

## Notice of Meeting and Agenda

### Edinburgh Integration Joint Board

**10.00 am Tuesday, 2nd February, 2021**

Virtual Meeting - via Microsoft Teams

This is a public meeting and members of the public are welcome to watch the live webcast on the Council's website.

The law allows the Integration Joint Board to consider some issues in private. Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

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## 1. Welcome and Apologies

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- 1.1 Including the order of business and any additional items of business notified to the Chair in advance.

## 2. Declaration of Interests

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- 2.1 Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

## 3. Deputations

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- 3.1 If any.

## 4. Minutes

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- 4.1 Minute of the Edinburgh Integration Joint Board of 15 December 2020 – submitted for approval as a correct record 5 - 10

## 5. Forward Planning

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- 5.1 Rolling Actions Log 11 - 16

## 6. Items of Strategy

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- 6.1 Finance Update – Report by the Chief Finance Officer, Edinburgh Integration Joint Board 17 - 32
- 6.2 Edinburgh Joint Carers Strategy Spending Plan – Report by the Chief Finance Officer, Edinburgh Integration Joint Board 33 - 40

## 7. Items of Performance

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- 7.1 Ministerial Strategic Group & Audit Scotland Integration Reviews - Edinburgh Update – Report by the Chief Officer, Edinburgh Integration Joint Board 41 - 72

## 8. Items of Governance

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|-----|---|---------|
| 8.1 | Appointments to the Edinburgh Integration Joint Board and Committees – Report by the Chief Officer, Edinburgh Integration Joint Board | 73 - 76 |
|-----|---|---------|

## 9. Committee Updates

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- |     |   |         |
|-----|---|---------|
| 9.1 | Committee Update Report – Report by the Chief Officer, Edinburgh Integration Joint Board – submitted for noting | 77 - 78 |
| 9.2 | Draft Futures Committee Minute from 2 December 2020 – submitted for noting                                      | 79 - 84 |

## 10. Proposals

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- 10.1 None.

## Board Members

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### Voting

Angus McCann (Chair), Councillor Ricky Henderson (Vice-Chair), Councillor Robert Aldridge, Councillor Phil Daggart, Councillor George Gordon, Martin Hill, Councillor Melanie Main, Peter Murray and Richard Williams.

### Non-Voting

Eddie Balfour, Colin Beck, Carl Bickler, Andrew Coull, Christine Farquhar, Helen FitzGerald, Kirsten Hey, Jackie Irvine, Jacqui Macrae, Ian McKay, Moira Pringle, Judith Proctor and Ella Simpson.

## Webcasting of Integration Joint Board meetings

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Act 2018. This meeting will be broadcast to fulfil our public task obligation to enable members of the public to observe the democratic process. Data collected during this webcast will be retained in accordance with the Council's published policy.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Committee Services ([committee.services@edinburgh.gov.uk](mailto:committee.services@edinburgh.gov.uk)).



## Minute

### Edinburgh Integration Joint Board

**10.00am, Tuesday 15 December 2020**

Held remotely by video conference

**Present:**

**Board Members:**

Angus McCann (Chair), Councillor Ricky Henderson (Vice-Chair), Councillor Robert Aldridge, Colin Beck, Carl Bickler, Andrew Coull (to item 8), Councillor Phil Doggart (from item 7 onwards), Christine Farquhar, Helen FitzGerald, Councillor George Gordon (to item 6), Kirsten Hey, Jackie Irvine (to item 3), Jacqui Macrae (to item 6), Councillor Melanie Main (from item 3 onwards), Peter Murray, Moira Pringle, Judith Proctor, Ella Simpson and Richard Williams.

**Officers:** Ann Duff, Tom Cowan, Linda Irvine Fitzpatrick, Tony Duncan, Rachel Gentleman, Lauren Howie, Angela Lindsay, Jenny McCann and Julie Tickle.

**Apologies:** Martin Hill and Ian McKay.

## 1. Minutes

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**Decision**

To approve the minute of the Edinburgh Integration Joint Board of 27 October 2020.

## 2. Rolling Actions Log

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The Rolling Actions Log for December 2020 was presented.

**Decision**

- 1) To agree to close the following actions:
  - Action 1 – Edinburgh Joint Carers Strategy
  - Action 5 – Provision of General Medical Services – Edinburgh South

- Action 7 (2) – Governance Report
- Action 10 – Finance Update
- Action 11 – Update on Recruitment of Carer and Service User Reps

2) To note the remaining outstanding actions.

(Reference – Rolling Actions Log, submitted.)

### **3. Chief Social Work Officer's Annual Report 2019/20**

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The Chief Social Work Officer presented her annual report for 2019/20. The report covered a number of areas including the key issues for social work and social care in Edinburgh, updates on finance, service quality and delivery, workforce planning and performance information.

The report also reflected on the challenges social work services had faced as a result of the Covid-19 pandemic.

#### **Decision**

- 1) To note the Chief Social Work Officer's Annual Report for 2019/20 as attached at Appendix 1 to the report.
- 2) To request information from adult support and protection on 'elder abuse' to be circulated to members.

(Reference – report by the Chief Social Work Officer, submitted.)

### **4. Financial Framework 2021-2024**

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A report presented the medium term three-year financial outlook for 2021-24 to the Board. The report built on the previous financial outlook for 2020-23 and introduced the new Integration and Sustainability Framework which had been developed in response to the longer term financial challenges facing the IJB.

#### **Decision**

- 1) To support the development of an Integration and Sustainability Framework as set out in the report.
- 2) To note the initial financial outlook for 2021-2024.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

### **5. City Vision 2050**

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A report was considered on the City Vision 2050 which had been supported and endorsed by the Strategic Planning Group on 15 September 2020.

The Edinburgh City Vision 2050 had been in development since 2016 and had been endorsed by the Council's Policy and Sustainability Committee in June 2020. It focussed on four key themes of fair, pioneering, welcoming and thriving. Significant public and stakeholder engagement had been undertaken on the Vision before being finalised by a steering group of partners.

## **Decision**

- 1) To acknowledge the strategic intent of the Edinburgh City Vision 2050.
- 2) To agree to sign up to the City Vision 2050 Charter at Appendix 2 to the report.
- 3) To refer the monitoring of the Edinburgh City Vision 2050 and how it impacted on health and social care to the Futures Committee.

(References – Strategic Planning Group of 15 September 2020, item 8; report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **6. Annual Review of Directions**

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The annual review of directions was presented to the Board following consideration by the Performance and Delivery Committee on 16 November 2020. It had been agreed that directions would be reviewed on an annual basis to consider whether they should be retained, revoked, varied or superseded.

### **Decision**

- 1) To note the report which had been circulated was an incorrect version and the correct report would be provided.
- 2) To note that the Performance and Delivery Committee had considered the annual review of Directions report which covered the period October 2019 to March 2020.
- 3) To approve the new and varied Directions provided at Appendix 2 to the Performance and Delivery Committee report dated 16 November 2020.
- 4) To recognise the progress made with directions and key performance indicators over the past year.

(References – Performance and Delivery Committee of 16 November 2020, item 8; report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **7. Preparations for Winter 2020-2021**

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An overview of the preparations for Winter 2020-21 was presented. This included information on the early preparations, funding allocations, the flu campaign and the required submissions of plans to the Scottish Government and the Lothian Unscheduled Care Committee. The report also covered the additional impact of Covid-19 on this year's plans.

### **Decision**

- 1) To note the progress with the plans for Winter 2020/21.
- 2) To accept the report as a source of reassurance that the Partnership had developed a robust winter strategy; taking on board learning from the evaluation of the previous winter campaign and a review of the local response to the Covid-19 pandemic.
- 3) To note that the preparations for Winter 2020/21 were interlinked with other workstreams such as the Redesign of Urgent Care and Home First, and align with the remobilisation plan.

- 4) To request a briefing for members with further information on the 'long Covid' support service.
- 5) To note that a report would be submitted to a future Board meeting on the flu vaccination programme with lessons learned and the financial implications.
- 6) To request clarification on the breakdown of the £1.45m allocation received by NHS Lothian for supporting the costs of winter 2020/21.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

### **Declarations of interest**

Christine Farquhar declared a non-financial interest in the above item as a former trustee of VOCAL.

Ella Simpson declared a non-financial interest in the above item as EVOC was involved in the co-ordination of winter pressures work.

## **8. Integration Joint Board Risk Register**

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The current IJB risk register and an update on the activity to manage, mitigate and escalate risks were considered.

### **Decision**

- 1) To note the continued development of the IJB risk register.
- 2) To note the introduction of 'risk profile cards' for 'very high', 'high' and 'medium' risks.
- 3) To agree that the mitigating controls identified against these current risks were adequate.
- 4) To take into account the concerns expressed around carer, service user and third sector representation and engagement and to note these would be considered by the Audit and Assurance Committee.
- 5) To request further information on the capital arrangements and processes to come forward through the Strategic Planning Group.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **9. Board Assurance Framework**

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An update was provided on the IJB's assurance framework. It was proposed that an assurance level should be included in reports to the Board and committees and that a mechanism for reviewing the work of the committees should be adopted.

### **Decision**

- 1) To agree to adopt the approach to including assurance levels in IJB reports.
- 2) To agree to adopt the suggested mechanism for reviewing the work of the committees.
- 3) To amend the Committee Effectiveness Survey form to refer to 'Chair' rather than 'Chairman' at A5 and to include all relevant policies and strategies at C5.



(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **10. EIJB Development Session Programme**

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Members were asked to agree arrangements for development sessions and the focus of these for 2021. Approval was also sought to establish a Budget Working Group to focus specifically on the budget planning process.

### **Decision**

- 1) To agree the overarching themes for the development session programme.
- 2) To agree the three strands of the Board's programme across development, engagement and budget setting.
- 3) To approve the establishment of a Budget Working Group to replace informal budget development sessions.
- 4) To request that members submitted any suggestions for topics to be considered which would be included in the poll sent to members to prioritise topics for each session.
- 5) To agree to hold ad-hoc meetings where necessary.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

## **11. Committee Update Report**

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A report was presented which provided an update on the work of the IJB committees which had met since the last Board meeting. In addition to the summary report, draft minutes of each committee were submitted for noting.

### **Decision**

To note the update and the draft minutes of the committee meetings.

(Reference – report by the Chief Officer, Edinburgh Integration Joint Board, submitted.)

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# Rolling Actions Log

## February 2021

No	Agenda item	Subject	Date	Action	Action Owner	Expected completion date	Comments
1	<a href="#">Adult Sensory Support</a>		10-12-19	To agree that an update would be submitted in spring 2021.	Chief Officer, EHSCP	April 2021 October 2021	Final tenders for the new contractual arrangements have been received and appraised. Officers are undertaking a review of next steps in the context of Covid.  Deaf services contracts have been running since October 2020. However, Sight Loss contracts were extended with RNIB to end March 2021, and new providers will only be commencing in April 2021. It is

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Agenda Item 5.1

No	Agenda item	Subject	Date	Action	Action Owner	Expected completion date	Comments
							recommended that the update be delayed to cover both areas after a period of at least 6 months.
2	<a href="#">Ministerial Strategic Group and Audit Scotland Integration Reviews – Edinburgh Update</a>		04-02-20	To agree to receive a further update report in December 2020.	Chief Officer, EHSCP	<del>December 2020</del> February 2021	Recommended for closure:-  Update now to be given to February Board due to Covid
3	Enhancing Carer Representation on Integration Joint Boards – transferred from Strategic Planning Group RAL – 10 March 2020		10-03-20	To agree that the Chief Finance Officer would examine the good practice outlined in the update report (Enhancing Carer Representation on Integration Joint Boards, SPG 17 August 2018) and provide an update to a future meeting of this Group on how it could be applied with the Edinburgh IJB working practices.  Referred to IJB to progress recruitment of Carer Representative.	Chief Officer, EHSCP	February 2021 <del>December 2020</del>	Recommended for closure:-  Provided to the February EIJB

No	Agenda item	Subject	Date	Action	Action Owner	Expected completion date	Comments
4	Carer and Service User Representatives (agreed under RAL item)		21-07-20	To agree to provide an update on the recruitment of carers and service user representatives and estimated timescales following the meeting.	Chief Officer, EHSCP	October 2020 April 2021	Ongoing: A briefing note was circulated ahead of the December EIJB; linked to item 11.  Ongoing: efforts continue to meet this requirement but no positive outcome from the social media campaign as yet.  Verbal update was provided at December EIJB.
				5	<a href="#">Savings and Recovery Programme 2020/21</a>		21-07-20
				2) To agree that more details about the proposed three-year Savings Programme would be brought back for consideration by the	Chief Finance Officer, EHSCP	March 2021	This will come back to the board as part of the financial plan for 2021/22 in March

No	Agenda item	Subject	Date	Action	Action Owner	Expected completion date	Comments
				Edinburgh Integration Joint Board by the end of the year.			2021.
6	<a href="#">Edinburgh Primary Care Improvement Plan Update</a>		27-10-20	To circulate a briefing note providing a status update on the THRIVE programme.	Head of Strategic Planning, EHSCP	February 2021	Recommend for closure: A briefing note will be circulated prior to the February EIJB
7	<a href="#">Chief Social Work Officer's Annual Report 2019/20</a>		15-12-20	To request information from adult support and protection on 'elder abuse' to be circulated to members.	Chief Social Work Officer	February 2021	Recommend for closure: A briefing note will be circulated prior to the February EIJB.
8	<a href="#">Preparations for Winter 2020-2021</a>		15-12-20	1) To request a briefing for members with further information on the 'long Covid' support service.	Chief Officer, EHSCP	December 2020	Recommend for closure: Briefing note circulated on 29 December 2020.
				2) To request clarification on the breakdown of the £1.45m allocation received by NHS Lothian for supporting the costs of winter 2020/21.	Chief Finance Officer, EHSCP	December 2020	Recommend for closure: Briefing note circulated on 29

No	Agenda item	Subject	Date	Action	Action Owner	Expected completion date	Comments
							December 2020.

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## REPORT

Finance update

Edinburgh Integration Joint Board

2 February 2021

### Executive Summary

The purpose of this report is to provide the Integration Joint Board with an update on projected in year financial performance. At this stage an assessment of moderate assurance over in year break even is provided.

### Recommendations

It is recommended that the committee note:

1. the current year end forecasts provided by our partners;
2. the funding allocations received to date to meet the additional costs of COVID-19;
3. that a further and final allocation will be agreed following information submitted in January 2021; and
4. the moderate assurance given by the Chief Finance Officer on the year end outturn for delegated services.

## Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council & NHS Lothian	

## Report Circulation

1. Figures included in this report were considered at the Performance and Delivery (P&D) Committee on 20<sup>th</sup> January 2021. P&D also considered a report on the financial position of set aside services and debated the methodology used by NHS Lothian to attribute costs and budgets. Following this, the committee is proposing a board level discussion at a suitable point in the future.

## Main Report

### Background

2. At its meeting in July the IJB agreed the 2020/21 financial plan, which set out how financial balance could be achieved in year. In August, the board agreed to implement the nationally agreed 3.3% contract uplift to support providers to pay all employees the Scottish Living Wage. This in turn led to a £3.4m gap in the previously balanced financial plan.
3. Previous reports to both the Performance and Delivery (P&D) Committee and the IJB, highlighted the challenge of interpreting the finances in the context of prevailing uncertainty as arising from the COVID-19 pandemic. Consequently it was recognised that the Chief Finance Officer was not, at that point, in a position to give the IJB assurance on the likely final impact on the IJB's finances.
4. Throughout the pandemic Scottish Government (SG) officials have emphasised the intention to fully fund the financial impact of COVID-19. This was reinforced

by the Cabinet Secretary's announcement of £1bn of funding at the end of September 2020 and a number of smaller specific allocations as discussed in paragraphs 12 and 15 below.

- Although the majority of this funding has not yet been reflected in the updated financial projections provided by partners, all indications are that there is sufficient funding in the system to fully address the financial impacts of Covid-19.

### Overview of financial position

- As members are aware, the IJB "directs" budgets back to our partner organisations, the Council and NHS Lothian, who in turn provide the associated services. The majority of these services are delivered through the Partnership, with the balance being managed by NHS Lothian under the strategic direction of the IJB. Management of financial performance is undertaken through the governance arrangements in the 2 partner organisations and the Partnership.
- The information in this report is based on the period 8 (November 2020) monitoring reports from the Council and NHS Lothian. Table 1 below summarises the projected year end operational position for delegated services, before the application of the next tranche of SG funding. Further detail is included in appendices 1 (the Council) and 2 (NHS Lothian).

	Annual			Variance to end August £k
	Budget £k	Forecast actual £k	Variance £k	
NHS services				
Core	310,327	312,895	(2,568)	(739)
Hosted	104,597	105,291	(694)	(447)
Set aside	91,718	96,516	(4,798)	(2,592)
<b>Sub total NHS services</b>	<b>506,642</b>	<b>514,702</b>	<b>(8,060)</b>	<b>(3,778)</b>
<b>CEC services</b>	<b>228,494</b>	<b>236,250</b>	<b>(7,756)</b>	<b>(5,171)</b>
<b>Living wage</b>		<b>3,400</b>	<b>(3,400)</b>	<b>(1,417)</b>
<b>Total</b>	<b>735,136</b>	<b>754,352</b>	<b>(19,216)</b>	<b>(10,366)</b>

Table 1: IJB year end forecast 20/21

8. Overall, the latest projections indicate a year end overspend of £19.2m before the application of additional Covid-19 funding. This is a deterioration in the position (£17.9m) reported to the IJB in October, largely due to increasing purchasing costs. Financial forecasts and remobilisation plans will continue to be updated and refined as we enter the final quarter of the financial year.

### **City of Edinburgh Council**

9. The Council has just completed its period 8 monitoring report which shows a projected overspend for the year of £7.7m excluding the impact of the living wage payments agreed in August. Including this will increase the year end position to £11.2m. Headline pressures include the increasing costs of externally purchased services and reductions in income as a result of the pandemic. These are offset by continued vacancy levels in internal services, predominantly homecare.
10. As described elsewhere in this paper, the SG has committed to fully funding the financial impact of the pandemic. The Chief Finance Officer and key officers from the Council's finance team are working closely to finalise the mobilisation submission to the SG which is due on 15 January 2021. Evidence to date strongly supports that the overspend associated with Council delegated services reflects either: increased costs; or slippage in the delivery of savings, both as a direct result of the pandemic.

### **NHS Lothian**

11. NHS Lothian has now published the financial results to the end of November and finalised the mid year review. The impact on the IJB is estimated to be an overspend of £8.0m by the end of the year.
12. As with the Council position, interpretation is complicated by the impact of COVID-19 costs, offsets and funding. The Scottish Government allocated £78m of funding to NHS Lothian in December for COVID-19 costs. Of this, £60m for was for Health Board costs and £18m for health and social care partnerships (HSCPs). Subsequently funding has been issued for GMS costs (£3.0m) and a further £8m for the adult social care winter plan. Including the

£111m received earlier in the year, gives total funding to date of £111m. Where appropriate, funding has passed from NHS Lothian to the Council.

13. At a Lothian level, elements of this funding have been released to offset costs incurred since April and information continues to be worked through relating to the IJB position, particularly for hosted and set aside services. NHS Lothian has reported to its Finance And Resources Committee that *'the nature of disaggregating costs at cost centre level makes IJB financial performance reporting more complex with COVID-19 costs incurred across set aside, hosted and core areas, and this is compounded by the centralisation of significant cost elements. It is likely that a proper assessment of the IJB financial variances will only be possible once the COVID-19 funding allocation has been distributed accordingly across areas'*.
14. Key variances remain largely as previously reported and include pressures in: GMS (largely increased payments made to GPs during the pandemic - the funding received to date to offset these costs has not yet been reflected in the forecast); prescribing (national discussions are taking place to agree the extent to which the prescribing overspend can be been classified as a COVID-19 related cost pressure); and set aside services (complexities inherent in the methodology used to translate financial performance on a business unit basis to the implications for the IJB via the mapping table requires further analysis).

### **Funding for the financial impact of COVID-19**

15. On 29 September 2020 the Cabinet Secretary announced in parliament funding totalling £1.089bn to support health and social care. This was followed by a letter from the SG Director of Planning for Health and Social Care confirming NHS Lothian's allocation of £78.3m. As discussed at paragraph 4 above, NHS Lothian has received £111m to date, although the majority of this money has not yet been reflected in year end forecasts.
16. Senior Officers from NHS Lothian, the Council continue to work alongside the IJB's Chief Finance Officer and officers from the SG to address the financial impacts of COVID-19. Financial estimates are under constant review with the

next key submission to SG made on 15 January. This return will be used as the basis for a further substantive funding allocation in January. Based on these returns the SG will fund **all** additional costs of the pandemic **including** non delivery of savings and offsetting cost reductions.

17. This certainty supports the moderate assurance the Chief Finance Officer is now in a position to provide.

### **Savings and Recovery Programme**

18. Delivery of the EIJB's Savings and Recovery Programme is overseen by the Savings Governance Board (SGB), chaired by the Chief Officer. This group meets monthly with all project leads submitting progress reports which inform the overall dashboard prepared by the Programme Manager. As part of this process all reports are signed off by finance colleagues to ensure accurate and appropriate reporting.
19. At their meeting on the 16 October 2020 the P&D Committee was provided with a presentation by the Programme Manager, outlining the Savings Programme Governance Framework to provide assurance that appropriate checks and balances were in place, to both monitor and scrutinise the Savings and Recovery Programme projects and manage associated risks and impacts. It was agreed that a quarterly update report would be provided for P&D with the first such report presented to the committee at its January 2021 meeting.
20. Progress has been made across all projects within the programme, as summarised in appendix 3. Despite the challenges posed by COVID-19 highlighted above, overall, it is expected that financial balance will be reached across the 2020/21 Savings and Recovery Programme. This will be achieved through under spends or slippage in other budget areas and through Scottish Government (SG) funding for unachieved savings via mobilisation plans.

## **Implications for Edinburgh Integration Joint Board**

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### **Financial**

21. Outlined elsewhere in this report

### **Legal/risk implications**

22. Like any year end projection, the IJB's relies on a number of assumptions and estimates each of which introduces a degree of risk. At this stage the final SG allocation in respect of the financial impact of COVID-19 is awaited.

### **Equality and integrated impact assessment**

23. There is no direct additional impact of the report's contents.

### **Environment and sustainability impacts**

24. There is no direct additional impact of the report's contents.

### **Quality of care**

25. There is no direct additional impact of the report's contents.

### **Consultation**

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26. There is no direct additional impact of the report's contents.

### **Report Author**

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### **Appendices**

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|------------|--|
| Appendix 1 | Year end forecast for Council delegated services |
| Appendix 2 | Year end forecast for NHS delegated services     |
| Appendix 3 | Progress with savings and recovery plan          |
| Appendix 4 | Glossary of terms                                |

## YEAR END FORECAST FOR CITY OF EDINBURGH COUNCIL DELEGATED SERVICES

Service	Annual				Variance to end November £k
	Budget £k	Forecast actual £k	Variance £k	%	
<b>External</b>					
Assessment & care management	519	519	0	0%	0
Care at home	32,588	33,711	(1,123)	-3%	(748)
Care and support	57,711	59,822	(2,111)	-4%	(1,407)
Day services	13,877	13,877	1	0%	0
Direct payment/individual service funds	37,333	38,605	(1,271)	-3%	(847)
Other services	11,085	10,878	208	2%	138
Residential services	65,822	69,018	(3,196)	-5%	(2,130)
Transport services	1,044	791	253	24%	169
<b>Total external services</b>	<b>219,979</b>	<b>227,218</b>	<b>(7,239)</b>	<b>-3%</b>	<b>(4,826)</b>
<b>Total internal services</b>	<b>111,124</b>	<b>109,639</b>	<b>1,485</b>	<b>1%</b>	<b>990</b>
<b>Total costs</b>	<b>331,103</b>	<b>336,857</b>	<b>(5,754)</b>	<b>-2%</b>	<b>(3,836)</b>
<b>Income and funding</b>					
Customer and client receipts	20,115	18,288	(1,827)	-9%	(1,218)
Cost recovery	26,846	26,628	(218)	-1%	(145)
Funding (SCF/ICF/RT)	55,649	55,691	43	0%	28
<b>Total income and funding</b>	<b>102,609</b>	<b>100,607</b>	<b>(2,002)</b>	<b>-2%</b>	<b>(1,335)</b>
<b>Net position</b>	<b>228,494</b>	<b>236,250</b>	<b>(7,756)</b>	<b>-3%</b>	<b>(5,171)</b>



## PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME

Service	Annual				Variance to end November £k
	Budget £k	Forecast actual £k	Variance £k	%	
<b>Core services</b>					
Community Hospitals	12,905	12,825	80	1%	130
District Nursing	12,044	12,042	2	0%	246
Geriatric Medicine	2,786	2,810	(23)	-1%	(89)
GMS	87,072	89,355	(2,283)	-3%	(486)
Learning Disabilities	1,185	1,087	98	8%	91
Mental Health	8,217	7,193	1,023	12%	771
PC Management	59,889	59,751	137	0%	(39)
PC Services	7,701	7,793	(92)	-1%	(496)
Prescribing	76,117	77,919	(1,802)	-2%	(1,054)
Resource Transfer	25,536	25,536	(0)	0%	1
Substance Misuse	4,483	4,240	243	5%	96
Therapy Services	11,448	11,552	(104)	-1%	20
Other	943	791	152	16%	70
<b>Sub total core</b>	<b>310,327</b>	<b>312,895</b>	<b>(2,568)</b>	<b>-1%</b>	<b>(739)</b>
<b>Hosted services</b>					
Community Equipment	1,860	2,748	(889)	-48%	(655)
Complex Care	1,555	1,331	223	14%	17
Hospices & Palliative Care	2,956	2,961	(5)	0%	(5)
Learning Disabilities	7,912	7,997	(85)	-1%	117
LUCS	6,263	7,375	(1,112)	-18%	(908)
Mental Health	31,057	32,207	(1,150)	-4%	(511)
Oral Health Services	10,002	9,825	178	2%	120
Primary Care Services	2,957	2,850	106	4%	116
Psychology Services	5,270	5,217	53	1%	57
Public Health	1,064	996	68	6%	31
Rehabilitation Medicine	5,062	4,537	525	10%	357
Sexual Health	3,788	3,626	162	4%	149
Substance Misuse	2,193	2,178	15	1%	(3)
Therapy Services	8,134	7,539	595	7%	441
UNPAC	3,746	3,447	299	8%	(85)
Other	10,780	10,457	323	3%	313
<b>Sub total hosted</b>	<b>104,597</b>	<b>105,291</b>	<b>(694)</b>	<b>-1%</b>	<b>(447)</b>
<b>Set aside services</b>	<b>91,718</b>	<b>96,516</b>	<b>(4,798)</b>	<b>-5%</b>	<b>(2,592)</b>
<b>Total</b>	<b>506,642</b>	<b>514,702</b>	<b>(8,060)</b>	<b>-2%</b>	<b>(3,778)</b>

## PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME

Savings Project	Progress against plan			Progress against savings			Commentary
	Oct 20	Nov 20	Trend	Oct 20	Nov 20	Trend	
1. Adult Sensory Impairment Services	10	10	→	10	10	→	Savings fully realised. New contracts from October 2020 were 10% less than previously as per agreement at EIJB in Dec 2019.
2. Learning Disability Services (A)	10	10	→	10	10	→	Savings fully realised. Work completed during 2019/20 to ensure that savings would be realised from 1 <sup>st</sup> April 2020
3. External Housing Support	7	7	↑	6	7	↑	Savings and project on track. Change Report approved by SGB in Oct 20 agreeing to risk share proposal with providers which saw an adjustment to project timelines. Project still anticipated to realise in year savings target. Monthly monitoring of implementation costs in place. Savings also anticipated from project in 2021/22.
4. Day Centres & Be Able	6	6	→	8	8	→	Delay in implementing plan because of suspension of Day Centre services due to COVID-19. However savings on track because of resulting reduced costs. Planned savings from project in 2021/22 also still on track.
5. Vacancy Control	6	6	→	6	6	→	Project has been progressed with vacancy control process approved by EMT. COVID-19 second wave and winter pressures have meant that roll out has been paused. However, currently vacancies are at such a level that there is no risk associated with this and as a result of our staffing position we will still reach financial balance.
6. Savings from Hosted Services	8	8	→	8	8	→	Savings and project on track. Governance and management responsibility for these projects sit across the HSCPs or business

Phase 0

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## PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME

Savings Project		Progress against plan			Progress against savings			Commentary
							units within NHS Lothian.	
	<b>7. NHS Lothian Set Aside Savings</b>	5	5	→	5	5	→	COVID-19 has impacted on the ability to deliver fully on all agreed projects and therefore planned savings. Governance and management responsibility for these projects sits within existing NHS Lothian acute mechanisms. However, financial balance will be reached across the programme via identified slippage.
Phase 1	<b>8. Home First</b>	10	10	→	10	10	→	Savings fully realised. Through the use of the Home First model the reprofiling of Ward 71 at the Western General and Ward 120 in the Edinburgh Royal Infirmary was enabled. A Close Report (CLR1) was submitted and approved by SGB on 16/09. The associated direction <i>EIJB-22/10/2019-11</i> has also been closed following approval by EIJB on 15/12/20
	<b>9. Purchasing</b>	4	4	→	4	2	↓	Project behind plan and savings at risk due to the impact of COVID-19, which has led to increased demand in some areas and reduced capacity to make planned changes. Work is ongoing to implement changes where possible. It is anticipated that in 2020/21 a break even position will be reached, with additional purchasing costs claimed through the Local Mobilisation Plan by identifying the impact of COVID-19 on the overspend and to slippage in savings. Savings leads and finance are undertaking work to understand the drivers of purchasing forecast to support work in 2021/22, however this is a complex process. <i>(Monitored as a joint project with Additional Purchasing Project #17)</i>
	<b>10. Learning Disability Services (B)</b>	4	5	↑	4	5	↑	Delay in implementing elements 1 (review internal housing support) and 3 (Transfer to shared support) of this proposal due to COVID-

## PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME

Savings Project		Progress against plan			Progress against savings			Commentary
							19. However, 2 (Consider people using day support who live with care providers to move to a single service) and 4 (Phase out Adult Resource scheme) have been progressed and savings realised. Despite this it is anticipated that, financial balance will be reached across the programme via identified slippage.	
	<b>11. Review Rehabilitation Services</b>	5	6	→	6	5	→	COVID-19 has impacted on the ability to deliver agreed project and therefore planned savings. However, financial balance will be reached across the programme via identified slippage. Work is underway to ensure recurring savings will be realised in 2021/22.
Page 28	<b>12. Review Sexual Health Services</b>	5	5	→	5	5	→	Project and savings behind plan due to the impact of COVID-19, which has led to redeployment of staff and reduced capacity to make planned changes. Work is ongoing to identify opportunities for recurring savings from existing core budgets whilst the review of services is ongoing. At this stage there is an under spend in vacancies and non pay budgets which could help support financial balance in year but will be recognised as part of the wider financial monitoring.
	<b>13. Prescribing</b>	6	6	↑	6	6	↑	Project and savings on track. At month 8 the Edinburgh prescribing saving is sitting at £1.53m of £1.96m. Where possible the Pharmacy Team has maintained a focus on delivering prescribing efficiencies through a mixture of programmes despite the impact of COVID-19.
	<b>14. Community Equipment</b>	4	4	→	4	4	→	Project and savings behind plan due to the impact of COVID-19, which has increased demand for equipment and reduced capacity to make planned changes. Work is ongoing to establish grip and control mechanisms across the service area. It is anticipated that financial balance will be reached through reclaimed COVID costs via Local Mobilisation Plan
	<b>15. Carers Investment</b>	8	10	↑	8	10	↑	Savings fully realised. Identified slippage and delay in new Carers

## PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME

Savings Project		Progress against plan			Progress against savings			Commentary
								contract start date to January 2021 has realised agreed savings. A Close Report (CLR2) was submitted and approved by SGB on 21/10.
Phase 2 Page 29	16. Bed Based Project (Phase 1)	5	3	↓	5	2	↓	Strategic intentions associated with the BBP for 2021/22 are likely to impact on this savings project. Despite this it is anticipated that, financial balance will be reached across the programme via identified slippage.
	17. Additional Purchasing Target	4	4	→	4	2	↓	Project behind plan and savings at risk due to the impact of COVID-19, which has led to increased demand in some areas and reduced capacity to make planned changes. Work is ongoing to implement changes where possible. It is anticipated that in 2020/21 a break even position will be reached, with additional purchasing costs claimed through the Local Mobilisation Plan by identifying the impact of COVID-19 on the overspend and to slippage in savings. Savings leads and finance are undertaking work to understand the drivers of purchasing forecast to support work in 2021/22, however this is a complex process. <i>(Monitored as a joint project with Additional Purchasing Project #4).</i>
	18. Thrive – Mental Health & Wellbeing (1)	8	10	↑	8	10	↑	Savings fully realised. Slippages in recruitment to a number of posts within Mental Health (core budget) have led to a non recurring saving of £300k in 2020/21. A Close Report (CLR3) was submitted and approved by SGB on 16/12. Project work is ongoing to identify future efficiencies given EIJB future financial challenges.
	19. EADP	5	5	→	7	7	↑	Savings on track. Due to the circumstances created by COVID-19 there have been a number of delays to projects which have resulted in financial slippage within substance misuse budgets leading to a non recurring saving of £148k in 2020/21. Close report anticipated for SGB in Jan 21. Project work is ongoing to identify future efficiencies given EIJB future financial challenges.

**PROGRESS WITH SAVINGS AND RECOVERY PROGRAMME**

**Detailed Project RAG Status** *(Used across both the EIJB Savings Programme and Transformation Programme)*

<b>Red</b>	<b>0</b>	No confidence in delivery
<b>Red</b>	<b>1</b>	Critical issues threaten the success of the project and confidence in delivery is very low
<b>Red</b>	<b>2</b>	Significant project issues mean project is not on track and confidence in delivery is very low
<b>Amber</b>	<b>3</b>	Major problems regarding project performance and no or limited corrective actions in place
<b>Amber</b>	<b>4</b>	Major problems regarding project performance and delivery, but corrective actions are in place to improve confidence in delivery
<b>Amber</b>	<b>5</b>	Problems exist regarding project performance, delivery of corrective actions are/ have been delivered, with reasonable confidence of success
<b>Amber</b>	<b>6</b>	Minor problems exist with the project but confidence in the delivery of the project remains high
<b>Green</b>	<b>7</b>	Project on track and expected to deliver minimum outputs/ benefits
<b>Green</b>	<b>8</b>	Project on track. Progress and achievement of the project is on target
<b>Green</b>	<b>9</b>	Progress and achievement of the project is likely to exceed planned output/benefits
<b>Blue</b>	<b>10</b>	Project completed and outputs/ benefits delivered. Appropriate learning shared within and beyond Programme

## GLOSSARY OF TERMS

<b>TERM</b>	<b>EXPLANATION</b>
<b>ASSESSMENT AND CARE MANAGEMENT</b>	Predominantly social work, mental health and substance misuse teams
<b>CARE AT HOME</b>	Services provided to over 65s in their homes.
<b>CARE AND SUPPORT DAY SERVICES</b>	Services provided to under 65s in their homes.
<b>DIRECT PAYMENTS</b>	Option 1 of self directed support where the client has chosen to be responsible for organising their care.
<b>GMS</b>	General medical services – largely the costs of reimbursing GPs who, in the main, are independent contractors carrying out work on behalf of the NHS as opposed to being employees.
<b>HOSTED SERVICES</b>	Services which are operationally managed on a pan Lothian basis either through one of the 4 Health and Social Care Partnerships or Royal Edinburgh and Associated Services (REAS).
<b>INDIVIDUAL SERVICE FUNDS</b>	Option 2 of self directed support where the client has chosen for a 3rd party (not the Council) to organise their care.
<b>LUCS</b>	Lothian Unscheduled Care Service – provides out of hours GP services
<b>RESIDENTIAL SERVICES</b>	Services provided to clients in care homes.
<b>SET ASIDE SERVICES</b>	Acute hospital based services managed on a pan Lothian basis by NHS Lothian
<b>THERAPY SERVICES</b>	Mainly occupational therapy teams.

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## REPORT

### Edinburgh Joint Carers Strategy Spending Plan

Edinburgh Integration Joint Board

2 February 2021

#### Executive Summary

1. The Edinburgh Integration Joint Board (EIJB) approved the Edinburgh Joint Carers' Strategy (EJCS) 2019-2022 and implementation plan in August 2019.
2. The EJCS implementation plan details how the Edinburgh Health and Social Care Partnership (EHSCP) will implement the duties of the Carers (Scotland) Act 2016.
3. Funding available to support the implementation of the EJCS is £35.4m over 5 years. A large proportion of this is subject to annual Scottish Government budget settlements.
4. The spending plan to implement the EJCS has been developed based on carer consultation and ongoing dialogue with strategic partners and will ensure the EIJB is able to fulfil the duties outlined in the Carers (Scotland) Act 2016.
5. Funding is allocated across the six carer strategic priorities and includes an expansion of supports that were already valued and delivering outcomes for carers around information and advice, and health and wellbeing.
6. Additional investment is proposed in the areas of short breaks and replacement care with a focus on personalising support for carers.

#### Recommendations

It is recommended that the EIJB:

1. Note the spending plan associated with the delivery of the EJCS 2019-2022.

	2. Agree the amended direction to implement the EJCS 2019-2022 and associated implementation plans
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## Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	✓

## Report Circulation

1. Direct to Edinburgh Integration Joint Board.

## Main Report

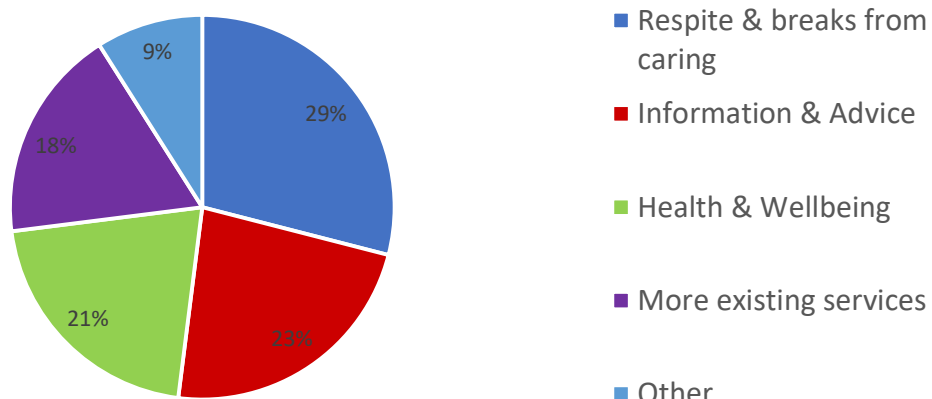
2. The EJCS 2019-2022 includes an implementation plan for how the EHSCP will implement the duties of the Carers (Scotland) Act 2016 and the funding available to support this (see table 1). Funding is subject to annual Scottish Government budget settlements.

*Table 1: Funding to support delivery of the EJCS*

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Total funding available	5.84	7.51	7.51	7.51	7.51

3. Carer consultation informed the development of the EJCS 2019-2022. Carers were asked where they felt additional investments would make the biggest difference to their lives. Figure 1 summarises the responses received.

Fig 1: Where carers want to see investment



4. Between £3.3m - £3.9m is already committed annually through third sector contracts which commenced on 1 January 2021, hospital discharge carer support team, grant funded carer supports and direct payments for carers to meet needs identified through the preparation of an Adult Carer Support Plan (ACSP).
5. The new carer support contracts have been designed to expand supports that were already valued and delivering outcomes for carers around information and advice, and health and wellbeing. They include additional supports for carers to have a break from caring. However, one of the main barriers to taking a break from caring and accessing other carer supports is sourcing replacement care for the cared for person.
6. Table 2 outlines spending to deliver on the EJCS 2019-2022 implementation plan under each of the carers strategic priorities and includes;
  - Contribution of funding to further develop short breaks which will be shaped by the outcome of the Bed Based Review workstream on Short Breaks.
  - Contribution of funds for purchasing replacement care where a need has been identified through the person's own assessment and/or the ACSP. This may be in the form of traditional support at home, day support or residential respite, but may also be used creatively via other self-directed support options and aligned to the personalising support for carers.
  - Commitment to support community led carer supports through the community investment transformation workstream.
  - Contribution towards commissioning of independent advocacy for carers and BME carer support.

- Contingency and innovation fund to enable EHSCP to respond to changes in demand or identified gaps in support over the next 5 years.

*Table 2: Spending plan to implement EJCS*

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Identifying Carers and Information & advice	1.22	1.27	1.40	1.45	1.49
Health and Wellbeing	0.63	1.01	1.12	1.14	1.15
Short Breaks	0.59	0.99	1.16	1.09	1.09
Young Carers	0.51	0.69	0.69	0.69	0.69
Personalising support	2.75	3.34	2.92	2.93	2.95
Contingency and Innovation	0.14	0.21	0.21	0.21	0.13
<b>Total</b>	<b>5.84</b>	<b>7.51</b>	<b>7.50</b>	<b>7.51</b>	<b>7.50</b>

- The spending plan recognises that supporting carers requires working together across several ongoing workstreams to work towards seamless support for the carer, the cared for person and the communities they live in.
- As work progresses across different workstreams the distribution of funding may change as new information, evidence, and impact on people and performance become clearer. This will also be informed by Integrated Impact Assessments for each of the workstreams.

## Implications for Edinburgh Integration Joint Board

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### Financial

- Ongoing available funding is subject to annual Scottish Government budget settlements, there is a risk that the anticipated funding outlined in table 1 may be less in coming years.

### Legal / risk implications

- The spending plan enables the EIJB to fulfil its duties under the Carers (Scotland) Act 2016; to establish and maintain an information and advice service for carers,

the duty to provide support based on identified needs including the provision of a break from caring.

### **Equality and integrated impact assessment**

11. Integrated impact assessment was completed as part of the Carers (Scotland) Act 2016 implementation. Further assessments will be required as specific proposals are developed in each of the associated workstreams.

### **Environment and sustainability impacts**

12. As specific proposals are developed environmental and sustainability impacts will continue to be considered.

The plans outlined will support the delivery of the EJCS which aims to improve outcomes for carers. Progress and impact of the associated activity will be reported via the EIJB Performance and Delivery Committee on an annual basis.

### **Quality of care**

13. The plans outlined will support the delivery of the EJCS which aims to improve outcomes for carers. Progress and impact of the associated activity will be reported via the EIJB Performance and Delivery Committee on an annual basis.

### **Consultation**

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14. Extensive consultation with carers took place as part of the development of the EJCS. The governance associated with the EJCS includes a strategic partnership group with membership from third sector organisations, NHS Lothian, communities and families and the EHSCP. The outcome of the consultation and ongoing dialogue with strategic partners has informed the development of this spending plan.

### **Report Author**

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## Background Reports

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1. Edinburgh Joint Carers' Strategy 2019-2022 :  
<https://www.edinburghhsc.scot/wp-content/uploads/2020/06/Edinburgh-Joint-Carers-Strategy-2019-2022-FINAL.pdf>
2. [Award of Contracts for Edinburgh Carer Supports](#), Paper for Policy and Sustainability Committee

## Appendices

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Appendix 1      Direction

**DIRECTION FROM THE EDINBURGH INTEGRATION JOINT BOARD**

Reference number	EIJB-02/02/2021-1		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes  This varies direction EIJB-15/12/2020-5 agreed in December 2020 to reflect a change in financial allocation across partner organisations.		
Approval date	02/02/2021		
Services / functions covered	Carer Support Services		
Full text of direction	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans.		
Direction to	NHS Lothian and The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">Edinburgh Joint Carers' Strategy 2019-2022 and implementation plans – EIJB 20 Aug 2019</a>		
Budget / finances allocated to carry out the direction.		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2021/22	£0.53m	£5.31m
	2022/23	£0.54m	£6.97m
Performance measures	Performance and Delivery committee agreed strategic performance framework on 16 November 2020 and will be reported on annually.		
Date direction will be reviewed	April 2021		

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## REPORT

### Ministerial Strategic Group and Audit Scotland Integration Reviews – Edinburgh Update

Edinburgh Integration Joint Board

2 February 2021

<b>Executive Summary</b>	<p>The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with an update on the progress implementing the recommendations from the Ministerial Strategic Group (MSG) action plan.</p> <p>This report sets out progress against the more detailed MSG action plan which is provided in Appendix 1.</p>
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<b>Recommendations</b>	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ol style="list-style-type: none"> <li>1. Note the progress with the MSG action plan.</li> <li>2. Direct the Chief Officer and Chief Finance Officer to continue to work with NHS Lothian and City of Edinburgh Council to ensure delivery against wider partnership actions.</li> <li>3. Receive a further update report in January 2021</li> </ol>
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### Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations	No direction required	✓
	Issue a direction to City of Edinburgh Council NHS Lothian	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

## Main Report

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1. [Audit Scotland](#) and the [Ministerial Strategy Group](#) (MSG) published reports into progress with Integration 2018 and 2019. Both these reports explore the impact of integration policy in practice. They sought to understand what was working well across Scotland and what the barriers were to successful integration. Both reports considered integration across all partners, that is, they considered the roles of Scottish Government, CoSLA as the representative organisation for Local Government, NHS Boards, Local Authorities and in terms of the Integration Authorities themselves.
2. The Audit Scotland report is the second of three planned reviews into integration and took national perspective while also highlighting areas of good practice. The MSG review built on the Audit Scotland report and took as its framework of focus the 6 Key Features which support integration from the Audit Scotland report. Those key features are:
  - Collaborative leadership and building relationships;
  - Integrated finances and financial planning;
  - Effective strategic planning for improvement;
  - Agreed governance and accountability arrangements;
  - Ability and willingness to share information; and
  - Meaningful and sustained engagement.

### The Edinburgh MSG Action Plan

3. At the time of publication of the MSG review, partnerships (Integration Authorities and their Council and NHS partners) were invited to undertake and submit a self-evaluation against the recommendations in the review. An action plan was developed and submitted to the Edinburgh Integration Joint Board (EIJB) for approval on 20 February 2020 and the report can be found [here](#). The report committed to a further update report coming back to the EIJB in December 2020. This report is the updated report with an updated version of the action plan included as Appendix 1 which provides a progress update against our actions with timelines. It's reporting to the EIJB has been delayed as a result of reprioritisation due to the Covid pandemic.
4. Progress continues to be seen across some actions in this update, both in terms of action being taken by the EIJB, the Edinburgh Health and Social Care Partnership (the Partnership) as well as its NHS Lothian and City of Edinburgh Council partners. However, there are some areas where due to the sustained impact of COVID-19, some work has been paused as staff resources have been redirected to support COVID-19 activities. Therefore, some timescales have been revised and included within the action plan.
5. Several actions have been completed since the last update:
  - The development session programme for the EIJB has been completed.

- Phase 1 transformation projects have started.
  - Budget setting process for 2021/22 has started and lessons learned from previous years have been incorporated into the process for 2021/22
  - Directions policy is now in place with annual reviews in place.
  - Governance arrangements for the Committees are now in place.
6. Within the last update to the Board, recommendation 6.2 & 6.3 was omitted from the action plan update, these have now been included and updated to reflect the current position.
7. Those areas where no progress has been made since the initial update sit out-with the immediate control of the EIJB or the Partnership and the Chief Officer will continue to work with partner organisations toward delivery of progress within current agreed timelines.
8. Members are aware that an Independent Review of Adult Social Care is being undertaken and due to report at the end of January 2021. The impact of this on the future direction of both the MSG and Audit Scotland reviews is unknown at this time.

## Implications for Edinburgh Integration Joint Board

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### Financial

9. The delivery of integrated approaches has significant financial implications for all partners, and this is recognised in the Audit Scotland and MSG reports as a key enabler, and potential barrier to integration. Financial issues are addressed in the recommendations and action plan in relation to ensuring clear partnership approaches to budget setting, addressing issues relating to the set aside and acute budgets as well as in terms of enabling the use of the totality of delegated resources to shape and transform the health and care system.
10. Ensuring the delivery of effective health and care services for the population requires the EIJB to have in place strategies and plans, and clear investment processes to support those, against a backdrop of financial pressure and rising costs. While there are no immediate financial requests arising from this report, delivery against the actions will require investment in those relevant programmes of work and will be subject to formal papers and Directions to the EIJB.

### Legal / risk implications

11. There is a risk that partners do not maximise the potential for integrated approaches in improving outcomes for people, population health and wellbeing and in creating sustainable and modern health and care services. The risk is mitigated by having in place clear strategies and actions plans that reflect the statutory role of each partner

in delivering improvement. The action plan set out in Appendix 1 demonstrates progress against improvement aims and this reduces the risk to all partners.

12. Wider issues of risk are set out and monitored through the EIJB and the Partnership Risk Registers which are held under regular review.

### **Equality and integration impact assessment**

13. Integration as a policy sets out to improve people's experience of health and care and to address health inequalities. As such, ensuring a programme of work against key recommendations for good practice in integration, supports the EIJB's wider endeavours to address equalities. While there are no immediate requirements from this paper to undertake an impact assessment, those significant pieces of work which are reflected in the action plan – e.g. the Transformation Programme – will be subject to appropriate reviews and assessments.

### **Environment and sustainability impacts**

14. It is imperative that strategic planning and the delivery of health and care services takes cognisance of environmental and climate implications and seeks wherever possible to minimise negative impact. The EIJB has in place its Climate Duties plan and all new developments and reports set out how our planning seeks to reduce our impact on the climate. New models of health and care which minimise staff and patient travel, which can be delivered locally and sustainably will form the basis of our planning wherever safe and effective.

### **Quality of care**

15. The quality of care and support to the people of Edinburgh is paramount and the Partnership aim to be a high performing, well regarded health and care provider. Developing actions against the recommendations in both the Audit Scotland and MSG reviews, supports the ongoing development and improvement within Edinburgh.

### **Consultation**

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16. Partner organisations have been consulted in relation to progress being made against the recommendations in the reports referenced.

## Report Author

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## Appendices

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Appendix 1      MSG Action Plan – EIJB

**Ministerial Strategic Group Action Plan – February 2021 Update**  
**Edinburgh Response – Edinburgh Integration Joint Board, City of Edinburgh Council and NHS Lothian**

**Key**

- Completed**
- On track**
- Revised milestone**
- Blocks to Progress**



**% Complete**

No change since February 20 report represented by a '='  
 Progress since report in February 20 represented by '^'

Collaborative Leadership and building relationships

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date	Comments
<b>Key Feature – 1 Collaborative Leadership and building relationships.</b> <b>1.1 All Leadership development will be focused on shared and collaborative practice</b>						
The EIJB will complete a year-long programme of work following the review of governance undertaken by the Good Governance Institute (GGI). The EIJB agreed to implement GGI review recommendations in full and support leadership development for collaboration within the IJB across all members	<ul style="list-style-type: none"> <li>• GGI development sessions underway over a period of 1 year</li> <li>• Terms of reference for sub committees are drafted and approved by the IJB in June 19</li> <li>• New sub committees in place from August 19 onwards</li> <li>• Leadership support from GGI and regular cycle of</li> </ul>	Chief Officer	100%^  100%  100%  100%	June 2020  November 2019  November 2019  June 2020	July 2020	Development sessions with GGI completed

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	development sessions programmed					
Work with MSG Review Group's findings in relation to the support to the Chair and Vice Chair of the IJB in undertaking their roles effectively and as collaborative leaders in the health and care economy in Edinburgh and Lothian of third and independent sectors	<ul style="list-style-type: none"> <li>Clear induction into the Chair and Vice Chair will be developed as part of the ongoing work with the GGI and in the development of the agreed 'Governance Handbook'</li> </ul>	Chief Officer	75%^	July 2021 (revised)	End July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role for Chair has been drafted.
Build on cross sector leadership development across partners to build capacity to work collaboratively and collaborative leadership programmes to be inclusive of third and independent sectors	<ul style="list-style-type: none"> <li>Joint development programme for Partnership leaders is being scoped with external facilitation</li> </ul>	Chief Officer	25%=	January 2021 (revised date TBC)	TBC	This work has been interrupted due to Covid19 and this work is on hold at this time.
	<ul style="list-style-type: none"> <li>Edinburgh Health and Social Care Partnership (EHSCP) has an agreed change and transformation programme in place with a clear structure which includes 3<sup>rd</sup> and independent sector in co-production of new models</li> </ul>		100%	September 2019		
Explore opportunities to deliver collaborative leadership development in all future development programme commissioning	<ul style="list-style-type: none"> <li>A pan-Lothian Integrated Care Forum is in place which supports a whole system collaborative approach to change</li> </ul>	Chief Executives of NHSL and CEC	100%	June 2020	June 2020	
	<ul style="list-style-type: none"> <li>NHSL and CEC both include senior leaders from across the</li> </ul>	Chief	100%^	December 2019		Development programmes are

	partnerships in their leadership development	Executives of NHSL and CEC				including NHSL and Council
Future leadership and building relationship programmes are tested in terms of third sector collaboration, third sector leadership and meaningful involvement of communities	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Executives of NHSL and CEC	25%^	December 2021 (revised)	December 2021 (revised)	Through COVID19, there has been significant work to build and collaborate with third sector colleagues. Further work needed around leadership to be programmed when capacity allows
<b>1.2 Relationships and collaborative working between partners must improve</b>						
Undertake a review of the budget setting process and lessons learnt applied in preparation for 2020/21 to ensure delivery for 20/21	<ul style="list-style-type: none"> <li>Year long programme of development sessions now in place, which will have regular focussed sessions with the Board on budget</li> </ul>	Chief Finance Officer, Director of Finance NHSL and Head of Finance, CEC	75%^	June 2019	June 2019	Board sessions having taken place and review of process will happen post the 20/21 process.
Partners will continue to participate in the Lothian Integrated Care Forum (ICF)	<ul style="list-style-type: none"> <li>Lothian Integration Forum Terms of Reference agreed</li> </ul>	Chief Officer	100%	June 2019	June 2019	
	<ul style="list-style-type: none"> <li>Meetings scheduled</li> </ul>		100%	June 2019		
	<ul style="list-style-type: none"> <li>Chief Officer group also given opportunity to discuss key issues across Lothian</li> </ul>		100%	June 2019		



Partners will evaluate the first year of operation of the Lothian Forum and apply lessons learnt in year 2	<ul style="list-style-type: none"> <li>The ICF has had 3 meetings and has set out regular meetings across the year</li> </ul>	NHS Lothian Executive Nurse Director / Director of Planning	100%	June 2019	TBC (revised)	
	<ul style="list-style-type: none"> <li>Membership is established and agreed initial priorities have been agreed</li> </ul>		100%	June 2019		
	<ul style="list-style-type: none"> <li>Review the Lothian Integration Forum on a regular basis with an evaluation in June 2020</li> </ul>		0% <sup>=</sup>	TBC (revised)		The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attends.
Consider the role of the third sector in wider Lothian Integration Forum in recognition of the role of the sector and community groups in transformational change	<ul style="list-style-type: none"> <li>Will form part of the review of the operation of the ICF and its workplan</li> </ul>	Chair of the Integrated Care Forum	0% <sup>=</sup>	TBC (revised)	TBC (revised)	The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attends.
<b>1.3 Relationships and partnership working with the third and independent sectors must improve</b>						
Third and independent sector participation will be built into the	<ul style="list-style-type: none"> <li>Change programme has been developed and membership –</li> </ul>	Chief Officer, EIJB	100%	August 2019	September 2019	

structure and delivery of the IJB's development of its Change Programme	to include 3 <sup>rd</sup> and independent sector – is now being established					
	<ul style="list-style-type: none"> <li>Terms of Reference for programmes boards being drafted but will include third and independent sector</li> </ul>		100%	September 19		
	<ul style="list-style-type: none"> <li>Third and independent sector are represented on the IJB and sub committees</li> </ul>		100%	June 2019		
A Community Investment programme has been agreed and funded by the EIJB and this will provide a vehicle for further developing local engagement and participation of the sectors	<ul style="list-style-type: none"> <li>The Community Investment programme has been agreed with £2m funding over 2 years to develop and build capacity within the community sector</li> </ul>	EHSCP Head of Operations	75% <sub>=</sub>	March 2022 (revised)	March 2022	This is being progressed through the Edinburgh Pact workstream
	<ul style="list-style-type: none"> <li>This programme is being co-produced with the 3<sup>rd</sup> sector interface for Edinburgh – EVOC and will focus and be aligned to the EIJB's localities</li> </ul>		75% <sub>=</sub>	March 2022 (revised)		This is being progressed through the Edinburgh Pact workstream
Wherever possible support the sectors to engage and participate effectively	<ul style="list-style-type: none"> <li>Participation of the sector a principle of delivering the transformation plan</li> </ul>	Head of Strategic Planning	100%	June 2020	June 2020	
The IJB will undertake an annual evaluation of its engagement utilising a robust methodology	<ul style="list-style-type: none"> <li>Participation of the sector a principle of delivering the transformation plan</li> </ul>	Head of Strategic Planning	50%	December 2021 (revised)	December 2021 (revised)	Work has started on this, with the initial public engagement sessions held in November, but further work is needed to develop this into part of

Develop a more consistent approach to investment in communities	<ul style="list-style-type: none"> <li>A review of the IJB's Grants Programme has been undertaken</li> </ul>	Head of Operations & CFO	100%	June 2019	Sept 2022 (revised_	
	<ul style="list-style-type: none"> <li>Lessons learnt will inform all future grants process</li> </ul>		100%	January 2019		
	<ul style="list-style-type: none"> <li>We will evaluate the impact of the Community Investment Programme as part of the evaluation of our change and transformation programme</li> </ul>		25%^	Sept 2022 (revised)		The Community Investment Programme has been included as part of the Edinburgh Pact – the revised date allows for evaluation
<b>Key Feature 2 - Integrated finances and financial planning</b> <b>2.1 Health Boards, Local Authorities and IJB's should have a joint understanding of their respective financial position as they relate to integration</b>						
<p>Need for longer term financial planning forum to build trust and better understanding of relative positions and three wider financial engagement sessions agreed as follows:</p> <p>Agenda items</p> <ul style="list-style-type: none"> <li>Session on set aside budget.</li> <li>Finance department resource to support IJB Chief Finance Officers (CFO)</li> <li>Impact of best value on IJB's</li> </ul>	A pan-Lothian forum in relation to this section has been established and actions will be driven collectively and 'once for Lothian' where practicable.	EIJB Chief Finance Officer as part of the wider pan-Lothian group	100%^	January 2020		The engagements sessions were undertaken and will continue as we continue to set the budget for 21/22

1. End of Autumn catch-up 2. Scottish Budget – post settlement						
<b>Improvement Actions</b>	<b>EIJB response to improvement action</b>	<b>SRO</b>	<b>RAG (% complete)</b>	<b>Milestone Timescales</b>	<b>EIJB Delivery date</b>	<b>Comments</b>
The IJB will be provided with better shared management information, real time data that can be drilled into	<ul style="list-style-type: none"> <li>The EIJB has agreed a revised governance structure and a new Performance and Delivery Committee has been established</li> </ul>	Head of Strategic Planning, supported by CEC Strategy and Communications department and NHSL's Strategic Planning function	100%	November 2019	December 2021 (revised)	This work has begun but has not been progressed as quickly as expected due to COVID. A Performance and Engagement Manager has been appointed and their first task is to focus on developing a performance framework
	<ul style="list-style-type: none"> <li>Work is now ongoing on refining the performance framework, including utilisation of the appropriate management and other information</li> </ul>		75% <sup>=</sup>	December 2021 (revised)		
<b>2.2 Delegated budgets for IJBs must be agreed timeously</b>						
Budget setting – processes / workshops	<ul style="list-style-type: none"> <li>Three development sessions built in timetable for budget discussions and setting of Budget in January</li> </ul>	Chief Officer	100%	January 2020	January 2020	The IJB has approved a Budget Setting Working Group to support its processes and

						this will commence in 2021
Ongoing engagement of all three partners will continue across the year	<ul style="list-style-type: none"> <li>Regular monthly catch-up with three partner organisations already takes place and regular, formal HSCP performance meetings with both CEC and NHSL</li> </ul>	Chief Officer	100%	June 2019	June 2019	
Better links between strategic planning and availability of resources need to be strengthened through development of a medium-term financial strategy.	<ul style="list-style-type: none"> <li>A medium-term financial strategy will come to the EIJB on the 20<sup>th</sup> of August</li> </ul>	Head of Strategic Planning and Chief Finance Officer	100%	October 19	October 19	
<b>Improvement Actions</b>	<b>EIJB response to improvement action</b>	<b>SRO</b>	<b>RAG (% complete)</b>	<b>Milestone Timescales</b>	<b>EIJB Delivery date</b>	<b>Comments</b>
<b>2.3 Delegated hospital budgets and set aside budget requirements must be fully implemented</b>						
Partners will participate in the pan Lothian Integration Forum	<ul style="list-style-type: none"> <li>Meetings in place and priorities for initial operation have been set</li> </ul>	Chief Officer / Chief Executives / CFO	100%	June 2019	June 2019	The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attend and regular sessions are in the

						diary and attended by partners.
Lessons learnt process from this year's budget setting	<ul style="list-style-type: none"> <li>To be completed</li> <li>Date revised to reflect budget setting is not complete at time of report being updated.</li> </ul>	Chief Finance Officer with NHSL Director of Finance and CEC Head of Finance	100%^	January 2020	May 2020 (revised)	21/22 budget process is ongoing. A detailed timetable has been developed with the aim to agree the budget at the March 21 meeting of the IJB. The process has been designed taking the lessons learned from last year into account.
A series of workshops with NHSL is planned on budget	<ul style="list-style-type: none"> <li>To be completed</li> </ul>	Chief Finance Officer	100%^	June 2020	June 2020	See above. Process includes several IJB workshop sessions and the establishment of a budget working group consisting of all IJB members. A Q&A session (following positive feedback from a similar session last year) has been scheduled in advance of the IJB

						meeting to agree the budget.
Work underway on a methodology to accurately reflect utilisation of resource across four IJBs	<ul style="list-style-type: none"> <li>Underway</li> <li>Scoping of methodology has been undertaken but date revised as discussion on impact across 4 Lothian IJBs yet to take place with IJBs</li> </ul>	NHSL Director of Finance with Chief Finance Officers	50%^	December 2021 (revised)		This work is being progressed via the NHS Lothian Finance and Resources Committee. It has been impacted by the COVID19 pandemic, both in terms of the departmental priorities and the data required to support
Focus on forward look on demographics and role of Primary Care and social care to mitigate growth	<ul style="list-style-type: none"> <li>To be scoped and appropriate capacity to undertake this to be identified</li> </ul>	Chief Finance Officer	25%	January 2022 (revised)	January 2022 (revised)	Work is underway to review and update the Joint Strategic Needs Assessment, which will help us to better understand the impact of demographic growth on demand. Our transformation programme and Primary Care Improvement Plan are delivering

						significant and sustainable change across a range of services and client groups, seeking to manage increased demand whilst also improving performance, quality, and outcomes for people.
Specific piece of work within the Lottan Integration Forum on the use of set aside	<ul style="list-style-type: none"> <li>To be completed</li> <li>Note that the EIJB has directed the use of set aside acute resources toward community investment as per paper on the Home First approach which came to the EIJB in October 2019</li> </ul>	NHS Director of Finance	0% <sup>=</sup>	TBC (revised)	TBC	To be reviewed in light of the ICF having been stood down.
<b>Improvement Actions</b>	<b>EIJB response to improvement action</b>	<b>SRO</b>	<b>RAG (% complete)</b>	<b>Milestone Timescales</b>	<b>EIJB Delivery date</b>	<b>Comments</b>
EIJB members have ongoing briefings and information to help support their understanding and decision making.	<ul style="list-style-type: none"> <li>These are in place.</li> <li>Further work scoping and planning development sessions for 2020 now underway</li> </ul>	Chief Finance Officer and Chief Officer EIJB	100%	June 2019	June 2019	

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2.4 Each IJB must develop a transparent and prudent reserves policy						
Policy under development and will be presented to the IJB in 2019	<ul style="list-style-type: none"> <li>Reserves policy will be submitted to August IJB for approval</li> </ul>	Chief Finance Officer	100%	October 19	October 19	
Focussed discussion as a Board about how reserves and other funding streams can best be used to support the strategic commissioning plan and longer-term sustainability of the IJB.	<ul style="list-style-type: none"> <li>Underway and developmental workshops have been undertaken.</li> <li>Budget for 2019/20 approved in October 2019.</li> <li>Balanced position for all partners approved in December 2019</li> </ul>	Chief Finance Officer	100%	October 19	October 19	
2.5 Statutory partners must ensure appropriate support is provided to IJB S95 Officers						
Some good examples but limits in this, there is a joint recognition that the IJB CFO role can be a very challenging one and recognition of the need to support the CFO with wider collective assistance	<ul style="list-style-type: none"> <li>Further work to be undertaken to ensure appropriate capacity in place to support the role.</li> <li>Consideration to support set out in HSCP senior management structure</li> </ul>	Chief Officer Chief Executives	25% <sup>=</sup>	December 2021 (revised)	December 2021 (revised)	This work has not progressed as planned due to Covid19
	<ul style="list-style-type: none"> <li>Paper to be developed for discussion with CEOs</li> </ul>		25% <sup>=</sup>	December 2021 (revised)		This work has not progressed as planned due to Covid19
Recognition that an overview of the financial position and working across two finance teams can be difficult. Also, whilst support from partner bodies is positive there is recognition that the terms of support and engagement could be reset to ensure this is more effective	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	100% <sup>^</sup>	January 2020	May 2020 (revised)	As part of the budget development process, there a budget protocol in place and Chief Officer and Chief Finance officer continues to meet regularly with NHS

						Finance and Council finance teams.
The IJB s95 Officer (CFO) relies on support from both City of Edinburgh Council and NHS Lothian finance teams	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	100%^	January 2020	May 2020 (revised)	The CFO continues to work in partnership with both finance teams virtually
Embed finance colleagues from our partners within a virtual HSCP finance team and co-locate them as required to support the CFO and the IJB/HSCP finance function across both budgets. This would build an even greater shared understanding of the different working practices and pressures on each partner, and enable the development of faster solutions and implementation of smoother processes across the partnership	<ul style="list-style-type: none"> <li>As above</li> </ul>	Chief Officer Chief Executives	100%^	January 2020	May 2020 (revised)	The CFO continues to work in partnership with both finance teams virtually
<b>2.6 IJBs must be empowered to use the totality of resources at their disposal to better meets the needs of their local populations</b>						
Implement review of directions and ensure that these reflect the use of funding regardless of its source toward IJB's strategic planning objectives and priorities	<ul style="list-style-type: none"> <li>Outcome of review of directions is on agenda for August Board</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019	
	<ul style="list-style-type: none"> <li>Directions Policy approved by IJB in August</li> </ul>		100%	August 2019		

<p>Investment and commissioning plans and the medium-term financial plan will reflect this feature and business cases will evidence that we are utilising the totality as required</p>	<ul style="list-style-type: none"> <li>• Medium term financial plan initial outline approved by EIJB in August 2019</li> <li>• Further detailed work to come to Board in 2020</li> </ul>	<p>Chief Finance Officer</p>	<p>75%<sup>=</sup></p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Directions process and annual review mechanism is in place, however further work needed to develop approaches evidencing we are using the totality of our budgets - this is linked to the sustainability work.</p>
<p>Joint commitment to support the public pound losing its identity in future change and directions</p>	<ul style="list-style-type: none"> <li>• Commitment by all parties as set out in budget setting protocol.</li> <li>• Evidenced in balanced position as agreed by EIJB in December 2019</li> </ul>	<p>Chief Finance Officer NHSL Director of Finance CEC Head of Finance</p>	<p>100%</p>	<p>March 2020</p>	<p>March 2020</p>	
<p>IJB to implement revised process of business plan approval linked to directions</p>	<ul style="list-style-type: none"> <li>• Directions policy approved by EIJB in October.</li> <li>• Business planning processes will now be developed within the agreed framework.</li> <li>• Progress reflects that no new business plans have yet come forward at time of reporting</li> </ul>	<p>Chief Finance Officer Head of Strategic Planning</p>	<p>100%<sup>^</sup></p>	<p>March 2020</p>	<p>March 2020</p>	<p>Directions process and annual review is now in place. As business plans come to the IJB for approval they have direction associated with them that are then sent to NHS / Council accordingly</p>

Key Feature 3 – Effective Strategic Planning for Improvement						
3.1 Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB						
<p>A review of the range of current support against future needs will be undertaken by the Chief Officer, supported by the wider Partnership</p>	<ul style="list-style-type: none"> <li>A revised, co-produced HSCP senior management structure has been developed and organisational change processes in place with target date for completion of summer 2020.</li> <li>Paper on support needs for the partnership under discussion with both NHS and CEC Chief Executives</li> </ul>	<p>Chief Officer Chief Executives</p>	<p>50% =</p>	<p>March 2022 (revised)</p>	<p>March 2022 (revised)</p>	<p>The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward.</p>
3.4 Improved strategic planning and commissioning arrangements must be put in place						
<p>With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations</p>	<ul style="list-style-type: none"> <li>Underway in relation to structural review and organisational change within the HSCP</li> </ul>	<p>Head of Strategic Planning / Chief Finance Officer</p>	<p>50%=</p>	<p>March 2022 (revised)</p>	<p>March 2022 (revised)</p>	<p>The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward</p>

Partners to specifically address gaps in capacity and capability in acute health service planning	<ul style="list-style-type: none"> <li>• Bed based review will support identification of our longer term needed</li> </ul>	Head of Strategic Planning Chief Finance Officer Chief Officer	50%^	December 2021 (revised)	December 2021 (revised)	Work is progressing with the bed-based review; however, progress has slowed due to COVID19
	<ul style="list-style-type: none"> <li>• Capacity in relation to strategic planning also under consideration as part of the NHSL Recovery programme</li> </ul>		50%^	December 2021 (revised)		
<b>3.5 Improved capacity for strategic commissioning of delegated hospital services must be in place</b>						
With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations	<ul style="list-style-type: none"> <li>• Consideration of structure has been co-produced with staff and staff side.</li> <li>• Organisational change process in place and structure for consultation and subsequent implementation is in place and compliant to policies of both NHSL and CEC</li> </ul>	Head of Strategic Planning	50%=	March 2022 (revised)	March 2022 (revised)	The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward
<b>Key Feature 4 – Governance and accountability arrangements</b>						
<b>4.1 The understanding of accountabilities and responsibilities between statutory partners must improve</b>						
	<ul style="list-style-type: none"> <li>• Agreed by IJB</li> </ul>		100%	June 2019	July 2021	

Implementation of the GGI review recommendations and Good Governance Handbook	<ul style="list-style-type: none"> <li>Committees will be set up by end of October 2019</li> </ul>	IJB Chair and Vice Chair Chief Officer	100%	November 2019	(revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.
	<ul style="list-style-type: none"> <li>Handbook being co-produced with IJB</li> </ul>		75%^	July 2021 (revised)		
In developing the governance review, ensure due focus is given to wider, complex issues of community and third sector representation	<ul style="list-style-type: none"> <li>3rd sector participation set out in terms of reference of committees through their non-voting membership of the EIJB</li> </ul>	Chief Officer	100%	June 2019	June 2019	
Partners participate fully in the Lothian Integration Forum in support of improving understanding of responsibilities and accountabilities	<ul style="list-style-type: none"> <li>ICF in place</li> </ul>	IJB Chair / Vice Chair Chief Officer Chief Executives	100%	June 2019	June 2019	
<b>4.2 Accountability processes across statutory partners will be streamlined</b>						
Implement governance review recommendations	<ul style="list-style-type: none"> <li>Underway</li> </ul>	Chief Officer	100%	June 2020	June 2020	
Refresh of IJB governance is an opportunity to review governance arrangements across wider partnership and create governance, assurance and escalation framework that	<ul style="list-style-type: none"> <li>Underway</li> </ul>	Chief Officer Chief Executives	100%	June 2020	June 2020	

are safe, effective, transparent, and robust						
City of Edinburgh Council will annually review the guidance arrangements as part of their own plans		Chief Executive CEC	50%=	December 2021 (revised)	June 2020	This work has not progressed due to COVID19.
<b>4.3 IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis</b>						
Implementation of the Governance review action plan and Good Governance Handbook	<ul style="list-style-type: none"> <li>GGI development sessions underway</li> </ul>	Chief Officer	100%	June 2019		Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role for Chair has been drafted.
	<ul style="list-style-type: none"> <li>Terms of reference for sub committees are drafted and to be submitted for board approval in June</li> </ul>		100%	June 2019		
	<ul style="list-style-type: none"> <li>Handbook is being developed in a co-productive manner with board members</li> </ul>		75%^	July 2021 (revised)		
Further refinement of the induction programme – to take account particularly of the changes that occur, and support provided over the course of local government elections	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme has been developed for Board members</li> <li>Revision of date to take account of delivery of the final Governance Handbook and to ensure totality of this is reflected in final induction process</li> </ul>	Chief Officer	75%^	July 2021 (revised)	July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.

<p>Induction programmes and recruitment processes pay particular attention to the support and needs of carer and service user representatives to ensure they can fulfil this role while balancing care or other commitments</p>	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Revised date as per above</li> </ul>	<p>Chief Officer</p>	<p>75^%</p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.</p>
<p>Review of the Integration scheme including, as set out above to take account particularly of the changes that occur, and support provided over the course of local government elections</p>	<ul style="list-style-type: none"> <li>Integration scheme has been amended to reflect the new carer duties.</li> </ul>	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	
<p>Regular development sessions planned across the year with a focus on the IJB's strategic ambitions and priorities and to support forward thinking and robust decision making.</p>	<ul style="list-style-type: none"> <li>Development sessions dates to Dec 2020 have been agreed and work will be taken forward with GGI to scope out the theme / focus of these development sessions</li> </ul>	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	
<p>The Chair, Vice Chair, Chief Officer, CFO and other post holders and office bearers will be supported to ensure we maximise membership of groups including; CoSLA, Health and Social Care Scotland, Social Work Scotland, National CFOs' Group and Chairs' / Vice Chairs' network</p>	<ul style="list-style-type: none"> <li>EIJB has moved its meetings from a Friday to a Tuesday in part to accommodate input and participation with wider national bodies relating to leadership in integration</li> </ul>	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	



<p>City of Edinburgh Council will include IJB membership as part of their induction process.</p>	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Induction has been reviewed however revised date reflects timeline for completion of the handbook and work with the GGI to ensure this is incorporated</li> </ul>	<p>Chief Officer Chief Executive CEC</p>	<p>75%^</p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.</p>
<p>The IJB will consider its visibility and engagement in and with communities, including meeting in a wider range of venues in local communities.</p> <p>Page 65</p>	<ul style="list-style-type: none"> <li>The IJB will now be held in localities allowing visibility</li> </ul>	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>October 2019</p>	
	<ul style="list-style-type: none"> <li>A new Partnership website is being developed and this will increase visibility of the Partnership and IJB.</li> <li>Website now in place and content will be maintained and updated</li> </ul>		<p>100%</p>	<p>October 2019</p>		
	<ul style="list-style-type: none"> <li>Partnership branding and identity is being scoped with plan to relaunch by the end of October 2019.</li> <li>Now in place and launched</li> </ul>		<p>100%</p>	<p>October 2019</p>		
<p>The Third Sector Strategic Group will be supported to provide an induction to new IJB members on the role, capacity, and purpose of the Third Sector</p>	<ul style="list-style-type: none"> <li>As part of work with GGI a refreshed induction and training programme will be developed for Board members</li> <li>Revised date reflects timeline for full Governance Handbook to be in place</li> </ul>	<p>Chief Officer Chief Executive, EVOC</p>	<p>75%^</p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role</p>

						for Chair has been drafted.
<b>4.4 Clear directions must be provided by IJB to Health Boards and Local Authorities</b>						
Finalise our review of directions	<ul style="list-style-type: none"> <li>The outcome of the review came to the IJB in August and the new directions policy approved</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019	
	<ul style="list-style-type: none"> <li>A new directions policy was approved by the IJB in August</li> </ul>		100%	August 2019		
Develop, agree, and implement direction setting process and ensure this is aligned to national guidance	<ul style="list-style-type: none"> <li>A new directions policy was approved by the IJB in August</li> </ul>	Head of Strategic Planning	100%	August 2019	August 2019	
Regular (at least annual) reporting on directions to the IJB	<ul style="list-style-type: none"> <li>This will be included in the terms of reference for the Performance and Delivery Committee</li> </ul>	Head of Strategic Planning	100%	November 2019	November 2019	
City of Edinburgh Council will include consideration of directions from the IJB as part of their planning processes		Chief Executive CEC EIJB Chief Officer	25% =	December 2021 (revised)	December 2021 (revised)	This work has not progressed due to Covid19
<b>4.5 Effective, coherent, and joined up clinical and care governance arrangements must be in place</b>						
Clinical and Care Governance Committee to be developed with clear accountabilities as well as a clear escalation and assurance map	<ul style="list-style-type: none"> <li>Agreed as a Committee and membership in place.</li> </ul>	Head of Operations Chief Nurse Clinical Director Chief Social Work Officer	100%	June 2019	November 2020	
	<ul style="list-style-type: none"> <li>Terms of reference drafted and agreed by the Committee.</li> </ul>		100%	June 2019		

	<ul style="list-style-type: none"> <li>Dates for committee set and committee has now met</li> </ul>		100%	June 2019		
Refine professional and clinical leadership within this.	<ul style="list-style-type: none"> <li>Workshop organised to define professional and clinical relationships and leadership across the Partnership – has taken place.</li> <li>Progress has been made in this however revised timeline reflects ongoing revision of National Clinical and Care Governance and further national work taking place in the early new year</li> </ul>	Chief Officer Chief Nurse Clinical Director CSWO	100%	November 2019	April 2019 (revised)	Clinical and Care Governance Committee is now in place, alongside strengthened governance arrangements / relationships feeding into the Clinical and Care Governance Committee
Clarity of arrangements with partners and ensuring clear lines of assurance and reporting will be set out in the Good Governance Handbook and implemented	<ul style="list-style-type: none"> <li>Introduction of Clinical and Care Governance committee that include assurance</li> </ul>	Head of Operations	100%	November 2019	November 2019	
Define more clearly the involvement of the third sector	<ul style="list-style-type: none"> <li>Consideration to be given to ensuring appropriate and clear engagement, recognising commissioning, regulatory and other frameworks.</li> </ul>	Head of Operations Chief Nurse CSWO	25%^	December 2021 (revised)	December 2021 (revised)	This work has not progressed due to COVID19
<b>Key Feature 5 – Ability and willingness to share information.</b>						
<b>5.1 IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data</b>						
The IJB will undertake further benchmarking of good practice.	<ul style="list-style-type: none"> <li>EIJB has participated in developmental sessions held</li> </ul>	Head of Strategic Planning	50%= =	July 2021 (revised)	July 2021 (revised)	This work has not progressed due to COVID19

	<ul style="list-style-type: none"> <li>nationally on Annual Performance Reviews</li> <li>National Framework for Community Health and Care has been published and provides model to self-evaluate against good practice</li> </ul>					
	<ul style="list-style-type: none"> <li>Further participation as invited by Scottish Government officials</li> </ul>		Ongoing	Ongoing		
HSCP senior managers leading the work will participate in National performance forums	<ul style="list-style-type: none"> <li>As above</li> </ul>	Head of Strategic Planning	50% <sup>=</sup>	July 2021 (revised)	July 2021 (revised)	This work has not progressed due to COVID19
<b>5.2 Identifying and implementing good practice will be systematically undertaken by all partnerships</b>						
Revise format and presentation of the Annual Report	<ul style="list-style-type: none"> <li>For consideration by Scottish Government – EIJB to participate as invited</li> <li>No current forum for this in place at time of reporting</li> </ul>	Head of Strategic Planning	Ongoing	June 2020	June 2020	As the format and presentation of the annual report is driven by the requirements of the Scottish Government, the Partnership are limited in their ability to revise the format and presentation of the annual performance report. Therefore, the RAG status has been changed to ongoing

<p>Apply any future guidance or structure arising from the review set out at 5.1</p> <p>Page 69</p>		<p>Head of Strategic Planning</p>	<p>Ongoing</p>	<p>June 2020</p>	<p>June 2020</p>	<p>As the format and presentation of the annual report is driven by the requirements of the Scottish Government, the Partnership are limited in their ability to revise the format and presentation of the annual performance report. Therefore, the RAG status has been changed to ongoing</p>
<p><b>Key Feature 6 – Meaningful and sustained engagement</b>  <b>6.1 Effective approaches for community engagements and participation must be put in place for integration</b></p>						
<p>Development of engagement and participation team</p>	<ul style="list-style-type: none"> <li>To be considered as part of wider capacity planning</li> <li>Development of communications and engagement is part of the wider HSCP restructure and revised timeline reflects Organisational Change processes required to complete this</li> <li>An interim communications, engagement and participation</li> </ul>	<p>Head of Strategic Planning</p>	<p>100%^</p>	<p>January 2020</p>	<p>August 2020 (revised)</p>	<p>The communication and engagement team are now in place.</p>

	team has been put in place and progress demonstrated through website, events, and leadership sessions					
Review of our current engagement and participation plan in the context of this proposal and against examples of good practice elsewhere	<ul style="list-style-type: none"> <li>As above</li> </ul>	Head of Strategic Planning	75%^	July 2021 (revised)		Communication and engagement team are now in place. Further work needed to develop a full communications and engagement strategy for the Edinburgh Integration Joint Board (EIJB)
Implementation of the governance review	<ul style="list-style-type: none"> <li>GGI development sessions underway</li> </ul>	Chief Officer	100%	June 2019	July 21 (revised)	
	<ul style="list-style-type: none"> <li>Terms of reference for sub committees are drafted and to be submitted for board approval in June</li> </ul>		100%	June 2019		
	<ul style="list-style-type: none"> <li>Handbook is being developed in a co-productive manner with board members</li> <li>Revised date reflects end of work with GGI</li> </ul>		75% =	July 21 (revised)		Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.

**Key Feature 6 – Meaningful and sustained engagement**  
**6.2 Improved understanding of effective working relationships with carers, people using services and local communities is required**

<p>Improved understanding of effective working relationships with carers, people using services and locality communities is required</p>	<ul style="list-style-type: none"> <li>• Roll out of a three conversations work, evaluation and spread of learning in relation to three conversations.</li> <li>• Develop and implement our community investment programme alongside the third sector</li> </ul>	<p>Head of Strategic Planning</p>	<p>25%=</p>	<p>July 22 (revised)</p>	<p>July 2022</p>	<p>This action was omitted from the initial action plan, however work is ongoing to develop relationships with key stakeholders and will be incorporated as part of the Edinburgh Pact (community investment programme)</p>
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**Key Feature 6 – Meaningful and sustained engagement**  
**6.3 We will support carers and representatives of people using services better to enable their full involvement in integration**

<p>We will support carers and representatives of people using services better to enable their full involvement in integration</p>	<ul style="list-style-type: none"> <li>• Continue to work with carers and representatives of people using services in the development of specific areas.</li> <li>• Continue to support carers and service users that sit on the Board, provide an induction, and point of contact for them in support of their role.</li> <li>• Engagement and participations groups in place and these are active forums for involvement.</li> </ul>	<p>Head of Strategic Planning</p>	<p>25%=</p>	<p>December 21 (revised)</p>	<p>December 2021</p>	<p>Projects within transformation programme will look to involve carers and services users at appropriate consultation point.  Work continues to recruit to the carer and citizen rep on the EIJB and a</p>
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	<ul style="list-style-type: none"><li>Continue to ensure that there is widest possible engagement at the EIJB and planning groups.</li></ul>					contact point is in place.
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## REPORT

### Appointments to the Edinburgh Integration Joint Board and Committees

Edinburgh Integration Joint Board

2 February 2021

#### Executive Summary

The purpose of this report is to inform the Board of a change of membership.

#### Recommendations

It is recommended that the Edinburgh Integration Joint Board:

1. Appoints Bridie Ashrowan as a non-voting member of the Joint Board to replace Ella Simpson with effect from 1 March 2021, as requested by the Edinburgh Voluntary Organisations' Council.
2. Appoints a non-voting member to the Strategic Planning Group.

#### Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		✓
	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	



## Report Circulation

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This report has not been considered elsewhere.

## Main Report

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1. The Joint Board is responsible, in line with section 3 of the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 (the Order), for appointing non-voting members to the Board. The City of Edinburgh Council and NHS Lothian are responsible, under the same Order, for appointing their own members to the Joint Board.
2. In line with section 7 of the Order, the term of office of a member of the Joint Board is not to exceed three years, but members can be reappointed for a further term of office.
3. The Edinburgh Voluntary Organisations' Council (EVOC) has nominated Bridie Ashrowan to replace Ella Simpson as a non-voting member of the Joint Board, with effect from 1 March 2021. Formal confirmation of this has been received from the Chair of EVOC.
4. The terms of reference and membership for each of the five IJB Committees were approved at the Board's meeting on 21 July 2020. Ella Simpson was a non-voting member of the Strategic Planning Group and therefore there is now a vacancy on this committee.
5. The Board is asked to appoint a non-voting member to the Strategic Planning Group. The Chair has recommended that Bridie Ashrowan be appointed to this committee.

## Implications for Edinburgh Integration Joint Board

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### Financial

6. There are no financial implications arising from this report.

### Legal / risk implications

7. Failure to appoint Joint Board members and members of the Strategic Planning Group would result in the Joint Board failing to meet the requirements of the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Act 2014 and the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014.

### 8. Equality and integrated impact assessment

9. There are no equalities implications arising from this report.

### Environment and sustainability impacts

10. There are no environment or sustainability implications arising from this report.

### Quality of care

11. Not applicable.

### Consultation

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12. None.

### Report Author

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**Judith Proctor**

**Chief Officer, Edinburgh Integration Joint Board**

Contact for further information:

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Email: [rachel.gentleman@edinburgh.gov.uk](mailto:rachel.gentleman@edinburgh.gov.uk)

### Background Reports

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1. [Edinburgh Integration Joint Board Governance Report](#), 21 July 2020
2. [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#)
3. [Public Bodies \(Joint Working\) \(Integration Joint Boards\) \(Scotland\) Order 2014](#)
4. [Integration Scheme](#)

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## REPORT

### Committee Update Report

Edinburgh Integration Joint Board

2 February 2021

#### Executive Summary

The purpose of this report is to provide the Edinburgh Integration Joint Board with an update on the business of all Committees between December – January 2020.

#### Recommendations

It is recommended that the Edinburgh Integration Joint Board:

1. Notes the work of the Committees

### Report Overview

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1. This report gives an update on the business of the committees covering the period December – January 2020. This report has been compiled to support the Edinburgh Integration Joint Board (EIJB) in receiving timeous information in relation to the work of its committees and balances this with the requirement for the formal note of committees to have undertaken due process and agreement by those committees. All reports are stored in the EIJB document library for information.

### Futures Committee – 2 December 2020

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2. **Better Supporting Elderly Citizens to Live Well at Home** - the committee was presented with a presentation from SICCAR who have developed a digital trust network which have a range of benefits for the health and social care sector.
3. **High Level Strategy** - the committee discussed the design and approach of the EIJB high level strategic framework.
4. **Climate Change Charter** - the committee discussed the proposals for the Climate Change Charter.

5. **Joint Strategic Needs Assessment Framework** – this report was not presented to the committee and would be deferred to the next meeting.

### Included in the March Update Report

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6. **Strategic Planning Group – 20 January 2021**
7. **Performance and Delivery Committee – 20 January 2021**
8. **Audit and Assurance Committee – 29 January 2021**
9. **Futures Committees – 10 February 2021**
10. **Clinical and Care Governance Committee – 22 February 2021**

### Report Author

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**Judith Proctor**

**Chief Officer, Edinburgh Integration Joint Board**

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## Minute

### IJB Futures Committee

**10am, Wednesday 2 December 2020**

virtual meeting by MS Teams

#### Present:

Peter Murray (Chair), Councillor Ricky Henderson, Angus McCann, and Councillor Melanie Main.

In attendance: Matthew Brass, Sarah Bryson, Hannah Cairns, Rab Campbell, Tony Duncan, Christine Farquhar, Peter Ferry, Phillip Glennie, n, Natalie Le Couteur, Alex Matthews, Katie McWilliam, Jay Sturgeon.

#### Apologies

Ella Simpson.

### 1. Minute

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#### Decision

To approve the minute of the Futures Committee of the 9 September 2020 as a correct record.

### 2. Rolling Actions Log

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The Rolling Actions Log (RAL) up to date to December 2020 was presented to the Committee.

#### Decision

- 1) To agree to close the following actions:
  - Action 1(1), 1(2), 1(3), 1(6) – Terms of Reference
  - Action 3(2) – Long Term Strategy Proposal and Transformation Programme Update
  - Action 8(1) – Home Care Robots

- 2) To agree to changing the action owner from Councillor Melanie Main to Councillor Ricky Henderson in Action 4 and to set up a meeting with Angus McCann, Peter Murray and Councillor Rickey Henderson to discuss.
- 3) To agree to add the production of the Climate Change Charter to the Rolling Actions Log.

(Reference – Rolling Actions Log, submitted)

### **3. Better Supporting Elderly Citizens to Live Well at Home**

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Committee were presented with a presentation from SICCAR, an Edinburgh-based tech company who had developed a 'digital trust network' that proposed to have a range of benefits for the health and social care sector.

It was noted that through sharing data across the health care sector, statutory social care and voluntary sector support, the network aimed to amalgamate a level of trust between these sectors and the patient whilst allowing them to work in a collaborative manner. It was noted that this could play a pivotal role in delayed discharge from hospital, which may result in:

- Reduced excess bed nights in South East Scotland by up to 2,400 per week.
- Allowed early identification of people at risk of malnutrition. Provided an ongoing register of a patient's condition once discharged

Committee were presented with a potential example of the data sharing network in practice. With around 100,000 elderly people suffering from malnutrition throughout Scotland, the data sharing platform could connect patient data from their time in hospital with the care sector as well as dietitians from Food Train in order to successfully create a specific care plan for patients. It was noted that this could have the potential to build trust in hospitals who could discharge a patient knowing there would be a comprehensive system of care already in place to prevent malnutrition.

Members expressed concerns over the 'NHS heavy' approach and suggested that the plan of data sharing would need to be more specific in its approach toward the Edinburgh Integration Joint Board (EIJB) and the Edinburgh Health and Social Care Partnership.



With recent adjustments to General Data Protection Regulation laws, members were assured that the data sharing principles within the network were in-keeping with regulations as well as being accessible and manageable at various levels throughout the proposed model.

## **Decision**

- 1) To note the presentation.
- 2) For SICCAR to organise a meeting with the Poverty Commission and EVOC to gain an input on the proposed Network from their perspective.

## **4. High Level Strategy**

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Direction and guidance was sought from Committee after a presentation on the design and approach of the EIJB high level strategic framework was presented to members.

The proposed STEEPLED design of the high-level strategy provided members with the strategic context in which the framework would work, to include ENDS, WAYS and MEANS, planning horizons and a SWOT analysis. It was agreed that the three 'horizons' should reflect 1-6 years, 6-18 years and 18+ years.

Committee noted the proposed timeline for the production of the High-Level Strategy, with the framework to be presented to the Strategic Planning Group in January 2021. A complete draft was then agreed to be finished in June 2021 and presented to the EIJB in October 2021.

Members noted concerns in some of the terms in the report, and requested further information and a clear definition of what the Edinburgh Pact was and for it to be circulated to the Futures Committee Membership, as well as a change to some of the language used in respect of references to entitlement. A strapline for the strategic plan would also to

Tony Duncan welcomed any further comments or recommendations to be forwarded to himself after the meeting.

## **Decision**

- 1) To amend 'EHSCP Long Term Strategy' to 'EIJB Long Term Strategy' in slide 4.

- 2) To circulate a list of all EIJB Responsibilities to assure members they were contained within the Strategy.
- 3) To remove the phrase 'culture of entitlement' from slide 7.
- 4) To circulate a detailed definition of the Edinburgh Pact.
- 5) To agree to the 'horizon' timeframes of 0-6 years (Horizon 1), 6-18 years (Horizon 2), and 18+ years (Horizon 3).
- 6) To note the invitation for Members to contact Tony Duncan with feedback on the proposed High Level Strategy.

## 5. Climate Change Charter

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The EIJB in October 2020 had approved the Futures Committee to oversee the production of the Climate Change Charter, e the initial proposition for the Charter framework and set out a timeline for its production.

The report proposed to members that the Charter be a formal document which described the EIJB's aims, principles and guiding principles which would help ensure that tackling climate change was embedded in the planning and delivery of work at all levels of the Board.

A detailed timeline was presented to members, which was considered ambitious given the current pandemic and members noted that the timelines proposed may not be achieved.

Members acknowledged the work that went into producing the report, however highlighted that the design of the charter was more of a strategic document and they had intended that it would be a high-level public facing Charter. It was agreed that a report more tailored to the Futures Committee was required to produce a comprehensive Climate Change Charter.

Discussion took place on the recent removal of Integration Joint Boards from the requirement to report under the 'Climate Change (Duties of Public Bodies; Reporting Requirements) (Scotland) Order 2015 and clarity was sought over the legal powers the EIJB had to ensure delivery partners provided services which were considerate to the environment.

### Decision

- 1) To arrange a meeting with Councillor Melanie Main and Katie MacMillan to review the report and develop it into a charter-style document.
- 2) To review the legal position when the EIJB directs services to understand whether a legal obligation could be placed on delivery partners to provide services in an environmentally considerate way.

(Reference – Climate Change Charter, submitted)

## **6. Joint Strategic Needs Assessment Framework**

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This report was not presented to Committee due to time constraints.

### **Decision**

- 1) To refer the report to the Strategic Planning Group at their meeting in January 2021.
- 2) To circulate a briefing note to EIJB members summarising the key points in the report.

## **7. Date of next Committee Meeting**

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The next meeting was confirmed for Thursday 4 February 2021 to be held virtually via Microsoft Teams.

