move towards community services. More recently, there have been further developments such as a planned new CAMHS secure unit and an ongoing review of the needs of women who require secure care, particularly high security. There is now a need a need to review more widely the delivery of forensic mental health services in light of these changes and new developments. It is recognised that future forensic mental health service development will benefit from clarity around the proposed future structures of forensic services, key priorities for our health services and joined up practices with criminal justice services.
- 8. A draft Terms of Reference for the proposed review is attached at Annex A. The review would consider:
 - The demand for forensic mental health services, including bed availability and use in hospitals across the levels of security and in the community across Scotland
 - The delivery of forensic mental health services in prison
 - The delivery of high secure forensic services in hospital, given the decline in the number of patients at the State Hospital;
 - The capacity of medium secure services to deliver forensic mental health services for all patients who require such services;
 - The impact of excessive security appeals at medium security on low security;
 - The availability of specialist open i.e. unlocked forensic rehabilitation services;
 - The movement of patients from low or medium security into the community.

Given its wide scope we would expect the review to take around a year, with quarterly updates on progress and emerging findings.

9. Information on the specification and requirements for the chair of the review is included in Annex B along with an initial list of possible candidates for the chair.

Recommendation

10. You are invited to agree to a review of the delivery of forensic mental health services in Scotland, the scope of the review as set out in Annex A and the requirements for the chair in Annex B.

TERESA MEDHURST

Adult Mental Health Ext: February 2019

				For Informa	ıtlon
Copy List:	For Action	For Comments	Portfolio	Constit	General
Cabinat Sagratary for Justice			Interest	Interest	Awareness
Cabinet Secretary for Justice Minister for Public Health, Sport and			X		
Wellbeing					
Minister for Community Safety			X		,

Malcolm Wright, Director-General Health and Social Care	
Donna Bell, Director of Mental Health	•
Neil Rennick, Director for Justice	
Hugh McAloon, Deputy Director, Child and Adolescent Mental Health	
Donna Mackinnon, Deputy Director, Community Justice	ļ
Donald Henderson, Deputy Director, Care, Protection and Justice	
Gavin Henderson, Deputy Director, Civil Law & Legal System	
Fiona McQueen, Chief Nursing Officer	
PMO (Forensic Psychiatry)	
, PMO	
Iona Colvin, Chief Social Work Advisor	
Learning Disability, Autism and Dementia	
Learning, Disability, Autism and Dementia	
Learning Disability	
Autism	
Health & Social Care Integration	
Rights & Mental Health	
Children & Young People's Mental Health	
Adult Mental Health	·
Public Mental Health	
Rights & Mental Health	
, Restricted Patients	
, Rights & Mental Health	1
Liz Sadler, Health Improvement	
Health & Justice Collaboration	J
, Youth Justice	
, Prison policy	
Prison policy	
David Hutchison, Special Advisor	
Communications Healthier	

Annex A

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

TERMS OF REFERENCE

INDEPENDENT REVIEW OF DELIVERY OF FORENSIC MENTAL HEALTH SERVICES

Context

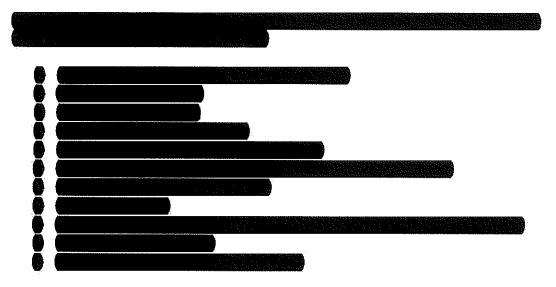
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Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services, the introduction of excessive security appeals for patients detained in medium security and a continuing move towards community services. More recently, there have been further developments such as a planned new CAMHS secure unit and an ongoing review of the needs of women who require secure care, particularly high security. There is now a need a need to review more widely the delivery of forensic mental health services in light of these changes and new developments. It is recognised that future forensic mental health service development will benefit from clarity around the proposed future structures of forensic services, key priorities for our health services and joined up practices with criminal justice services.

The principal aim will be to review the delivery of forensic mental health services in hospitals and prisons, including:

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- The movement of patients from low or medium security into the community.



The review will include the make-up of the forensic estate and the patient flow for male and female patients as well as those with additional intellectual support needs.

Scope and Terms of Reference

The specific methodology of the review is at the discretion of the chair but will involve consideration of:

- An evidence review of bed availability and capacity at high, medium and low security hospitals, in intensive psychiatric care units, and at open forensic rehabilitation inpatient facilities;
- An evidence review of the delivery of forensic mental health services in prisons;
- The impact any lack of provision has on sentencing decisions, for example for women requiring high secure care;
- Any evidence of bed blocking and its causes, taking into account patients' human rights and the principles in section 1 of the Mental Health (Care and Protection) (Scotland) Act 2003;
- The arrangements for the delivery of high secure services, given the decline in patient numbers, and whether there are alternatives to more efficiently deliver such services;
- The appropriateness of continuing to provide high secure care for patients on behalf of Northern Ireland and any recommendations for future service delivery;
- Any options for the re-provision of unused bed capacity at State Hospital for care of other patients or offenders;
- The delivery of services for intellectual impairment / learning disability and neurodevelopmental disorder / autistic spectrum disorder;
- The demand for medium secure services from across Scotland and the deliverability of such services in the current forensic estate;
- The impact of excessive security appeals at medium security on demand for low secure services and the extent to which this can be met by the current forensic estate;

- The movement of patients from low secure services to the community, any delays and the causes of them;
- The support and services that are needed to successfully treat people in the community and any difficulties providing or accessing such services;
- Alternatives to cross-border transfers to specialist services far from patients' home areas and families;
- The views of hospital staff, people receiving forensic mental health services, those with lived experience of such services and their families;
- The arrangements for the strategic direction and ongoing oversight of the delivery of forensic services across Scotland, including the roles of the Scottish Government, Integrated Joint Boards and Health Boards as well as the role, functions and reporting structures of the Forensic Network;
- Prison healthcare provision and challenges;
- The provision of professional and expert witness psychiatric and psychological reports to Scottish Courts and the impact any delays may have on people awaiting sentencing;
- Processes by which patients can resettle in a different territorial health board areas within Scotland e.g. for victim sensitivity reasons;
- Make recommendations for changes or improvements to the Scottish Government;
- Should anything of immediate concern be identified these should be escalated to the respective Chief Executive;
- Suggest any legislative issues that arise out of your enquiry; and
- Suggest any further reviews that arise out of your enquiry.

The review should also consider previous and ongoing work around forensic mental health services, including:

- The findings of the Forensic Estate Review group;
- The Mental Welfare Commission's Visiting and Monitoring Report relating to medium and low secure forensic wards (August 2017), including actions planned by Health Boards in response to its findings
- 'Coming home: complex care needs and out of area placements 2018', Scottish Government, November 2018;
- The findings of the short life working group on female pathways in forensic mental health;
- The (emerging) findings of the review of learning disability and autism under the Mental Health (Care and Treatment) (Scotland) Act 2003
- The findings of the review of Mental Health Services at HMP YOI Polmont

This review will be presented to t	the Cabinet	Secretary for	Health and	Sport a	nd the
Minister for Mental Health			irterly upda		
and any emerging findings will be	e required.				

TERES	A ME	DHURST
Adult N	lental	Health
Ext:		

Annex B

REVIEW OF THE DELIVERY OF FORENSIC MENTAL HEALTH SERVICES IN SCOTLAND

CHAIR OF THE REVIEW

Person Specification and Requirements

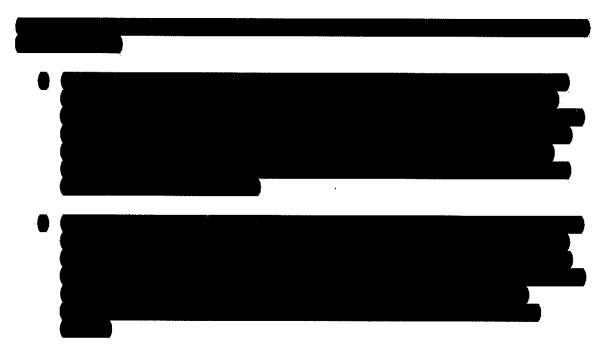
Experience: The chair will have to have senior level experience, knowledge and understanding of forensic mental health and the challenges and opportunities faced in the delivery of forensic mental health services across Scotland. The chair will have to have skills and experience in leadership, constructive/supportive challenge and influencing as well as in communication.

<u>Time commitment</u>: The chair of the review must be able to make a firm commitment to spend 4 days per month on the review. The review is expected to take 12 months.

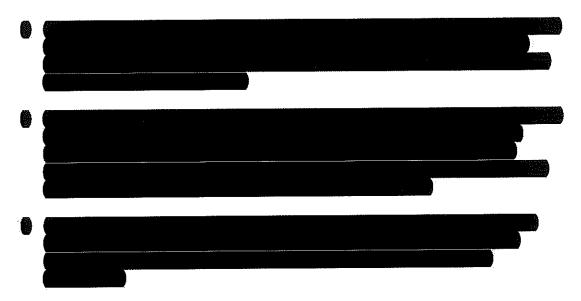
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Location: The Chair can be based anywhere in Scotland, but travel to Edinburgh will occasionally be required.

Possible Chairs



* ~ · ·

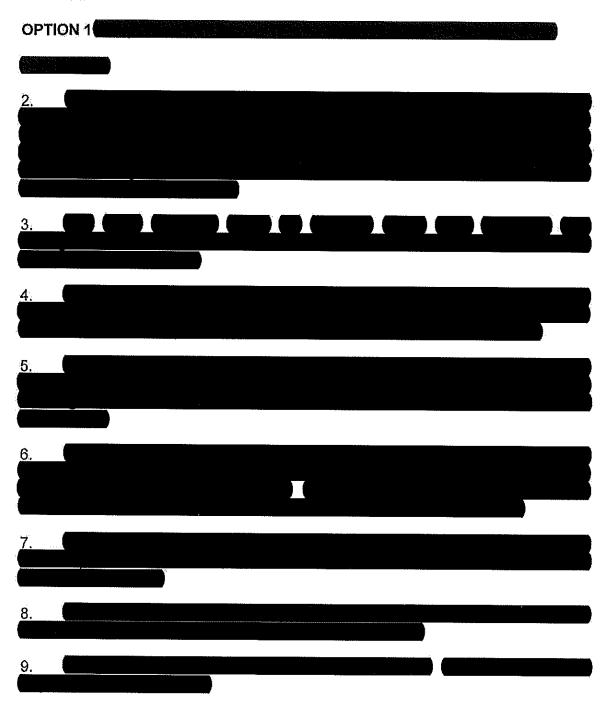


TERESA MEDHURST
Adult Mental Health
Ext:

STATE HOSPITAL BOARD FOR SCOTLAND

,1

1. There have been ongoing issues that have caused Ministerial concern in recent months regarding the operational running and management of TSH. Ministers have sought options on how to improve the arrangements in place and enhance safety and patient care. As a result of this, two options to address Ministers' concerns have been identified.



1.

OPTION 2 - Review of forensic care (both hospital and community)

- 10. A comprehensive review of the forensic estate has not been done since the 1990s and practitioners are likely to be of the view that while some aspects of forensic delivery are successful there would be some areas that are more problematic. There was a small scale review in 2017 but this had some limitations particularly in relation to consideration of women and high secure facilities and did not consider the community based arrangements for patients who are conditionally discharged or others who are being cared for in a community setting. The Principal Medical Officer (Forensic Psychiatry) is of the view that this would be a good time to review the forensic estate and consider the care and treatment of mentally disordered offenders.
- 11. There have been a number of issues which have been surfacing surrounding the impact of successful appeals in relation to excessive security which has led to some pressures on medium and low secure estate and low numbers within TSH; implications of some complex cases and release into the community; concerns raised by families and victims in relation to patient care versus risk profiles and how the system manages and responds to those with learning disabilities and autism.
- 12. The previous review also didn't consider standards of clinical care, consistency of security measures as well as the wider consideration of the number of patients now and anticipated and so how that should shape the services and facilities that are required today and in the future.

- 13. The review could consider all of the above topics (which need to be addressed anyway) as well as the management and governance arrangements across the forensic estate, creating better linkage between the different parts of the sector and ensuring that there is smooth flow and care for patients. We would expect that governance would form a key part of the review and may result in a recommendation to improve the resilience of TSH.
- 14. Ministers are also likely to announce the review of mental health legislation in the coming months, and both would align with the PfG ambition of taking a 21st Century to adult mental health.
- 15. This could be announced quickly and we could ask an independent chair to complete the work in 6 months. This would provide recommendations by October 2019 and a clear plan of action (including any legislative change) could then be developed.

Issues

- This option allows a fresh consideration of how we treat patients and could be overseen by an independent person
- Would consider the "pathway" for patients in a coherent and comprehensive way that ensure there would be more coherence within the "system" including community
- Provides potential for improved career development for staff across the field and greater permeability in the current staffing arrangements
- Will also identify and highlight resourcing and staffing issues
- · There would be a focus on demand versus capacity
- Provides a comprehensive consideration of all of those concerned including learning disability and autism as well as women.
- Likely to provide a clear, positive way forward for the forensic estate and community support.
- Likely to be welcomed due to some of the current pressures and concerns that have been raised



Given the nature and extent of this significant change, we would suggest that we ask the current Chair of the Board to extend his period of appointment by a further 6 months to support the new Chief Executive. Given the potential far reaching nature of the changes, continuity would be very helpful. This will require us to make a special case to the Civil Service Commissioner.

From:

Medhurst T (Teresa)

Sent:

27 February 2019 15:38

To:

Subject:

RE: Submission - Review of the delivery of forensic mental health services in

Scotland

Many thanks will look this over and we can discuss tomorrow along with



Teresa Medhurst

Head of Adult Mental Health / Scottish Government / 3R.04, St Andrew's House, Regent Road, Edinburgh EH1 3DG

From: Paterson N (Nicola)

@gov.scot>

Sent: 27 February 2019 14:49

To: Medhurst T (Teresa)

@gov.scot>

Subject: Submission - Review of the delivery of forensic mental health services in Scotland

Teresa.

Please find attached an early draft of a submission on the review of the delivery of forensic mental health services, which includes a draft terms of reference. I'll pull together suggestions on a chair, but I didn't want to delay getting this to you to consider. Happy to discuss.

From:

27 February 2019 14:49

Sent: To:

Medhurst T (Teresa)

Subject:

Submission - Review of the delivery of forensic mental health services in Scotland

Attachments:

Submission - Review of the delivery of forensic mental health services in

Scotland.doc

Teresa,

Please find attached an early draft of a submission on the review of the delivery of forensic mental health services, which includes a draft terms of reference. I'll pull together suggestions on a chair, but I didn't want to delay getting this to you to consider. Happy to discuss.

From: Sent: To: Subject:	27 February 2019 13:27 RE:
Thanks I'll you too.	make sure you are on the copy list and I'll send the draft terms of reference to
From: Sent: 27 February 2019	@gov.scot>
To:	@gov.scot>
Cc:	@gov.scot>; Director of Justice @gov.scot>;
@gov Subject: RE:	scot>

Thanks for your enquiry about the scope of a review of forensic MH services.

In short, yes, I think including prisons would be extremely helpful, for various reasons, but would also strongly advise that the review includes a few other considerations in its scope, including a slightly wider justice view.

- Forensic mental health in prisons sits with the prison service, not the NHS. It would be really important that your scope is therefore not just NHS forensic MH services, but include them.
- There is anecdotal evidence that there are issues around the female custodial estate. As you will know, there are no secure forensic beds in Scotland for women. Sentencers may have a choice, therefore, whether to send women to a secure forensic estate a long way away from their families sources of support, or maintain their local connections by sending them to a prison. Without having a firm evidence base for it, there is always anecdotal evidence, most recently in an UN report on torture in prisons, that some women are in prison who should be in a secure forensic setting.
- There is a major wider issue around how forensic MH reports are procured by courts to inform sentencing decisions. This is not a statutory NHS service, and as a result there are often significant delays to courts receiving psychiatric and psychological reports last year 1,400+ court sessions were deferred due to these reports being unavailable. The impact is a waste of judicial and administrative time, but also a larger remand population, as people await sentencing, and individuals being kept on remand in prison when their sentence might not even be a prison sentence. Your colleagues and are aware and can tell you more. The attached report from a few years ago sets out some potential options.

FYI – our programme for health and social care in prisons is mostly focusing on addressing structural barriers to improved services, not the services themselves. (things like data and reporting, IT, where prisons sit in the integration landscape and so on).

Cheers - please keep us in the loop,

From:	@gov.scot>
Sent: 27 February 2019 09:56	j i
To:	@gov.scot>
Subject:	

There is to be a review of the delivery of forensic mental health services in Scotland. This will focus on the demand, use and any blockages across the secure estate and patient flow from high secure to the community. Our PMO (Forensic Psychiatry) has suggested that prison healthcare challenges and opportunities be included in the scope of the review. However, I have a sense that there is already a lot going on with regard to prison healthcare, would you have any views on whether prison healthcare should form part of the review that is now planned?

		Mangang (
From: Sent: To: Cc: Subject:	27 February 2019 10:37 RE: Review of delivery of forensic mental health services	
Hi(Cara)		
Cheers		
From: Sent: 27 February 2019 1 To: Subject: Review of delive	@gov.scot> 17 @gov.scot> of forensic mental health services	

From: Sent: To: Subject:	27 February 2019 09:50 RE:
Thanks I'll get in toucl	h with the same of
From: Sent: 27 February 2019 09:47 To: Subject: RE:	@gov.scot>
Subject: At.	
was telling me abou	it it this morning.
through the Health and Jus	ould be best placed to tell you about what is being developed and stice Collaboration Improvement Board. (Section 1) is also providing to mental health services for young people in Polmont (due in spring).
(who is in the SG) into pris	week and some research is also being undertaken by a can obviously on healthcare and is due at the end of this week. can obviously say contacting in the first instance is the best bet.
Thanks	
From: Sent: 27 February 2019 09:33 To: Subject:	@gov.scot>
services in Scotland. I've o	tre, but there is to be a review of the delivery of forensic mental health drafted a terms of references, and has suggested adding in to e provision and challenges. Do you know if there is already work going

(: : : : : : : : : : : : : : : : : : :	
From: Sent: To:	Bell D (Donna) 26 February 2019 21:09
Cc: Subject:	Medhurst T (Teresa); RE; Review of forensic services
Thanks that's brilliant.	
Also needs to tie in with the an	nouncement of the review.
Thanks again Donna	
Sent with BlackBerry Work (www.blackberry.com)	
From: Date: Tuesday, 26 Feb 2019, 8:27 To: Bell D (Donna) @gov.scot>, Cc: Medhurst T (Teresa) Subject: RE: Review of forensic se	gov.scot>, @gov.scot>, @gov.scot> @gov.scot> @gov.scot>
Hi Donna	
Thanks for this. Yes, the otl	ner candidates have been informed that they were unsuccessful.
We can provide a draft letter up first thing?	r to Mr MacAskill informing him of the outcome – will do that and put it
Thanks	
From: Bell D (Donna) Sent: 26 February 2019 17:45 To: @gov.sc Cc: Medhurst T (Teresa) Subject: RE: Review of forensic se	@gov.scot>; @gov.scot>
Sorry, have also added a bi	t which says the detail of the review will be provided under separate
Thanks again	
Donna	

From: Bell D (Donna) Sent: 26 February 2019 17:42 To: @gov.scot>; @gov.scot>; @gov.scot>; @gov.scot> Cc: Medhurst T (Teresa) @gov.scot>; @gov.scot> Subject: RE: Review of forensic services Thanks for this you're a star for turning this round so quickly. Spotted a tiny typo so have

tracked a change. Cab sec was looking to see a draft letter for the formal bit of the process with Mr MacAskill. Do you have such a thing? Have the other candidates already been informed that they were unsuccessful?

Cheers Donna

From: @gov.scot> Sent: 26 February 2019 17:19 To: Bell D (Donna) @gov.scot>; @gov.scot>; @gov.scot> @gov.scot> Cc: Medhurst T (Teresa) @gov.scot>; @gov.scot> Subject: RE: Review of forensic services

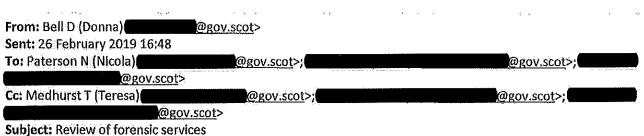
Hi Donna

See attached draft submission.

I was hoping to get clearance from the Commissioner before we asked for the Cabinet Secretary to clear the appointment to make sure that the extension had been granted.

However, the Commissioner wasn't available today and working from home tomorrow - so I've redrafted to say that if Cabinet Secretary is content, we will seek clearance.

Thanks - please let me know if you want me to send it up tonight/tomorrow.



Hi there

I mentioned the next steps for this at the portfolio meeting today. Cab sec asked to see the letters to the applicants for the chair position attached to this (also probably good to attach a draft for the letter to Terry Currie as well).

Is the sub nearly ready? Just wondering when we are likely to send it up? Can I see it first please?

Thanks

Donna Donna Bell Director of Mental Health Scottish Government

From: Bell D (Donna) Sent: 26 February 2019 17:45 To: Medhurst T (Teresa); Cc: Subject: RE: Review of forensic services **Attachments:** Submission - Chair - State Hospital db amends2,docx Sorry, have also added a bit which says the detail of the review will be provided under separate cover. Thanks again Donna From: Bell D (Donna) Sent: 26 February 2019 17:42 To: @gov.scot>; @gov.scot>; @gov.scot>; @gov.scot> Cc: Medhurst T (Teresa) @gov.scot>; @gov.scot> Subject: RE: Review of forensic services Thanks for this you're a star for turning this round so quickly. Spotted a tiny typo so have tracked a change. Cab sec was looking to see a draft letter for the formal bit of the process with Mr MacAskill. Do you have such a thing? Have the other candidates already been informed that they were unsuccessful? Cheers Donna

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Sent: 26 February 2019 17:19

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Subject: RE: Review of forensic services

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However, the Commissioner wasn't available today and working from home tomorrow – so I've redrafted to say that if Cabinet Secretary is content, we will seek clearance.

Thanks - please let me know if you want me to send it up tonight/tomorrow.

Laurie

From: Bell D (Donna) @gov.scot>
Sent: 26 February 2019 16:48
To: Paterson N (Nicola) @gov.scot>; @gov.scot>;
@gov.scot>
Cc: Medhurst T (Teresa) @gov.scot>; @gov.scot>;
@gov.scot>
Subject: Review of forensic services

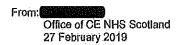
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Donna
Donna Bell
Director of Mental Health
Scottish Government



Cabinet Secretary for Health and Sport

EXTENSION OF APPOINTMENT TERM FOR CHAIR OF STATE HOSPITAL BOARD FOR SCOTLAND

Purpose

1. To seek confirmation that you are content to extend the appointment term of Terry Currie, Chair, State Hospital Board for Scotland by one year.

Priority

2. Rouline

Background

- 3. The current Chair, Terry Currie is due to leave office on the 31 March 2019, following an 8 year appointment term. Kenny MacAskill was subsequently recommended for appointment as the new Chair of the Board following a values based recruitment process which concluded in November 2018. You agreed to appoint Mr MacAskill as the new Chair of the Board and he was verbally informed of the outcome by the Public Appointments Team. Mr MacAskill has not been formally appointed to the Board and has not been sent an official appointment letter.
- 4. Since then, the new Director of Mental of Health, Donna Bell has recommended a review of the forensic estate across NHS Scotland be conducted in response to the significant changes which have taken place in recent years to the delivery of forensic mental health services. The recommendations of the review may have an impact on the future provision of forensic mental health services and the role of the State Hospital Board for Scotland.
- 5. The State Hospital Board for Scotland has also recently appointed a new Chief Executive, Gary Jenkins, who takes up post on 1 April 2019. Given the nature of the review and the potential impact that it may have on Board, it is recommended that you extend the appointment of the current Chair, by one year. This will provide the Board with the continuity and stability that it requires to ensure good governance whilst the new Chief Executive settles into his role.
- 5. A further submission which sets out the scope of the review, draft terms of reference and potential leadership options will be sent under separate cover.

Recommendation

 That you agree to extend the appointment of Terry Currie, Chair of the Board of State Hospital for NHS Scotland by 1 year to 31 March 2019. If content, we will seek the Formatted: Normal

necessary extension from the Commissioner for Ethical Standards in Public Life in Scotland.

7. Please also advise whether you would like to inform Mr MacAskill of the changing circumstances regarding his appointment or if you are content that this is done by officials.

Office of CE NHS Scotland

27 February 2019

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Minister for Mental Health				l	
Minister for Public Health, Sport and Wellbeing			ļ.	l	

Director General Health and Social Care Communications Healthter David Hutchison Donna Bell

From: Sent: To: Cc: Subject:	26 February 2019 14:50 Medhurst T (Teresa); Bell D (Donna); FW: TSH
Hi	
We spoke briefly about the review of the delivery of fo	e rationale for delaying the appointment of a new Chair at TSH in light of the proposed rensic services.
response to significant chain the number of patients of excessive security appeals services. As a result of the review of the needs of wor	rence for the proposed review are currently being drafted but it is being suggested in anges in the delivery of forensic mental health services in recent years, including a decline letained in high security, the development of medium secure services, the introduction of soft for patients detained in medium security and a continuing move towards community ease changes, there are developments such as a new CAMHS secure unit and an ongoing men who require high secure care. It is felt that there is now a need a need to review the health services in light of these changes and new developments.
This being the case, it wou able to stay on to provide of positions being newly filled	ald be prudent, given that TSH will shortly have a new Chief Executive, if the current Chair is ongoing continuity and input while any review process is ongoing – rather than both I.
I hope this is helpful but ha	ippy to have a further chat;
Thanks	
	Protection of Rights Adult Mental Health Division – Mental Health Directorate Scottish House, Regent Road, Edinburgh, EH1 3DG Blackberry:
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From: Bell D (Donna) Sent: 26 February 2019 12 To: Cc: Medhurst T (Teresa) Subject: TSH	@gov.scot> #:20 @gov.scot>; @gov.scot>; @gov.scot> @gov.scot>
also spoke with	an with Terry Currie and he is happy to continue for a further 12 months. I and they have confirmed they can draft letters/speak with the will come to you for info on the rationale (happy to discuss if that would be
TSH have a board me sorted before then, wh anything) at the board	eeting on Thursday so has kindly said she'll try and get something nich would be ideal. If not I can speak with Terry and agree what he'll say (if

Thanks

Donna

Donna Bell Director of Mental Health Scottish Government

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From: Sent: To: Subject:	26 February 2019 06:55 and a review of forensic services
Hi	and a review of topologic services
	work with and comms to develop and deliver a comms plan.
Forensic services revi	iew

The Cabinet Secretary has decided that there should be a review of the delivery of forensic services across Scotland. It is to be announced about a week after the announcement of the legislative review (so before end of March). Could the comms plan above include plans for this too.

I've drafted a terms of reference for this and it's out for comment. Malcolm wants a proposal paper for Cab Sec for his consideration asap – that will largely be the terms of reference plus something on the Chair. So I'll turn the terms of reference into a paper for Ministers.



Many thanks,
Teresa
Teresa Medhurst
Head of Adult Mental Health / Scottish Government / 3R.04, St Andrew's House, Regent Road, Edinburgh EH1 3DG /
From: Bell D (Donna) @gov.scot> Sent: 22 February 2019 12:45 To: DG Health & Social Care @gov.scot>; Medhurst T (Teresa) @gov.scot>;
@gov.scot> Subject: RE: TSH
Thanks we're on the case.
From: Finnigan C (Carole) @gov.scot @gov.scot On Behalf Of DG Health & Social Care Sent: 22 February 2019 11:07 To: Bell D (Donna) @gov.scot @gov.scot (Teresa) @gov.scot @gov.scot (Teresa) @gov.scot (T
HI
Apologies, I meant to add that Malcolm wants you to give some thought to
Regards
Private Secretary to Malcolm Wright DG Health and Social Care and Chief Executive NHS Scotland Rm 1E.16 SAH
From: Finnigan C (Carole) @gov.scot On Behalf Of DG Health & Social Care Sent: 22 February 2019 11:03 Fo: Bell D (Donna) @gov.scot >; Medhurst T (Teresa) @gov.scot >; @gov.scot > Dgov.scot >
Subject: FW: TSH

Hi Donna

Malcolm has considered and suggests progressing Option 2.

He has asked that you develop a proposal paper for Cab Sec and send for his consideration a.s.a.p.

Regards Private Secretary to Malcolm Wright IDG Health and Social Care and Chief Executive NHS Scotland Rm 1E.16 |SAH @gov.scot From: Bell D (Donna) @gov.scot> Sent: 13 February 2019 11:54 @gov.scot> To: DG Health & Social Care ngov.scot>; Wright M (Malcolm) @gov.scot> @gov.scot>; Cc: Medhurst T (Teresa) Subject: TSH Paul/Malcolm, with thanks to Teresa and please see attached note on the TSH for your meeting with Cab Sec today. Let me know if you need anything further. **Thanks** Donna Donna Bell

Director of Mental Health

From: Sent: To:	25 February 2019. 16:19.			
Cc: Subject:	Medhurst T (Teresa) RE: Review of the Delivery of Forensic Services - feedback sought by cop Tuesday 26 Feb.			
Attachments:	Draft ToR Independent Review of Delivery of forensic services docx			
I've edited a little and added much with other policy areas be considered at this early d	in a few suggestions. Some may be too controversial or overlap toos – but I thought there was no harm in widening the range of issues to rafting stage.			
I've not incorporated though all of those commen	suggestions just to keep the various comments neatly separated — ts looked good to me.			
Principal Medical Government St Andrew's House	Officer Restricted Patient Team Directorate for Mental Health The Scottish Edinburgh EH1 3DG Tel:			
Sent: 25 February 2019 09:39 To: @gov.sco	@gov.scot>; @gov.scot>; @gov.scot>; @gov.scot>;			
@gov.scot>; @gov.scot>; Cc: Medhurst T (Teresa)	@gov.scot>			
Subject: RE: Review of the Delive	ry of Forensic Services - feedback sought by cop Tuesday 26 Feb.			
Hj				
Some quick comments attac	ched – happy to chat			
From: Sent: 22 February 2019 13:49 To:	@gov.scot>;			
@gov.scot>; @gov.scot>;	@gov.scot>;			
@gov.scot>; Cc: Medhurst T (Teresa) Subject: Review of the Delivery of	@gov.scot> @gov.scot @gov.scot f Forensic Services - feedback sought by cop Tuesday 26 Feb.			

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Hello,

The Cabinet Secretary for Health and Sport has decided that we should have a review of the delivery of forensic services. As a start I have drafted a terms of reference for the review (borrowing from other such ToRs). My ask of you is two-fold:

- 1. Let me have any comments/queries/changes etc. to the draft. Is it clear? Is the supporting group right?
- 2. Any suggestions of a chair for the review, particularly with experience of service design/redesign.

INDEPENDENT REVIEW OF DELIVERY OF FORENSIC MENTAL HEALTH SERVICES

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Barrier are refreshed

Context

Forensic mental health services specialise in the assessment, and treatment and risk management of people with a mental disorder health illness who are currently undergoing, or have previously undergone, legal or court proceedings. Some other people are located inmanaged by forensic mental health services because they are deemed to be at a high risk of harming others or, rarely, themselves or others,

The level of secure service a person is accessing (high, medium, low, or community) is determined by the level of risk a person is thought to pose, either to themselves or to the public. Although a large majoritymany of the forensic mental health services are run by NHS Health Boards, Scotland also has a few independent sector secure inpatient some privately run forensic mental health services

Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services the introduction of excessive security appeals for patients detained in medium security and a continuing move towards community services. As a result of these changes More recently, there have been furtherare developments such as a planned new CAMHS secure unit and an ongoing review of the needs of women who require high secure care, particularly high security. There is now a need a need to review more widely the delivery of towards mental health secures in light of these secures and a need to review more widely the delivery of towards mental health secures in light of these secures. forensic mental health services in light of these changes and new developments. It is recognised that future forensic mental health service development will benefit from clarity around the proposed future structures of forensic services, key priorities for our health services and joined up practices with criminal justice services.

The principal aim will be to review the delivery of forensic mental health services, including:

- The delivery of high secure forensic services, given the decline in the number of patients at the State Hospital;
- The capacity of medium secure services to deliver forensic mental health services for all patients who require such services;
- The impact of excessive security appeals at medium security on low security;
- The availability of specialist open i.e. unlocked forensic rehabilitation
- The movement of patients from low or medium security into the community.

The project management of the review will be supported by a short life working group to include representation from:



The review will focus specifically on the make-up of the forensic estate and the patient flow for male and female patients as well as those with additional intellectual support needs.

Scope and Terms of Reference

The specific methodology of the review is at the discretion of the chair but will involve consideration of:

- An evidence review of bed availability and capacity at high medium and low security and at open forensic rehabilitation inpatient facilities
- Any evidence of bed blocking and its oauses taking into account patients' human rights and the principles in section 1 of the Mental Health (Care and Protection) (Scotland) Act 2003.

 The arrangements for the delivery of high secure services, given the decline in patient numbers, and whether there are alternatives to more efficiently
- deliver such services:
 The appropriateness of continuing to provide high secure care for patients on behalf of Northern Ireland and any recommendations for future service delivery;
- Any options for the reprovision of unused bed capacity at State Hospital for gare of other patierits or offenders e.g. frail elderly,
- The findings of the short life working group on female pathways in forensic mental health;
- The findings of the Forensic Estate Review group:
- The demand for medium secure services from across Scotland and the deliverability of such services in the current forensic estate;
- The impact of excessive security appeals at medium security on demand for low secure services and the extent to which this can be met by the current forensic estate
- The movement of patients from low secure services to the community, any delays and the causes of them;
- Alternatives to cross-border transfers to specialist services far from patients' home areas and families;
- The views of hospital staff, people receiving forensic mental health services, and those with lived experience of such services, and their families;
- The structure of the Forensic Network, including it's reporting arrangements, funding, and any opportunities for efficiency gains from sharing of resources or functions with Prison Healthcare and Police Custody Networks:
- Prison healthcare provision and challenges;

Commented 11: Most of our patients require algoliticant support services contracted from local authorities and, often also have (onancies provided via housing in the relevant local authority. Delays in provision of sorvices can easily date, discharge. I'm unsure who could represent local authorities? I're a key patter so a volce (rom local authorities in this area would be religiful, waybe the transition, to title makes this loss essential now?

Commented 21: If possible 1d be keen to teke pad in this group as a two-light necessarily commit anyons else from the learn (unless wo'. on the (gain (unless we)

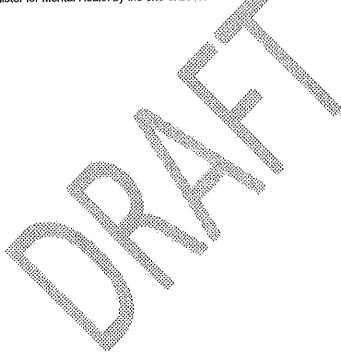
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The provision of professional and expert witness psychiatric and psychological reports to Scotlish Courts;
 Processes by which patients can resettle in a different territorial health board area within Scotland e.g. for victim sensitivity reasons;
 Make recommendations for changes or improvements to the Scotlish

Government; Should anything of immediate concern be identified these should be escalated to the respective Chief Executive;

Suggest any further reviews that arise out of your enquiry.

This review will be presented to the Cabinet Secretary don't lealth and Sport and the Minister for Mental Health by the end of 2019.



From:

Sent:

25 February 2019 09:39

To:

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Cc:

Medhurst T (Teresa)

Subject:

RE: Review of the Delivery of Forensic Services - feedback sought by cop Tuesday

26 Feb.

Attachments:

Draft ToR Independent Review of Delivery of forensic services - docx

Hi (ANDA)

Some quick comments attached - happy to chat

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To: @gov.scot>; @gov.scot>

Cc: Medhurst T (Teresa)

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Subject: Review of the Delivery of Forensic Services - feedback sought by cop Tuesday 26 Feb.

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- 1. Let me have any comments/queries/changes etc. to the draft. Is it clear? Is the supporting group right?
- 2. Any suggestions of a chair for the review, particularly with experience of service design/redesign.

INDEPENDENT REVIEW OF DELIVERY OF FORENSIC MENTAL HEALTH SERVICES

Context

Forensic mental health services specialise in the assessment and treatment of people with a mental health-illnesedisorder who are currently undergoing, or have previously undergone, legal er-court<u>criminal</u> proceedings. Some other people are legated assessed or treated in forensic mental health services because they are deemed to be at a high-risk of harming themselves or others.

The level of secure service a person is accessingneeds (high, medium, low, or community) is determined by the <u>nature and</u> level of risk a person is thought to pose, either to themselves or to the public. Although many of themost forensic mental health services are run by NHS Health Boards, Scotland also has some privately run forensic mental health services.

Over recent years there has been significant changes in the delivery of forensic mental health services, including a decline in the number of patients detained in high security, the development of medium secure services; the introduction of excessive security appeals for patients detained in medium security and a continuing move towards community services. As a result of Alongside these changes, there are developments such as a new CAMHS secure unit and an ongoing review of the needs of women who require high secure care. There is now a need a need to review the delivery of forensic mental health services in light of these changes and new idevelopments.

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- The impact of excessive security appeals at medium security on low security services.
- The movement of patients from low or medium security into the community.

The project management of the review will be supported by a short life working group to include representation from:



Commented 11: Any delegation here to L/Bo?

Commented 12: Could also add in wider changes to MH and montor the lastforce and NSPLG?

61.6



The specific methodology of the review is at the discretion of the chair but will involve consideration of:

- An evidence review of bed availability and capacity at high, medium and low
- Any evidence of bed blocking and its causes taking into account patients' human rights and the principles in section 1 of the Mental Health (Care and Protection) (Scotland) Act 2003.
- The arrangements for the delivery of high secure services, given the decline in patient numbers, and whether there are alternatives to more efficiently deliver such services.
- The findings of the short life working group on female pathways in forensic mental health
- The demand for medium secure services from across Scotland and the deliverability of such services in the current forensic estate
- The impact of excessive security appeals at medium security on demand for low secure services and the extent to which this can be met by the current forensic estate:
- The movement of patients from low secure services to the community, any delays and the causes of them
- The views of hospital staff, people receiving forensic mental health services and those with lived experience of such services, and their families; Make recommendations for changes or improvements to the Scottish
- Government
 Should anything of immediate concern be identified these should be escalated to the respective Chief Executive;
- Suggest any further reviews that arise out of your engulry.

This review will be presented to the Cabinet Secretary for Health and Sport and the Minister for Mental Health by the end of 2019.

Commented (5): You might want to lip this round—the forensic estate is small and some of its problems will be about folk moving to generic services or going to and from prison for example, "Maybe the review, should focus on the experience of patients who access forensio MH services and examine FMH; services in the context of the range of sellings that seek to

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Commented (6) (5) (s) all all our door? Maybe some : recommendations could go to Health Boards, UBe, SPS?

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Cc: Med	hurst T (Teresa)	@gov.scot>		
Subject:	Review of the Delivery	of Forensic Services - feedl	oack sought by cop Tuesday	/ 26 Feb.

Hello,

The Cabinet Secretary for Health and Sport has decided that we should have a review of the delivery of forensic services. As a start I have drafted a terms of reference for the review (borrowing from other such ToRs). My ask of you is two-fold:

- 1. Let me have any comments/queries/changes etc. to the draft. Is it clear? Is the supporting group right?
- 2. Any suggestions of a chair for the review, particularly with experience of service design/redesign.

	A CONTRACTOR OF THE CONTRACTOR				
From: Sent: To:	25 February 2019 09:29				
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Thanks					
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From: Sent: Friday, 22 Februa			•		
To:					

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